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WATER FOR AFRICA THROUGH LEADERSHIP AND INSTITUTIONAL SUPPORT

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ABBREVIATIONS AND ACRONYMS

AIAS	Administração de Infra-estruturas de Abastecimento de Agua e Saneamento
AITF	AfricaSan International Task Force
AMCOW	African Ministers' Council on Water
ASA	African Sanitation Academy
BMGF	The Bill and Melinda Gates Foundation
BPOR	Budgeted Programs by Regional Objective
CFA	Chief of Finance and Administration
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
CPCSP	Coordination and Monitoring Unit of Water and Sanitation Programs
CSE	Centre de Suivi Ecologique
DA	Sanitation Directorate (Senegal)
DCOP	Deputy Chief of Party
DGPRES	Water Resources Management and Planning Directorate (Senegal)
DNAAS	National Directorate of Water Supply and Sanitation of Mozambique
DQA	Data Quality Assurance
Eawag	Swiss Federal Institute of Aquatic Science and Technology
ERP	Enterprise Resource Planning
EXCO	AMCOW's Executive Committee
FIPAG	Fundo de Investimento e Património do Abastecimento de Agua
FY	Fiscal Year
GESI	Gender Equality and Social Inclusion
GLAAS	Global Analysis and Assessment of Sanitation and Drinking-Water
HR	Human Resources
ICT	Information and Communications Technology
IR	Intermediate Results
IWED	Improving WASH Evidence-Based Decision-Making Program
IWRM	Integrated Water Resource Management
KM	Knowledge Management
MEL	Monitoring, Evaluation, and Learning
MOHCDGEC	Ministry of Health, Community Development, Gender Elderly and Children of Tanzania
MOU	Memorandum of Understanding
MOWIE	Ministry of Water, Irrigation and Energy (Ethiopia)
MSWR	Ministry of Sanitation and Water Resources (Ghana)
NSMIS	National Sanitation Management Information System (Tanzania)
OD	Organizational Development
OHLGS	Office of Head of Local Government Services (Ghana)
OSS	Organizational Strengthening Support
OWERDB	Oromia Water and Energy Resources Development Bureau
RFP	Request for Proposals

SDGs	Sustainable Development Goals
SINAS	National Water and Sanitation Information System in Mozambique
SIS	Sector Information System in Ghana
SML	Subcommittee on Monitoring and Learning
SOP	Strategic Operational Plan
SWA	Sanitation and Water for All
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAC	Technical Advisory Committee
TAMIS	Technical and Administrative Management Information System
TEC	Technical Evaluation Committee
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WADI	Water and Development Indefinite Delivery Indefinite Quantity
WALIS	Water for Africa through Leadership and Institutional Support
WASSMO	Pan African Water Supply and Sanitation Monitoring and Reporting Platform
WASH	Water, Sanitation, and Hygiene

YEAR FOUR ANNUAL REPORT

PROJECT BACKGROUND

The Water for Africa through Leadership and Institutional Support (WALIS) Program 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. The program is fully funded at \$12,383,704. WALIS is implemented by DAI Global LLC.

This five-year initiative, awarded under the Water and Development Indefinite Delivery Indefinite Quantity (WADI) contract, aims to bolster the ability of African leaders, donors, and stakeholders to better use existing data and analyses to shape national water, sanitation, and hygiene (WASH) policy, planning, and budgets to achieve the Sustainable Development Goals (SDGs). WALIS will accomplish this through the following four core task areas:

Task 1: Develop, monitor, and analyze sound sector data;

Task 2: Engage in targeted research and pilot activities around identified sector constraints;

Task 3: Strengthen country systems to develop informed policy and improve sector planning toward sustainable WASH services and,

Task 4: Increase the capacity required to support improved collection and use of sector knowledge.

Consistent with these task areas, the following three Intermediate Results (IRs) are expected of WALIS:

1. **WASH Policy and Governance:** Foster transparent WASH sector multi-stakeholder leadership for evidence-based decision-making processes and better governance;
2. **Monitoring:** Strengthen capacity of regional and national institutions for WASH sector monitoring, evaluation, and reporting and,
3. **Learning and Knowledge Sharing:** Increase levels of coordination, capacity development, communication, knowledge-sharing, and peer-to-peer learning among institutions within the African WASH sector.

EXECUTIVE SUMMARY

This document presents results for the fourth program year: the period from October 1, 2018 to September 30, 2019, providing greater details for Quarter 4, Federal Fiscal Year 2019 (Q4 FY19). The implementation of Year 4 activities was guided by the Year 4 Work Plan per the requirements of Section C of the WALIS Task Order. During Q4 FY19 the WALIS Project Team, hereafter “the Team,” continued the implementation of the Year 4 Work Plan achieving measurable progress to achieve project objectives. The Team continued engaging stakeholders including USAID country missions, regional initiatives, multi-lateral and bi-lateral development partners, non-governmental organizations, and national government agencies.

KEY ACCOMPLISHMENTS

During Year 4 substantive progress was made on the Improving WASH Evidence-based Decision-making (IWED) program, which launched its last two activities in Senegal and Ghana. The Team also continued its organizational strengthening support to the African Ministers’ Council on Water (AMCOW) successfully completing AMCOW’s first-ever Strategic Operational Plan while also supporting the AMCOW led AfricaSan monitoring and leadership activities including the 40-country Ngor Sanitation and Hygiene Commitments Baseline Assessment. Finally, the Team also issued grant awards for capacity-building for sanitation professionals training activities and gender equality and social inclusion activities accounting for the balance of its [REDACTED] grant budget.

Activity I: Improving WASH Evidence-based Decision-making

The Team continued implementation of the demand-driven IWED activities in Ethiopia, Tanzania, and Mozambique activities, and launched the Ghana and Senegal activities.

- **Activity I (A): Ethiopia’s** Ministry of Water, Irrigation and Electricity (MOWIE) is WALIS’s counterpart under the “Improving Knowledge Management of MOWIE at National and Sub-national Levels” IWED activity. In Year 4, the activity progressed slower than originally planned. However, despite delays associated with new information and communications technology (ICT) hardware and software requirements the knowledge management guidelines and ICT protocols were completed and is back on track to deliver on its objectives. The activity has now been extended to December 2019 and the budget increased to accommodate the new ICT requirements and later training workshops.
- **Activity I (B): Ghana’s** Ministry of Sanitation and Water Resources (MSWR) is WALIS’s counterpart under the “Improve Data harmonization within the Ghana WASH sector” IWED activity. In Year 4, WALIS selected its local implementing partner for the activity – MAPLE Consult and proceeded with the first of five phases. The major accomplishments for the year include consultations with sector institutions and international organizations followed by the selection of six pilot districts for the planned baseline survey, a detailed capacity assessment of district and environmental officers and an ICT assessment in sector institutions. Although key documents such as the Data Collection Procedures, National Sector Information System Task Force, inter-ministerial Memorandum of Understanding, and the Data Collection Training Tools

and Guidelines were all developed within the year, there was a lag in counterpart ministry review and approval of the final versions.

- **Activity I (C):** The **Madagascar** IWED activity was completed in FY17 and the subcontract with the local implementing partner ended on January 31, 2018. WALIS worked with the Ministry of Water, Sanitation and Hygiene to implement the “Budgeted Programs by Regional Objective” (BPOR) process to support development of a long-term sectoral WASH program for five regional WASH Directorates. In November 2017, the General Director of the Ministry of Water, Energy and Hydrocarbons certified the BPOR documents for the 22 Madagascar regions. As a result, the BPOR process improved the WASH services development planning model and financial planning model. The Ministry is currently finalizing the website’s parameters to secure the database. WALIS shared the final activity report with USAID Madagascar.
- **Activity I (D):** **Mozambique’s** National Directorate of Water Supply and Sanitation (DNAAS) is WALIS’s counterpart under the “Development of National Water and Sanitation Information System (SINAS)” IWED activity. In Year 4, activity progressed well with data points in SINAS passing 5,000 points using m-SINAS and 15,000 including integrated data from AKVO. The remaining issue is with the integration of data from AIAS (Administração de Infra-estruturas de Abastecimento de Água e Saneamento) and FIPAG (Fundo de Investimento e Património do Abastecimento de Água). These entities requested technical support which is planned in Q1 FY5. The subcontract was extended through December 30th to allow time for completion of activities and addressing sustainability issues that include continued employment of the seconded SINAS technician and provision of high-speed internet for the server. SINAS helped donors to further invest into DNAAS by establishing a Joint Common Fund and pledging 25mln USD for 5 years that includes support of SINAS at the local level. Donors can see progress on the water census and DNAAS will be able to complete it in 2020 and effectively report on the sustainable development goals. The SINAS data proved to be critical in rehabilitation efforts following the cyclones as it provided photos and location of assets that were destroyed. The data helped World Bank to mobilize funding to repair the infrastructure. SINAS has changed the paradigm regarding water in Mozambique. There was a tendency to only look at water points (pumps, etc.) in an isolated way. Now DNAAS is able to integrate into a cross-section of multiple data sources. They can take information on population, groundwater level, location or current water points to plan where they are putting in a piped system (combined with financing, demographics, etc.). This has changed the national direction for WASH and Water Resource Management – they can better predict groundwater levels and future productivity. At the local level SINAS helped to secure investments at provincial and district levels.
- **Activity I (E):** **Senegal’s** Ministry of Water and Sanitation, Program Planning, Coordinating, and Monitoring Unit (CPCSP) is WALIS’s counterpart under the “Development of Information and Monitoring System Initiative for Water, Hygiene and Health Sector in Senegal” IWED activity. The major accomplishment in Year 4 was the agreement to the activities to be completed and the cost-share with the Government of Senegal and the selection of a local implementing partner after earlier challenges were overcome. The activity kicked-off in Dakar in July 2019 with key stakeholders present. Soon after kick-off meeting, final agreement on the

activity's work plan, authorities matrix, and completion of the inception report in mid-September launched the activity as planned.

In Year 4, WALIS negotiated an activity design with the Government of Senegal that maintained a close-collaboration and significant cost-share that unlocked an innovative combination of water resources and sanitation asset management monitoring solutions while also mitigating for implementation risks.

- **Activity 1 (F): Tanzania's** Ministry of Health, Community Development, Gender Elderly and Children (MOHCDGEC) is WALIS's counterpart under the "Roll out of the National Sanitation Management Information System (NSMIS)" IWED activity. In Year 4, the impacts of the Tanzanian government's decision to move the capital from Dar es Salaam to Dodoma became more pronounced as communications and engagement with governmental counterparts became more difficult. The activity, however, progressed with intermittent delays due to a variety of staffing and second-tier subcontracting performance issues that were largely overcome by the end of the reporting period. Major accomplishments include the secondment of an ICT Officer to MOHCDGEC in November 2019 and more robust support to the NSMIS National Help Desk. In addition, the printing, binding, and distribution of registers for the collection and storage of sanitation access and services data at the sub-village level was completed in March.

ACTIVITY 2: Leadership and Institutional Support for Regional Organizations

- **Activity 2 (A): AMCOW Organizational Strengthening Support (OSS).** The OSS activity marshals both financial assistance and technical assistance to develop AMCOW's capacity and transform it into a more effective apex organization within the African water and sanitation sector. In Year 4, the OSS Team worked closely with the AMCOW Secretariat to develop the Strategic Operational Plan 2020-2024, drafted a Resource Mobilization Strategy, finalized number of HR and Finance policies and procedures, finalized staff skills assessment, drafted a change management plan, and finalized the Enterprise Resource Planning (ERP) procurement process.
- **Activity 2 (B):** The AfricaSan Monitoring and Leadership Support activity supports AMCOW's coordination of the AfricaSan International Task Force's Subcommittee on Monitoring and Learning (AITF-SML). In Year 4, there was a significant progress made towards completing SML's work plan activities. The Ngor baseline report was finalized and WALIS facilitated the country dialogues during AfricaSan5/Faecal Sludge Management5 Conference. The Secretariat lead the process of restructuring the AITF and together with USAID/WALIS and the United Nation's Children's Fund (UNICEF) held a side session during the Stockholm World Water Week.

ACTIVITY 3: Stakeholder Engagement and Thought Leadership activities are a primary mechanism by which WALIS engages with regional and country-level partners to achieve activity goals. More specifically, WALIS focused this activity on areas of need in capacity development and knowledge exchange through regional WASH sector institutions and other WASH partners and stakeholders. The activities were coordinated with, and enhanced the impact of, country initiatives identified through

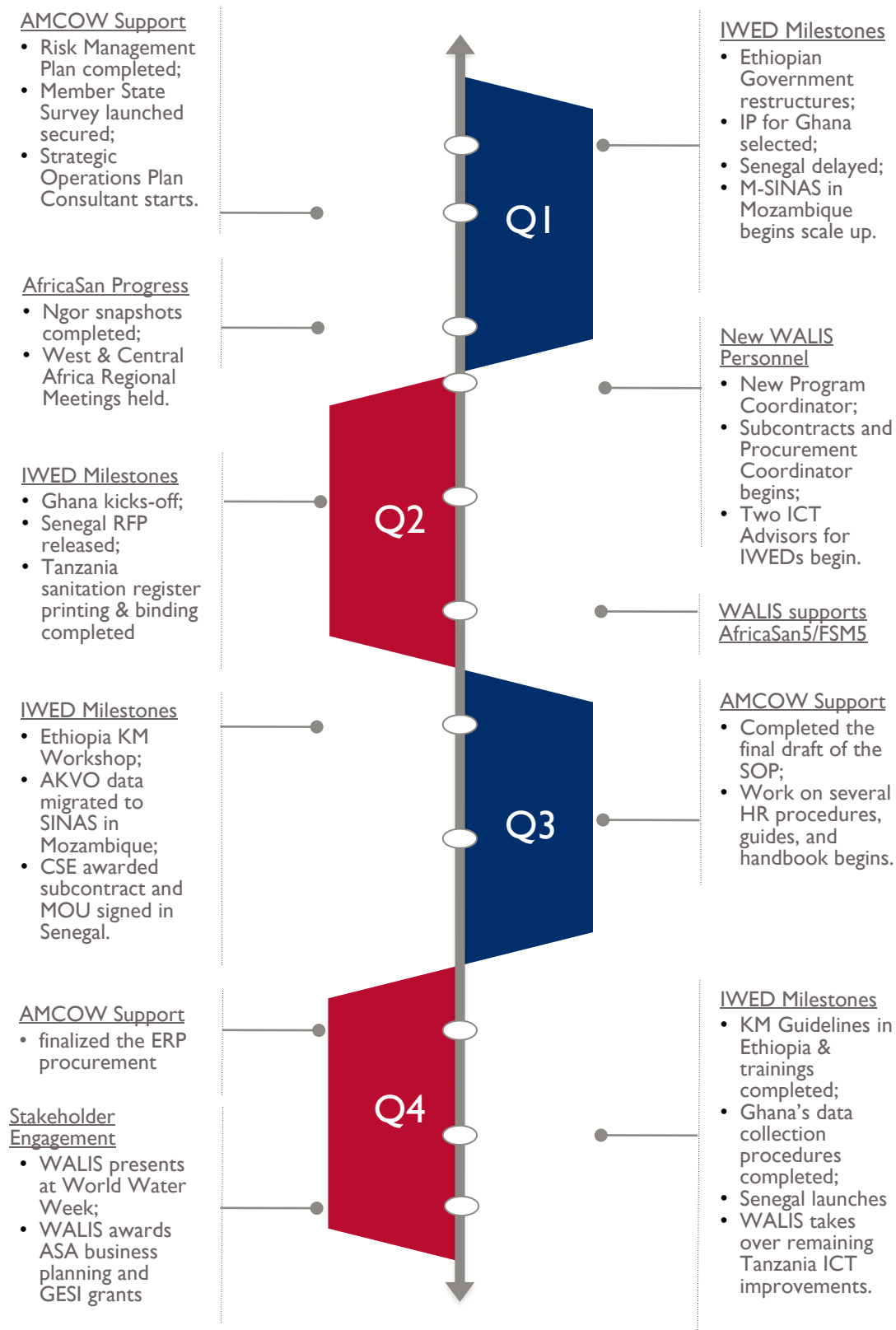
In Year 4, WALIS co-led the first ever Ngor Commitment baseline assessment eventually evaluating the progress of 40-countries against the 10 Ngor Commitments while also hosting three regional peer-to-peer validation and training workshops in Africa. This monitoring effort has placed USAID as a leader on regional efforts to make countries more responsible in the efforts to address their own sanitation challenges.

IWED and our AMCOW activities. Accomplishments under this activity include multiple technical presentations of its work at conferences including University of North Carolina (UNC) Water Institute's Water and Health Conference and the 7th Africa Water Week in Libreville, Gabon in October 2018, the AfricaSan5/Fecal Sludge Management5 conference in February 2019, and World Water Week in August 2019. Not only did WALIS present some of its major achievements related to its African Sanitation Academy research and Ngor Commitment Baseline Monitoring support, but at the 7th Africa Water Week and the AfricaSan5/FSM5 conferences WALIS convened or co-convened entire technical tracks related to capacity building in sanitation in Africa.

As part of its other thought leadership efforts WALIS hosted a webinar with support from USAID's Communication and Knowledge Management project on "Mainstreaming the Use of Data for Decision-making in Africa's WASH Sector" in June 2019. This webinar attracted more than 120 attendees. Meanwhile it developed several blogs during the year including two entitled, "Focusing on Country Dialogue at the AfricaSan5 Conference" and "Finance for the Future: How Fintech Can Help African Governments Leverage Public Resources for More Inclusive WASH."

Throughout the second half of the year, WALIS worked diligently to develop and begin implementation on its three final grants. The first two were for Post African Sanitation Academy Studies Partner Training Institute Business Planning Grants which were awarded to the National Water and Sewerage Company of Uganda and the Zambia College for the Built Environment. At the close of Year 4 WALIS received approval to award a grant to Water and Sanitation for the Urban Poor to strengthen the role of women in WASH leadership and decision-making in Ghana."

FIGURE 1. YEAR 4 PROJECT MILESTONES BY QUARTERS



TECHNICAL ACTIVITIES

ACTIVITY I: IMPROVING WASH EVIDENCE-BASED DECISION-MAKING

To identify demand-driven, country-led initiatives for the IWED Program, WALIS developed a call for Expressions of Interest for strategic support to government WASH agencies in sub-Saharan African country governments in Year 1. Eight countries were requested to submit Expressions of Interest in the form of concept notes. Seven countries out of the original eight submitted concept notes. These concept notes underwent a review process by a technical evaluation committee comprised of representatives from USAID Washington D.C., USAID Country and Regional Missions, the WALIS Team, and AMCOW. Following the review process, all seven concept notes were advanced to Phase II for further due diligence and possible funding by requesting full concept papers from these countries. Concept papers were received from Madagascar, Mozambique, Tanzania and Ethiopia and with further support from the Team the activities moved to implementation phase during Year 2. As WALIS did not receive full concept papers from Ghana and Senegal, a second cohort was created to allow these applicants to revise their concept notes in Q4 FY17 and Q1/Q2 FY18. The seventh country, the Democratic Republic of Congo was placed on indefinite hold. Figure 2 illustrates the six IWED countries. Countries in blue represent the first cohort which began implementation of their activities in Year 3. Countries in red represent the second cohort which began implementation of their activities in Year 4.

FIGURE 2: IWED COUNTRIES

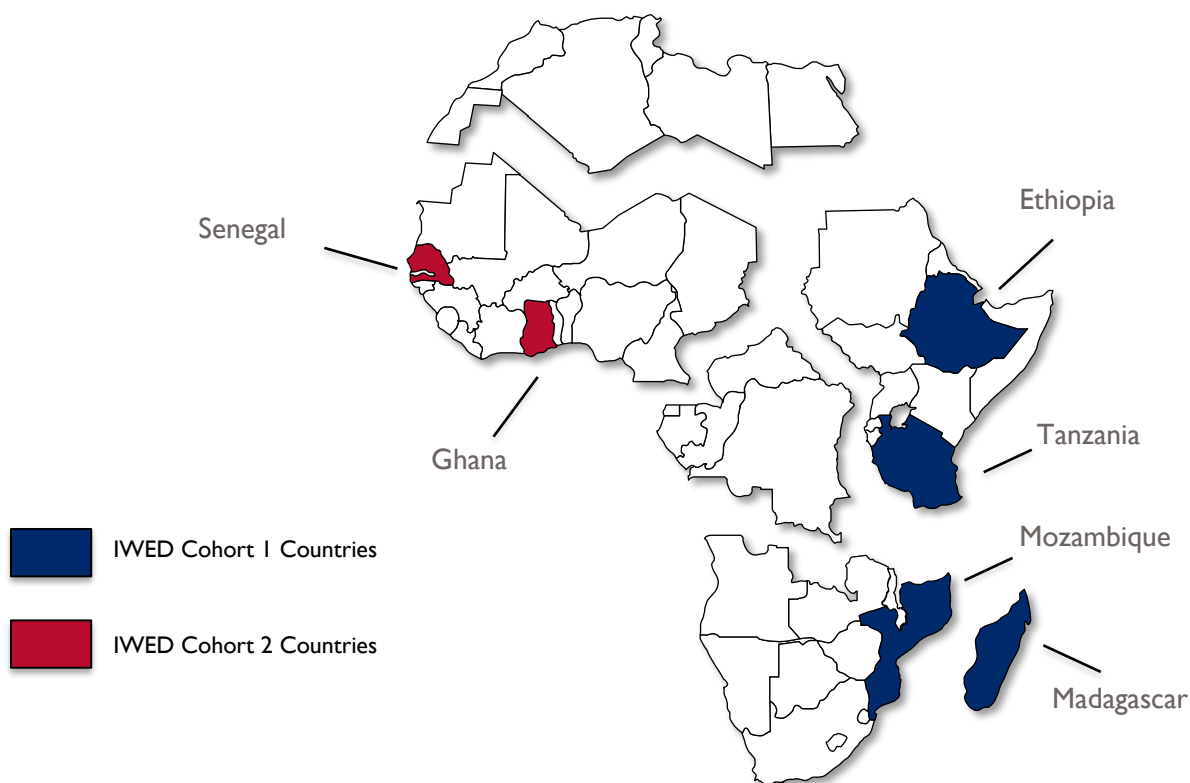


Table I presents the IWED activities and government counterparts in each country by cohort. In Q4 the Team kicked off the final IWED activity to be implemented. This IWED activity takes place in Senegal via a collaboration with the Ministry of Water and Sanitation. Over the course of Year 4, the Team focused on implementation of the Cohort I activities.

TABLE I: SUMMARY OF IWED COUNTRY ACTIVITIES BY COHORT

COUNTRY	ACTIVITY	COUNTERPART
FIRST COHORT		
Ethiopia	Improving knowledge management of the Ethiopia's MOWIE at national and regional levels	Ministry of Water, Irrigation, and Electricity
Madagascar	Develop budgeted regional WASH programs	Ministry of Water, Sanitation, and Hygiene
Mozambique	Develop SINAS at national and sub-national level	Ministry of Public Works, Housing and Water Recourses
Tanzania	Roll out of the NSMIS	Ministry of Health, Community Development, Gender Elderly and Children
SECOND COHORT		
Ghana	Develop ICT linkages between the Sector Information System (SIS) and management systems of the various WASH implementing agencies	Ministry of Sanitation and Water Resources
Senegal	Improve the information production process for Integrated Water Resources Management related SDG 6 indicator monitoring and establish an asset management inventory monitoring for public sanitation facilities	Ministry of Water and Sanitation, Coordination and Monitoring Unit for Water and Sanitation Programs

Further details on IWED Program activities are presented below as sequenced in the Year 4 Work Plan. Full details of each activity's Q1-Q3 work are provided in the corresponding quarterly reports. However, summary details are provided here for continuity. The summary details for Q1-Q3 then provides greater detail for Q4 progress and major accomplishments.

ACTIVITY I (A): ETHIOPIA

The IWED Ethiopia activity is improving knowledge management (KM) in the WASH sector, with special emphasis on MOWIE's internal KM systems at a national and sub-national level. The results of the intervention will also facilitate the transfer of information to sector stakeholders for the purposes of sector management, planning, policy formation and decision-making at all levels. With the IWED activity WALIS has developed protocols, procedures, guidelines, and workflows and is currently setting up the proper infrastructure for KM. Accompanying these improvements to systematize KM will be capacity-building of government staff and those that interact with the system at the national level and in one pilot region – Oromia in partnership with the Oromia Water and Energy Resources Development Bureau (OWERDB).

- In Q1, the activity proceeded slower than anticipated due to the need to procure in-country IT expertise. In addition, the Government of Ethiopia underwent institutional restructuring, effectively reducing the number of ministries from 28 to 20. This consolidation in part resulted in the renaming of WALIS's ministerial and regional counterparts. MOWIE was re-named from the Ministry of Water, Irrigation, and Electricity to the Ministry of Water, Irrigation, and Energy. In addition, the Oromia Water, Minerals, and Energy Bureau became the Oromia Water and Energy Resource Development Bureau or "OWERDB." As part of the change, the MOWIE Minister was replaced as well as the head of OWERDB.
- In Q2, the WALIS team worked diligently to help bring the new IWED points of contact at MOWIE and OWERDB up-to-speed and fully integrated into the ongoing activities. WALIS Chief of Party (COP), Richard Rapier, visited Ethiopia on February 24 – 27 and met with senior staff at MOWIE including the State Minister, staff and advisors of the Water Development Commission, and OWERDB to present an overview of WALIS and the IWED Ethiopia activity.
- In Q3, the KM Guidelines (formerly referred to as KM Protocols) validation workshop was held thereby making measurable progress toward finalizing the guidelines for both MOWIE and the OWERDB. Subsequently, KM database design advanced with finalization of the design document along with procurement of IT software and equipment. During the quarter, the baseline assessment field work was completed by DAI's Data Specialist.

Q4 Progress and Accomplishments. During this reporting period WALIS in collaboration with its local implementing partner, WaterAid, focused primarily on completing and pursuing final approval of the KM Guidelines for both MOWIE and OWERDB while also making progress on the installation and configuration of the ICT equipment and software necessary for the KM system.

Detailed Q4 progress and results are provided in the points below:

- In July, WaterAid finalized the KM guidelines for MOWIE and OWERDB on July 1, 2019 and July 18, 2019, respectively. WaterAid shared the revised KM guidelines with the selected MOWIE and OWERDB KM review teams, while the WALIS COP shared them with the State Minister for WASH and the Water Development Commissioner as well as the OWERDB Bureau Head, Deputy Bureau Head and IT Team Leader. As part of the KM guidance and training, the project developed training modules which were shared with the IWED Taskforce on July 2, 2019.

These were:

- Module 1: What is Knowledge Management.
- Module 2: The Knowledge Management Cycle.
- Module 3: Identifying Learning & Knowledge.
- Module 4: Capturing Knowledge.
- Module 5: Communication & Sharing Knowledge.
- Module 6: Applying Knowledge.

Under the ICT component, WALIS greenlighted the procurement of IT equipment – high end server, AC, and antivirus software for installation at OWERDB. Another AC is being procured for MOWIE. In addition, the Database Design Document (i.e., ICT4Development Deliverable

#2) was completed and approved. The work on the Operating system and DC configuration (document detailing new system) began in July.

From a contract management perspective, WaterAid America submitted a budget increase and realignment modification and period of performance extension request so that the critical firewalls could be purchased and provide sufficient to complete remaining tasks. Multiple revisions to the request were required so that it clearly described the need and justification to better ensure USAID approval.

- In August, WaterAid received DAI's approval to extend the project Period of Performance from February 15, 2018 - August 14, 2019 to February 15, 2018 - December 31, 2019. WaterAid also received DAI's approval to increase and realign the budget from [REDACTED] to [REDACTED], an increase of [REDACTED]. On the sidelines of the World Water Week Conference, the WALIS COP met with the WaterAid Ethiopia acting Country Director, WaterAid America's Director of Strategic Partnerships, the State Minister for WASH, the Water Development Commissioner, the Water Supply and Sanitation Program Coordinator. Overall, they discussed progress on the activity and the need to stay on schedule to successfully complete the activity.
- In September, WaterAid supported the development and review of IT policies for OWERDB and MOWIE, respectively. On September 3, 2019, DAI approved both policies, which include sections on the internal ICT system protection and references to the KM system. The IT policies include the roles and responsibilities of the KM users, contributors and managers, and define reporting mechanisms for KM security incidents. The IT policies are cited in the OWERDB and MoWIE KM guidelines. The Server firewalls were ordered. Work on the draft operating system and DC configuration document was completed which shall serve to orient staff to the newly installed systems. KM data uploading has started for the KMS prototype presentation.

ACTIVITY I (B): GHANA

The main objective of the IWED Ghana activity is to improve the monitoring of the WASH sector in Ghana by providing timely and accurate data from the local level to MSWR at the central level, and the generation of sector indicators and reports for evidence-based decision making, policy planning, and global reporting. Within this broad objective the activity seeks to accomplish a) the development and implementation of standard WASH data collection, management and reporting at the local, regional and central level with an institutionalized data flow across these different levels; b) building capacity of different actors in the WASH sector to properly implement data collection procedures and integrate these procedures in their day-to-day work; c) collection of baseline data in selected regions for the WASH sector; and d) the establishment of an integrated information system (including necessary databases, interfaces, software and hardware solutions) for the WASH sector to ensure proper data flows and allow the generation of sector reports and indicators required by MSWR at the national level.

- In Q1, a joint technical evaluation committee reviewed and evaluated the proposals received for the IWED Ghana activity. Following two rounds of questions and answers with the most qualified offerors, WALIS subcontracted an in-country implementing partner in December 2018 to manage the activity implementation.

- In Q2, WALIS kicked-off the IWED Ghana activity in January 2019 and completed the inception phase of the program by mid-February 2019. The inception phase included consultations with sector institutions and international organizations active in the WASH sector in Ghana, the selection of six pilot districts for the planned baseline survey, a detailed capacity assessment of district and environmental officers and an ICT assessment in sector institutions. The M&E technical working group reviewed the inception report and MSWR approved it.
- In Q3, substantial progress was made on the development of the standardized data collection, management, and reporting procedures along with the revision of the data collection and reporting protocols and structuring of a national task force to lead the collection effort. These Phase 2 and 3 tasks were undertaken in coordination with the MSWR, the Office of Head of Local Government Services (OHLGS), and a range of sector stakeholders. During the quarter, the baseline assessment field work was completed by a DAI Monitoring and Evaluation Specialist.

Q4 Progress and Accomplishments. During the reporting period, the implementation of the activity slowed by government counterpart approval lags to review and approve some deliverables. WALIS sought to mitigate the risk to the schedule and sustainability via face-to-face meetings with its government partners to understand the constraints to progress and what actions can be taken in the following quarter to get back on track.

Detailed Q4 progress and results are provided in the points below:

- In July, the quarter began with WALIS awaiting MSWR to approve multiple draft documents sent to it for its final review and approval. This included the Data Collection Procedures, the proposed Sector Information System National Task Force Structure, and the inter-ministerial Memorandum of Understanding (MOU) between MSWR and the OHLGS. Later in the month, WALIS learned that MSWR now felt OHLGS was the wrong agency to sign a MOU and it should rather sign it with the ministry under which OHLGS is organized – the Ministry of Local Government and Rural Development (MLGRD). The month ended with WALIS’s local implementing partner, MAPLE Consult, submitting its second quarterly report covering the reporting period of April 1 – June 30, 2019.
- In August, the month began with news that a new Chief Director of Water had started with MSWR’s Water Directorate. MAPLE received comments regarding the data collection procedures and addressed them in collaboration with MSWR and UNICEF. MAPLE Consult staff also began work on its fourth deliverable – the Training Tools and Guidance. During the month, it was determined that a trip to provide technical assistance to better understand the issues holding up the approval of the various documents and elevate the activities tasks with the Minister was necessary. In preparation for this trip, WALIS held a pre-trip coordination call with its USAID/Ghana POC.

The WALIS WASH Advisor traveled to Accra to meet with MSWR and MAPLE Consult. It was agreed that MAPLE Consult will follow-up directly with MSWR’s Deputy Minister to convene a meeting with MLGRD to discuss the MOU between MSWR and OHLGS with the aim to finalize the MOU while the COP followed up with MSWR staff present at World Water Week in Stockholm. The Data Collection Procedures and National Task Force Structure were approved by the government.

- In September, with many of the top ministerial staff back from World Water Week, MSWR sent a formal letter to MGLRD to initiate the process to finalize the inter-ministerial MOU. Meanwhile, the database administrator made updates and tested the MSWR's SIS. For the remainder of the month, the team was awaited MSWR to provide comments and approve the multiple documents that were with them for review and approval. At the end of the month, WALIS COP began making preparations for an oversight and management trip to Ghana for mid-October to help mitigate the schedule and sustainability risks to the project.

ACTIVITY I (C): MADAGASCAR

The Madagascar IWED activity began in Q2 FY17. WALIS subcontracted WaterAid America to support the Ministry of Water, Sanitation, and Hygiene to implement the BPOR process for five regional WASH Directorates located in Amoron'i Mania, Diana, Haute Matsiatra, Vakinankaratra, and Vatovavy Fitovinany Regions. WaterAid America submitted the Regional and Communal BPOR reports in Q4 FY17 which were certified by the Ministry. The BPOR process improved the WASH services development planning model and financial planning model. WaterAid submitted the final report in January, thus completing the IWED Madagascar activity. The final activity report with details on BPOR process, results, and recommendations was shared with USAID while the five-minute video summarizing the BPOR activity can be viewed on USAID's Global Waters website - <https://www.globalwaters.org/WALIS>. The subcontract with WaterAid America ended on January 31, 2018.

ACTIVITY I (D): MOZAMBIQUE

The IWED Mozambique activity is creating a database that will provide reliable data on water and sanitation nationwide, which will help decision-makers prepare and execute realistic plans for the development of water supply and sanitation infrastructure and services in Mozambique. The activity will support the establishment of SINAS at the central, provincial and district level. Four provinces (Maputo, Sofala, Manica, and Cabo Delgado) will be using Tablets with preloaded questionnaires for data collection and reporting, thus greatly reducing errors and increasing the data reporting accuracy by utilizing global positioning systems.

A significant result of WALIS's support to the SINAS system was its use in the post-disaster recovery efforts after Cyclone Idai hit the city of Beira and surrounding region in northern Mozambique. SINAS data were used to pinpoint water points possibly affected by the cyclone so relief efforts to address clean water were more targeted.

- In Q1, WALIS supported the training of DNAAS technicians on the new central SINAS. ENGIDRO provided support for m-SINAS users and database management and helped prepare DNAAS' SINAS management team for eventually assuming these responsibilities following the central capacity development training. The Team also worked with the SINAS management team in the preparation of tablets and user configurations for m-SINAS expansion into Zambezia and Nampula provinces, which were previously not covered by any data collection solution. Finally, ENGIDRO completed the procurement and installation of the server and other IT equipment.

- In Q2, m-SINAS data migration expanded to the Niassa, Tete and Inhambane provinces and training on m-SINAS was held for local technicians in the Nampula province. ENGIDRO worked on processing the newly received administration division shapefiles from Mozambique's National Institute of Statistics (INC) to have it consistent with the previously acquired tabular data.
- In Q3, AKVO data from the Nampula, Zambézia, Inhambane, Tete, Gaza and Niassa Provinces was successfully migrated into SINAS, bringing the total data collection points to over 10,000. Data from a survey of private water supply operators, provided by the USAID SPEED+ Project team, was also integrated into SINAS. Field data collection was ongoing throughout the quarter and ENGIDRO and DNAAS monitored progress using the online platform through WebGIS. The WALIS Data Analyst finalized the IWED baseline assessment report at the end of the quarter.

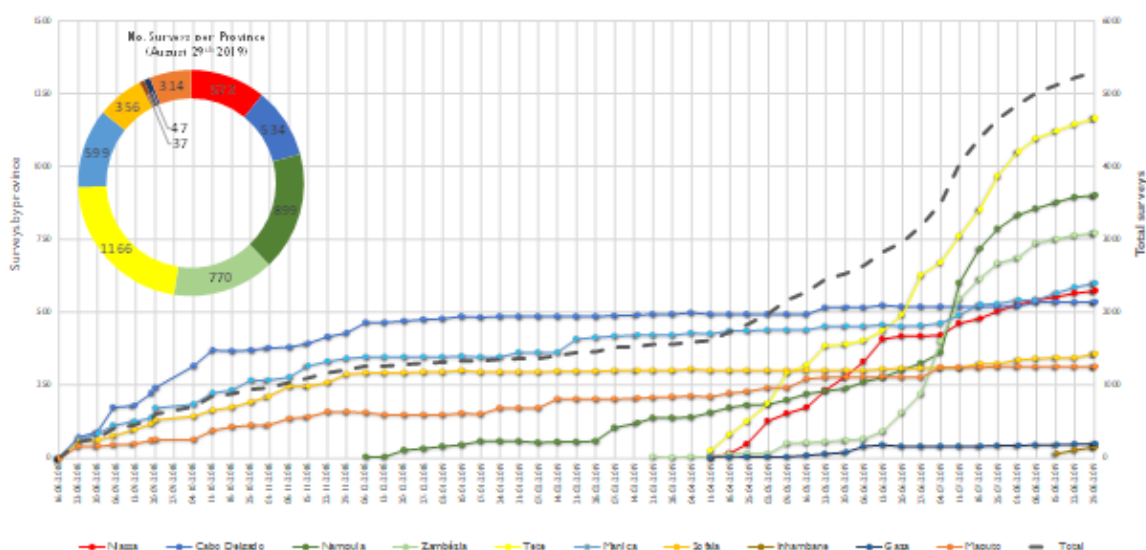
Q4 Progress and Accomplishments.

During this reporting period a number of meetings were held between the implementing partner ENGIDRO and the Management Team for project monitoring, covering the implementation and sustainability issues. Throughout the quarter ENGIDRO and the DNAAS Management Team continued monitoring the progress of field work, mainly through the WebGIS (www.sinasmz.com), where submitted field forms are automatically published and valid records are shared for public consultation. The m-SINAS user support and database management tasks have gradually been transferred successfully from ENGIDRO to the SINAS Management Team.

Detailed Q4 progress and results are provided in the points below:

- The Consultant Team has been doing the weekly quantification of the work carried out with the m-SINAS platform in the trained provinces, the evolution of which is presented in Figure 3. As the figure shows, over 5000 surveys have been carried out with the m-SINAS platform, which is now operating in all provinces.
- The migration of the SINAS system to the physical server continues to be dependent on DNAAS having adequate internet speed and a dedicated IP address for SINAS. In the short term, the system will continue to function on a remote server, using the existing server as a backup. The Consultant Team will perform the final migration to the physical server before the end of the Project.
- Data Integration: following difficulties reported by entities AIAS and FIPAG in preparing data for the urban component for later integration by DNAAS into SINAS, the Consultant Team scheduled supporting meetings in Maputo for the week of October 7-11th, after which the SINAS system will be fully implemented and the remainder of the second year of the project will essentially be dedicated to the monitoring and providing recommendations for system improvements. The postponement of this component is reflected in the remaining deliverables of the Project (IWED video and final report), which resulted in a request and approval of extension of the period of performance from 24 to 25 months, until December 30, 2019.

FIGURE 3: M-SINAS – NUMBER OF SURVEYS PER PROVINCE



- Following INE's data processing, the Consultant Team prepared and delivered to DNAAS an additional report documenting the analysis and review of the original administrative information (shapefiles and spreadsheets) with the aim of documenting the most up-to-date information to be shared with INE and other DNAAS teams. Changes to forms require users to update their forms on their mobile devices to ensure administrative compatibility between fieldwork and the database, and to avoid manually verifying data submitted on the platform. From the total of 134 active users on the platform since its launch, the total number of users whose last submission of forms was made with the version prior to the administrative review is 50, 28 of whom have not submitted forms since 2018. The Management Team contacted platform users who had not yet updated their forms on their mobile devices during the previous quarter to update them. At the end of the quarter, outdated forms are still being identified for about 10 active users, and this process of communicating with users will continue during the following quarter.
- DNAAS in partnership with UNICEF initiated the District Health Information System (DHIS2) software implementation process earlier in Q3. For the implementation of DHIS2, DNAAS will use the SINAS database. The new software will be installed on the physical server acquired by WALIS. The DHIS2 Development Team is at the beginning of its evaluation of the existing system, and ENGIDRO shared reports and granted them access to the SINAS database as UNICEF continues working on DHIS2. The DHIS2 Development Team will test interoperability with the Open Data Kit platform, in particular for studying forms and mapping variables to the DHIS2 platform. The consultant team replicated in a secondary database the most relevant SINAS components for interconnection with the DHIS2 system. For sharing DNAAS physical server for joint installation of both SINAS and DHIS2 systems, it should be noted that the migration of the SINAS system from the current server to the physical server in DNAAS will be done by replicating the entire installation, i.e. keeping the versions of software currently in use, namely: Ubuntu Server 16.04 operating system; PostgreSQL 9.6 database server with geographic extension PostGIS 2.4.2; Apache 2.4.18 and Tomcat 8.0.32 web servers. In this sense, it was reported that in the process of allocating server resources to the DHIS2 system (to be carried out by DNAAS), its installation in a dedicated virtual machine would be more appropriate. The

current level of internet service will also be a constraint for the installation of the DHIS2 system in DNAAS' infrastructure. The UNICEF team stated that it will study possible financial support to improve current conditions so that the SINAS and DHIS2 systems are served by an appropriate line. A symmetric 20Mbps line has been suggested which, considering current market prices, should be a financially viable option, although it may be insufficient with the future increase in SINAS site traffic (due to the main type of data of the map server, which are pictures).

ACTIVITY I (E): SENEGAL

The two primary objectives of the IWED Senegal activity are to: 1) improve the information production process for integrated water resources management related to SDG 6 indicator monitoring guidance; and 2) establish an asset management inventory monitoring system for public sanitation facilities. Within these two broad objectives the first objective area seeks to : a) improve the monitoring of ambient water quality (SDG 6.3.2 Level 1), water-related ecosystems (SDG 6.6.1 Level 2), and water-use efficiency and productivity (SDG 6.4.1); and b) install an information exchange and dissemination platform for water resources data. Under the second objective area, the activity seeks to: a) diagnose, design, and develop an asset inventory mapping and directory platform; b) collect data for the platform; c) train staff to use the platform; d) complete asset inventory mapping and directory platform analysis; and e) develop the public sanitation facilities asset inventory (the Directory).

- In Q1, two proposals were submitted on October 16, 2018 in response to the Request for Proposals (RFP) released in Q4 FY18. The Technical Evaluation Committee (TEC) was convened on November 7 to discuss the submitted proposals. After reviewing the proposals, the highest technically scored offeror was sent clarifying questions with responses requested in December. It was also agreed that the WASH Specialist would lead a monthly meeting with USAID/Senegal and provide monthly reports summarizing IWED Senegal activities.
- In January of Q2 WALIS received the responses from the top scoring offeror to the RFP regarding their future operation and maintenance costs beyond the end of WALIS' investment. WALIS consulted the CPCSP about the costs and it was decided that it would be unable to support the costs without external funding due to the amount. The TEC reconvened and chose to not make an award. In February, another RFP was drafted and shared with CPCSP and USAID/Senegal for their inputs. WALIS committed to retaining both of the government's proposed activities in the final RFP. In March, the TEC met to revise the terms of reference, detailed schedule, and confidential cost estimate, based on budgetary and schedule constraints. USAID reviewed a draft MOU between DAI and CPCSP. The RFP was released on March 18th and advertised to partners, local newspapers, and web-based advertisements.
- In April of Q3, WALIS received and reviewed proposals to the IWED Senegal RFP. The TEC reviewed the proposals and recommended a short-list. In May, clarifying questions were provided to the short-listed firms and based on their responses, the TEC selected its highest technically scored proposal. That same month, WALIS signed a MOU with the CPCSP. Under the MOU, WALIS will invest approximately [REDACTED] in the IWED Senegal activities and the GOS will provide an approximate [REDACTED] cost-share. In addition, the Team completed the administrative process and documents to on-board an ICT Advisor to support the IT aspects of

the IWED Senegal activity. In June, a contract was signed with Centre de Suivi Ecologique (CSE) on June 24. IWED Senegal activities started on June 25 with CSE planning for the July 17-18 kick-off meetings with key stakeholders. The ICT Advisor began work on June 10 and will provide technical assistance and oversight to the activity through July 2020, in coordination with WALIS's WASH Specialist.

Q4 Progress and Accomplishments. The quarter's major accomplishment was kicking off the implementation activity. CSE completed its Inception Report and began the procurement of four sophisticated field water quality test kits. In addition, the first workshop of the activity took place in Kaolack. CSE and the Senegalese Directorate for Sanitation led a three-day diagnostic workshop to determine how to appropriately monitor public sanitation facilities. 37 government stakeholders from all over Senegal worked together to determine the information requirements for the sustainable management of water and sanitation infrastructure in schools and public health facilities. Agence de Presse Sénégalaise covered the workshop [in the press](#).



Sanitation Diagnostic Workshop in Kaolack, CSE

Detailed Q4 progress and results are provided in the points below:

- In July, the invitation to the kick-off meeting on July 17 in Diarniadio was distributed to the stakeholders by CPCSP. The kick-off meeting went as planned and was a success. 20 staff from CPCSP, the Water Resources Management and Planning Directorate (DGPRE), the Sanitation Directorate (DA), CSE and WALIS participated. The WALIS COP, ICT Advisor, and WASH Specialist also participated in a kick-off meeting with CSE on July 18 to discuss operations and USAID procedures related to the project. The WALIS ICT Advisor and WASH Specialist attended an ICT technical meeting at CPCSP office on July 19 with CSE, DGPRE, DA and CPCSP, while the COP met with the USAID Agriculture Development Officer at the US Embassy in Dakar to brief him on the program. To mitigate the risks related to the one-year incompressible timeframe and the number of stakeholders involved in the implementation of the program, WALIS developed program tools that were presented and discussed with CPCSP, DA, DGPRE, and CSE (detailed workplan on MS Project, responsibility assignment matrix, co-sharing budget). The IWED Senegal Decision Matrix and highly detailed workplan were presented and discussed with the partners and approved by CPCSP, DGPRE and DA. CSE contacted the DA & DGPRE to discuss the dates and logistics of two workshops planned in August 2019.
- In August, WALIS's local implementing partner, CSE, delivered its final inception report. WALIS reviewed and approved the report and CSE distributed the final version to government stakeholders in August 16. CSE started to develop tender documents to purchase four multi-parameter water quality test field kits and 200 sets of water quality test kit consumables, in accordance with the specifications provided by DGPRE. Technical staff of deconcentrated services (Water Resources Brigades) will use the field analysis kits to better monitor SDG 6.3.2 indicator 6.3 for surface and groundwater sources. CSE worked with DGPRE on a training &

knowledge exchange workshop on participatory and optimal analysis of Senegal's water resources observation and monitoring network (Dakar, 28-30 August).

- In September, CSE worked with DA on a diagnostic workshop to determine appropriate of monitoring public sanitation facilities (Kaolack, 4-6 September). CSE contacted suppliers for written quotations on four multi-parameter water quality test field kits and 200 sets of water quality test kit consumables and submitted it to WALIS on September 20. CSE uploaded the 305 satellite images needed to cover the project area and started to process the images. At the request of DGPRE, CSE postponed a five-day training and knowledge exchange workshop initially planned in Dakar until October. CSE started the design of the public sanitation asset inventory mapping platform and accompanying procedures and guidance. Using affordable off-the-shelf IT applications or applications that the GOS currently owns and can be utilized for this type of asset management was recommended. The platform will be capable of georeferencing all sanitation public facilities (e.g., schools, markets, and healthcare facilities at national level) and will be web-accessible. CSE will work with central and deconcentrated services of the Ministries of Hydraulics & Sanitation, Health, and Education to ensure design parameters balance their needs and constraints for an annually updated platform.

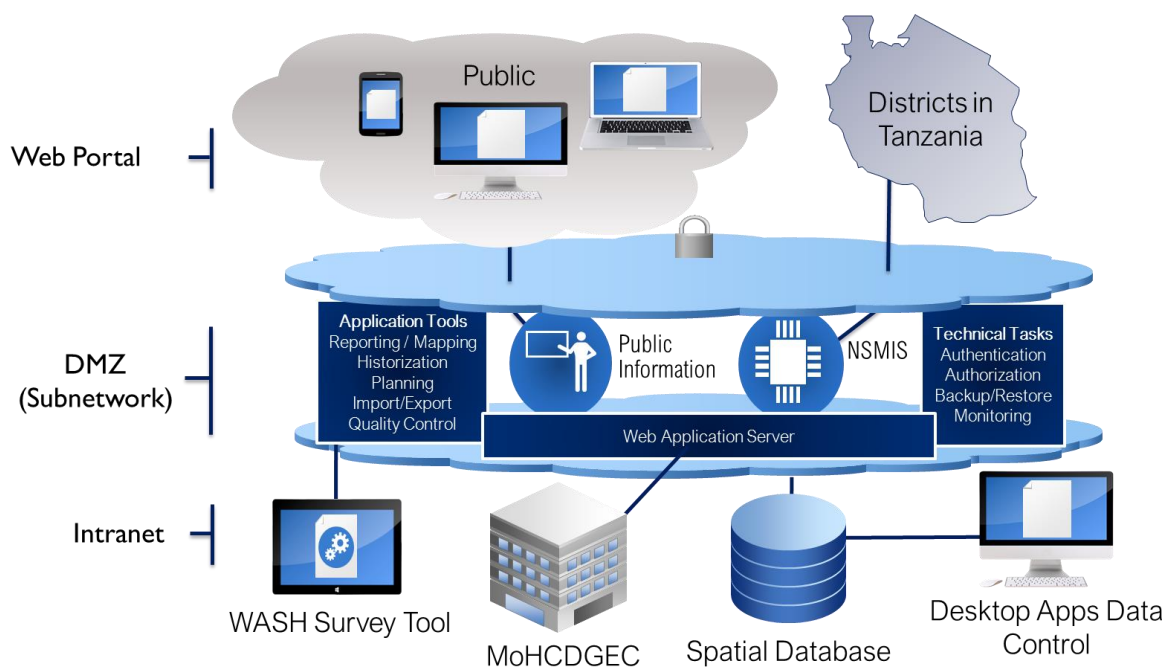
ACTIVITY I (F): TANZANIA

The IWED Tanzania activity is taking on several activities in support of the MOHCDGEC's NSMIS. Activities include developing the National WASH web portal (see Figure 4), a user-friendly manual for NSMIS, hiring an ICT Officer to strengthen the national help desk, supporting Data Quality Assurance (DQA) through data-cleaning activities, and printing and distributing registers for collection and storage of data at sub-village level. These activities will improve data quality, reporting frequency, storage and dissemination to a wider range of stakeholders for accountability and transparency for the ongoing sanitation programs, and providing reliable and accurate data as an advocacy tool for decision makers.

In Year 3, WALIS received ADS 201 concurrence from USAID/Tanzania and received USAID's consent to subcontract to WaterAid America. Activities began with a project kick-off in Tanzania in March. During FY18 all data cleaning activities completed and work on the web portal began. In Year 4, the following actions took place:

- In Q1, the NSMIS Desk Review report and first iteration of the web portal was shared with the Ministry for their feedback. Comments were received and WaterAid worked to revise the deliverables. The ICT Officer who is seconded to the Ministry started on November 5th and started providing support to the NSMIS National Help Desk. Finally, the first procurement of a supplier to print and distribute the registers was cancelled due to price gouging from the vendor and a second procurement was conducted and a new vendor was selected on December 18th.
- In Q2, the register printing and binding was completed on March 6 with registers distributed to all regions by March 31, concluding this piece of the activity. However, delays on the web portal became substantial, causing the project to institute a weekly call with all relevant IT counterparts at DAI and WaterAid to work to fix display issues and problems with indicator descriptions. WaterAid also engaged a video production company to film the activity for the IWED Tanzania video.

FIGURE 4: WASH WEB PORTAL FOR TANZANIA



- In Q3, WaterAid continued to revise the NSMIS Desk Review Report (originally submitted in Q1) and finalize the web portal. WaterAid cancelled the agreement with their IT partner due to under performance and activities were paused until June, when WALIS conducted a management trip to Tanzania from June 6 – 14, meeting with Ministry officials from June 11 – 13 in Dodoma. Outcomes from these meetings can be found under Q4. Additionally, the seconded ICT Officer relocated to Dodoma on June 17, 2019.

Q4 Progress and Accomplishments. In Q4 the team focused on getting the web portal and all subsequent deliverables back on track. With all other activities completed, it was important to coordinate with the Ministry on their approval and finalization of the National WASH Web Portal, the user manual for the web portal, and user trainings.

Detailed Q4 progress and results are provided in the points below:

- In July, WALIS shared the draft Aide Memoire, detailing all notes and decisions that were determined from the June management visit. The Aide Memoire received feedback from WaterAid Tanzania and MOHCDGEC staff. In order to facilitate smoother implementation moving forward, the following steps were agreed upon by all parties: draft Memorandum of Understanding between MOHCDGEC and WALIS was shared with the Ministry in June 2019; MOHCDGEC will review deliverables in a timely manner to ensure no further delays; WaterAid Tanzania will respond to MOHCDGEC comments in a timely manner; WaterAid Tanzania will revise an ICT scope of work for the web portal completion; WaterAid will revise the desk review for Ministry finalization; WALIS will increase the ICT Advisor’s time and develop a scope of work to return to Dodoma for web portal completion; and, WaterAid will increase the frequency of their visits to Dodoma to allow for greater interaction with the Ministry. This document was finalized on July 26 and shared with USAID/Tanzania counterparts.

- In August, WaterAid conducted a field visit to Dodoma to meet with the Ministry and get their revisions on the NSMIS Desk Review Report. WaterAid also met with the new MOHCDGEC Director, [REDACTED], to familiarize him with the project and discuss the involvement of the seconded ICT Officer. WaterAid agreed to facilitate an introduction of [REDACTED] to the WALIS Activity team. It was determined that the existing ICT Officer would best be suited to take over the duties on the web portal and WaterAid submitted a revised scope of work which received WALIS' technical approval by the end of the month. The quarterly report for the subcontract period was submitted at the end of August.
- In September, it became clear the activity would not be completed by the original close date of October 16. WaterAid began working on a budget realignment to extend the project through the end of the calendar year and submitted a draft at the end of the month. WALIS also arranged for a trip for the ICT Advisor to return to Tanzania starting September 28 - October 5 to work with the seconded ICT Officer on the web portal and finalize the web portal manual and training materials.

ACTIVITY 2: LEADERSHIP AND INSTITUTIONAL SUPPORT FOR REGIONAL ORGANIZATIONS

Year 4 saw the completion of many tasks and deliverables associated with WALIS's support to AMCOW. With the finalization of AMCOW's Strategy and an increase in the number of AMCOW Secretariat staff, both the OSS and AfricaSan Monitoring and Learning Grants made substantial progress. The Year 4 Work Plan also called for several thought leadership studies in collaboration with AMCOW including a SDG 5 Interlinkages study, an AMCOW Trust Fund feasibility study, and standard benchmarking system to measure the enabling environment for WASH across multiple SDG and Ngor Commitment metrics. Given the high level of collaboration and numerous work plan tasks under the existing AMCOW Organizational Strengthening Support and AfricaSan Leadership and Monitoring activity, the studies were deferred to a later opportunity. In the next two sections, the Year 4 tasks implemented and accomplished for each are described in greater detail.

A significant result of WALIS's support to the AMCOW Secretariat in Year 4 was the completion of their first ever 5-Year Strategic Operational Plan. This detailed plan built on AMCOW's Strategic Plan, also supported by WALIS. The plan maps out the operational actions it will take to deliver on its mandate while creating greater value for its 55 African Member States and creates a more robust and viable partner for continental advances on Africa's most complex Water and Sanitation challenges.

ACTIVITY 2 (A): AMCOW – ORGANIZATIONAL STRENGTHENING SUPPORT

The OSS activity marshals both financial assistance and technical assistance to develop AMCOW's capacity and transform it into a more effective apex organization within the African water and sanitation sector.

- In Q1, WALIS hired the OSS Team Leader and a consultant to develop the 2020-2024 Strategic Operational Plan (SOP). With WALIS's support, AMCOW launched a member state survey and conducted key informant interviews to inform a strengths, weaknesses, opportunities, and threats (SWOT) analysis and the development of the SOP. The Chief of Finance and Administration (CFA), a position hired under the OSS Grant in Year 3, worked closely with the Procurement, Finance and Accounting Expert to finalize the Risk Management Plan and continued working on the Financial Management Procedures Manual and procurement procedures. WALIS and AMCOW Secretariat amended the MOU to reflect the staffing changes of both organizations and include references to OSS and AfricaSan activities being implemented.
- In Q2, WALIS and AMCOW Secretariat signed the amended MOU. The Finance and Procurement Policies and Procedures Manual was finalized and approved by the Executive Secretary. AMCOW completed an accounting software system implementation plan and finalized the recruitment for an accounting systems consultant. In February, AMCOW staff and members of the OSS team travelled to Kigali, Rwanda where a consultation workshop took place to solicit feedback on the SOP and the AMCOW Governing Council met and approved the new organogram and salary structure.
- In Q3, the 2020-2024 SOP was completed. AMCOW met with several vendors and viewed demonstrations for the ERP system. WALIS hired a Senior Organizational Development (OD) Expert who worked with the CFA to improve the Performance Management Policy and Procedures, developed a Staff Induction Manual and worked on the AMCOW Secretariat Staff Handbook. WALIS also hired a Senior HR Expert who completed standardization of the job descriptions in preparation for conducting a staff skills assessment.

Q4 Progress and Accomplishments. In reporting period AMCOW Secretariat successfully organized its first Donor Conference in Stockholm during World Water Week. The activities geared towards preparing the Secretariat for the EU pillar assessment continued. The Senior OD Expert completed development of number of policies and procedures, including a draft Change Management Plan. The Senior HR Expert successfully completed the staff skills assessment and drafted a report.

Detailed Q4 progress and results are provided in the points below:

- The Senior OD Expert worked closely with Director of Finance and Administration (DFA, formerly CFA) on number of policies, procedures and templates including Recruitment Policy, Performance Management Policy, Advancement & Promotion Policy, Induction and Onboarding policy, Staff Handbook, Employee Contracts template, Code of Ethics, Workplace HIV Policy (required by Nigerian law), and drafted a Change Management Plan.
- The Senior HR Development Expert worked very closely with the Executive Secretary and DFA on developing the methodology and assessment tools for conducting staff skills assessment that included self-assessment and performance feedback from supervisors, peers, and subordinates. The Consultant shared training materials and personalized skills audit templates with staff and provided an online training addressing questions and comments from the staff. The draft Skills Audit Report highlights the particular education, expertise, skills, knowledge, and values gaps of each staff against the set of education, expertise, skills, knowledge and values required for each job function, and provides analysis on the implications on their performance, contribution,

deliverables and morale of the team at AMCOW Secretariat. The report will also indicate some initial indicative staff development, training and coaching needs for AMCOW Secretariat senior management team to consider and discuss, before Consultant elaborates them into a separate Staff Development Report.

- The Secretariat finalized the procurement of the ERP system. Four business solutions namely: Sage X3, Oracle NetSuit, SAP, and Infor SunSystems were shortlisted and evaluated. Infor SunSystems was chosen as the preferred solution as it is the most affordable solution that meets the minimum business requirements of AMCOW. The inception meeting with Infrest Systems Ltd (the Implementing Partner) and Consultant took place at the end of September. The system will have modules on financial management, procurement, assets management and HR management. It is expected that successful implementation of the ERP will streamline AMCOW's business processes, reduce and or eliminate the paper-based processes, and enhance transparency and accountability.
- AMCOW Secretariat held its first Donor Conference on Tuesday, August 27th, 2019. The purpose of the meeting was to present AMCOW's 2018-2030 Strategy, Strategic Operational Plan 2020-2024 and a book of Concept Notes aimed at initiating dialogue with partners on how to raise required funding and resources for implementation of AMCOW 2018-2030 Strategy. Present at the meeting were the AMCOW President (WASH Minister from Gabon) and Vice President (WASH Minister from Ghana), Technical Advisory Committee (TAC) Chair and TAC members, as well as representatives of partner organizations, including African Development Bank, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), European Union, Global Academy, Global Water Challenge, Green Climate Fund, Swedish International Development Cooperation Agency, The Bill and Melinda Gates Foundation, World Bank, University of North Carolina at Chapel Hill – Water Institute, UNICEF, USAID, US State Department and others.



AMCOW's First Donor's Conference in Stockholm,

ACTIVITY 2 (B): AFRICASAN MONITORING AND LEARNING LEADERSHIP SUPPORT

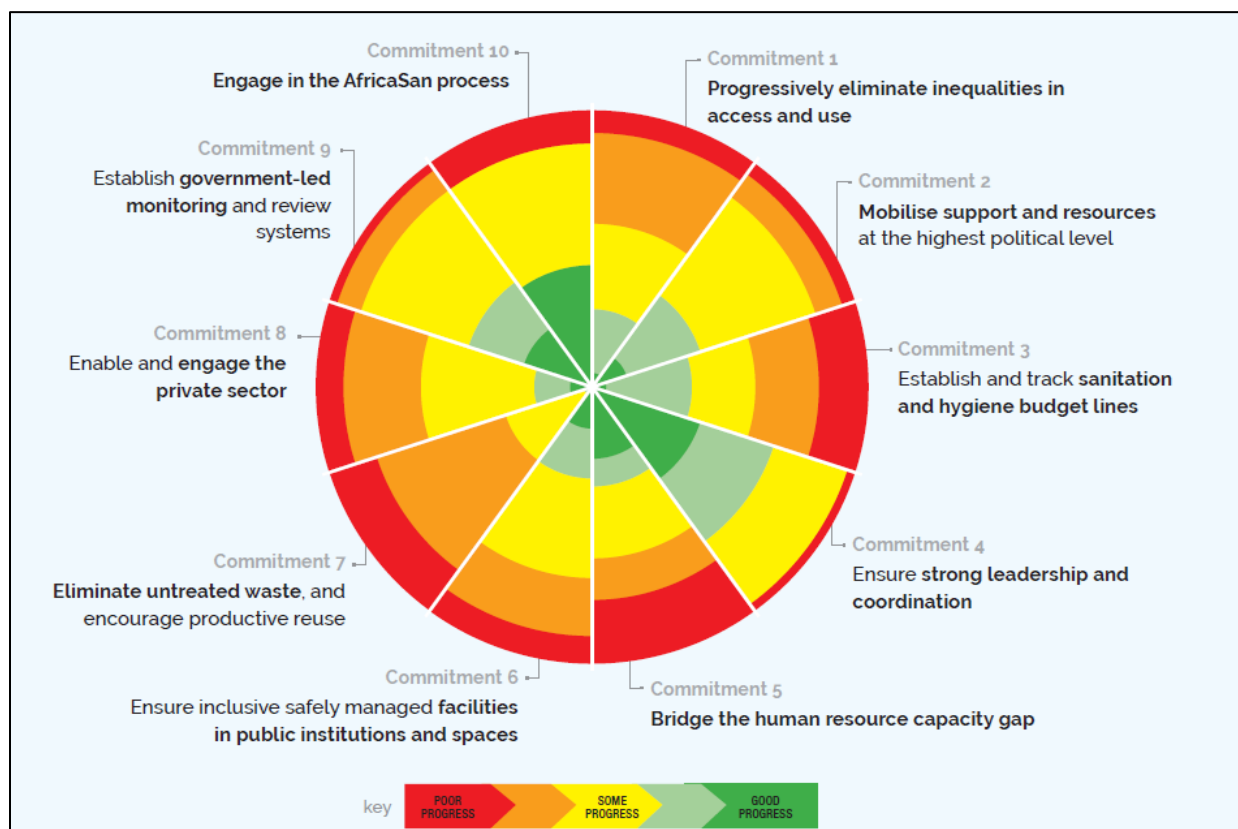
The AfricaSan Monitoring and Leadership Support activity supports AMCOW's coordination of the AITF-SML. The objective of the Subcommittee is to work with AMCOW to coordinate the development of the AfricaSan action plan for the Ngor commitments for sanitation and hygiene, its implementation, monitoring, and reporting using the Pan-African Water and Sanitation Monitoring System, otherwise known as "WASSMO." This activity is proposed given AfricaSan's key role in defining and monitoring Africa's commitment to and monitoring of the continent's progress toward achieving Sustainable Development Goal 6.2 and related goals and objectives. To operationalize this support, WALIS is providing technical assistance to the SML's work and has also provided a grant to AMCOW to support costs associated with coordinating the monitoring and analysis effort. In Year 4, there was significant progress made towards completing SML's work plan activities. The Ngor baseline report was

finalized and WALIS facilitated the country dialogues during AfricaSan5/Faecal Sludge Management5 Conference.

A significant result of WALIS's support to the Ngor Baseline Assessment and AfricaSan5/FSM5 Conference in Year 4 was a high-quality peer-to-peer knowledge exchange and recognition of USAID's leading role in Africa's sanitation sector. WALIS was a major contributor to the development of the Camissa Multi-Stakeholder Statement on Achieving Access to Adequate and Equitable Sanitation and Hygiene for All and Ending Open Defecation in Africa by 2030.

- In Q1, AMCOW, WALIS, and a consultant with IRC-WASH worked to analyze the 40 country reports received on Ngor Commitments progress and produced regional snapshots based on the results, which were presented at the West & Central Africa sub-regional meetings. Delineation of clear financial and technical responsibilities for the AITF-SML committee members was finalized. Finally, preparations for the AfricaSan5/Faecal Sludge Management5 Conference continued throughout the quarter. The restructuring meeting was led by AMCOW Secretariat and a meeting took place in Stockholm to finalize the new terms of reference for three sub-committees, including securing commitments of existing and new partners.
- In Q2, the format for the Ngor baseline monitoring report was finalized and AMCOW published a summary of the findings (see summary graphic in Figure 5). In February, the AfricaSan5/Faecal Sludge Management5 Conference was held in South Africa where WALIS played a central role in facilitating the country dialogues focused on lessons learned from the AfricaSan process and Ngor baseline monitoring effort. WALIS also participated in a range of inter-related meetings at the conference as part of its leading role on the AITF, including discussions on the reconfiguration of duties for various subcommittees and the new post-conference mandate to focus on continuous monitoring of the Ngor commitments and institutional triggering.
- In Q3, WALIS and AMCOW Secretariat Staff worked to update the grant scope of work and budget. The grant modification was approved by USAID in June. Throughout the quarter, the workplan for Ngor monitoring systems and processes was further developed, including the addition of new activities. WALIS held discussions with AfDB and UNICEF in order to understand their level of technical & financial support to the WASSMO and confirmed their participation in the AITF restructuring Meeting.

FIGURE 5: SUMMARY OF NGOR COMMITMENTS ON SANITATION AND HYGIENE BASELINE



Q4 Progress and Accomplishments. In reporting period AMCOW Secretariat successfully led the restructuring of the AITF with a meeting during World Water Week, developed draft TORs for new subcommittees, and coordinated subcommittee members. Also during World Water Week, AMCOW organized Africa Focus sessions and convened a show case event “Advancing Sanitation in Africa through the Ngor commitments” with WALIS and UNICEF.

Detailed Q4 progress and results are provided in the points below:

- The AfricaSan task force meeting took place on Friday, August 23rd. The meeting assessed the effectiveness of the AITF and the performance of the subcommittees as per their terms of reference and work plans; discussed and adopted the proposed modifications to the structure of the AITF; discussed and agreed on the proposed modifications of the terms of reference of the subcommittees; laid out the plans for the development of the subcommittees’ roadmap; acquainted the task force with newly established TAC subcommittee on sanitation and the roles they will play in the task force; discussed follow up actions for the AfricaSan 5 activities; and initiated discussions on AfricaSan 6 conference. The four sub-committees: urban sanitation (AfWA), rural sanitation (AfDB), monitoring and learning



AITF MEETING PARTICIPANTS
AMCOW SECRETARIAT

(UNICEF) and AfricaSan processes (AMCOW), presented on the progress they have made and the challenges they encountered in implementing their various work plans. The presentations can be found at [AITF Presentations](#). AMCOW's Executive Secretary presented the proposed new structure of the AITF. The new structure will have three sub-committees, namely: a) AfricaSan Advisory Committee; b) Country Sanitation Processes Committee; and c) Monitoring and Learning Committee. These three sub-committees are envisaged to effectively function as the think-tank in accelerating sanitation progress for all in Africa. Moving forward, AMCOW will institutionalize the TAC sub-committee on Sanitation to take responsibility of coordinating the AITF work and support the development process of a policy guideline/framework for the sanitation sector in Africa.

- WALIS together with AMCOW and UNICEF organized a showcase event “Advancing Sanitation in Africa through the Ngor commitments”. The showcase took place on Wednesday, August 28th from 9:00-10:30am and was attended by over 50 participants. Kitchinme Bawa, Sanitation Program Manager, AMCOW Secretariat gave a short presentation on Ngor Baseline reporting. The presentation was followed by a plenary session focusing on discussing Camissa statement with a focus on challenge of strengthening coordination to accelerate sanitation and hygiene in Africa. The plenary session was moderated by James Dumpert, USAID and included panelists representing a government (Dhesigen Naidoo, Water Research Commission, South Africa), UNICEF (Kelly Ann Naylor), and private sector (Alex Manyasi, SANERGY). Showcase participants were then asked to break into four groups (private sector, development partner, civil society organizations, and government) to discuss how they can support AMCOW, the AITF, and African governments to strengthen coordination to advance the Ngor commitments and the Camissa statement. Group discussions were moderated by Peter Mahal, Republic of South Sudan and AMCOW TAC member for the government group, Doreen Mballo, GIZ for the development partner group, Kory Russell, Container Based Sanitation Alliance for private sector and Fara Ndiaye, Speak up Africa for Civil Society Organizations. Conclusions from the showcase event can be found on the World Water Week website, [here](#).



SHOWCASE EVENT PANELISTS,
ANAHIT GEVORGYAN, WALIS

- The Secretariat completed development of the TORs and recruitment of consultants to complete remaining tasks under the grant, namely:
 - a. Supporting the operationalization of the WASSMO process: review the WASSMO framework, process and systems.
 - b. Reviewing the Ngor commitment monitoring tools, indicators guidance documents and propose how it can be improved and incorporated into WASSMO IT system.
 - c. Transferring the excel-based Ngor monitoring framework into the WASSMO IT system.

- d. Supporting the effective collaboration for knowledge sharing, sector monitoring, and leadership: development of AfricaSan5 knowledge management products and updating of AfricaSan website with AfricaSan5 conference papers and products.
- e. Revising Ngor commitments baseline report with an executive summary, detailed progress status re Ngor commitments, conclusion and recommendation.

ACTIVITY 3: STAKEHOLDER ENGAGEMENT AND THOUGHT LEADERSHIP

The Stakeholder Engagement and Thought Leadership activity is a range of strategically-selected tasks in specific areas of need focused on capacity development and knowledge creation and exchange through regional WASH sector institutions and other WASH partners and stakeholders.

- In Q1, WALIS presented a poster on the AfricaSan monitoring process at the University of North Carolina (UNC) Water Institute’s Water and Health Conference in October. Later in October, WALIS participated in the 7th Africa Water Week in Libreville, Gabon where it successfully convened Sub-theme Two: Choices, Approaches, and Action for Safely Managed Sanitation in Africa by 2030. Throughout the quarter, WALIS prepared for the AfricaSan5 Conference, taking place in Q2, where it planned to co-convene a sub-theme in collaboration with UNICEF.
- In Q2, WALIS continued to prepare for the AfricaSan5/Faecal Sludge Management5 conference throughout January and early February. WALIS attended the conference in mid-February in Cape Town, South Africa, where it: co-convened the AfricaSan5 technical track on capacity building and financing for sanitation in Africa; presented a session entitled “Africa Sanitation: Building Capacity and Leadership,” with the Bill and Melinda Gates Foundation (BMGF), the Centre for Affordable Water and Sanitation Technology, Swiss Federal Institute of Aquatic Science and Technology (Eawag), and IHE-Delft; supported the USAID exhibition booth; and helped draft the AfricaSan5 conference outcomes statement. While at the conference, the Operations Manager met with the National Water and Sanitation Corporation’s (NWSC) African Water and Sanitation Academy’s International Resource Centre from Kampala, Uganda and the Zambia College for the Built Environment (ZCBE) to discuss future grants to support the development of a business plan for each training institution as part of WALIS’ ongoing efforts to support professional education in sanitation delivery and management. WALIS worked to finalize the Request for Applications for the Post African Sanitation Academy Studies Partner Training Institute Business Planning in-kind grants in early March, which were sent to ZCBE and NWSC on March 20 and 21, respectively. During this quarter, WALIS also submitted proposals to present at Stockholm International World Water Week and the 2019 Water and Health Conference at UNC.
- In Q3, WALIS received two applications for in-kind support under the Training Institution Business Plans for Urban Capacity Development (ASA) grants from ZCBE and NWSC, convening Grant Evaluation Committees (GEC) in April. At the end of April, the GEC provided technical concurrence to award ZCBE an in-kind grant and technical concurrence was provided for NWSC in May. RFPs for the service firms was underway by the end of June. On June 11, WALIS hosted a webinar with support from USAID’s Communication and Knowledge Management. The webinar, “Mainstreaming the Use of Data for Decision-making in Africa’s

WASH Sector,” had more than 120 attendees and included presentations from IRC, WASH Note, and AMCOW. WALIS published a blog summarizing the webinar on Globalwaters.org, the third blog posted by WALIS during Q3, along with “Focusing on Country Dialogue at the AfricaSan5 Conference” and “Finance for the Future: How Fintech Can Help African Governments Leverage Public Resources for More Inclusive WASH.” On June 19, WALIS received notification that its abstract was accepted for a poster presentation and the UNC Water & Health conference. Finally, WALIS publicly released the RFA for the Gender Equality and Social Inclusion (GESI) grant, “Promoting Gender and Social inclusion in Water, Sanitation and Hygiene (WASH) Sector Leadership and Decision-Making in Sub-Saharan Africa,” at the end of June.

Q4 Progress and Accomplishments. During the reporting period, the program accomplished its work plan goal to obligate the remainder of its grant funding to support the Post African Sanitation Academy Studies Partner Training Institute Business Planning Grants and a grant for Gender Equality and Social Inclusion in the African WASH Sector.

Detailed Q4 progress and results are provided in the points below:

- In July, WALIS submitted the approval request to USAID for the Post African Sanitation Academy Studies Partner Training Institute Business Planning in-kind grants to ZCBE. The firm, Strategic Visions Limited was selected as the consultant to work with ZCBE, but work was on hold until USAID approval was received to start the grant. The Ugandan firm Imprint (U) Limited was selected as the consultant to work with NWSC on their business plan in mid-July. On July 23, the application window for the GESI grant closed. WALIS received 19 applications by the deadline, all which met the appropriate eligibility requirements.
- In August, WALIS submitted the approval request to USAID for the Training Institution Business Plans for Urban Capacity Development in-kind grant to NWSC. USAID granted approval for the in-kind grants to NWSC and ZCBE on August 8 and 14, respectively. Both grants were signed later in the month. The GEC met in early August to evaluate applications for the GESI grant. Three finalists were selected from the 19 applications and sent clarification questions. The GEC reviewed the three finalists’ responses and provided technical concurrence on August 16 to move forward with negotiations with Water & Sanitation for the Urban Poor (WSUP) whose proposed project would provide capacity support to women in key decision-making roles in Ghana, working with three different local partners. WALIS worked with WSUP to finalize the grant budget, deliverables, and timeline throughout the rest of August. At the end of August, WALIS attended World Water Week in Stockholm where it presented a showcase event in collaboration with AMCOW and UNICEF on the Ngor Commitments. At the conference, WALIS also joined the AfricaSan International Taskforce’s restructuring meeting led by the AMCOW to decide on the new leadership and terms of reference of the taskforce’s new structure and sub-committees and attended AMCOW’s first-ever donor’s conference.
- In September, WALIS held a call with Eawag to discuss the timeline for the first ConCaD trainings at NWSC and ZCBE and how to best align this with deliverables from the in-kind grants. Imprint (U) and SVL held kick-off meetings with NWSC and ZCBE, respectively, and later submitted their workplans and GANTT charts for creating the business and marketing plans. NWSC finalized the dates for their first ConCaD course offering, November 18-22, and

Imprint completed a market analysis in Lusaka to determine target audiences for this first course. In mid-September, WALIS submitted an approval request for a FAA grant to WSUP entitled “Strengthening the Role of Women in Water, Sanitation and Hygiene Leadership and Decision-Making in Ghana.” USAID granted approval for the grant on September 23. In late September, WALIS worked to prepare a poster on the topic “Power with data: Improved WASH Evidence-based Decision-making in Africa” for the UNC Water & Health conference in October 2019.

PROGRAM ADMINISTRATION

PERSONNEL

In Year 4, the WALIS Team continued to evolve as one staff member left the project for new endeavors and was replaced by new staff. In February 2019, Katie Connolly replaced Molly Cantrell as the Program Coordinator. To address the need for additional support in managing IWED implementing partners, and the procurement and start-up of the final IWED program in Senegal, WALIS hired Kelly Katz as a part-time Subcontract and Procurement Coordinator in January 2019.

Two additional ICT specialists were integrated into the WALIS team to provide the expertise needed for implementation and troubleshooting of the ICT components across IWED activities. WALIS also integrated the support of three members of the Managing for Development Results team from the DAI home office to complete five IWED baseline assessments. Their support will allow WALIS to better evaluate project outcomes during the final year of implementation. From the DAI home office, Kate Edelen provided short-term assistance to the WALIS project’s thought leadership and knowledge management tasks.

WALIS hired Fatimah Kelleher, a senior international women’s rights and social development professional, to provide short term technical assistance with the design and selection of a grantee for the Gender and Social Inclusion grant. Ms. Kelleher provided a critical gender-lens during the solicitation and evaluation of proposals and will continue to provide technical oversight throughout implementation of the GESI Grant. WALIS also enlisted Majlinda Hakani to provide strategic HR Development support to the AMCOW Secretariat. As a result of Ms. Hakani’s support, AMCOW made changes in the team using the Skills Assessment report completed during her consultancy. Finally, WALIS hired Manasseh Igyuh, an Organizational Development Expert, to develop HR policies, procedures, and tools, including a change management plan, for the AMCOW Secretariat.

For other activity implementation and management not mentioned above, the core WALIS staff has worked with its local implementing partners, subcontractors, and grantees who support the project in technical delivery.

DELIVERABLES AND OTHER REPORTS

Throughout Year 4, WALIS submitted high-quality deliverables and other technical reports/evaluations in connection with its activities and per the requirements of its task order. Robust consultant reports, weekly notes, trip reports, and other assessments were developed for many of its activities including major reports associated with the AMCOW Organizational Strengthening Support, IWED activities in Mozambique and Ethiopia, and conference reports. Deliverables requiring approval were uploaded to DAI's proprietary Technical and Administrative Management Information System (TAMIS) for USAID review and approval while WALIS went above and beyond to also ensure many key trip reports were uploaded and reviewed by USAID to demonstrate excellence in its implementation. All appropriate documentation was also uploaded to DEC.

Of significant value for money to USAID, WALIS delivered high-quality deliverables earlier than required to improve upon its implementation schedule. These deliverables included: 1) Year 4 Work Plan, 2) Year 4 Quarterly Progress Report 1, 3) Year 4 Quarterly Progress Report 2, and 4) Year 4 Annual Report (inclusive of its Quarterly Progress Report 4). This allowed for increased USAID review time and better capture of WALIS's implementation accomplishments.

CONTRACTS

The project completed many contractual actions during Year 4. There were several rate approvals for new short-term technical assistance staff to support new and existing project activities. Other standard requests included international travel approval requests as required by the contract.

However, the majority of contractual actions came from subcontract approvals for IWED activities and in-kind grantee services. The Team issued two contracts for the remaining IWED Programs in Ghana and Senegal. The contract for Ghana, with MAPLE Consult, was signed in January 2019, with activities starting shortly after. In June, USAID approval was received to subcontract CSE for the IWED Senegal Activity and the subcontract was signed shortly after. In August 2019, WALIS requested and received approval to increase the subcontract ceiling for WaterAid America under the IWED Ethiopia activity. A modification was issued thereafter.

Two firms were also hired to provide in-kind services to grantees under the African Sanitation Academy Grants. In August, a purchase order was issued to Imprint (U) Ltd to create a strategic marketing and business plan for the Ugandan National Water and Sewerage Corporation. That same month, a purchase order was also issued to Strategic Visions Ltd to create a strategic marketing and business plan for the Zambia College of the Built Environment.

Finally, the WALIS task order received modification 7 this year in June 2019 to increase the obligation to the fully funded amount of \$12,383,704 to go through Year 5.

GRANTS

In Year 4, implementation of the AMCOW OSS and AfricaSan Monitoring and Leadership Support grants continued. Under the OSS grant, AMCOW completed its Risk Management Plan, Finance and Procurement Policies and Procedures, HR policies and procedures, finalized the *2020-2024 Strategic Operational Plan*, conducted AMCOW Secretariat staff skills assessments, and signed an amended MOU with WALIS to reflect staffing changes. As part of AfricaSan grant, AMCOW convened the West and Central Africa regional meetings, where the results from the country reports and regional snapshots were presented in late 2018. WALIS also provided support through the AfricaSan grant for AfricaSan5/Fecal Sludge Management5 conference where WALIS helped facilitate the Ngor Commitment baseline monitoring analysis and peer-to-peer knowledge exchange. WALIS modified the AfricaSan grant to reflect the remaining activities that are critical in furthering the AfricaSan SML work plan and AfricaSan agenda for Ngor commitments.

WALIS also awarded three new grants during Year 4. Two of the grants are part of WALIS's ongoing work to build from the findings in the ASA reports. In partnership with Eawag, who developed a training course for sanitation consultants based on the ASA report findings, WALIS is providing in-kind support to two regional training institutes, the National Water and Sewerage Corporation (NWSC) of Uganda and Zambia College of the Built Environment (ZCBE). These grants will support the development of business plans, to be written by local consultants, and will detail how the partner training institutes will achieve their respective goals related to urban sanitation training from a marketing, financial, and operational viewpoint. The business plans for the two training institutes will be completed by January 2020 and will enable NWSC and ZCBE to implement the consultant training courses long-term, increase financial sustainability, and establish a reputation as a hub for sanitation leadership courses in their respective regions.

WALIS also awarded a grant focused on gender equality and social inclusion in the WASH sector. After conducting an open solicitation, WALIS selected Water & Sanitation for the Urban Poor (WSUP) to implement their project "Strengthening the Role of Women in Water, Sanitation and Hygiene Leadership and Decision-Making in Ghana." Under this grant, WSUP will support the organizational development of the Women in WASH (WiWASH) network and assist its members in interacting with key national and community-based stakeholders to share best practices and influence decision-making on how utilities can improve gender inclusion and sensitivity in Ghana. WSUP will also work with key WASH sector stakeholders to identify challenges and opportunities in promoting inclusion at two national WASH organizations, the Ghana Water Company Limited's Low-Income Consumer Support Unit and the Community Water and Sanitation Agency. WSUP will then use the findings to develop gender sensitive policies and procedures, and support staff members to implement and embed the recommended approaches in their organizations. The grant will run through March 2020.

LOGISTICAL ARRANGEMENTS

Throughout the year the Team travelled often, visiting Gabon, Nigeria, Tanzania, Mozambique, Ghana, Rwanda, Ethiopia, South Africa, Senegal, Sweden and the United States. While in Nigeria, the Team worked closely with AMCOW on the AfricaSan and OSS grant activities. The Team also supported AMCOW at the AfricaSan5/Fecal Sludge Management5 conference in South Africa and at the 7th Africa Water Week in Gabon, where the West Africa and Central Africa sub-regional AfricaSan meetings were

held. WALIS also travelled to Rwanda in support of AMCOW, to participate in a consultation workshop where inputs were collected on the SOP.

The Team continually worked with its IWED counterparts in Ethiopia, Tanzania, Mozambique, Ghana, and Senegal. WALIS COP and Deputy Chief of Party (DCOP) attended the 2018 World Water Week in Stockholm, Sweden and presented on the Ngor Commitments. The WALIS WASH Specialist made two trips to Washington, DC for team-building and work planning-related efforts.

The Team continued to use travel funds conservatively while ensuring activities received in-person support when needed. The Team coordinated with the WALIS COR and USAID mission representatives to ensure all travel was approved.

PARTNERS

At Task Order award WALIS had identified three partners they wanted to work with: Training Resources Group, The Cloudburst Group, and Taoti Creative. As WALIS's scope of work evolved, it was clear that these partners' corporate qualifications and skills no longer fit with the scope of work. While all three organizations are still contracted under WALIS, their services were not utilized this year. However, WALIS continued to engage with existing partners under the IWED activities and hired two new subcontractors to support the second cohort of IWED programs in Ghana and Senegal.

To strengthen the operational sustainability of Partner Training Institutes under the African Sanitation Academy, WALIS is collaborating closely with Eawag and Bill and Melinda Gates Foundation. WALIS engagement with Mann Global Africa concluded in March 2019 after successful completion of deliverables for the AfricaSan5 Conference. WALIS also continued to work closely with AMCOW under both the AfricaSan Monitoring and Leadership Support and Organizational Strengthening Support grants. To triangulate support with DAI staff based in Nigeria, the project frequently engaged with the DAI/Nigeria Office on AMCOW activities.

FINANCIAL ACCRUALS AND PROJECTIONS

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

Of significant value to USAID, WALIS has been able to leverage the targeted activity investments to partners to control its own costs, like with WALIS's AMCOW, Government of Senegal and Government of Mozambique partners, to significantly higher investment amounts. In Mozambique, the WALIS investment of approximately [REDACTED] for the mobile data collection system, SINAS, has translated to additional \$25M in donor funding over the next five years. In Senegal, the Government of Senegal committed [REDACTED] to ensure the select activities could be implemented as planned. AMCOW's OSS Grant Activity funding of approximately [REDACTED] for institutional strengthening has resulted in an investment of \$4M from the Swedish International Development Cooperation Agency.

YEAR FIVE WORK PLAN

GOALS AND MISSION

The Team will continue to implement WALIS as a flexible support platform that fosters and promotes the capacity to lead and effectively pursue partner led programs among African regional and national WASH entities in Year 4. By maintaining a strong focus on “why” – namely delivering improved access to vitally important clean water and improved sanitation for all Africans – we will work with USAID and African regional organizations and networks to:

- Strengthen a cadre of WASH leaders and institutions who will champion the use of data and evidence to drive effective changes in national policies and practices that deliver improved sanitation and safe water through good water and sanitation governance, competency and capacity;
- Build demand for better data collection systems and objective analyses that will underpin further improvements in WASH policies, governance, and programs; and
- Strengthen the capture, dissemination, and application of WASH lessons learned and best practices to strategically influence the African WASH sector, empower responsible partners as well as reinforce USAID WASH thought leadership on the continent.

The Year 5 Work Plan described herein covers the 1 October 2019 through 24 September 2020 period. The Work Plan builds on the activities developed in prior years. It brings forward the results of completed case studies and partnerships that have grown WALIS’s influence and leadership in its implementation phase of multiple activities. These activities undergo continuous improvement and adaptation in close collaboration with the project’s stakeholders that underscores the WALIS project’s overall implementation strategy and guiding principles.

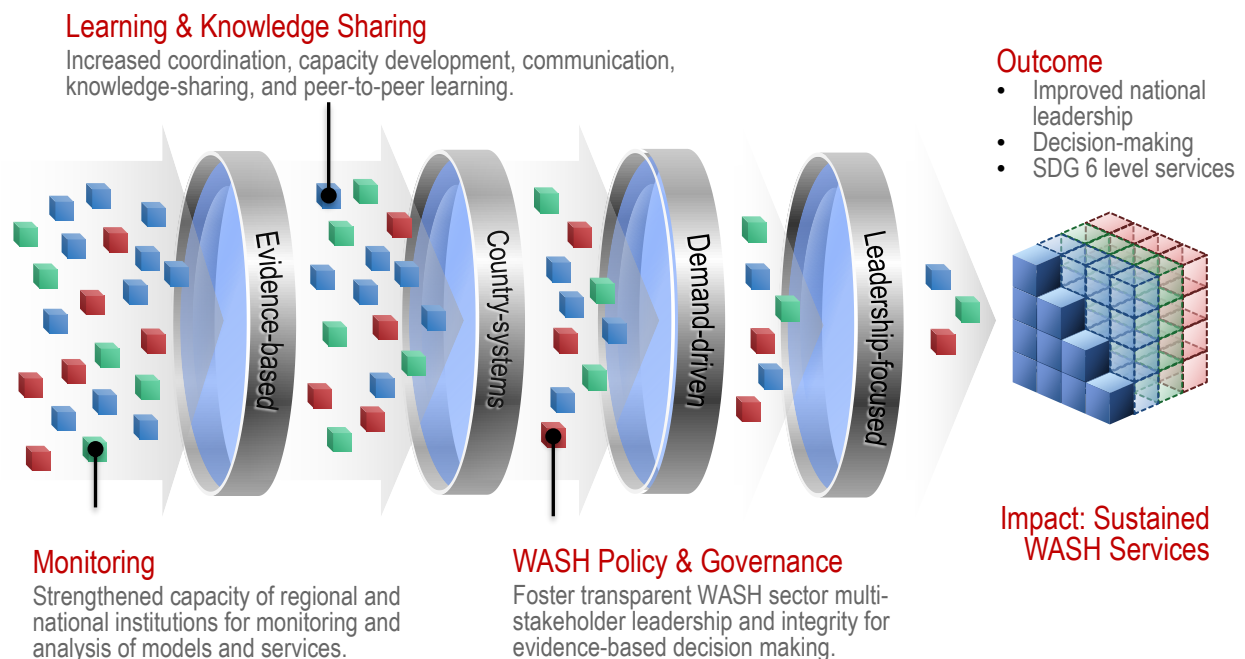
IMPLEMENTATION STRATEGY

Underpinning the WALIS implementation strategy is a desire to ensure that all activities directly address WASH sector constraints and respond to felt needs among African water sector institutions. The project is designed to help them more effectively and efficiently plan, manage, and monitor sector initiatives. To that end, the Team has adopted a demand-responsive approach for key activities, complemented by a range of supporting sub-tasks. In Year 5, the Team will be focused on delivery of activities designed in prior years and ensure activities have mutually reinforcing project objectives. Underlying the project’s broad strategy is a set of guiding principles that support activity selection and continuation. These principles are:

- **Demand-led:** WALIS places strong emphasis on demand-led processes, requiring national governments to analyze their own systems, identify specific bottle-necks which may be addressed by WALIS tasks, and demonstrate country-ownership and commitment to sustainable interventions;
- **Leadership focused:** activities are designed to help leaders lead and reformers to reform. WALIS seeks to create a strong country network of high-performing sector leadership teams and strengthened regional leadership in key regional organizations;

- **Country systems:** activities are selected through the lens of developing reliable and sustainable local systems. This programmatic approach implies building on local context and practices, moving away from an exclusive “project approach” and encouraging multi-stakeholder and inter-agency dialogue; and,
- **Better analysis and knowledge-sharing:** WALIS places emphasis on improving the analysis and packaging of information to help decision-makers identify the key sector constraints. In Year 4, WALIS will build upon IWED activities that focus on the creation and management of data and evidence where it has the opportunity by placing a greater emphasis on use of this data and evidence in the decision-making and policy making processes within IWED activity country counterparts. WALIS also seeks to improve the quality and impact of selected existing knowledge-sharing platforms, develop thought leadership studies in collaboration with existing partners such as AMCOW, UNICEF, and IRC-WASH.

FIGURE 6: THE WALIS APPROACH



STAKEHOLDER ENGAGEMENT AND OUTREACH

Inclusion and collaboration are two important principles that will enable effective implementation of the project. Being inclusive involves engaging the relevant project stakeholders such that they are quickly identified, engaged, and ultimately empowered to take their role in decision-making to address WASH constraints in their communities, country, and region. See Figure 6 for key components for good stakeholder engagement that lay the foundation for the WALIS’s stakeholder engagement approach.

In Year 5, the Team will use its engagement opportunities to more highly leverage the project’s completed studies and resources and foster strategic partnerships that will help multiply the reach and impact of the project. The Team will support stakeholder engagement activities in a coordinated approach to enhance its other activities, increase knowledge exchange, and build leadership in the

African WASH sector through learning events, convening partners to build on its past and current activities, and push out multimedia content on strong leadership in the sector. The three groups are:

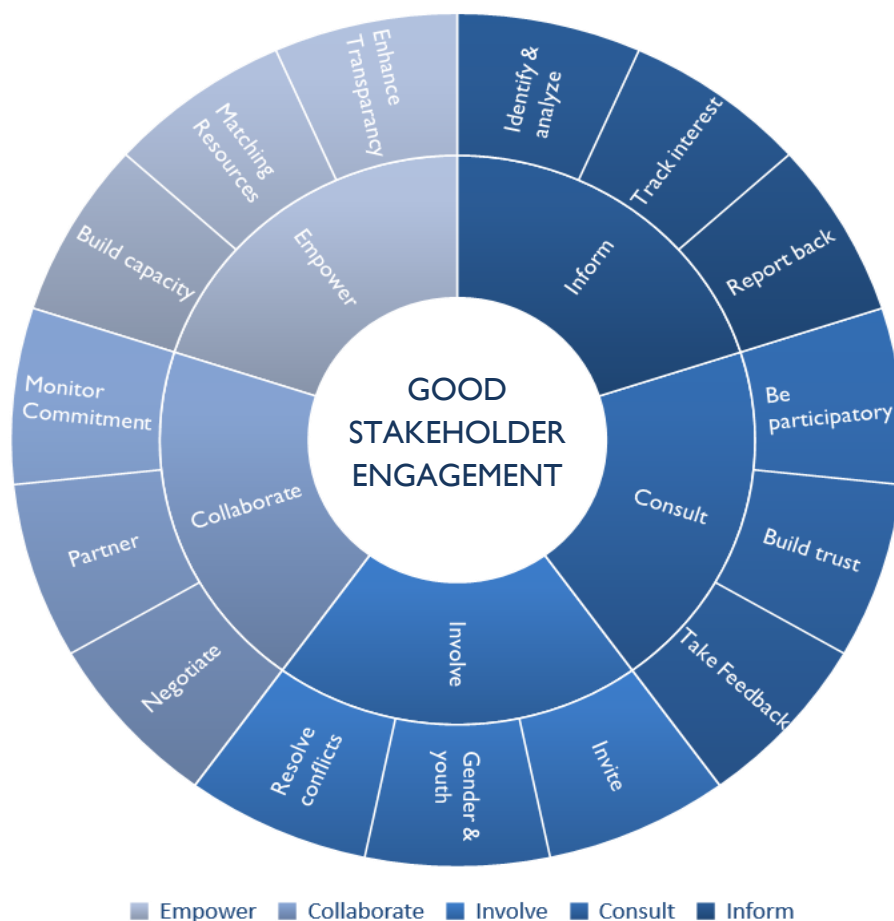
USAID. WALIS is a USAID/AFR/SD project. The Team will engage the USAID Water Team, and the Central Support Water Mechanisms to identify areas of mutual interest and focus these projects on Africa as much as possible. This engagement has already begun with the start of quarterly Central Mechanism meetings and the development of collaborative learning events such as the WALIS Discussion Forums. Furthermore, the Team will continue to engage USAID Africa Region missions to inform them about the project and draw them into partnerships to conduct direct in-country activities such as under the IWED program. In Year 5, two activities will focus specifically on providing USAID with research-oriented deliverables including the country sanitation profiles described in Annex C – Activity 3(C) and the End-of-Project Learning Event Activity 3(D). Both activities will provide USAID with contextualized results, frame opportunities, risks, and challenges that may assist USAID Missions in identifying their comparative advantage in the sector.

REGIONAL WASH PARTNERS AND DONORS. WALIS is one of the few USAID water projects that is able to engage in a substantive manner with regional WASH partners and other donors through various multi-stakeholder initiatives and platforms. The project will continue to engage with other donors such as UNICEF, BMGF, and AfDB. An instance where greater collaboration is measurably increasing WALIS' effectiveness is in coordinated support to AMCOW, the AfricaSan International Task Force, and the Post African Sanitation Academy Studies Partner Training Institute Business Planning Grants. All of the regional WASH partners and donors that WALIS worked closely with on its activities will be invited to the Year 5 End-of-Project Learning Event.

SELECTED NATIONAL GOVERNMENTS AND OTHER STAKEHOLDERS. The Team will use global and regional events and its IWED program to engage with participating representatives from national governments and other stakeholders. The IWED program is the most concrete effort to involve and empower select national partners to improve their ability to address key bottle-necks by putting in place evidence-based decision-making processes to improve WASH services in their respective countries. Year 5 will identify high-performing IWED activities for possible further support and collaboration decision-making strengthening while identifying and cultivating partnerships for future USAID investments. The WALIS Team will collect lessons learned each quarter so that it will be able to analyze and prepare an end of project cumulative set of lessons learned to be presented as part of its end of project AMCOW and IWED learning events.

GENDER EQUALITY AND SOCIAL INCLUSION. At the end of Year 4, WALIS identified a grant recipient to support the organizational development of a Ghanaian national network – Women in Water, Sanitation, and Hygiene or “WiWASH.” WALIS's support via the grant will help ensure that its members have the capacity and resources to mentor women in WASH, disseminate learning, and influence and advocate from their own positions in the sector. Through WALIS's support to WiWASH and its collaboration with other activity partners, USAID's support will help address the poorest urban communities in Ghana, where safe water and sanitation is scarce, and it is women and children suffer the most.

FIGURE 7: KEY COMPONENTS OF THE WALIS STAKEHOLDER ENGAGEMENT APPROACH



STAKEHOLDER AND LEARNING EVENTS

During Year 5, the Team will engage stakeholders at a variety of levels that hold significance to the project. These events are opportunities to not only empower the project’s beneficiaries and collaborate with other partners, but also inform and learn from other stakeholders, practitioners, researchers, and leaders working in the Africa water and sanitation sector. In Table 2 a list of potential events germane to the WALIS project are provided. It is the intent of the WALIS Team to prioritize the most salient events that would contribute to the success of the project. Awareness of the events, the participants, and timing is valuable information to be shared with other WALIS stakeholders, that may not be aware including, but not limited to other USAID water related projects, USAID bilateral missions, and other donors.

TABLE 2: YEAR 5 STAKEHOLDER AND LEARNING EVENTS ¹

DATE	EVENT
2019	
Oct 7-11	UNC Water and Health Conference: Where Science Meets Policy
November	WALIS Autumn Discussion Forum, Bethesda, USA
Dec 10	USAID Central Mechanisms Meeting, Washington, DC, USA
2020	
January	WALIS Winter Discussion Forum, Washington, DC, USA
Feb 24-27	African Water Association Congress and Exhibition, Kampala, Uganda (TBC)
March	USAID Central Mechanisms Meeting, Washington, DC, USA
April	Friends of AMCOW Event, Washington, DC, USA (TBC)
May	WALIS Spring Discussion Forum/Brownbag, Bethesda, USA
June	WALIS End-of-Project Learning Event
June/July	USAID Central Mechanisms Meeting, Washington, DC, USA
Aug 23-28	World Water Week 2020, Stockholm, Sweden

SUMMARY OF ACTIVITIES

Work plan activity sheets (Annex C) provide details on activity sub-tasks, partners, geographic coverage, estimated budget, activity coordination and partners, as well as timelines. The program implementation plan is presented in Annex D.

As a reference, the four tasks outlined in the Scope of Work of the WALIS Task Order are listed below:

Task 1. Developing, monitoring, and analyzing sound sector data;

Task 2. Engaging in target research and pilot sub-tasks 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.

Figure 8 on the next page presents the WALIS results framework that shows the logic for WALIS activity selection. A core objective is to enhance the impact and accelerate the development of vitally important and sustainable WASH services.

¹ Quite often, stakeholders are unable to set stakeholder and learning events until a month before the event. WALIS will work to anticipate these additional events and evaluate whether participation is warranted based on activity objectives, timing, and availability of resources.

FIGURE 8: UPDATED RESULTS FRAMEWORK

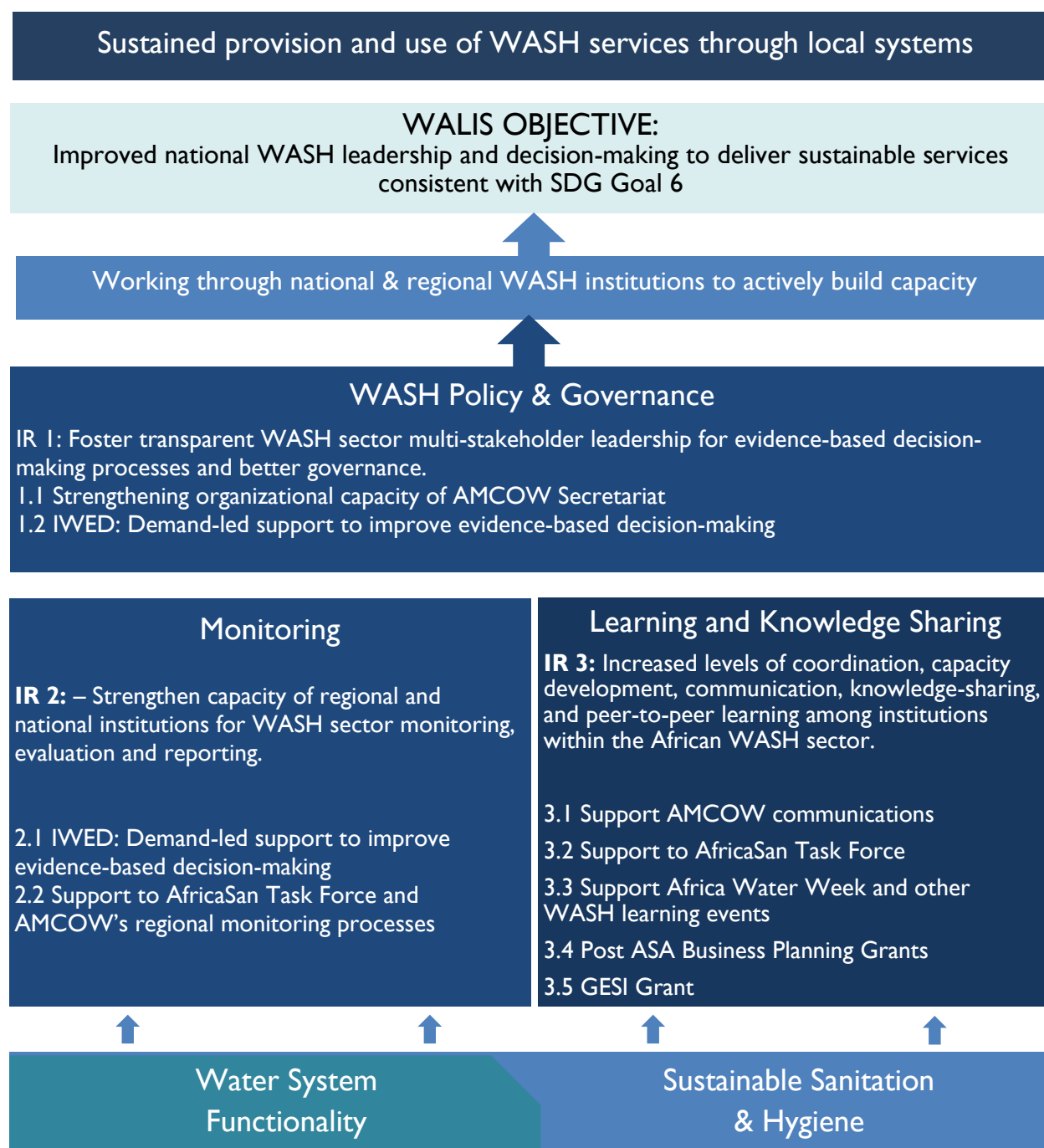


Table 3 provides a summary of Year 5 activities, their link to Scope of Work tasks, Monitoring, Evaluation, and Learning (MEL) indicators, expected outputs and the implementation timeline. A number of activities will be completed this year, while others will continue through the end of the project.

TABLE 3: SUMMARY OF YEAR 5 ACTIVITIES

SUMMARY OF YEAR 5 ACTIVITIES					
#	ACTIVITY DESCRIPTION	TASK(S)	INDICATORS	OUTPUTS	TIMELINE
1 (A-F)	IWED Program Activities in Ethiopia, Ghana, Mozambique, Senegal, and Tanzania	1, 2, 3, 4	1.1, 2.1, 2.2, 3.3	Completion of the IWED Baseline assessments. Implementation of IWED programs and deliverables attached to each initiative.	October 2017- July 2020
2 (A)	AMCOW- Organizational Strengthening Support	1, 3, 4	1.1, 3.1, 3.2, 3.3	Deliverables as outlined in the Grant document and provide TA to AMCOW to strengthen it (e.g. Strategic Operations Plan, updates to AMCOW’s gender and youth strategies.	October 2017- April 2020
2 (B)	AfricaSan Monitoring and Learning Leadership Support	1, 3, 4	1.1, 2.2, 2.3, 3.1, 3.2, 3.3	Collaborate with AITF. Provide support for learning deliverables and WASSMO improvements	October 2017- April 2020
3	Stakeholder Engagement and Thought Leadership	2, 3, 4	3.1, 3.2, 3.3	Thought leaderships and capacity building grants, Discussion Forums, Conferences, and other Outreach materials and initiatives.	October 2017- August 2020

TECHNICAL ACTIVITIES

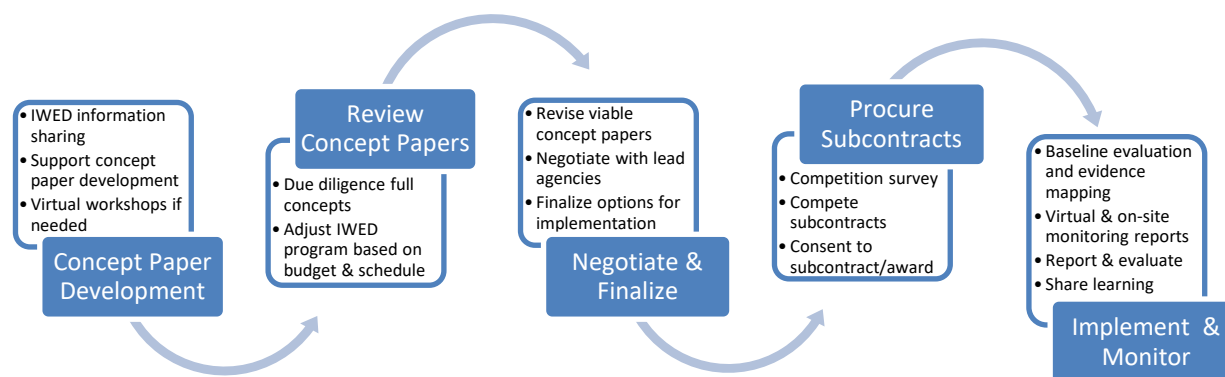
In Year 5, the Team will engage with regional and country-level partners to achieve activity goals through its three mechanisms, while amplifying a return to thought leadership, similar to its efforts at the beginning of the project. These thought leadership efforts will be implemented in close collaboration with its partners like AMCOW to further empower them to build value to its Member States. Technical activities are summarized in the next few pages while details of each are provided in the Annex C.

ACTIVITY 1: IMPROVING WASH EVIDENCE-BASED DECISION-MAKING PROGRAM

The first mechanism is a pipeline of demand-driven, country-led initiatives that are identified and developed through the IWED Activity. During the previous work planning period, four IWED activities were initiated in Ethiopia, Madagascar, Mozambique, and Tanzania. IWED activities proposed in Year 2 for Senegal and Ghana were deferred to Year 3. In Year 5, WALIS will continue implementation of its IWED activities. Overall, any funding for IWED concepts will be commensurate with appropriately designed initiatives that result in outcomes consistent with project objectives (See Figure 8 for IWED development & implementation in Year 5). In addition, WALIS will complete a baseline analysis of each IWED country to map current evidence use by IWED counterparts and related structures of the government and society, as well as establish how evidence is currently generated, managed, and used to make decisions. This baseline analysis is necessary to later evaluate the outcomes of the individual IWED activities in Year 5 of the project.

To date, IWED activities have been demand-driven and responsive to individual government partner concept papers and verified needs. This approach has fostered country ownership, trust, and receptiveness to WALIS’s approach to knowledge and capacity building.

FIGURE 9: IWED DEVELOPMENT & IMPLEMENTATION IN YEAR 5



ACTIVITY 2: LEADERSHIP AND INSTITUTIONAL SUPPORT FOR REGIONAL ORGANIZATIONS

The second mechanism provides financial and technical support for the organizational strengthening of AMCOW. Through a grant to AMCOW, key staff, internal policies, and standard operating procedures will strengthen the organization (see Figure 10’s “Sustainability Continuum”). This work began in Year 3 and will continue through March 2020 of Year 5. To facilitate this strengthening and building on WALIS’s

support for the development of a new 2018-2030 Strategy and updated Staff and Finance Regulations and Rules, a new five-year operations plan was developed in Year 4. In Year 5, WALIS will support a range of final organizational strengthening tasks in a “side-by-side” approach with AMCOW to provide guidance and training to better ensure a more financially viable AMCOW with renewed confidence and value to its 55 Member States and global stakeholders. These tasks shall broadly include training on accounting, financial management, procurement, project management and human resources management and planning. It shall also include drafting a new records management policy, resource mobilization plan, and the completion of a European Commission Pre-Pillar Assessment². This activity will also continue supporting the Director of Finance and Administration, but at a reduced percentage than in Year 4. Finally, WALIS will collaborate with other USG partners and stakeholders to host AMCOW on the sidelines of the International Monetary Fund/World Bank Spring Meetings in April 2020 for a Friends of AMCOW event (subject to confirmation with the US Department of State and USAID).

In addition to WALIS’s organizational strengthening support to AMCOW, it will also work with the Secretariat to finalize its remaining tasks under the AfricaSan Monitoring and Leadership Grant. This will be accomplished by continuing its support for the Monitoring Support Officer through March 2020, development of select AfricaSan knowledge and learning products, development of the WASSMO Framework Review Report and upload of the Ngor baseline assessment results to the WASSMO.

FIGURE 10: AMCOW SUSTAINABILITY CONTINUUM



² The Financial Regulation applicable to the General Budget of the European Union sets out that under indirect management the Commission can entrust budget implementation tasks to certain countries, organizations and bodies (i.e., Entities). The systems, rules and procedures of these Entities must ensure a level of protection of the EU’s financial interests equivalent to that under direct management in the following areas: 1) internal control system, 2) accounting system, 3) independent external audit, 4) provision of financing to third parties, 5) exclusion from access to funding, 6) publication of information on recipients, 7) protection of personal data. Pillar Assessments are used to assess whether the protection of the EU’s financial interests is equivalent.

ACTIVITY 3: STAKEHOLDER ENGAGEMENT AND THOUGHT LEADERSHIP

The third mechanism is a range of strategically selected “Stakeholder Engagement and Thought Leadership” activities in specific areas of need focused on capacity development and knowledge creation and exchange through regional WASH sector institutions and other WASH partners and stakeholders. To strengthen this engagement these activities will be coordinated with, and will enhance the impact of, country initiatives identified through IWED and AMCOW activities. During this implementation period the supporting activities will include:

- Discussion Forum – Develop, plan and implement a WALIS sponsored occasional series to highlight specific work of WALIS, its partners, and ongoing water and sanitation events in Africa including engagement of US State Department, USGS, CDC, MCC, and other USG and US-based foundation efforts at the intersection of Africa, water, sanitation, and current events. WALIS anticipates three seasonal forums – Fall, Winter, and Spring. Link to US Water Partnership (USWP) and CKM.
- Present one poster presentation at the University of North Carolina’s Water Institutes Water and Health Conference entitled, “Power with data: Improved WASH evidence-based decision-making in Africa.”
- Coordinate with the CKM project on one or more podcast episodes devoted to leadership in Africa’s water and sanitation sector and link to other AMCOW activities and engagement of influential stakeholders across the sector.
- Consider participation in the 2020 World Water Week in Stockholm and the African Water Association’s annual conference in Kampala, Uganda.
- Complete the support to the National Water and Sewerage Corporation in Uganda and the Zambia College of the Built Environment with in-kind grants for the development of business plans. These plans will carry forward and integrate the findings of the African Sanitation Academy Feasibility and Market Studies and develop the ConCaD courses for their respective regions.
- Support for Gender Equality and Social Inclusion - Support Water and Sanitation for the Urban Poor’s (WSUP) work with WiWASH, LICSU, CWSA and other local stakeholders to strengthen the role of women in the WASH Sector in Ghana utilizing a Fixed Amount Agreement Grant.
- Country Sanitation Profiles - Develop a select number of Country Sanitation Profiles. These profiles will provide an overview of each country’s sanitation landscape, inclusive of institutional arrangements, financing, and capacity constraints, which will be mapped against each country’s AfricaSan5 Action Plan. This analysis will inform recommendations and help USAID Missions prioritize support with the greatest likelihood of impact and return-on-investment in achieving the end goal of self-reliance.
- End-of-Project Learning Event - Share key technical and programmatic lessons learned during the five years of WALIS implementation related to strengthening use of data in the African WASH sector, fostering transparent multi-stakeholder leadership for evidence-based decision-making, strengthening the organizational capacity of the AMCOW Secretariat, and increasing the level of coordination, capacity development, communication, and peer-to-peer knowledge

sharing among African WASH institutions. In addition, this event will be name opportunities, risks, and challenges faced by those continuing the work in the above areas and explore ways to build on the work of WALIS and other related USAID work; to seek to answer the question, “Where do we go from here?”

PROJECT MANAGEMENT

The WALIS Team is organized to maximize the efficient implementation of activities in Africa from its primary place of operations in Washington, D.C. Below is a description of the roles and responsibilities as well as Year 5 updates to the roles of team members for project implementation for the next year. See Figure 11 for WALIS’s Team organizational chart.

Chief of Party (COP). While each activity will have its own coordinator, the COP will provide oversight to ensure deadlines are being met, project risks are avoided or mitigated, and issues are being identified and addressed proactively. The COP will report to the USAID Contracting Officer Representative (COR) and is ultimately responsible to ensure the quality of program activities and deliverables in compliance with the WALIS contract. The COP will represent WALIS in meetings and conferences. The COP is a full-time position that reports to the COR.

Deputy Chief of Party (DCOP). In addition to managing the implementation of specific activities, the DCOP will be responsible for writing quarterly and annual progress reports and work plans, provide quality assurance guidance to Activity Coordinators, ensuring they meet branding requirements, and support the Operations Manager as needed. Together with the COP will track achievement of the project indicators to ensure the project is meeting set targets and identify opportunities for continuous improvement. The DCOP is a full-time position that reports directly to the COP.

Operations Manager. The Operations Manager will provide guidance on the contractual and financial implications of the various procurement methods. The Operations Manager will supervise the hiring process for any short-term assistance and ensure all documentation is complete. Together with the COP, he/she will be responsible for financial and administrative compliance. The Operations Manager will supervise the Program Coordinator and the Subcontract and Procurement Coordinator. The Operations Manager is a full-time position that reports directly to the COP.

WASH Specialist. The WASH Specialist is essential to the timely and successful completion of the IWED Senegal activity. He will also contribute to WALIS’s thought leadership activities through the production and presentation of WALIS knowledge and learning products, social media, and reports. He may act as an Activity Coordinator on other activities. The WASH Specialist is a full-time field position that reports directly to the COP.

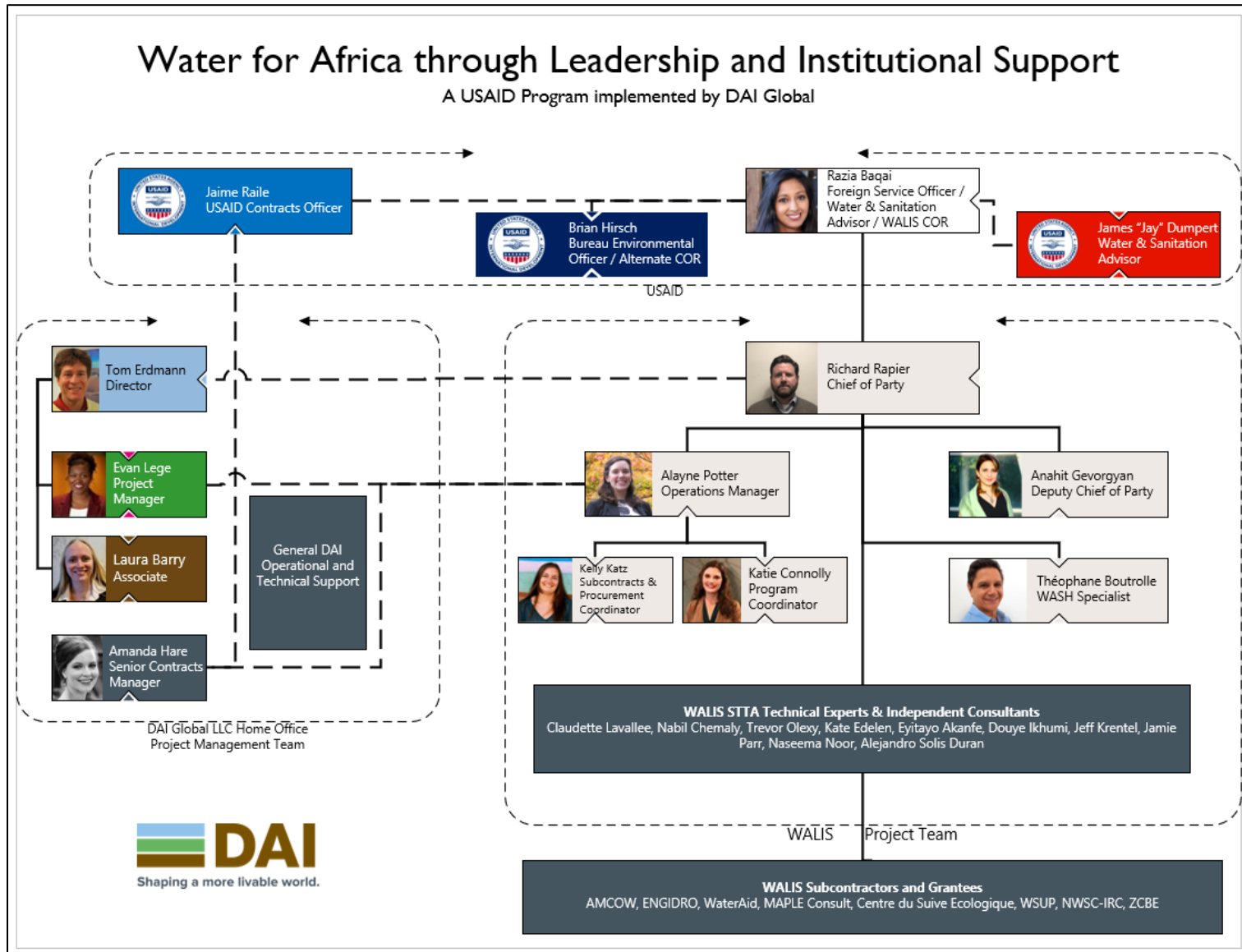
The Program Coordinator. The Program Coordinator will make travel arrangements, process invoices for payment, coordinate with the home office team and ensure all files are complete. The Coordinator will support the Operations Manager and technical staff in grants management, subcontractor management, and general operations of the project. The Coordinator will also support the management of WALIS’s grant activities and contribute to project communications efforts including liaising with the USAID Communications and Knowledge Management Project, leading development of project success stories, blog posts and other relevant material. The Program Coordinator is a full-time position that reports directly to the Operations Manager.

Activity Coordinators. The WALIS Team members will each be assigned to the role of an activity coordinator who will be the primary point of contact for that activity including being responsible for meeting deadlines, periodic reporting and quality control. The Activity Coordinators will lead the development and execution of activity implementation plans and be responsible for reporting and communications regarding the activity. He/she will report to the COP or DCOP regularly on activity progress. Additional assistance will be provided by team members and/or technical experts as required and based on their competencies.

Technical Experts. The Team will utilize various technical advisors to support implementation and evaluation of the IWED program and the AMCOW organizational strengthening and AfricaSan tasks such as Nabil Chemaly, Heather Skilling, Kate Edelen, and four Organizational Strengthening experts from DAI/Nigeria, independent consultants (Joe Lambongang, Robert Martin, and Claudette Lavallee). Technical Experts are short-term positions that will report to the DCOP and in some cases the COP for special assignments.

Subcontract and Procurement Coordinator. The Subcontract and Procurement Coordinator will be responsible for supporting the WALIS Team in the development of requests for proposal (subcontracts) and select requests for assistance (grants) in close collaboration with the technical team and with the supervision of the Operations Manager. The Subcontract and Procurement Coordinator will oversee the procurement process to ensure contract compliance until the subcontractor has demonstrated a stable and consistent quality implementation track record. The Subcontract and Procurement Coordinator is expected to support the WALIS Team on a full-time basis. The Subcontract and Procurement Coordinator will report directly to the Operations Manager.

FIGURE 11: WALIS TEAM ORGANIZATION CHART – OCTOBER 2019



GRANTS

In Year 5, WALIS will continue its support for AMCOW under its Organizational Strengthening Support and AfricaSan Monitoring and Leadership Support, Activities 2(A) and 2(B), respectively. In Year 4, WALIS awarded three grants to support post African Sanitation Academy studies business planning to two partner training institutes in Uganda and Zambia which is detailed under Activity 3(A). The third grant is to Water and Sanitation for the Urban Poor to support Strengthening the Role of Women in Water, Sanitation, and Hygiene Leadership and Decision-making in Ghana – see Activity (B) in Annex C. Implementation of grant activities is scheduled to be complete by April 2020.

DELIVERABLES

The WALIS Team is dedicated to providing full visibility for activities and sharing lessons learned. To that end the Team will submit regular documentation to USAID and partners. Reports will be uploaded to the USAID Development Experience Clearinghouse (DEC) and forwarded to the WADI COR as appropriate. Deliverables over the next year will include:

Annual Work Plan – In October 2019 the Team will submit its Year 5 Annual Work Plan outlining the activities to be accomplished in the year ahead. The work plan will be combined with the Year 4 Summary Annual Progress Report. The Annual Work Plan shall include the program’s Monitoring, Evaluation, and Learning Plan.

Weekly WALIS Updates – In lieu of the Monthly Meeting, WALIS will provide detailed weekly updates on all its activities. This update shall summarize program administration, technical activity implementation and engagement of its stakeholders. The weekly updates shall be disbursed to all WALIS’s USAID Points of Contact in the country/missions where it implements its activities.

Technical Reports & Activity Progress Updates – As technical activities are implemented the WALIS team will write progress reports as well as a final activity report as the activity completes. All reports will be submitted to USAID upon completion.

Success Stories – Per the WADI Prime Contract requirement, the WALIS project will write success stories as activities reach milestones and there are successes to share. See “Final Summary Report for Public Distribution” below for additional showcasing of success stories.

Workshop/Conference/Consultant reports – As outlined in the Task Order, the Team will submit reports as events are completed.

Quarterly reports – As outlined in the WALIS task order, the Team will submit quarterly reports, capturing lessons learned and success stories, by the 30th day of the month following the end of each quarter.

Final Progress Report – The Team will draft its Final Progress Report June 2020 and submit 45 calendar days to the contract end date. Following USAID review, it shall submit its final version 45 calendar days after the end of the contract. The Final Progress Report will contain at minimum the information outlined in the WALIS task order including, but not limited to: a) Accomplishments and lessons learned; b) a comparison of actual results (at all levels) with the expected results established at

the beginning of the program; c) reasons why expected results were not met, if appropriate; d) recommendations for future interventions to build on program success; and, e) other pertinent information, including the final financial status of the program.

Final Summary Report for Public Distribution – The Team will develop a final summary report devoid of politically sensitive or proprietary information for public distribution, but rich in graphics. The report will showcase lessons learned, summarized results, and provide recommendations for follow-up actions in addition to the program’s greatest success stories. The deliverable will be provided to USAID in conjunction with the Final Progress Report.

PROJECT CLOSE DOWN

Beginning approximately 6 months prior to the end of the current WALIS Task Order Period of Performance, the WALIS operations staff and the DAI Home Office support for WALIS will implement tasks to close down the program. Prior to implementing the first set of tasks, WALIS and the DAI Home Office support staff will develop a Pre-close Out Plan. The plan will address important close-out categories (e.g., finance, grants, personnel, records management, etc.). The plan will provide a timeline for each task as well as the staff response for each task. The plan will be provided to USAID for its review and approval prior to initiating the plan. The WALIS Operations Manager, COP, and Home Office Support Team will be primarily responsible for developing and executing the plan in close coordination with the WALIS technical team, its subcontractors, grantees, and other partners as well as USAID.

MONITORING, EVALUATION, AND LEARNING PLAN

In Year 3, WALIS revised and adapted MEL indicators to reflect changes in the WALIS program activities and Results Framework (RF) and to ensure that WALIS is measuring indicators that serve as valid and appropriate measures of project performance. The three program Intermediate Results (IRs) were formulated and revised based on identified areas of activity needed to strengthen national and regional institutions in the African WASH sector. The IRs were selected and arranged to reflect both the sequencing and the weighted importance of each intermediate result in achieving the overarching project objective. The revised three IRs are:

- IR1: WASH Policy and Governance – Foster transparent WASH sector multi-stakeholder leadership for evidence-based decision-making processes and better governance.
- IR2: Monitoring – Strengthen capacity of regional and national institutions for monitoring, evaluation and reporting³.
- IR3: Learning and Knowledge Sharing – Increase levels of coordination, capacity development, communication, knowledge-sharing, and peer-to-peer learning among institutions within the African WASH sector.

³ IR 2 changed from “Strengthen capacity of regional and national institutions for monitoring and analysis of service delivery models and innovations”.

Annex A includes revised WALIS MEL Indicators and MEL Monitoring Table with revised targets for Years 1, 2, and 3. Revised indicators and targets align with AMCOW support activities and take into account changes with JSR support activity as well as cross cutting indicators. The MEL Monitoring Table includes detailed information about each of the indicators, including potential data sources and data collection methodologies, proposed frequency of data collection, and examples of annual and life of project targets.

ANNEX A: WALIS MEL MONITORING TABLES

IR 1: WASH POLICY & GOVERNANCE – Foster transparent WASH sector multi-stakeholder leadership for evidence-based decision-making processes and better governance.	
Indicator	Disaggregation
REVISED Indicator 1.1: Number of WASH enabling environment policies, regulations, plans and/or standards analyzed, consulted on, drafted or revised, approved, and implemented with USG/WALIS assistance.	Disaggregated by country, institution/service type, urban/rural
IR 2: MONITORING – Strengthen capacity of regional and national institutions for WASH sector monitoring, evaluation and reporting.	
Indicator	Disaggregation
Indicator 2.1: Number of regional and national institutions who are generating and using sound sector data in their decision-making as a result of USG/WALIS assistance.	Disaggregated by country, institution/service type, urban/rural
Indicator 2.2: Number of regional and national institutions with improved monitoring systems and processes due to USG/WALIS assistance.	Disaggregated by country, institution/service type, urban/rural
IR 3: LEARNING AND KNOWLEDGE SHARING – Increased levels of coordination, capacity development, communication, knowledge-sharing, and peer-to-peer learning among institutions within the African WASH sector.	
Indicator	Disaggregation
Indicator 3.1: Number of WASH publications and outreach products developed as a result of USG/WALIS assistance.	Disaggregated by country, theme
Indicator 3.2: Number of regional and global meetings, learning events, and workshops supported or organized through USG/WALIS assistance.	Disaggregation by country, event type
Indicator 3.3: Number of institutions participating in peer-to-peer or other learning activities sponsored or supported through USG/WALIS assistance.	Disaggregated by country, institution/service type

COMPONENT/ INDICATOR	TYPE	DEFINITION AND UNIT OF MEASURE	DATA COLLECTION METHOD/ SOURCES (S)	FREQUENCY	DISAGGREGATION	BASELINE YEAR: VALUE	FY 1 TARGET	FY 1 ACTUAL	FY 2 TARGET	FY 2 ACTUAL	FY 3 TARGET	FY 3 ACTUAL	FY 4 TARGET	FY 4 ACTUAL	FY 5 TARGET	FY 5 ACTUAL	ATTRIBUTION
WALIS OBJECTIVE: IMPROVED NATIONAL WASH LEADERSHIP AND DECISION-MAKING TO DELIVER SUSTAINABLE SERVICES CONSISTENT WITH SDG GOAL 6																	
IR 1: WASH POLICY & GOVERNANCE – Foster transparent WASH sector multi-stakeholder leadership for evidence-based decision-making processes and better governance.																	
Indicator 1.1: Number of WASH enabling environment policies, regulations, plans and/or standards analyzed, consulted on, drafted or revised, approved, and implemented with USG/WALIS assistance.	Output	Unit of Measure: Number of enabling environment policies, regulations, plans and/or standards	Self-reported; monitored in TAMIS	Annual	Disaggregated by country, institution/service type, urban/rural	0	1	0	2	0	3	0	3	33	2		FY 4 IWED Ethiopia – Drafted one Knowledge Management Protocol for the Ethiopian Ministry of Water Irrigation and Electricity and one Knowledge Management Protocol for the Oromia Regional Water, Minerals, and Energy Bureau in December 2018. AfricaSan – 29 Country Action Plans developed through WALIS funded Sub Regional Meetings and Country Dialogue Sessions. IWED Ghana – Drafted Standard WASH Data Collection Procedures.
IR 2: MONITORING – Strengthen capacity of regional and national institutions for WASH sector monitoring, evaluation and reporting.																	
Indicator 2.1: Number of regional and national institutions who are generating and using sound sector data in their decision-making as a result of USG/WALIS assistance.	Outcome	Definition- <i>Sound Sector Data</i> : Data that is valid, reliable, precise, with integrity, and timely (in accordance with USAID DQA regulations). Measure: Number of institutions.	<i>Methodology TBD</i>	Annual	Disaggregation by country, institution/service type, urban/rural	0	0	0	4	1	3	1	3	0	3		FY1-2 IWED Madagascar- Ministry at central level used BPOR data in decision making processes: Maps and budget data were presented during the sector meeting on July 2017 based on BPOR data. Budget negotiations with Ministry of Finance were partly based on sector estimates from BPOR data. Four out of five regional directorates confirmed that they were able to use BPOR data to discuss with sector stakeholders during coordination discussions, at regional level. FY3 IWED Mozambique – DNAAS (National Directorate of Water Supply and Sanitation) has generated sound sector data using the m-SINAS mobile data collection solution in the provinces of Maputo, Cabo Delgado, Sofala, and Manica.
Indicator 2.2: Number of regional and national institutions with improved monitoring systems and processes due to USG/WALIS assistance.	Outcome	Definition- <i>Improved Monitoring System</i> : A physical system that is providing accurate, transparent, and timely analysis and reporting of WASH sector data. Unit of Measure: Number of institutions.	<i>Methodology TBD</i> ; monitored in TAMIS	Annual	Disaggregated by country, institution/service type, urban/rural	0	0	0	2	0	1	2	1	0	1		FY 3 IWED Mozambique – DNAAS is using the National Water and Sanitation Information System for sector monitoring at the national, provincial, and district levels. m-SINAS was developed using open source software. The solution is now being expanded to additional provinces. AMCOW’s AfricaSan Subcommittee on Monitoring and Learning led reporting on the Ngor Commitments with responses from 39 countries.
IR 3: LEARNING AND KNOWLEDGE SHARING – Increased levels of coordination, capacity development, communication, knowledge-sharing, and peer-to-peer learning among institutions within the African WASH sector.																	
Indicator 3.1: Number of WASH publications and outreach products developed as a result of USG/WALIS assistance.	Output	New publications and outreach products that did not previously exist and are directly linked to WALIS research and activities. Unit of Measure: Number of publications and outreach products.	Self-reported; monitored in TAMIS	Quarterly	Disaggregated by country, theme	0	3	3	5	7	5	8	8	11	5		FY1-2 ASA Market and Feasibility studies for East, West, and Southern Africa; consolidated ASA Feasibility Study; Local Systems Case Studies for Senegal, Ethiopia, and South Africa. FY3 Global Waters Blog on AMCOW 2018-2030 Strategic Plan, AMCOW 2018-2030 Strategy Brochure, Three guidance documents for the AfricaSan and Ngor Commitment Monitoring, Eastern and Southern Africa Regional Snapshots, Global Waters Radio Podcast: Strategic Planning for Africa’s Water and Sanitation Sectors. FY4 Four Sub-Regional Reports following the AfricaSan Workshops for East, Southern, West and Central Africa. Ngor Commitment Report released at AfricaSan 5. Global Waters Blog.

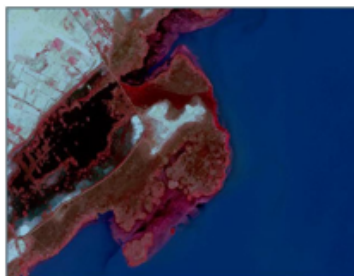
ANNEX B: SUCCESS STORIES



SUCCESS STORY

Remote Sensing to Power Senegal's Water Use

Pleiades 1A – SPOT Imagery utilized to identify Typha and other aquatic plants in the Lac de Guiers, Senegal (sample image).



“The WALIS project is contributing to better inform Indicator 6.6.1 of SDG 6 related to water-related ecosystems. In this regard, Senegal will benefit from the project through accurate interpretation of satellite imagery, to assess the impact of aquatic vegetation in Lac de Guiers and other water bodies in Senegal.”

Bocar SALL,
Head of Hydrology Division, DGPPE

U.S. Agency for International Development
www.usaid.gov

South of the vast rice paddies along the Senegal River Delta in the Louga and Saint-Louis regions of Senegal lies the Lac de Guiers. The lake is the centerpiece of a complex water ecosystem that comprises not only an Important Bird Area, sugar plantations, fisheries, a biosphere reserve, but also agriculture that produces rice and sweet potatoes. The only freshwater reservoir in the region, it supplies 70% of the water consumed in Dakar and its suburb where nearly 4 million people live. Taken together, there is no way to underestimate the direct importance of this water ecosystem and its health to the achievement of not only Sustainable Development Goal 6, but multiple interdependent Sustainable Development Goals in Senegal.

Water-related ecosystems are defined as areas dominated by fresh or brackish water and include vegetated wetlands, open bodies of water and groundwater. Lac de Guiers is a shallow lake that is over 21 miles and just under 5 miles at its longest and widest points of measure, respectively. It spans an area of approximately 65 square miles, but its surface area and volume fluctuate with the dry and rainy season cycles in Senegal. Recent environmental shifts and the lakes vital importance to the environment, agriculture, and drinking water for millions of people have driven the Government of Senegal to better plan and manage this vital resource through better evidence-based decision-making.

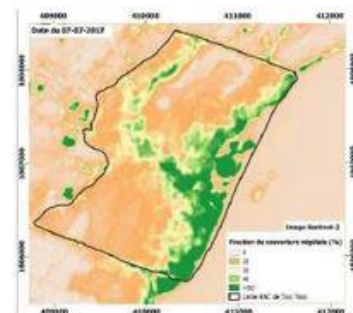
To support the government's initiative, one of USAID's Water for Africa through Leadership and Institutional Support (WALIS) program's activities is supporting the national Directorate of Water Resources Management and Planning to measure the change of the Lac de Guiers' water-related ecosystem over time. In particular, the activity is designed to take the first substantive steps to systematically monitor the spatial extent of aquatic vegetation and its seasonal growth or to measure efforts to reduce its spread. This effort will be accompanied by the integration of SDG Indicator 6.6.1 monitoring methodologies into current policy, procedures, guidance, and practices. In turn, WALIS' support to the Government of Senegal will better equip and train its water managers and technicians to improve water resources management decisions.



Identifying aquatic vegetation via an enhanced color composition method (sample Image).



Identifying aquatic vegetation via "unsupervised classification" method (sample Image).



Identifying aquatic vegetation via fractional vegetation coverage estimation method (sample image).

Key to WALIS's support is the use of state-of-the-art methods to measure seasonal changes in the aquatic vegetation of the Lac de Guiers and adjacent wetland areas. Using different types of medium and high-resolution satellite imagery, WALIS through its local implementing partner Centre de Suivi Ecologique, cycles the imagery through an algorithm to determine the spatial extent of aquatic vegetation and Chlorophyll concentrations in the area studies. In particular, high resolution Pleiades IA SPOT imagery of 0.5m and the algorithm are used by Centre de Suivi Ecologique's remote sensing specialists to pinpoint aquatic vegetation and most notably Typha.

The proliferation of Typha in the Lac de Guiers and surrounding wetlands has limited water access for the surrounding communities, reduced the potential for agriculture, and contributes to increased occurrences of diseases like bilharzia and malaria. Sentinel-1 (cloud penetrating radar) and Sentinel-2 (13 spectral band optical) satellite imagery of the European Copernicus program will also be used to estimate aquatic vegetation extent, especially during the rainy season when cloud cover increases. This 10 - 20 meter resolution imagery also captures change over time. The Sentinel-1 revisits every place in the world every 12 days, while the Sentinel-2 revisits all land surfaces and coastal areas every 5 days. This imagery will be used beyond the Lac de Guiers area to eight principle water-related ecosystems affected by Typha in Senegal's planning regions, covering an area over 1,000 square miles.

To this end, WALIS has supported the processing and analysis of 305 satellite images which will be combined with the results of ambient water quality field monitoring results to formulate a draft policy and strategy to better manage surface water in the areas studied. This will lead to among other deliverables a polluters-pay principle policy and strategy, to help counteract increasing pollution caused by anthropogenic sources.

The improvements to Senegal's water-related ecosystem monitoring over time is a clear example of how demand-driven, country-led initiatives can lead to success. This activity is accompanied by another WALIS implemented activity in Senegal, designed to improve asset management of public sanitation facilities throughout the country. WALIS's work in Senegal joins a suite of WALIS's Improved WASH Evidence-based Decision-making or "IWED" program activities that are being implemented in five other African countries (Ethiopia, Ghana, Madagascar, Mozambique & Tanzania). WALIS is a five-year program funded by USAID under Water and Development Indefinite Delivery Indefinite Quantity contract.

ANNEX C: YEAR 5 ACTIVITY CARDS

Activity I:	Improving WASH Evidence-based Decision-making (IWED) Program ⁸		
Geographic Focus:	USAID Africa Region	Activity Manager	Richard Rapier
Duration:	March 2016-Dec 2019 (Cohort 1) Oct 2018- July 2020 (Cohort 2)	Regional/International Partner:	USAID (Washington and the local Missions), AMCOW, UN-Water/WHO Global Analysis and Assessment of Sanitation and Drinking-Water (GLAAS), UNICEF, select national WASH focal agencies
Estimated Budget:	See Activity I (A-F) estimates	Activity Linkages:	AMCOW OSS, AfricaSan Support
Overview:			
<p>WALIS offers financing for demand-driven initiatives identified by selected national WASH focal agencies, for approximately ██████████ per award, for services and goods rendered. Independent implementing partners (i.e., subcontractors) work closely with WASH sector government staff to execute the awards. These awards⁹ support government agencies to address key bottle-necks by putting in place evidence-based decision-making processes to improve performance in any of the three WALIS intermediate result areas. A consortium of WALIS and government agency representatives provide oversight. WALIS's IWED support is intended to support strategic issues and foster better WASH policies, strategies, and decision making.¹⁰ As we implement the IWED program the Team will look for follow-on opportunities of a similar nature for future USAID programming. The Team will create linkages and share lessons learned with AMCOW from IWED activities that are focused on information systems development and strengthening to improve SDG 6 monitoring and reporting.</p>			
Assumptions and Risks:			

⁸ Two IWED Cohorts were created in Year 3. Cohort 1 countries are Madagascar, Mozambique, Tanzania, and Ethiopia. Cohort 2 countries include Senegal and Ghana. Madagascar [Activity I (C)] has already completed and is not included in Year 5 Activity Sheets.

⁹ It is possible that some of the selected IWED initiatives will be adjusted during due diligence to be compliant with USAID/WALIS requirements, selection criteria, and availability of funds (including delayed start and/or cancellation). Overall, any funding for IWED initiatives will be commensurate with appropriately designed initiatives that result in outcomes consistent with project objectives. Additional calls for EOLs may be issued in subsequent years of the project contingent on the availability of funds.

¹⁰ A primary vehicle for integrating gender and youth into better decision-making regarding WASH related policy development, sector and project planning, and performance of WASH organizations and projects by the project will include mainstreaming gender and youth perspectives as part of its IWED program.

- Missions concur with proposed initiatives.
- Initiatives are well-coordinated with other donor partners to ensure value-added and cost-sharing, where appropriate.
- Financing proposals from all six countries may have budget impact on other future WALIS activities.

Tasks and timeline¹¹:

Cohort 1

- Continue implementation in Ethiopia, Mozambique, and Tanzania.
- Complete all activities and close out the first cohort with country reports.

October 2019 – December 2019

December 2019

Cohort 2

- Conduct baseline assessment and develop evidence map for Senegal
- Complete all activities and close out the second cohort with country reports.

October – December 2019

July 2020

¹¹ In Year 1 and Year 2 WALIS shortlisted countries; developed EOI and templates; launched the EOI at the Africa Water Week 2016 event; reviewed short concept papers and selected proposals to receive funding; developed detailed template for the full proposals; informed countries and sent the instructions/templates for developing full proposals; finalized and confirmed the initiative designs with partner governments; went through competitive procurement process, negotiated subcontract terms and started implementation in Madagascar. In Year 3, WALIS completed IWED Madagascar activity and started implementing IWED activities in Mozambique, Tanzania, and Ethiopia.

Activity I(A):	IWED Ethiopia - Improving Knowledge Management of MOWIE at National and Sub-National Levels		
Geographic Focus:	Ethiopia	Activity Coordinator:	Richard Rapiet with technical inputs provided by Nabil Chemaly
Duration:	24 months	Country/ Regional Partner:	MOWIE, OWERDB, WaterAid Ethiopia
Estimated Budget:	██████	Activity Linkages:	USAID/Ethiopia support to the Water Sector Working Group and support to the Health Management Information System
Overview:			
<p>MOWIE is the government institution responsible for the expansion of potable water supply coverage and coordinating the implementation of WASH projects financed by foreign assistance and loans. MOWIE determines conditions and methods required for the optimum and equitable allocation and utilization of water resources that flow across or lie between regional states.</p> <p>The ONE WASH National Program (OWNP) advocates for one plan, one budget, one reporting system and one Consolidated WASH Account. Through OWNP, there is a great need for a robust KM system, for that reason several initiatives are already taking place to facilitate the two-way flow of information from sub-national to the national ONE WASH coordination office. Nevertheless, severe structural deficiencies in KM persist in the sector.</p> <p>The majority of information flows are bottom up, where regional agencies (e.g., OWERDB) report activities to the OWNP office at central level. There is limited knowledge transfer from the national to the sub-national levels (beyond training events and workshops). At the same time, due to deficient ICT (Information and Communication Technologies) systems, the information flows are limited even within MOWIE.</p> <p>The main objective of this initiative is to improve KM in the WASH sector, with special emphasis on MOWIE's internal KM systems at national and sub-national level, and also transferring knowledge to other stakeholders to make information available for management, planning, policy formation and decision-making at all levels. The Team will focus on developing protocols, procedures, workflows and setting up proper infrastructure for knowledge management as well as capacity development at the national and sub-national/regional level.</p>			
Assumptions and Risks:			
<ul style="list-style-type: none"> ▪ Overall political and macro-economic situation remains stable, with no major changes within the government structures. ▪ Good support from USAID mission. ▪ Assumes good fit with National WASH initiatives and donor community activities. 			

- General commitment on transparency and open access to key relevant data: MOWIE agrees on making a significant part of knowledge accessible to a broader audience, while keeping some internal documents for internal use of the ministry.
- Complementarity and good coordination with other initiatives such as an M&E system for OWNP and MOWIE's website development.
- MOWIE and OWERDB commitment to provide timely input and approval of KM protocols and processes.

Tasks and timeline:

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER
I(A): IWED Ethiopia																Rapiere / WaterAid America & Ethiopia
Improve and expand the ICT system																
Procure and test hardware and software for server improvement	■															
Operating system installation and configuration of various components including the firewall	■	■														
Design and develop KM system and web portal	■	■	■													
Training program and training modules developed and	■															
Final reporting, video, and close-out				■	■											

Activity I(B):	IWED Ghana- Improve Data Harmonization within the Ghana Wash Sector		
Geographic Focus:	Ghana	Activity Coordinator:	Richard Rapiet with technical inputs provided by Nabil Chemaly
Duration:	18 months	Country Partner:	MSWR, MAPLE Consult
Estimated Budget:	\$ [REDACTED]	Activity Linkages:	World Bank's support for the development of the Sector Information System (SIS) framework & UNICEF's support to develop Golden Indicators
Overview:			
<p>MSWR is the lead government institution in charge of improving water, sanitation and hygiene services in Ghana. It is responsible for providing leadership for sector policy development, implementation, coordination, monitoring and evaluation. Evidence-based decision-making is central to effective sector coordination, but unsystematic data collection and management compounded by fragmented data management systems unlinked to an evolving Sector Information System (SIS) represent a major challenge faced by MSWR. The framework of the SIS has been developed but will only be useful for leadership decision-making at various levels if there is a creative interface with data management systems of the various agencies at both national and subnational levels.</p> <p>The Ministry presented a concept note followed by a detailed proposal in April 2018 proposing to initiate and complete the linkages between the SIS and management systems of the various agencies such as the Customer-base and data Information system of the Ghana Water Company Ltd (GWCL) for urban water supply, and the District Management Information System (DiMES), the MIS of the Community Water and Sanitation Agency (CWSA) for rural water supply. Others are BaSIS managed by the Ministry of Local Government and Rural Development (MLGRD), the District Health Management Information System (DHMIS) by the Ministry of Health/Ghana Health Service and Education Management Information System (EMIS) by the Ministry of Education/Ghana Education Service. Recognizing the urgency of evidence-based decision-making, MSWR and other development partners (mainly UNICEF and the World Bank) are partnering to ensure the smooth operationalization of the system. UNICEF is facilitating the development of "Golden Indicators" and the re-introduction of the Sector Performance Report, which will respond to national and international commitments while the World Bank is further supporting the fine-tuning of SIS. In its proposal, MSWR is requesting USAID/WALIS's support to make SIS an operational platform and train concerned staff on data collection, management and reporting.</p> <p>The main objective of the activity is to improve the monitoring of the WASH sector in Ghana by providing timely and accurate data from the local level to MSWR at the central level, and the generation of sector indicators and reports for evidence-based decision making, policy planning, and global reporting. Specific objectives are as follows:</p>			

- Develop and implement standard WASH data collection, management and reporting at the local, regional and central level with an institutionalized data flow across these different levels;
- Provide capacity building to different actors in the WASH sector to properly implement data collection procedures and integrate these procedures in their day-to-day work;
- Support the collection of baseline data in selected regions for the WASH sector; and,
- Establish an integrated information system (including necessary databases, interfaces, software and hardware solutions) for the WASH sector to ensure proper data flows and allow the generation of sector reports and indicators required by MSWR at the national level.

Assumptions and Risks:

- Strong support from USAID Mission.
- SIS and interfacing is complex and might require demonstration of SIS's ability to reduce data management burden as an entry-point to motivate agencies to support an integrated system.
- Numerous systems and implementing partners are involved in this activity. Critical to adhere to work plan and deliverable schedule.

Tasks and timeline:

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER
	I(B): IWED Ghana															
Baseline survey																Rapier / MAPLE Consult
Design training sessions for staff involved in data collection	■	■														
Provide on-the-job assistance and support for data collection process	■	■	■	■	■	■	■	■	■							
Review and recommend options to incentivize staff to integrate data collection procedures into daily activities							■	■								
Training of enumerators and baseline data collection					■	■	■	■								
Preparation of baseline survey report							■	■								
Capacity assessment and training of MSWR IT Staff						■	■	■								
IT Solutions																
Provide professional services to create interfaces	■	■	■													
Automatically link all existing systems to the central SIS at MSWR	■	■	■													
Final reporting, video, and close-out	■	■	■	■	■	■	■	■	■	■	■	■				

Activity I(D):	IWED Mozambique - Development of SINAS		
Geographic Focus:	Mozambique	Activity Coordinator:	Anahit Gevorgyan (Dec 2019 Alayne Potter)
Duration:	2 years	Country Partner:	Ministry of Public Works, Housing and Water Resources
Estimated Budget:	██████████	Activity Linkages:	USAID/Mozambique SPEED Plus
Overview:			
<p>Government of Mozambique initiated the establishment of SINAS in 2007. Subsequently, they developed monitoring indicators and tools, and a manual of information management for Rural Water Supply and Sanitation. By 2009, about 70% of point sources had been recorded in database, but with deficiencies in the coding of sources and keeping functionality data up-to-date. Currently the main gaps of SINAS are: 1) need for training provincial and district including the establishment of district assistance Teams; 2) technical assistance in ICT to integrate urban water and sanitation to develop new ways of data collection and display; 3) analytical capabilities in the central level (programming, monitoring, reports (semi-annual report, annual and annual sector performance report) and organization of coordination mechanisms; 4) support and strengthen the role of private suppliers in water supply services.</p> <p>The objectives of this initiative are to:</p> <ul style="list-style-type: none"> ▪ Strengthen the functional network of information and data of the water and sanitation sector as a tool for planning and decision-making in investments and monitoring. ▪ Consolidate the database for the harmonization of methodologies for the collection, processing, analysis and sharing of information on water supply and sanitation. ▪ Strengthen SINAS to be an instrument for improvement of governance in water and sanitation in Mozambique. <p>Over the course of the 22 months of implementation activities under mobilization, diagnosis, development of the solution, testing and central hardware update, local implementation and training, data integration and central training phases have been completed. SINAS central database has been created, data from other provinces and partners (including AIAS, FIPAG, private service providers) has been integrated, m-SINAS has been developed and DNAAS technicians at central, provincial and district level have received training. A baseline assessment has been completed and outcomes have been shared with USAID and local partners. Implementation of phase 5 -project monitoring will continue through the end of implementation (November 30, 2019).</p>			
Assumptions and Risks:			

- Strong support from USAID Mission.
- Relatively sensitive country for political reasons, but good support for proposal from Mission, and a strong need to help maintain WASH sector development.
- WALIS has established a regular communication with DNAAS and USAID Mission to manage their expectations.

Tasks and timeline:

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER
	I(D): IWED Mozambique															
Implementation of phase 5 project monitoring	■	■														Gevorgyan / Potter / ENGIDRO
Hold end of activity meeting with DNAAS and stakeholders		■														
Final reporting, video, and close-out			■													

Activity 1(E):	IWED Senegal- Improve Monitoring of IWRM Indicators for SDG 6 and Development of an Asset Monitoring System for Public Sanitation Facilities		
Geographic Focus:	Senegal	Activity Coordinator:	Théophile Boutrolle
Duration:	13 months (ending in July 2020)	Country Partner:	CPCSP, DGPRES, DA, CSE
Estimated Budget:	\$ [REDACTED]	Activity Linkages:	AMCOW AfricaSan Support
Overview:			
<p>The project submitted by Senegal for the financing of the WALIS initiative aims to consolidate and reinforce the sectoral monitoring-evaluation system to improve the support mechanisms in decision-making. Senegal, with the support of the World Bank, through the Water and Sanitation Program (WSP), had defined and implemented a unified monitoring-evaluation system, piloted by the Public Minister through the program’s monitoring and coordination unit.</p> <p>In 2013, the AfDB as part of the Rural Water Supply and Sanitation Initiative (RWSSI), as well as other partners such as UNICEF and the European Commission, guided Senegal’s WASH sector in a participatory diagnosis, analysis, and planning process that resulted in the development of a five-year plan to strengthen the Sectoral Information and Monitoring System or “Système Sectoriel d’Information et de Suivi” (SSIS). However, with the definition of the new agenda towards achieving the SDGs and the new Letter of Sector Development Policy 2016–2030, the monitoring and evaluation must cover new data fields.</p> <p>Specifically, Senegal must now monitor and evaluate secure access to drinking water, hygiene and sanitation (6.1, 6.2, and 6.3.1 in partnership with the World Health Organization’s Joint Monitoring Programme with UNICEF) and monitor the implementation of Integrated Water Resources Management (IWRM, 6.3.2 to 6.6, in partnership with the Global Environment Monitoring Initiative (GEMI)). The current monitoring and evaluation system must therefore be strengthened to better address these indicators, including improving databases, collection methods, and handling and dissemination of data.</p> <p>Activity 1: Improve the information production process for IWRM related SDG 6 indicator monitoring. This activity is expected to be implemented in no longer than 13 months from activity kick-off to completion of all tasks under the activity. These tasks are noted where appropriate in the task details below. Prompt, clear and open collaboration and communication with these other agencies as well as the Water Resource Planning and Management Division “Direction de la Gestion et de la Planification des Ressources en Eau” or DGPRES, CPCSP, and WALIS’s local implementing partner shall be key to successfully implementing all the tasks.</p> <p>Activity 2: Establish an asset management monitoring system for public sanitation facilities. This activity is expected to be implemented in no longer than 13 months from activity kick-off to completion of all tasks under the activity. Prompt, clear and open collaboration and communication with CPCSP, the Sanitation Department (DA - Direction de l’Assainissement), the Ministry of National Education (MEN - Ministère de l’Education Nationale), and the Ministry of Health and Social Action (MSAS - Ministère de la Santé et de l’Action Sociale) and WALIS’s local implementing partner shall be key to successfully implementing all the tasks.</p>			

Assumptions and Risks:

- Continuous and strong support from the USAID Mission.
- Senegal has comparatively strong institutions; they have prioritized sector monitoring and managed to get many donors involved such as the African Development Bank and the European Commission.
- Donor and stakeholder coordination and formalization of commitments will be critical to success of the initiative. UNICEF is a strong partner with both national and regional offices in Dakar.
- To ensure proper alignment of the national SIMS with international and regional mechanisms, the anchors must be unified to avoid unnecessary duplications.
- Tight implementation plan and multiple stakeholders.

Tentative Tasks and timeline:

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER
	I (E): IWED Senegal															
Conduct baseline assessment and develop an evidence map	[Bar chart: Oct-Dec 2019]															
Improve the information production process to monitor IWRM related SDG 6 indicators monitoring	[Bar chart: Oct-Dec 2019]															
Improve monitoring of ambient water quality per SDG 6.3.2 Level I	[Bar chart: Oct-May 2020]															
Improve monitoring of water-related ecosystems per SDG 6.6.1	[Bar chart: Oct-Aug 2020]															
Improve monitoring of water-use efficiency & productivity per SDG 6.4.1	[Bar chart: Oct-May 2020]															
Install an information exchange & dissemination platform for water resources data	[Bar chart: Nov 2019 - May 2020]															
Establish an asset management monitoring system for public sanitation facilities	[Bar chart: Oct-Dec 2019]															
Design an Asset Inventory Mapping and Directory Platform	[Bar chart: Oct-Mar 2020]															
Collect data to populate the Asset Inventory Mapping and Directory Platform	[Bar chart: Oct-Nov 2019]															
Asset Inventory Mapping and Directory Platform Training	[Bar chart: Mar-Apr 2020]															
Asset Inventory Mapping and Directory Platform Analysis	[Bar chart: Apr-May 2020]															
Develop the Public Sanitation Facilities Asset Inventory (the Directory)	[Bar chart: Dec 2019 - Jul 2020]															
Final reporting, video, and close-out	[Bar chart: Jul-Aug 2020]															
																Boutrolle / CSE

Activity I(F):	IWED Tanzania- Roll Out of the NSMIS		
Geographic Focus:	Tanzania	Activity Coordinator:	Alayne Potter
Duration:	22 months	Country Partner:	MOHCDGEC, WaterAid Tanzania
Estimated Budget:	\$ [REDACTED]	Activity Linkages:	USAID/Tanzania WARIDI
Overview:			
<p>MOHCDGEC as the lead ministry for sanitation and hygiene services, oversees implementation of sanitation and hygiene interventions in the country, coordinates stakeholders, and leads the process for development of national sanitation policy. An electronic reporting system, the NSMIS was developed to measure the gains from sanitation and hygiene efforts, such as the implementation of the National Sanitation Campaign under the Water Sector Development Program, to meet the Millennium Development Goals and Sustainable Development Goals and is currently in use in Tanzania’s 26 regions. Despite significant achievement, implementation of NSMIS program faces some challenges. The majority of its targeted audience cannot access data in the system unless they have DHIS.2 application skills and have been provided with access credentials by the Ministry. These barriers undermine the original purpose for development of the electronic system - to facilitate information sharing among a wider range of stakeholders for accountability, advocacy and decision making. There is also a shortage of IT staff at the central level to serve at the national help desk. The reporting rate from village councils is low in part due to heavy workload of data entry at council level, lack of a supporting user manual, late receipt of data from villages, shortage of transport to reach all villages every quarter for supportive supervision, and support to front line data collectors. While pilot programs to use mobile technology for data collection is under way, the majority of regions are using registers. There is a shortage of printed registers as they need to be replaced annually.</p> <p>During Year 3, the activity successfully met the objective to support data cleaning to improve the quality of primary data that is entered into the system and conduct overall DQA.</p> <p>During Year 4, an ICT staff was hired to strengthen the national help desk, registers for collection and storage of data at a sub-village level were printed and distributed, and a National WASH web portal was developed. Additionally, an assessment study and subsequent report and evidence map were completed. A MOU with the MOHCDGEC was also finalized.</p> <p>Remaining objectives for Year 5 are to:</p> <ul style="list-style-type: none"> ▪ Enhance the capacity to use the web portal. ▪ Work with MOHCDGEC to ensure uptake of data quality and reporting standards or policies on WASH at a national level. 			
Assumptions and Risks:			

- The Ministry moved from Dar es Salaam to Dodoma. This is a time and completion risk that will be mitigated through increased levels of coordination among different departments of the Ministry and the implementing partner, WaterAid Tanzania.
- ICT staff will be given priority for government employment to provide sustainability and continuity of the support services. The salaries of ICT staff must be included as part of the government budget. Without this, there is a results risk in the sustainability of the activity.
- Ministry will continue providing support for the infrastructure and extension workers at the council level for program implementation and data entry. Without this, there is a results risk in the sustainability of the activity.
- Careful supervision will be required to ensure effective coordination with other donors working on NSMIS.
- User-friendly manuals and guides will not be used with inter-agency agreements and standard procedures for data sharing, budget support, and data quality assurance roles and responsibilities in place.

Tasks and timeline:

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER
I(F): IWED Tanzania																
Enhance the capacity to use the web portal	■	■														Potter / WaterAid -
Hire ICT staff to strengthen the national help desk	■	■	■													America / WaterAid -
Final reporting, video, and close-out			■	■												Tanzania

Activity 2 (A):	AMCOW – Organizational Strengthening Support		
Geographic Focus:	Regional	Activity Coordinator:	Anahit Gevorgyan (Dec 2019 Alayne Potter)
Duration:	Through the duration of the WALIS project	Regional Partner:	AMCOW
Estimated Budget:	██████	Activity Linkages:	AfricaSan support, Africa Water Week
Overview:			
<p>The 2015 AMCOW Operational Strategy (AOS) analyzed the strengths, weaknesses, opportunities, and threats to AMCOW.¹² Major challenges to the organization were identified regarding governance, organizational capability, planning and human resources, and financial management. AMCOW has had difficulty mobilizing the resources necessary to effect such major organizational change therefore WALIS provides support to strengthen the Secretariat in select areas. This activity is proposed given AMCOW’s key political and technical role in supporting the Ngor Commitments on Water Security and Sanitation with continued commitment to the Africa Water Vision 2025 and the Agenda 2030 for Sustainable Development. WALIS, in close partnership with the Secretariat, is well-placed to analyze, design strengthening measures, and implement improvements in response to some of the weaknesses and threats identified through the SWOT¹³.</p> <p>In April 2017, WALIS signed a grant with AMCOW to support the OSS activity. With this grant, AMCOW hired the CFA (now renamed to the DFA) and WALIS supported the onboarding of the CFA to ensure he was trained and prepared for the job responsibilities. To facilitate the tasks under the grant, WALIS has employed in-country organizational strengthening experts to provide AMCOW “side-by-side” guidance and training to reach the goals identified in the SWOT and OSS grant.</p> <p>Over the past thirty months of grant implementation AMCOW Secretariat has developed AMCOW 2018-2030 Strategy, a 5-year Strategic Operational Plan, HR and Finance Rules and Regulations, policies and procedures on HR, Finance, Administration, Procurement, as well as number of project management tools, quarterly review guidance, planning and budgeting guidelines, staff performance appraisal system. A new finance, accounting, HR and project management system has been procured. The organogram has been revised and number of staff have been hired and skills assessment has been carried out. A staff development plan has been drafted along with the Change Management Plan. A Resource Mobilization strategy and Financial Sustainability Plan have been drafted.</p>			

¹² AMCOW, September 2015.

¹³ The SWOT analysis found other weaknesses and threats that may or may not be alleviated by WALIS interventions (see AOS page 12); however, detailed design in Q2 FY17 in partnership with the Secretariat will determine secondary impacts.

Assumptions and Risks:

- The AMCOW Secretariat is working towards securing sustainable sources of funding. With the support of WALIS, AMCOW is developing a resource mobilization strategy and financial sustainability plan that would allow them to be more self-reliant. They have secured a \$4M USD grant from Swiss Development Agency.
- The AMCOW Secretariat is managed by the Executive Committee (EXCO), a group of WASH Ministers from 15 countries to review and approve high-level AMCOW policies and procedures. Most of the changes being undertaken through WALIS must be approved by the EXCO before the team can implement the changes. Should the EXCO not approve of the changes the activity could be stalled indefinitely.
- Assumes that there is demand for AMCOW services and that countries would be willing to pay for it.

Tasks and timeline:

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER
	2(A): AMCOW - Organizational Strengthening Support															
Support the implementation of new accounting software system	[Bar chart: Oct 2019 - Mar 2020]												Gevorgyan / Potter / DAI Nigeria / AMCOW Secretariat (Grantee)			
Train staff on Accounting, Financial Management, and Procurement	[Bar chart: Nov 2019 - Dec 2019]															
Draft the new Records Management Policy & Guidance	[Bar chart: Nov 2019 - Dec 2019]															
Design and Implement training courses based on Human Resources Development Plan	[Bar chart: Oct 2019 - Mar 2020]															
Finalize Resource Mobilization Plan	[Bar chart: Oct 2019 - Nov 2019]															
Train staff on Project Management	[Bar chart: Dec 2019 - Feb 2020]															
Identify a consultant to carry out the EU pre -Pillar assessment	[Bar chart: Dec 2019 - Jan 2020]															
Conduct the EU pre- Pillar Assessment audit	[Bar chart: Feb 2020 - Mar 2020]															
Final Program and Financial Report	[Bar chart: Mar 2020 - Apr 2020]															

Activity 2(B):	AfricaSan Monitoring and Learning Leadership Support		
Geographic Focus:	Regional	Activity Coordinator:	Anahit Gevorgyan (Dec 2019 Alayne Potter)
Duration:	June 2018 – March 2020 (22 Months)	Regional Partner:	AMCOW, BMGF, UNICEF, WHO/GLAAS, AfDB, WSSCC, IRC WASH, SWA, WaterAid
Estimated Budget:	██████████	Activity Linkages:	AMCOW OSS, IWED, Stakeholder Engagement
Overview:			
<p>At the May 2017 AfricaSan International Task Force (AITF) Member Meeting in Libreville, Gabon, the AITF members convened to restructure the AITF and create thematic subcommittees with the express purpose of more effectively achieving access to adequate and equitable sanitation and hygiene for all and end open defecation in Africa. The meeting resulted in 1) a strong position to ensure AfricaSan is a continuous process and not just a conference that occurs every few years; 2) Subcommittee technical support agencies would build the capacity of their AMCOW Technical Advisory Committee and Secretariat partners while going about their subcommittee work; 3) the Lead Technical Support Agency for the AITF would be reconfirmed every few years in line with the AfricaSan conferences and generally follow a rotation between agencies as needed; and, 4) Support member states would take ownership of their commitments.</p> <p>USAID views an additional investment in the AfricaSan process and specifically in strengthening AMCOW’s role as the lead monitoring and reporting agency for Africa as an important step to Africa leading its own development more independently. USAID support to AMCOW through AfricaSan and its multi-stakeholder development cooperation approach will help bring a unified approach to both leverage and support the goal of achieving access to adequate and equitable sanitation and hygiene for all and end open defecation in Africa. WALIS supports AMCOW’s coordination of the AITF-SML. The objective of the Subcommittee is to work with AMCOW to coordinate the development of the AfricaSan action plan for the Ngor commitments for sanitation and hygiene, its implementation, monitoring, and reporting using the Pan-African Water and Sanitation Monitoring System, otherwise known as “WASSMO.” This activity is proposed given AfricaSan’s key role in defining and monitoring Africa’s commitment to and monitoring of the continent’s progress toward achieving Sustainable Development Goal 6.2 and related goals and objectives.</p> <p>To operationalize this support, WALIS awarded a grant to AMCOW and provided technical assistance to the SML. With this grant, AMCOW recruited a Monitoring Support Officer that works with AMCOW’s Sanitation Project Manager, Technical Liaison Consultant (Strengthening WASH monitoring), and other staff within AMCOW and its stakeholders. The activity supports reasonable and associated costs to embed the Monitoring Support Officer within the AMCOW Secretariat in Abuja and attend key meetings and conferences necessary for the execution of the Monitoring Coordinators tasks.</p>			

The activity also supports an evaluation of the WASSMO's functionality and operational/financial sustainability along with recommendations for improvements to the system inclusive of HR and monitoring processes to address critical weaknesses that constrains AMCOW's assigned responsibility to produce an Africa Water Sector and Sanitation Monitoring report.

Assumptions and Risks:

- Multi-stakeholder processes like AfricaSan are more effective and sustainable when they reflect an organization's own priorities and strengthen their accountability to the process. Further refinement of the AITF-SML milestone tasks schedule and methodologies must be completed in collaboration with the AMCOW Secretariat and other key stakeholders. This is the starting point for the partnership between WALIS and the AMCOW Secretariat. WALIS, together with the AMCOW Secretariat and the other AITF-SML members will provide resources and technical expertise to design, resources for the participation in key meetings and conferences, and planning. The partnership required by this activity is constructed on the framework of WALIS's results framework; is consistent with USAID's standards for accountability, transparency and impact; and draws on WALIS's support and guidance.
- Inclusion and collaboration are two important principles that will enable effective implementation of the activity. AMCOW is the primary counterpart and beneficiary of the activity. Through the activity's results, AMCOW's effectiveness and member state confidence in its ability to execute its mission and provide valuable member services will be improved. Other key stakeholders that are expected to be engaged as part of the activity include the members of the AITF, but more precisely the contributing members of the AITF-SML – UNICEF, BMGF, the Water Supply and Sanitation Collaborative Council, ANEW, WaterAid America, AfDB – African Water Facility, Sanitation and Water for All, International Water and Sanitation Centre (IRC-WASH), Stockholm Environment Institute, and the UNICEF-WHO Joint Monitoring Programme / UN-Water/WHO GLAAS.
- AMCOW receives significant support for its AfricaSan and monitoring activities from the BMGF, UNICEF, and WHO/GLAAS. The success of the AfricaSan activities anticipated under this WALIS activity is partially predicated on a continued level of support from these other agencies. WALIS will carefully coordinate its actions under this activity with the other agencies and ensure that other agencies as well as AMCOW are transparent with WALIS regarding their commitment to activities that have mutual benefit and risk.
- The AMCOW Secretariat is still developing its organizational capacity and until that is more developed, they may have difficulty performing tasks to a standard that is required by WALIS. While WALIS endeavors to provide support as needed by AMCOW, lack of good performance on the Secretariat-side would require re-examination to partner commitment, implementation methods, and possibly continued support.

Tasks and timeline:

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER
	2(B): AfricaSan Monitoring and Learning Leadership Support															
Support the monitoring efforts via support to the Monitoring Support Officer																Gevorgyan / Potter / AMCOW Secretariat (Grantee)
Development of AfricaSan knowledge management products																
Translation of AfricaSan Knowledge Management Products																
Development of the WASSMO Framework Review Report																
Planning meetings with African Union for launch of AfricaSan Report																
Support the coordination of the ongoing Ngor Commitment Monitoring Process																
Support the participation of the Monitoring Support Officer in an AITF meeting																
Procurement of Framework Review Consultant																
Develop Framework (Evaluation) Review of WASSMO																
Transfer Ngor Commitment report to WASSMO																
Final Program and Financial Report																

Activity Number: 3	Stakeholder Engagement and Thought Leadership		
Geographic Focus:	Regional	Activity Coordinator:	Richard Rapiet with Team
Duration:	Through the duration of the WALIS project	Regional Partner:	Multiple Partners
Estimated budget:	N/A – see estimates in Activity A - D descriptions.	Activity Linkages:	All other WALIS activities
Overview:			
<p>The confluence of WALIS’s recently completed studies, the results rolling out of the IWED Activity, and the project’s support of AMCOW places the project in a position of growing strategic influence in the African WASH sector. This influence will be used to further empower AMCOW as well as reinforce USAID WASH thought leadership on the continent. By strategically selecting support activities that further empower AMCOW, African national water and sanitation agencies, and education institutions, the project will increase good water governance competency and capacity. WALIS will support stakeholder engagement activities in a coordinated approach to enhance its other activities, increase knowledge exchange, and build leadership in the African water and sanitation sector through learning events, convening partners to build on its past and current activities, and push out multimedia content on strong leadership in the sector.</p> <p>Elaborating on the WALIS Stakeholder Engagement and Thought Leadership “Mechanism 2” approach, WALIS will undertake the following activities to achieve the defined objectives:</p> <ul style="list-style-type: none"> ▪ Continue organizing the WALIS sponsored “Discussion Forum” series to highlight specific work of WALIS, its partners, and ongoing water and sanitation events in Africa including engagement of US Department of State, USGS, CDC, MCC, and other USG and US-based foundation efforts at the intersection of Africa, water, sanitation, and current events. The objective of the discussion forums is to provide a forum for learning and collaboration. WALIS anticipates three seasonal forums – Fall, Winter, and Spring and will coordinate each with USWP and CKM. ▪ Present one poster presentation at the University of North Carolina’s Water Institutes Water and Health Conference entitled, “Power with data: Improved WASH evidence-based decision-making in Africa.” ▪ Coordinate with the CKM project on one or more podcast episodes devoted to leadership in Africa’s water and sanitation sector and link to other AMCOW activities and engagement of influential stakeholders across the sector. ▪ Consider participation in the 2020 World Water Week in Stockholm and the African Water Association’s annual conference in Kampala, Uganda. 			

Assumptions and Risks:

- Engagement actions should be relevant and contribute to outcomes of other WALIS activities.
- AMCOW and IWED partners continue to be viable partners and implementation risks associated with WALIS support to these activities are manageable including time and completion risks, results risks, and capacity and management risks.
- Continued engagement with partners and knowledge exchange at conferences like the UNC Water and Health Conference, World Water Week, and similar trainings, workshops, and learning events provide WALIS with the opportunity to influence and empower its stakeholders. Attendance at conferences and workshops due to travel costs will be carefully considered to ensure the level of return on investment in terms of staff time and cost are valuable to the project.
- WALIS Multimedia content (website materials, short videos, and podcasts) developed by WALIS is of sufficient quality and substance to justify the additional investment by the project and the project is able to closely collaborate with the USAID Communications and Knowledge Management Project as well as other Centrally-funded USAID water mechanisms.

Tasks and timeline:

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER
	3: STAKEHOLDER ENGAGEMENT AND THOUGHT LEADERSHIP															
UNC Water and Health Conference	■															Rapier / Potter / Connolly
Discussion Forums / Brownbags		■		■				■								
USAID Central Mechanisms Meeting			■			■				■						
African Water Association Congress and Exhibition					■											
Friends of AMCOW - Washington, D.C. Event							■									
WALIS End-of-Project Learning Event - Design, Preparation, Event, and Reporting	■															
World Water Week 2020											■					

Activity 3(A):	Post African Sanitation Academy Studies Partner Training Institute Business Planning Grants		
Geographic Focus:	Uganda and Zambia	Activity Coordinator:	Alayne Potter
Duration:	6 months	Country Partner:	National Water and Sewerage Corporation (Uganda), Imprint(U) Limited Zambia College of the Built Environment (Zambia), Strategic Visions Limited (SVL)
Estimated Budget:	\$ [REDACTED]	Activity Linkages:	ASA
Overview:			
<p>In 2017, the USAID Water for Africa through Leadership and Institutional Support (WALIS) project studied the feasibility of a sanitation training center with an African continent focus, commonly called the “African Sanitation Academy” (ASA). WALIS commissioned three regional ASA market assessments and feasibility studies in eastern, western, and southern Africa. After the release of the ASA reports, Eawag, with funding from the Bill and Melinda Gates Foundation, started implementation of the initiative, “Building Consulting Capacity for City-wide Inclusive Sanitation” (ConCaD). In part, it builds on the findings of the ASA report. The project is designed to build the capacity of consulting firms and freelance consultants. Eawag is working to strengthen their capacity to take a comprehensive and problem-based approach to city-wide inclusive urban sanitation through both a) face-to-face workshops in Zambia, Uganda and Ivory Coast, and b) global eLearning courses, which supplement the face-to-face workshops and will be available in other regions or where consultants are unable to attend a face-to-face course.</p> <p>WALIS is supporting the two institutions identified through Eawag’s research, the National Water and Sewerage Corporation in Uganda and the Zambia College of the Built Environment with in-kind grants for the development of business plans. These plans will carry forward and integrate the findings of the African Sanitation Academy Feasibility and Market Studies and develop the ConCaD courses for their respective regions.</p>			
Assumptions and Risks:			
<ul style="list-style-type: none"> ▪ There is a market for consultant courses for firms or freelancers. ▪ The findings and market research from the ASA Reports are still relevant to the East and South Africa regions. ▪ WALIS has regular communication with both Eawag, the partner institutes, and the contracted consulting groups. 			
Tasks and timeline:			

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER	
3(A): Post African Sanitation Academy Studies Partner Training Institute Business Planning Grants																	
Draft course costs, fee levels, and financial structure	■																Potter / Connolly
Draft marketing analysis report	■	■															
Draft services and urban sanitation products to be offered		■	■														
ConCaD courses offered for the first time			■														
Draft business and strategic marketing plans				■													
Final business plan for urban sanitation & strategic marketing plan					■	■											
Grant close out with a final report						■	■										

Activity 3(B):	Strengthening the Role of Women in Water, Sanitation and Hygiene Leadership and Decision-Making in Ghana		
Geographic Focus:	Ghana	Activity Coordinator:	Alayne Potter
Duration:	7 months	Regional Partner:	Water and Sanitation for the Urban Poor (WSUP)
Estimated Budget:	\$ [REDACTED]	Activity Linkages:	Stakeholder engagement and thought leadership, IWED Ghana
Overview:			
<p>In the poorest urban communities in Ghana, safe water and sanitation is scarce and it is women and children who suffer the most. Even where there is formal provision, WASH organizations rarely involve women or other marginalized groups in the design, implementation or management of services, so their specific needs are neither understood nor met. A national network, ‘Women in Water, Sanitation and Hygiene’ (WiWASH), was established in 2017 to address this challenge. Although a dynamic network, they do not yet have a clear strategy or the capacity to achieve their goal to ensure gender is fully integrated into WASH provision.</p> <p>Ghana Water Company Limited’s (GWCL) Low-Income Consumer Support Unit (LICSU) was set up in 2014 to exclusively target people in low-income areas who are not adequately served. WSUP was instrumental in the formation of the LICSU and built the capacity of the Head of the Unit. Since then WSUP has been supporting the unit in its work to serve the poorest urban residents in Ghana. The Community Water and Sanitation Agency (CWSA) is responsible for water supply and sanitation in small towns and rural areas across Ghana. WSUP has worked with the CWSA over the past 5 years to improve WASH in the Ashanti Region.</p> <p>Through this grant, WALIS will support Water and Sanitation for the Urban Poor’s (WSUP) work with WiWASH, LICSU, CWSA and other local stakeholders to strengthen the role of women in the WASH Sector in Ghana. More specifically, this grant will support the organizational development of WiWASH and ensure that its members have the capacity and resources to mentor women in WASH, disseminate learning, and influence and advocate from their own positions in the sector. It will also support WiWASH members in interacting with key national and community-based individuals, groups and organizations, through a series of meetings, a community event and a final project dissemination event, to share best practices and influence decision-making on how utilities can improve gender inclusion and sensitivity and contribute to the knowledge base of effective promotion of gender inclusion across the WASH system in Ghana. And, finally, work with key WASH sector stakeholders to identify challenges and opportunities in promoting inclusion at two national WASH organizations (LICSU and CWSA) and use the findings to develop gender sensitive policies and procedures, and support staff members to implement and embed the recommended approaches in their organizations.</p>			

Assumptions and Risks:

- The grant can be implemented within a timeframe of 7 months or less.
- WSUP has the capacity and management skills to produce high quality deliverables in a short timeframe.
- Inclusion and collaboration are two important principles that woven through the activity to enable effective implementation.
- Opportunity cost risk of choosing WSUP over the other applicants and using remaining grant funds for this new grant, rather than one of the existing grants.
- WALIS will not need to make multiple grant management trips during implementation or such trips can be combined with other travel.
- The implementation timeframe will be sufficient for creating the institutional change that is targeted in the grant activity

Tasks and timeline:

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER
	3(B): Strengthening the Role of Women in WASH Leadership and Decision-Making in Ghana															
Grant workplan and GANTT chart completed	█															Potter / Connolly
Situational analysis report of current incorporation of gender approaches in GWCL LICSU and CWSA completed		█														
Conduct 3-day training for LICSU and CWSA staff in gender analysis and assessment of gender issues in WASH			█													
Conduct research using focus groups and interviews and use this to draft gender policies and procedures for LICSU and CWSA				█												
Complete organizational strategy for WiWASH					█	█										
Develop website for WiWASH Ghana					█	█										
Capacity Development of WiWASH members through 3 one-day capacity development workshops					█	█										
Training of training for WiWASH members						█	█									
Engagement with key stakeholders and an end-of-project knowledge-sharing event						█	█									
Grant closeout with final report						█	█									

Activity 3(C)	Country Sanitation Profiles		
Geographic Focus:	TBD	Activity Coordinator:	Richard Rapier, Theophane Boutroll
Duration:	6 months	Regional Partner:	TBD
Estimated Budget:	~ [REDACTED]	Activity Linkages:	Knowledge management and learning; thought leadership
Overview:			
<p>During the AfricaSan5 Conference held in Cape Town, South Africa, in February 2019, participants and countries focused on progress in the four years since the adoption of the Ngor Declaration on Sanitation and Hygiene and provided a fora for countries to plot out next steps in the conference’s country dialogue sessions. To assist in the operationalization of Ngor Declaration commitments, USAID—through the Water for Africa through Leadership and Institutional Support (WALIS) activity and in collaboration with UNICEF—supported the African Council Minister’s on Water (AMCOW) in completing the first-ever Ngor baseline monitoring. The results of the Ngor Commitment Monitoring, detailed in the Ngor Baseline Monitoring Report, show that the enabling environment for sanitation and hygiene is highly uneven. Progress in the enabling environment for leadership and coordination, and government-led monitoring systems, is not matched for commitments such as waste management, eliminating inequality, and establishing budgets. Unless addressed, the areas of the enabling environment – which are lagging – will act as a drag on the entire sector and hinder realization of the Ngor vision. Using the results of country-by-country baseline monitoring as a starting point, Country Action Plans were developed during the AfricaSan5 Conference to help identify and prioritize next steps grounded in evidence.</p> <p>To better contextualize these results and assist USAID Missions in identifying their comparative advantage in supporting country action plans, WALIS will develop a select number of Country Sanitation Profiles. These profiles will provide an overview of each country’s sanitation landscape, inclusive of institutional arrangements, financing, and capacity constraints, which will be mapped against each country’s AfricaSan5 Action Plan. This analysis will inform recommendations and help USAID Missions prioritize support with the greatest likelihood of impact and return-on-investment in achieving the end goal of self-reliance.</p>			
Assumptions and Risks:			
<ul style="list-style-type: none"> ▪ The analysis and knowledge product can be implemented within a timeframe of 6 months or less. ▪ Assumes that there is demand for this analysis from USAID Missions. ▪ Assumes all necessary information can be gathered through desk research or with assistance from in-country resources. 			

Tasks and timeline:

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER
	3(C): Country Sanitation Profiles															
Identify sanitation profile countries	■															Rapier / Edelen / Boutrolle
Develop draft scope of work for profile researchers/authors	■															
Conduct desk research (identify additional resources if necessary i.e. in-country consultants)		■	■	■	■											
Prepare draft deliverables				■	■	■										
First Draft Submitted					■											
Review and Revision						■	■									
Submit final Sanitation Profiles							■	■								

Activity 3(D):	WALIS End-of-Project Lessons Learned Workshop		
Geographic Focus:	Regional	Activity Coordinators:	Alayne Potter / Richard Rapier
Duration:	Planning – 9 months Workshop – 2 Days	Regional Partner:	Multiple Partners
Estimated budget:	██████	Activity Linkages:	All WALIS Activities
Overview:			
<p>As the successful WALIS Project draws to a close, the project will organize a two-day workshop in June 2020 in Africa to:</p> <ul style="list-style-type: none"> ▪ Share key technical and programmatic lessons learned during the four plus years of WALIS related to strengthening use of data in the African WASH sector, fostering transparent multi-stakeholder leadership for evidence-based decision-making, strengthening the organizational capacity of the AMCOW Secretariat, and increasing the level of coordination, capacity development, communication, and peer-to-peer knowledge sharing among African WASH institutions. ▪ Frame opportunities, risks, and challenges faced by those continuing the work in the above areas and explore ways to build on the work of WALIS and other related USAID work; to seek to answer the question, “Where do we go from here?” <p>To achieve the first objective, the workshop will focus on some of the key questions and issues that have continuing relevance for those working to improve national WASH leadership and decision-making to deliver sustainable services consistent with SDG Goal 6:</p> <ul style="list-style-type: none"> ▪ How national leaders and institutions will better use evidence-based policy-making, planning, and budgeting to meet the challenge? ▪ How the AMCOW Secretariat aims to continue its growth and outreach to its Member States and thereby seize upon its full mandate? ▪ How does the sector grow the professional body of managers and workers over the long-term? <p>To achieve the second objective, the second day of the workshop will focus on the obvious and potentially less obvious steps to pick-up where WALIS has left off including thinking and working politically to put evidence to work, expanding sanitation programs to meet the demand, and seize upon AMCOW’s value and mandate to advance the sector.</p> <p>To support the design, preparation, the event, and reporting, WALIS will procure a subcontractor to facilitate and provide expert knowledge management technical assistance.</p>			

Assumptions and Risks:

- WALIS partners continue to be viable partners, and schedule and completion risks associated with WALIS support are sufficiently managed to get the most out of the lessons learned workshop.
- WALIS stakeholders who have coordinated with the project on its various activities (UNICEF, BMGF, IRC, etc.) add value to the learning event through their active participation.
- Funds are sufficient to support key points of contacts from each WALIS activity to enable their active participation for the full workshop.

Tasks and timeline:

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER
	3(D): WALIS End-of-Project Lessons Learned Workshop															
Identify workshop dates, place, and likely venue.	[Gantt bar: Oct 2019 - Nov 2019]												All Team			
Design workshop including completion of full concept paper with draft session plans.	[Gantt bar: Nov 2019 - Dec 2019]															
Meet with WALIS partners to review draft session plans and discuss any impediments to their participation.	[Gantt bar: Dec 2019 - Feb 2020]															
Complete detailed session design and obtain USAID approval.	[Gantt bar: Feb 2020 - Mar 2020]															
Identify keynote speaker, panel speakers, for each day.	[Gantt bar: Mar 2020 - Apr 2020]															
Develop presentations, visual aids, and other event tools	[Gantt bar: Apr 2020 - May 2020]															
Develop Consolidated IWED Video	[Gantt bar: Dec 2019 - May 2020]															
Confirm participants and ensure all travel documentation requirements, logistics, etc. are addressed	[Gantt bar: May 2020 - Jun 2020]															
Two-day Workshop	[Gantt bar: Jun 2020 - Jul 2020]															
Develop Workshop Report and Recommendations	[Gantt bar: Jul 2020 - Aug 2020]															

ANNEX D: PROGRAM IMPLEMENTATION PLAN

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER
PROJECT MANAGEMENT																
Close-out planning																
Develop close out scope																
Develop Close-out plan and procedures																
Submit Close-out plan to USAID																
Project Staff																
Close-down notifications																
Reconcile leave balances and notify staff																
Staff file updates, retention, and audit																
Notify of departure dates																
Exit interviews																
Information and Communications Technology																
Back up and clean hard drives																
Notify DAI Washington OIT of necessary close-down actions																
Grants - Consolidated grant files and complete audit																
Finance																
Prepare office close-down, security deposits returned, etc.																
Arrange outstanding bills to be paid by DAI Home Office																
Inventory and File Retention																
Physical inventory of equipment																
Create project disposition plan																
Submit complete NXP requests to USAID																
Verify and transfer employee assigned equipment																
Dispose of any XP and NXP																
Audit Files																
Technical Activities																
Contract deliverables gathered and submitted to COR																
Complete Sharepoint Files																
Deliverables submitted to DEC																
Final Progress Report																
Final Summary Report for Public Distribution																

Ops Manager / COP / DAI
Home Office

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER
Technical Activities																
Contract deliverables gathered and submitted to COR																Ops Manager / COP / DAI Home Office
Complete Sharepoint Files																
Deliverables submitted to DEC																
Final Progress Report																
Final Summary Report for Public Distribution																
I: IMPROVING WASH EVIDENCE-BASED DECISION-MAKING (IWED) PROGRAM																
I(A): IWED Ethiopia																
Improve and expand the ICT system																
Procure and test hardware and software for server improvement																Rapier / WaterAid America & Ethiopia
Operating system installation and configuration of various components including the firewall																
Design and develop KM system and web portal																
Training program and training modules developed and approved																
Final reporting, video, and close-out																
I(B): IWED Ghana																
Baseline survey																
Design training sessions for staff involved in data collection																Rapier / MAPLE Consult
Provide on-the-job assistance and support for data collection process																
Review and recommend options to incentivize staff to integrate data collection procedures into daily activities																
Training of enumerators and baseline data collection																
Preparation of baseline survey report																
Capacity assessment and training of MSWR IT Staff																
IT Solutions																
Provide professional services to create interfaces																
Automatically link all existing systems to the central SIS at MSWR																
Final reporting, video, and close-out																

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER	
I(D): IWED Mozambique																	
Implementation of phase 5 project monitoring																	Gevorgyan / Potter / ENGIDRO
Hold end of activity meeting with DNAAS and stakeholders																	
Final reporting, video, and close-out																	
I(E): IWED Senegal																	
Conduct baseline assessment and develop an evidence map																	Boutrolle / CSE
Improve the information production process to monitor IWRM related SDG 6 indicators monitoring																	
Improve monitoring of ambient water quality per SDG 6.3.2 Level 1																	
Improve monitoring of water-related ecosystems per SDG 6.6.1 Level 2																	
Improve monitoring of water-use efficiency & productivity per SDG 6.4.1																	
Install an information exchange & dissemination platform for water resources data																	
Establish an asset management monitoring system for public sanitation facilities																	
Design an Asset Inventory Mapping and Directory Platform																	
Collect data to populate the Asset Inventory Mapping and Directory Platform																	
Asset Inventory Mapping and Directory Platform Training																	
Asset Inventory Mapping and Directory Platform Analysis																	
Develop the Public Sanitation Facilities Asset Inventory (the Directory)																	
Final reporting, video, and close-out																	
I(F): IWED Tanzania																	
Enhance the capacity to use the web portal																	Potter / WaterAid - America / WaterAid - Tanzania
Hire ICT staff to strengthen the national help desk																	
Final reporting, video, and close-out																	

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER
2: LEADERSHIP AND INSTITUTIONAL SUPPORT FOR REGIONAL ORGANIZATIONS																
2(A): AMCOW - Organizational Strengthening Support																
Support the implementation of new accounting software system																Gevorgyan / Potter / DAI Nigeria / AMCOW Secretariat (Grantee)
Train staff on Accounting, Financial Management, and Procurement																
Draft the new Records Management Policy & Guidance																
Design and Implement training courses based on Human Resources Development Plan																
Finalize Resource Mobilization Plan																
Train staff on Project Management																
Identify a consultant to carry out the EU pre -Pillar assessment																
Conduct the EU pre- Pillar Assessment audit																
Final Program and Financial Report																
2(B): AfricaSan Monitoring and Learning Leadership Support																
Support the monitoring efforts via support to the Monitoring Support Officer																Gevorgyan / Potter / AMCOW Secretariat (Grantee)
Development of AfricaSan knowledge management products																
Translation of AfricaSan Knowledge Management Products																
Development of the WASSMO Framework Review Report																
Planning meetings with African Union for launch of AfricaSan Report																
Support the coordination of the ongoing Ngor Commitment Monitoring Process																
Support the participation of the Monitoring Support Officer in an AITF meeting																
Procurement of Framework Review Consultant																
Develop Framework (Evaluation) Review of WASSMO																
Transfer Ngor Commitment report to WASSMO																
Final Program and Financial Report																

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER	
3: STAKEHOLDER ENGAGEMENT AND THOUGHT LEADERSHIP																	
UNC Water and Health Conference	■																Rapier / Potter / Connolly
Discussion Forums / Brownbags		■			■			■									
USAID Central Mechanisms Meeting			■				■			■							
African Water Association Congress and Exhibition						■											
Friends of AMCOW - Washington, D.C. Event								■									
WALIS End-of-Project Learning Event - Design, Preparation, Event, and Reporting	■																
World Water Week 2020												■					
3(A): Post African Sanitation Academy Studies Partner Training Institute Business Planning Grants																	
Draft course costs, fee levels, and financial structure	■	■															Potter / Connolly
Draft marketing analysis report	■	■															
Draft services and urban sanitation products to be offered		■	■														
ConCaD courses offered for the first time		■	■														
Draft business and strategic marketing plans			■	■													
Final business plan for urban sanitation & strategic marketing plan				■	■												
Grant close out with a final report.				■	■												

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER	
3(B): Strengthening the Role of Women in WASH Leadership and Decision-Making in Ghana																	
Grant workplan and GANTT chart completed	■																Potter / Connolly
Situational analysis report of current incorporation of gender approaches in GWCL LICSU and CWSA completed		■															
Conduct 3-day training for LICSU and CWSA staff in gender analysis and assessment of gender issues in WASH			■														
Conduct research using focus groups and interviews and use this to draft gender policies and procedures for LICSU and CWSA				■													
Complete organizational strategy for WiWASH					■	■											
Develop website for WiWASH Ghana					■	■	■										
Capacity Development of WiWASH members through 3 one-day capacity development workshops					■	■	■										
Training of training for WiWASH members						■	■										
Engagement with key stakeholders and an end-of-project knowledge-sharing event						■	■										
Grant closeout with final report						■	■										
3(C): Country Sanitation Profiles																	
Identify sanitation profile countries	■	■															Rapier / Edelen / Boutrolle
Develop draft scope of work for profile researchers/authors	■	■															
Conduct desk research (identify additional resources if necessary i.e. in-country consultants)		■	■	■													
Prepare draft deliverables				■	■	■											
First Draft Submitted					■												
Review and Revision						■	■										
Submit final Sanitation Profiles							■	■									

WALIS WORK PLAN ACTIVITIES AND TASKS OCTOBER 2019 - SEPTEMBER 2020	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	WALIS ACTIVITY COORDINATOR & LOCAL IMPLEMENTING PARTNER
3(D): WALIS End-of-Project Lessons Learned Workshop																
Identify workshop dates, place, and likely venue.	■	■														All Team
Design workshop including completion of full concept paper with draft session plans.		■	■													
Meet with WALIS partners to review draft session plans and discuss any impediments to their participation.			■	■	■											
Complete detailed session design and obtain USAID approval.					■											
Identify keynote speaker, panel speakers, for each day.						■										
Develop presentations, visual aids, and other event tools						■	■									
Develop Consolidated IWED Video			■	■	■	■	■									
Confirm participants and ensure all travel documentation requirements, logistics, etc. are addressed								■	■							
Two-day Workshop									■	■						
Develop Workshop Report and Recommendations										■	■					

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