

Annual Report

2021 - 2022





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Cover image: Sophey Akoya Njeche has lived in the Mukuru neighbourhood for seven years. Before WSUP's intervention, water was expensive (5 shillings per container) and there were often long queues. 'Now our problems are solved, we fetch water frequently. We have seen our living standards improved. For us mothers, cleanliness has been simplified, we can wash our clothes frequently.' Mukuru, Kenya 2021. **Credit:** Josiah Macharia Chege.

Image: Handwashing at Nakuru Hill Special School in Nakuru County. **Credit:** Brian Otieno, Kenya 2021.

Message from our Chairman

Access to safe clean water and decent sanitation are central to human dignity. The visits of the night soil man populate my childhood memories as do my mother's joy and my own fascination when our first flushing toilet was installed in our home in colonial West Africa.

The difference that having convenient, safe, and affordable access to a decent toilet – and clean water – makes is truly life-changing at both an individual and an economic level. WSUP focuses on ensuring that these basics are available to as many residents of low-income neighbourhoods in the emerging world as possible, and that's why I'm so proud to be part of WSUP.

WSUP's approach differs from that of traditional aid or development organisations. Rather than creating parallel services or hand-outs, we work closely with the local authorities and utilities in cities to enable them to deliver their mandates of ensuring that even the poorest residents are provided with the decent – and necessary – services that everyone has a right to. Our approach is tailored to the situation and the specificities of the local environment to make sure the solutions are appropriate, affordable, and sustainable in the long term. In addition to our work with households and families we are also investing more and more in providing clean water and decent toilets in schools, helping reduce student absences and improving the educational chances for children, particularly girls.

As climate change starts to bite, WSUP's work is becoming even more essential. The effects of the changing climate make the preservation of precious water supplies ever more vital, and we are working closely with utilities in all the

countries where we work, to reduce water losses from leaking pipes and unmaintained facilities. Climate change is not only bringing droughts and drier conditions, but also increased storms, floods and major weather events which can be devastating for people living in low-lying areas, particularly when toilets overflow, and raw sewage contaminates water supplies. That's why WSUP is investing in facilities and services for regular emptying of pit latrines and constructing climate-adapted raised toilets to reduce the impact of flooding.

Since WSUP was founded nearly twenty years ago, we have delivered improved water and sanitation for over 30 million people, which is an incredible impact for what is still quite a small organisation – we do punch far above our weight. However, the task ahead of us is still great; over a billion people around the globe currently reside in urban slums, many of them without the decent facilities we take for granted. WSUP's goal over the years ahead is to extend our support to millions more people who deserve the dignity, safety, and health benefits that decent toilets and a convenient source of clean water can deliver. Our committed country teams – ably supported by an efficient global Secretariat – are transforming lives every day.

More than sixty years on, my distant memory of the absence of decent sanitation is an ever-present reality for too many people. WSUP needs still more from us, our skills, material resources and passion for systemic change to help consign this affront to a shared human dignity to history. I do hope that in reading this Report you will commit to joining us in this urgent and vital cause.



Rt Boateng

The Rt Hon the Lord Boateng PC DL
Chair of the Board
Water & Sanitation for the Urban Poor



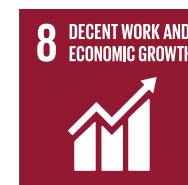
“The difference that having convenient, safe, and affordable access to a decent toilet – and clean water – makes is truly life-changing at both an individual and an economic level.”

Image: WSUP worked with Unilever, the British government and other partners on massive public information campaigns to educate people in Ghana and Kenya about Covid control measures. Tamale, Ghana, 2021.

Our work is central to the achievement of two of the UN's Sustainable Development Goals (SDGs)



It also contributes to the achievement of several other SDGs



Letter from our CEO

I joined WSUP as CEO in June 2022, so credit for leading the organisation through the period of this Annual Report belongs to my predecessor, Neil Jeffery. I'd like to thank Neil, on behalf of everyone at WSUP - and all the people who now have better water and toilets - for his immense contribution.

Over the last few months, I have had the privilege of spending time with our teams in Bangladesh and Madagascar, seeing our projects first hand, meeting the utilities, small businesses and ministries we work with, and hearing from the people whose lives we have touched.

Listening to a school head teacher in Chattogram explain how their new toilet block and washing facilities have significantly improved attendance at school, particularly among girls, was a highlight. And talking with a group of householders in Madagascar about what their new shared water point means to them was equally powerful. The price they are paying for water has reduced 20-fold, the quality is better and the time they used to spend collecting from far away can now be spent on more productive – and enjoyable – activities. These stories are repeated everywhere we work.

A key aspect of our approach – and something that makes WSUP different – is we don't just provide much-needed facilities for low-income communities, we do so hand-in-hand with the relevant utilities, ministries, regulators and authorities, enabling them to develop services, build infrastructure and attract funding so they can deliver for the long-term.

To ensure that services can reach as many people as possible, and will exist over the long-term, we have a strong focus on financial viability. This means building services which generate revenue whilst reaching the most vulnerable urban residents, advising regulators and governments on how to create utilities and an environment which enables businesses to succeed, therefore ensuring the benefits last for generations.

WSUP has already reached over 30 million people, a significant achievement, but just a fraction of the hundreds of millions of people coping daily with unacceptable water and sanitation arrangements in our world's fast-expanding cities. Rapid urbanisation, growing inequality and our dramatically changing climate make this an urgent and vital task.

Together with our supportive partners, we can take pride in what we've done so far, but we also need to raise our sights and ambitions to reach many more people in desperate need. Over the next few years, we will strengthen our relationships with existing partners, and seek new ones, to enable us to go further and help more families attain the freedom, dignity, safety, health, and financial benefits that access to safe water and decent toilet facilities provide.

Thank you to all my colleagues at WSUP, our generous funders and supportive partners, and the communities we work with for making 2021-2022 such an impactful year. Together we will do even more in 2022-23.



Ed Mitchell

Ed Mitchell
Chief Executive Officer
Water & Sanitation for the Urban Poor



“...we don't just provide much-needed facilities for low-income communities, we do so hand-in-hand with the relevant utilities, ministries, regulators and authorities, enabling them to develop services, build infrastructure and attract funding so they can deliver for the long-term”

Image: Garment workers and their families living in Chattogram using the safe water taps installed by WSUP. New toilet facilities were also built as part of the project.
Credit: Kiat Riasat Alve, Bangladesh, 2022

Why WSUP?

Water & Sanitation for the Urban Poor (WSUP) has been bringing vital water, sanitation and hygiene services to the poorest urban communities since 2005.

Our unique approach has already delivered long-lasting improvements to millions of people, but many more are still in desperate need.

Our beginnings

WSUP was founded nearly twenty years ago, the brainchild of Jeremy Pelczer, former CEO of Thames Water and the late Richard Sandbrook, co-founder of Friends of the Earth. They realised that water utilities in the developing world were not always meeting the needs of the urban poor, and that progress could be made faster by harnessing the collective expertise of the private sector, governments and NGOs. A meeting of approximately 60 organisations was called to discuss and see who was interested in joining Thames Water to develop the concept.

In 2005, seven organisations: WaterAid, CARE International, WWF, Cranfield University, Borealis & Borouge, Halcrow and Unilever created WSUP as a not-for-profit company, with each organisation becoming a formal Member and providing a Board Director. Thames Water, CARE International, Cranfield, Borealis & Borouge, and Unilever all remain on the Board of WSUP to this day. The organisation also benefited from substantial support from the British government who provided direct finance until 2020.

WSUP started to develop programmes in six core countries, initially managed from London but now directly led by expert country teams and supported by a small global Secretariat. This set-up has enabled much better local implementation and connectivity with the

in-country institutions mandated to deliver these services, and as a result a much better basis for effective sector change. Over the last two decades we have refined and adapted our approach, using research and data to drive our decision making, with the result that by the end of March 2022, over 30 million people have improved services thanks to our work.

Beyond taps and toilets, the WSUP approach

Our driving vision is to create a world in which all city residents can enjoy affordable, safe water and sanitation facilities of a high standard. Our focus is on delivering for the poorest who live in informal settlements and slums, and in particular, women and girls to whom the burden of household care usually falls.

At WSUP, we recognise that water doesn't just come out of a tap, it comes out of a functioning system. And this system isn't just made up of boreholes and pipes, but of the people, institutions, regulators, businesses, and politicians who manage it. International development is littered with examples of short-term water projects which cease to function after a couple of years; at WSUP we are determined to create sustainable, systemic change which provides lasting benefit to the poorest urban residents. Key to achieving lasting sustainability is ensuring that systems and

“International development is littered with examples of short-term water projects which cease to function after a couple of years; at WSUP we are determined to create sustainable, systemic change which provides lasting benefit to the poorest urban residents.”

services are financially viable. Enormous strides can be made by driving business thinking in public service provision, and by recognising low-income people as citizens and consumers, who have the right to receive services from their governments and to make choices about how their needs are met. Sometimes this is best achieved by bringing the private sector into the urban WASH space, and sometimes by helping the mandated utilities to develop viable commercial services for poorer customers. In Kenya, Bangladesh and Ghana for example, we have supported the local utilities to develop dedicated customer service units to better meet the needs of their poorer customers.

In all our projects we work alongside local providers, enabling them to develop services, build infrastructure and attract funding so that they can reach low-income communities. We also work closely with the communities themselves, to understand and relay their needs and concerns. In Mozambique, for example, we have supported the use of community-based organisations to liaise between the mandated water utility and residents of the poorer neighbourhoods, with the result that revenues for the utility are increasing and service to the community is improving.

Political commitment and institutional change are equally critical and political leaders need to prioritise WASH investment and policy change. WSUP now advises international financial

Image: Christian Olivier Mamynirina, President of local community association AJPM standing by the new water kiosk WSUP has installed in a low-income neighbourhood of Mahajanga, northern Madagascar. This kiosk provides clean water at a fraction of the price people previously had to pay to private merchants. Credit: Tsilavo Rapiera, Madagascar, 2022

“At WSUP, we recognise that water doesn't just come out of a tap, it comes out of a functioning system”

institutions and our utility and city partners on how best to mobilise investment and target low-income urban residents, resulting in over US\$643 million of finance having been raised. At the same time our consultancy arm WSUP Advisory draws on the insights gained in our core countries to offer technical assistance to governments, service providers, funders and other stakeholders, and since 2015 has worked in over 20 countries.

In 2020, WSUP launched its new five-year Business Plan which is based around five Strategic Goals that reflect our vision for changing the capacity of cities to provide basic sustainable services to the poorest residents and drive us to scale and integrate our proven models within wider urban development. Despite the seismic changes which have taken place since the development of the Business Plan, we are still making good progress in our ambition to change the lives of the urban poor, as described in this Annual Report.

Water and sanitation in our changing climate

2021 was the year climate change became an unavoidable reality for much of the world, no longer a future threat. Across the globe, extreme weather events including heatwaves, forest fires, droughts, and flooding affected millions of people.

Low-income communities are particularly affected by accelerating climate change, and are suffering from water shortages, flooding, storms, and rising sea levels. WSUP works with communities, governments, utilities, and entrepreneurs to try and reduce the harm wrought by climate change and to build resilience into everything we do.

Protecting every drop

With global temperatures rising, water scarcity is becoming an increasing problem. WSUP works with partners at every stage of the water system to preserve precious supplies.

By installing valves to improve water pressure, identifying and mending leaks, dismantling illegal connections and installing more customer meters, WSUP is able to help utilities and water authorities preserve and manage precious water supplies and ensure the taps don't run dry.

Our work with JIRAMA the national water utility in Madagascar is saving an estimated 3 million cubic meters or 1,200 Olympic swimming pools of water a year, which was previously lost through leaks. As a result JIRAMA has been able to extend water services to 750,000 poor residents who did not have water before.

Building resilience with climate-smart infrastructure

Violent weather events and flooding are becoming more and more common, and WSUP's focus on climate-resilient design is helping to ensure that facilities and services withstand storms, flooding and other climate disasters.

In Mozambique, for example, we are extending the water supply network into low-income neighbourhoods using special pipes made of HDPE 100 which are stronger and more flexible

and are less likely to be damaged.

In Bangladesh, we are installing climate-smart toilet blocks with improved septic tanks which are resistant to flooding and ensures that waste is not washed into the flood water. These blocks are raised several feet above ground level which means that they remain accessible even during heavy rain.

These climate-smart designs are proving effective. In early 2022 a series of storms hit the island of Madagascar including Storm Ana and Cyclone Batsirai, bringing widespread flooding and damage and leaving an estimated 150,000 people homeless. However, all of the water and sanitation facilities that WSUP has installed in Madagascar withstood the storms and remained fully functional, ensuring the communities where these are sited were not cut off from essential services during the emergency and relief efforts.

Improving drainage

Improving drainage channels and natural soakaways is another way that WSUP helps communities guard against the flood risks exacerbated by climate change. In Maputo, Mozambique, we have worked with the city council to improve drainage channels which were often blocked by unmanaged household waste, and in Madagascar we have established a system for funding community-based channel clearance.



In October 2021 WSUP produced a report on Climate Change which was presented at the COP26 conference in Glasgow, 'The missing link in urban climate adaptation'. This report is available to download on our website.

“Improving drainage channels and natural soakaways is another way that WSUP helps communities guard against the flood risks exacerbated by climate change.”

Guarding groundwater

With sea levels rising, communities in many of the low-lying areas where we work such as Chattogram in Bangladesh are starting to see traditional ground water sources becoming contaminated by salt water. At the same time, in Madagascar, reduced rainfall has seen boreholes start to dry up. WSUP is working to replenish precious groundwater supplies where appropriate, and to develop alternative sources of water for those low-lying coastal communities where it cannot be improved.

As climate change worsens, WSUP is increasing our support to communities on the frontline. We are pursuing several specific interventions

to improve people's access to clean water and sanitation, and protect nature, with a focus on reducing water losses but also treating wastewater and returning it to the environment.

These projects include:

- Using rainwater harvesting to source water for sanitation facilities
- Using reed bed technology to improve wastewater treatment
- Turning faecal waste into charcoal briquettes, reducing drivers for deforestation
- Exploring techniques to top up aquifers following periods of heavy rain

Six ways in which climate change is affecting water and sanitation in cities



1. Reduced rainfall: less rainfall means less water for households. The poorest in cities, already dependent on intermittent services, are most affected by water shortages.



2. More intense rainfall: increasingly heavy rain results in flooding, damaging water and sanitation facilities and spreading untreated sanitation waste in communities.



3. Rising sea levels: in many coastal cities, the poorest live on land that is at risk from flooding; in addition, coastal aquifers are at risk from saline intrusion.



4. Extreme weather events: increased frequency of cyclones and tropical storms causes damage for fragile WASH infrastructure.



5. Rising temperatures: warmer temperatures lead to increased demand for drinking water, with the poorest city residents particularly at risk due to the phenomenon of urban heat islands.



6. Internal displacement: climate change is driving more people from rural areas to cities. Many end up in informal settlements, increasing demand for water and sanitation services.

Supporting women & girls by improving WASH

Access to clean water and safe toilets is vital for women and girls' health, education, and economic empowerment



Image: Nipa Akter Nupur and Ria Akter Mim, who both live in Chattogram, chat during the community meeting organised to discuss menstrual health and hygiene. Credit: Kiat Riasat Alve, Bangladesh, 2022

“We are improving the lives of women and girls who generally suffer the most hardship when access to water and decent toilets are not available”

For too many women and girls the burden of housework forces them to prioritise fetching water over going to school or earning money. This is exacerbated when the water source is far away, or when the supply is intermittent and the queues long. Many residents of low-income neighbourhoods pay high prices to private vendors for water of dubious quality, squeezing their tight family budgets and limiting their options. Girls' education and their life chances are further compromised when their school or workplace has such poor toilet and washing facilities that they cannot manage their menstrual hygiene and so stay at home.

Their health and their safety are at risk too, from using communal toilets without locks or lighting, particularly at night, or going long distances alone to fetch water and deal with unscrupulous private water vendors. Many must cross busy roads with heavy containers, and wash themselves and the rags they use for menstruation in filthy, polluted water because that's all there is.

WSUP is determined to prioritise the needs of women and girls. We employ a high number of women, including in senior leadership roles, and also ensure that the views of women and girls in

WSUP has been upgrading toilets and washing facilities and installing clean water points.

the community are prioritised when services and facilities are being planned, to make sure that their needs are met, and to foster women's employment.

In Madagascar, WSUP has been promoting the role of women in the management of new water kiosks, community toilets and laundry blocks, providing job opportunities for women and driving community engagement and sustainability of the facilities.

In every country where we work, WSUP installs improved toilets and washing points in schools, ensuring not only that decent facilities are built but also, critically, that a sustainable maintenance plan is in place. Teachers routinely report seeing how this reduces student absenteeism, particularly among girls.

In Chattogram, Bangladesh, we are working with a global company who are keen to improve the lives of their predominantly-female factory workforce and their community. WSUP has been upgrading toilets and washing facilities and installing clean water points. We have also been promoting hygiene and menstrual hygiene education in both the factories and the communities. And women and girls are reporting hugely positive impacts:

- New toilet and washing facilities with locks and lighting means they feel more secure, and are no longer late for work as they don't have to queue
- Convenient clean water means women have more time for their families, feel less tired and more productive. Their daughters have more time for their education. Some even say that the men are fetching water for the house now!
- The improved hygiene and handwashing - including in schools - means the children are less sick. And the improved menstrual health, hygiene, and nutrition education means that both mothers and their daughters feel healthier and better able to manage their menstruation.



Image: A young girl washing her hands while at school in Belanitra, a district of Antananarivo. WSUP installed new toilet and washing facilities at this school, enabling it to achieve WASH Friendly School status. Credit: Tsilavo Rapiera, Madagascar, 2022

Impact figures 2021/2022

At WSUP we operate long-term projects in 25 cities and municipalities across six countries, and are developing our presence in Uganda. Our consultancy arm, WSUP Advisory, has been working in a further 14 countries during the year 2021-22.

Ghana

Cities: Accra, Kumasi, Tamale

Zambia

Cities: Lusaka, Livingstone

Mozambique

Cities: Maputo, Beira

Kenya

Cities: Nairobi, Naivasha, Nakuru, Kisumu, Mombasa and Malindi

Madagascar

Cities: Antananarivo, Mahajanga and Toliara

Bangladesh

Cities: Dhaka, Rangpur, Chattogram, Tarabo, Manikganj, Narsingdi, Savar, Kaliakair

-  Core Country
-  Core & Advisory
-  Advisory

WSUP Advisory Projects 21/22

1. Kenya

Working with Malindi Water and Sanitation to improve pit emptying services in Malindi.
Financed by UK Govt Transform

2. India

Developing faecal sludge management plan for Dehradun and Haldwani, Uttarakhand State.
Financed by Asian Development Bank

3. Nigeria

Development of guidelines, assessment tools for policy, institutional and regulatory reform and performance improvement plans for states under the SURWASH payment for results project.
Financed by World Bank

4. Cambodia

Developing a citywide inclusive sanitation plan for Phnom Penh.
Financed by Asian Development Bank

5. East Africa

Identifying additional locations for investment in utilities and infrastructure to provide water supply to refugees, internally displaced people, and host communities.
Financed by KfW

6. Uganda

Supporting the improvement of management and operational effectiveness of the Mid-Western Umbrella for Water and Sanitation, as it continues its transformation into a performing water utility.
Financed by Conrad N Hilton Foundation

1,349,497*
people reached

with improved water, sanitation and hygiene facilities
and services across WSUP's core countries

*In the year ended 31 March 2022



**A core concept within WSUP's Theory of Change is securing finance for models and service approaches which work, with particular focus on the financial sustainability of service providers. We track two main categories of finance mobilised: firstly, household payments for connection and maintenance of water/sewage bills (where WSUP supported the connection) which build up the service provider revenue base. Secondly, public, private or IFI investments in service delivery improvements which are influenced by WSUP, either through collaboration during the investment or through a replication of an approach developed by WSUP.



STRATEGIC GOAL 1

Integrated city development

Integrate water, sanitation and hygiene services within wider urban development to make cities inclusive, safe, resilient, and sustainable.

Water access, drainage, health, street design and solid waste management are inextricably linked. Sanitation facilities cannot be emptied if poor road access makes it impossible to reach them; poor access makes it impossible to lay water pipes; and poor drainage systems means septic tanks and pit latrines are affected by flooding.

An integrated approach is vital for reaching the poorest areas in cities and WSUP is finding and developing new opportunities to make cities more inclusive, safe, resilient and sustainable. Central to this are the positive relationships that we have built with utilities, governments and community leaders in the WASH sector over several years of working closely together, and we are now expanding these relationships and developing new partnerships with municipal leaders across sectors.



Frank Romeo Kettey
Country
Manager, Ghana

Ghana

“ Ghana is seeing major investment in the Ashanti Region with the construction of a \$330m inland port in Boankra, Ejisu Municipality, 30km from Kumasi which will be a major conduit for trade in Ghana and from Burkina Faso, Mali and Niger. At the same time, a \$100m loan from the World Bank is seeking to develop Boankra into a low-tax city to stimulate growth particularly for the cocoa processing industry, manufacturing, logistics, and other services.

WSUP in Ghana has been working closely with the Ejisu Municipality as the body responsible for development of the area, to ensure that the needs of the workers and their families and the surrounding communities are considered alongside the needs of the businesses. There is likely to be a large influx of migrants to Boankra, to work on the construction of the port and in the businesses once the port and low tax zone area is up and running. This will have a huge impact on demand for reliable, safe, safely managed sanitation and water facilities and services, alongside increased demand for housing, health, education and employment and retail services and opportunities.



Image: Ernestina Antwi collects water for washing. Ghana, 2021.
Credit: Paul Obeng

We have reviewed the project documents to identify gaps and are talking to the municipality about how an integrated development approach, including water and sanitation services for the urbanising area, would benefit the planning process. As part of this, we are supporting them to gather representation from a wide range of interested parties to help the municipality define an effective road map for a really integrated development of this city.

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Julie Ranaivo
Programme
Coordinator,
Madagascar

Madagascar

“ In Madagascar, many of the poorest districts in the cities are in low-lying, flood-prone areas, with poor sanitation facilities and a lack of proper solid waste (rubbish) removal services. The open canals that run through these areas collect stormwater and wastewater from septic tanks and latrines, but also become clogged with rubbish and human waste from open defecation, and don't drain properly. This increases the severity of flooding that damages the sanitation facilities, and the stagnant, polluted water becomes a breeding ground for disease. Regular cleaning of these canals – particularly to remove the accumulated solid waste – is essential to protect against flooding, blockages and disease running rife in the community.

With funding from Cartier Philanthropy, WSUP has been expanding a community-based model for providing improved environmental sanitation for low-income residents in these districts in Antananarivo, Toliara and Mahajanga. This initiative ties water supply to drainage and solid waste management, supporting the start-up of community groups called

RF2s (Rafitra Fikojana ny Rano sy ny Fahadiovana) which provide canal cleaning and solid waste collection services, using revenues from water kiosks and other sources to pay the wages of the day labourers.

By the end of March 2022, 16 RF2s were providing environmental sanitation services in Antananarivo, reaching 113,035 beneficiaries across 47 *fokontany*, or districts. They are actively carrying out collective cleaning activities while mobilising and educating people on recycling and composting. In Toliara and Mahajanga, these environmental sanitation services are now being introduced through 18 Water User Associations (WUAs), reaching almost 40,000 residents across 29 *fokontany*.

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Image: This drainage channel is now being cleaned and maintained by the local community group, AJPM. It was previously choked with solid and human waste.
Madagascar, 2022. **Credit:** Tsilavo Rapiera



STRATEGIC GOAL 2

Stronger service providers

Strengthening and expanding our technical and business support to utilities, municipalities, and water and sanitation enterprises.

Providers of water and sanitation services are failing to keep up with demand from rapidly expanding unplanned urban settlements, and many face a range of challenges. These challenges are exacerbated by poor infrastructure and water being lost to leaks and theft, which reduces the water available for customers and revenue generated for the utility. This, in turn, reduces their ability to invest in improving services and expanding into the poorest communities.

WSUP is building stronger service providers through its Utility Strengthening Framework tool, working with the utilities to deliver targeted support that addresses their specific challenges. WSUP is looking at how to drive innovation in technology, service delivery models and business design, linking this to systems change and investment mechanisms to take models to citywide scale, alongside providing advice to city leadership on how best to support utilities to reach the poorest.



Eden Mati
Country
Manager, Kenya

Kenya

“ Naivasha is a large town 90km north of Nairobi with a population of over 355,000. It is growing rapidly thanks to its thriving flower industry which brings both tourists and migrant workers to the town. However, the influx of workers is driving a rapid increase in informal settlements, and investment in basic services for them is failing to keep pace.

WSUP has been working with the local utility Naivasha Water & Sanitation Company (NAIVAWASCO) as they developed, and are rolling out, a 5-year Strategic Business Plan 2020-2025, which includes pro-poor and social connection policies to improve service coverage and maximise investments directed to water and sanitation.

In the last year, through a project supported by The One Foundation, more than 8km of pipes were laid to bring safe, clean, water into low-income communities, alongside a subsidy for households to connect to the new network. The new infrastructure and subsidy enabled 11,700 people to connect to the water network. The project supported NAIVAWASCO to hire a Pro-Poor Officer and to strengthen its



Image: Eunice Njeri Karanja (70) lives with her grandchildren in Kihoto, Naivasha. “The new connection was very affordable and having running water in the tap every day is more than a relief to me”.

marketing capabilities and skills, which saw them deliver a demand creation campaign focussing on how to connect, costs and payment plans and the benefits of access to clean safe water.

As a result, an additional 25,680 residents in the low-income communities are now connected to the water network.

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Image: A team from JIRAMA are installing digitally controlled pressure reduction valves into water pipes in an area of the capital, Antananarivo, watched closely by the company's CEO. These valves help regulate the water pressure and enabled approximately 1,000 low-income customers at the edge of the network to start receiving a reliable supply. Applying such smart technology is part of WSUP's strategy to improve the functioning of the utility and the experience for low-income customers. Madagascar, 2022.

Credit: Tsilavo Rapiera



Sylvie Ramanantsoa
Country Manager,
Madagascar

Madagascar

“ WSUP advanced the Utility Strengthening Framework (USF) process for the utility JIRAMA as part of our five-year Water and Development Alliance (WADA) project funded by USAID and The Coca-Cola Foundation. Overall this project has benefited more than half a million low-income Madagascans.

JIRAMA, the publicly owned and run national utility, is the mandated provider of both water and electricity services. This was WSUP's first time working through the eight-step USF process with a national utility, assisting it to become stronger and more coherent as a business, with engaged staff, loyal customers, long-term financial planning, safe drinking water and continuous water supply.

Over 200 employees across JIRAMA self-assessed their current and optimal organisational performance. A consensus emerged to improve customer experience alongside staff morale and training. Presentations from international and local guest speakers, and a range of focused workshops stimulated fresh thinking and

solutions for challenges with over 330 ideas generated across all business areas, and 20 potential projects voted forward.

The top immediate priorities for JIRAMA were identified: Improving the work environment; improving procedures & processes; developing a talent management plan; developing a performance management plan for staff; improving the customer experience and responding to their needs. These five key priorities are being taken forward with the support of the World Bank and the European Investment Bank.

Tsilavina Randrianarivelo, Head of Project Delivery Unit and Strategic Planning and USF Champion for JIRAMA said, “the USF forms part of the technical assistance from the WADA project and has supported us to make a self-assessment of the main issues we face at JIRAMA, and identify the solutions to address them.”

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STRATEGIC GOAL 3

Enhanced partnerships

Seeking out and building partnerships to accelerate urban water, sanitation and hygiene provision at scale.

At WSUP we have long worked with partners, sharing our expertise and bringing theirs to enhance our work and impact. This Strategic Goal recognises the advantage of working with experts from within the WASH sector and from linked sectors, partners who can bring new or complementary skills and knowledge to amplify our work, improve impact, increase influence or scale. We are seeking to drive and expand new engagement with new partners, technology providers, bilateral and global agencies.

We are seeking to grow our partnerships with national and regional bodies working in water and sanitation, to support policy and regulation development and strengthen service provision, and demonstrate how our expertise in WASH can support new sectors to better protect their workers' health and wellbeing.



Abdus Shaheen
Country
Manager,
Bangladesh

Bangladesh

“ WSUP's multi-year partnership with global apparel, footwear and accessories company VF Corporation, is working with factories and predominantly female garment workers in the city of Chattogram to benefit employees, their families and the wider community where they live. The project provides improved sanitation facilities and clean water, and raises hygiene and health awareness such as good menstrual hygiene and management including improving nutritional practices through addressing stigma and folklore around menstruation.

Simple solutions are having an instant yet sustainable impact: for instance, 30 families were using a single toilet next to a pond, reached by a muddy path. During the rainy season the commode itself flooded, with snakes and human waste mixing with the flood waters. The whole area was unhygienic and dangerous, with no lighting to or in the cubicle itself. One family had to pay medical bills equivalent to two months' wages when their son was in hospital for 10 days with a water-borne disease. WSUP replaced this with a two-cubicle toilet with handwashing facilities, raised up out of flood waters and with a safe, lit route to reach it, and trained a group of residents on how to maintain the toilets.



Image: Sajeda Begum stands outside the only toilet available for her and 30 families until WSUP intervened. This toilet was unlit, and frequently flooded with human waste and snakes. Bangladesh, 2021. **Credit:** WSUP

In just over two years, this project provided over 330 new or refurbished toilet cubicles alongside handwashing facilities for 7,000 local residents, access to safe drinking water for 9,792 residents and delivered hygiene awareness training sessions to 31,548 people including menstrual health and hygiene management for 400 women and adolescent girls. The women garment workers are reporting improved health and wellbeing for them and their families, which is increasing their earning power which allows them to invest more into their families including in their children's education.

”



Image: In Chattogram, WSUP has constructed several new toilet blocks, with lighting and separate cubicles for men and women. They are built on raised concrete foundations to ensure they remain useable even during severe seasonal flooding which is expected to worsen with climate change. Bangladesh, 2021. **Credit:** Kazi Riasat Alve



Sam Drabble
Head of
Evaluation,
Research and
Learning

Leading a UN-Habitat Global Research Consortium

“ Work is now underway on the development of a major new UN-Habitat report focused on sanitation and wastewater management. UN-Habitat has commissioned the study as the custodian agency responsible for tracking global progress towards indicator 6.3.1 as part of SDG 6.3, which seeks to halve the proportion of untreated wastewater globally by 2030.

WSUP is leading a global consortium for this exciting research, comprising Aguaconsult, UCL Consult, 2iE (Burkina Faso), ESAWAS, Thuy Loi University (Vietnam) and GSMA. The study, which involves primary data collection in Europe, Africa, South Asia, and Latin America, is expected to provide a reference document for the important issue of wastewater management and to generate significant attention from both the global sanitation and urban development sectors. The report will:

- Present an overview of sanitation and wastewater systems drawing from both developed and developing countries;
- Identify good practice, or otherwise limiting factors, underpinning faecal sludge and wastewater treatment performance; and
- Provide guidance for cost-efficient, climate-resilient services, including institutional and regulatory frameworks, financing arrangements, data management and technical options.

The report will be targeted at national and sub-national level decision-makers; regional and global actors, including multilateral institutions and other funding agencies; as well as practitioners and researchers. It will be informed by a literature review, a mapping of urban sanitation and wastewater systems and management in at least 15 cities globally, and in-depth case studies. The Agence Française de Développement (AFD) and the Bill & Melinda Gates Foundation have provided financial resources.

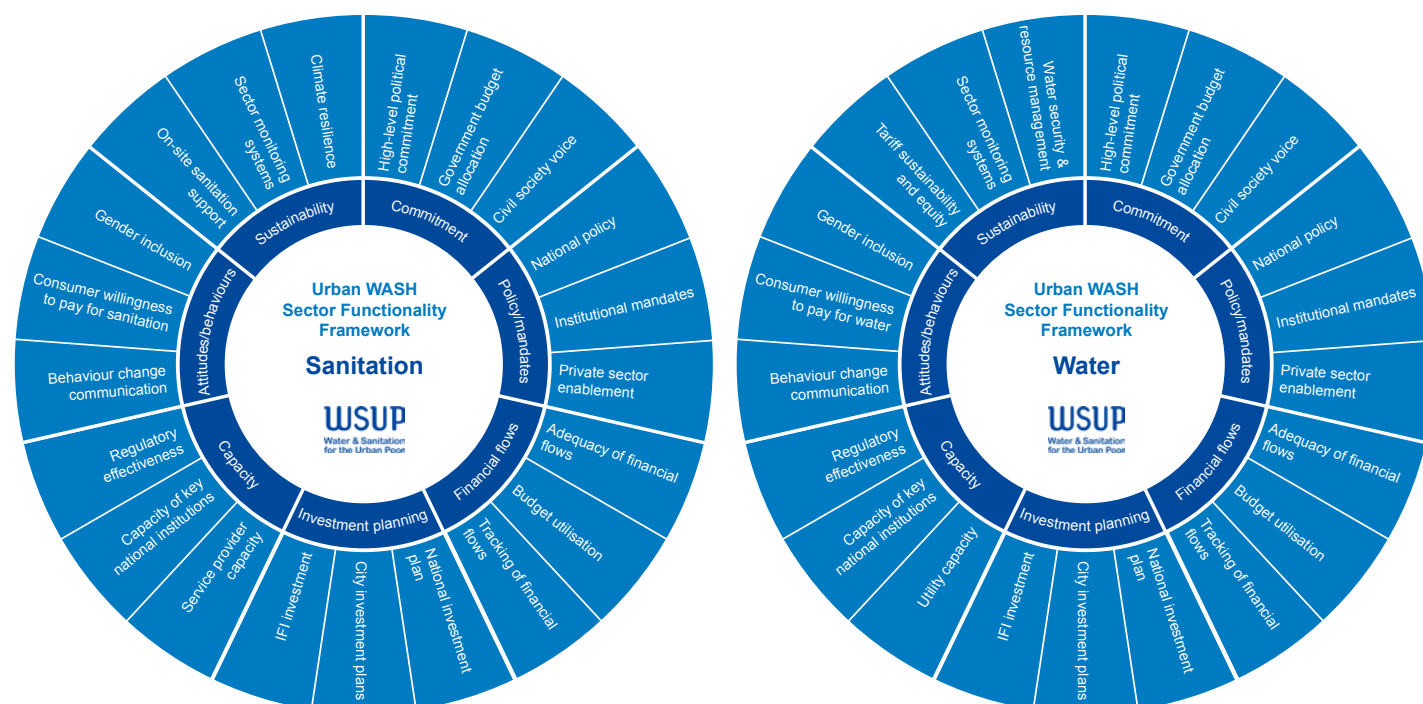
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STRATEGIC GOAL 4

Effective policies and regulations

Driving transformation within the urban water, sanitation and hygiene sector through rigorous research, data-driven learning, dissemination, and influencing.



Informal settlements often lack the official recognition that ensures essential services are provided to their residents. This increases the vulnerability of these communities; water becomes a commodity with poor quality and high prices, and emptying septic tanks and pit latrines is left to a largely unregulated private market. These uncoordinated systems increase risks to public health, the environment, and inclusivity efforts, and ignores people's right to these vital services.

WSUP works with national and local policy makers to recognise water and sanitation as essential services for all, with clear mandates and accountability processes in place for providers to ensure that the needs of vulnerable communities are not ignored.

Whether those services are delivered by the public or the private sectors, for them to function safely, at scale and inclusively, to ensure safe, equitable and sustained services for all residents in a city, we believe three key considerations must be in place: responsibility; accountability; and resource planning and management. WSUP's Sector Functionality Framework (SFF) is our model for understanding what change needs to happen in the urban water and sanitation sector and is aimed at helping guide policymakers, investors and practitioners – as well as informing WSUP's own work.

For more information on WSUP's Sector Functionality Frameworks visit:
www.wsup.com



Tunisio Meneses
Country Manager,
Mozambique

Mozambique

“Mozambique's differing regulations and responsible agencies in the WASH sector has resulted in inadequate investment or poor regulatory oversight. This is particularly true in those urban low-income areas that are not connected to a sewerage system and primarily rely on pit latrines, and where poorly constructed toilet facilities pollute the local environment and present direct health risks to the local population.

Over the last five years, the Mozambican government national water and sanitation regulator, Autoridade Reguladora de Água (AURA), has been supported by WSUP to lead the development and roll out of a new sanitation regulatory framework. This is a

significant regulatory and policy instrument which will lead to tangible and inclusive sanitation service improvements in cities. This includes a sanitation surcharge to be collected at city level which can fund essential improvements in service delivery.

The regulatory framework is being utilised in Beira, Nampula and Quelimane, and WSUP continues to support AURA in coordinating its roll out in further municipalities in line with their prioritisation plan, ensuring inclusive city-wide sanitation for the long term. This work has been funded by a Foundation that wishes to remain anonymous.”



Reuben Sipuma
Country Manager,
Zambia

Zambia

“Here in Zambia, major investments in the sanitation sector have so far had limited impact in terms of sustainable change and there was a need to better understand the systemic barriers for this. With funding from The Waterloo Foundation, WSUP has been identifying different ways of overcoming barriers to progress, by piloting a systems approach to improve development of the sanitation market. Within the systems analysis, we have been looking at the financial flows into and out of the sanitation market in Lusaka to better understand how financial allocation to the sanitation sector can have improved and sustainable impact for low-income communities in the city.

Further research has given us in-depth understanding of the dynamics behind the WASH budget allocation process, one factor being that the Ministry of Water Development and Sanitation (MWDS) needed capacity support to collect better and more representative WASH data and to better articulate investment needs and

WASH outcomes. These findings correlated with previous results from WSUP's internal systems mapping work and desk review, which highlighted the issue of poor representation or misrepresentation of WASH needs due to ineffective monitoring and evaluation.

These results were presented to and validated by key stakeholders, leading to interest from MWDS in further work with them on systems thinking. Key ministry staff have seen the value of systems thinking in helping them identify the core issues that they need to prioritise. WSUP has since engaged MWDS in using systems thinking to explore how they can more effectively collect, manage and use data to support strategy, development, demonstrate effectiveness and advocate for budget allocation.”



STRATEGIC GOAL 5

Increased scale

Implementing a considered strategy of geographical expansion, to increase our scale and impact.

It will take the collective efforts of many different organisations to reach the scale of change needed to deliver WASH services and facilities for the millions of people around the world currently living without. It will require the pooling and sharing of knowledge, expertise, delivery skills, new technology, innovation, and a great deal of determination. For the global community to deliver on any of the promises within the Sustainable Development Goals this kind of collaboration, expansion and drive for scale is essential.

Strategic Goal 5 of WSUP's Business Plan seeks to share our expertise wider than our current geographical footprint. We have tried and tested models and programmes that deliver impact and sustainable solutions; we want to take our work to new cities and countries, whether by expanding our teams into new geographies, or sharing our expertise with new partners in new locations who can implement the improvements themselves.



Jane Olley
Technical
Manager,
WSUP Advisory

Cambodia

“ In 2021-2022, WSUP Advisory expanded its footprint into Southeast Asia with its first assignment for the Asian Development Bank (ADB). This technical assistance project was funded by the Japan Fund for a Prosperous and Resilient Asia and the Pacific with WSUP Advisory working with the French consulting company Egis Eau supporting the Executing Agency, the Ministry for Public Works and Transport and the Implementing Agency, Phnom Penh Capital Administration (PPCA) to develop the first citywide inclusive sanitation (CWIS) strategy for the Cambodian capital, Phnom Penh and its 2.3 million inhabitants.

An initial CWIS assessment undertaken in the city revealed that while there is almost universal access to toilets in Phnom Penh, only 5% of the wastewater and septic tank waste is safely managed. Hence a key challenge is the development of affordable treatment infrastructure for domestic wastewater, septic tank waste, and faecal sludge.

However, infrastructure investments on their own will not lead to CWIS. A key focus of WSUP Advisory's work was to develop an institutional change

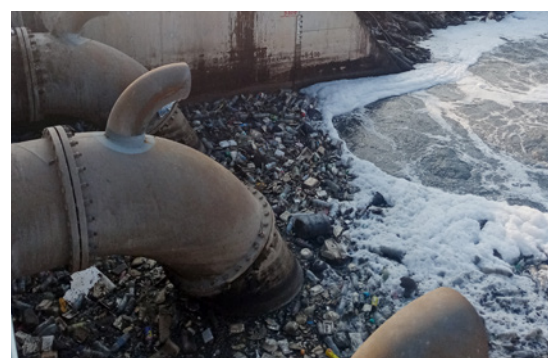


Image: The current state of the waterways in Phnom Penh.
Credit: Jane Olley/WSUP

management plan providing PPCA with a road map for the establishment and strengthening of appropriate institutional arrangements to plan and manage both off-site (sewerage and wastewater treatment) and faecal sludge management services in the city.

The draft strategy was presented and discussed with stakeholders including PPCA, MPWT and the Ministry of Economics and Finance in May 2022 and a final version incorporating feedback from these discussions to be completed in December 2022.

”



Philip Oyamo
Resident
Programme
Manager,
Uganda

Uganda

“ In Uganda, WSUP Advisory, with funding from the Conrad N Hilton Foundation, is working with the Mid-Western Umbrella for Water and Sanitation (MWU) to improve management and operational effectiveness as it continues to transform into a effective water utility.

As a result, MWU has adopted an organisational structure empowering 16 Area Managers to deliver more consistent, safe water and functioning networks. This currently covers 65 water supply systems serving nearly 500,000 people. Working under an internal performance contract, these Area Managers have devolved responsibility for multiple piped water systems serving small towns and villages. They manage operational teams drawing on technical support and backstopping from the MWU's Secretariat staff when needed.

With our support, MWU is delivering a number of positive outcomes including a doubling of connections, improved continuity of supply, a commitment to

resolve customer complaints within 48 hours and significant improvements in water quality as well as improvements in billing accuracy and timeliness. MWU will also institute metrics and a monitoring and reporting regime to track management of these improvements.

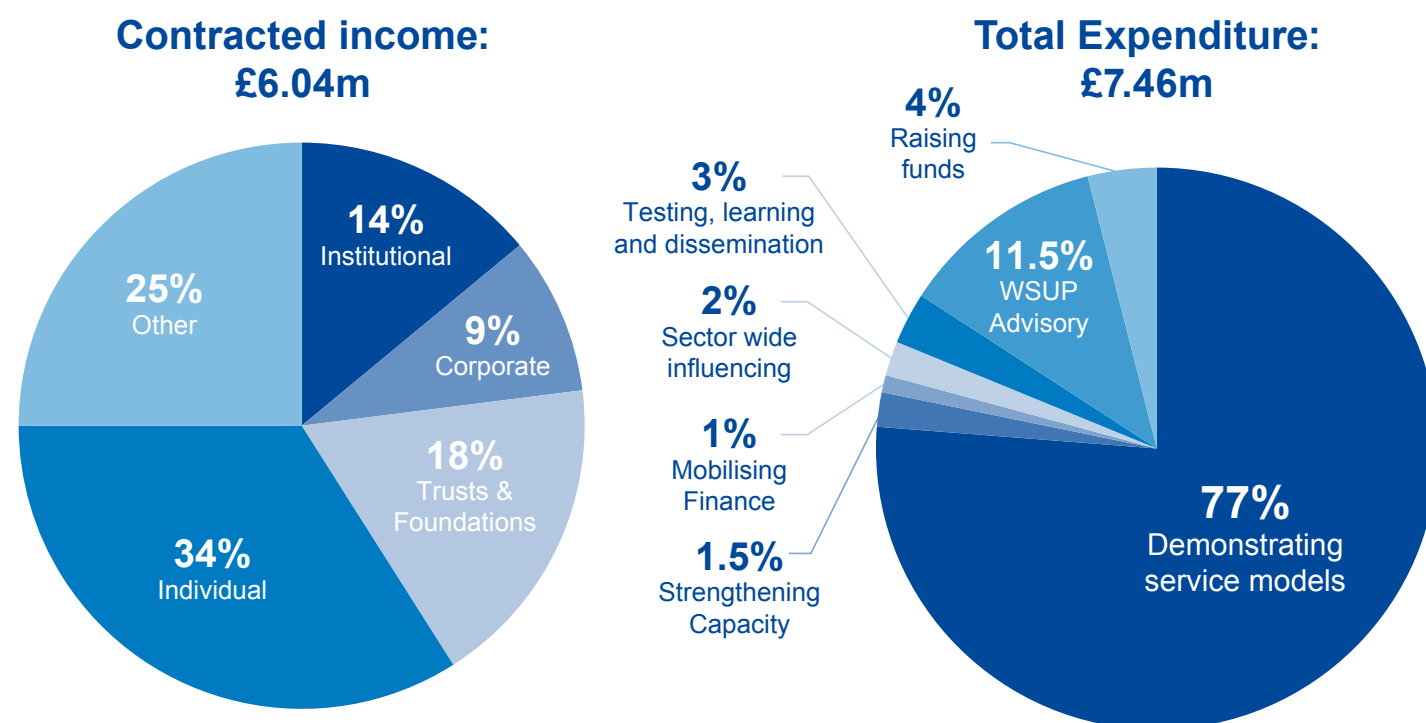
Taking progress on water quality as an example; it was previously sampled, tested and reported twice a year, now it is done three times a month, and daily in some cases. At least ten chlorination units have been installed by MWU at water networks serving approximately 80,000 customers. In 2019, WSUP Advisory supported the development of a water treatment plant to improve water quality at Bundibugyo, serving around 22,000 people. Applying expertise gained there, MWU designed and constructed a new treatment facility at Karugutu which served around 14,000 people in the last year.

”



Image: Visit between Uganda Mid-Western Umbrella and KIWASCO and Malindi Water in Kenya. This peer-learning workshop was facilitated by WSUP to share best practice and experiences.

Finances for the year ended 31 March 2022



WSUP Governance*

To distinguish it from traditional charitable or philanthropic entities, WSUP operates as a not-for-profit company limited by guarantee, with the following organisations acting as WSUP's Members:

Borealis & Borouge
Care International UK
Cranfield University
Thames Water
Unilever

Directors

Lord Boateng – Independent (Chair)
Rebecca Marmot – Unilever
David Scott – Independent
Karl Simons – Independent
Robin Bresser – Borealis & Borouge

There is also The WSUP Charity (UK reg charity no. 1170651) which supports our work.

The WSUP Charity Trustees:

Richard Aylard (Chair)
Ulrike Sapiro
Katherine Nightingale
David Birch
Peter Lochery

Tim Hess – Cranfield University
Alice Tow – Thames Water
Andy Wales – Independent
David Birch - Independent
Peter Lochery – Care International UK

*Correct as of December 2022

Thanks to WSUP's funders and partners

WSUP is grateful to the many funders and partners who have supported our various activities over this financial year. We would also like to thank all the communities we worked with.

African Ministers' Council on Water (AMCOW)
Agence Française de Développement (AFD)
Águas da Região de Maputo
Anonymous Donor
Aqua for All
Asian Development Bank
Bill & Melinda Gates Foundation
Borealis
Cargill
Cartier Philanthropy
The Coca-Cola Foundation
Comic Relief
Conrad N. Hilton Foundation
Conselho Municipal de Maputo
Crap Foundation
Dubai Cares
Eastern and Southern Africa Water and Sanitation Regulators Association (ESAWAS)
Global Environment & Technology Foundation (GETF)

Global Water Challenge
James Percy Foundation
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Mulago Foundation
The One Foundation
Save the Children
Skoll Foundation
The Stone Family Foundation
Thankyou
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Vitens Evides International
VF Corporation
Wasser für Wasser
The Waterloo Foundation
World Health Organization
World Waternet

We want to change even more lives, but we can't do it alone. If you are interested in supporting WSUP's work, or have any questions about what we do, please get in touch. Email us at partnerships@wsup.com



We help transform cities to
benefit the millions who lack
access to water and sanitation.

Image: An agent manning the new water kiosk in a low-income neighbourhood in the northern city of Mahajanga. This new facility provides cheap, safe water supplies and is managed by a local community association who use the money generated to pay the agents' wages, the water bills and to invest in maintaining cleanliness of the area including clearing drainage channels. Madagascar, 2022 **Credit:** Tsilavo Rapiera

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for the Urban Poor

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