

# Annual Report

2020 - 2021







Cover image: Student practicing handwashing in a school in Kenya. Credit: Brian Otieno.  
Image: Resident collecting water to prepare food. Credit: Ernani Mandate.

## Contents

Message from our Chairman	4
Message from our CEO	6
The WSUP story so far	8
Adapting and sharing our expertise in the face of COVID-19	10
Impact figures 2020/2021	12
Strategic Goal 1: Integrated city development	14
Strategic Goal 2: Stronger service providers	16
Strategic Goal 3: Enhanced Partnerships	18
Strategic Goal 4: Effective policies and regulations	20
Strategic Goal 5: Increased Scale	22
Finances	24
WSUP's Values	26



# Message from our Chairman

I grew up in a household in the Gold Coast, now modern Ghana, where we celebrated our first flushing toilet and at one stage attended a school where the standard punishment was to move night soil. I've not forgotten either experience. More than sixty years on, the reality still for all too many in the developing world is of an absence of decent sanitation and a lack of access to a clean water supply, with the resulting disastrous impact on public health, productivity and safety.

This is an issue that impacts on lives and livelihoods in both rural and urban areas not least as the flight of a youthful population from rural communities gains pace; 55% of the world's population live in urban areas, and that is expected to increase by another 2.3 billion people by 2050, almost all in Asia and Africa. Yet in the last 20 years, the number of people living in cities without clean water readily available at home, has increased by more than 50% to 615 million. This is unacceptable.

In addition, climate change is making life much tougher. Increased frequency of flooding is damaging city infrastructure including sewers, contaminating water sources, and droughts are exacerbating water scarcity, for homes and for businesses. This impacts on people's health and prosperity. COVID-19 has brought home to us all, wherever we are, the importance of clean water and decent hygiene facilities as the first line of

defence against the virus. We are the lucky ones with the means to wash our hands and access to vaccines. For all too many in the Global South they have neither of these options and social distancing in cramped urban settings is all but impossible.

This persistent and growing inequality makes the work of WSUP that much more vital. As a world leader in research and practical assistance in the market-led delivery of access to urban water, sanitation and hygiene, our efforts are critical to the achievement of SDG 6, clean water and sanitation, and SDG 11, sustainable communities and cities.

As the seas rise and extremes of climate increase so does the number of people, now in excess of a billion, living in urban slums. They are on the front line of a linked climate and public health emergency which presents an existential threat to life and livelihoods. We can avoid the worst-case scenario where cities become centres of increasing contagion and conflict, fuelling more pandemics and migratory pressure. With the right policy choices, smart public and private investment, and appropriate infrastructure in place we can look to the city of the future as a driver of prosperity and sustainable growth for the benefit of all humanity. We at WSUP are determined with your help and support to play our part in building that better future.



**The Rt Hon the Lord Paul Boateng PC DL**  
Water & Sanitation for the Urban Poor

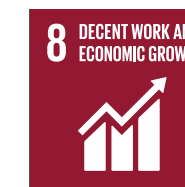


Image: Residents such as Baffour, who lives in the Ashanti region in Ghana, welcome investment in improved sanitation facilities.

## Our work is central to SDGs



## It also contributes to the achievement of SDGs





# Message from our CEO

Along with the rest of the world, WSUP was hugely impacted by the COVID-19 pandemic which brought whole countries to a standstill. At the same time, COVID-19 highlighted how vital water, sanitation and hygiene (WASH) is, how central it can be to combating disease and how WSUP's expertise is fundamental to overcoming that challenge in urban areas.

Inevitably many of WSUP's operations were impacted by the pandemic and our partners' efforts were redirected to managing the crisis. In some countries where we work, the government required utilities to maintain all customers on continuous water supply even those who were struggling to pay their water bill. It is correct when lives and livelihoods are put on hold, that people should not be cut off from essential services. This is especially true when those services are central to the fight against the pandemic. This, however, meant that water utilities lost vital revenue, including income to invest in projects with WSUP to improve systems and services. While some projects have been delayed or scaled back, we have been relentlessly focused on supporting our utility partners throughout the pandemic to ensure that they can continue to maintain their present level of impact and continue to support millions of low-income customers.

Despite the restrictions on movement in countries where we operate and the need to pivot our focus to address COVID-19, WSUP is incredibly fortunate to have many supporters and investors who recognise and support our decisions. I must thank all those who allowed us to change project and operational design to address immediate and changing needs of low-income residents during the pandemic. Similarly, we are enormously grateful to those who provided new funding specifically to help us manage the impact of COVID-19.

This meant that WSUP reached 6,771,229 people with improved water, sanitation and hygiene facilities and services across our countries of operation, working in partnership with utilities and suppliers. These are astonishing numbers to reach during a global pandemic and we are very proud of them. More importantly they meant that more low-income residents received better and cleaner water, sanitation and hygiene services. To all of our supporters and investors who enabled this to happen, on behalf of everyone's lives who we have changed, an enormous thank you.



**Neil Jeffery**  
Water & Sanitation for the Urban Poor



Image: Hygiene messaging in Tamale, Ghana.  
Credit: Paul Obeng



# The WSUP story so far

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

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

We were founded by a group of WASH and development experts: Jeremy Pelczer, the former CEO of Thames Water, and the late Richard Sandbrook, co-founder of Friends of the Earth. They came together with other experts to address the water and sanitation needs of the urban poor in developing nations, recognising that it would need a new approach, bringing together the skills of the private sector, governments and non-government organisations (NGOs) to deliver profound systems change.

Seven organisations joined Thames Water; WaterAid, CARE International, WWF, Cranfield University, Borealis & Borouge, Halcrow and Unilever, creating WSUP as a not-for-profit company, with each organisation becoming a 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 Department for International Development in the UK (DfID) and Water for People in the US helped shape the concept and strategic direction and DFID was one of the first investors in WSUP, providing essential funding right up until 2021.

The ethos behind WSUP is that to achieve real impact for the poorest people, we need more



**Image:** Improvements to sanitation waste collection are restoring dignity to people living in large cities in Bangladesh. **Credit:** Green Ink Media

than taps and toilets: we also need to build the systems that provide and sustain financially viable services. Enormous strides can be made by driving business thinking in public service provision, by bringing the private sector into the urban WASH space, and by recognising low-income people as consumers who have the right to make choices. Political commitment and institutional change are equally critical and political leaders need to prioritise investment and policy change.

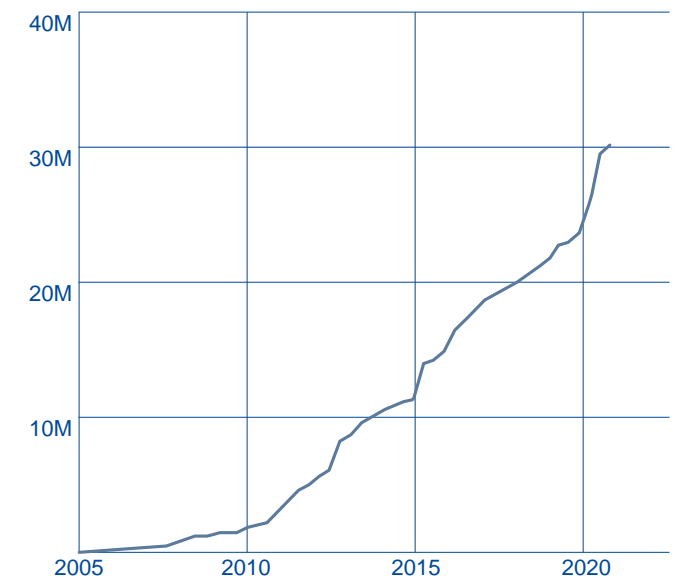
WSUP spent its first year working on its business model and started operating fully in 2007, testing and refining that model in our first seven years and reaching four million people with improved water, sanitation and hygiene services as we

went. We then set about building our first pilot project locations in Bangalore (India), Naivasha (Kenya), Maputo (Mozambique), and Antananarivo (Madagascar) and opened country offices to become more established and influential, we enhanced our learning capabilities to ensure that we captured all of our impact and diversified our income strategy. In 2011, with the support of Unilever and IDEO, WSUP set up Clean Team – a container-based sanitation enterprise in Kumasi, Ghana, which it continues to own.

The creation of country offices hugely accelerated our impact and by March 2021, we had reached another 25 million people across 25 cities and towns in seven countries in Africa and South Asia. WSUP now advises international financial institutions and our utility and city partners on how best to mobilise investment and target low-income urban residents. 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 20 countries. A particular highlight for WSUP Advisory was a project in the Indian city of Visakhapatnam from 2015-2018, supporting the city to eliminate open defecation and improve access to a toilet for 250,000 people.

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.

Number of people's lives improved to date



The new plan is all about scaling and integrating our proven models within wider urban development. This Annual Report shares some of our work on those Strategic Goals in this, the first year of the Business Plan.

**“The ethos behind WSUP is that to achieve real impact for the poorest people, we need more than taps and toilets: we also need to build the systems that provide and sustain financially viable services.”**



**Image:** Luis Paulino cleans his hands in a makeshift sink in Beira, Mozambique. **Credit:** Stand Up Media



# Adapting and sharing expertise in the face of COVID-19

The global COVID-19 pandemic highlighted the importance of clean water and improved hygiene as protection against deadly disease.

It was clear that WSUP could lend its expertise in the steps needed to provide continuous water supply to all city inhabitants, good hygiene practices, safe sanitation and utility strengthening to national responses. This expertise was recognised and throughout the pandemic, WSUP played a key role in increasing emergency water access and strengthening hygiene promotion in vulnerable urban communities, where access to clean water and hygiene facilities is severely limited, and crowded conditions make social distancing impossible.

In Ghana and Kenya, WSUP led the rapid response hygiene campaign in major urban areas as part of the award-winning Hygiene and Behaviour Change Coalition, funded by the UK government and Unilever<sup>1</sup>. We leveraged our relationships as trusted partner to utilities to communicate vital COVID-19 messaging directly to the utilities' customers across 10 cities. Separately, in Bangladesh, the enterprises operating WSUP's SWEEP model of sanitation services were recognised as an essential service by the national government so that they could continue operating throughout the pandemic.

COVID-19 meant that organisationally, like so many others, we had to re-orient the focus of our work and working practices, revise operational plans and project design, strengthen technology systems, and support staff and beneficiaries through ever-shifting global and national conditions. A number of programmes were redesigned to provide better support through the pandemic. In Mozambique, as part of our

partnership with Wasser für Wasser, we adapted a project in 50 primary schools to help them to reopen safely by providing handwashing facilities and hygiene materials such as locally produced soaps; in Bangladesh, we conducted hygiene promotion via video link and worked in communities of garment factory workers to improve hygiene and handwashing practices.

Across the year in response to COVID-19, WSUP reached 5.3 million people with communications focused on combating the spread of the disease through a multichannel approach using TV and radio, door-to-door sensitization, community events, and social media; distributed over 280,000 hygiene materials and installed 650 community-based handwashing stations, nearly half of which are accessible for people with disabilities. Throughout all this work, we recognised our responsibility not to increase the risk of infection for the urban communities we work with.

We are very proud of the numbers of people we reached but know that our work isn't done; it seems likely that inequalities around vaccine distribution mean that COVID-19 will be a problem in many poorer countries for years to come. We will continue to bring our expertise address these challenges in the countries where we work.



Image: Volunteers promoting handwashing with soap. Credit: Stand Up Media

“It was clear that WSUP could lend its expertise in the steps needed to provide continuous water supply to all city inhabitants.”



Image: Hygiene promotion in a school in Ghana. Credit: Paul Obeng



Image: Resident in Kisumu, Kenya benefiting from hygiene messaging. Credit: Brian Otieno

<sup>1</sup> <https://www.unilever.com/news/covid-response/hygiene-and-behaviour-change-coalition.html>



# Impact figures 2020/2021

WSUP works in 25 cities and municipalities across six countries, is developing a new presence in Uganda and through its consultancy arm, WSUP Advisory, is working in 14 more countries

**Core Country: Ghana**  
Cities: Accra, Kumasi, Tamale.  
Clean Team Ghana operates in Kumasi





**Core Country: Zambia**  
Cities: Lusaka, Livingstone

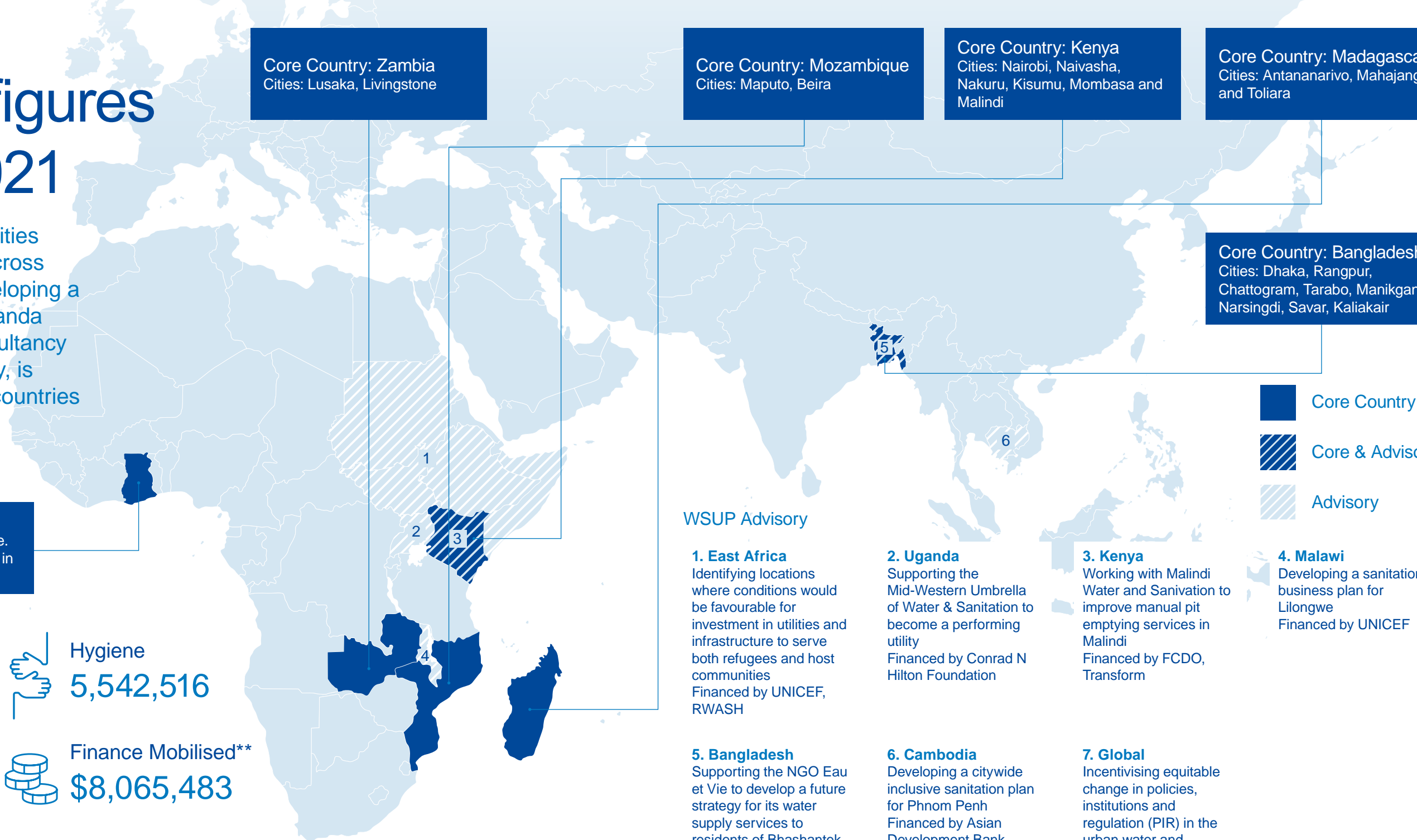
**Core Country: Mozambique**  
Cities: Maputo, Beira

**Core Country: Kenya**  
Cities: Nairobi, Naivasha, Nakuru, Kisumu, Mombasa and Malindi

**Core Country: Madagascar**  
Cities: Antananarivo, Mahajanga and Toliara

**Core Country: Bangladesh**  
Cities: Dhaka, Rangpur, Chattogram, Tarabo, Manikganj, Narsingdi, Savar, Kaliakair

 <b>Water</b> 515,177	 <b>Hygiene</b> 5,542,516
 <b>Sanitation</b> 721,890	 <b>Finance Mobilised**</b> \$8,065,483



-  Core Country
-  Core & Advisory
-  Advisory

### WSUP Advisory

- 1. East Africa**  
Identifying locations where conditions would be favourable for investment in utilities and infrastructure to serve both refugees and host communities  
Financed by UNICEF, RWASH
- 2. Uganda**  
Supporting the Mid-Western Umbrella of Water & Sanitation to become a performing utility  
Financed by Conrad N Hilton Foundation
- 3. Kenya**  
Working with Malindi Water and Sanitation to improve manual pit emptying services in Malindi  
Financed by FCDO, Transform
- 4. Malawi**  
Developing a sanitation business plan for Lilongwe  
Financed by UNICEF
- 5. Bangladesh**  
Supporting the NGO Eau et Vie to develop a future strategy for its water supply services to residents of Bhashantek  
Financed by: UNILEVER
- 6. Cambodia**  
Developing a citywide inclusive sanitation plan for Phnom Penh  
Financed by Asian Development Bank
- 7. Global**  
Incentivising equitable change in policies, institutions and regulation (PIR) in the urban water and sanitation sector  
Financed by World Bank

**6,771,229\*** with improved water, sanitation and hygiene facilities and services across WSUP's core countries of operation

\*In the year ended 31 March 2021

\*\*A core concept in WSUP's Theory of Change is the crowding-in of finance to 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. Over the last year, WSUP has been 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.



Image: A low-income community in Nairobi, Kenya. Credit: Brian Otieno



**Eden Mati**  
Country Programme Manager, Kenya

## Kenya

“ Mukuru slum in Nairobi has one of the highest population densities in the city and is set to double in size over the next decade. This, the dilapidated houses and the lack of proper roads, has led to Mukuru being designated as a Special Planning Area (SPA) which will turn it into a well-functioning, healthy neighbourhood. This includes opening up roads, improving drainage, upgrading houses and expanding water and sanitation services networks.

With the support of the One Foundation, we are working with

partners such as the Nairobi City Water and Sewerage Company and Nairobi Metropolitan Services to provide improved access to sewer connections for Mukuru. By integrating our work into the slum upgrading work, we have reached 4,000 residents in one village alone with safe, resilient and sustainable water and sanitation services. This has been recognised as an example of effective integrated planning by other utilities and service providers, and by officials in other Kenyan cities who are looking to replicate the concept.

”



Image: A communal sanitation block in Maputo, Mozambique.



**Tunisio Meneses Camba**  
Country Programme Manager, Mozambique

## Mozambique

“ Here in Mozambique over half of the urban population lives below the national poverty line, often in slum areas. The sewer system we have here in Maputo covers only a small and sparsely populated part of the city, leaving everyone else to rely on pit latrines or septic tanks that fill up really quickly. The lack of street planning means the latrines and tanks cannot be safely or easily emptied, and so people just dig a new pit in their already crowded and densely populated area; they just leave the old ones which frequently flood with the rains we have, and that contaminates the local neighbourhood with dangerous untreated human waste. It is pretty terrible living conditions.

My team here has been working in the Chamanculo C neighbourhood of Maputo, alongside the city municipal government and the international NGO,

Arquitectura sin Fronteras as part of a wider urban development programme. We are integrating water and sanitation services with improvements to road access, so we can ensure all households can now be reached by pit emptiers and the emergency services and at the same time, Arquitectura sin Fronteras's work to formalise land ownership will allow the Maputo Municipality to draw up urbanisation plans for Chamanculo C, and extend municipal services to this area. We have initially focused on an area with around 650 houses and our work has transformed the lives of the residents that number more than 3,250. We are really excited as this work provides a blueprint for the city authorities for formalisation and incorporation of the low-income area residents and their WASH needs, who were previously not considered in development planning. It's huge progress.

”





**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 in how best to remedy that. These challenges are amplified through poor infrastructure and water being lost to leaks and theft, which reduces the water available for customers and revenue generated for the utility which then 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, working with the providers to deliver targeted support that addresses the specific challenges being faced by each one. 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.



**Frank Romeo Kettey**  
Country Programme Manager, Ghana

### Ghana

“ Here in Ghana, only 23% of the population has a household toilet, and public facilities are the most common form of sanitation for most people. More than half the population lives in urban areas, and that is rapidly increasing, and utilities are failing to keep up with demand. In the Ashanti region in particular, many communities have inadequate toilet facilities, whether public or household, and few safe water sources, leading to the spread of typhoid and cholera. The Community Water and Sanitation Agency (CWSA) has struggled to provide for poor communities due to inconsistent funding and a need to strengthen management capacities and practices.

Our team has been working since 2017 with CWSA, and with the support of The One Foundation, to improve water and sanitation services in the Ashanti region. 55,000 people now have improved access to water and



Image: Construction of a new sanitation block in Ashanti, Ghana

alongside the construction of community water points and sanitation facilities including in schools, we’ve provided training and capacity building to the utility to ensure they can continue to manage these services over the long-term. We also work with community members in low-income areas to establish Community Management Teams to operate and maintain facilities for their communities, under the supervision of district authorities and CWSA.

”



Image: Opening ceremony at Nakatindi Project Commissioning, Zambia.



**Reuben Sipuma**  
Country Programme Manager, Zambia

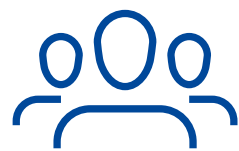
### Zambia

“ In cities across sub-Saharan Africa, not only do utilities not have the capacity to reach the poorest communities with sanitation services, they also lack a financially viable business model for serving them. This leads to waste being disposed of unsafely, local water sources being contaminated and huge environmental damage being done, not to mention the unpleasantness of human waste being dumped near homes. This is a huge problem, especially in countries where climate change is bringing drought and flooding.

Our programme in Livingstone has focussed on the drought that Zambia is experiencing, and particularly building the capacity of the utility, Southern Water & Sewerage Company (SWSC) through WSUP’s Utility Strengthening Framework. This includes working with SWSC to develop a roadmap that will inform where they need to focus to build on their strengths and address their weaknesses, and improve engagement with low-income consumers to create and tailor services to the needs of the communities, which should lead to a strengthened utility with citywide coverage.

”





**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.



**Kariuki Mugo**  
Director of WASH Sector Support

### Pan-Africa

“ We are continually strengthening our links with pan-African policy and regulation institutions, such as the African Council of Ministers on Water (AMCOW), and with the Eastern and Southern Africa Water and Sanitation (ESAWAS) Regulators Association.

WSUP has formed a close partnership with AMCOW around the development of the African Sanitation Policy Guidelines (ASPG), a major new initiative to help push forward the development of national sanitation policies across the continent. This is a significant initiative because it will give impetus and guidance to national governments, many of which are struggling to develop appropriate sanitation policy frameworks. In addition to facilitating stakeholder consultations in Ghana, Kenya and Zambia and compiling the analysis for all the 12 countries consulted, WSUP was invited to join the Task Force for the initiative, along with other significant stakeholders.

Our partnership with ESAWAS continues to grow and we renewed our three-year Memorandum of Understanding and agreed on a multi-year workplan whose



Image: Aerial view of a drainage ditch in Beira, Mozambique. Credit: Stand Up Media

implementation has begun. We jointly released a report entitled, *Referee! Responsibilities, regulations and regulating for urban sanitation* which outlined the role that regulators can play in improving sanitation access. In addition, we commenced work on a series investigating the different functions that cities need to develop to support the creation of operational and inclusive sanitation services.

WSUP will continue to deepen its presence and collective engagement in pan-African WASH initiatives that strongly support all the African Union member states in reaching their SDG6 targets by year 2030. ”



Image: A garment factory worker in Bangladesh. Credit: Green Ink Media



**Abdus Shaheen**  
Country Programme Manager, Bangladesh

### Bangladesh

“ The readymade garment industry is the lifeline of the Bangladesh economy. Yet many of the factory workers live in nearby low-income communities with no access to clean water, safe sanitation, and handwashing facilities, exposed to waterborne diseases. Additionally, the pressures of work mean few breaks for the women workers who are at risk of other health issues such as urinary tract infections. In Dhaka, WSUP has been working with Kontoor Brands, Inc., a global lifestyle apparel company, with a portfolio led by two of the world's most iconic consumer brands, Wrangler® and Lee® on a project to develop WASH at work interventions and rollout for their factory workers. New water points and sanitation blocks were built in the communities.

By providing these both in and outside of the workplace, Kontoor and their suppliers are not only improving their operations but are also building stronger communities. One factory worker spoke about the value that these facilities have provided to her family. She told us how much healthier her and her family are, that they are getting sick less often. She also said that it has helped her work more efficiently as well as support her family better.

We now have a similar project with another major international brand, VF Corporation in their supplier factories in Chattogram, seeking to ensure 11,500 workers benefit from WASH improvements and to reach 30,000 with hygiene messaging. ”





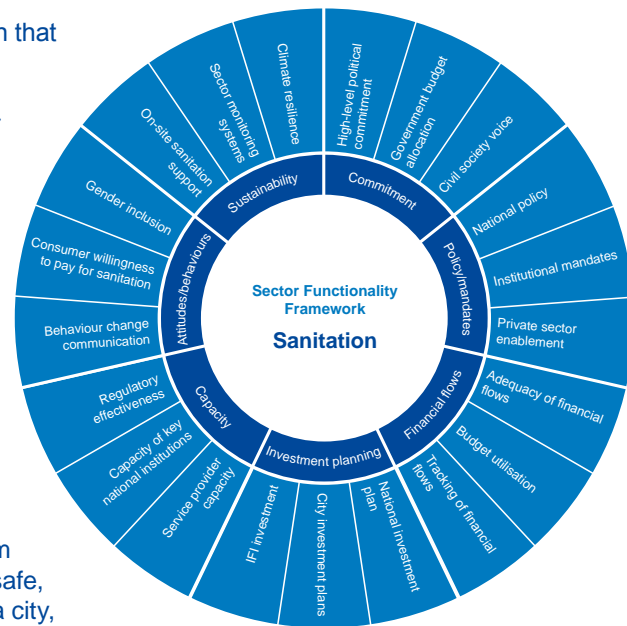
**STRATEGIC GOAL 4:**

# 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 the provision of essential services 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)<sup>2</sup> 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.



**Jane Olley**  
Technical Manager,  
WSUP Advisory

## Malawi

“ UNICEF has contracted WSUP Advisory to work in Lilongwe, providing technical assistance to both Lilongwe City Council (LCC) and Lilongwe Water Board (LWB) in clarifying mandates, defining roles and responsibilities of each in the delivery of sanitation services and developing a formal business plan to manage human waste. This is our fifth contract with UNICEF.

The business plan will be implemented by LCC between 2021 and 2031 to benefit the city population of more than 1 million with citywide inclusive

sanitation services. During the initial period LCC will establish a specialist unit to oversee sanitation service delivery and expand service coverage through partnerships with a range of private sector operators. These operators will in turn benefit from measures to increase their capacity, with formal accreditation and help to access new vehicles and equipment to facilitate delivery of pit emptying services. Alongside this, under the on-going World Bank Water and Sanitation project, a new sewage treatment facility will be built in the city. ”

<sup>2</sup> The diagram shows our Sector Functionality Framework for sanitation. To see the framework for water, visit <https://www.wsup.com/tools-for-citywide-change/sector-functionality-framework/>



Image: Improving hygiene behaviour in schools across Madagascar. Credit: Tsilavo Rapiera.



**Sylvie Ramanantsoa**  
Country Programme Manager,  
Madagascar

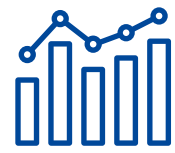
## Madagascar

“ WSUP has been working to improve WASH facilities and practices in schools and communities, supporting policy change, and conducting research to support increased and more effective government investment in WASH programmes. This work is conducted in partnership with Dubai Cares, a UAE-based global philanthropic organization, and with the support of the UAE Water Aid Foundation (Suqia). The research relies on identifying implementation and capacity bottlenecks from community all the way up to the national level. Data is being collected from 48 schools across Antananarivo, Mahajanga and Toliara

to assess the positive outcomes of the WASH friendly school programme including the impact of associated trainings, capacity bottlenecks and key factors that support behaviour change.

WSUP is contributing towards a “WASH Friendly Institutions” strategy, which will be included in the national WASH sector plan, and also supported the signing of a key MoU between Ministry of Education and Ministry of Water, Sanitation and Hygiene to better integrate WASH within the education sector. ”





## STRATEGIC GOAL 5:

# Increased scale

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

Ensuring access to WASH services and facilities for the millions of people who lack access to them, will need a significant collective effort from any number of organisations to come together to take the solutions to scale. It will need a sharing and pooling of knowledge, expertise, delivery skills, new technology, innovation and 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 work themselves.



**Habibur Rahman**  
Sanitation  
Lead,  
Bangladesh

## Bangladesh

“ During 2020/21, here in Bangladesh we supported SWEEP to launch in five new municipalities, a milestone in expansion to new locations, and added two more enterprises in new areas of Dhaka, in partnership with the Dhaka Water Supply and Sewerage Authority. SWEEP is our ground-breaking model that addresses the need for sanitation services in cities where 95% of waste from toilets is not disposed of safely, resulting in huge quantities of waste contaminating the environment. It is a public-private partnership between the city and the enterprise and remains the only sanitation service in Bangladesh that is both affordable to low-income urban customers, and profitable to deliver. We are very proud of it.

We first piloted SWEEP in 2015 and have continued to refine and develop the model and as it has proven to be a good business proposition, so we are seeing more enterprises coming to adopt the model and enter the sanitation market. In the last year alone,



Image: Dhaka low-income community.

we took SWEEP from four enterprises operating in three cities, to 11 enterprises across three cities and five municipalities and served over 580,000 people with sanitation services.

Although SWEEP was affected by COVID-19, the enterprises adopted remote marketing strategies to maintain demand and adapted delivery to ensure they could still provide essential sanitation services. ”



Image: Improving water supply in western Uganda.



**Philip Oyamo**  
Resident  
Programme  
Manager,  
Uganda

## Uganda

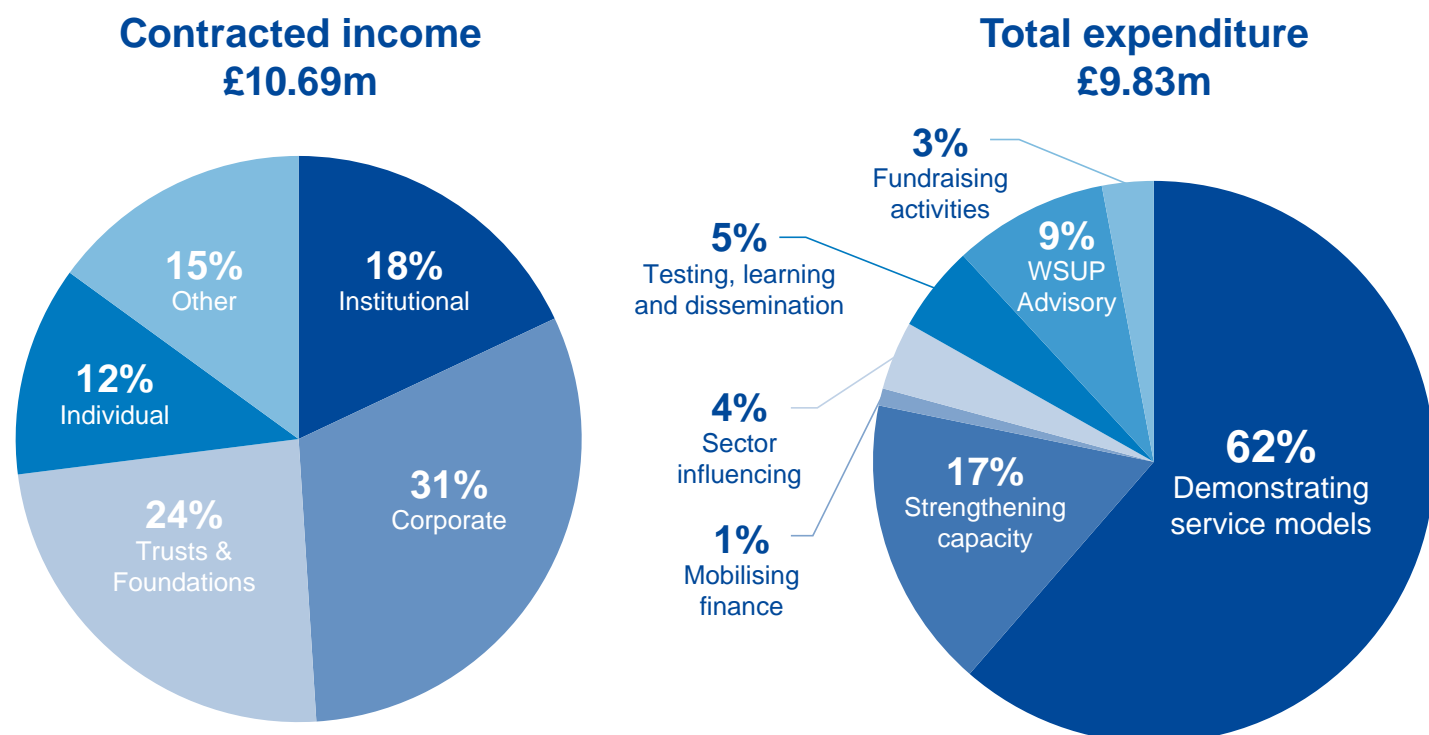
“ In 2017 six regional Umbrella Authorities (UAs) were given the direct responsibility for the management of piped water supply systems in up to 1,000 towns in Uganda. This has been a huge change for these organisations, requiring them to transform themselves into regional water utilities. WSUP Advisory has been funded by the Conrad N Hilton Foundation to support the Mid-Western UA to become a professional water utility. Currently I am leading the work to ensure the UA's services reach at least 70% of the 800,000 people in its service areas. The UA is currently managing water supply systems for 62 towns organised into 15 branches, and we are supporting 3 'model branches' to develop best practice for the entire UA. Since January 2018 the UA has increased customer connections by 56% and increased revenue by 15% in the last financial year.

Sharing best practice from our work has benefited Uganda's Ministry of Water and Environment (MWE) and the other five UAs. In the last year our team has facilitated a process of joint working to improve the effectiveness of the UAs' billing system. Facilitated by us, they have defined a business improvement programme to help UAs speed up the connections process, bring services to more people, improve the accuracy of billing, receive earlier payment, improve operational efficiency and improve knowledge of their customers.

The MWE acknowledges that the learnings from the Mid-Western umbrella has informed the thinking behind a World Bank funded \$2.5M programme of professionalisation for the UAs in Uganda. ”



## Finances for the year ended 31 March 2021



## Governance

### Members

To distinguish its service offering from that of 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 (Chairman)
- David Birch – Independent
- Peter Lochery – CARE
- Rebecca Marmot – Unilever
- David Scott – Independent
- Karl Simons – Independent
- Robin Bresser – Borealis & Borouge
- Tim Hess – Cranfield University
- Alice Tow – Thames Water
- Andy Wales - Independent

Correct as of December 2021

## Thanks to WSUP's funders and partners

WSUP is grateful to the many funders and partners who have supported the various activities over this financial year.

- |   |   |
|---|---|
| Anonymous Donor                                     | ThankYou  |
| Aqua for All  | The Coca-Cola Foundation                                      |
| Asian Development Bank                              | The One Foundation  |
| Borealis  | The Skoll Foundation  |
| Cartier Philanthropy                                | The Stone Family Foundation                                   |
| Comic Relief  | The Water Supply and Sanitation Collaborative Council (WSSCC) |
| Conrad N Hilton Foundation                          | The Waterloo Foundation                                       |
| Dubai Cares   | UK Aid from the UK Government                                 |
| Global Environment and Technology Foundation (GETF) | UNICEF  |
| James Percy Foundation                              | Unilever  |
| KfW   | US Agency for International Development                       |
| Kontoor Brands, Inc.                                | VF Corporation  |
| Lucille Foundation                                  | Vitens Evides International                                   |
| Mulago Foundation                                   | Wasser für Wasser   |
| STAR  | World Bank  |



# WSUP's Values

As WSUP has moved into its 2020-2025 Business Plan period we have sought to more clearly define the values that drive us as an organisation. These core values are designed to ensure everyone at WSUP is working towards the same goals with a clear vision of how we can achieve the ambitious targets set out in our Business Plan.

Throughout 2020 we undertook a process of consultation across the organisation to bring WSUP's unique company culture to life. The six values that emerged from this process will shape the way we approach delivery of the 2020-2025 Business Plan and help us create a common understanding of what it means to work at WSUP.



Image: Improved water supply is helping Helena in her business. Credit: Ermano Mandlate



We believe in strong partnerships and long-term goals to achieve meaningful systemic progress



We believe that the world's biggest challenges require creativity and unwavering persistence



We believe that empathy should precede advice and diverse input leads to greater impact



We believe in learning from every experience, success and every failure



We believe commercial approaches and market-based solutions are key to achieving equity for low-income communities



We believe in supporting and respecting our people in the pursuit of life changing work



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

**[www.wsup.com](http://www.wsup.com)**

**WSUP | Water & Sanitation for the Urban Poor**

1st Floor  
Fleet House  
8-12 New Bridge Street  
London, EC4V 6AL  
UK

**Twitter @WSUPUK**  
**Facebook @wsupuk**  
**[www.wsup.com](http://www.wsup.com)**

Company Limited by Guarantee No. 5419428  
Registered in England & Wales