

Bank, which approved a major loan for infrastructure in Kigali and secondary cities in 2017, providing an opportunity for UNICEF to partner on capacity-building and strengthening the sustainability of water and sanitation services in the secondary cities in the coming years.

Other key partners include United Nations agencies such as the World Health Organization and UNHCR, and bilateral donors working on WASH or related areas such as climate change, including Japan, the Netherlands, and DFID. UNICEF will work also with other partners: international non-governmental organisations such as WaterAid, World Vision, SNV, Oxfam and other WASH sector partners; national non-governmental organisations; academic/training institutions; and community-based organisations. The WASH programme will also work closely with the private sector, including financing institutions, small and medium enterprises, contractors and consultants.

### Resource availability

Financing the WASH sector in Rwanda is a challenge and has been identified by the sector as a bottleneck.<sup>53</sup> In 2016/2017, US\$ 64 million dollars were spent on WASH in Rwanda.<sup>54</sup> For 2018–2024, the Government has US\$ 21-22 million budgeted each year in the Water and Sanitation Sector Strategic Plan. While budget execution is high, with over 100 per cent of the planned allocation spent in the WASH sector, financial resources are inadequate to meet the estimated need of US\$ 134 million per year.<sup>55</sup>

## 7.3 Theory of Change

### Vision for change

Guided by the UNICEF Strategy for Water, Sanitation and Hygiene (2016–2030), the vision of the WASH programme is to ensure that the human rights to water and sanitation are realised for all children and their families, leaving no one behind. This vision is in line with the National Strategy for Transformation of Rwanda, Priority Area 5: Moving towards a modern Rwandan household. It aligns with the WASH outcome for the UNICEF Rwanda Country Programme 2018–2023: Households in rural and urban areas have increased access to safe, “basic” and sustainable WASH services in emergency and non-emergency situations.

The pathway towards change will build upon and expand the successes in the WASH sector in Rwanda, while addressing existing gaps and bottlenecks as well as future risks.

### Conditions for change and actions to create those conditions

Considering the bottlenecks and situation analysis described above, six conditions for change need to be realised to achieve the WASH targets of the Sustainable Development Goals in Rwanda:

- 1) **Evidence:** Using a reliable disaggregated data and information system → to improve use of and targeting of resources, including to the most vulnerable
- 2) **Financing:** Leveraging new and, over time, predictable sources of funding → to address the sector funding gap
- 3) **Environmental risks:** Applying a risk-informed approach → to address water variability and potential shortages due to the effects of climate change, land-use and demographic changes, and the impact of population displacement

<sup>53</sup> Water and Sanitation 2016/2017 Backward-looking Joint Sector Review Report, MININFRA, November 2017.

<sup>54</sup> Ibid.

<sup>55</sup> 'Rwanda Overview: Water, sanitation and hygiene'. Draft, prepared for the 2017 Sanitation and Water for All High-Level Meeting in Washington D.C., April 2017.

- 4) **Service delivery:** Strengthening the rural private operator schemes → to provide and sustain reliable and accountable water supply services
- 5) **Behaviour:** Scaling effective behaviour change approaches to promote household and community sanitation and hygiene practices → to create demand
- 6) **Products and services:** Increasing availability of affordable sanitation and hygiene products and services in rural areas → to address the current market gaps

Three key action areas have been identified to address the six bottlenecks, resulting in Outputs that will contribute to the broader Outcome of improved WASH, towards the progressive realisation of the human rights to water and sanitation for all Rwandans:

- 1) **Strengthen systems,** primarily adequate monitoring and evaluation, to inform decision-making and adequate financing for the sector
- 2) **Enable resilient and reliable water supply service delivery,** primarily based on accountable service provision, risk-informed planning, implementation and course correction
- 3) **Enable “basic” sanitation services and practice of key hygiene behaviours,** primarily based on functioning markets coupled with effective demand creation

#### **UNICEF’s contribution to change**

Implementation strategies will include well-targeted capacity development and systems-strengthening, evidence as a driver of change, policy engagement, leveraging resources and partnerships, building sustainable markets, behaviour change communication and community engagement, and south-south cooperation.

By applying the implementation strategies, scalable WASH results will be achieved through the following: the availability of knowledge and resources from all partners; sufficient and risk-informed planning, monitoring and evaluation; improved capacity at all levels; tested service-delivery models; user demand; and functional markets for WASH products and services.

Building on existing progress and systems, the programme will be address identified sector bottlenecks to achieve three the outputs described below, contributing to the National Strategy for Transformation, Priority Area 5: Moving towards a modern Rwandan household.

#### **Output 1: Government systems are strengthened to enable universal access to WASH services.**

UNICEF will contribute to the development, operationalisation and utilisation of comprehensive monitoring systems, sustainable sector financing and strengthened coordination. To achieve Output 1, the following strategies will be implemented:

- **Evidence as a driver of change:** UNICEF will strengthen the efforts of the national Government and districts to collect and analyse comprehensive gender-sensitive data and information systems, which are aligned with the Sustainable Development Goals. This will include establishing baseline data, strengthening administrative and survey data- collection systems. UNICEF will emphasise the need for data to be disaggregated, especially in terms of wealth, gender and geographical location (urban-rural) as these are where inequalities are most pronounced. UNICEF will advocate that the Government and districts utilise information for informed and accurate planning, monitoring and reporting to enable decision-making that prioritises the unserved and underserved, with a focus on socio-economic and gender dimensions.

- **Capacity development and systems-strengthening:** Technical assistance will be provided to district staff and District WASH Boards to develop, monitor and adapt plans. UNICEF will provide technical assistance to the Government to develop strategic financial planning, aiming to leverage adequate public and private financing. This will include technical support to the RURA to establish rural tariffs in line with national policies. UNICEF will also support strengthened coordination within the sector at national and district levels as well as work to strengthen linkages across sectors, notably the environmental sector, which manages water and forest resources.
- **Leveraging resources and partnerships:** UNICEF will work closely with the Government, other United Nations agencies and development partners to find synergies and influence others' work on sustainable financing and information systems, to contribute to WASH results. UNICEF will also utilise its comparative advantage of mainstreaming gender in its areas of work such as the health, nutrition and education sectors, to streamline efforts to support communities.
- **Policy engagement:** UNICEF will continue to advocate for the alignment of policies with national and global goals and to monitor the implementation and effectiveness of policies.

**Output 2: Communities, particularly in rural areas, use sustained resilient “basic” water supply services free from contamination.**

UNICEF will develop tools and guidance to strengthen service delivery, particularly private operator service provision schemes in rural areas; and develop and apply risk-informed approaches at national, district and community levels to mitigate the impacts of climate and land-use change on water quality and quantity and sustainability of services. To achieve Output 2, the following strategies will be implemented:

- **Capacity development and systems-strengthening:** UNICEF will support the actors involved in the rural private operator water-provision schemes to carry out their roles and responsibilities in line with the ‘accountability framework for sustainable services’.<sup>56</sup> This includes building the capacity of district managers, District WASH Boards and the Ministry of Infrastructure to oversee service delivery, communities/users to voice demand, private operators to provide services, and RURA to regulate service delivery. To respond to climate, land-use and demographic changes, UNICEF will provide technical and financial assistance to develop a risk-informed framework to be utilized by districts, WASAC and the Ministry of Infrastructure for resilient water supply planning, design, construction and management. UNICEF will support district officials to implement a district-wide approach, which will result in strengthened planning and management of services in rural areas as well as secondary cities.
- **Evidence as a driver of change:** UNICEF will provide resources and advocate for the Government and districts to develop and implement evidence-based strategies to address water access, quality, availability and distance from home, improving water - supply service levels. UNICEF will work to ensure that water supply services are provided to all health care facilities and schools within a service area as a matter of policy and practice.

<sup>56</sup> From the UNICEF Strategy for Water, Sanitation and Hygiene 2016–2030. Based on *WASH and Accountability: Explaining the Concept*, UNDP Water Governance Facility, Stockholm International Water Institute and UNICEF, 2015; and *World Development Report 2004: Making Services Work for Poor People*, International Bank for Reconstruction and Development/World Bank, 2003.

- **Delivery of essential services:** UNICEF will develop innovative and resilient infrastructure and service provision models that are gender-responsive.
- **Behaviour change communication and community engagement:** UNICEF will build the capacity of communities to use and manage water safely, through the development of gender-sensitive water safety plans, including modelling approaches at the community level. UNICEF will also strengthen community participation in planning processes.
- **Leveraging resources and partnerships:** To harness all available information and resources, UNICEF will collaborate with the Government and development actors to address climate and land-use changes within their own infrastructure investments, as well as to ensure that impacts of other activities on drinking water are factored into planning and implementation. UNICEF will support the Government to strengthen linkages across sectors, notably the environmental sector, which manages water and forest resources.
- **South-south cooperation:** UNICEF will enable the Government to learn from and contribute to other countries' efforts to achieve the Sustainable Development Goals through engagement with regional and global sector dialogues, including the African Ministers' Council on Water's AfricaSan and Africa Water Week as well as the global Sanitation and Water for All.

**Output 3: Communities and schools, particularly in rural areas, increase use of “basic” sanitation and practise handwashing with soap.**

UNICEF will develop effective demand creation approaches, functioning rural markets for affordable sanitation and hygiene products and services, and a comprehensive approach to WASH in ECD centres and primary and secondary schools. To achieve Output 3, the following strategies, in support of the Government, will be implemented:

- **Capacity development and systems-strengthening:** UNICEF will strengthen national and district capacity to support communities in increasing demand for hygienic household sanitation as well as access to affordable products, services and finance. While efforts will focus largely in rural areas, UNICEF will also support the Government to safely and sustainably manage sanitation in Secondary Cities. Drawing on global best practices developed by UNICEF and others, UNICEF will develop a comprehensive approach to WASH in schools, factoring in infrastructure development and maintenance, and knowledge enhancement and behaviour change for administrators, teachers and students. Special attention will be paid to the menstrual hygiene management needs of adolescent girls, working to ensure that girls have the social support, information, facilities and products they need to manage their menstruation.
- **Behaviour change communication and community engagement:** UNICEF will develop and implement a package of interventions in a small number of districts, helping them demonstrate sustainable behaviour change resulting in households investing in and using hygienic sanitation facilities and washing hands with soap at critical times. UNICEF will then support the Government to take the proven approaches to all districts.
- **Sustainable markets:** UNICEF will advocate to and collaborate with the Government and districts to strengthen rural market-based solutions so that affordable products and services are sustainably available to poor rural households. To this end, UNICEF will

also take actions to facilitate linkages with and balance risks to the private sector. This support will focus on increasing the number of sanitation, handwashing and MHM products available, increasing small-scale private artisans' skill and entrepreneurship, and expanding access to microcredit.

- **Evidence as a driver of change:** UNICEF will generate evidence to inform the development of results-based approaches to community sanitation and hygiene promotion. UNICEF will also build gender-sensitive evidence on access and use of WASH facilities in schools as well as the impact on quality of education, using that evidence to inform the evolution of Government policy on and support to WASH in ECD centres and primary and secondary schools.
- **Leveraging resources and partnerships:** For sanitation and hygiene, UNICEF will work closely with the health, nutrition and gender sectors, especially within UNICEF, to align or integrate approaches where appropriate, including a focus on gender-mainstreaming and reinforcing C4D messages across sectors. UNICEF will continue to co-chair the Sanitation and Hygiene Thematic Group of the Water and Sanitation Working Group and work closely with other development partners, strengthening collective learning and streamlining efforts towards scaling up the most effective approaches. For WASH in schools, UNICEF will collaborate with the Ministry of Education and other education actors to find synergies, such as linking school feeding programmes with handwashing with soap.

#### Working at all levels

The WASH programme will integrate activities implemented to achieve the three WASH outputs at national, district and community levels. At the district level, UNICEF will support the implementation of the Government's District-Wide Approach. UNICEF will also integrate WASH approaches with health, nutrition and education interventions where appropriate, including joint advocacy at national, district and community levels as well as integrated training and support to community health workers.

Complementary activities at national, district and community levels (indicative)

	<b>Systems strengthening</b>	<b>Resilient, sustained water-supply services</b>	<b>Basic sanitation and handwashing with soap</b>
<b>National</b>	<ul style="list-style-type: none"> <li>• Sustainable financial planning</li> <li>• Comprehensive gender-sensitive M&amp;E framework developed and implemented</li> <li>• Strengthened coordination among ministries and partners</li> <li>• Evidence-based intersectoral advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Risk-informed planning framework developed and utilised</li> <li>• Strengthened regulatory function</li> <li>• Strengthened coordination with environmental actors</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive package of sanitation and hygiene promotion, aligned with health and nutrition support</li> <li>• Conducive environment for sustainable supply chains</li> <li>• Comprehensive approach to WASH in schools, including facilities development and maintenance, and behaviour change, including a focus on menstrual hygiene management</li> </ul>
<b>District</b>	<ul style="list-style-type: none"> <li>• Comprehensive risk-informed gender-sensitive planning, monitoring and reporting</li> <li>• Coordinated and supported delivery of services among district staff and partners, especially sanitation and hygiene promotion</li> </ul>		

	<ul style="list-style-type: none"> <li>Capacity-building (planning, cluster contract management, sanitation and hygiene promotion)</li> </ul>		
<b>Community</b>		<ul style="list-style-type: none"> <li>Increased availability of affordable services</li> <li>Water safety planning that is gender-responsive</li> <li>User feedback mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Demand created, including support to community health workers and community health clubs</li> <li>Access to affordable products and services, including financial services</li> </ul>

### Risks and assumptions

The Theory of Change has three main assumptions: continued government prioritisation of WASH; a legal, regulatory and political environment conducive to private sector participation, including private capital; and increased user demand that will translate into behaviour change.

There are several risks to achieving the UNICEF WASH outcome: a limited funding environment with few significant donors funding the WASH sector in Rwanda; inadequate capacity and staff retention, especially of government staff; water variability resulting in flooding or droughts, land-use changes impacting water infiltration, which can reduce water source flows, and unpredictable humanitarian crises.

*If the Government and districts plan, implement and monitor actions to increase and target resources to the most vulnerable; and*

*If the Government and districts seek to anticipate, prevent and mitigate the risk arising from natural disaster and refugee influx; and*

*If service provision is based on strong accountability amongst actors; and*

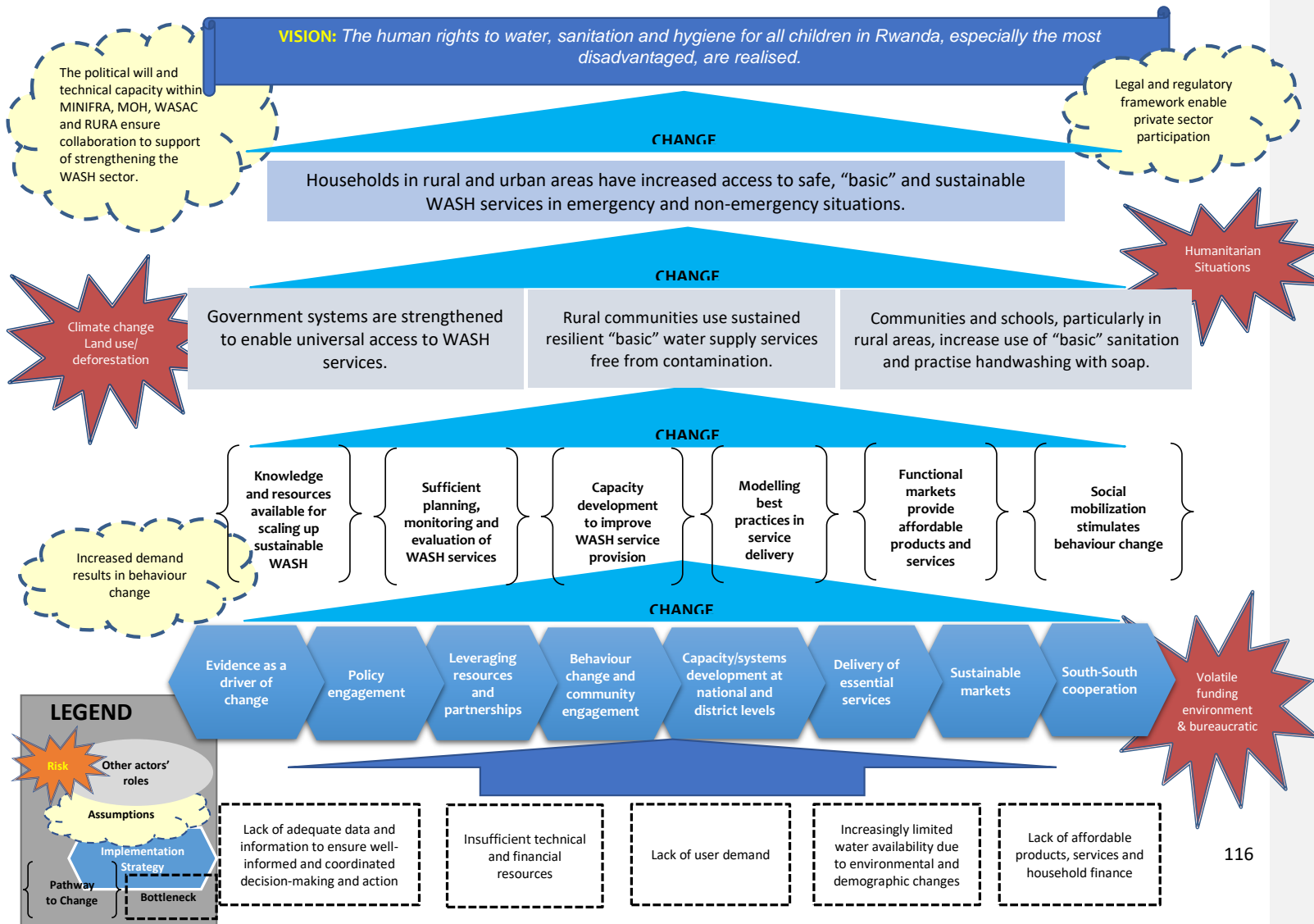
*If communities and families demand and use WASH services; and*

*If sanitation and hygiene markets function for the rural poor;*

**Then** children, their families and communities will have access to and use basic drinking water free from contamination and at least basic sanitation and hygiene, including in humanitarian situations.

Further, *if* children and their families and communities have access to and use basic drinking water free from contamination and at least basic sanitation and hygiene, including in humanitarian situations;

**Then** children's rights will be realised and contribute to improved health, nutrition, education, equality and well-being.



[REDACTED]

[REDACTED]

**Note for the Record**

Subject: **Environmental Impact Assessment (EIA)**

As part of the development of the [REDACTED] and in accordance with recommended practice, the UNICEF Country Office [REDACTED] has undertaken an initial screening of all proposed activities within each draft programme component to assess their potential impact on the environment.

The Country Office applied the recommended assessment methodology as described in the PPP Manual, Chapter 6, Section 3 (the Manual's 2011 version), namely Checklist 1 "Initial Screening". The completed checklist attached to this note reflects that the Country Office considers that the programme components contemplated in the draft Country Programme Document, submitted to the UNICEF [REDACTED], should have no impact on the environment.

Sincerely,

[REDACTED]

Attachment 1 – Checklist 1 "*Initial Screening*"

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[REDACTED]



### Checklist 1- Initial Screening

Does the proposed programme or project contain activities that fall under one or more of the following categories? If the answer is **NO**, and EIA is not required, and the process is complete

- Extraction of water (e.g., groundwater, surface water, and rain water) NO
- Disposal of solid or liquid wastes (e.g., human faeces, animal wastes, used supplies from a health centre or health campaign) NO
- Use of chemical (e.g., pesticides, insecticides, paint and water disinfectant) NO
- Use of energy (e.g., coal, gas, oil, wood and hydro, solar or wind power) NO
- Exploitation of natural resources (e.g., trees, plants, minerals, rocks, soil) NO
- Construction work above household level (e.g., hospital or school) NO
- Changing land use (deforestation, forestation, and developing industrial housing or recreational centres) NO
- Agricultural production (e.g., growing crops, fish farming) NO
- Industrial production (e.g., small scale town/village workshops) NO

