



International Federation
of Red Cross and Red Crescent Societies

**A Global Specific Strategic Direction for Urban Water, Sanitation & Hygiene
(WASH)**

Urban WASH Technical Working Group, 1st May 2017

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1. Background

WASH (water, sanitation, and hygiene) is crucial to human dignity, is a vital element of preventive and public health and can contribute significantly to poverty reduction.

Lack of access to water and sanitation combined with poor hygiene are among the principal causes of preventable death and disease globally. It also leads to loss of productivity and forms a major barrier to development efforts and sustainable growth.

Although great strides were made globally within the framework of the MDGs many countries fell short of targets and significant gaps exist both thematically and geographically. Enabling environments for increased sustainable and equitable WASH access gains are still a challenge across the globe, but especially in fragile states where underlying poverty and lack of investment and implementation capacities are weak and where policy and legislative frameworks are not in place or applied. The new SDG 6 (focusing on WASH specifically) and other related SDGs will all rely in some part on WASH gains, and increasingly on WASH gains in the urban context.

It is in those scenarios that the RC/RC membership is most commonly targeting those in need and will continue to do so in years to come and in both emergency and developmental contexts. However, the Federation and its membership has the potential to accomplish much more in scale, impact and quality than at present. There are also opportunities to demonstrate a greater degree of social inclusion and innovation while being better positioned to respond to current and evolving global demands and needs in a more integrated fashion.

It is also recognised that our efforts in the Urban WASH context are limited at present although the increasing demand and need for WASH services for the urban poor and the most vulnerable is widely acknowledged. Furthermore it will be important to engage with internal and external groups working in the same area.

The Federation and its membership have a formally adopted WASH policy¹ and a Global Strategic Direction for Water, Sanitation and Hygiene, also adopted. This document is intended to build upon those documents, define more clearly the Urban WASH agenda for the IFRC and its membership, and provide operational guidance.

2. Purpose of the document

It is intended that this document should provide guidance to all RC/RC staff and volunteers. Although it is not IFRCs final urban WASH strategy it will provide the organisation and its NS members with the

¹ Adopted by the IFRC Governing Board in 2003.

main concepts and a good basis from which to launch future engagement in urban WASH in both development and emergency contexts. At some time in the future the IFRC and the Urban Technical Working Group may develop a more comprehensive urban WASH strategy, an Action Plan and more concrete objectives and milestones.

3. Global vision, goal and strategic direction for WASH

The overall WASH vision and goal, as stated in the Global Strategic Direction for Water, Sanitation and Hygiene document, is as follows:

A Global Vision:

The vision is to ensure that universal, equitable and affordable access to WASH services, from disaster response to sustainable development, is achieved as a human right² and one that impacts positively upon health, dignity and wellbeing.

A Global Goal:

The goal is to maintain, improve and expand NSs' emergency, recovery and developmental WASH programming.

Specific Overall Strategic direction and technical focus areas:

The four focus areas are *Developmental WASH; Urban WASH; Emergency WASH and Public Health WASH* all of which are complementary to each other in thematic, operational and programmatic terms. The focus of this paper is Urban WASH.

It is tentatively expected that that soon 20% of all people targeted and eventually reached by the collective efforts of RC/RC NSs will be in urban contexts and as much as 40% in coming decades.

4. How to achieve large scale impact in urban WASH

For those urban residents, where housing ranges from tin sheds or brick-walled houses to shacks or plastic sheet tents on sidewalks, environmental hygiene is a key problem. They often live in polluted environments, with no sewerage or drainage systems, and often with no proper water supply. The high concentration of people living in small dwellings with poor ventilation, near garbage sites and polluted water bodies, increases the risk of diseases transmission. Health problems such as, diarrhoea, cholera, malaria, dysentery, schistosomiasis, dengue fever, typhoid fever, gastroenteritis and hepatitis A, malnutrition are common due to the lack of both adequate prevention and treatment facilities. It is also common that the poorest urban dwellers often pay the highest prices for WASH services which are often unregulated.

WASH interventions in urban and peri-urban areas aiming to provide city dwellers with safe access to affordable and sustainable water of sufficient quality and quantity, good quality sanitation and improved hygiene practices are therefore a public health priority so that urban communities may ultimately protect themselves from existing and new emerging diseases.

² The **Right to Water**, or more accurately the **Human Right to Water and Sanitation (HRWS)**, was recognised by the United Nations General Assembly on the 28 July 2010...

Meaningful progress however towards sustained improvements in water and sanitation services and promotion of a hygienic environment in urban areas has been slow for many of the world's poorest and most vulnerable urban communities. Traditional projects implemented by CSOs and NGOs in rural contexts can have a significant impact for limited numbers of people but are simply not capable of achieving impact at the scale that is now required by an increasingly urbanising world.

Analysis of how to accelerate progress in urban WASH must start with consideration of the barriers and how to overcome them. It is important to acknowledge that there are barriers encountered in both provision of 'hardware' or infrastructure and 'software' such as influencing behaviour change that vary significantly between rural and urban contexts that therefore require different approaches and resultant skill sets among practitioners and partners.

In terms of scaling up investments in WASH utilities in urban areas, it is widely recognized that in developing countries institutional capacity is often limited at the national level which can contribute to an unwillingness to innovate and an inability to plan and to invest in large scale water and sanitation utilities; a situation which can be further exacerbated by a lack of good governance. At the city level the performance and indeed the effective monitoring and data collection and analysis of many water and sanitation utilities can be weak and this is in part due to a lack of adequately trained and qualified personnel. It should also be noted that often the work of technical staff at this level is often undervalued and under paid with poor career development in the sector, this often mirrored within our own NSs, unless these weaknesses are addressed human resource gaps will always exist. Weak performance can be corrected with targeted support but, if unchecked, it can create a vicious cycle of poor services, lagging revenue collection, weak finances, deteriorating assets and low coverage.

Whilst there is commonly decentralisation of responsibilities to mandated service providers³ for WASH this rarely comes with associated decentralisation of fiscal and tariff-setting autonomy. Consequently about 70% of countries report that water tariffs are often set artificially low by central government and do not cover the costs of operation and maintenance so utilities do not receive any compensation related to revenue shortfall.

Institutional frameworks may be unsupportive and/or poorly defined with regulatory mechanisms that lack incentives to serve low-income consumers. Mandates for formal service provision are often unclear particularly for on-site sanitation where responsibilities can fall between the mandates of different authorities, with unclear lines of accountability.

In many cases strategic planning is poorly implemented. Even where policies and strategies do exist GLAAS⁴ data reveals that less than half the countries that do have specific measures in their national plans actually monitor progress in extending service provision to low-income consumers.

Many national governments are not investing enough and investments from International Finance Institutions in urban WASH utilities, typically large scale capital works, are frequently poorly targeted with limited priority being given to the extension of services into low-income areas. As a result such large-scale financing often fails to achieve pro-poor outcomes. Meanwhile, NGO investments are rarely of sufficient scale to bridge the gap and are often made on a project-by-project, short term basis without sufficient connection to existing service providers.

³ 'Service providers' can be any of the following: • Water utilities • Water & sewerage utilities • Municipal governments • Small and medium enterprises (SMEs): independent private water operators, suppliers of sanitation products and services, community-based organisations (CBOs), informal private operators for collection of solid waste

⁴ Global Analysis and Assessment of Sanitation and Drinking-Water

To achieve lasting improvements in the provision of water and sanitation services will therefore require consideration of the whole sector; the financing requirements; the political and social challenges; and, not least, the ability of urban WASH service providers to be able to improve significantly their capacity to deliver services at scale.

In terms of public health/ hygiene promotion, global data about hygiene status in urban contexts is generally poor and mainly focused in practices such as handwashing and toilet use. In general, it is accepted that for handwashing (with soap at critical times in particular after visiting the toilet and before preparing food) and handling drinking water containers, the practice is far from universal, ranging from values of 3 to 40 per cent of the population (Curtis, Danquah, and Aunger 2007). Global indicators on toilet coverage from the 2015 JMP report shows a notable progress in urban areas (82 per cent of the global urban population, and 51 per cent of the rural population, uses improved sanitation facilities). Despite that progress, the 20% of remaining urban population living in informal settlements and practicing open defecation or using unhygienic toilets (such as shallow pits or flying toilets⁵) pose a considerable health threat.

Urban populations, generally exposed to a rapid flow of health and hygiene information through multiple communication channels, might be better informed than rural populations in terms of the benefits of handwashing and toilet use. However knowledge is no guarantee that individuals will wash their hands or will use a toilet. A large number of studies, including the vast grey literature in the sector, show there is an enormous gap between what people know and what people practice, even when they have access to the means to perform the practice (water, soap, toilet).

The failure showed by many large toilet construction programmes during the last 20 years in developing countries, some of them targeting extensive urban areas, indicates that the practice of using a toilet is triggered by motivational factors associated with the need for privacy, security and most frequently social status, rather than just health gains or access to the facility itself. This is particularly relevant in urban contexts where competing priorities within city households may push key hygiene-related decisions and related health benefits into the background.

5. Recognition of RC/RC's NSs strength's and advantages

Through a process of consultation⁶ with a range of NSs, IFRC and some external stakeholders the following notable strength's and advantages were identified that RC/RC can build on in order to develop its role further in urban WASH.

Strength's that have been attributed to many of the national societies and the wider movement due to its position and structure are that:

- As an auxiliary to governments in many locations this provides it with privileged access to government and ministries.
- It has a unique global spread which also makes it very attractive to corporates looking for partners.
- it is present for the long term and is therefore present before, during and after disasters.

Strength's relating to how many NSs are able to deliver programmes include the following:

⁵ 'Flying Toilets' where due to lack of conventional excreta disposal urban dwellers often use plastic bags to relieve themselves and commonly dispose of the bags anywhere convenient to them.

⁶ Conducted by WSUP in November 2016 on behalf of IFRC.

- Many have a strong volunteer base and are very well connected to communities and consequently can be very good at community mobilisation and promotional activities. This can also make NSs attractive to other organisations looking for partners to implement programmes with.
- They can be fast and more cost efficient than commercial consultants engaged on development programmes.
- They are able to lobby government.

Some of the more general strengths are that RC/RC:

- Is a very well-known credible organisation with an excellent reputation and a proven track record in multi-partner/stakeholder management and coordination.
- Knows how to work in fragile states and complex settings where politics, security and corruption can be major barriers.
- Is a recognised contributor to global debates on WASH.
- Has a strong commonality of vision to serve the poor and vulnerable wherever they are, which provides added impetus to be engaging in urban contexts as increasingly that is where the poor and vulnerable are.

6. Vision of potential roles for RC/RC in urban WASH

Whilst RC/RC may not be able to address all aspects of the various components identified in Section 4, there are undoubtedly a number of aspects that, given the strengths identified above, RC/RC is very well placed to tackle and there are a number of examples where some NSs already operate.

The role of NSs in responding to urban disasters and specifically the provision of immediate lifesaving services for WASH in emergency contexts and the distribution of non-food items is well established. The requirement in urban contexts to engage with and to coordinate with local authorities, service providers and many other stakeholders is well recognised and is already acknowledged as being much more complex than rural contexts. However, identified below are some further areas where RC/RC could potentially play a role in urban WASH in either development or disaster response programmes. The following have either already been supported by or directly delivered by some NSs or conceivably could be in the future:

Community focused roles:

- Given the extensive and close relationship NSs have with communities, and also the institutional connection that NSs have with government in its auxiliary role, they are uniquely placed to be the voice of the most vulnerable and to broker relationships between government, service providers and communities. This can also be used to good effect to influence national and local pro-poor policy and practice.
- Strong connections and established relationships with communities can also be used to build understanding between both water utilities and their customers as well as between municipalities and the citizens of their city. Improvements in understanding can lead to many benefits for both consumer and service provider such as, for example, the development of services that truly meet the needs and wishes of customers and also reduced rates of vandalism and illegal water connections.
- Solid relations with urban communities can offer an excellent opportunity to establish marketing strategies that promote safer hygiene practices not only focused on personal and domestic hygiene but also covering other aspects such as water safety. While the importance of handwashing with soap at critical times and toilet use is widely understood, awareness about other hygiene practices of special relevance to urban settings might be rare such as safe

water storage, water saving by city dwellers, and the risks associated with buying water from small scale informal providers (water vendors) and particularly the risks associated with buying water in small plastic sachets from street vendors. A special focus upon water safety from the point of collection (PoC) to point of use (PoU) including safe collection, transport and safe storage is required until such time that individual piped water supply to households may be achieved. The easy entry point to communities by NSs infers a privileged position to support the implementation of city water safety plans, especially on those elements such as safe storage within the household and, in some circumstances, treatment at the point of use. Overall and long term objectives should be aspirational and, though context specific, as soon practical, affordable and sustainable target populations should aspire to obtaining service levels that are comparable to fully developed countries such as individual household water supply and communal sewerage and waste water systems. Sanitation should also be seen beyond just excreta and waste water disposal but in broader environmental sanitation to encompass solid waste disposal or recycling and runoff, drainage and rainwater management.

Service provider focussed roles:

- Support and guidance to the private sector so that services are both affordable and financially sustainable.
- Support to water utilities to manage Non-Revenue Water⁷ which will lead to reduced water losses and increased revenue for the utility thus enabling the utility to provide better levels of service to low income communities.
- Support to private sector operators of Faecal Sludge Management (FSM) services and guidance to local government in the development of regulations and operator licencing systems that ensure a good quality of affordable services while minimising risks to public health.
- Development of water utility customer relations policies.
- Engagement with regulators to influence tariff policies so that they truly serve the interests of low income communities.
- Improving disaster response training for service providers, assisting with simulation exercises, focused training and engagement with disaster coordination structures and bodies.

Disaster relief focussed roles

- Through development programmes In disaster prone locations NSs can establish positions from which they are well placed to respond to disasters and emergencies when they occur.
- Engage with governments, authorities and service providers on contingency planning for urban disasters.
- Influencing sector developments in disaster response in areas such as market based programming and cash for relief.

Other potential roles

- NSs could take on the provision of WASH services on a for-profit basis. However, it would be essential to consider the long term financial viability of the services and also any potential reputational risks. It might be more appropriate to envisage a transitional role from service provision to service support and to act as a catalyst.
- Engage with multiple stakeholders on collective efforts for technology innovation and development.

⁷ NRW is a measure of the water that a utility produces but it does not bill to a customer due to either physical losses, such as leakage and illegal connections, or administrative losses arising from, for example, meter reading errors or poor customer databases.

- Influencing the design and implementation of major bilateral and multilateral funded urban WASH development projects to ensure that the interests of low income communities are recognised and their needs are met.
- There is scope for NSs to encourage and facilitate contingency planning, especially as part of disaster preparedness and risk management efforts with urban authorities and service providers.

To develop programmes that include many of the above requires a willingness to identify how NSs can support service providers to develop their ability to serve everyone within a city including low income communities and the vulnerable.

7. Guiding concepts for future engagement in urban WASH

As not all of the above will be familiar to all NSs a range of concepts or principles to guide engagement and support decision making and planning have been identified.

There must be a full and proper understanding of the target community.

Wishes, aspirations and needs of urban communities may be very different to that of rural communities. For example, how they would prefer to access water supplies, what their attitudes and aspirations towards sanitation options are and which barriers and drivers exist for the adoption of hygiene practices such as handwashing with soap or safe water storage.

Identifying the most vulnerable might not be easy

It cannot be assumed for example that every family living in a slum is extremely poor and vulnerable. Many people in cities often find housing rents expensive and slums represent the most affordable housing option to many low-income families, including a proportion whose income exceeds the poverty line. This issue makes the identification of beneficiaries or the targeting of groups with particular needs quite difficult. Cities can absorb large numbers of people unnoticed, and often without formal registration. Resources might be spent in mobilising segments of the community that may not be the most acute, leaving aside vulnerable groups like women, the disabled, minorities, older people (the oldest old - those 85 and older –comprises at present the fastest growing segment of population in urban areas) and recently arrived migrants.

A clear understanding must exist of when to substitute for the role of the service providers (either private or public sector) in the provision of WASH services and when to support service providers.

The long term provision of services is a role that many NSs would not wish to play. However in emergency situations it may be necessary as the “agency of last resort”. When it is necessary, there should be a clear understanding from the beginning of the programme of what will be required for that service to be managed sustainably, by either the public or private sector. Without this understanding it will not be possible for NSs to ‘exit’ and to hand-over responsibilities.

Due consideration must be given to the policy and regulatory environment.

For example, if a NS wishes to support pit latrine emptying operations and the improvement of the FSM chain, then due consideration must be given to a) policies and regulations relating to the emptying of pit latrines and septic tanks, and b) the transportation, treatment and disposal or reuse of human waste that will ensure the availability of financially sustainable and affordable services. Before improvements are made to a water network to increase coverage and access a water tariff

structure should be in place that truly benefits low income consumers and incentivises service providers to actually serve them. If this is not the case, the system will not be sustainable, and advocacy to improve policies and regulations will be required. The primary focus should be on supporting the service provider and their capacities not just the service.

Upholding the right to water and sanitation

Always consider how RC/RC could advocate on the importance of access to water and sanitation as a human right and be aware of opportunities to do so. The RC/RC family and IFRC should increase efforts to support the advocacy role on NSs at country level and encourage the use of their unique position in society and with government.

Focus on the service provider and not the service

Learn to understand the challenges from the perspective of the service provider (either public or private sector). Identify the barriers they face in providing a sustainable, affordable, good quality of service to everyone and then identify ways in which the NS can support them to improve.

Hygiene practices should be marketed, not just promoted.

Developing hygiene promotion campaigns based on a strong urban social marketing strategy that responds to a consumer, rather than a health or environmental problem, is more likely to be successful. Traditional approaches used in rural context, like PHAST, based on community actions that require strong social cohesion and community leadership, together with a wide sense of volunteerism and community solidarity might not be appropriate in a more urbanized context.

Collaborative relationships take time

It can take many years to build up the required level of understanding and trust with utilities and municipalities to be able to tackle the underlying issues and to see real sustainable change. This requirement will have to be reflected in the time scale of funding and the length of commitment that a NS should be intending to make.

Recognise that urban is more complex

Understand that there is a much more complex web of stakeholders in urban than in rural contexts and many more people will be interested in and want to have a say in what is happening. Therefore a greater effort is required to understand stakeholder relationships and to build relationships with the right people in the right places in order to ensure that work proceeds with the full knowledge and support of the key stakeholders. It must also be recognised that urban communities are often structured differently to rural communities and have different needs and aspirations. Furthermore the nature of the challenge from a technical perspective is also often different. This could be due to high population density, restrictions on physical access and space, access to water resources, etc.

Learn to work with the private and academic sector

Private sector providers of services (such as small scale water systems or pit latrine emptying services) must be recognised as an essential part of the urban WASH sector. Academic and learning centres should also be recognised as useful collaborators to extend the coverage of hygiene promotion and WASH services and conduct formative research and baseline/endline surveys. The private sector, often more developed and more accessible in urban centres, can be utilised by hygiene promoters.

For example, local advertising and marketing firms can help to convey key messages and reach target groups.

Learn to Work with other civil society actors

Community-based organisations (CBOs) might help to fill the gap between government and NGO’s who support immediate and long-term needs, acting as interlocutors and encouraging community participation. NSs must therefore develop ways of working in close and supportive relationships with the other civil society actors including NGO’s and INGO’s and must recognise the value of supporting the development of civil society partners to play a greater and more effective role in the provision of affordable and financially sustainable urban WASH services.

Deliver relief assistance with sustainability in mind

Relief assistance provided during emergencies should not be done in a way that places undue risk on the sustainability of longer term development programmes. For example the delivery of free water can undermine the future willingness to pay of affected populations and place a considerable burden on service providers.

Engagement with volunteers may need to be reconsidered

A pre-existing volunteer base may not be available in urban areas in the way that it often is in rural areas. Those current volunteers in urban areas may have different personal motivations, time availability and willingness. It may therefore be necessary adapt and reconsider the mode of recruitment, incentive and retention of volunteers when working in urban areas. For example, cash for work or hiring as casual labour seems to be a more effective way of engaging urban residents in communal activities such as clean-up or toilet construction, especially for relief assistance.

8. The roles of HNS, PNS and IFRC

National societies, be they PNSs or HNSs, and the IFRC have different roles to play in the further development of urban WASH. The following table identifies, in broad terms, what is expected of each and the role that can be played by each. This illustrates how the movement as a whole combines to enable the implementing NSs to have a greater impact in urban WASH.

IFRC	PNS	HNS
Provision of strategic and legal guidance, leadership, and relationship management. Lead the TWG. Coordinate R&D for emergencies. Development of tools. Overall coordination.	Centres of technical and programme innovation. Technical guidance and support to HNS as and when appropriate.	National urban WASH strategy. Project implementation. National and sub-National Stakeholder relationships.
Applicable at all levels		
Advocacy (but what is being advocated by who will depend on context) Resource Mobilisation (both financial and human resources) Learning and sharing		

9. The way forwards

For RC/RC to play a greater role in and to have more impact on urban WASH there are four essential requirements:

1. A common vision across the movement of the role that NSs could be playing in urban WASH.
2. A commitment from all levels within the movement and understanding of the roles to be played at different levels.
3. The expertise, understanding and technical capacity to guide it, manage it and deliver it.
4. Resource mobilisation in the appropriate forms to support innovation and long term engagement.
5. Further efforts to provide capacity building and development opportunities to RC/RC NSs.

Each of the following items where action will be required supports one or other of the requirements identified above.

9.1 Common vision

Development a Theory of Change

A theory of change (ToC) would help considerably to establish a common understanding within the movement of what is required to bring about sustainable improvements in the provision of urban WASH services. Furthermore, a well written ToC makes it possible for everyone to see how their actions contribute to that change and the higher level desired outcomes of the organisation. It should not be seen as a tool that is only for development programming but it would also be of value in emergency response; guiding programme decisions and ensuring a smooth transition from emergency to development programmes.

Identification of boundaries

In order to guide NSs in their urban WASH programming, in disaster relief or development, limits or boundaries may need to be set that identify clearly any areas that particular NSs may not wish to engage in. However, if boundaries are set it should be done in ways that still allows and encourages NSs to innovate and develop and does not constrain initiative and creativity.

9.2 Organisational commitment

IFRC and NS wide commitment

There needs to be an expressed and visible commitment from IFRC and NSs for greater urban and peri-urban WASH programming. Following the example of the MDGs and SDGs it needs to become part of everyday discussion. Only when that level of buy-in and commitment has been achieved can the dependence on particular individuals be broken. This has to be disseminated and internalised and become part of RC/RC advocacy and humanitarian agenda and be operationalised at every level.

Identify what needs to exist where within IFRC and the NSs

A map should be developed of what needs to exist where right across the IFRC and NSs together with a monitoring plan in order to be able to map progress. This is about more than expertise but includes for example NS strategic plans that allow for and encourage development of urban WASH programming, access to funds for programme development, mapping of needs using standard or revised and better defined methodologies suitable to the urban context.

Establish linkage with other sectors internally and externally

Investigate and identify what is required within NSs and IFRC to move forward the urban WASH agenda and recognise the importance of both internal and external engagement with other groups working in this context such as health and DRR.

9.3 Expertise and technical capacity

Understand service providers

Understand better the challenges faced by service providers and what they require in order for them to be able to provide a good level of affordable, sustainable services to everyone.

Access to expertise

It is already widely recognised that different types of expertise (technical as well as social behaviour change), will be required to support urban WASH programmes. Whilst some of that may need to exist on a permanent basis within NSs and IFRC much of it will also have to be accessed, on an occasional basis, from the private sector, either engineering consultancies or water utilities and from academia. Partnerships will therefore have to be developed with such organisations alongside a pool of freelance consultants. However, sufficient competence (technical expertise as well as contract procurement and supervision expertise) must exist within the movement to ensure that external resources are managed appropriately and that the desired standards are achieved.

Learn from within

Strategies will be required to ensure that lessons are learned from the experience that already exists within the movement. This should include consideration of the extensive experience that exists within the ICRC. As well as formal learning activities such as evaluations secondments between NSs could be highly rewarding.

Develop case studies

Case studies are needed that focus on examples of where NSs have already engaged in urban WASH programmes. They should identify what has been achieved, how it was achieved and the enabling factors that led to that achievement. They should also include lessons for others wishing to move in the same direction. Examples of unsuccessful programmes should be studied as well as successful ones. One of the objectives of the case studies should be to dispel the belief that some of the existing good examples are “an exception” and could not be replicated elsewhere. Conversely they could also be seen as a “champion” and a model to be learnt from and replicated. Such case studies can also be used to promote RC/RC capacity and experience in urban WASH both internally and externally.

Partnerships

Partnerships will be required primarily to provide access to expertise not available within the movement. Partnerships can also help expose people to different mind-sets and alternative ways of approaching similar challenges. Partnerships with actors outside of the movement (such as UNICEF, UNDP or UN-Habitat for example) could lead to complementary or joint programming and different funding sources. Whilst there are clear advantages of partnering with large private sector entities, smaller companies can in the long term prove to be more flexible and adaptable to the needs and interests of a particular programme or NS.

Adaptation of existing tools

It will be necessary to identify what can be adapted from the collection of programming tools used in the rural sector for use in urban and, importantly, what should be dropped as it is not suited to urban. This should be approached with caution as the demands of the urban context are very different to the rural.

9.4 Resource Mobilisation

Funding

Mobilisation of financial resources for urban WASH for and by HNSs would give them more confidence to engage in new areas. Currently there may be some reluctance within NSs for them to engage with issues, or even to discuss them, if they do not have the funds to be able to engage in the first place. This in itself then becomes a barrier to programme development. Funding will also need to be structured in a way that recognises the complexity and long term nature of urban programming as well as sustainability objectives.

Raise the profile of RC/RC in urban WASH

As RC/RC is not currently recognised as an urban 'player' within the sector, further investment will be required to raise its profile in this area in order to attract funding and support from the international development and humanitarian communities.