



"We can't solve problems by using the same kind of thinking we used when we created them."

Albert Einstein

Strategic Policy Framework

Discussed and approved by the Steering Group VIA Water on the 28th of January 2015

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The following appendices can be requested through the Programme Office:

APPENDIX 1 - Origins and history of VIA Water

APPENDIX 2 - Governance of the VIA Water fund

APPENDIX 3 – Project criteria VIA Water fund (to be found on the website)

APPENDIX 4 - Learning strategy

APPENDIX 5 - Communication strategy (to be followed)

I. Introduction

Over the past year VIA Water has taken major steps to shape the programme into what it is today: the course has been set, the enabling conditions have crystallised. What was initially the Knowledge Platform Water and Development, has – following consultations with the water sector – been transformed into a valorisation and innovation programme for cities in Benin, Ghana, Kenya, Mali, Mozambique, Rwanda and South Sudan. VIA Water focuses on water issues in cities viewed from four perspectives: the demand for water and sanitation; the availability of water; the enabling environment; and the management of risks.

In order to continue the course, a Strategic Policy Framework was laid down. The framework outlines the mission, vision, objectives and the strategic plan of the programme. It lays the groundwork for the operations of VIA Water and has been approved by the Steering Group on 28th of January 2015. The Strategic Policy Framework and the additional developed frameworks shall be subject to evaluation in mid-2015 and adjusted where necessary. Subsequently, they are to be evaluated and may be adjusted once per year.

The policy framework is accompanied by appendices that outline governance, the learning strategy, the communication strategy and the project criteria. These form the building blocks that support the strategy. They can be requested through the Programme Office (info@viawater.nl).



Figure 1: Strategic policy framework VIA Water

II. Mission, vision and objectives

A. Vision

VIA Water believes that the world is changing. From exclusive property, the hoarding of knowledge, and established institutions, towards cooperation, knowledge sharing, and co-creation. VIA Water believes in these new values and finds therein the energy and the solutions that can resolve the water issues in African cities.

B. Mission

VIA Water works on Sustainable Development Goal (SDG) 6 - Water¹ in cities in Africa -, in innovative ways, together with new as well as experienced players, and with a mind-set focused on sustainability.

C. Objectives

- An inspiring, active learning Community on water in the cities of the seven target countries in Africa is operational.
- Applicable innovations have been realised in cities in Benin, Ghana, Kenya, Mali, Mozambique, Rwanda, and South Sudan regarding 12 'pressing water needs'.
 - The innovations have been developed in co-creation with the African partners and through the involvement of sectors that are not water-related.
 - A minimum of 16 out of 90 innovations are successful²; lessons are learned from at least 75% of the less successful innovations.

III. Founding principles

VIA Water operates according to a number of principles or basic assumptions that determine the character of the programme. They deserve highlighting at the start of this strategic policy framework:

- 1. VIA Water aims to stimulate initiatives emanating from the seven target countries as much as possible.**
- 2. VIA Water wants to learn from innovations and does so within the VIA Water Community.**
VIA Water is committed to the sharing and enriching of knowledge accumulated from the projects – including the less successful ones. Participants to VIA Water want to share and are not reluctant to share their experiences.
- 3. VIA Water believes that innovations arise where different sectors and countries meet each other.** This cross-sector cooperation with 'unusual suspects' and between countries is important: one can learn from and inspire one another. The theme/system 'city' provides plenty of opportunities to do so.
- 4. VIA Water looks for innovations at the start of the chain.**
Innovations that have just emerged from the research phase and need support to make ideas come to fruition, for example by starting a pilot. It concerns risky innovations, of which it is not

¹ Ensure availability and sustainable management of water and sanitation for all. Currently still being developed.

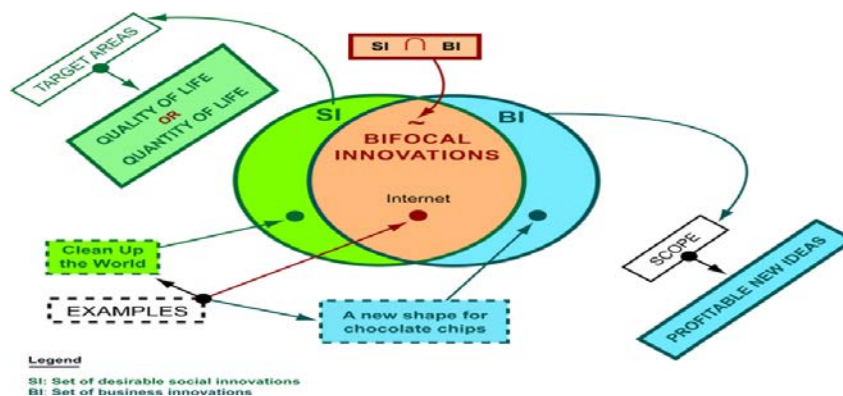
² Successful = is continued with external funding and on a larger scale in the same country or a different one.

yet clear whether they will lead to scaling up in the end. Innovations have not previously been tested in the target country and require adjustment and testing.

5. **VIA Water wants to use the city's energy.** Many cities in the African continent boast vibrant communities of young, well-educated professionals who are ambitious and eager to make a difference. It is that kind of commitment that VIA Water is after, without excluding other groups from participation.
6. **VIA Water breathes eagerness to learn, innovation, guts, security, and flexibility.**
7. **VIA Water compliments other national and international initiatives.** VIA Water looks for cooperation and will not attempt things that others can do as well - or better.
8. **VIA Water is focused on the 12 pressing needs** in the domain of water in cities in various parts of Africa, viewed from different angles.



9. **VIA Water focuses on social and bi-focal innovations.** Social innovations are focused on improving the quality and/or quantity of life. In the below model business innovations primarily concern profitable ideas. Overlap between the two results in bi-focal innovations. VIA Water is focused on social and bi-focal innovations.



Source: 'Social innovation: buzz word or enduring term' (The Journal of Socio-economics 38 (2009) 878-885), by Eduardo Pol and Simon Ville.

IV. Strategic plan

The strategic plan describes how the insights from the vision and VIA Water's objectives will materialise. Concretisations of the strategic plan will be laid down in annual plans..

A. Intended results of VIA Water

- A lively international Community has come into being regarding the water issues in cities in various parts of Africa. Young professionals from the African continent take part in the Community. Over 20% of the members of the Community are not in the water sector, and over 50% of the members will still keep in contact with each other outside the framework of the Community after 2018.
- 90 contracts for innovations have been agreed (of which 16 are successful; see the objectives on page 4), distributed reasonably across 7 countries and all defined pressing needs. None of the countries and needs is allocated less than 1/3rd of the average investment. Explanatory note: with 7 countries and € 10.5 million (= including co-financing), on average € 1.5 million is available per country; thus in each country a minimum of $1.5/3 = € 0.5$ million will be available over 4 years.

B. Operation of the Community and the VIA Water fund

1. Nature of the Community

VIA Water aims to be more than merely a funding tool. VIA Water is about learning from innovations; about developing new and enriching existing knowledge. This is why VIA Water creates a (primarily virtual) learning Community which anyone with an interest in urban water issues in Africa can join.

Through the Community ideas will emerge concerning potential partners, which are crucial to make the innovations successful (from the world of knowledge, practice, government, NGO, financial sector, from the Netherlands, Africa, and elsewhere).

Within the Community different target groups will be connected. One important group are those interested to develop an innovation together with VIA Water: the applicants. This group uses the Community to let ideas be enriched, to refine the project, and to find good channels to the right knowledge. This requires a network of experts and other interested parties who also get linked up with the Community. They are explicitly asked to contribute to the Community by sharing their experiences, by contributing ideas, by sharing links to articles, and by attending/organising interesting meetings. If the learning Community is involved at an early stage, reinventing the wheel can be avoided.

In our mind's eye we see the young professional from Africa get involved, as well as Dutch and African partners with knowledge of urban issues, of the water sector, and of other sectors. The participants are from NGOs, Universities, knowledge institutes, diaspora organisations, the business sector, and governments. In the Community not only applicants will be able to ask questions, but also for instance policy makers who require input in a policy process, or researchers looking for new partners.

The Community will make extensive use of a website and social media, but it will not exclusively be active in the virtual domain. Physical encounters are necessary to establish a well-functioning network. To this end, VIA Water can organise its own events in the target countries or in the Netherlands (with webinars and learning events), or join existing initiatives such as the country meetings of the NWP, international conferences, and bilateral meetings between the Netherlands and the target country.

For applicants it is an obligation to actively participate in the learning Community. This closely connects the Community to the fund – without the Community there will not be projects; without projects there will not be a Community. The challenge for the Community is to be sufficiently attractive to participants to make them contribute actively and continue to contribute, even when this is no longer required by the fund. It is also a serious challenge to get the non-water sector interested in the Community. For the fund the challenge is to come to an agreement with applicants that not only boost innovative ideas, but are also prepared to share knowledge in transparent and new ways and to be enriched by the Community. It is important to look for commitment from the participants, in order for everyone together to make the Community into a success.

An elaboration of the Community will be laid down in a separate learning strategy.

2. The VIA Water fund

Ideas that come to fruition in the Community can be eligible for financial support from the fund. Based on the founding principle of VIA Water being a flexible organisation – real, risky innovations need room – the VIA Water fund has been designed to impose as few restrictions as possible, in order to leave applicants maximum room to come forward with an innovative approach. Proposals can thus be submitted on a rolling basis; there is no set required percentage of co-funding; and initially no minimum grant amount has been set (unless it will turn out that the fund is flooded with applications for small projects). Naturally VIA Water does not disregard legislation, effectiveness, and transparency. Furthermore, VIA Water will introduce a wild card: an idea that is particularly good but does not fit within the framework set by VIA Water can also get support. The project criteria and the format for submitting applications can be found in appendix 3.

C. What is the process of a project application?

In practice, applicants will end up at the VIA Water programme office or at Aqua for All following enquiries within their own network. When an idea comes in, VIA Water screens it for two things:

- Does this idea fit within the community mind-set of VIA Water? The Community advises the applicant what they should be looking at: it provides suggestions on (academic) knowledge, networks, and lessons learned. The Community can commit itself to the innovative idea by indicating its willingness to help develop it; by offering to coach the applicant (see below for further details on coaches); or to enter as a partner. The latter also creates opportunities for (co-)funding. This is in accordance with the responsibilities of the programme office (more elaboration below, under organisation).
- Does this idea fit within the VIA Water fund: is it feasible, innovative, useful, challenging, opportune? Are the technical, organisational, financial, and social enabling conditions met? What is still required to make the project VIA Water-ready? What adjustments are necessary and which partners? This is for Aqua for All.

In a two-weekly meeting, the programme office and the fund manager discuss the portfolio and whether the ideas fit within the frameworks and the mind-set of VIA Water. In all cases, projects with a requested grant of over € 25 000 will be discussed by the VIA Water Advisory Committee (VAC)³, on which the programme desk has a seat.

D. Support of projects

Given the great importance of learning from innovation, but also given its intractability, it is important to properly support the project from the start.

³ In governance of the fund (appendix 2) the VAC is still referred to as PSAC-VIA Water.

1. Acquisition phase

During this stage the programme office and the fund manager will actively 'scout' for good ideas for the VIA Water programme.

2. Enrichment of ideas

a. *Support from the programme office and fund manager*

When an idea or study seems interesting but does not yet constitute a detailed and concrete project application, the programme office and the fund manager can help the applicant in a conversation or in another manner to bring the project to maturity. The project application instructions will help with this (see appendix 3). VIA Water may also decide to organise a number of incubator sessions in the target countries to develop ideas into a concrete and innovative project application. This can certainly be the case when the project flow does not properly come into being, or if it does not emanate from the right target group.

b. *Community*

The applicant is challenged to bring in their idea to the Community and to ask for inspiration, ideas, partners, and content. After a project has been contracted the requirement to continue to actively take part in the Community remains.

c. *Coach/learning facilitator*

The programme office and the fund manager will stimulate the applicant to be coached by an expert for the duration of the project. This coach may be found in the Community or through the programme office and fund manager, and will preferably come from the African continent. The coach has various roles:

- S/he will advise the applicant during the execution of the project. This can vary from a coaching conversation about the applicant's approach, to introducing the applicant into an interesting network;
- S/he analyses the process of the project (learning on the project level) and provides the analysis as a contribution to the accumulation of knowledge on the level of the programme;
- S/he contributes to the Community from his/her own field of expertise and interest;
- Coaching usually takes place on a voluntary basis (unpaid).

3. 'Recycling' knowledge

The applicant will remain involved with VIA Water even after completion of the project and can take his/her turn to act as a coach on a different project.

E. Learning from innovation

VIA Water aims to learn from innovation. This takes place on different levels.

On the level of the project:

As indicated above, the applicant is required to actively share their experiences in the Community. Where did they get stuck, and what did they do to resolve it? To what extent have they looked into other projects/solutions, and in what ways did they apply that knowledge? Which people have been instrumental in the project, and because of what knowledge? What idea turned out not to work, and why? In what ways did they try to face this, and why did it still not work in the end?

During the project an applicant will go through various phases of the creative process, notably orientation, research, execution, and evaluation. These phases are further elaborated on in the Community plan. However, the central skill within all of these is the ability to reflect on each phase. This will ensure that the applicant is stimulated to think about their choices; the feasibility of executing the work; and the possibilities for scaling up the idea. The coaches/learning facilitators can help with this reflection and with formulating experiences, for learning is not only about what has or

has not turned out to be technically feasible in a project, but also about what personal obstacles have come up; cultural differences; and the impact on other sectors.

Content-wise on the programme level:

What do we learn about a specific pressing need; what does work, what does not, and why not? What knowledge has been accumulated or enriched; how has this been captured? Important in this respect are the knowledge institutes that follow up and actualise developments in the Community by contributing, using, and making transparent knowledge regarding the various pressing needs. As a result, applicants can apply this knowledge in their creative search for THE solution to a problem they are working on. This helps avoid the common problem that a smart solution is only successful in one location and is not taken further. A learning community like the VIA Water Community aims to meet a need for knowledge by capturing data and information and making it user-friendly, as well as to more easily apply innovations in various places.

On the process level:

What do we learn about the assumptions (say: founding principles) made in VIA Water? Do these indeed result in good innovations that contribute to solutions for urban water issues? Is VIA Water relevant/decisive in those, or has it been in the past? To test these assumptions and capture the results requires a continuous, structured learning approach, within the projects, the seven countries, and within the whole of VIA Water. To achieve this, it is important every time to include and take along the participants in the process and to embed the results of each step. The steps within the Community will be elaborated in the annual plan and discussed with participants.

F. Organisation and duration of the programme

The VIA Water programme is undertaken by two parties:

- UNESCO-IHE - host of the VIA Water programme office
- Aqua for All - fund manager of the VIA Water fund

The VIA Water Steering Group is composed of representatives from the Dutch water sector (in their personal capacity). The Steering Group is VIA Water's governing body; it limits itself to determining the vision and strategy; checks for compliance with agreements; and takes up the overall supervision of the work of the programme office.

The Dutch Ministry of Foreign Affairs finances the programme office and the fund – each through a separate contract. The Ministry is represented in the Steering Group. The contract period for the programme office runs until 1 December 2017⁴. The contract period for the fund manager runs until 1 November 2018. The budget for the programme office is € 1.8m; for the fund it is € 10m (the grants part), of which 10% constitutes Aqua for All's management fee.

The responsibilities and management relationships among partners are described in the Governance document (appendix 2), approved by the Steering Group on 27 June 2014.

The programme office and the fund manager accordingly know three types of cooperation:

- Relations of assignment and accountability between the Aqua for All management and the programme manager of the VIA Water programme office;
- Relations of assessment regarding intended VIA Water contracts, through participation of the coordinator in the VAC (Advisory Committee);
- Relations of exchange, coordination, and cooperation between the fund manager at Aqua for All and the VIA Water programme office.

⁴ This is because VIA Water is a four-year programme. The programme office started in November 2013. It will be decided in 2016 how the programme office will continue its activities beyond 2017.

In broad terms the *division of tasks* between the programme office and the fund manager will be as follows:

The programme office (hosted by UNESCO-IHE):

- Shapes the learning ambitions of the programme;
- Coordinates the VIA Water Community;
- Takes care of external relations on the programme level;
- Stimulates innovation applications (together with Aqua for All);
- Takes care of the promotion and marketing of VIA Water within and outside the water sector;
- Is responsible for external communications on VIA Water (website, newsletter, facebook, twitter);
- Prepares Steering Group meetings;
- Coordinates the network of representatives of VIA Water in the target countries;
- Coordinates the VIA Water Advisory Committee (VAC) and provides its chairperson;
- Maintains relations with the other Knowledge Platforms.

The fund manager (hosted by Aqua for All):

- Manages the VIA Water fund;
- Informs the sector (within and outside of water) about the criteria and required enabling conditions of VIA Water;
- Stimulates innovation applications (together with the programme office);
- Screens, selects and develops project applications within the required enabling conditions and criteria of VIA Water;
- Contracts, monitors, adjusts, and assesses progress;
- Coordinates/harmonises the deployment and efforts of coaches/learning facilitators in their direct support to project partners;
- Assesses reports and takes care of the closing of contracts;
- Feeds knowledge, results, and opportunities for follow-up to the Community;
- Supplies the VIA Water Steering Group with progress reports.

Aqua for All may offer the expertise from Business for All to applicants during the development and execution of a project. Business for All offers support to entrepreneurs in developing and executing (innovative) projects.

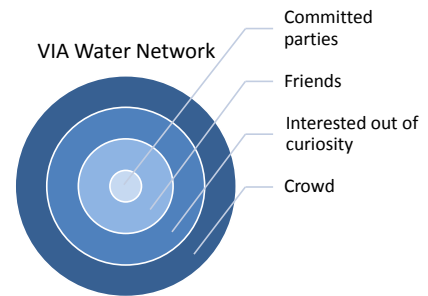
VIA Water will in good time (that is, during the second half of 2015) start the conversation in the Steering Group and within the sector on what the programme might look like after its completion in 2017/2018. The annual plans for 2016, 2017, and 2018 will prepare for the approach then set.

G. VIA Water network

VIA Water was specifically tasked by the Steering Group to be complimentary to existing initiatives (national and international) that touch on its domain. It is clear that the playing field in the water sector is very large and diverse – and even more so the related playing field outside the water sector. Therefore an ordering has been made of the current network of relations of VIA Water, in order to clarify which parties are directly involved with the programme and which more remotely so. The composition is not optimal, involving too few actors from outside the water sector, but represents the current situation (December 2014).

Committed parties (directly involved):

- UNESCO-IHE
- Aqua for All
- Members of the Steering Group
- VIA Water Advisory Committee (VAC)
- Ministry of Foreign Affairs
- A local representative for each country (still to be selected)
- Project partners: parties undertaking a project in the framework of VIA Water
- Coaches/learning facilitators of applicants



The committed parties have a contractual relationship with VIA Water. They form the vanguard of the programme, help to develop the programme, and can make adjustments. Furthermore, it is expected of the committed parties that they make an active contribution in communicating the vision and objectives of VIA Water. They should pro-actively come forward with ideas to the programme office and fund manager. They 'scout' new projects for VIA Water, and they contribute to the Community and keep it lively.

Friends of VIA Water (still to be expanded, particularly with actors from other sectors):

- NWP (core advisors, YEP)
- Thematic experts in the embassies in the target countries
- Netherlands Enterprise Agency (RVO) and NWO WOTRO
- Other Knowledge Platforms
- Knowledge Institutes and Universities (Deltares, TU Delft, WUR, Leiden (African Studies Centre), Erasmus University (RSM), Centre for Frugal Innovation)
- Akvo, New World Campus, Nuffic-Niche, Wetskills ...
- And so forth ...

The Friends of VIA Water wish the programme well. This group is interested and also has an interest in knowing what happens within the programme. They are asked to contribute actively to the mission and objectives of VIA Water; to pro-actively come forward with ideas to the programme office and fund manager; and to 'scout'. It is important for these parties to find synergies between their own initiatives and the ones developed by VIA Water.

'Interested out of Curiosity': UNESCO-IHE alumni; (local) Universities and Knowledge Institutes (e.g. INE Benin); local and Dutch NGOs; NABC; YES delft; VP Delta; Top Sector Water; SNV; Ondernemen zonder grenzen; Securing Water for Food Grand Challenge; BoP; WASTE.

It is expected from the parties Interested out of Curiosity that they form part of the Community by consulting the social media on which VIA Water is active; by receiving the newsletter; and by putting forward concrete project proposals to the consortium.

'The Crowd': this group unexpectedly encounters VIA Water, gets informed and involved, and will in due time end up with the Friends or the Interested.

A number of important partners from the water sector deserve further elaboration due to the intensity of the cooperation required:

Netherlands Water Partnership (NWP)

For the last 15 years, the NWP has been the key networking organisation of the water sector. VIA Water utilises the facilities that the NWP offers to businesses, knowledge institutes, NGOs, and to the financial sector to create and spread information on and promotion of the programme. The standard channels can be used to that end, including the NWP newsletter, as well as its country meetings. Any extra effort from the side of the NWP that falls outside of the services that come with its membership must be paid for. If required, a generic agreement between the NWP and VIA Water could be agreed.

Furthermore, the *Water OS kernadviseurs* (Water Aid core advisors) are important partners. As such, the core advisors for Benin and Mozambique have made active contributions to the success of the exploratory missions in November 2014. VIA Water is aware of the limited capacity of the core advisors and will enter into conversation with the NWP if the requested efforts exceed that capacity. VIA Water also makes use of the *YEP* network in the target countries. This is a valuable group that can identify innovative opportunities in the target countries and that has access to an important target group of VIA Water: the young African water professionals.

Embassies: thematic experts

In accordance with the aim to be complimentary to existing initiatives, it is important to keep the thematic experts regularly updated on developments within VIA Water. In addition, they might provide valuable advice on submitted applications. For Benin it has been decided that the thematic expert and the local and Dutch core advisors shall be consulted.

Netherlands Enterprise Agency (RVO)

RVO manages a significant portion of the available Dutch instruments in the field of water. It must be clear to the water sector where they might obtain what sort of support. It is thus important to keep each other well-informed on mutual initiatives, in order to allow these to complement each other well. A good example of this was VIA Water's participation in the conference 'Geld als Water' in October 2014.

NWO-WOTRO

NWO-WOTRO is in charge of research funds made available for other Knowledge Platforms (security and rule of law; food security; SRHR; and inclusive development) and manages water-related funds such as UDW (Urbanising Deltas of the World). Synergies might exist between those funds and VIA Water.

Other Knowledge Platforms

VIA Water results from the 'knowledge letter', sent to Parliament by the Ministry of Foreign Affairs, within which the establishment of five knowledge platforms was proposed. The network of knowledge platforms is pivotal, not merely for the exchange of knowledge between various secretariats, but also to operate unambiguously with respect to the Ministry regarding its accountability to Parliament.

H. Communication

VIA Water uses the services of communications consultancy SchrijfSchrijf (the same as used by Aqua for All). The website is hosted by UNESCO-IHE.

A significant portion of communications will run through the Community. A separate strategy will be developed in reference to this, which will be presented to the Steering Group for approval in January 2015. However, other means will also be necessary to get people interested in the programme and to seduce innovative thinkers to participate in the programme. To that end a communications strategy will be drawn up. Ideas will ideally result from the target countries, and this will be a key

component of communications. Finally, there is a group of people who, for different reasons, are already interested and would like to be kept informed.

The Community in the narrow (digital) sense and the broader VIA Water community must consist of a mix of African (young) professionals and students (e.g. those resulting from UNESCO-IHE); experts from the Netherlands and elsewhere; and 'unusual suspects'. These people's key commonality is that they endorse VIA Water's vision and mission and wish to improve the water situation in Africa by learning from innovation and through the accumulation and enrichment of knowledge. Knowledge sharing is crucial in this respect.

To address this group of people the tone and methods of communication will (continue to) be innovative. However, it is important to ensure that no one gets excluded. This means, for instance, that a community that only exists on social media is not desirable and that traditional media must always remain part of the communication flow.

In practice, communication will large take place online, by means of among other things:

- The digital Community, still being developed
- Newsletter
- Social media
- Website
- Magazines, newsletters, etc. by partners, e.g. the NWP

At the same time, a personal conversation is still often the most effective tool and the programme office will thus invest ample energy in these encounters. Among other things it will use:

- Leaflets, flyers, banners
- Workshops/lectures/presentations during conferences, making as much use as possible of innovative and preferably visual tools, such as the 'praatplaat', videos, etc.
- Events where interested parties can meet each other, exchange experiences (learning events). This could be done on an international scale by using webinars.
- Meetings in the target countries, through visits by the programme office or fund management, or by local representatives.

I. Activities

VIA Water lays down an annual plan for each year. These will be presented to the Steering Group. The annual plan sets out the activities and budget for the year concerned.

J. Risks

Risks ahead of project execution	Risks during project execution	Likelihood of occurrence (small, moderate, high)	Effect of the risk (small, moderate, large)	Elaboration and mitigating measures
Insufficient qualified applications (too few; not well-distributed across countries and pressing needs; too many, too small) – intended results are not achieved.		Small	Small	Regarding too few and not well-distributed: the theme ‘city’ leaves VIA Water with a broad spectrum. Continuously active ‘acquisition’ takes place through the Community, matchmaking events, conferences, country visits, and for example ‘incubators’ or competitions specifically in countries where fewer good ideas have sprung up. The list of pressing needs and chosen VIA Water countries are periodically evaluated, enabling adjustments in approach. The Steering Group may decide to expand the number of target countries. Regarding too many and too small applications: adjust criteria (e.g. target group; focus on pressing needs; raise minimum grant; no wild card). In consultation with the Steering Group; set budget annually.
Relations between Steering Group/ Programme Office/Aqua for All/ DGIS are impeded by differing expectations and micro-management by the Steering Group.		Moderate	Moderate	The risk is present because VIA Water is a new, experimental tool of which the parties have no previous experience. The contract structure, with two separate contracts from the client DGIS, further complicates this. The governance model clarifies the various responsibilities. Regular consultations between the partners are crucial. DGIS is represented in the Steering Group.
The Programme Office disagrees with choices made by the fund manager and vice versa		Moderate	Moderate	If this happens regularly: discuss at a higher level – initially in the Steering Group. Regular consultations during the initial phase. Synergy is built in, e.g. by the use of a joint communications advisor; joint assessments of pressing needs; workshops; and the advisory role of the VAC.
	Political developments occur that disable the execution of projects	High	Small	A fairly significant risk considering political tensions in the world and specifically in unstable countries such as Mali, Kenya, South Sudan, etc. The programme is sufficiently flexible to relocate, postpone, and adjust. The Steering Group can decide to expand the number of target countries.
	The Community does not get active	Moderate	Large	The Community forms a key component of the learning capacity of the programme, and thus the link to the knowledge accumulation that underlies it. The current programme contains many measures to manage this risk (deploying coaches, questioning experts, programme office efforts). If this turns out to be insufficient: <ul style="list-style-type: none"> - Apply alternative methods of learning - Increase the number of physical meetings (but funding?) - The Programme Office increases its active presence in the Community (at the risk that other activities must be scaled down)
	Fraud and corruption	Moderate	Moderate	Countries face high levels of fraud and corruption. Primarily, the selection of partners is up to the applicant. The selection policy assesses the network, experiences and track record. The effect remains small where contracts with Dutch

				<p>partners are concerned, but the effect on the image of the programme could be serious. The extent is limited by the relatively small contracted grant amounts per project and the use of a 10% final payment following satisfactory completion of the project. In any case, VIA Water holds a zero-tolerance policy when fraud of corruption is detected.</p> <p>Aqua for All has an anti-fraud policy. Since 2014 it also performs checks/audits itself.</p> <p>Mitigating measures include the spreading of risk; running a majority of contracts through Dutch partners; the 10% final payment; and the 'threat' of checks. Only for project contracts over € 125 000 per year will an official audit be required (this can also be done on the basis of the overall audit of the organisation, as long as the contract is traceable therein).</p>
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APPENDIX A - Overview of Pressing Needs VIA Water

