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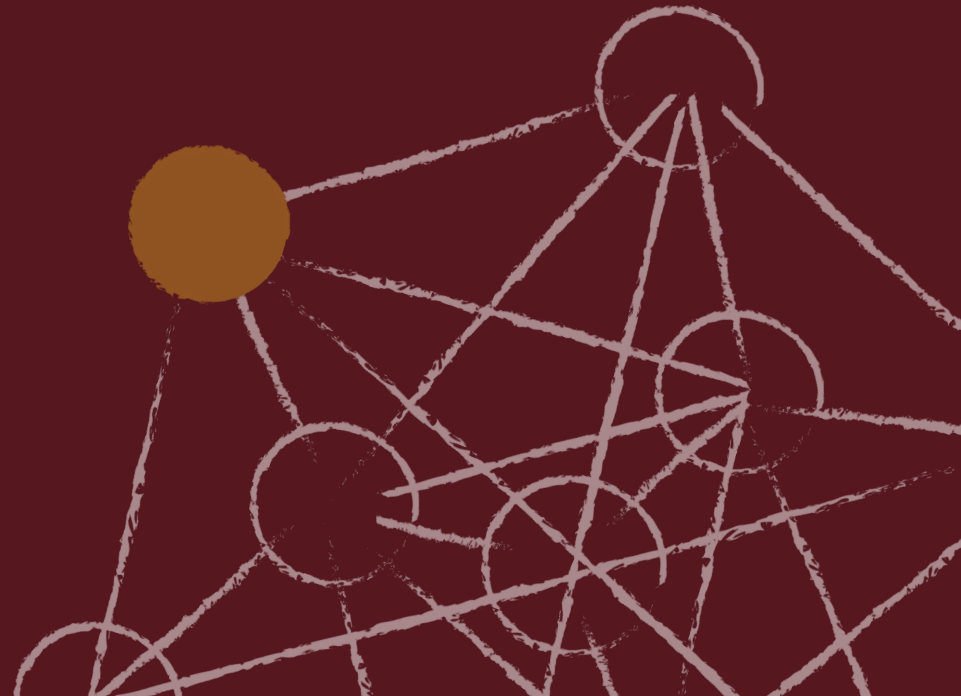
Rethinking WASH Service Delivery: From Sector, to Programme Based Planning, Budgeting, and Implementation

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“Under the traditional “silo” sector mandate based approach to WASH; planning, budgeting, and implementation were scattered across several sectors. As a result, the synergies and complementarities that could be derived from a more holistic approach to WASH were often forfeited”



Context and Rationale for Programme based approach to WASH

- **Reliance on a “Silo”-based approach to WASH Planning, Budgeting, Implementation and Reporting**
- **As a result, the synergies and complementarities that could be derived from a more holistic approach to WASH service delivery were often forfeited**
- **Minimum stakeholder interactions, weak coordination, scattered efforts, resource wastage (WASH financing scattered in different MDAs, Projects) and duplication of activities**
- **Stagnation of WASH service delivery in the country (miserable WASH indicators) with dire consequences on human capital development**

Introduction



The presentation responds to the following key concerns, issues and questions:

- Challenges to WASH service delivery under the silo sectoral mandate based approach to planning, budgeting, and implementation;
- What is the Programme based approach to planning, budgeting and implementation and how does it relate to WASH?
- What opportunities does the programme approach to planning, budgeting, and implementation present to WASH service delivery?
- What are the emerging issues from the programme based planning, budgeting and implementation for WASH that require urgent policy attention?
- Key lessons learnt and recommendations for policy action

Rethinking WASH: From Sector, to Programme Based Planning, Budgeting and Implementation



- **NDP III shifted away from a sectoral approach to WASH to a Programme Outcome/Results based approach to WASH Planning, Budgeting, Implementation and Reporting;**
- **The focus is on delivery of common results that are contributed to by different sectors and actors (state and non-state actors (development partners, CSOs));**
- **The programme approach to WASH strengthens alignment and eliminates the “silo” approach to service delivery and enhances synergies across sectors and other actors;**
- **The programme approach brings together all actors along the WASH value chain to address all aspects of WASH service delivery in an integrated, systematic and comprehensive manner.**

WASH under NDP III

1. WASH is regarded as a key requirement and a contributory factor to Human Capital Development programme under NDP III,
2. WASH contributes to NDP III Objective 4: “*Ensure the productivity and wellbeing of the population*”

Expected results after five years of implementing NDP III:

- Increased access to safe water supply from 70 to 85 percent (rural) and from 74 percent to 100 percent (urban);
- Increased access to basic sanitation (improved toilet) from 19 to 40 percent and hand washing from 34 to 50 percent

NDP III WASH Indicators and Targets

S/ N	Intermediate Outcome Indicators	Performance Targets					
		Base Year	Baseline	2022/23	2023/24	2024/25	2025/26
01	% of households with access to improved water supply facilities within 1000 metres in rural areas	2019	68%	70%	70%	73%	76%
02	% of point water sources that are functional (active) at the time of spot check	2019	85%	87%	87%	89%	91%
03	% of population with access to basic sanitation (Improved toilet not shared with other households)	2019	18%	20%	22%	24%	25%
04	% of people accessing safe water supply within 200 metres in urban areas	2019	71.4%	73.4%	82%	86.2%	90%
05	% of people with access to sewerage services (urban areas - NWSC)	2019	7%	10%	29%	30%	31%

Mid-term Review Programme Performance

The performance indicators are categorized at three levels of the NDPIII results framework of: Outcome, Intermediate outcomes and outputs

A. Outcomes

Indicators	Baseline 17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
Mortality rate attributed to unsafe water, unsafe sanitation, and lack of hygiene (per100,000 people)	54	54		53	53	
Access to safe water supply Rural	73	69	68	75.4	54	Not Achieved
Access to safe water supply Urban	74	71.6	71.6	79.2	77.8	Not Achieved
Access to basic sanitation -sanitation coverage (toilet)	19	24.5	40	23	84.4	Not Achieved
Access to basic sanitation -handwashing facility	34	44.7	44.7	36	28	Achieved

Implementation and Coordination of WASH under NDP III

- **WASH is under the Human Capital Development Programme Planning led by a Programme Working Group coordinated by a Technical Secretariat drawn from the relevant the government Ministries, Departments and Agencies (MDA);**
- **WASH is under the Population Health and Safety management Sub-programme;**
- **WASH Budgeting. Programme Implementation Action Plans (PIAPs with WASH interventions) are drawn within the Medium Term Expenditure Framework (MTEF) projections linked to the national budgetary processes, to feed into annual budget preparation and oversight;**
- **Implementation. WASH activities are implemented by state and non-state actors coordinated by the Programme leader i.e. the Ministry of Education and Sports;**
- **Monitoring and Evaluation. Quarterly and annual programme progress reports are produced coordinated by the Programme Secretariat. They are submitted to the Office of the Prime Minister (OPM) and NPA. These reports are then synthesized into the Government Annual Performance Report (GAPR).**

Opportunities for WASH under the Programme Approach

- **Opportunity to optimise interdependencies and synergies between different NDP III programmes to support WASH service delivery;**
- **WASH stakeholders mobilized to focus on common outcomes rather than the “silo” approach where stakeholders are preoccupied with protecting their mandates instead of looking at the bigger picture;**
- **Weeding out duplications and redundancies to allow for effectiveness and efficiency in delivery of WASH services;**
- **Better prioritization of WASH and prospects for increased allocation of resources.**

Emerging Issues



- **Human Capital Development Programme is considered too big presenting challenges of effective stakeholder coordination and adequate attention to WASH concerns;**
- **Slow adjustment to the programme approach to planning, implementation and budgeting. The persistence of the sector lock;**
- **The multiple shocks experienced by the country i.e. COVID-19, Locust invasion, Climate change disasters (e.g. droughts and floods) have had adverse effects on WASH;**
- **Private sector WASH stakeholders not represented in the Programme Working Groups yet they are playing an important role in provision of WASH services;**
- **Data gaps to inform integrated planning and programme monitoring;**
- **Data quality and validation at all levels. This hampers proper planning for WASH interventions coupled with discrepancies in standardizing measurable indicators.**

Recommendations



- **Coordination across government needs to be revisited to strengthen results-based planning and implementation;**
- **Incorporate aspects of sanitation and hygiene into national monitoring systems at both local and national levels to enhance compliance to national targets;**
- **Undertake reprioritization in order to ensure priorities are identified that fit within the available resources and remaining time;**
- **Change budget releases from Sector Vote based to Programme based ceilings;**
- **Address the issue of data gaps to inform Programme monitoring and reporting;**
- **Facilitate Programme Working Group Secretariats to effectively coordinate the activities that cut across the different MDAs;**
- **Bridge data gaps, quality, validation and standardisation to facilitate planning and monitoring.**

Conclusion



- The uncoordinated silo approach to planning, budgeting and implementation has failed to deliver the desired WASH outcomes. In spite of the initial difficulties and challenges, the programme approach to planning, budgeting and implementation holds a lot of potential for meeting WASH goals and objectives.
- A lot is being done and indeed progress has been made but it is still below the NDP III targets.

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