

Resource Mobilisation and Implementation Strategy of Shashamane WASH Master Plan

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Abbreviations

BCC	Behaviour Change Communication
CapEx	Capital Expenditure
CapManEx	Capital Maintenance Expenditure
CLTSH	Community-Led Total Sanitation and Hygiene
CSO	Civil Society Organisation
ExpDS	Expenditure on Direct Support
ExpIDS	Expenditure on Indirect Support
ETB	Ethiopian Birr
HCF	Health Care Facility
HDA	Health Development Army
IEC	Information, Education and Communication
LCC	Life-Cycle Costs
NGO	Non-Governmental Organisation
ODF	Open Defecation Free
OpEx	Operation and Minor Maintenance Expenditure
PTA	Parent Teacher Association
SDG	Sustainable Development Goal
SLTSH	School-Led Total Sanitation and Hygiene
SME	Small and Micro Enterprise
WASH	Water, Sanitation and Hygiene
WASHCO	Water, Sanitation and Hygiene Committee
WWSC	Woreda WASH Steering Committee
WWT	Woreda WASH Team
WWERD	Woreda Water and Energy Resource Development Office

Introduction

Shashamane woreda is one of the West Arsi Zone woredas in Oromia region, located about 251 km south of Addis Ababa. The woreda population amounted to 297,646 in 2019 (Woreda Finance and Economic Cooperation office) and is spread over 37 rural kebeles¹.

The Shashamane woreda learning alliance developed [the Woreda Water, Sanitation and Hygiene \(WASH\) Sustainable Development Goal \(SDG\) Master Plan](#)² in 2021 based on a pre-tested planning tool with the support of IRC WASH, and based on the woreda WASH baseline service level assessment data and report. According to the report, the woreda water supply service level based on SDG service level ladders³ amounted to only 1% having safely managed services, 18% having basic services and 81% unserved. Regarding the household latrines (sanitation), 49% of the population have access to basic sanitation services, 17% defecate in the open and 36% use an unimproved latrine facility. Regarding institutional WASH facilities, from the 75 schools in total, 28% have basic water access and 37% of them have basic sanitation facilities, while for health care facilities, 22% have basic water supply and 64% have limited sanitation facilities.

All planning considerations were as per the SDG 6 definition of drinking water, sanitation, and hygiene targets (6.1 and 6.2).



Figure 1: SDG targets for drinking water, sanitation, and hygiene

The physical plan included all the rural water supply, sanitation and hygiene and institutional WASH activities until 2030 and the financial plan considered tariffs, taxes, and transfers as sources of finance for the Life-Cycle Cost (LCC) categories i.e., capital expenditure (CapEx), capital maintenance expenditure (CapManEx), operation and maintenance costs (OpEx) and expenditure on direct support (ExDS).

A total of 15.31 billion Ethiopian Birr (ETB) is required to achieve the SDG plan (achieving 100% at least basic WASH services for both the community and institutions).

The plan has identified all the costs required to achieve the SDG targets and has initiated the development of a resource mobilisation strategy. The learning alliance requested IRC WASH to support the planning team in developing a woreda WASH SDG resource mobilisation and implementation strategy that will help the woreda to mobilise resources to implement the woreda WASH SDG plan. The strategy is a roadmap to mobilise resources from user communities, government, and Non-Governmental Organisations (NGOs) to implement the woreda WASH SDG master plan.

Objective of the strategy

General Objectives

The general objective of the resource mobilisation and implementation strategy is to provide a clear, and coordinated approach to soliciting, acquiring, and utilising available resources from public funding, development partners, philanthropists, private sector, and communities to ensure sustainable resource availability for the implementation of the WASH SDG master plan and indicate the pathway to mobilise additional resources necessary to translate the plan into an actionable document.

Specific Objectives

¹ Kebele is the lowest administrative body in the government structure.

² Master Plan is an integrated water supply, sanitation, and hygiene (community & institutions) plan of the woreda developed with the objective of ensuring access to sustainable WASH services in the woreda.

³ <https://washdata.org/monitoring/drinking-water>, <https://washdata.org/monitoring/sanitation>

The specific objectives of the strategy are to:

- Enhance effective use of woreda, regional and national government resources
- Enhance effectiveness of development partners' assistance in the woreda
- Maximise community contributions, tariff collection, saving and financial management
- Improve planning, reporting and management
- Broaden the resource base by exploring alternative sources of funding
- Develop new thinking and challenge the old tradition of looking outward (think out of the box)

Woreda vision

The Shashamane Woreda WASH SDG Master Plan is visioned to achieve 100% at least basic WASH services for all the woreda population and all schools and health care facilities by 2030.

Methodology

The woreda learning alliance developed the 2030 WASH SDG Master Plan with support from IRC WASH through capacity building of the local government planning team. In order to make the plan operational, the alliance also decided to develop a resource mobilisation and implementation strategy.

A team consisting of learning alliance member WASH sector offices (the same team that developed the WASH SDG plan) prepared this strategy with close support from IRC WASH. The team identified the woreda resource mobilisation challenges, opportunities, and possible sources of funding, and based on the findings drafted a strategy to operationalise the WASH SDG plan. The document was later enriched by the IRC technical team and woreda learning alliance.

The resource mobilisation strategy is framed in such a way that all cost categories of CapEx, CapManEx, OpEx and ExDS for community water supply, sanitation, and hygiene and institutional (schools and health care facilities) WASH are addressed. The strategy encompasses challenges in mobilising resources and mechanisms to overcome these challenges.

Expected results / outcomes of the strategies

- The strategy document will help stakeholders to understand the importance of the Life-Cycle Costs (LCC) for any WASH infrastructure.
- All the possible sources of finance to achieve the WASH SDG plan are listed; unlike the usual trend of expected limited budget allocations from government and partners.
- All woreda WASH sector offices are to mobilise resources (budget) for all the cost categories to achieve the planned WASH SDG targets.

Implementation plan of the strategy

To implement the resource mobilisation strategy, the Woreda WASH Team (WWT), WASH sector offices and the learning alliance will regularly support and monitor implementation of the resource mobilisation strategy to achieve the planned WASH targets.

The WWT, comprised of different government WASH sector offices, NGOs, private sector, and service providers, is primarily responsible for the implementation of both the WASH SDG master plan and resource mobilisation strategy because of their decision-making role and the members' sector responsibility. The SDG plan should be used as a reference for the annual plan, advocating for prioritising WASH during budget allocation and to liaise with zone and region.

The learning alliance steering, and technical committee must monitor and report on the implementation of the strategy and the master plan at the quarterly learning alliance meeting. Members of the alliance will provide feedback and guidance for its implementation.

Challenges of tracking the woreda WASH financing gap

There is no specific documentation at the woreda level to track expenditure data on all costing categories (CapEx, CapManEx, OpEx and ExDS) from the three financial sources (community, government, and NGOs). As a result, the actual financing gap is not mentioned in this document, at least for the 2020/21 Ethiopian Fiscal Year.

Financing strategies

The Woreda WASH SDG plan, which was developed based on life-cycle costing, indicated the aggregate costs for adequate, equitable and sustainable WASH service delivery. It is not only about the cost of infrastructure development but also the cost for sustaining the infrastructure. The main categories of WASH financing indicated in the master plan document are:

1. Capital Expenditure (CapEx)
2. Capital Maintenance Expenditure (CapManEx)
3. Operation and Minor Maintenance Expenditure (OpEx)
4. Expenditure on Direct Support (ExDS)

Source	Description
Tax	Government's domestic revenue
Tariff	Paid by users and collected by service providers including contributions for new construction & major maintenance. It also includes a household connection fee
Transfer	Transactions by development partners in the form of loans and grants

Table 1: Source of WASH financing for woreda WASH SDG plan with its description

Capital Expenditure

CapEx is the capital investment for construction or procurement of fixed assets such as concrete structures, pumps, and pipes for developing new or extending existing services. Investments in fixed assets are occasional and include the costs of initial construction and system extension, enhancement, and augmentation. They include essential ancillary equipment, such as vehicles or even building offices to support the operation of water and sanitation systems. CapEx does not only cover hardware. CapEx 'software' includes the costs of one-off work with stakeholders prior to construction or implementation, extension, enhancement, and augmentation (including costs of one-off capacity building). CapEx can be covered from taxes and transfers. Sometimes, parts can be covered from tariffs as match funding.

Required capital investment costs

Shashamane woreda planned to construct 245 (including 135 hand dug wells with handpumps) new water schemes in addition to the existing 132 different types of water schemes. To reach the planned target, a total of ETB 1.56 billion is required for the construction of planned new water infrastructure and ETB 213.75 million for household connections within the 10-year planning period.

Regarding sanitation and hygiene, the woreda has planned 47,548 new household new latrines and an upgrade of 529,000 existing latrines (improved) to achieve at least 100% basic sanitation services. The total estimated capital cost that the community is expected to cover for their own latrine is ETB 1.79 billion for new latrine construction and ETB 238.94 million for upgrading. ETB 354.66 million is also required from government and partners to strengthen the soft component activities within the ten-year planning period.

Construction of 83 school water supply systems (71 water supply systems to school yards and 12 own hand dug wells), improved pit latrines for five schools and handwashing facilities for 86 schools require ETB 37.6 million and the construction of 44 HCF water supply systems, 49 basic latrine facilities and 62 (49 at point of latrine and 13 at point of care) handwashing facilities require an estimated ETB 52 million.

Challenges to resource mobilisation for CapEx

Water supply	Rural sanitation and hygiene	HCFs WASH	School WASH
<ul style="list-style-type: none"> • Turnover of office heads affects woreda administration not to provide priority for the WASH sector during budget allocation • Lack of awareness on the budget required for WASH infrastructure and responsibility of the government • Market fluctuation and high inflation rate • Thinking of officials that water supply projects can be constructed / implemented by NGOs • Phase out of NGOs • Lack of commitment from the existing NGOs to work on full WASH package • The usual trend of providing land for free for rural community water supply infrastructure construction changed and now landowners started asking for compensation • Communities waiting / expecting government or partners to construct water infrastructure • Lack of commitment from private companies to social responsibilities like providing water supply from the company's water source to neighbouring households 	<ul style="list-style-type: none"> • No budget allocation for the implementation of CLTSH approach from the woreda administration • No strong woreda WASH steering and technical team to evaluate sanitation status and influence the administration to allocate budget • Low community awareness on building their own improved latrines • Low commitment of political leaders to allocate budget and promote improved sanitation to the rural community • No regular follow-up and support from woreda to kebeles and kebele to organised community groups (HDA) • Back slide of ODF kebeles • SMEs are not established for all kebeles to produce sanitation products • No fund to establish SME and also no seed money for the establishment of Sani-marts • Lack of enforcement that individuals / households keep their environment clean and awareness gap on environmental sanitation law • No budget for the preparation and distribution of IEC / BCC material 	<ul style="list-style-type: none"> • Woreda is not allocating capital budget for the construction of HCF WASH infrastructure and no trend of including construction of WASH facilities in the woreda annual plan • No NGO working on the construction of HCF WASH infrastructure • HCFs are not given attention in the full package of WASH infrastructure 	<ul style="list-style-type: none"> • Drought (natural disasters) that minimise school internal income • Lack of awareness within the school community on the contribution to school WASH infrastructure • School WASH facilities are not the priority during budget allocation to woreda administration • Shortage of budget • School grants do not arrive timely at schools • School WASH clubs are not strong enough to mobilise students and their parents to contribute in-kind, in labour and cash to new school WASH infrastructure

Strategies and specific activities to mobilise CapEx

Community water supply

- Lobby woreda administration to allocate budget for new water infrastructure construction including match funding for partner projects:** Use real time data for WASH investment planning and develop an integrated annual WASH sector plan to convince the woreda administration to allocate more budget every year.
 - Detailed analyses of the rural kebeles' water status/problems and present to woreda administration
 - Identification of kebeles with very low coverage of water supply
 - Preparing proposal (an action plan for kebeles that need more attention) and submit to woreda and zone administration
 - Develop evidence-based integrated annual WASH plan
 - Approach revenue office to increase income of woreda.
- Lobby NGOs to support woreda WASH SDG plan**
 - Prepare study and design documents for water infrastructure construction
 - Submit proposals to potential stakeholders and organise discussions to create awareness based on detailed design documents
 - Advocate for the WASH SDG master plan using every opportunity at NGO and government meetings.
- Increase community participation:** For projects implemented by both government and NGOs, community participation needs to be ensured right from the project planning phase. Ideas of all the community members including elderly people, men, women, youth, and children need to be taken into consideration. All contributions in kind, labour (transporting construction material, trench excavation and back fillings) and in cash should be in consultation with the community members or representatives.
 - Community conversation and awareness creation about the community's role in attaining the SDG master plan
 - Participation of communities right from the start of the project planning phase
 - Establish strong WASHCOs elected by the community to follow and monitor the construction process
 - Create conducive environment for communities to support CapEx in kind, labour, and cash.
- Work with private sector to ensure their social responsibilities (construct water points for the neighbourhood communities)**

- a. Awareness creation to private sector on their social responsibilities and encourage them to contribute to achieve the woreda WASH SDG master plan
 - b. Follow up and create enabling environment for private sector to support construction of WASH infrastructure at least in their neighbourhood.
- 5. Establish strong WASH sector coordination (common planning, monitoring, and evaluation)**
- a. Strengthen woreda WASH steering committee and technical team
 - b. Support joint monitoring schedule for the kebele level WASH activities
 - c. Develop integrated WASH plan at woreda and kebele level
 - d. Strengthen integration between health extension workers and parent, student, and teacher associations and WASHCOs
 - e. Ensure quality of WASH infrastructure construction through joint project implementation monitoring and supervision.
- 6. Increase safely managed water supply services through household connections and encouraging self-supply:** It is common that households invest in their own self-supply water sources and household connections. The expansion of tertiary water supply lines to the villages and making different self-supply technologies available will encourage households to invest in their own water supply system.
- a. Raising awareness among households to invest in their own water supply system
 - b. Technical support during the construction of household self-supply schemes or household connections
 - c. Liaise communities with the Oromia Saving and Loan Association and other microfinance institutions
 - d. Strengthen private and micro enterprises to participate in spare parts supply.
- 7. Organise user communities into associations and facilitate low interest loans:** At village level, there are traditions for saving and taking out loans for investments. Awareness creation trainings will be provided to the community to put their money into microfinance institutions and get soft loans to improve household water supply services. Solving the poor households' economic problems through increased access to soft loans can increase households' interest in constructing self-supply water systems or go for household connections.
- a. Establish self-help associations with a small number of households to get loans from the microfinance institutions
 - b. Liaise communities with the Oromia Saving and Loan Association and other microfinance institutions
 - c. Establish private and micro enterprises to engage in spare parts supply and self-supply dug well constructions.
- 8. Lobby Shashamane town water and sewerage utility:** negotiate with the Shashamane utility to provide access to water supply for the villages that are in the vicinity of a water source and along the pipeline.
- a. Facilitate discussion between Shashamane town water utility and communities near the utility's water infrastructure (source and pipeline)
 - b. Awareness creation for households to fulfil the utility's criteria
 - c. Technical support during implementation.

Community sanitation and hygiene

- 1. Lobby the woreda administration to allocate budget for facilitation of the CLTSH approach:** There is no subsidy for sanitation in the health policy, but government (health office) works on the software components that enable households to build their own latrines. The training and facilitation cost to implement Community-Led Total Sanitation and Hygiene (CLTSH) is considered a capital expenditure. In addition to partners that work on this, government also needs to allocate budget for the facilitation of the CLTSH approach.
- a. Familiarising potential stakeholders with the woreda SDG master plan (woreda council, cadres, NGOs, community representatives)
 - b. Draw woreda annual plans from the SDG master plan (prepare annual financial and physical plans)
 - c. Refer to WASH SDG master plan during the annual physical and financial planning
 - d. Prepare a proposal or an action plan for specific villages with low latrine coverage (high open defecation rate) and submit to different administrations and NGOs

- e. Present woreda WASH challenges using different events like the zonal Go-NGO forum.
2. **Strengthen stakeholder coordination (improve intersectoral collaboration):** WASH is a full package of water supply, sanitation, and hygiene, but each component is implemented by different sector offices. Therefore, coordination is critical to provide WASH services as a full package.
 - a. Create awareness for different stakeholders to allocate resources (woreda council and cabinets)
 - b. Strengthen WWT to maintain its regular meetings
 - c. Joint planning, monitoring, evaluation, and reporting.
 3. **Implementation of CLTSH approach:** application of the CLTSH approach is a basic means of ending open defecation. Implementation of CLTSH requires follow-up of all the steps in the approach. Training of Trainers (ToT) for facilitators, triggering, post-triggering support, verification, certification, and recognition of ODF villages.
 - a. Select virgin kebeles and villages
 - b. Capacity building of staff at woreda health office, health centres and health posts and health development armies
 - c. Mobilise communities to participate in the construction of roadside public latrines and initiate community to support through material and labour contribution
 - d. Prepare a pre-triggering activity
 - e. Facilitate the triggering procedure
 - f. Conduct post-triggering follow-up
 - g. Recognise and certify ODF kebeles.
 4. **Promote market-based sanitation:** Establishment of small and micro enterprises working on the production and selling of standard locally produced sanitary equipment and promote households to construct their own improved latrine and handwashing facilities. Woreda health and micro enterprise offices play a significant role in demand creation and facilitation of the enterprise activities.
 - a. Establish SMEs in collaboration with the woreda Small and Micro Enterprise office
 - b. Organise capacity building training for SMEs
 - c. Demand creation and market linkage
 - d. Facilitate loans for SMEs and develop a saving culture.
 5. **Scale up experiences of ODF kebeles to others:** experience sharing is a powerful tool to change people's minds. By sharing the experience and practice of model households with those who have not yet improved their sanitation behaviour more can be learned.
 - a. Identify ODF kebeles, organise documentation and share the experience of ODF kebeles/villages
 - b. Show appreciation (recognition) for model households with the community.
 6. **Strengthen local bylaws (enforcement):** The community needs to develop bylaws to force individuals/households to keep their environment clean including building their improved latrines. But enforcement requires the support of local administration and legal entities.
 - a. Raise awareness on the need to enforce community-developed laws/bylaws from high level to lower level
 - b. Train community representatives on the implementation of laws/bylaws.
 7. **Preparation and dissemination of IEC/BCC materials:** Information Education and Communication (IEC) and Behaviour Change Communication (BCC) are means to reach communities and individuals with meaningful data and information to change the behaviour of the population to promote health and prevent diseases. Production of IEC/BCC materials may be by the national, regional, zone or woreda level, but the dissemination will be done by the woreda using different communication media.
 - a. Produce brief health messages and disseminate them through local media
 - b. Work with school WASH clubs to spread health messages.

8. **House-to-house visits to create awareness on improved sanitation:** Through health extension workers create model households using in-person health education, community dialogue/discussion, one to five networks, community coffee ceremony, and one to thirty networks.
9. **Celebrate different sanitation events:** The health sector has different events that are celebrated globally and nationally that are an opportunity to promote behaviour change. World Toilet Day, National Environmental Sanitation and Hygiene festival, Menstrual Hygiene Day, Global Hand Hygiene Day. All those events need to be organised in collaboration with woreda WASH stakeholders.

School WASH

1. **Strengthen Parent, Student, and Teacher Associations (PSTA):** Every school should establish parent, student and teacher associations consisting of students' parents, students and teachers working on the overall management of the teaching and learning process. WASH is one of the components under the school improvement programme that the PSTA gives attention to. The PSTA need to plan the construction of school WASH facilities with a contribution from communities, because communities have experience in contributing to school construction.
 - a. Awareness creation with PSTA to mobilise funds for the construction of school WASH infrastructure
 - b. Raising community awareness of their responsibility and contribution to the school
 - c. Strengthen linkages between communities and the school's community.
2. **Lobby woreda education office to allocate budget for WASH activities:** There is a trend to allocate budget for school WASH activities from school grants, but in most cases WASH activities are not a priority or too little is allocated.
 - a. Submit proposal (plan) to woreda administration to allocate budget for school WASH facilities
 - b. Use school grants for WASH activities.
3. **Use school internal income:** Most rural schools have internal income. Some of the sources are agricultural plots that students work on, selling different products, selling trees, etc. The PSTA needs to allocate a fixed percentage of the income to improve the school's WASH facilities.
 - a. Support schools to use their farmland properly
 - b. Include WASH infrastructure in the annual budget planning
 - c. Motivate schools to have finance generating activities like shops.
4. **Promote SLTSH:** School-Led Total Sanitation and Hygiene (SLTSH) is one of the means to promote hygiene practices in schools and the community. The SLTSH activities need to be done in collaboration with the woreda health office. All the steps within the approach need to be ensured and supervised by woreda health office environmental health staff.
 - a. Work with the woreda health office and health extension workers to facilitate SLTSH
 - b. Check the school compound sanitation status.
5. **Strengthen school WASH clubs:** School WASH clubs can play a critical role in promoting and transmitting health messages. The PSTA needs to work with the woreda health and water offices on training school WASH clubs. WASH club members need to facilitate health promotion activities, management, and operation of WASH facilities.
 - a. Establish a school WASH club in each school
 - b. Organise training for school WASH club members
 - c. Joint planning and reporting.
6. **Lobby NGOs to work on school WASH facilities:** The SDG plan considers partners (NGOs) as potential contributors. But the woreda administration and WASH sector offices need to promote the plan to partners at different levels i.e., zonal, regional, and national. NGOs that currently work within the woreda need to align their annual plan with the woreda WASH SDG plan.

- a. Develop proposals for school WASH facilities and submit them to potential partners that work within the woreda
- b. Organise awareness raising and discussion sessions on the WASH SDG plan.

Health facilities WASH

1. **Lobby government and NGOs to allocate budget for the construction of new WASH infrastructure in health care facilities:** Health centres and health posts are administered by the woreda health office. The woreda health office needs to include the construction of WASH facilities in its annual plan. And the woreda WASH steering committee and technical team should play a significant role in lobbying the woreda administration to prioritise WASH infrastructure in health care facilities during annual budget allocation.
 - a. Identify (by doing assessments) healthcare facilities without water supply and sanitation services and present the findings to the woreda administration
 - b. Conduct detailed study and design of WASH facilities with support from the zone and the region to convince officials and submit them to potential partners
 - c. Communicate to region and zone health bureaus to look for funds to install WASH services in health care facilities (prepare proposal)
 - d. Intersectoral collaboration during planning (woreda water office should consider HCF during planning and construction of community water supply system)
 - e. Submit detailed proposal to potential partners (NGOs)
 - f. Talk to NGOs currently operating in the woreda to align their annual plan with the woreda WASH SDG plan.

2. **Initiate community participation to contribute to the construction of WASH infrastructure in HCFs:** The health facilities establish a committee which includes staff from the health facilities and community representatives to discuss the contribution of communities to the construction of WASH facilities. The contributions may be in kind, cash, or labour.
 - a. Mobilise communities to contribute
 - b. Organise community discussions right from the planning phase.

3. **HCFs to allocate budget from internal income as per their capacity:**
 - a. Improve HCF service provision to attract/increase users to increase their internal income
 - b. Allocate budget for HCF WASH facilities from revolving funds.

Table 2: Woreda WASH CapEx mobilisation strategy implementation plan

S.No.	Activities	Responsible organisation	Time
Activities to mobilise CapEx for rural water supply			
1.	Analyse the rural kebeles water status/problems in detail and present to the woreda administration	Woreda Water and Energy Resource Development (WWERD) office	May 2022
2.	Identification of kebeles with very low coverage of water supply	WWERD office	May 2022
3.	Prepare proposal (an action plan for kebeles need more attention) and submit to woreda and zone administration	WWERD office	June 2022
4.	Develop evidence-based integrated annual woreda and kebele level WASH plans	All WASH sector offices	June 2022
5.	Support revenue office to increase income level of woreda	Woreda Administration and All WASH sector offices	August 2022
6.	Prepare study and design documents for water infrastructure and submit proposals to potential stakeholders and organise discussions to create awareness based on detailed design documents	WWERD office	September 2022
7.	Advocate for WASH SDG master plan at every opportunity during NGO and Government meetings	WWERD office	Any time we get the chance
8.	Community conversation and awareness creation about communities' role in achieving the SDG master plan	WASHCOs together with WWERD office	June 2022

9.	Participation of communities starting early in project planning phase	WASHCOs together with WWERD office	During any project study
10.	Establish strong and community-selected water scheme construction committee to follow and monitor the construction process	WASHCOs together with WWERD office	During any project implementation period
11.	Urge communities to support CapEx in kind, in labour, and in cash	WASHCOs together with WWERD office	During any project study
12.	Awareness creation of the private sector about their role regarding social responsibilities and their contribution to achieve the woreda WASH SDG master plan	Private sector and WWERD office	At the end of each panel
13.	Create enabling environment for the private sector to support construction of WASH infrastructure at least in their neighbourhoods	Private sectors and WWERD office resource Development Office	During commencement of any new project
14.	Strengthening of the woreda WASH steering committee and technical team	WWERD office and Administration	At the end of each quarter
15.	Support joint monitoring schedule for the kebele level WASH activities	WWERD office	At the end of each quarter
16.	Strengthen integration between health extension workers and parent, student, and teacher association and WASHCOs	All WASH sector offices	Twice a year
17.	Ensure quality of WASH infrastructure construction through joint project implementation monitoring and supervision	All WASH sector offices	At the end of each quarter
18.	Awareness creation of households to invest in their own water supply system	WASHCOs together with WWERD office	Any time we get the chance
19.	Technical support during the construction of household self-supply schemes or household connections	WASHCOs together with WWERD office	Any time where necessary
20.	Liaise communities with Oromia Saving and Loan Association and other microfinance institutions	WWERD office	Quarterly
21.	Strengthen private and micro enterprises to participate in spare parts supply	WWERD office	Any time where necessary
22.	Establish self-help groups (association) with small number of households to get loans from microfinance institutions	Woreda Microfinance and WWERD Office	Any time where necessary
23.	Liaise communities with Oromia Saving and Loan Association	Woreda Microfinance and WWERD Office	Any time where necessary
24.	Establish private and micro enterprises for spare parts supply and self-supply dug well drilling	Woreda Microfinance and WWERD Office	Any time where necessary
25.	Organise discussion session with Shashamane town water utility and communities near the utility's water source	WWERD office	Quarterly
26.	Connect households to fulfil the utility's criteria and technical support during implementation	WWERD office	Any time where necessary
Activities to mobilise CapEx for rural sanitation and hygiene			
27.	Familiarise potential stakeholders with woreda SDG plan (woreda council, cadres, NGOs, community representatives)	Woreda Health Office	July 2022
28.	Draw woreda annual plan from SDG plan (preparing annual financial plan)	Woreda Health Office	April 2022
29.	Refer to WASH SDG plan during the annual physical and financial planning	Woreda Health Office	May 2022
30.	Prepare proposal documents or action plans for specific village with low latrine coverage (high open defecation rate) and submit to different administrations and NGOs	Woreda Health Office	April-Jun 2022
31.	Present woreda WASH challenges using different events like the zonal Go-NGO forum	Woreda Health Office	Quarterly
32.	Strengthened WWT maintaining regular meeting.	All Woreda WASH sector Offices	Quarterly
33.	Joint planning, monitoring, evaluation, and reporting	All Woreda WASH sector Offices	Quarterly

34.	Selecting virgin kebeles and villages	Woreda Health Office	Monthly
35.	Capacity building of staff at woreda health office, health centre and health posts and the health development armies	Woreda Health Office	April-June 2022
36.	Mobilise communities to participate in the construction of roadside public latrines and initiate community to support with material and labour	Kebele Administration with the support from Woreda Health Office	Monthly
37.	Prepare pre-triggering activities	Woreda Health Office	April 2022
38.	Facilitate triggering procedure	Woreda Health Office	April 2022
39.	Conduct post-triggering follow-up	Woreda Health Office	April-May 2022
40.	Recognise and certify ODF kebeles	Woreda Health Office	June 2022
41.	Establish SME in collaboration with the woreda Small and Micro Enterprise office as per their criteria	Woreda Health Office in collaboration with woreda SME office	April-June 2022
42.	Organise a capacity building training for SME	Woreda Health Office	April-June 2022
43.	Household demand creation activities and create market linkages	Woreda Health Office	April-June 2022
44.	Supporting SMEs to get loans and develop saving culture	Woreda Health Office	April-June 2022
45.	Identify ODF kebeles, organise documentation and share the experience with not yet triggered kebeles/villages	Woreda Health Office	June 2022
46.	Show appreciation for (recognised) model households with the community	Woreda Health Office	June 2022
47.	Raise awareness on the need to enforce community-developed laws/bylaws from high level to lower level	Woreda Health Office	April-June 2022
48.	Train community representatives in the implementation of laws/bylaws	Woreda Health Office	April-June 2022
49.	Compile brief health messages and disseminate through local media	Woreda Health Office	April-2022
50.	Work with school WASH clubs to spread health messages	Woreda Health Office	April-June 2022
51.	Request leaflets from zone and some NGOs	Woreda Health Office	April-June 2022
52.	House-to-house visits to create more awareness on improved sanitation	Woreda Health Office	April-June 2022
53.	Celebrate different sanitation events	Woreda Health Office	April 2022
Activities to mobilise CapEx for WASH in HCFs			
54.	Identifying (doing assessments) healthcare facilities without water supply and sanitation services and present to woreda administration	Woreda Health Office	April 2022
55.	Develop detailed study and design documents on WASH facilities with the support from zone and region to convince officials and submit to potential partners	Woreda Health Office	April-June 2022
56.	Communicate to region and zone health bureau to search for funds for WASH services in health care facilities (prepare proposal)	Woreda Health Office	April-June 2022
57.	Intersectoral collaboration during planning (woreda water office should consider HCF during planning and construction of community water supply systems)	Woreda Health Office	April-June 2022
58.	Submit detailed proposal to potential partners (NGOs)	Woreda Health Office	April-June 2022
59.	Discuss the woreda WASH SDG plan with NGOs in the area for alignment of their annual plan	Woreda Health Office	Quarterly
60.	Mobilise the community to contribute in kind and in labour	Woreda Health Office	Monthly
61.	Organise community discussion and involve them from the start of the planning phase	Woreda Health Office	April 2022
62.	Improve HCF service provision in order to attract/increase users and so increase their income	Woreda Health Office	Quarterly
63.	Allocate budget for WASH facilities in HCFs from the revolving fund	Woreda Health Office	May 2022
Activities to mobilise CapEx for school WASH			
64.	Awareness creation with PTAs to mobilise funds for the construction of school WASH infrastructure	Woreda Education office	June 2022

65.	Awareness creation of communities on their responsibility and contribution to the school	Schools (PTA)	Sep. 2022
66.	Strengthen linkages between communities and the school community	Schools (PTA)	Sep. 2022
67.	Submit proposal (plan) to woreda administrations to allocate budget for school WASH facilities	Schools (PTA)	June 2022
68.	Use school grants for WASH activities	Schools (PTA)	October 2022
69.	Support schools in using their farmland properly	Schools (PTA)	Nov. 2022
70.	Include WASH infrastructure issues in the annual budget planning	Woreda Education Office	May 2022
71.	Motivate schools to have finance generating activities like shops	Woreda Education Office	Oct. 2022
72.	Work with woreda health office and health extension workers to facilitate SLTSH	Woreda Education Office	Annually
73.	Check on the school compound sanitation status	Woreda Education Office	Annually
74.	Establish school WASH club in each school	Schools (PTA)	Oct. 2022
75.	Organise training for school WASH club members	Schools (PTA)	Nov. 2022
76.	Develop proposals for school WASH facilities and submit to potential partners working in the woreda	Woreda Education Office	Sep. 2022
77.	Organise awareness creation and discussion sessions on the WASH SDG plan	Woreda Education Office	July 2022

Capital Maintenance Expenditure (CapManEx)

CapManEx is the cost of rehabilitation of currently broken-down facilities and sustains all existing and future planned water schemes to provide services throughout its design period, ensuring that the established services continue at the same level of performance. This includes the cost of major maintenance or replacement of infrastructure components such as replacing riser pipes for a handpump or replacing a submersible pump in a borehole. It covers the work that goes beyond routine maintenance to repair and replace equipment, to keep systems running. Based on the National Water Policy and Strategy the cost of CapManEx is to be covered by taxes or tariffs depending on context.

Required CapManEx

The current 24 broken-down water schemes (19 of them are hand dug wells with handpumps) need ETB 3.38 million for rehabilitation. The woreda also needs to mobilise a total of ETB 764.83 million for the period between 2021-2030 considering the increase in the number of schemes that require CapManEx.

In the woreda WASH SDG plan, ETB 2.35 billion is estimated as CapManEx for household sanitation and hygiene which needs to be covered by the households themselves.

Regarding the institutional WASH facilities, the CapManEx estimate is ETB 47.7 million for the 49 HCFs including the four new planned HCFs and ETB 39.55 million for 88 schools including the ten new planned schools.

Challenges for mobilising CapManEx

The challenges for mobilising resources for CapManEx are very similar to the challenges for mobilising funds for capital expenditure.

Strategies and specific activities for mobilising CapManEx

Community water supply

- Lobby government and NGOs to include CapManEx in their annual budget allocation plan:** Major maintenance is not a priority like construction of new infrastructure during planning and budget allocation. Therefore, the WASH sector needs to use all events (workshops and meetings) as an opportunity at woreda, and zone level to create awareness for the government and partners to plan and allocate budget for major maintenance.
- Tariff revision and lobbying WASHCOs to allocate budget:** WASHCOs with the support from woreda water office organise user discussions to improve water tariffs. The tariff revision, however, should be based on assessments

conducted by woreda staff with the support of the zonal water office. The woreda also needs to support WASHCOs in opening saving accounts and manage income.

3. **Advocate for households to invest in self-supply water systems:** Households that use their own water source need to be encouraged to cover the cost of CapManEx, but free technical support must be provided.

Community sanitation and hygiene

1. **Promote market-based sanitation:** Market-based sanitation creates an enabling environment for the supply of affordable latrine spare parts that help the households to maintain and improve their latrines. SMEs that work on sanitation marketing should also be encouraged to work on the maintenance of latrines.
2. **Government budget to rehabilitate shared latrines:** Shared latrines are mostly abandoned once they break down. There is an ownership problem within the WASH sector and with communities. The woreda health office needs to allocate budget for the maintenance of those shared latrines.
3. **Strengthen post-triggering/ODF follow-up:** The post-triggering/ODF support and house-to-house visits help to identify poorly constructed and broken-down household latrines. During the visit and follow-up, health professionals provide advice and technical support to household owners.

School WASH

1. **Allocate budget from school internal income:** The school internal income is mostly allocated to different school activities, but the PSTA needs to convince the school management to allocate budget for capital maintenance expenditure.
2. **Create strong coordination with NGOs.**
3. **Work closely with woreda water and health office:** The school WASH activities need to be coordinated with two other important WASH sector offices i.e., the water and health offices. The woreda WASH facility plans need to be integrated within the three WASH sector offices.
4. **Increase community contributions:** If the school has no internal income/budget for CapManEx, it can be mobilised from communities with the help of the PTA.

Health care facilities

1. **Government budget allocation for CapManEx:** Like the new WASH facilities plan, capital maintenance costs need to be allocated and included in the annual HCF plans. The woreda health office also needs to consider this in its annual budget planning.
2. **Strengthen intersectoral collaboration:** The health facilities' water systems need technical support from the woreda water office.
3. **Create strong coordination with NGOs:** Lobby partners working within the woreda need to include HCF WASH infrastructure rehabilitation in their annual plan. And the SDG plan should be promoted to different partners, especially NGOs working on infection prevention and control.

Table 3: Woreda WASH CapManEx mobilisation strategy implementation plan

S.No.	Activities	Responsible organisation	Time
Activities to mobilise CapManEx for rural water supply			
1.	Lobby government and NGOs to include CapManEx in their annual plan and to allocate budget for it	WWERD Office	During woreda budget allocation period
2.	Tariff revision and lobby WASHCOs to allocate budget	WASHCOs and WWERD Office	Annual
3.	Advocate households to invest in self-supply water sources	WWERD Office	Any time
Activities to mobilise CapManEx for rural sanitation and hygiene			
4.	Promote market-based sanitation	Woreda Health Office	April 2022
5.	Government budget to rehabilitate shared latrines	Woreda Health Office	September 2022
6.	Strengthening post-triggering/ODF follow-up	HEWs with kebele administration	April- May 2022
Activities to mobilise CapManEx for WASH in HCFs			
7.	Government budget allocation for CapManEx	Woreda Health Office	September- 2022
8.	Strengthen intersectoral collaboration		Quarterly
9.	Create strong coordination with NGOs to support WASH activities in HCFs	Woreda Health Office	Quarterly
Activities to mobilise CapManEx for school WASH			
10.	Create strong coordination with NGOs to support school WASH activities	Woreda Education Office	April 2022
11.	Work closely with woreda water and health office	Woreda Education Office	March 2022
12.	Increase community contribution	Schools (PTA)	Nov. 2022
13.	Allocate budget from school internal income	Schools (PTA)	Oct. 2022

Operational expenditure (OpEx)

OpEx is the cost of operating the system (e.g., electricity or diesel to run pumps, pump operator or caretaker salaries, chlorine to disinfect etc.) as well as servicing and other preventative maintenance or minor corrective repairs. Minor maintenance is routine. It is maintenance needed to keep systems running at design performance but does not include major repairs or renewals. Operational expenditure also includes household coping costs where households spend money to achieve a satisfactory level of service, i.e., cleaning products for sanitary facilities, energy costs, etc. According to the National Water Policy and Strategy, operation and minor maintenance costs must be fully covered by tariffs.

Required OpEx

The woreda has planned ETB 499 million for operational expenditure of the water supply schemes during the period 2019-2030, a total of around ETB 1.53 billion for sanitation and hygiene household facilities, ETB 11.4 million for operation and preventive/minor maintenance of HCFs and ETB 8.2 million for school WASH facilities.

Challenges to mobilising OpEx

Water supply	Rural sanitation and hygiene	Institutional WASH (HCFs and School)
<ul style="list-style-type: none"> • Low community participation in scheme related activities that contribute to the sustainability of existing water schemes, like paying for water use, contributing to preventive and minor maintenance • Lack of community awareness and ownership of water schemes • Unavailability of spare parts close to the community and the high cost of inflation • Weak capacity of WASHCOs and caretakers to mobilise users and undertake preventive measures 	<ul style="list-style-type: none"> • Awareness gap and negligence of individual households to take care of their household latrines • Difficult to visit/supervise every household by the health extension workers • Individual economic status 	<ul style="list-style-type: none"> • Lack of commitment and regular follow-up on school WASH infrastructure • No responsible body for management of school WASH facilities • WASH clubs are not trained on WASH facilities management

Strategies and specific activities to mobilise finance for OpEx

Community water supply

1. **Create a regular water scheme inspection programme to strengthen preventive maintenance:** Introduce and train WASHCOs as well as communities to regularly inspect the water system for proper functioning. Scheduled preventive maintenance ensures water schemes provide sustainable services without breakdowns. The scheduled preventive maintenance includes cleaning and replacement of fast-moving parts.
 - a. Woreda water office scheme administration team supports WASHCOs in developing a regular water scheme follow-up schedule
 - b. Establish regular reporting mechanism for WASHCOs and create immediate feedback provision system
 - c. Awareness creation for user communities to take care of the water schemes
 - d. Capacity building training for WASHCOs and caretakers
 - e. Encourage WASHCOs to open a saving account, collect tariffs and set up an accountability mechanism.

2. **Establish and strengthen WASHCOs:** Establish WASHCOs from direct users, train them in the management of water schemes and encourage them to mobilise and collect user tariffs for OpEx.
 - a. Elect WASHCOs according to the government guideline
 - b. Train WASHCOs on their roles and responsibilities
 - c. Capacitate WASHCOs to open saving accounts, collect tariffs and set accountability mechanisms
 - d. Establish regular auditing mechanisms and reporting to user communities
 - e. Support WASHCOs in developing local bylaws.

3. **Improve water tariffs and avoid ad-hoc collection:** Fix tariffs for all water schemes together with the user community based on an OpEx cost recovery rate. Timely tariff collection for regular operation and preventive maintenance.
 - a. Improve water tariffs based on actual market inflation and the community's ability to pay
 - b. Encourage users to pay timely
 - c. Follow the bylaws developed with the involvement of users.

4. **Strengthen WASHCOs' bylaws:** WASHCOs develop bylaws to enforce tariff collection, and scheme management including penalties for lack of timely payment.
 - a. Organise sessions with the community to develop user bylaws

- b. Take into account the community's economic status when drawing up the bylaws
 - c. Share the bylaws with the kebele administration.
5. **Awareness raising of user community and woreda officials:** Create ownership at community level so that the scheme can be used wisely without much government intervention and with minimum support from the woreda.
 6. **Establish WASHCO accountability mechanisms:** create auditing and reporting mechanisms that will build trust between WASHCOs and users.
 - a. Support WASHCOs to publish receipts
 - b. Link their income to the woreda finance office
 - c. Conduct annual audit
 - d. Share the audit report with the user community.

Community sanitation and hygiene

1. **Community awareness creation:** Regular community awareness creation by the health extension workers through either meetings or house-to-house visits. Use of different IEC/BCC materials helps to maximise this.
2. **Mobilise community to take care of roadside public latrines:** The public latrines built at the roadside as part of OD prevention need the attention of HEWs and administration. Because shared latrines are not owned by somebody.

HCF WASH

1. **Assign or recruit staff to take care of WASH facilities:** The HCFs need to recruit or assign an employee for the management and operation of WASH facilities.

School WASH

1. **Strengthen school WASH clubs:** School WASH clubs need to be established and strengthened. Training them on operation and management in collaboration with health and water offices and enabling them to take full responsibility for operating the school WASH facilities.
 - a. Establish school WASH clubs to manage the school WASH facilities
 - b. Organise and train school WASH clubs
2. **Influence schools to allocate budget for operational cost**
 - a. Create awareness with the school community on the importance of operation and maintenance of WASH facilities
 - b. Allocate budget for operational cost from internal income
 - c. Assign a focal person to follow up the WASH facilities operation and management activities.
3. **Orientation to school community:** Regular orientation to students is very important for the proper use of school WASH facilities.

Table 4: Woreda WASH OpEx mobilisation strategy implementation plan

S.No.	Activities	Responsible organisation	Time
Activities to mobilise OpEx for rural water supply			
1.	Woreda water office scheme administration department supports WASHCOs to develop a regular water scheme follow-up schedule	WWERD office	Quarterly
2.	Develop regular reporting mechanism for WASHCOs and create an immediate feedback provision system	WWERD office	Monthly
3.	Awareness creation of user communities to take care of the water scheme	WWERD office	Any time
4.	Capacity building training for WASHCOs and caretakers on their roles and responsibilities	WWERD office	Twice a year
5.	Initiate WASHCOs to open a saving account, collect tariffs and set accountability mechanism	WWERD office	Any time
6.	Elect WASHCOs according to the government guideline criteria	WWERD office	Per two years
7.	Support WASHCOs to open saving account, collect tariffs and set accountability mechanism	WWERD office	At the project handover time
8.	Establish regular auditing mechanism and report back to user communities	WWERD office	Annual
9.	Support WASHCOs to help users to develop their local bylaws	WWERD office	Up to end of September
10.	Improving water tariffs based on the actual market inflation and capacity of the user community	WASHCOs with WWERD office	Annually
11.	Encourage users to pay timely	WASHCOs	During fee collection
12.	Follow the bylaws developed with user agreement	WASHCOs	Quarterly
13.	Organise discussion session with the community to develop user bylaws and link the bylaws to the kebele administration	WASHCOs	Quarterly
14.	Support WASHCOs to print receipts	WWERD office Zonal finance office	Annually at the end of September
15.	Link their income with woreda finance office	WASHCOs	annually
16.	Conduct audits annually	WASHCOs	Annually
17.	Share the audit report with the user community	WASHCOs	Annually
Activities to mobilise OpEx for rural sanitation and hygiene			
18.	Community awareness creation on the safe management of household latrines	Health Extension Workers (HEWs)	Monthly
19.	Supervision of the community roadside public latrines	HEWs	Weekly
Activities to mobilise OpEx for WASH in HCFs			
20.	Assign or recruit staff to manage WASH facilities	HCFs	April 2022
Activities to mobilise OpEx for school WASH			
21.	Establish school WASH club to manage the school WASH facilities	Schools/PTA	Sep. 2022
22.	Organise and train school WASH clubs	Schools/PTA	Oct. 2022
23.	Create awareness with school communities on the importance of operation and maintenance of WASH facilities	Schools/PTA	Sep. 2022
24.	Allocate budget for operational cost from internal income	Schools/PTA	Oct. 2022
25.	Assign a focal person to follow up the WASH facilities operation and management activities	Schools/PTA	June 2022

Expenditure on Direct Support (ExDS)

ExDS are salary and non-salary costs for setting up and carrying out monitoring of services, routine technical assistance, and training (and re-training) of service providers such as WASHCOs and utilities. Based on National Water Policy and Strategy, the investment for ExDS is to be fully covered from taxes.

Required ExDS

The water sector requires ETB 158 million in direct support costs over the period 2019-2030 to implement the planned basic water supply service activities for the woreda population. The health office requires ETB 222.19 million for post-triggering support, post-ODF follow-up and IEC/BCC material production and distribution and ETB 15.3 million to support the WASH activities of HCFs. The woreda education office also allocated ETB 9.45 million to support school WASH activities.

Challenges to mobilise ExDS

- Shortage of staff at woreda WASH sector offices to provide strong support to kebeles
- Lack of logistics like vehicles, motorbikes, and computers
- Lack of capacity building programmes in the government annual plan
- Gap in understanding the national and regional level policies, strategies, guidelines, and manuals
- No training on the emerging technologies and software

Strategies and specific activities to mobilise ExDS

1. **Create an enabling environment for the WASH sector to facilitate the implementation of the woreda WASH SDG master plan:** The desired number of staff at the woreda water office need to be present according to the civil service structure of each office. Lack of budget has limited the recruitment of staff approved under the civil service structure. Achieving the SDG plan without having full technical and supportive staff is difficult. The woreda WASH SDG master plan needs to be introduced and advocated for with stakeholders. It requires the involvement of many WASH stakeholders. The technical and administrative staff at woreda level require a refreshment training that motivates them to undertake their regular activities. Provision of hand tools and providing technical training to caretakers is also needed.
 - a. Negotiate with woreda administration to recruit additional skilled staff
 - b. Include capacity building training programmes in the woreda annual plan
 - c. Conduct integrated refresher trainings on different topics (technical and policy)
 - d. Coach staff appropriately to use their potential effectively
 - e. Incorporate HR and logistics plan in the annual sector plan.

Table 5: Woreda WASH ExDS mobilisation strategy implementation plan

S.No.	Activities	Responsible organisation	Time
Activities to mobilise ExDS for rural water supply, sanitation/hygiene and Institutional (school and HCF) WASH			
1.	Negotiate with woreda administration to recruit additional skilled staff	All woreda WASH offices	Sep. 2022
2.	Include capacity building training programmes in the woreda annual plan	All woreda WASH offices	Oct. 2022
3.	Conduct integrated refresher trainings on different topics (technical and policy)	All woreda WASH offices	Sep. 2022
4.	Coach staff appropriately to use their potential effectively	All woreda WASH offices	Oct. 2022
5.	Incorporate HR and logistics plan in the annual sector plan	All woreda WASH offices	June 2022

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