IRC

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Expenditure tracking report of Negelle Arsi and Shashamane woredas of West Arsi zone - Oromia Regional State, Ethiopia (July 2019 – June 2022)

Supporting water sanitation and hygiene services for life

This expenditure tracking report examines the required, budgeted, and actual WASH expenditure from tax, transfer, and tariff for new infrastructure, major maintenance, and indirect support and outlines proposals for meeting woreda WASH SDG 6.1.

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Contents

Tables

Figures

Abbreviations

CapEx	Capital Expenditure
CapManEx	Capital Maintenance Expenditure
CLTSH	Community-Led Total Sanitation and Hygiene
ExDs	Expenditure on Direct Support
ExIDs	Expenditure on Indirect Support
GESI	Gender and Social Inclusion
HCF	Health Care Facilities
LCC	Life-Cycle Costs
MWA	Millennium Water Alliance
NGO	Non-Governmental Organisation
OpEx	Operational Cost
SWP	Sustainable WASH Programme
WASH	Water, Sanitation and Hygiene
WASHCO	Water, Sanitation and Hygiene Committee
WUA	Water User Associations
USD	United States Dollar

Background

Negelle Arsi and Shashamane woredas[1] of Oromia Regional State have developed their costed long-term water supply, sanitation, and hygiene (WASH) master plans (2019 to 2030) for households and institutions (schools and health care facilities) with the support of the WASH SDG programme financed by the Ministry of Foreign Affairs of the Government of the Netherlands (DGIS). The WASH SDG programme has been supporting the two woreda governments to sustainably improve access to and use of safe drinking water and sustainably improve access to sanitation as well as improving hygiene behaviours and strengthening WASH systems.

Globally, the WASH SDG programme is being implemented in seven countries of which four are in Africa. In Ethiopia, the programme is being implemented in Shashamane and Negelle Arsi woredas of Oromia and Bahir Dar Zuria and Lasta Lalibela woredas of Amhara region. The programme in Oromia is led by Amref with four implementing partners (Bole Baptist Biblical Church (BBBC), Wetlands International (WI), IRC WASH and Akvo) implementing various aspects of the programme. IRC WASH supports on strengthening WASH master planning, facilitation of learning and sharing platforms, expenditure tracking and knowledge management.

During the baseline period (2019) access to at least basic water supply in Shashamane was 19%, access to basic sanitation was 49% and access to basic hygiene was 0%. In health care facilities, access to basic water supply was 22%, access to basic sanitation and hygiene was 0%, while access to basic waste management was 16%. In schools, access to basic water supply was 28%, access to basic sanitation was 37% and access to basic hygiene was 0%. The vision of the woreda by the end of the planning period in 2030 is to reach 71% basic and 29% safely manged water supply at community level, 100% basic sanitation for households and 100% basic WASH services in schools and health care facilities.

In Negelle Arsi, access to at least basic household water supply was 57%, access to basic sanitation was 56%, and access to basic hygiene was 0%. In schools, access to basic water was 40%, access to basic sanitation was 84 % while access to basic hygiene services was 0%. In health care facilities, access to basic water was 52%, access to basic sanitation was 0%, access to basic hygiene was 5% and access to basic waste management services was 0%. Negelle Arsi woreda set a vision of achieving 70% basic and 30% safely managed water at community level, 100% basic sanitation for households, and 100% basic WASH services in schools and health care facilities by the end of the planning period, 2030.

The master plans consider creating new access for the unserved/underserved as well as ensuring sustainability of services for those who are already served. To achieve the set targets the master plans identified served/unserved communities per kebele[2], potential sources, technology types, service levels and required costs from the three Ts, taxes, tariffs and transfers, to achieve the planned service level targets and ensure sustainability of services.

The aim of this expenditure tracking report is to help WASH actors in the woredas to understand the gaps in life-cycle costing (LCC) and take corrective measures in supporting the woredas to achieve the 2030 WASH targets.

[1] District

[2] Lowest administrative level

Introduction

The WASH SDG programme is a programme supported by the Ministry of Foreign Affairs of the Government of the Netherlands (DGIS). The programme is being implemented in four woredas in Ethiopia of which two are in Oromia region, i.e., Shashamane and Negelle Arsi. The programme in Shashamane and Negelle Arsi is implemented by a consortium led by Amref composed of programme partners Amref, BBBC, WI, IRC WASH and Akvo. All the partners execute various aspects of the programme. IRC WASH is supporting the programme and the woredas on WASH master planning, facilitation of learning and sharing platforms, knowledge management and expenditure tracking.

The woredas have developed their water supply, sanitation, and hygiene (WASH) master plans (2019 to 2030) at the household and institutional levels. Expenditure tracking is planned to track the level of implementation of the master plans to generate evidence for advocacy and to take corrective measures.

The expenditure tracking covers the period from July 2019 to June 2022 aligning with the Ethiopian fiscal year. The expenditure tracking focuses on rural community water supply and rural household sanitation. This is because there are no separate planned activities and no resource allocation for institutional WASH both from governments and partners working in the two woredas. Most of the activities and resource allocation are hidden under other activities.

The report focuses on highlighting the required, budgeted and actual expenditure from the three Ts for new construction, major maintenance and indirect support to identify funding gaps and outline recommendations for achieving woreda WASH SDG 6.1 targets. Required cost is the amount indicated for the year in the master plans, budgeted is the amount allocated by WASH actors for the year while actual is the amount utilised from the budget for the year.

Objective of the Expenditure Tracking

General objective

The main objective of the expenditure tracking is to identify progress or lack of funding for LCC to achieve the WASH SDG 6.1 targets in accordance with the long-term plans of the target woredas in order to make informed decisions.

Specific objectives

- Assess the annual required budget (from the master plan), budgeted for the year by all WASH actors and the actual expenditures from the allocated amount for new construction (CapEx), expenditure on major maintenance (CapManEx) and expenditure on indirect support (ExIDs)
- Assess funding gaps to inform stakeholders
- Recommend feasible options to address the funding gaps

Methodology and tools

Methodology

The methodologies used in this assessment are:

- Data collection from the master plans, woreda water offices and WASH SDG consortium members
- Cost categorisation into Life-Cycle Costs (LCC) based on the reported activities
- Data cleaning and triangulation to check consistency of information from different sources

Tools

IRC has developed Excel based data collection and analysis tools to support expenditure tracking. The purpose of the tools is to standardise data collection, analysis, and reporting. The tools can handle data on community water, household sanitation and institutional WASH. Two of the tools are designed for data capturing (OpEx and ExDs) while the third tool is to support analysis of the expenditure data. For the present work, only the data analysis tool is used as the focus is on expenditure for new construction, capital maintenance and expenditure on indirect support.

Data sources and processes

Expenditure data was collected from woreda WASH master plans, woreda water offices and the WASH SDG consortium lead. The required amount for new construction, capital maintenance and expenditure on indirect support were taken from the master plans, the allocated and utilised amount was taken from the woreda report and WASH SDG consortium lead.

Considerations in cost-computation

CapEx

CapEx refers to the one-off cost of constructing fixed assets such as boreholes, installing pumps, pipes, and concrete structures such as reservoirs and water points when a new water system is built or when the system is extended or enhanced. It also includes personnel and non-personnel costs for planning, community mobilisation, study, design and construction supervision, and costs of formation and training of service providers and provision of start-up materials including office and office furniture and stationery.

The service authority staff conducts study and design, construction supervision, community mobilisation and project monitoring implemented by various WASH actors in their respective woredas. Daily allowance and transport costs of the staff are costed under the projects they support, but salary is fully costed under the service authority recurrent budget. Hence, salary costs are mostly not captured as cost of a project.

CapEx is financed from tax revenues, transfers through bilateral and multi-lateral support, and tariff through community contribution (in kind, cash, and labour), self-supply and household connection or a mix of these.

CapEx activities in the woredas include:

- Site selection, feasibility study, design, community consultation and mobilisation, sanitation and hygiene promotion
- Formation of small and micro enterprises engaged in sanitation business, training, offering tools and materials
- Construction, pipeline extension, construction supervision, and monitoring

- Establishment of service providers (WASHCOs), training and hand tool provision
- Self-supply (household connection and household latrines)
- Advocacy on leveraging
- Review meetings

CapManEx

CapManEx refers to the occasional costs of renewing (replacing, rehabilitating, refurbishing, and resorting) assets to ensure that the service continues at the same level of performance as was first delivered. Examples of CapManEx include replacing a pump in a motorised well or the piping rods, or handle of a hand pump, cleaning or re-excavating the base of a hand dug well, flushing a borehole which no longer delivers the desired flow, etc. The renewal of these assets, often after some years of operation, ensures the same level of service that the initial users of the assets received when the capital expenditure was first incurred. CapManEx covers work that goes beyond routine maintenance to repair and replace equipment to keep systems running.

The cost of CapManEx is covered by taxes, transfers, or tariffs, or a combination of these depending on context. Like CapEx, service authority staff supports rehabilitation works but salary is not costed as cost of a project.

The major CapManEx activities in the woredas were rehabilitation of boreholes, replacement of pumps, generators, pipelines and maintenance on water storage tanks.

ExIDs

ExIDs is the cost of strengthening the capacity of service authorities to discharge their role of monitoring services and service providers, ensuring water quality, capacity building on study, design, construction supervision and contract administration to support construction of quality infrastructures. It also includes costs of policy and regulation formulation at all levels. This cost can be covered from taxes or transfers or a combination of the two.

Indirect support activities in the two districts include:

- WASH master plan development
- Monitoring system development
- Facilitation of regular multi-stakeholder learning and sharing platforms
- Knowledge management
- Consultative meetings on restoration, catchment treatment, and training of stakeholders
- Assessment on the effect of water scarcity, climate change and environmental degradation on WASH services delivery
- Training on Gender and Social Inclusion (GESI)
- Training on regional regulation on set-up of service providers
- Experience sharing visits

Data sources, challenges, and actions

The expenditure data was collected from service authorities, WASH SDG consortium lead and implementing partners. The data collection process was constrained by various factors. Table 1 summarises the data type, data source, challenges, and actions taken to overcome the challenges.

Table 1: Source of budget data

Data type	Data source	Challenges	Action
CapEx	WASH master plan for required costs, and service authority and WASH SDG lead and programme implementer data for budgeted and actual amounts.	CapEx is mostly reported as contractual amount. Costs incurred during planning, study, design, construction supervision and contract administration and formation and training of service providers is not captured as CapEx. Civil society organisations that implement multiple activities (community water, institutional WASH, household sanitation and hygiene) like Amref do not capture costs incurred separately. The WASH SDG programme implementers do not have separate budgets for the two districts.	Discussed with service authority and implementing partners to provide an estimate.
CapManEx	WASH master plans for required costs, and service authority and WASH SDG lead and programme implementers data for budgeted and actual amount.	Major maintenance is financed by service providers and civil society organisations. The cost on major maintenance by service providers is not documented at service authority level i.e., no reporting mechanism between service providers and service authority. Furthermore, service authority provides support including machinery, but costs are not captured. Civil society organisations also lump costs together. For the WASH SDG programme, there are no separate cost overviews for the two districts.	Amref has made rough estimate for expenditure on CapManEx
ExIDs	WASH master plans for required costs and WASH SDG lead and programme implementers data for budgeted and actual amount.	There is no data on indirect support activities of service authorities. WASH SDG programme implementers also do not capture costs separately and there are no separate cost overviews for the two districts.	Estimate after discussion with implementers.

Limitations of the assessment

The woredas have separate master plans for community water, household sanitation, school WASH and WASH in health care facilities. During the implementation phase, resource allocation by service authority and development partners focused on community water supply and household sanitation. School WASH and WASH in health care facilities are implemented through community contributions and participation. But the costs incurred are not captured by the service authority. The service authority costs for community mobilisation and technical support are also lumped together with other expenses. Hence, this assessment focuses on community water supply and household sanitation only.

The expenditure data for community water supply does not cover all life-cycle costs. Multi-year data on direct support (ExDs) is not readily available with the service authority. Service authority staff perform multiple tasks but could not estimate personnel and non-personnel costs to support the various activities. As a result, this expenditure tracking report does not address ExDs.

There is no reporting relationship between service providers and the service authority. Documentation by the service providers is weak, except for some motorised and multi-village systems. As a result, data on cost of operation (OpEx) is not readily available with the service authority and service providers. Hence, this expenditure tracking report does not include OpEx.

Expenditures on cross-cutting activities like support to WASH monitoring system development, master planning, learning alliances and Gender and Social Inclusion are captured under community water supply only. This is because expenditure on these costs was not captured sectorally. Additionally, it is assumed that a dominant proportion of these costs goes to the water sector.

Civil society organisations that implement multiple activities like community water supply, household sanitation and institutional WASH do not capture costs for each component separately. As a result, the data used is based on rough estimates. Sanitation activities are implemented both in rural and urban settings in the WASH SDG programme, but the master plans are only for rural settings. Therefore, this expenditure tracking does not address sanitation activities in urban settings.

Service authorities provide support to projects implemented by development partners. Daily allowance and transport costs are covered by the implementing development partner, but salary of staff is covered by the service authority. However, expenditure on salary is not calculated as part of new construction, major maintenance or indirect support activity . As a result, the expenditure report can have limitations in this regard.

CapEx is considered as cost of contract without considering community contributions (in kind and labour), personnel, and non-personnel costs of the contracting party (service authority/NGO) for study and design (might have been conducted some time back), salary expense of service authority for study, design, supervision, monitoring, and evaluation by those overseeing progress and quality of the implementation. The same is true for CapManEx and ExIDs.

Indirect support activities like monitoring, master planning, learning alliances and Gender and Social Inclusion are cross-cutting activities that include the water, health, education and finance sub-sectors. Costs incurred on these activities were not disaggregated. Hence, all expenditures related to these activities were registered under water supply expenditure.

LCC and source of funding

Community water supply

LCC budget

The three years' (2019, 2020, & 2021) cumulative budgeted amount for community water supply for CapEx, CapManEx and ExIDs was 144%, and 57% of the required amount while the actual/utilised amount was 95% and 94% for Negelle Arsi and Shashamane respectively. The budgeted amount for CapEx and CapManEx were 155%, and 23% of the required amount for Negelle Arsi and 57% and 27% for Shashamane (table 2). The actual amount for CapEx was 96% and 95%, CapManEx was 87% and 94% and ExIDs was 89% for Negelle Arsi and Shashamane respectively.

Table 2: 3 years community water budget 2019 to 2021 (amount is in USD)

Row Labels	CapEx	CapManEx	ExIDs	Total	%
Negelle Arsi					
Required	3,477,025	632,556	-	4,109,580	-
Budgeted	5,387,212	143,220	377,898	5,908,330	144
Actual	5,159,421	124,041	336,709	5,620,171	95
Shashamane					
Required	4,286,735	1,258,672	-	5,545,407	-
Budgeted	2,464,098	340,599	377,898	3,182,594	57
Actual	2,345,972	321,420	336,709	3,004,101	94

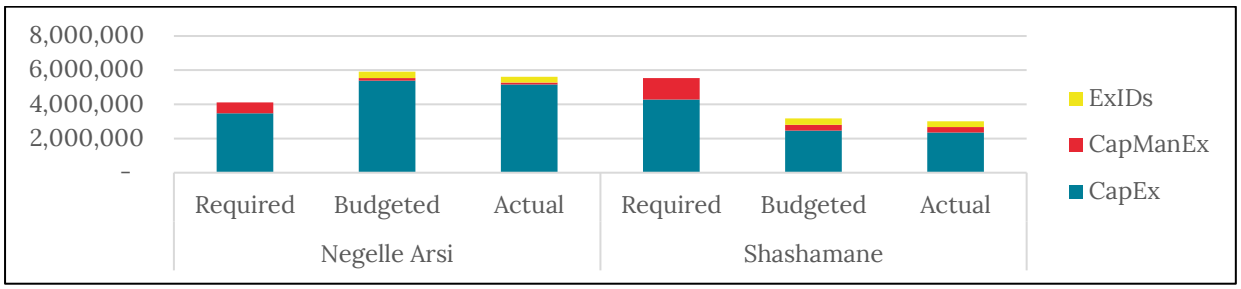

Figure 1: Community water budget (amount is in USD)

The budgeted to required ratio was lowest for CapManEx and highest for ExIDs. This indicates that there can be an issue with the long-term sustainability of the water supply facilities if CapManEx is not sufficiently financed. The budgeted to required ratio for CapEx was high in

Negelle Arsi (155%) but only 57% in Shashamane. There was construction of a multi-village water supply system by regional government in Negelle Arsi during the period 2019-2021.

Sources of funding for community water supply

For the implementation of the master plan, woredas have planned to raise funding from the 3Ts i.e., taxes, tariffs and transfers (government, community and NGOs). The amount from transfers was not explicitly quantified in the master plans. Service provision is mainly the role of government. To fulfil its role, government needs to find stakeholders that can support its effort.

The funding for ExIDs was fully from transfers of the WASH SDG consortium members.

Negelle Arsi didn't raise funding from tariffs for construction of new water supply systems and rehabilitation of non-functional facilities. In practice, rehabilitation of non-functional systems is the responsibility of the user community in the two districts. Therefore, there should be community contributions for CapManEx. But this data was not captured by Negelle Arsi woreda's Water and Energy office.

The budgeted amount from taxes was 85% and 3% of the required amount for Negelle Arsi and Shashamane respectively, while the utilised amount was 100% for both. The budgeted amount from tariffs was 4% of the required while the actual amount was 100% of the budgeted amount for Shashamane. The actual amount for transfers was 89% and 94% of the budgeted for Negelle Arsi and Shashamane respectively. In Negelle Arsi, the amount budgeted from taxes was 83% and in Shashamane the amount budgeted from taxes was 2,175%. The tax amount in Negelle Arsi exceeds the transfer amount because of construction of a new water supply system with funding from the regional government (table 3).

Table 3: Source of funding for community water (amount in USD)

Row Labels	Tariff	Taxes	Transfer	Grand Total
Negelle Arsi				
2019				
Required	20,113	581,919	-	602,031
Budgeted	-	3,227,357	955,051	4,182,408
Actual	-	3,227,357	836,891	4,064,248
2020				
Required	155,477	2,075,666	-	2,231,143
Budgeted	-	-	1,276,247	1,276,247
Actual	-	-	1,093,567	1,093,567
2021				
Required	117,534	1,158,871	-	1,276,405
Budgeted	-	-	449,675	449,675
Actual	-	-	462,356	462,356
Shashamane				
2019				
Required	246	221,256	-	221,502

Budgeted	17,117	30,730	1,364,385	1,412,232
Actual	17,117	30,730	1,282,948	1,330,794
		2020		
Required	197,274	1,525,725	-	1,723,000
Budgeted	8,051	36,876	989,302	1,034,229
Actual	12,784	36,876	1,118,657	1,168,316
		2021		
Required	664,800	2,936,105	-	3,600,905
Budgeted	11,063	70,679	654,392	736,134
Actual	6,330	70,679	427,981	504,990

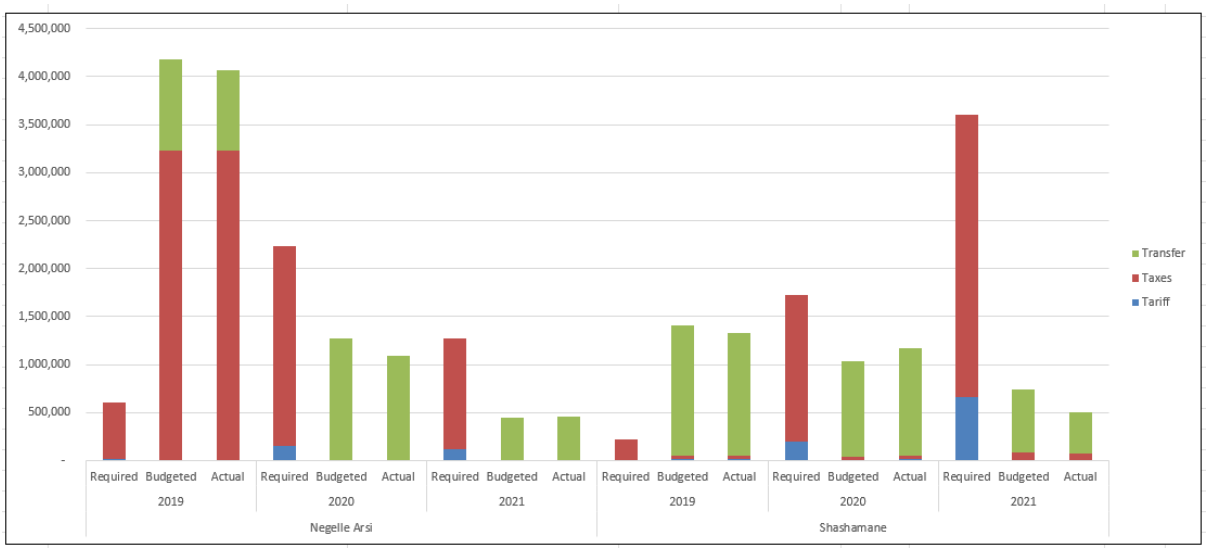

Figure 2: Source of funding for community water (amount is in USD

In Shashamane, CapEx funding came from tariffs, taxes and transfers while in Negelle Arsi it came from taxes and transfers. In Negelle Arsi, 91%, 2% and 6% of the total funding is for CapEx, CapManEx and ExIDs respectively, while in Shashmane 71% was for CapEx, 11% was for CapManEx and 12% was for ExIDs. In Shashamane, 93% of the CapEx funding came from transfers, 6% from taxes and 1% from tariffs while in Negelle Arsi 60% came from taxes and 40% from transfers. In Shashamane, 4% of CapManEx funding came from tariffs while 96% came from transfers. In Shashmane, 93% of CapEx and 96% of CapManEx funding came from transfers and 100% of the ExIDs funding in both districts came from transfers (table 4).

Table 4: Funding from 3Ts

	CapEx			CapManEx			ExIDs	CapEx				CapManEx					
								Total CapEx	% of tariff	% of tax	% of transfer	Total CapMan	% of tariff	% of Tax	% of transfers	Toal ExIDS	% of transfers
	Tariff	Taxes	Transfer	Tariff	Taxes	Transfer	Transfer	-	-	-	-	-	-	-	-	-	-
Negelle Arsi																	
Required	273,478	3,203,547	-	19,646	612,909	-	-	3,477,025	8	92	-	632,556	3	97	-	-	-
Budgeted	-	3,227,357	2,159,855	-	-	143,220	377,898	5,387,212	-	60	40	143,220	-	-	100	377,898	100
Actual	-	3,227,357	1,932,064	-	-	124,041	336,709	5,159,421	-	63	37	124,041	-	-	100	336,709	100
Shashamane																	
Required	841,498	3,445,237	-	20,823	1,237,849	-	-	4,286,735	20	80	-	1,258,672	2	98	-	-	-
Budgeted	22,925	138,285	2,302,888	13,306	-	327,293	377,898	2,464,098	1	6	93	340,599	4	-	96	377,898	100
Actual	22,925	138,285	2,184,763	13,306	-	308,114	336,709	2,345,972	1	6	93	321,420	4	-	96	336,709	100

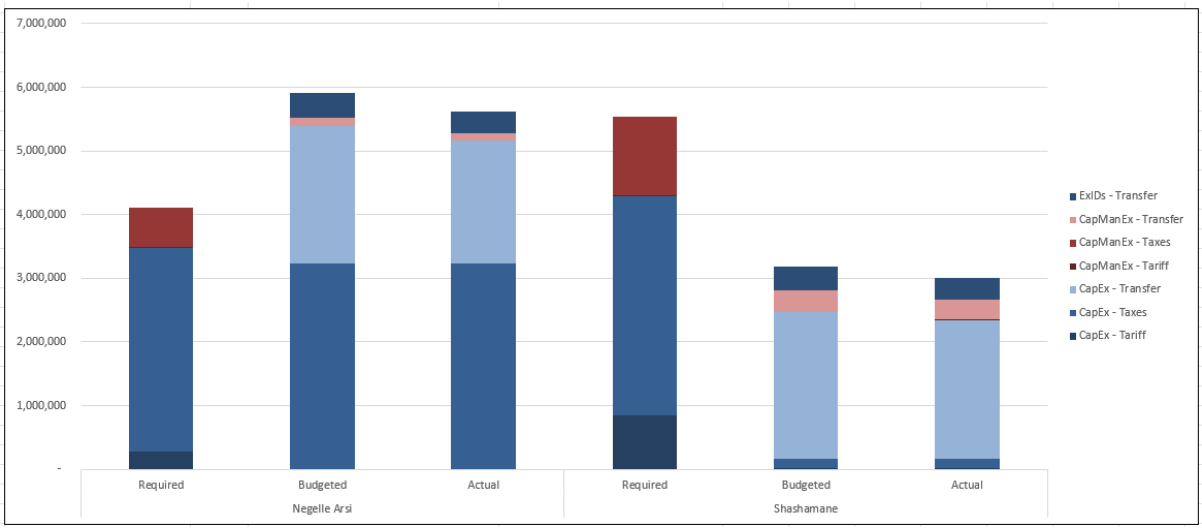

Figure 3: Funding from 3Ts (amount is in USD)

Rural sanitation and Hygiene

LCC budget

The majority of the WASH SDG programme interventions were in rural areas. In urban areas, there were only sanitation and hygiene interventions. The WASH master plans didn't consider urban settings as they have their own administration. Since Negelle and Shashamane towns also have their own administration, which is separate from the woredas, they do not have WASH master plans. Hence, the expenditure tracking analysis didn't include the urban sanitation and hygiene components, though there were activities supported by the programme.

The costs considered under rural sanitation are CapEx and CapManEx only. Other indirect support activities like monitoring, master planning, learning alliances and Gender and Social Inclusion were registered/captured under water supply.

Sanitation related CapEx activities includes CLTSH (triggering, post-triggering follow-up), establishment of small and micro enterprises that are engaged in production, distribution and construction of sanitation facilities, training and supply of hand tools and start up materials for the enterprises, and construction of household sanitation facilities.

The funding for CapEx and CapManEx was 3% and 2% of the required amount for Negelle Arsi and Shahsmane respectively. The amount of CapEx allocated for these activities was 6% and 3% of the required amount during the study period while the utilisation was 107% and 104% of the budgeted amount for Negelle Arsi and Shashamane respectively. Since the household investments for construction of latrines was not budgeted/planned for, the actual amount is much higher than the amount budgeted.

The investment in CapManEx for sanitation is the responsibility of the households. This investment was not budgeted/planned for, and its performance was not captured at service authority level (table 5).

Table 5: Household sanitation budget (amount is in USD)

Category	CapEx		CapManEx	
	Amount	%	Amount	%
Negelle Arsi				
Required	4,300,529	-	4,518,819	
Budgeted	239,964	6	-	
Actual	257,365	107	-	
Shashamane				
Required	6,956,909	-	4,514,199	
Budgeted	239,964	3	-	
Actual	249,375	104	-	

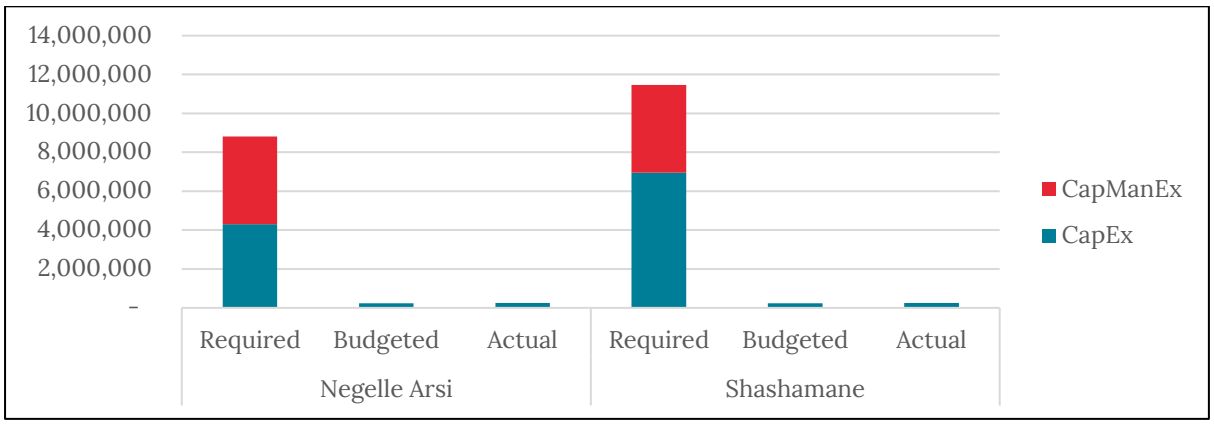

Figure 4: Household sanitation budget (amount in USD)

Sources of funding for rural household sanitation and hygiene

The sources of funding for sanitation and hygiene activities were tariffs, taxes and transfers. Except for the funding from transfers, funding from both tariffs and taxes were not planned for /budgeted. But there was investment from tariffs for construction of new household latrines. The actual household investment in the construction of a new household sanitation facility was 1% and 0.4% of the required amount for Negelle Arsi and Shashamane respectively.

The actual investment from transfers for triggering, post-triggering, establishment of small and microenterprises, training, provision of hand tools and start up materials and review meetings was 87% of the budgeted amount for both Negelle and Shashamane (table 6 and 7).

Table 6: Source of funding for household sanitation (amount is in USD)

Category	Tariff		Taxes		Transfer		
	Amount	%	Amount	%	Amount	%	Grand Total
Negelle Arsi							
Required	8,177,690	-	641,659		-	-	8,819,348
Budgeted	-	-	-		239,964	-	239,964
Actual	49,537	1	-		207,828	87	257,365
Shashamane							
Required	10,489,488	-	981,620		-	-	11,471,108
Budgeted	-	-	-		239,964	-	239,964
Actual	41,547	0.4	-		207,828	87	249,375

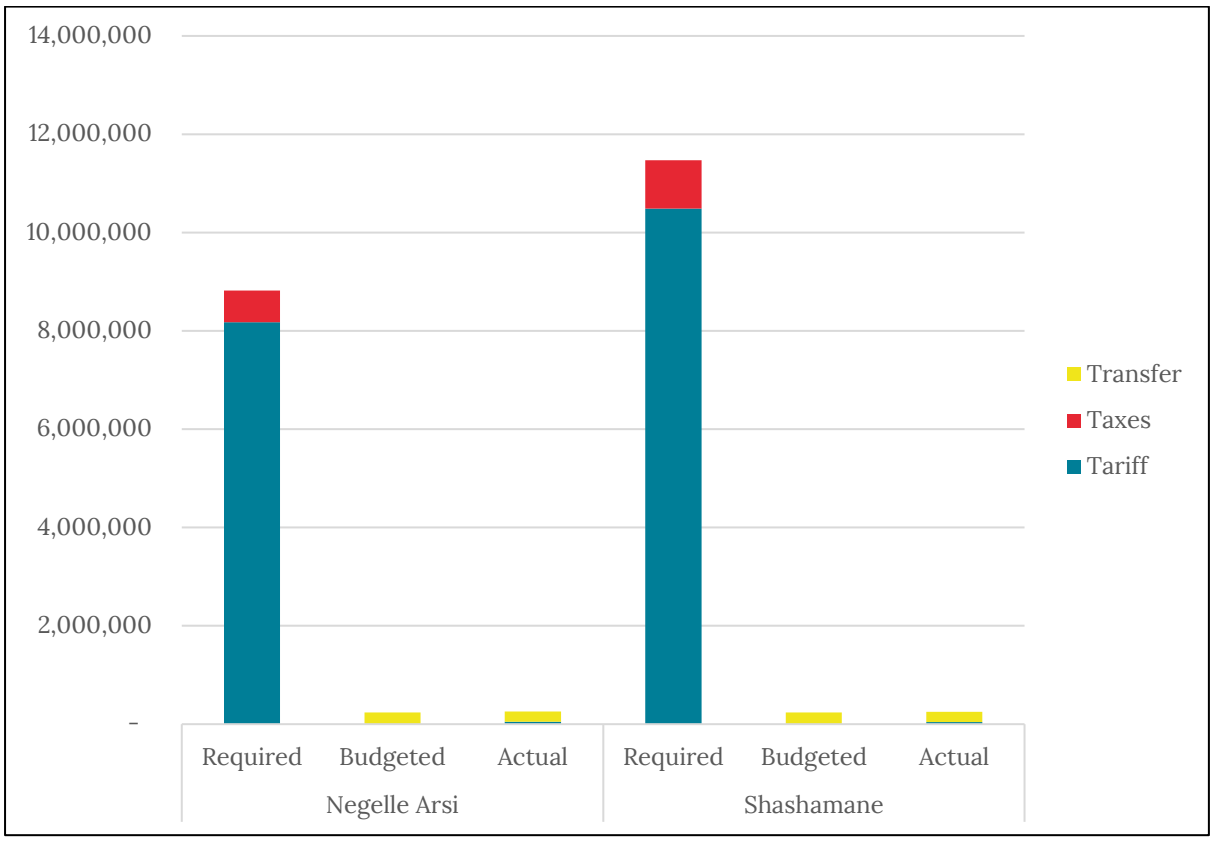

Figure 5: Source of funding for household sanitation (amount in USD)

Table 7: Household sanitation sources of funding by category (amount is in USD)

Category	CapEx			CapManEx	Grand Total
	Tariff	Taxes	Transfer	Tariff	
Negelle Arsi					
Required	3,658,871	641,659	-	4,518,819	8,819,348
Budgeted	-	-	239,964	-	239,964
Actual	49,537	-	207,828	-	257,365
Shashamane					
Required	5,975,289	981,620	-	4,514,199	11,471,108
Budgeted	-	-	239,964	-	239,964
Actual	41,547	-	207,828	-	249,375

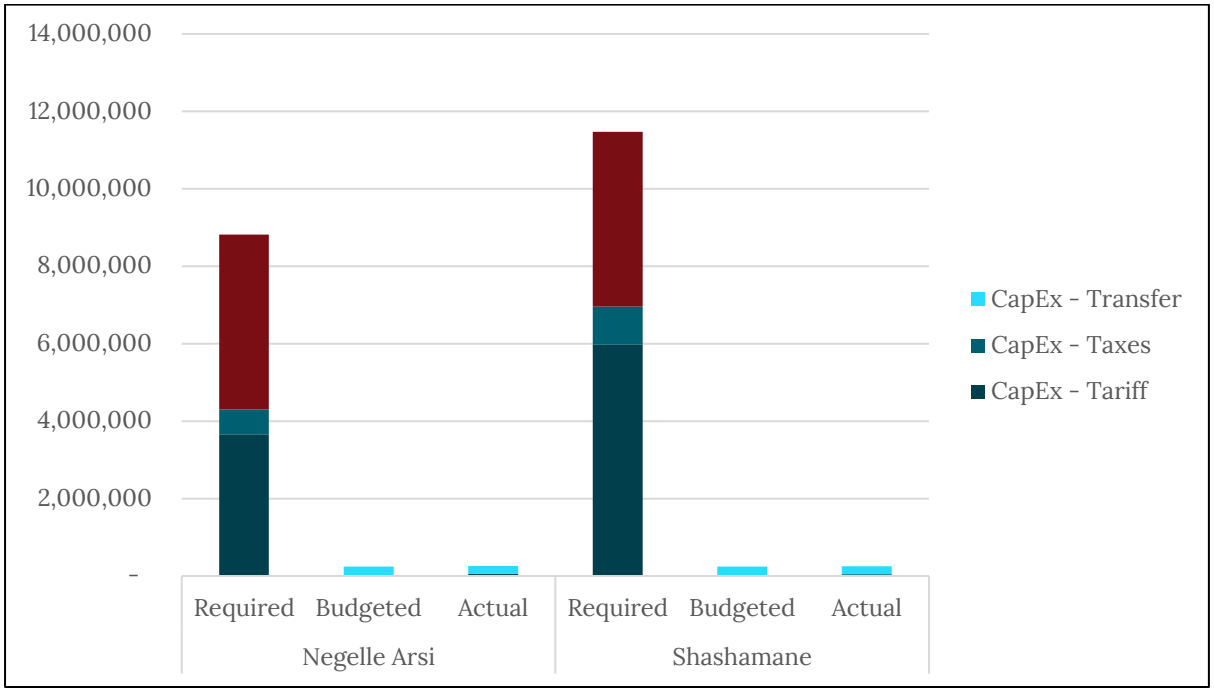

Figure 6: Sources of funding for household sanitation by cost category (amount in USD)

Conclusion and Recommendations

Conclusions

The WASH expenditure tracking analysis indicated a huge gap in financing of the master plans. In Negelle Arsi 144% and 3% and in Shashamane 57%, and 2% of the required amount for rural water supply and sanitation activities were budgeted for. The higher percentage of water supply funding in Negelle Arsi was because of a multi-village water supply project implemented by the regional government's direct investment. From this, it is evident that the woredas will not be able to achieve the WASH master plan target of achieving SDG 6 by 2030.

The funding from transfers is higher than from both tariffs and taxes, except for Negelle Arsi's water supply, which indicates WASH financing is dominated by transfers. In Negelle Arsi, there was no CapEx and CapManEx funding for water supply from tariffs. Combined with a low level of financing from transfers and taxes, this will significantly affect the ambition of the woreda to achieve WASH SDG 6.1 target.

The water supply budgeted to required ratio is lowest for CapManEx, which will affect the facilities and consequently the services' long-term sustainability.

Recommendations

The expenditure tracking analysis indicated that there is a huge gap in the financing of the WASH master plans. With the current level of financing, the woredas will not be able to achieve their WASH SDG targets. Hence, to fill the financing gaps the woredas need to take the following actions:

- Promote the WASH master plans at all levels (community, service providers, civil society organisations and service authority) to attract more funding.
- Regularly monitor implementation of the resource mobilisation strategy and take timely corrective actions as needed. Give mandate to learning alliance technical teams to monitor and report.
- Establish WASH reporting and feedback mechanisms to share information with the service providers (WASHCOs, health extension workers and schools).
- Practice planning of community level activities (household water supply and household sanitation) in collaboration with kebele administrators/health extension workers.
- Allocate matching funds to attract funding from civil society organisations.

Visiting address
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