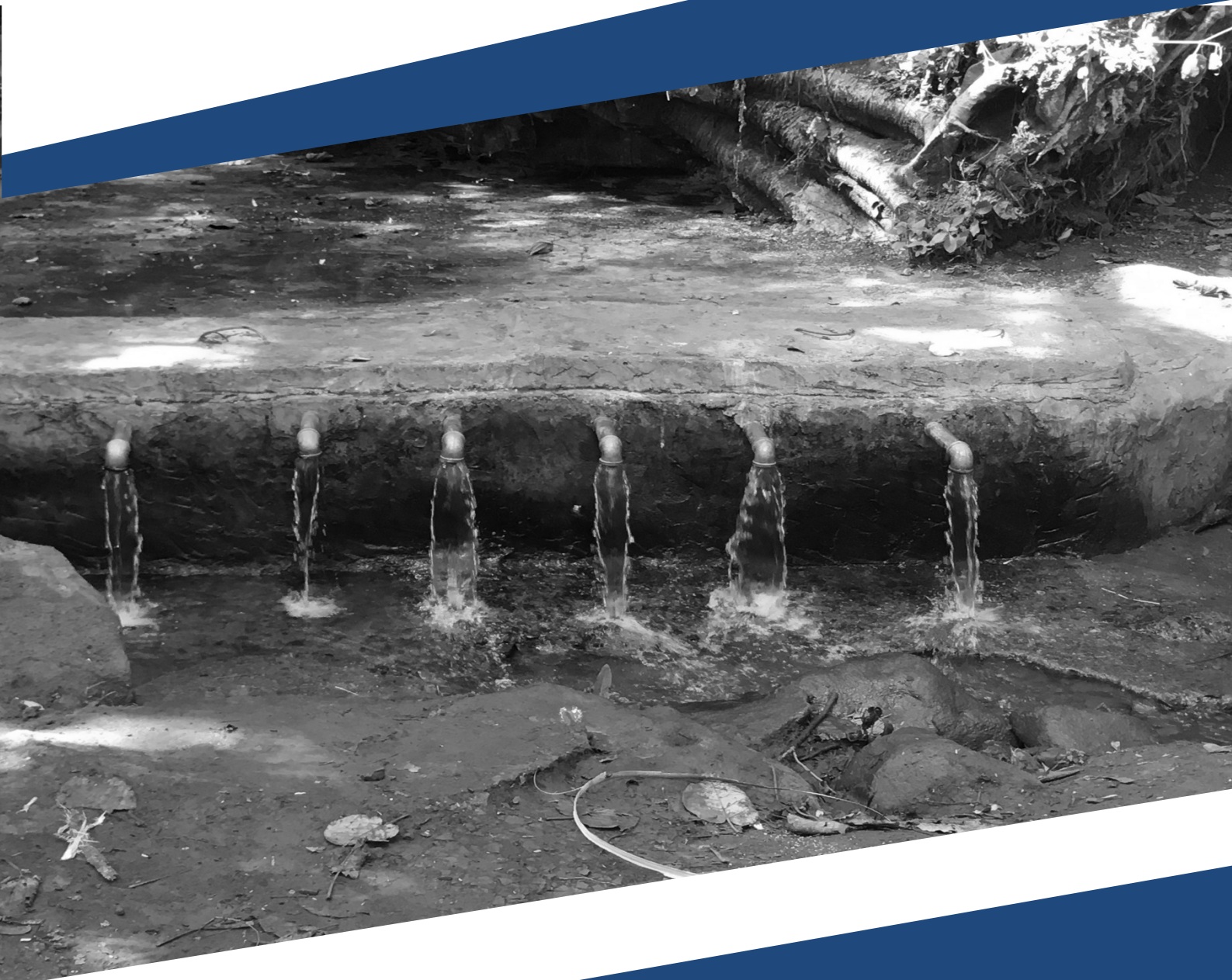




MILLENNIUM WATER
ALLIANCE

Planning Differently:

Developing long-term, strategic plans for district-wide water, sanitation and hygiene services.



Position Paper 1: District-Wide Strategic Planning for Universal Access to Safe and Sustainable WASH Services in Ethiopia.

Featured Ideas.

This paper proposes that long-term (e.g. 2018-2030) strategic planning at the district level:

- Is useful to identify improved service delivery models and a range of system strengthening activities. These are required to achieve universal access and higher service levels demanded by the water, sanitation and hygiene (WASH) Sustainable Development Goals (SDGs).
- Is a necessary first step to identify sources of increased financing based on projected requirements.
- Can play a critical role in developing and strengthening the partnerships needed to achieve the global SDGs. These may include those between governments, private sector and civil society organizations (CSOs), while promoting increased ownership and buy-in from related district stakeholders.



This is the first position paper in a series of five produced through the [2017-19 Millennium Water Alliance Bridge Program in Ethiopia](#). It is made possible through support from the Conrad N. Hilton Foundation.

Background

By the time of publication, the approach recommended within this position paper was piloted. Starting in 2018, with facilitation and support from the Millennium Water Alliance (MWA), three districts (North Mecha, Dera, and Farta) in the Amhara National Regional State (ANRS) began piloting this approach to long-term strategic planning. **The effort, utilizing the process proposed in this paper, resulted in fully costed, twelve-year plans for how to achieve global Sustainable Development Goal target 6.1 by 2030.**

A follow-up learning document will share the activities conducted to implement this planning process, lessons learned and detailed results achieved.

This long-term strategic planning pilot was built on years of collaboration and WASH experience in the selected districts and throughout the region. In line with this, MWA consulted with and built on the lessons learned by partners and other stakeholders.

The following paper shares the thinking of the MWA Ethiopia partnership on why these planning efforts are important and what they can look like.

Ethiopia has adopted ambitious water, sanitation and hygiene goals, as set out in the One WASH National Program (OWNP)¹. These goals were developed based on the Government of Ethiopia's Growth and Transformation Plan II (GTP II). With the development of the second version, OWNP II, it is anticipated that new targets will reflect the global Sustainable Development Goal (SDG) 6 that focuses on water, sanitation and hygiene (WASH). It is estimated by the Water Sector Working Group of Ethiopia² that Ethiopia will need to invest USD \$3 billion annually to achieve the SDG goals for WASH. This amounts to six times the current expenditure rate and raises several important questions:

- Where will the extra financing come from³?
- How should the money be spent to achieve these goals sustainably?
- What innovations or changes are needed in the implementation or maintenance phases to move from Millennium Development Goals (MDGs) — which focus primarily on WASH access — to the SDGs, which emphasize more equitable and sustainable levels of WASH services delivery⁴?
- Who will perform this work and how will it be monitored?

This paper proposes a strategy for a reimagined planning process at the district⁵ level. When applied, this process should allow the development of long-term strategic plans for how to reach the SDGs and effectively address the questions raised above.

The plans are intended to:

- 1) Identify the service delivery models and required system strengthening activities.
- 2) Provide an understanding of the financing needed to achieve SDG 6 targets 1⁶ and 2⁷ and offer ideas for where it may come from.
- 3) Identify the necessary partnerships and additional capacities required.

The intent is that this process will help government and stakeholders identify and answer the difficult questions about what is required to achieve the SDGs, which include improving the strength of service-delivery systems, raising service levels, and improving sustainability. After costing all required activities, the long-term plan should then provide a roadmap that can be used to help raise funds by demonstrating need, activity plan, and timeline

SDG targets 6.1 and 6.2 suggest that all households, institutions and community members should have equitable access to safe and affordable WASH services. Debates around the SDGs generally concern goals and indicators. In this planning process, efforts focus on the necessary activities, service delivery models, costing, financing and roles and responsibilities of various stakeholders – including, achieving district level localization. Given the scope and ambition of the SDGs, governments must lead, but cannot *alone* achieve the agenda. Wider participation spanning civil society organizations (CSOs), the private sector and citizens remains vital.

Table 1 – Summary of woredas targeted in the pilot program

District	Existing Plans and Structures	Key Initiatives	% Safely Managed ⁸	% Basic Service	% Limited and Unimproved	Population ⁸
Dera	Strategic plan (2018-2020) Annual plan (2017-2018) District WASH Team	- COWASH/ Community Managed Programs - Others	3	28	68	318,199
Farta	Strategic plan (2018-2020) Annual plan (2017-2018) District WASH Team	- COWASH/ Community Managed Programs - Others	1	20	79	311,268
North Mecha	Strategic plan (2018-2020) Annual plan (2017-2018) District WASH Team, District Water Council	- Consolidated WASH Account - Others	1	41	58	427,241

Existing Planning Processes

Planning is guided at the national level by the Growth and Transformation Plan (currently GTP II; 2016-2020), a national development plan inclusive of all sectors. National GTP II targets were set based on a consolidation of regional proposals and international targets with influence from the SDGs. The One WASH National Programme (OWNP) is the Government of Ethiopia’s main program to achieve the WASH goals in the GTP¹⁰ which aim to provide universal access to safe water and sanitation facilities in Ethiopia. Guidance provided in the OWNP is intended for all WASH work in the country, including activities funded through the Consolidated WASH Account¹¹ and from other sources.

Regions and other entities are expected to use the national documents and plans as a foundation from which to develop their own annual and five-year plans. For example, Amhara’s Bureau of Water, Irrigation and Energy (BoWIE) has a GTP II plan for Amhara that covers the period from 2016 to 2020. Zones¹² and districts in Amhara are then expected to develop their own consolidated WASH plans using national plan resources as basis.

Likewise, district Annual Plans are to be developed the same way according to the WASH Implementation Framework (WIF) (see: Figure 2). These plans use the following process:

- Consult with community and kebele representatives to identify needs or gaps, establish roles and responsibilities, identify possible sources of financing and discuss water supply systems to be constructed.
- Convene experts from district process and case teams.
- Discuss with higher level district offices.
- Review and consolidate plan at the district water office.
- Share beyond the district offices.

District level annual planning is initiated within the planning departments of district offices. The effort is generally based on:

- Previous year performance (with unfinished activities given priority).
- The budget allocated from the regional government to District offices for capital expenditure.

Output focused (hardware) initiatives make up the majority of the plan, while the District office of Finance and Economic Cooperation and the District Administration prepare templates for individual sector planning. Technical design work is available from the region or zone should the district request it, although this also depends on the project scale and type of program (e.g, large, multi-district projects).

Although intent is for the development of a consolidated district plan, district-level WASH planning in Ethiopia is often characterized by individual efforts within water, education and health sectors. Rarely are these sector plans consolidated into one overall WASH plan. Annual plans typically focused mainly on hardware implementation and budgeting.

If planning takes place within a district underneath the umbrella of the Consolidated WASH Account (CWA) then there are often additional steps in the planning process. In these instances, additional support is provided by District WASH consultants. In CWA districts¹³, both five-year and annual plans are prepared and consolidation across sectors can take place. The five-year strategic plans include goals, targets, strategies, resources and key activities. Annual plans translate the priorities of the strategic plan into a set of practical activities, detailed schedules, budgets and specific outputs or results. In all cases, plans are drafted and then presented to the district council. The process then continues up through zones and regions until all plans for one region’s districts are compiled and submitted at the federal level. It should be noted that this is the generally prescribed process for use by districts, but the *actual* planning processes may vary depending on variables such as district staff, capacity, funding sources and current coverage. In practice, the available structure, capacity and systems do not always enable the preparation of planning based on the WIF.

Figure 1. Planning framework as summarized in WASH Implementation Framework¹⁴

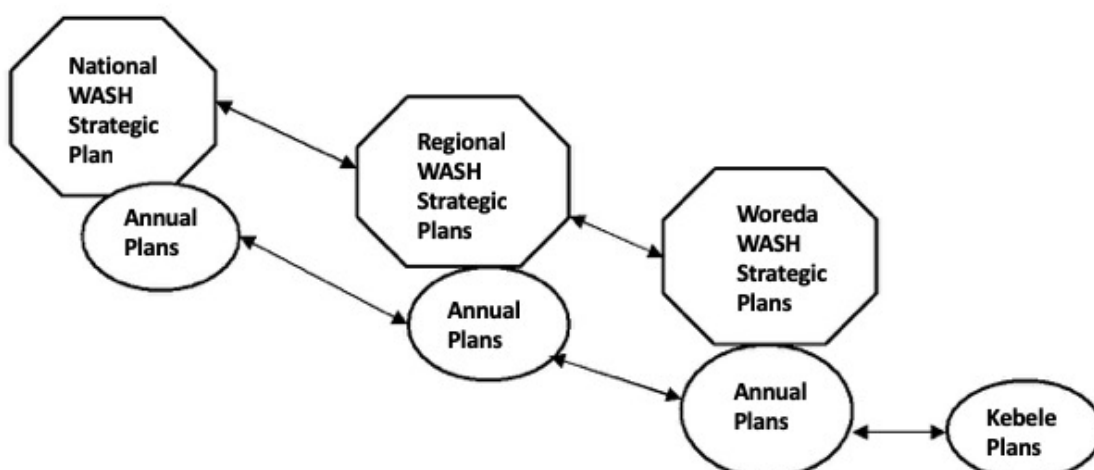


Table 2 – Summary: Key features of different WASH plans

Plan	Duration	Focus
Annual plan	1 year	Guided by strategic plan (CWA districts) or regional annual plan.
Strategic plan	5 years	Guided by OWNPN, CWA, Program Operations Manual and GTP II targets (CWA in CWA districts only). In practice, substantial focus on achieving basic access (GTP I).
Long term strategic plan – proposed	12 years	Guided by the global SDGs and emerging government policy directions extending beyond GTP II. Focus on sustaining universal access, raising service levels and sustainability of services.

District Long-Term Strategic Plans

The Ethiopia long-term strategic plans are distinct in that they offer a twelve-year approach, contain more depth and apply an innovative process for plan development and costing. Costing, in particular, is an important difference area between the two plan types. As noted in Table 3, the proposed Ethiopia long-term strategic plans do not look only at costs associated with new implementation or rehabilitation like the standard five-year plans. They move beyond hardware development to include operations and maintenance, replacement costs and indirect and direct support costs like monitoring, capacity or software. Currently, Ethiopia focuses on self-supply, community managed projects and utility-managed schemes. We propose that additional models be considered to reach global SDG targets. Aligned here is considerable interest within the WASH sector in Ethiopia to move towards piped water systems which are to be considered during the planning process. Another significant difference between the standard plans and the Ethiopia long-term strategic planning approach is the inclusion of water quality. This represents a major challenge that is unaddressed in most district plans to date. The idea of obtaining full-coverage, in an equitable manner, as per the Ethiopia long-term strategic plan, is also a divergence from traditional plans that simply set a percentage of expected coverage.

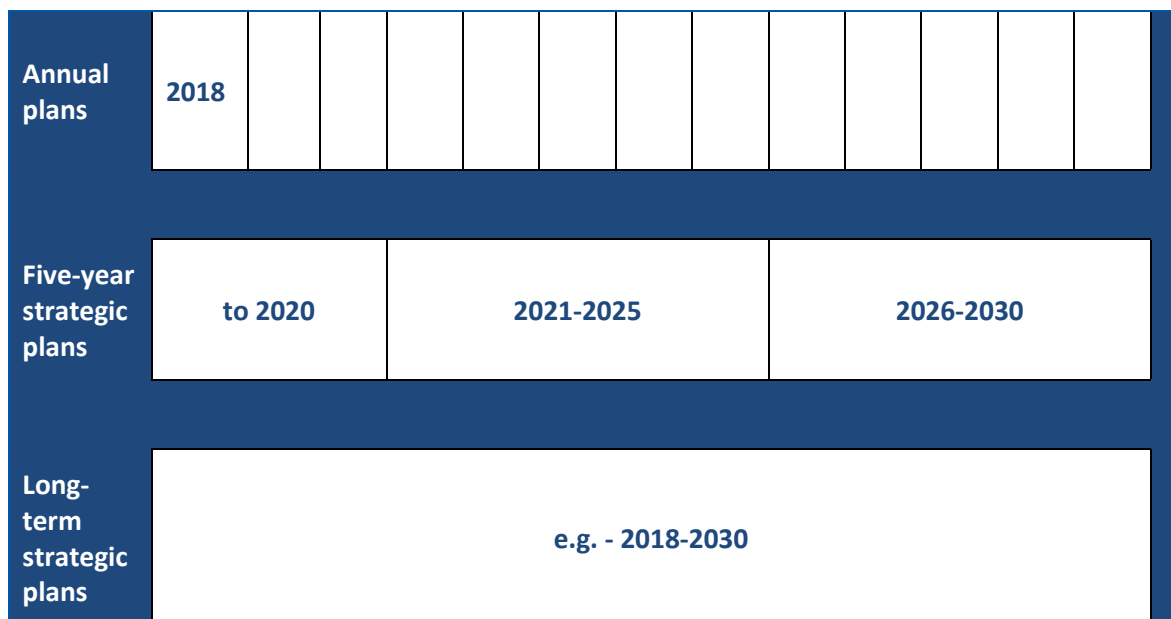
The National WASH Coordination Office recognizes that there is a gap with respect to longer-term planning¹⁵. Planning over an extended time period is challenging in that it requires asking ‘how’ to improve services and demands clarity on a timeline and approach to financing. In one to five-year planning it is feasible to maintain existing processes and only introduce incremental changes. However, on a twelve-year time scale, it is necessary to be forward looking; to incorporate emerging opportunities and develop a plan for ambitious change.

To be successful however, proposed longer-term strategic plans need to influence future medium-term strategic plans. Examples of these include those developed for the 2021-2025 period (see: Table 2 and Figure 2), as well as future annual plans.

Differences between the existing five-year strategic plans and the long-term strategic plans are summarized in Table 3.

It is expected that discussion and collaborative planning to address difficult issues such as maintenance, improved water quality and staff turnover will increase the ability to reach the SDGs. This approach requires costing all cost components that are critical to sustainable service delivery.

Figure 2. Nested planning at different timescales



The Participatory Planning Process

The district long-term strategic plans differ from traditional plans in content, but also in the approach to the planning process. This proposed process is a partnership building effort; one that coalesces governments and CSOs to implement a WASH plan to achieve SDG targets. As noted, most district strategic plans are developed strictly by government experts (though in the case of CWA districts, more stakeholders are consulted). Alternatively, the Ethiopia SDG planning process is envisioned as an inclusive and partnership building process. It will comprise a coalition of government, CSOs, community and other stakeholders working collaboratively to implement a long-term WASH vision and plan.

The Regional WASH Technical Team, District (Woreda) WASH Team and the Regional Planning Commission are key government actors to be included in such a planning process. These groups bring critical expertise to the process and their commitment and buy-in is crucial if the plan is to be useful. Moreover, community level insights gathered through various assessments — including discussions with Water User Associations, Water, Sanitation and Hygiene Committees (WASHCOs), households and artisans — are important planning process inputs.

Naturally, the SDG planning process focal point is the district. Therefore, the process should involve the District/Woreda WASH Team (WWT), a representative from the Zonal Water Office and the District Planning Team partnering with representatives from district CSOs. The suggested roles and responsibilities of each partner in this process are suggested in Box 1, below.

To foster partnership and develop the Ethiopia SDGs, a series of workshops is envisioned along with the accompanying pre- and post-workshop activities.

- *Workshop 1: Starting and Visioning* – Ensure relevant parties understand the purpose, process and planning tools, while developing a shared vision for the district WASH SDG plan.
- *Workshop 2: Planning New Infrastructure for Universal Access* – Review existing district data and discuss infrastructure needs and full coverage costing.
- *Workshop 3: Planning for Safe and Sustainable Services* – Discuss challenges and questions about *how* to advance service delivery with improved services, sustainable access and equitable provision of clean water.
- *Workshop 4: Reviewing Plans and Financing* - Review plans, finalize costing, discuss financing sources, assess next steps and ensure broad stakeholder buy-in.

Between workshops, supplemental activities need to be performed. These may include writing workshop outcomes, reviewing and validating information, subsequent workshop planning, collecting secondary information, district-level small group meetings, and discussing rationalizations for planning decisions or assumptions.

A tool to support long-term strategic planning

A major strategic planning process challenge is assembling data and needed information in useable formats. The amount of data needing consideration in such a planning process is unwieldy. While the long-term strategic plan should build on already existing district data, it is useful to have additional data to facilitate in-depth planning and drive accurate assumption and decision making.

Box 1:

Planned Roles and Responsibilities

Regional / Zonal Water Office

- Advise on technology choices.

District WASH Team

- Lead the district-wide planning processes.
- Chair planning meetings.
- Review and verify targets and baseline data or information from assessments.
- Incorporate community demands, lessons learned and aspirations.
- Attend planning meetings.
- Review and champion long-term strategic plan document.

CSO Partners

- Coordinate, facilitate and support planning meetings.
- Provide technical support to partners.
- Facilitate the exchange of experience, lessons and best practices across the three districts.
- Ensure the involvement and invitation of government, CSO's and private sector stakeholders.
- Compile the long-term strategic plan documents.
- Assess capacity needs of WWT and the planning team and support gaps.
- Collect relevant documents as long-term planning inputs.
- Ensure the incorporation of assessment findings and stakeholder views.
- Provide necessary financial and material resources for the planning meetings and discussions.
- Develop and share a planning tool to guide the long-term strategic planning meetings.
- Introduce potential innovations to try.

Table 3. Summary of features

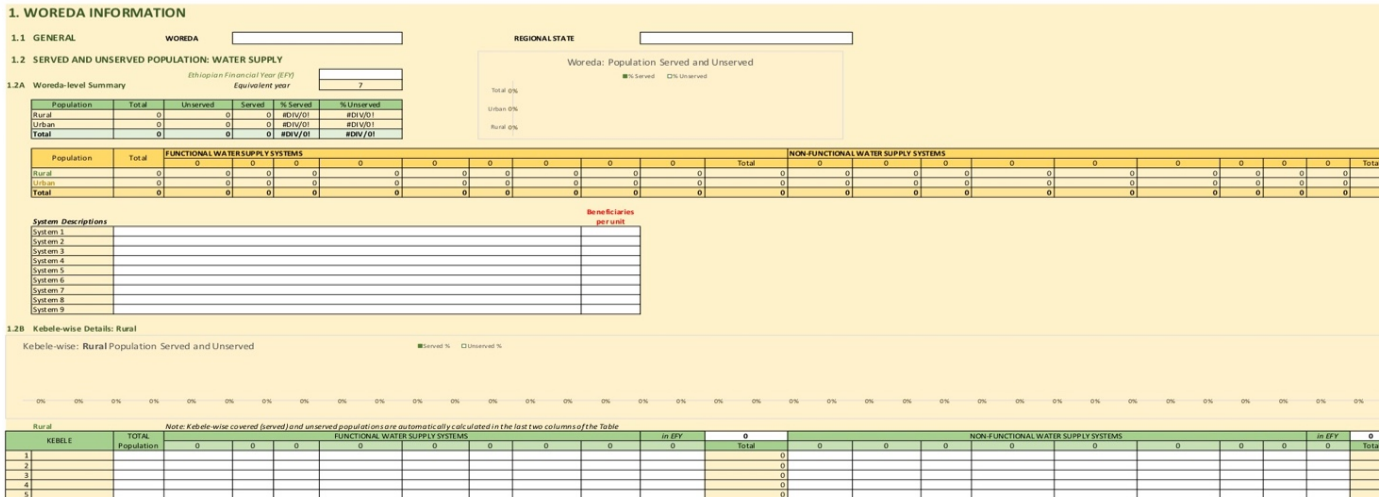
Five-year plans versus long-term strategic plans

Area	<i>“As-Is”</i> - Planning Process	<i>Proposed</i> – Long-term Strategic Planning Process
Time Period	Present-2020 (five-year approach)	2018 - 2030 (to SDGs)
Geographic Focus	Unserved (including: new systems and rehabilitation of non-functional systems).	Unserved (including: new systems and rehabilitation of non-functional systems). Served (including: repair and maintenance of existing functional systems).
Water supply Coverage	Farta (68%) Dera (59%) North Mecha (58%)	Sustained coverage for 100% of the population. (Thus, addressing equity concerns).
Cost Estimates*	Capital Expenditure (CapEx)	Capital expenditure (CapEx) Capital Maintenance Expenditure (CapManEx) Operation Expenditure (OpEx) Direct Support Costs (DSC) Indirect Support Costs (ISC) (To ensure functionality over infrastructure’s lifetime and replacement thereafter).
Maintenance	Not budgeted (National policy assumes community responsibility, though it is performed by local government de facto. Town utilities <i>do</i> have a budget for operations and maintenance).	Explicitly budgeted
Replacement Costs	Not budgeted	Explicitly budgeted
Water Quality	Not mentioned or addressed	Explicitly addressed (includes budgetary and physical provisions for checking and correcting water quality standards).
Supply Norms	25 litres/person/day [within 1km]	Higher norms [moving towards SDG 6.1 and target indicator 6.1.1].
Service Delivery Models	Mix of self-supply, community managed point sources and, in small towns, utility managed piped schemes.	Mix of self-supply, community managed point sources and, in small towns, utility managed piped schemes. Increased reliance on piped schemes for rural areas and those managed by rural utilities, plus additional detail and innovation models to achieve full coverage.

* OpEx: costs of operating the system (e.g. electricity or diesel to run motorized pumps, pump operator or caretaker salaries, chlorine to disinfect, etc.); CapManEx: costs associated with major maintenance or replacement of infrastructure components (e.g., replacing riser pipes for a hand pump to keep the system operational); DSC: costs of setting up and carrying out monitoring of services, technical assistance, and training (or re-training) of service providers (e.g. WASHCOs and utilities); ISC: macro-level support, capacity-building, policy, planning, and monitoring that contribute to the sector’s working capacity and regulation.

Figure 3.

Screenshot illustrating the tool to support strategic planning.



To facilitate the process of preparing district strategic plans an Excel-based planning tool was developed and revised. For ease of use and understanding, the tool is built around existing planning logic commonly used by local governments. The approach: identify the population needing access, estimate the population with access, determine the gap, and plan new infrastructure to fill the gap.

The tool helps reduce complexity by providing a way to plan and cost over multiple years, with appropriate cost inflators, including institutional and community water supply, while budgeting for things such as OpEx, CapManEx and direct support costs. In line with the OWNPs and the SDG targets, the planning tool is comprehensive and helps plan for both community and institutional WASH needs. It does so by identifying the available infrastructure and projecting the required standard at the kebele level. The tool also makes it possible to adjust assumptions. For example, it is likely that the number of people served by each hand dug well will decline substantially over twelve years as larger and more urban areas are served. In this scenario, the remaining population without service live in increasingly remote and scattered settlements.

The tool includes the following worksheets:

- District Information
- Planning Assumptions
- Technological Option Selection
- Cost Estimation
- Summary Graphics
- Financing

Figure 3 (above) provides an illustrative one-worksheet example of the planning tool. While the processes of using the tool, answering questions and developing the plan are primary, it is also important to develop an accompanying written document that can be shared. Box 2 details the planned content of a written district long-term strategic plan. Ideally, the long-term strategic plan is reviewed and revised annually to ensure it remains relevant and to guide medium-term and annual planning efforts.

Sanitation and Hygiene

UNICEF and the Ministry of Health embarked on a collaborative micro-planning process for sanitation and hygiene for all districts in Ethiopia. Therefore, to reduce duplicity and resource waste, the work done per this position paper will focus *primarily* on water. However, written plans will include some details about sanitation and hygiene courtesy of UNICEF and the Ministry of Health.

Post Planning Process

It is expected that long-term strategic planning will result in plans that focus on activities like monitoring, maintenance, capacity development and water quality assurance. These activities are not as strongly addressed in the regular annual or strategic plans for the districts or zones.

Strategic planning is just a first step. Planning efforts need to be followed by the combined work of all stakeholders to assess roles and responsibilities and ensure that movement toward plan implementation is made. This type of comprehensive plan *cannot* be implemented by one entity alone. Instead, it must be a comprehensive effort with entities showing a willingness to put aside any individual or conflicting agendas and work strategically together¹⁶.

Further, capacity building programs for key implementers may be helpful as teams transition to a new way of thinking and collaborative working¹⁷. While the process of visioning and developing assumptions and plans is a priority (and therefore should not be rushed) documentation of the assumptions, baselines and plan are also essential. These can be referenced, shared and utilized to garner financial support to achieve the plan.

Finally, the planning and implementation processes will be successful only if outcomes are monitored. This allows progress to be measured and unlocks long-term sustainability. Government monitoring systems currently exist for WASH at various levels, but they should be strengthened and expanded¹⁸. Implementation must be supported through data collection and regular analysis of on-field performance with short- and long-term feedback loops in the monitoring system.

Following the development of the long-term strategic plans, a next step will involve government and district stakeholders developing an annual operating plan, with corresponding responsibilities, alongside five-year strategic plans. Ideally, long-term strategic plans influence the district's annual plans and thereafter influence the grant proposals and organization implementation plans of all CSOs in the district.

Box 2:

Proposed Contents for District SDG WASH Strategic Plans

District Context

- Background (population data and trends, livelihoods and economic development, etc).
- Current status of water services in the district (summary of available data on key service delivery indicators).

Vision and Objectives

- District-wide agreement on vision with respect to universal access, service levels, timeframe and sustainability – likely to reflect SDG 6 / GTP II targets.

Local System Baseline

- Assessment of strengths and gaps in the existing system for water supply service delivery.

Strategies

- Asset management approach - new infrastructure, rehabilitation and expansion, plus maintenance. Mix of service delivery models for new infrastructure development (e.g., district managed, community-managed, self-supply or NGO managed). Mix of models for operations and maintenance, strengthening the enabling environment and support (e.g., capacity and private sector) and considering options for a phased approach.

Planned Activities, Outputs and Costs

- Assumptions and costing principles. Including for: universal coverage and high service levels (related to water quality).
- Variety of new, required water schemes.
- Costing for new, varied schemes (CapEx).
- Costing of operations and maintenance and direct support (OpEx/Direct Support).
- Replacement and upgrade costs (CapManEx).
- Enabling environments, including indirect support assumptions.

Financing, Observations on Sanitation and Hygiene and Other

- Taxes, tariffs and transfers (donor support).
- Key baseline data.
- Plans for monitoring and learning.

Recommendations.

This paper presents ideas piloted by MWA in three districts in Amhara. This was done under leadership from the local government represented by the District WASH Team. While introducing this approach to long-term strategic planning at the district level, MWA emphasizes the following suggestions for the process:



A step-by-step approach to long-term strategic plan development is important for delivering the consensus and stakeholder buy-in critical to successful implementation. CSOs, local government and other stakeholders need to work hand-in-hand so that the planning process is consultative and based on up-to-date evidence. Data used in the planning process should be analyzed and mutually owned through validation processes. In this case, the process of time spent together planning, discussing assumptions behind the planning and looking at options for how to improve service-delivery of water is more important than the actual output of the process.



If the sequential planning process is done collaboratively and effectively, then the district government will be ready to approve the final document. This plan must be endorsed and owned by the district leadership for it to be useful. Ideally this document becomes the guiding document each year as district annual plans and CSO plans undergo development. It is believed that by formalizing and institutionalizing the use of the long-term strategic plan for annual planning, the challenges of frequent personnel transitions and changing financial priorities can be mitigated.



Success hinges upon bringing all key stakeholders to the table to provide input, expertise and buy-in. Leaving out a key group of stakeholders may be detrimental to long-term implementation and, ultimately, sustainability.

About.

The Millennium Water Alliance is a permanent coalition of leading humanitarian and private organizations that convenes, integrates, and influences critical players in the business, technology, government and NGO sectors to supply clean, safe drinking water and sanitation to millions of the world's poorest people in Africa, Asia, and Latin America. Founded in 2002, MWA tests, innovates and scales effective and sustainable solutions towards this goal. Learn more at www.mwawater.org.

In Ethiopia, the Millennium Water Alliance (MWA) has brought together a coalition involving CARE, World Vision, Helvetas, Food for the Hungry, WaterAid, Catholic Relief Services, IRC WASH, the Centers for Disease Control and Prevention and Splash, to support the work of the Amhara National Regional State in achieving the WASH SDGs in three districts.

This position paper is the first in a series of related position papers. After publication, these papers can be found on the MWA website. Other papers address issues including financing, monitoring, and capacity. This paper aims to summarize the agreed thinking of the alliance on how Ethiopia can improve its water services to achieve the global SDGs. It was approved by the following members in January 2019 for publication: CARE, Catholic Relief Services, Food for the Hungry, IRC WASH, WaterAid, and World Vision.

The paper was drafted by Tedla Mulatu (MWA), Laura Brunson (MWA) and John Butterworth (IRC WASH), with additional contributions from Genene Abera (Catholic Relief Services), Zewdu Kelbesa (WaterAid), Gardachew Tiruneh (CARE), Gashaw Kebede (WaterAid), Lemesa Mekonta (IRC WASH), Mussie Tezazu (MWA), Etegenet Hailu (Food for the Hungry), Michael Abera (IRC WASH) and Mebratu Tsehaye (World Vision) during a meeting on August 24, 2018.

Financial support from the Conrad N. Hilton Foundation is gratefully acknowledged.



Appendix:

References & Notes

1. One WASH National Program: Program Document (2013).
2. WSWG is a joint Government-Donor Water Sector Working Group with an objective to support mainstreaming integrated development and management of water in all relevant sectors.
3. See MWA position paper: Financing universal, safe and sustainable water services in Ethiopia for more information about financing options.
4. See MWA position paper: Service delivery models for universal, safe and sustainable water services in Ethiopia for more on service-delivery models.
5. A woreda in Ethiopia is considered a district in most places; it is one of the smallest governing units in the country that is larger than a village.
6. SDG target 6.1 is, by 2030, achieve universal and equitable access to safe and affordable drinking water for all.
7. SDG target 6.2 is, by 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.
8. Data take from the Service Delivery and Equity Analysis conducted by WaterAid in 2018 and service level definitions were taken from the Joint Monitoring Program definitions.
9. As of 2018 per the District WASH Team during the long-term planning process.
10. Kebeles are the lowest administrative structure and smaller than a district. Each district is composed of multiple kebeles.
11. The Consolidated WASH Account (CWA) is set up as part of the One WASH National Program and is a mechanism for combining funds from donors, bilateral agencies and other major funding sources for WASH that gets managed by the Ministry of Finance and Economic Cooperation and transferred to regions and districts for implementing WASH. However, currently not all donor funds go through the CWA.
12. In Ethiopia there are nine regions and two city administrations; each region contains multiple districts and a few have a zonal level in between region and districts.
13. Ideally kebeles should also produce strategic plans, but limited capacity makes this unrealistic in most cases.
14. Federal Democratic Republic of Ethiopia (2013) WASH Implementation Framework.
15. National WASH Coordination Office (2017) Ethiopia Overview: Water, sanitation and hygiene
16. The tenants of Collective Impact are helpful to consider here. See Kania, J. and Kramer, M. (Winter 2011). "Collective Impact" in *Stanford Social Innovation Review*.
17. Change management resource references: <https://hbr.org/2005/10/the-hard-side-of-change-management> and <https://hbr.org/topic/change-management>
18. See MWA position paper: Government-led monitoring for universal, safe and sustainable water services in Ethiopia.

Millennium Water Alliance

Planning Differently: Developing long-term, strategic plans for district-wide water, sanitation and hygiene services

[Position paper 1 of 5]

