

INTEGRATED URBAN SANITATION AND HYGIENE STRATEGY - IUSHS

SUMMARY OF THE STRATEGY –Extracted from the main strategy document



INTRODUCTION

The pace, scale, and density of Ethiopia’s urban growth call for an urgent paradigm shift in sanitation management. The success of new directions for and corresponding investment in urban sanitation will be measured by the extent to which they offer Ethiopia’s urban people—at home, at school, in public, and at work—cleaner, more attractive cities, with better services that they can afford and are willing to pay for.

The Integrated Urban Sanitation and Hygiene Strategy (IUSHS) makes it clear that sanitation and hygiene improvement in urban areas must go beyond the approaches that have served rural sanitation well. Promotion of hygiene awareness, behavior change, and household investment in toilets are necessary, but must be integrated with a robust chain of services to support improved household sanitation, with effective systems to collect and deliver liquid and solid wastes for safe management, disposal, and possible re-use.

A structured approach considering decentralized systems wherever possible is needed for town and city administrations to build a comprehensive service chain, with a range of collection, transport, and treatment options tailored to area and circumstances, and disposal or re-use without health or environmental hazards.

The strategy also outlines the scope to engage small and micro-enterprises and private sector entities in sanitation improvement, with significant job creation within and beyond government. In taking the approach further, regulatory systems must be improved to control and ensure quality of services, facilitate optimal use of the private sector, and harmonized to manage public health and environmental risks systematically.



Improved management of water supply, liquid and solid waste, and drainage as well as awareness promotion and behavior change are interdependent. An integrated approach is only way to generate the desired impacts, as well as better decision making in planning and management of resources and mobilization of funds. Federal and regional co-ordination is essential, but urban sanitation improvement must be driven and led at town and city levels. This will require bold leadership, effective champions, and strong management to support new ways of working and addressing cross-cutting issues such as equity, gender, and environment. The implementation of the strategy is expected to have a positive impact on the nation's economy, natural environment, and health and wellbeing of all urban dwellers, including the most vulnerable.

RATIONALE

Urban sanitation is complicated by cross-sector interventions, differences from towns in terms of population size, geographic location, income sources of the residents, revenue sources, management capacity, etc. It is vital to bring about the changes required that will put in place a system that is responsive to the rapid urban development that is taking place across the country. The IUSHS has been developed to include guidance on future interventions, to be further articulated through the strategic action plan (SAP), that give due attention to the institutional, financial, regulatory, promotional, technological, and operational approaches that should be adopted.

Successful implementation of the IUSHS through the SAP is dependent on the effectiveness of the institutions created to manage urban sanitation in different towns and to follow implementation of the program in an integrated manner. The strategy encourages sanitation-related interventions to be based on city and town development plans, taking advantage of economies of scale, sharing best practices within the country, and involvement of the private sector and community-based enterprises. Financing sanitation is complicated and must be considered an integral part of planning at city and town levels. This will require capacity building of town and city administrations.

A vital part of roll out of the strategy through the SAP will be to monitor performance of service delivery, uptake of services, and measurement of impacts.

HOW THE IUSHS AND SAP DOCUMENT IS PREPARED

The Integrated Urban Sanitation and Hygiene Strategy (IUSHS) was developed following a comprehensive situation analysis and is complemented by a SAP. These documents are provided separately. The situation analysis document is based on an extensive literature search, consultations with the Urban Sanitation Task Force, and rapid assessments of 11 towns across six regions in Ethiopia in December 2014 by consultant Water and Sanitation for the Urban Poor.

The SAP was based on the agreed principles and key elements of the strategy. It defines a detailed implementation schedule, and institutional, financial, regulatory, promotional, technological, and operational options to guide development of the sanitation and hygiene sector in Ethiopian towns.

SCOPE OF THE STRATEGY

This is strategic document for the delivery of the Urban Sanitation and Hygiene program in all Ethiopian cities and towns, as classified by the Ministry of Urban Development and Housing guidelines.

Areas covered by the strategy are:

- Liquid waste service delivery, including safe disposal of human excreta, liquid waste generated by human activities (domestic, industrial, and commercial waste), institutional waste, and safe management of drainage.
- Solid waste service delivery, including solid waste generated by human activities (domestic, industrial, commercial, and institutional) and safe management of drainage.
- Promotional and behavior change including correct hygiene practices, use and management of latrines, uptake of and payment for services, eradication of open defecation, menstrual hygiene management, solid waste management (reduce, reuse, recycle), and other interventions.

GUIDING PRINCIPLES OF THE IUSHS

The following principles will guide strategy implementation:

- Equity
- Partnership
- Integration
- Alignment
- Coordination/harmonization.
- Community engagement and ownership.
- Efficient use of resources.
- Innovation and use of technology.
- Integrated city-wide approach.
- Stepped planning approach.
- Sustainability.

VISION

For residents of all cities and towns to be surrounded by safer and cleaner constructed and natural environments that contribute to the achievement of a healthy, productive, and prosperous nation.

GOAL

The overall goal of this strategy is to mitigate the negative effects of poor urban sanitation on health, environment, society, education, and the economy by implementing full sanitation systems (from containment to disposal) for liquid and solid waste by introducing sustainable service delivery systems, ensuring uptake of services, intensifying behavioral change communication, strengthening sector integration and institutional capacity, and enforcing regulations.

STRATEGIC OBJECTIVES

The following strategic objectives are set over short-, medium-, and long-term deadlines according to the expected path of the IUSHS and SAP implementation.

Periodic reviews will support the revision of set targets.

- Bring sustained behavioral change for better hygienic practices, installation of facilities and delivery, and uptake of sanitation services by 2020.
- Ensure open defecation-free cities and towns by 2020, from current average of 6% to zero.
- Ensure that 100% of urban households in any given town or city have access to improved latrines or toilets by 2020.
- Increase the fecal sludge management systems capable of safely removing, treating, and recycling fecal matter to 70% coverage by 2025 (interim targets of 30% by 2020).
- Install 1,000 decentralized waste water treatment systems capable of treating liquid and fecal matter to a standard that can be directly and safely used in the immediate environment or following further conditioning in localized facilities by 2025 (interim target of 200 by 2020).
- Reduce, recycle, or reuse 50% of all solid waste generated in medium and large towns and cities by 2025 (interim target of 20% by 2020).
- Dispose of 100% of the remaining solid waste in controlled tipping and sanitary landfill sites that fully comply with 2014 guidelines by 2030 (interim target of 50% by 2020).
- Ensure safe disposal of 100% waste from all health care facilities by 2025 (interim target of 95% by 2020).
- Enforce safe treatment, reuse, or disposal of industrial liquid and solid wastes to ensure ecosystem, agricultural, and human protection from all industries by 2035 (interim target of 30% of all industries by 2020).
- Strengthen sector performance through formation of a "coordination body" that will be managed and financed to direct capacity-building efforts to participating individual or clustered municipalities, utilities, and contractors. This coordination body will be fully established by 2020 (interim coordination mechanism 2016).
- Leverage and increase effective use of resources for accelerated and cost-effective implementation of the IUSH/SAP.
- Establish an effective and reliable monitoring system and sanitation database by 2016.

IUSHS STRATEGIC COMPONENTS

The following 10 key strategic components constitute the backbone of the IUSHS:

- Advocacy, raising sanitation and hygiene profile, behavior change communication, and promotion of service delivery.
- Service delivery for solid wastes, fecal sludge, liquid wastes, and industrial wastes.
- Institutional sanitation.
- Emergency in urban sanitation.
- Capacity building.
- Technical innovation, research, and development.
- Cross-cutting issues.
- Sanitation financing and tariffs.
- Institutional arrangements.
- Regulation enforcement.
- Monitoring and evaluation.

REQUIRED INSTITUTIONAL ARRANGEMENTS FOR THE IMPLEMENTATION OF THE IUSHS

Urban sanitation is currently managed by various public sectors that have been mandated to look after the different components and issues. The institutions at federal and regional levels have more or less similar arrangements, depending on the arrangement of the regional bureaus. However, the Ministry of Urban Development and Housing, the Ministry of Health, the Ministry of Water, Irrigation and Electricity, and the Ministry of Environment, Forestry and Climate Change have the major role in supporting regions in soliciting resources, capacity building, and construction of facilities. The roles and responsibilities of all parts of sanitation at town level are under full jurisdiction of the municipalities.

The urban sanitation institutional arrangements shall include high-level coordination, integration, and alignment at the federal, regional, and town levels. At every level, the institutional arrangements are expected to clearly define the roles and responsibilities of implementers and regulators. The Ministry of Health, the Ministry of Urban Development and Housing, the Ministry of Water, Irrigation, and Electricity, and the Ministry of Environment, Forestry and Climate Change should be responsible for creating the coordination mechanism, but other sectors such as

Culture and Tourism, Industry, Trade, Women and Youth Affairs will make their own contributions. At all levels of administration, the frontline institutions will form national or regional steering committees and technical advisory teams for making planning, budgeting, and implementation decisions.

A federal memorandum of understanding (MOU) shall be signed between the parties involved to clearly define mandates and responsibilities. Regulatory and enforcement bodies must be established at federal, regional, and town levels to ensure quality of services and compliance with standards.

The national and regional steering committees for the IUSHS are key components for improving the profile of urban sanitation. The coordination mechanism is expected to work closely with the One WASH National Program (OWNP) and other relevant sector entities such as city associations, to affect changes required at town level. Steering committee roles and responsibilities are defined within the SAP, implementation guidelines, and MOUs to be signed by key institutions. The basic structure is summarized here:

CHAIRPERSON	To be decided during the first meeting, which will be called by the health sector
SECRETARY	To be decided at the first meeting
MEMBERS	Health, Water, Irrigation and Energy, Urban Development and Housing, Environment and Forestry, and Culture and Tourism department staff
INVITED PARTICIPANTS	Development partners, NGOs, universities, and others
ROLES AND RESPONSIBILITIES	<ul style="list-style-type: none"> • Facilitate inter-sectoral platforms involved in urban sanitation and hygiene management. • Review and endorse the national/regional/strategic development plan and annual consolidated integrated urban sanitation and hygiene plans and budgets. • Oversee overall performance based on agreed actions and set targets. • Ensure the establishment of a functional coordination mechanism at national, regional, town, and kebele levels. • Guide establishment of strong national institutions and systems to improve urban sanitation management. • Ensure that biannual meetings, discussions, and updates are conducted. • Ensure that the maximum coordination mechanism is in place with other relevant set ups, such as the OWNP. • Ensure allocation and use of appropriate resources for urban sanitation.

Existing sector technical working groups will also serve as platforms for information sharing and will provide technical support to high-level decision makers for overall coordination purposes. The majority of urban sanitation responsibilities fall to town/city administrations. The mayor or the city manager will create and lead the required platform for coordination and delivery of services. Key functions are depicted in the table below:

CHAIRPERSON	Municipality mayor or representative
MEMBER SECRETARY	Head of health office
MEMBERS	Heads of Water Utility, Education Office, Finance Office, Urban Development Office, women's associations, youth associations, and representatives of NGOs, development partners, business community, health facilities, micro-credit organizations, etc.
ROLES AND RESPONSIBILITIES	<ul style="list-style-type: none"> • Analyze sanitation and hygiene issues and development plans to overcome the existing barriers. • Prepare detailed short- and long-term plans for launching sanitation and hygiene promotion activities along with budget, joint plan of action. • Other responsibilities based on the framework of the sanitation master plan. • Form a team to monitor and provide technical backstopping to the communities, schools, health, and other institutions in the town. • Organize review meetings and follow activities to facilitate implementation and monitoring. • Endorse annual strategic plan/plan of action and budgets for total sanitation for approval by the town councils. • Coordinate with regional WASH coordination committees to share necessary information and make decisions. • Resource mapping and stakeholder analysis for the effectiveness of programs. • Organize quarterly meetings to plan programming and appraise the performance of sector activities. • Innovative and creative activities as appropriate. • Additional activities to be proposed by the regional WASH coordination office in line with OWNPN.

Main responsibilities for implementation of decentralized service delivery:

- Liquid waste and fecal sludge will be managed by the town water utilities. The water utilities are expected to revise their structure and staffing plan to fulfill their role. In a metropolitan city, it may be possible to separate both services after a detailed study of the advantages and disadvantages of various institutional arrangements scenarios.
- Solid waste and drainage management will remain the function of municipalities, which will have a dedicated agency/unit or process that fits the level of the town. The institution responsible for solid waste management is expected to work closely with the water utility and health office. There should be a board led by the town manager or delegated authority, on which both the urban water supply and sanitation and health office are represented.
- Hygiene promotion and communication shall be the role of the health sector and primarily delivered by urban health extension professionals (UHE-ps). The UHE-ps will work closely with the community, local administrations, water utilities, and SWM units to identify critical challenges, and gradually improve the quality and maximize the impact of facilities and services.
- Regulation and enforcement tasks will be conducted mainly by the environment and forestry sectors and the Food, Medicine, and Health Care Control Agency.