

RESOURCE: SANITATION AND HYGIENE FUNCTIONS

SANITATION AND HYGIENE HUMAN RESOURCE CAPACITY NEEDS ASSESSMENT TOOLKIT

FUNCTIONS	
(National) policy, strategy, and coordination	The policy, strategy, and coordination function includes the development of strategic plans for the sector at a national or regional level; establishment of a strong legal framework for service provision; defining governance models; creating an effective institutional framework with clear responsibilities; designing regulatory frameworks; setting realistic targets to improve service quality; ensuring sufficient financing; ensuring transparency and access to information; promoting equality in service access; and coordinating financial resources, user participation, HR capacity development, conflict resolution, and research promotion to optimize sector performance and meet societal and environmental goals. (Based on the function described in the IWA Lisbon Charter 2015)
(National/subnational) regulation and enforcement	The regulation function includes applying and enforcing standards, criteria, rules, or requirements that have been politically, legally, or contractually adopted, and exercising autonomous authority over the services in a supervisory capacity. (IWA 2015)
(National) monitoring	The monitoring function includes a deliberate, regular process in which defined aspects of the system are tracked, enabling an assessment of change over time and/or comparison with other systems that might be monitored in a similar way. Monitoring sanitation and hygiene systems ¹ goes beyond monitoring sanitation and hygiene outputs and outcomes (infrastructure and service that system delivers) in that it includes monitoring levels of service (quantity, quality, and reliability), equity and performance (including financial viability), and monitoring of the resource allocations, expenditure, and governance. (Adapted from WaterAid 2021 internal report.)
(National) finance	The finance function includes decision-making on and tracking of funding at the national level (i.e., those who decide on government budget/resource allocations) and provision and management of sanitation financing (for households, communities, and/or businesses) by (micro) finance institutes.
(Subnational/local) oversight and support (including monitoring)	<p>The oversight and support function concerns the work done to support the implementation and monitoring of national plans at the local level and/or support the mandated service providers. This is a function executed by government bodies at regional, district, or municipal levels that manage water, sanitation, and hygiene implementation, and includes planning and budgeting, overseeing program implementation and monitoring, enforcement of regulations and providing technical and business support to community-based systems. It also includes procurement of services, as well as management of enforcement of national policies and standards, in support of the regulation function.</p> <p>At district/regional levels, this function includes coordinating capital investment plans, defining roles and responsibilities, providing support for procurement and management, overseeing municipalities, and ensuring compliance with national policies for water, sanitation, and hygiene services in their region/district. (Adapted from WaterAid 2021 internal report)</p>
(Subnational/ local) community mobilization and engagement	<p>The community mobilization and engagement function involves the activities that ensure active involvement and engagement of communities in sanitation and hygiene initiatives. This includes social and BCC to raise awareness of the benefits of sanitation and hygiene, public participation during the design phase, establishing small financing schemes with professional support, and promoting sustained behavior related to sanitation and hygiene practices.</p> <p>This function includes (where relevant) fostering customer relations and transparent communications to build trust and willingness to pay for services. (Adapted from IWA methodological framework and WaterAid 2021 internal report)</p>

¹ WASH system monitoring should be considered different from project monitoring.

FUNCTIONS

(Subnational/ local) advocacy and holding to account	The advocacy and holding to account function is typically carried out by Civil Society Organizations and (International) Non-Governmental Organizations. The function includes monitoring government policies and actions and raising awareness on low government performance or failure to act on decisions made. The function also entails engaging in advocacy and offering alternative policies or strategies to decision makers or (potential) stakeholders, such as government, the private sector, or other institutions.
(Subnational/ local) construction	<p>Construction involves managing the planning and execution of capital investment projects for sanitation and hygiene infrastructure, including toilets, handwashing facilities at the household level, and FSTPs at the public level. This includes interacting with clients to engineer the system based on functional requirements and (household) needs, engaging with stakeholders or clients for design, creating plans compliant with construction standards, and ensuring the installation of necessary machinery to operate the system while adhering to relevant laws and regulations.</p> <p>In rural areas, construction involves creating the plans, interacting with the customer (and their needs), ensuring the delivery of the materials needed for construction, and the building of the facility (sanitation or handwashing). (Adapted from WaterAid 2021 internal report.)</p>
(Sub-national/ local) operation and maintenance (O&M)	The O&M function involves using HR, equipment, materials, and facilities to deliver inclusive, sustainable, and climate-resilient (water), sanitation, and hygiene services while complying with relevant legislation. It also includes implementing techniques and procedures to foresee and prevent system failures and disruptions, ensuring ongoing routine maintenance, and promptly repairing any disruptions that occur to maintain the optimal functioning of the infrastructure.
(Subnational/local) emptying and conveyance (sanitation specific)	The emptying and conveyance function includes emptying which is the process of removing of waste from septic tanks, latrines, or other containment systems, ensuring they do not overflow or pose health hazards. Conveyance involves the safe and efficient movement of collected waste to treatment facilities or disposal sites, preventing environmental contamination and promoting public health. (Based on the Sanitation Service Chain.)
(Subnational/local) treatment and disposal/safe reuse (sanitation specific)	The treatment and disposal/safe reuse function concerns the part of the sanitation service chain that assumes responsibility for removing solids from wastewater, using biological processes to purify wastewater up to the level of standards required for safe reuse, or safe disposal of wastewater or fecal sludge.
Research and design (from both business and academia)	The research and design function involves the learning and adaptive management to both technological developments in sanitation and hygiene facilities (including toilets, handwashing, and fecal sludge treatment) as well as management methods/approaches to sustainable services. It includes the innovation that is needed and the research/ assessments/intelligence necessary to achieve sustainable sanitation and hygiene services. (Adapted from WaterAid 2021 internal report.)
Business development support	The business development support function involves designing and evaluating business models for private sector growth in the sanitation and hygiene sectors. This includes conducting assessments of production and supply chains, providing capacity development for sales and marketing, accounting, inventory management, planning, record-keeping, and contracting cycles, as well as increasing access to business capital and financing and identifying high-potential entrepreneurs for investment opportunities. (This definition was co-developed with three business development support specialists during the inception phase of our work.)

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