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GLOBAL WATER STRATEGY

ACTION RESEARCH INITIATIVE

No Service Delivery Without Jobs

*Responding to human resource challenges
in the rural sanitation and hygiene workforce*

Photo courtesy of Isoko y'Ubuzima, Rwanda

Agenda & Speakers



- **Welcome and introduction**
Jesse Shapiro
Environmental Health Team Lead, Senior WASH Advisor, and Sanitation Focal Point for Global Health, Office of Maternal and Child Health and Nutrition (MCHN), USAID



- **Opening remarks**
Sangita Patel
Global Health Deputy Assistant Administrator, Bureau for Global Health, USAID



- **Presentation**
Carolien van der Voorden
Deputy Chief of Party, WASHPaLS #2



- **Audience Q&A**
Morris Israel
Chief of Party, USAID WASHPaLS #2
- **Wrap up**

The HR Capacity Needs Assessment

Methodology, findings, and recommendations

Background

In 2022, USAID/WASHPaLS #2 undertook a **sanitation and hygiene sector workforce capacity needs assessment** focused on the human resource (HR) requirements to deliver area-wide rural sanitation and hygiene sustainably and at scale, with emphasis on on-site sanitation.

Guiding Questions:

1. What are the **HR capacity gaps** impeding sanitation and hygiene sectors' achievement of universal access to sustainable services?
2. What are the different **modalities for sanitation and hygiene sectors' capacity development** and to what extent have they contributed to achieving and sustaining needed human capital?
3. What are the **barriers and incentives** to access, recruit, promote, and retain existing workforce capacity?
4. What are the **recommended priority actions** to address HR capacity gaps in the sanitation and hygiene sectors?

Methodology

Review of key documents and previous studies

Analysis of secondary data: GLAAS 2022, AMCOW, WALIS

Key Informant Interviews/Focus Group Discussions

More than 24 INGOs, Development Partners, associations, and training centers; more than 400 country-level informants



GHANA 01

Focus on the national level

NIGERIA 02

Assessments of sample districts

RWANDA 03

Focused assessment of smaller set of guiding questions

INDIA 04

Assessments of sample districts

NEPAL 05

Assessments of sample districts

PHILIPPINES 06

Focused assessment of smaller set of guiding questions

Functions to deliver sanitation and hygiene

Policy, strategy, and coordination
Regulation
Monitoring
Oversight and support
Community mobilization and engagement
Construction
Emptying and transport
Operation and maintenance (including treatment, disposal, and reuse)
Research and design
Business development

Key Findings and Recommendations



Countries report a significant shortage of human resources to deliver sanitation



Source GLAAS data: 51 out of 69 from our study focus regions filled in GLAAS SURVEY 2021/2022

Countries report a significant shortage of human resources to deliver hygiene

Hygiene HR



Source GLAAS data: 51 out of 69 from our study focus regions filled in GLAAS SURVEY 2021/2022

Countries lack sufficient information on their sanitation and hygiene HR needs and capacity



Limited HR Assessments

Less than half of the countries conduct HR assessments.



Lack of data

There is a systemic lack of disaggregated data on sector HR.



Few workforce standards

Standardized job descriptions, titles, competency frameworks or workforce-to-population ratios are rare.



Unfulfilled functions

None of the sanitation and hygiene functions have adequate HR capacity, most require a doubling of the existing HR.

1

UNDERTAKE ROUTINE (SUB)NATIONAL HR SECTOR ASSESSMENTS AND MONITORING AND DEVELOP COORDINATED HR PLANS AND STANDARDS

Example of possible actions: Recommendation I



Action 1.1 Undertake WASH sector-wide or sanitation and hygiene specific HR assessments

Example

- **Organize a national/state level workshop on HR capacity shortages, gaps, barriers and opportunities to sustain access, and embark on improving SMS** \$, ++

Example

- Organize HR assessments at local (district) level \$\$, +++

Example

- Host a full-fledged national/state level HR assessment \$\$\$, +++

Action 1.2 Develop costed sanitation and hygiene HR strategies or plans linked to national plans and targets

Opportunity:

- In Hand Hygiene Roadmaps, incorporate the needed jobs and competencies to deliver the roadmap

Example

- Research the costs associated with HR capacity gaps (link 1.1) \$\$, +++

Example

- Use HR assessment and costs aligned with plans to develop costed HR strategy to reach improved SMS and hygiene

As crosscutting themes, sanitation and hygiene are not prioritized among the sectors and institutions in which they fall, resulting in a lack of jobs



Lack of priority

All assessment countries faced issues with a lack of prioritization for the sanitation and hygiene sectors.



Fragmentation

Challenges include fragmented oversight and decision making, lack of a champion to advocate for funding, lack of focus



Limited local government control

Local governments lack ability to develop required local HR capacity (due to partial decentralization, recruitment freezes, quotas, or a lack of recruitment acts).

2

ADVOCATE AND COORDINATE TO PRIORITIZE SANITATION AND HYGIENE JOB CREATION AND FULFILMENT OF THE REQUIRED FUNCTIONS

Rural sanitation and hygiene sector workforce conditions are poor



Low pay and benefits

Unattractive remuneration and working conditions, particularly in public sector jobs.



A projectized sector

Projectized and contract-driven nature of sector and jobs and potentially distortionary effects of development partner and donor programs.



Low women and youth engagement

Large gender and age disparities.



Reliance on volunteers

Significant dependence on volunteers, community systems, and the informal sector (lacking support, training, remuneration, or career development.)

3

IMPROVE SANITATION AND HYGIENE SECTOR WORKFORCE CONDITIONS

There is limited attraction and persistent stigma to work in the (rural) sanitation and hygiene sectors



Persistent stigma

Persistent stigma and negative perceptions around sanitation work, aggravating unattractive working conditions.



Low business engagement

Persistent barriers for private sector engagement due to lack of an enabling business environment and deliberate efforts to include the informal sector.

4

DIGNIFY SANITATION AND HYGIENE ROLES AND BREAK DOWN STIGMA AND BARRIERS

HR demand, supply, and training opportunities are mismatched, leading to competency gaps and a lack of skills diversity



'Semi'-skilled graduates

Insufficient or mismatched supply of graduates from training institutions (e.g., in on-site sanitation).



Common competency gaps

Workforce lacks transferable and technical knowledge and skills across different functions.



Uncoordinated offerings

Identified coordination gap across and between capacity development providers and sector actors, including across geographies.



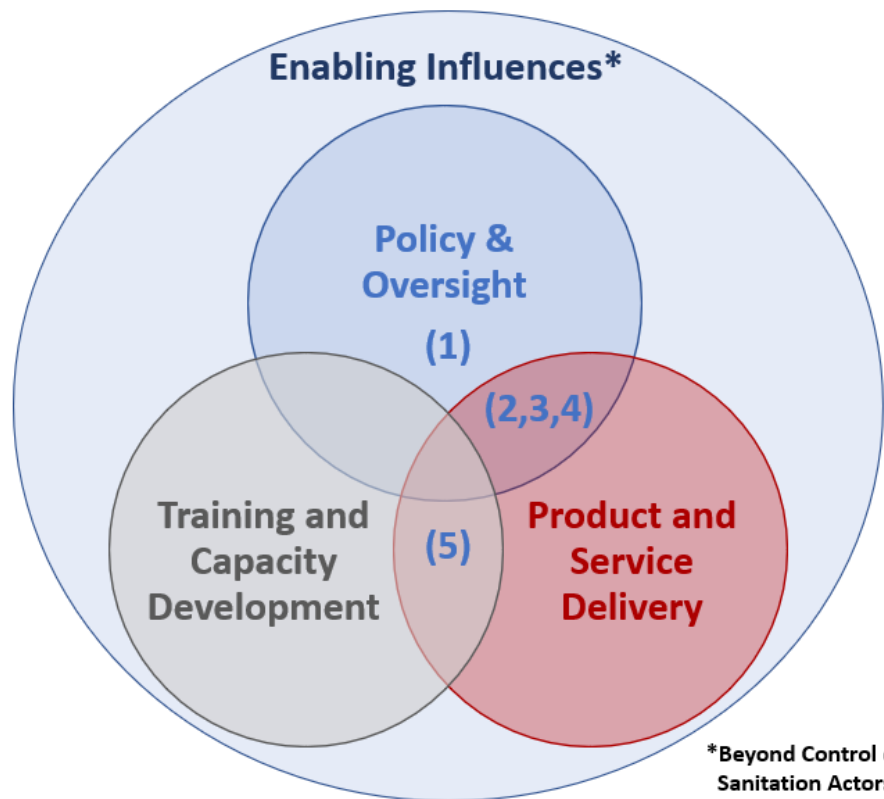
Limited on-the-job learning

Limited offering of continuous professional development and practical learning, including for lower skills-levels.

5

STRENGTHEN AND IMPROVE COORDINATION AND SUPPLY OF SANITATION AND HYGIENE CAPACITY DEVELOPMENT

Summary recommendations by stakeholder group



1. Undertake routine (sub)national HR sector assessments and monitoring and develop coordinated HR plans and standards.
2. Advocate and coordinate to prioritize sanitation and hygiene job creation and fulfilment of the required functions.
3. Improve sanitation and hygiene sector workforce conditions.
4. Dignify sanitation and hygiene roles and break down stigma and barriers.
5. Strengthen and improve coordination and supply of sanitation and hygiene capacity development.

Questions?



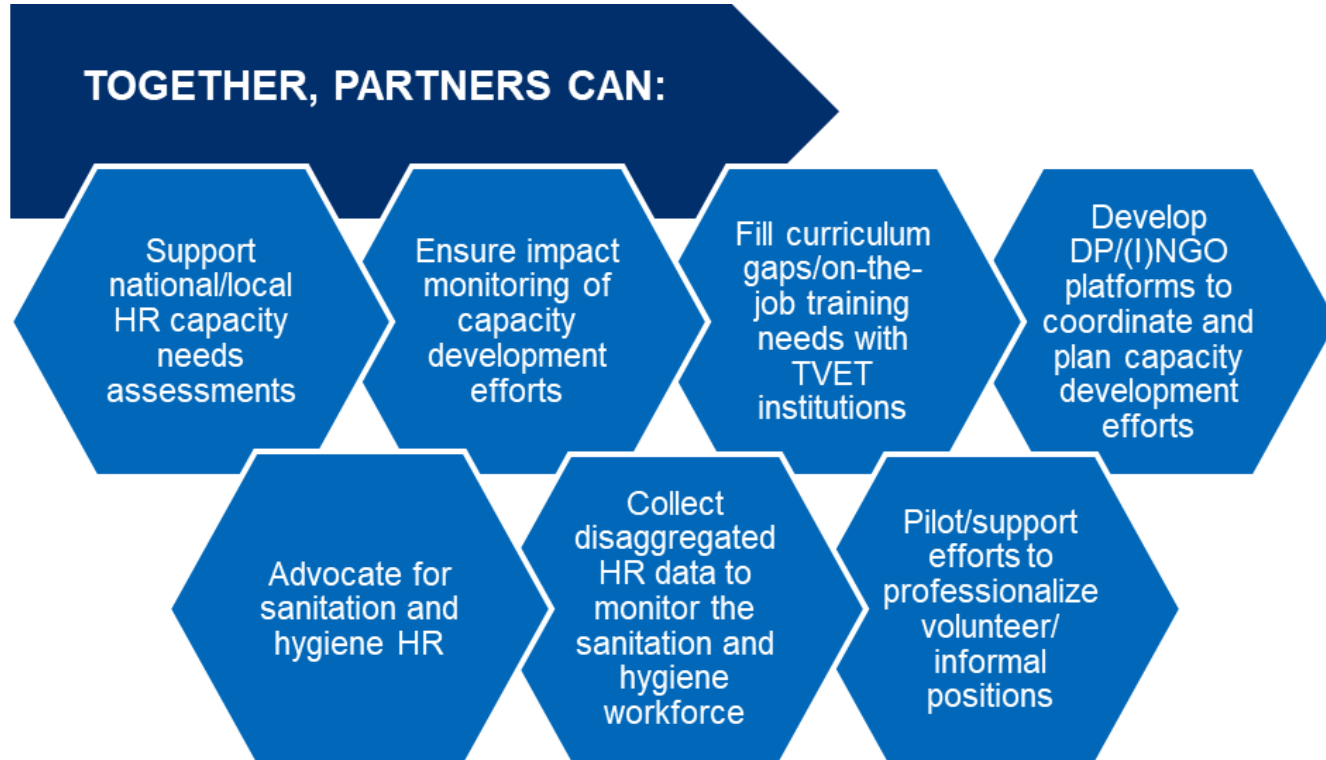
Call to Action

The recommendations and proposed actions compiled in the Capacity Needs Assessment Synthesis Report provide direction.

USAID/WASHPaLS #2 calls on partners to undertake concerted, coordinated action to address the HR capacity gaps in the rural sanitation and hygiene sectors.

The following are examples of WASHPaLS #2 and Partner Action

Potential priority actions for development partners



Develop national HR capacity action plans

Contextualize plans based on levels of progress on sanitation, and levels of HR action taken

Minimal

- Limited data/records, no recent HR assessment
- No national HR development plans/meetings
- No or little standardization of sector jobs
- Lack of sector job creation

Moderate

- Some (public) data available/assessment done
- HR development addressed in reviews/ meetings but not yet fully incorporated in plans
- No standardization, no clear career paths, lack of jobs

Robust

- Data available, (non-comprehensive) assessments done
- HR development addressed in sector plans, coordination up
- Some standardization/worker-to-population ratios available
- Jobs created; diversity of skills still need to be addressed

If undertaking a (sub)national HR capacity needs assessment, consider using the WASHPaLS #2 tools and resources available online

1. METHODOLOGICAL
FRAMEWORK, DESK
REVIEW, AND
STAKEHOLDER
IDENTIFICATION

2. TOOL DEVELOPMENT
AND PLANNING FOR
DATA COLLECTION

3. DATA COLLECTION

4. REPORT WRITING

WASHPaLS #2 is seeking partners to conduct HR action planning in 1-3 countries.

Connect to existing initiatives and activities

- **Emphasize within the system strengthening agenda of the sector**, e.g., the SDG 6 Global Acceleration Framework, the UNICEF Safely Managed Sanitation Game Plan, the SWA building blocks.
- **Look for opportunities to insert a focus on HR capacity into broader activities or processes**, e.g., the UNICEF and WaterAid supported national and state-level government-led dialogues on SMS in Nigeria.
- **Localize efforts and strengthen national systems for training and capacity development**, e.g., the GIZ THRIVE program in Zambia supporting TVETs to strengthen and roll-out official certificate courses and provide recognition of prior (on-the-job) learning.

Respond to the WASHPaLS #2 Grants Call for Expressions of Interest

Under the theme “Strengthening local capacity and engagement for rural safely managed sanitation services,” WASHPaLS #2 will seek to fund grants seeking to respond to learning questions around the following themes:

- Improving volunteer schemes and strengthening their position and prospects to support achievement of sanitation and hygiene coverage targets and/or (post-ODF) sustainability/SMS.
- Models for sustained, supported community engagement in (post-ODF) sustained use, maintenance and upkeep, and/or upgrading of household toilets and hygiene facilities.
- Adapting TVET or technical skills-based education offerings and/or online or distance learning initiatives to increase access to and uptake of SMS-relevant learning.

Find the Request for Expressions of Interest here: <https://tinyurl.com/4v5pc2yt>

Available Resources

- The sanitation and hygiene workforce capacity needs assessment [Final Report](#)
- Capacity needs assessment [Learning Brief](#)
- Country reports from [Ghana](#), [India](#), [Nepal](#), [Nigeria](#), the [Philippines](#), and [Rwanda](#)
- Forthcoming: sanitation and hygiene HR capacity needs assessment [tools and resources](#)
- CNA landing page:

