

GUIDANCE FOR IMPLEMENTING THE DISTRICT WIDE APPROACH IN RWANDA

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DECEMBER 2019

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1. INTRODUCTION

Over the past decades, Rwanda has made progress in the delivery of water supply and sanitation. According to the Joint Monitoring Programme (JMP), 58% of the population of Rwanda had access to at least a basic drinking water and 67% to at least a basic sanitation services in 2017.

Although these figures reflect progress over the past decades, achieving the ambitious targets set by the Government of Rwanda (GoR) of reaching universal access to basic water supply and sanitation by 2024 and to safely managed services by 2030 will require addressing critical systemic issues, which include:

- Inadequate access to finance for decentralised actors;
- Human resource capacity gaps in areas of planning, project management and operation and maintenance;
- Insufficient operation and maintenance of rural and water systems;
- Depleting water resources resulting in high costs of service provision.

In response to these challenges, the GoR has committed in 2016 to trialling the District-Wide Approach (DWA), which seeks to provide systemic support to districts in their WASH service authority functions, whilst also recognising the need for a strong supportive enabling environment at national level. The DWA focuses on the district as the geographical entry point and with the desired outcome of the district having the systems, plans, finances, human resources, skills, knowledge, coordination and accountability mechanisms to achieve sustainable universal access.

The approach has since been piloted in Rulindo, Gicumbi, Bugesera, Karongi, Ngorero, Nyamagabe, with the support of Water for People, WaterAid and WASAC. In all of these districts, efforts have been geared towards strengthening districts and collaboratively developing fully costed WASH plans, articulating a clear district-wide vision for the provision and maintenance of WASH services. This process is still on going and no comprehensive WASH plan is readily available.

The present document provides a step by step guide for the implementation of the District-Wide Approach (DWA) in Rwanda and builds on several years of experience. It seeks to provide clarity on the overarching steps of the DWA and examples of the more detailed approaches trialled. It is aimed at stakeholders supporting the DWA process and working towards fulfilling the GoR's vision in the twenty-five remaining districts of the country and is seen as an evolving document which will be refined as experiences develop.

The first section provides an overview of the DWA and its key steps, the second section describes the activities required to develop a district WASH plan, a cornerstone of the DWA following the experience in the pilot districts. The third section provides an overview of progress to date in the five districts where the approach is being piloted. Annexe 1 contains an outline of a district WASH plan.

2. THE DISTRICT WIDE-APPROACH

2.1 DEFINITION

The WASH sector recognises that piecemeal and project-based initiatives have not been successful at addressing systemic issues affecting WASH provision and that a fundamental shift in approach is required to achieve the ambitious SDG targets. This shift consists in moving away from fragmented initiatives and supporting harmonised approaches under a unified, government-led plan and strengthening all key building blocks that make up a strong WASH system.

Efforts need to be geared towards strengthening two key levels of the WASH sector: at central government level, a robust national framework is needed to create the conditions of success of the work at the district level. This includes having key policies and strategies, institutional capacities, financial resources and other general conditions that make up the enabling environment in place (e.g. adequate regulation, monitoring). At district level, the aim is to ensure district service authorities have systems, plans, finances, human resources, skills, knowledge, coordination and accountability mechanisms to fulfil their decentralised WASH mandates.

The District Wide Approach is the application of these principles, with a focus on the district level. It follows the usual steps of a programming cycle (assessing, planning, implementing and monitoring) to progressively strengthen all building blocks in a given district. Evidence gathered at the district level is used for advocacy at the national level to push for the model to be scaled. This process is ideally supported by external parties to the districts (e.g. National government entities, national agencies, donors or NGOs).

In Rwanda, this approach is aligned with existing policies and strategies, including the National Sanitation Policy and Strategy and a National Water Supply Policy and Strategy (2016), which provide clear policy directions and strategic actions towards achieving the universal access targets and re-establish the principle of decentralisation towards the districts.¹

Water supply vs. WASH focus of the DWA. The principles and steps of the DWA apply equally to the water, sanitation and hygiene sub-sectors which should ideally be treated jointly. However, in Rwanda, the process has been initiated with a bias towards water supply and is only progressively incorporating sanitation and hygiene components. This guide reflects this focus on water supply, and examples provided focus primarily on water supply. The guide will be refined at a later stage, after sanitation and hygiene has been incorporated in the process.

2.2 KEY STAGES OF THE DISTRICT-WIDE APPROACH

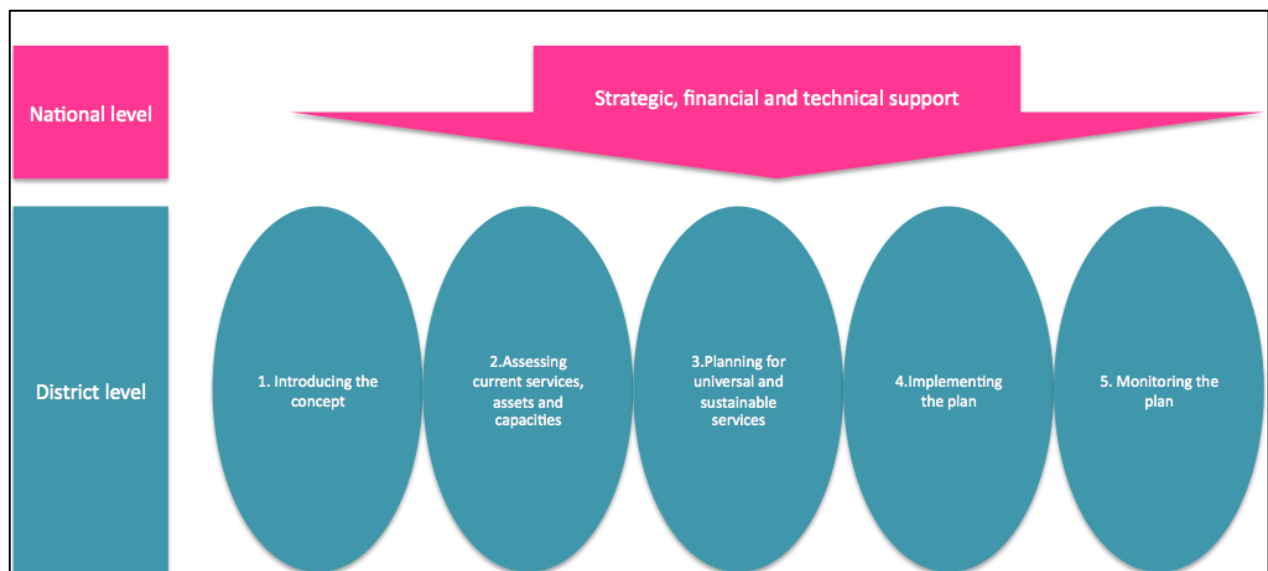
At district level, the activities associated with the DWA can be conceptualised into five stages, summarised below and represented in figure 1:

- **Introducing** the concept of system strengthening, the district-wide approach at district level, as well as at national level.

¹ The Economic Development and Poverty Reduction Strategy 2 (2013-2018) also has the priority of consolidating decentralisation.

- **Assessing** current services, assets, institutional capacities to provide universal and sustainable WASH services in the district. Data generated through this phase serves as a baseline for developing the plan.
- **Planning** for universal and sustained WASH services, using evidence generated during the assessment phase. This includes developing a vision, clear targets and a strategy for implementation, costing the vision and identifying sources of funding.
- **Implementing** the plan through harmonised and collaborative efforts of all stakeholders (government, NGOs, private sector) with technical assistance provided as and when necessary. This requires identifying management models for the services to be provided/upgraded upfront, along with a strategy for long term sustainability (in terms of capacities, support and financial resources). The implementation of the plan takes place in a sequence and considers a prioritisation process, which can be revisited over time (e.g. unserved vs. poorly served, new settlements, changes in demographic growth).
- **Monitoring** the implementation of the plan to track progress to targets, improvements in service levels, WASH practices of residents, fund allocation/ expenditure, water source yield/quality. Data collected should feed into wider sector monitoring systems and lead to corrective action where the data shows gaps or weaknesses.

Figure 1: Key steps of the District- Wide Approach



The rest of the guidance focuses on stages 2 and 3 (assessing and planning) of the DWA, which result in the development of a district- WASH plan.

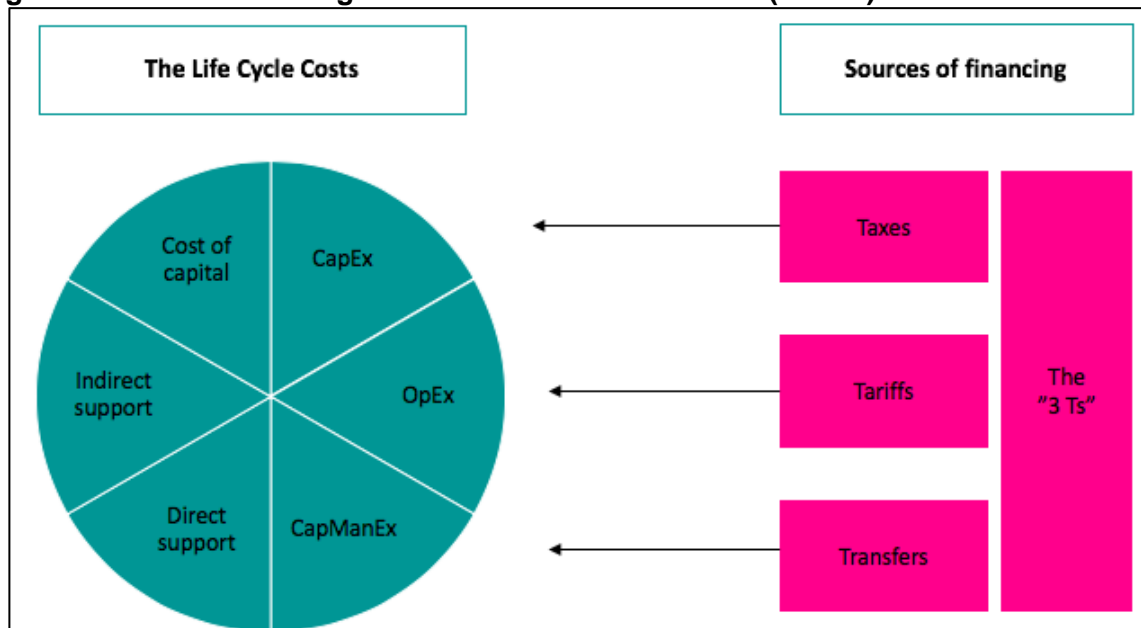
3. DEVELOPING A DISTRICT WASH PLAN

3.1 DEFINITION OF A DISTRICT WASH PLAN

A district WASH plan is the output of a process, which seeks to match an objective with financial resources. The objective is to provide universal access to services to all and forever in a given district and to cover these costs with all district resources available (tariffs, taxes and transfers, otherwise known as the “3 Ts”).

In practice, this translates in the consideration of all costs involved in providing services that last (i.e. not just capital costs, but long-term costs of operating and maintaining services, as well as supporting their delivery), as indicated in figure 2.

Figure 2: WASH cost categories and financial resources (“3 Ts”).



Developing a full life cycle costing WASH plan refers to the process, as well as an output- the plan itself, both of which support district-decision making and combine technical, strategic and consultative aspects.

- **Technical:** the plan is developed on the basis of evidence generated through data collection activities and technical studies.
- **Strategic:** the plan articulates a vision supported by district-level decision makers, which includes a long-term horizon and medium-term targets.
- **Consultation** of all parties (decision-makers as well as service providers and users) is part of the process to ensure needs and demands are understood and services provided are owned, used and adequately maintained.

The process of developing a WASH plan is characterised by the following:

- **A broad scope** should be considered, to include all types of WASH services (water, sanitation and hygiene), considering both domestic services as well as services in public institutions (schools and health care facilities). The process can however consider one type of service and progressively be adjusted as more information becomes available, depending on the targets set. Similarly, this process should consider water resources at all the various stages (from an assessment to costing to planning).²
- **Different timescales** are considered in the process (short, medium, long), so the plan considers a long- term horizon (i.e. 10 years) and derives medium term targets and short- term activities (1 to 3 years) from there. The plan includes a high level of detail for the first years and the level of detail decreases over time.

² This note mentions activities related to assessing, costing and planning for adequate water resource management in key places. However, this has not yet been a focus of the district WASH plan and there is therefore limited examples to share on the tools used to do so.

- **A trade-off between strategic vision and detailed analysis:** the process should seek to articulate the district's broad vision to achieve universal and sustainable services as well as the steps required to achieve it in terms of construction, maintenance or support activities and financing. At each step of the process, a balance is sought to ensure formulation of a broad vision, whilst also providing timely data to calculate ballpark cost estimates required for a long-term plan.
- **Consideration of services under the district's remit:** in some districts, a proportion of services are managed by WASAC (e.g. most of the districts in the Eastern Province). In these cases, although districts might step in to finance major maintenance, the responsibility for minor and major maintenance rests with WASAC. For that reason, these services are not considered in the process described below.

3.2 THE LINK WITH EXISTING PLANNING PROCESSES IN RWANDA

The development of a WASH investment plan should be understood in the broader planning context of Rwanda and support existing district-level processes:

At national level, vision 2020/2050 presents the country's overarching vision, cascaded into 7-year government programmes. These documents provide the development framework for the country and form the basis for national and district-level planning and inform the development of national Sector Strategic Plans (SSPs), which provide strategic orientations for each sector, including WASH, health, and education.

At District level, these frameworks are translated into i) a 3- year District Development Strategies (DDSs), which articulate the district's vision across sectors. WASH is included in the DDS, but currently only consists in a short paragraph, as well as ii) annual plans and budgets, annual performance contracts, or Imihigo, for each fiscal year (i.e. from July to June), detailing activities/funding arrangements to implement the DDS.

It is foreseen that the WASH investment plan would be derived from the national Strategy for Transformation (NST) and feed into the DDS to support its 5-yearly update.

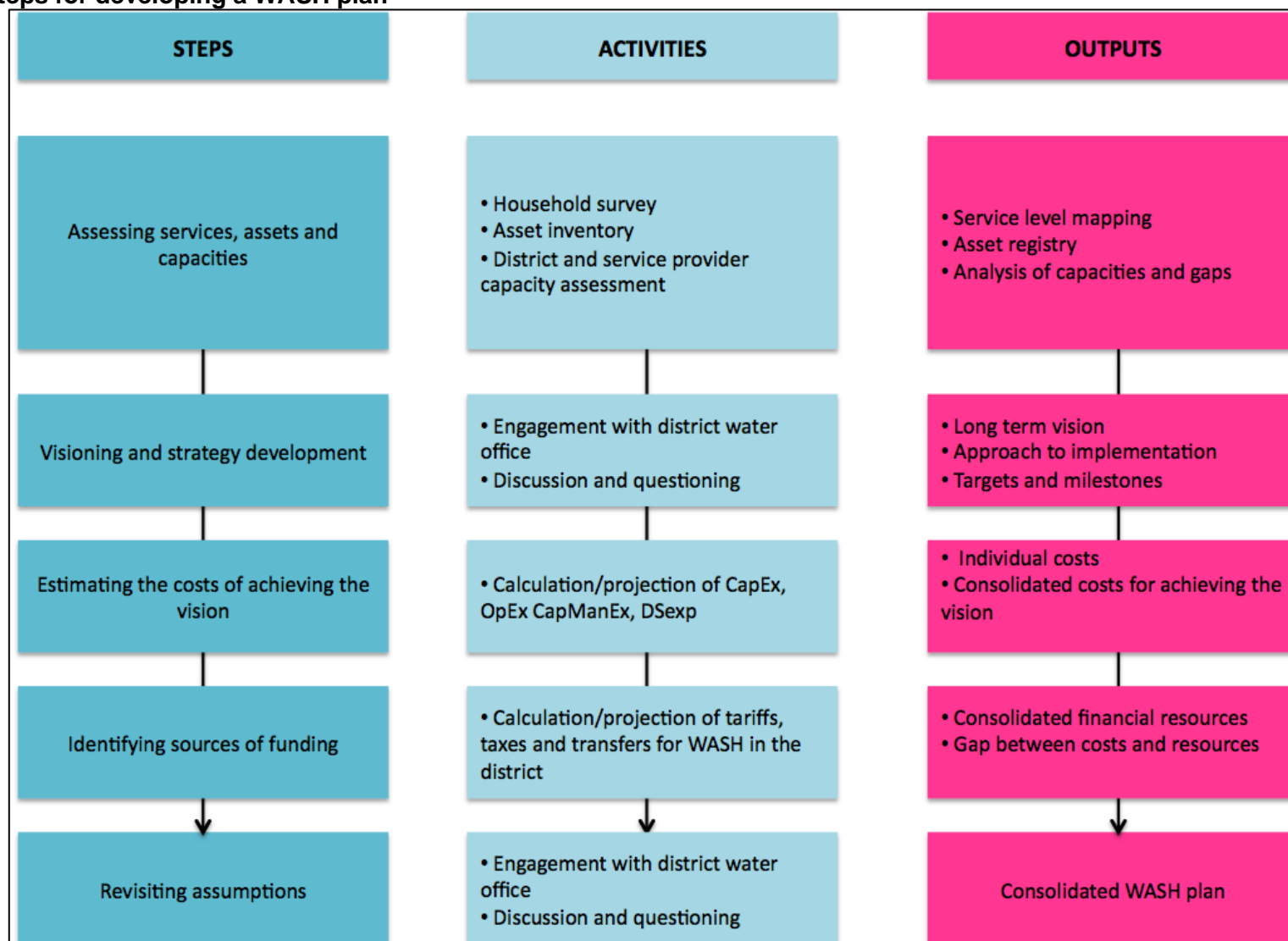
3.3 KEY STEPS FOR DEVELOPING A WASH PLAN

The development of a district WASH plan follows a four-stage approach with distinct outputs. Figure 3 presents the process as linear for clarity but should be seen as iterative for various reasons:

- Assessments carried out initially provide the basis for developing a vision and approach. However, this vision is revisited based on financial resources available.
- Costing of services and identification of financial resources can either be calculated after developing the vision, but key elements (such as current operational costs and standard capital expenditure) can be included in the initial assessment.

Given the time required for completing a full district WASH plan, the steps described below can be carried out iteratively and include intermediate outputs. For example, a pre-plan summarising the findings of preliminary assessments and consolidating life cycle costs could be produced and feed into the development of a vision and target setting. The exact nature of these intermediate outputs will depend on the districts' capacity and needs.

Figure 3: Steps for developing a WASH plan



3.3.1. STEP 1: ASSESS CURRENT SERVICES, ASSETS AND CAPACITIES

The district, with the support of its partners, assesses i) the age and conditions of assets, ii) the status and sustainability of water resources, iii) service levels, iv) the capacity of the district authority to fulfil its WASH mandate to plan and budget, as well as to regulate and support service providers and monitor service quality and v) the technical and financial capacity and performance to delivery appropriate services, of the different service providers in charge of operation and maintenance.

This step can be thought of as a “baseline” as it seeks to gather both quantitative and qualitative evidence to serve as a basis for characterising current WASH delivery status in the district, identifying the needs in terms of WASH services (new and existing) and strengthening existing capacities for service delivery and support. It results in three outputs:

- An asset registry, providing details on existing water asset components, their age, condition and level of priority for maintenance activities;
- An overview of the levels of water services at district level. These are presented against a standard service ladder, defined on the basis of JMP standards as well as national standards.
- An assessment of current districts and service providers’ capacities as well as gaps.

Table 1 presents a list of outputs associated with the assessment stage along with the content of each activities and the instruments/tools used in the five pilot districts. For the moment, only water supply has been assessed in the five pilot districts.

Table 1: Overview of outputs and tools used for step 1

Output	Tool used in the pilot districts	Content	Guidance available
Asset registry	Asset registry (Excel based)	Water system-level data on asset condition and age.	Asset analysis guidance for assessing piped-based water systems (source: WFP).
Status and sustainability of water resources	Water resources assessment	Assessment of the current status of water resources and their sustainability	No specific tool available, but hydrogeological studies follow a similar logic/sequence
Service level assessments	Household survey questionnaire	Household level questionnaire for determining the service level.	Asset analysis guidance for assessing piped-based water systems (source: WFP).
Capacity assessment of service authority	District capacity assessment tool (Excel based tool)	Document, which supports the assessment of existing district skills against core functions; municipal WASH budget and maps # days spent against key activities.	Guidance document available

and service providers	Service provider capacity assessment tool (i.e. private operator or community)	Document which supported the assessment of service provider capacities (skills, human resources).	Not yet available
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3.3.2. STEP 2: VISIONING AND STRATEGY DEVELOPMENT

The second and most important step is for the development of a vision and strategy for implementation by the district. This includes setting i) a medium-term horizon (i.e. achieving universal and sustainable access in line with national targets), i) describing the approach for achieving it, in terms of levels and types of services to be provided, mix of technologies to be used for water supply provision, management models, approach to strengthening capacities of service authorities and service providers along the way. This should be articulated and justified, particularly considering the ability to sustain services over time. It also includes identifying numerical targets and milestones.

The vision and milestones should not be limited to achieving universal coverage, but also translate the need to achieve sustainable services through district-level system strengthening (i.e. capacity support, service management models, appropriate maintenance and spare parts supply, sustainable financing mechanisms etc.). These should be derived from the high-level national targets (i.e. target 2: “Ensure sustainable functionality of rural water supply infrastructure by strengthening O&M management arrangements “but provide more detailed information on the elements required to achieve it, within a specific district.

Approach to visioning and strategy development: At the moment, the WASH sector in Rwanda has not yet defined precise targets at national level related to sustainable service delivery, nor has it articulated a clear approach for adapting national targets at the district level. The process initiated under the DWA would serve as a pilot and it is proposed that this step is carried out as an informed discussion with district-level technicians and decision makers, using evidence gathered during step 1 as a basis. The supporting entity (MININFRA, WASAC or an iNGO) would present the data on service levels, age and condition of assets and capacities in the district to stimulate a discussion on the way forward. Table 2 provides a list of areas of questioning that can be useful to guide a discussion with a given district.

Table 2: Guiding questions for supporting the articulation of a district vision and approach

Topics	Areas of discussion	Lead questions
Validating the assessment results	Evidence of the current status of services and capacities	Is there a common understand of the current state of affairs in terms of the availability and sustainability of water resources, service levels, asset condition, maintenance needs, capacities? Is the evidence shared clear and agreed upon?
Visioning	Long term vision for service provision	Based on the evidence presented on current service levels and coverage rates, what is the district’s broad objective for providing water supply, sanitation and hygiene by 2024 and 2030?

	Setting priorities	Based on the evidence provided on current services and this long-term vision, what areas should be prioritised (e.g. new services, existing services, water supply, sanitation, hygiene) and why?
Strategy	Levels of service	What is the approach for managing water resources available in the districts?
		What levels of services are you aiming to provide by 2024 and 2030 for water supply, sanitation and hygiene?
		What are the characteristics of each of these service levels (for water supply, sanitation and hygiene)?
	Types of technologies	What type(s) of technology are required to reach these objectives per type of service?
	Management models	How do you foresee these services to be managed over time (private, public, community, a combination) and at what scale?
	Capacity strengthening of the district and service provider(s)	Based on the evidence provided on current capacities and gaps, what are the key areas of capacities/performance that need strengthening to be able to implement this vision at the district level?
Based on the evidence provided on current capacities and gaps, what are the key areas of capacities/performance that need strengthening to be able to implement this vision at service provider level?		
What is required to strengthen these capacities (human resources)?		
Target and milestones	Target	How is the vision translated into numbers of households with access to various levels of service by 2030 for water supply, sanitation and hygiene? (% of the population and numbers of people served per type of service and level of service)
		What would be the target for strengthening capacities by 2030 (for the district and service providers)?
	Milestones	Between now and 2030, at which speed does the district intend to implement this vision? How does this translate into milestones?
		Between now and 2030, at which speed do you foresee capacities being strengthened (for district and service providers)?

This phase results in the development of:

- A vision of what the district intends to achieve and through what channels: a long-term vision with a fixed time horizon (i.e. 10 years) for achieving universal and sustainable services, as well as an approach for doing so (i.e. clustering of services, management models).
- Corresponding short and medium-term milestones to achieve this vision, for the provision of both universal and sustainable services.

This exercise should be primarily aspirational and seek to address the question: “Where does the district see WASH services delivered and the capacity of key stakeholders involved in its provision/management/oversight by 2030”. However, this vision and strategy should then be revised/adjusted based on reality, when costs and financial resources are identified and the funding gap between aspiration and reality is quantified. On that basis, the vision and strategy as well as financial assumptions should be revised to minimise the funding gap as much as possible.

3.3.3. STEP 3: ESTIMATING THE COSTS OF ACHIEVING THE VISION

The third step consists in calculating the cost of achieving the vision. This includes identifying the costs of providing new services (Capital Expenditure or CapEx) as well as those required to maintain existing services (operation, maintenance- CapManEX and direct support activities- DsExp). These activities (i.e. calculating OpEx) can also be carried out as part of Step 1 but are grouped here for logic.

The outputs and processes followed in this step are as follows:

- Costs required to maintain existing services (OpEx, CapManEx): these are calculated for current services and projected in the future. These are done separately for OpEx and CapManEx and brought together into a consolidated overview.
- Costs required to provide new services (CapEx). In Rwanda, this is done by carrying out detailed engineering designs at district level.
- Costs required to support service delivery (DsExp): using the initial capacity assessments, the activities required to support service provision are identified (e.g. monitoring visits to communities, training of service providers), costed and projected overtime to bridge the gap between current and ideal costs.
- Consolidated costs over time: this consists in i) bringing all costs together, ii) applying additional parameters like inflation, demographic changes etc. to adjust the overall costs and iii) spreading costs overtime to provide an overview of total costs of achieving the vision. It should be noted that whilst some costs will be “naturally” spread over time (i.e. asset replacement based on age will be dependent on the remaining useful life of the asset), others will require prioritisation. The prioritisation process will be district-specific but should be articulated clearly (i.e. areas with no service, population size, or other).

Table 3 presents the approach used to achieve the various outputs of the costing phase and identifies the tools that have been used in the pilot districts. To date, this activity is still ongoing and only certain costs have been calculated/projected.

Table 3: Outputs, approaches and tools used for costing the vision

Output	Approach used	Supporting tool	Guidance
Costs of maintaining existing services	For OpEX: costs of carrying out operation and minor maintenance on existing services are calculated to service profitability of the given system/service provider. The costs are then projected for new services to be provided in the districts to obtain total OpEx required.	AtWhatCost tool	Guidance note to be developed (WfP or IRC?)
	For CapManEx: on the basis of the asset inventory, systems requiring major repairs because of their age and/or condition are identified. These repairs are matched with costs, calculated using pre-identified unit costs per asset component and condition. The costs are then spread costs over a 10-year time span.	CapManEx calculator included in the asset registry (Water for People)	Guidance note available from WfP
Cost of providing new services	Detailed engineering designs are developed for all new services to be provided in a given district.	No specific tool available	
Cost of supporting service delivery	Using the results from the district capacity assessment tool, direct support costs are projected to fill gaps identified.	The district capacity assessment tool to project costs	Not available
Consolidated costs	Consolidation of all costs (OpEx, CapManEx, CapEx, DSexp) required to achieve universal and sustainable services in the districts.	Consolidated costing tool (WfP)	Guidance tab included in the WfP tool

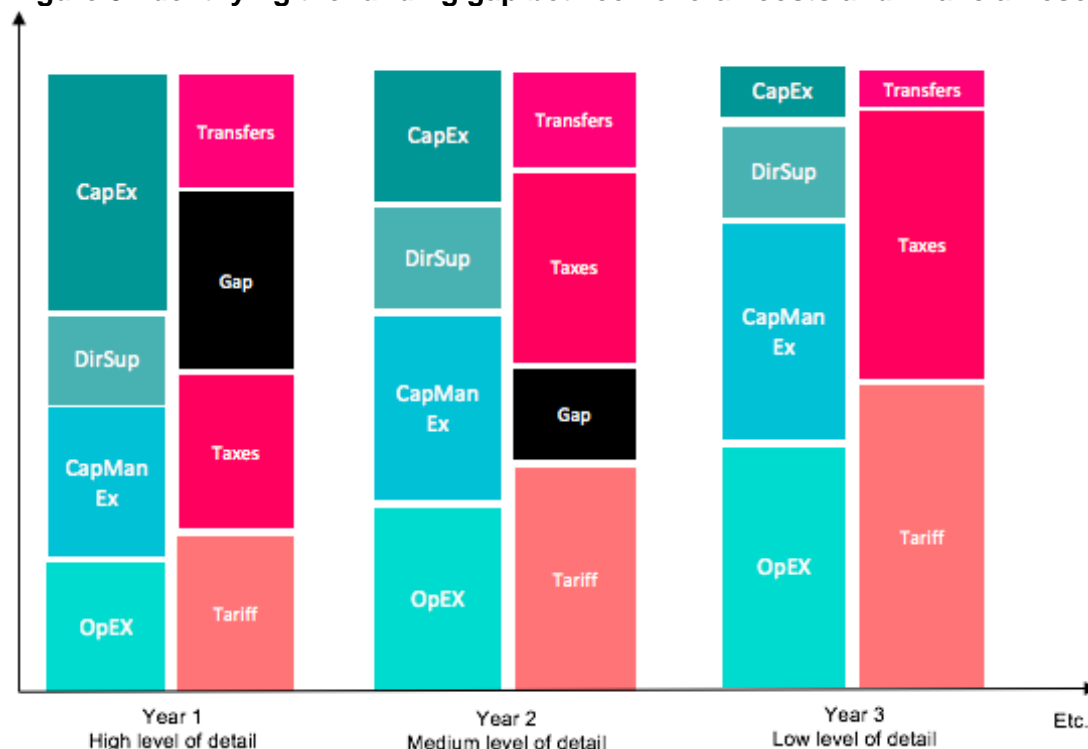
3.3.4. STEP 4: IDENTIFYING SOURCES OF FUNDING

Once all costs of achieving the vision are identified, financial resources are projected over a 10-year period to identify the funding gap. This is done by adopting a two-stage approach: all known financial resources (tariffs, taxes and transfers) currently available for WASH are identified and are then individually projected applying a series of assumptions. The assumptions vary per type of financial resources:

- The amount generated from tariffs will depend on i) the level of tariff, ii) the number of users, iii) the tariff collection rate
- The amount generated from transfers will depend on existing and planned projects in the districts from donors or other external parties.
- The amount generated from taxes will depend on the district’s ability to generate taxes in its jurisdiction that can be mobilised for the WASH sector.

This step results in an overview of financial resources over time and an understanding of the funding gap (figure 3).

Figure 3: Identifying the funding gap between overall costs and financial resources



3.3.5. STEP 5: REVISITING ASSUMPTIONS TO BRIDGE THE FUNDING GAP

This projected gap is used as a basis for engaging a discussion with the district staff (both decision makers and technicians) to revisit the parameters along the way with the aim to adjust the financial modelling and ultimately bridge the funding gap. This exercise should be seen as an iterative adjustment of all parameters at play in the financial projection, altogether strategic, technical and financial.

Below are examples of areas which could be re-discussed as part of this process:

- **Visioning and strategy development:** should the vision be revisited to be less ambitious in terms of numbers of people served, service levels, technology types and/or speed of implementation?
- **Prioritisation:** should the prioritisation be adjusted in terms of new people served vs. existing services to be improved?
- **Costing of services** could be reduced by revisiting the technology choices or
- **Assumptions** behind the financial projections could also be revised to be more optimistic. Could/should the district charge a higher tariff? Can additional transfers be mobilised in the districts? Can more taxes be generated for WASH?

Water for People and WaterAid have developed an Excel-based consolidated planning tools, which can support both the identification of the funding gap and the iterative process of adjusting parameters.

4. PROGRESS TO DATE

As indicated in the introduction of the guide, the DWA has been implemented in the five pilot districts since 2016 and the process is still ongoing. This short section seeks to provide a brief overview of where districts are at in the DWA implementation.

All five districts have completed the first phase of the DWA and introduced the concept to district officials in 2016. To date, none of the five districts has developed a full WASH plan, but progress is on-going to complete the various assessments and progressively determine the costs and resources available in the district to feed into a discussion on the vision for providing universal and sustainable services by 2030.

All districts piloting the DWA have a district development strategy (DDS) by which each district has committed to supply water to every citizen by 2024. However, the visioning exercise, based on evidence generated through assessments on service levels and actual capacities has not yet been completed in pilot districts. Table 4 below provides a rapid overview of progress to date on all activities listed in this guide.

Table 4: Overview of progress to date on the development of district WASH plans in the five pilot districts in Rwanda

District	Assessing services, assets and capacities			Setting a vision and strategy for achieving universal and sustainable access to WASH services	Costing the vision					Identifying sources of funding
	Service levels	Capacities	Assets		CapEx	OpEx	CapManEx	DSexp	Consolidation of costs	
Rulindo	Completed	Completed	Completed	No progress	Completed	Completed	On going	On going	No progress	No progress
Gicumbi	Completed	Completed	Completed	No progress	Completed	Completed	On going	On going	No progress	No progress
Bugesera	Completed	Completed	Completed	No progress	On going	Completed	On going	On going	No progress	No progress
Karongi	Completed	Completed	Completed	No progress	Completed	No progress	No progress	On going	No progress	No progress
Ngororero	Completed	Completed	Completed	No progress	Completed	No progress	No progress	On going	No progress	No progress
Nyamagabe	Completed	Completed	Completed	No progress	On going	No progress	On going	On going	No progress	No progress

ANNEX 1: TABLE OF CONTENT OF THE DISTRICT WASH PLAN

The WASH plan articulates the result of each step in a synthetic manner (approximately 35 pages) in a paper-based document, spanning over a 10-year period and revisited on a 3-year basis. A proposed table of content is provided below:

1. PRESENTATION OF THE DISTRICT

This section should highlight the key defining features of the district in terms of its demographics, socio-economic and environmental aspects (5 pages).

Overview (location, size)

- 1.1 Demographics (population size, age and trends)
- 1.2 Socio-economic (main economic drivers and trends)
- 1.3 Status of water resources and environmental issues (characteristics, challenges)
- 1.4 Overview of District planning processes (current plans, status, timeframe)

2. CURRENT SITUATION OF WATER RESOURCES AND WASH SERVICES

This section should provide an overview of the i) service levels, ii) asset conditions, ii) capacities and gaps and should be as visual as possible and include maps (10 pages).

- 2.1 Water resources (availability and sustainability)
- 2.2 Coverage levels (Overall and across the district, highlighting areas without any service)
- 2.3 Service levels (Definition of each service level, map of service levels across the district, summary of key highlights)
- 2.4 Findings from the asset inventory (Asset status, main issues)
- 2.5 Findings from the capacity assessment of the district and the service providers, flagging the key areas of strength and weaknesses.

3. VISION AND TARGETS

This section presents the vision, milestones and approach developed by the district to achieve the vision (both universal and sustainable services) (5 pages).

- 3.1 Vision and time horizon (long-term vision for the district in terms of achieving universal and sustainable services)
- 3.2 District's proposed approach for achieving it, in terms of water resource management, service levels, technology types, support requirements
- 3.3 Targets and milestones for achieving the vision

The above should be supported by geographical representation with maps.

4.COSTING AND FINANCING THE VISION

This section outlines the costs required to achieve the vision, the estimated financial resources available and assumptions made for the calculations and presents the district's approach to mobilising additional funding to bridge the funding gap. (8 pages)

4.1 Costing the vision

- CapEx
- OpEx and CapManEx
- Direct Support

4.2 Available financial resources (for taxes, tariffs and transfers, including assumptions)

4.3 Consolidating costs and revenue (including funding gap)

4.4 Approach to bridging the gap (revisiting assumptions over time or mobilising additional taxes and/or transfers).

5.IMPLEMENTING THE DISTRICT WASH PLAN

This section presents the sequencing in the implementation of the plan. (5 pages)

5.1 Short- term activities (rationale for selection, approach to implementation, strategy for resource mobilisation)

5.2 Medium-term activities (rationale for selection, approach to implementation, strategy for resource mobilisation)

6.MONITORING THE IMPLEMENTATION

This section presents the modalities for monitoring the implementation of the plan (6 pages)

6.1 Monitoring framework (indicators, definitions)

6.2 Approach to monitoring (roles and responsibilities, cost, resources)