



The UNICEF Game Plan to Reach Safely Managed Sanitation 2022–2030

Contents

Contents	i
Acronyms	iii
1. The Game Plan to Reach Safely Managed Sanitation	iv
1.1. Why a Game Plan for Safely Managed Sanitation?	1
1.2. Scope of the Game Plan to Reach Safely Managed Sanitation	6
1.3. Principles of the Game Plan	9
1.4. Collaboration and partnership to leverage UNICEF’s strengths	12
2. Pillars of the Game Plan and interventions	14
2.1. The SDG 6 Global Acceleration Framework	15
2.2. Governance and policy pillar	16
What is the context of UNICEF’s interventions?	16
What does success look like – what is the result UNICEF wants to achieve for children?	16
What is UNICEF’s comparative advantage?	16
What are possible UNICEF implementation approaches and interventions?	17
What tools, approaches and partnerships can support the interventions?	18
2.3. Finance pillar	18
What is the context of UNICEF’s interventions?	18
What does success look like – what is the result UNICEF wants to achieve for children?	19
What is UNICEF’s comparative advantage?	19
What are possible UNICEF implementation approaches and interventions?	20
What tools, approaches and partnerships can support the interventions?	20
2.4. Data and monitoring pillar	20
What is the context of UNICEF’s interventions?	20
What does success look like – what is the result UNICEF wants to achieve for children?	21
What is UNICEF’s comparative advantage?	21
What are possible UNICEF implementation approaches and interventions?	21
What tools, approaches and partnerships can support the interventions?	22
2.5. Capacity development pillar	22
What is the context of UNICEF’s interventions?	22
What does success look like – what is the result UNICEF wants to achieve for children?	23
What is UNICEF’s comparative advantage?	23
What are possible UNICEF implementation approaches and interventions?	23
What tools, approaches and partnerships can support the interventions?	23
2.6. Innovation pillar	23
What is the context of UNICEF’s interventions?	23
What does success look like – what is the result UNICEF wants to achieve for children?	24
What is UNICEF’s comparative advantage?	24
What are possible UNICEF implementation approaches and interventions?	25
What tools, approaches and partnerships can support the interventions?	25

3. Country-level Game Plans based on the pillars and programmatic pathways	26
3.1. Developing country-level Game Plans	27
3.2. Foundational interventions	28
3.3. Pathway 1: Transitioning from open defecation to safely managed sanitation	29
3.4. Pathway 2: Upgrading from existing sanitation facilities to safely managed sanitation	33
Countries or areas in which many households are using unimproved sanitation	33
Countries or areas in which faecal sludge management is lacking	35
Countries or areas where many households use shared sanitation	37
3.5. Pathway 3: Transitioning to safely managed sanitation in the aftermath of humanitarian situations	39
4. Partnerships for collaboration and support	42
4.1. Working with other development agencies	43
4.2. Working with academic and research institutions	45
4.3. Working with the private sector	45
5. Taking the Game Plan forward: Learning and support to roll-out	49
5.1. Support to country offices to develop country-level Game Plans	50
5.2. Support to learning	51
5.3. Timeline of interventions, targets and milestones	52
6. Monitoring progress	54
6.1. Monitoring global progress on sanitation	55
6.2. UNICEF programmatic monitoring	55
7. Resourcing the Game Plan	57
7.1. Bilateral donors and foundations	58
7.2. Corporations	58
8. New ambition, new partnerships	59
Annex A: Possible implementation approaches and interventions	61
Governance and policy	61
Finance	63
Data and monitoring	64
Capacity building	64
Innovation	65
Annex B: Tools and resources	67
Governance and policy	67
Finance	67
Monitoring and evaluation	68
Capacity building	68
Innovation	68
Annex C: Monitoring progress through country strategic indicators and Game Plan-specific metrics	69

Acronyms

CATS	Community Approaches to Total Sanitation
CLTS	Community-led Total Sanitation
CPD	Country Programme Document
CSI	Country Strategic Indicators
CWIS	Citywide Inclusive Sanitation
GLAAS	Global Assessment and Analysis of Drinking Water and Sanitation
HLPF	High-Level Political Forum
JMP	Joint Monitoring Programme
MHH	Menstrual Health and Hygiene
NGO	Non-governmental Organization
ODF	Open Defecation Free
PMAT	Policy Monitoring and Assessment Tool
SBC	Social and Behaviour Change
SDGs	Sustainable Development Goals
SMOSS	Safely Managed On-site Sanitation
SWA	Sanitation and Water for All
SWAps	Sector Wide Approaches
WASH	Water, Sanitation and Hygiene
WASH FIT	Water and Sanitation for Health Facility Improvement Tool
WASHPaLS	Water, Sanitation and Hygiene Partnership and Learning for Sustainability
WinS	WASH in Schools
WHO	World Health Organization



1. The Game Plan to Reach Safely Managed Sanitation



UNICEF’s Game Plan to Reach Safely Managed Sanitation will cover the eight years between 2022 and 2030. The ambition of this Game Plan is to help governments achieve safely managed sanitation for their populations, and meet the sanitation target of the Sustainable Development Goals (SDGs).

Under the Game Plan to Reach Safely Managed Sanitation, UNICEF will support 1 billion people to gain access to safely managed sanitation, through direct and indirect support, in collaboration with partners.

1.1. Why a Game Plan for Safely Managed Sanitation?

The Game Plan to Reach Safely Managed Sanitation has been formulated in response to evidence that progress towards universal sanitation is alarmingly off track, unevenly distributed between countries, and inadequate to eliminate inequalities and ensure that the most vulnerable are reached. In 2020, the World Health Organization (WHO)-UNICEF Joint Monitoring Programme (JMP) estimated that globally 3.6 billion people lacked safely managed sanitation services, and that the rate at which coverage was increasing would need to quadruple to achieve universal access to safely managed services by 2030.

Box 1: Sanitation is recognized as a human right and prioritized as a SDG Target

Sanitation is vital to health, child development and social and economic progress. Safe sanitation is also a human right – essential for the fulfilment of child rights and the achievement of good physical, mental and social well-being – recognized as a distinct right by the General Assembly of the United Nations in 2015. In the same year, Member States committed to the 2030 Agenda for Sustainable Development, including target 6.2 of the SDGs: “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”.

Source: UNICEF, *State of the World’s Sanitation: An urgent call to transform sanitation for better health, environments, economies and societies*. New York: UNICEF and WHO, 2020.

A major escalation of effort and investment is needed.

In 2018, the United Nations High-Level Political Forum (HLPF) recognized SDG6, and Target 6.2 in particular, as being off-track. As a result, UN-Water developed a SDG 6 Global Acceleration Framework,¹ which places emphasis on the need to accelerate progress on sanitation. The SDG 6 Global Acceleration Framework is a unifying initiative that aims to deliver fast results at an increased scale, and is part of the United Nations Secretary-General’s Decade of Action to deliver the SDGs by 2030.

1 UN-Water, *The Sustainable Development Goal 6 Global Acceleration Framework*, UN-Water, 2020, Geneva.

Box 2: Criteria for safely managed sanitation

To meet the criteria for a safely managed sanitation service (according to the definition used by the JMP for global monitoring of SDG Target 6.2), improved sanitation facilities must be used, and they cannot be shared with other households. Improved sanitation facilities are those designed to hygienically separate excreta from human contact and include: flush/pour flush toilets connected to piped sewer systems, septic tanks or pit latrines; pit latrines with slabs (including ventilated pit latrines), and composting toilets. The excreta produced should either be:

1. Treated and disposed of in situ;
2. Stored temporarily and then emptied and treated off-site; or
3. Transported through a sewer with wastewater and then treated off-site.

Governments can set their own requirements, technical standards and regulations according to the local physical, social and institutional conditions.

SDG Target 6.2 includes ending open defecation as a specific priority. Over the last two decades, there has been vigorous effort by governments and development partners to eliminate the practice of open defecation globally. UNICEF has played a leading role in this push, and great progress has been made under UNICEF's Game Plan to Eliminate Open Defecation (see Box 3). Not only have rates of open defecation decreased, but there has been an emphasis on eliminating inequalities and ensuring that no one is left behind. There has also been a shift from an infrastructure focus to an increased understanding of the immensely important role that behaviour change and social norms play in making progress.



Box 3: UNICEF’s experience and success in tackling open defecation

In response to stubbornly high rates of open defecation in many countries, and new evidence of the efficacy of demand-led approaches in sanitation, UNICEF started implementing Community Approaches to Total Sanitation (CATS) in 2008. CATS focused on the elimination of open defecation on a community-wide basis, using proven techniques for community mobilization: signaling a shift from household-level interventions that were neither cost-effective nor scalable. The ongoing global burden of open defecation persisted, however, and in 2018, UNICEF launched a Game Plan to End Open Defecation, outlining UNICEF’s programmatic focus and approaches for the four-year period between 2018 and 2021. It identified 26 ‘high-burden countries’ that, at the time, either housed more than five million people defecating in the open, or in which more than 50 per cent of the population practiced open defecation. UNICEF country offices launched a series of actions and activities aligned with the Game Plan, including both ‘direct’ support, such as training and smart subsidies, and ‘indirect’ support, designed to build the policy and institutional environment that would enable progress. Road maps to end open defecation were developed with government in all the countries targeted under the first Game Plan.

The Game Plan to End Open Defecation was successful in getting many countries to prioritize sanitation, and provided many valuable lessons:

- It revealed the need to promote government leadership and political will, as countries in which the government has made sanitation a priority have seen greater gains, but it revealed that UNICEF needs to be judicious in choosing upstream interventions that are catalytic.
- It showcased UNICEF’s expertise in Social and Behavioural Change (SBC) and proved that it is possible to change social norms through well-designed interventions.
- While the focus was on the elimination of open defecation, it was clear that UNICEF programming could also lead to those abandoning open defecation adopting a higher service level, ideally safely managed sanitation.
- As UNICEF engaged further in urban and peri-urban programming, the Game Plan experience showed that country programme staff need to be able to work seamlessly between contexts, leveraging traditional rural programming strengths, while adapting to the specific challenges of the urban environment, developing the specific skills required in each context,
- The experience showed that eliminating open defecation in a community can set the stage for other community-led development outcomes.
- The Game Plan also showed that UNICEF has a valuable role to play in strengthening monitoring systems.
- Opportunities were revealed to mobilize business and realize the opportunities for return on investment and jobs that are associated with the provision of services, including waste treatment and reuse.
- The Game Plan showed that coordination and collaboration are key to making the most of all opportunities to provide support.
- The need to build additional competencies within UNICEF, and within the WASH sector generally, was revealed.
- The experience showed the importance of developing and using systems to monitor the results of UNICEF’s upstream work

The experience of the Game Plan to End Open Defecation was positive and inspiring. The Game Plan for Safely Managed Sanitation builds on this experience. Programming to eliminate open defecation remains an important part of UNICEF’s sanitation work, and in many countries, programming is still focused on the elimination of open defecation, and underpins progress towards safely managed sanitation.

However, JMP figures also show that, in many countries, particularly in sub-Saharan Africa, reductions in open defecation are not accompanied by increases in basic or safely managed sanitation. Instead, data suggest that many households are replacing open defecation with unimproved sanitation, or limited services

that are shared with other households, which are insufficient to interrupt disease transmission and improve community health. Rapid urbanization and high population density in urban areas have created an untenable sanitation situation in many countries, creating particular risks for children (see Box 4).

Box 4: Safely managed sanitation is essential for child health and well-being

It is well established that exposure to human faeces is hazardous to human health, particularly the health of children. Faeces contain a cocktail of disease-inducing pathogens causing dysentery and diarrhoeal diseases, such as cholera, as well as typhoid and polio. The combined toll of unsafe sanitation on child health and well-being is unquantified. However, global estimates show that diarrhoeal diseases alone are the second leading cause of death among children under 5 years of age in low- and middle-income countries. Poor sanitation also leads to worm infections and contributes to the spread of vector-borne diseases whose vectors breed in faeces and faecally-contaminated water, such as trachoma and lymphatic filariasis. Repeated infection with sanitation-related pathogens also contributes to stunting, impaired cognition and anaemia in children. A lack of safe sanitation facilities within homes, schools, public places and health facilities results in a loss of opportunities for play and education, and contributes to anxiety and risk of assault caused by not having safe place to defecate.

In environments with poor sanitation, children are exposed to faecal pathogens via an array of pathways – such as through contaminated drinking-water, food, fingers, feet and surfaces. Contamination occurs through failures in sanitation systems all along the sanitation chain, such as contaminated surfaces in unclean toilets, poorly contained pits and septic tanks leaking into open drains and drinking-water sources, spills during pit emptying or overflows caused by flooding, inadequate treatment or unsafe use of wastewater and sludge for food production. To achieve health gains for children, it is imperative to identify and interrupt all these pathogen pathways for entire communities – focusing on one (for instance, household toilets only) or a sub-set of households in the community will not yield appreciable health benefits. A comprehensive package of interventions is needed to break all of these multiple pathogen pathways. With a mandate to deliver results for children, UNICEF must focus on sustained and incremental improvements in the management of faeces along the entire sanitation service chain, and the ultimate achievement of safely managed sanitation.

Sources:

WHO, [Water, sanitation, hygiene and health: A primer for health professionals](#), Geneva, WHO, 2019.

WHO, [Guidelines on sanitation and health](#), Geneva, WHO, 2018.

Prüss-Ustün, A., et al. 'Burden of disease from inadequate water, sanitation and hygiene for selected adverse health outcomes: an updated analysis with a focus on low-and middle-income countries', *International journal of hygiene and environmental health*, 222, 2019, pp. 765–777.

Cumming, O., et al., 'The implications of three major new trials for the effect of water, sanitation and hygiene on childhood diarrhoea and stunting: A consensus statement' *BMC Medicine*, 17, 2019, pp. 1–9.

Odagiri M, et al., 'Safely Managed On-Site Sanitation: A National Assessment of Sanitation Services and Potential Fecal Exposure in Indonesia', *Int J Environ Res Public Health*, 2021 Aug 3;18(15):8204.

Toilets that are shared by multiple families are a solution for many, particularly in densely populated urban areas and informal settlements, but are classed as ‘limited’ service, and do not constitute safely managed sanitation. This is due to concerns about the lack of privacy, safety and dignity, especially for female users, and about cleanliness and maintenance, as poorly maintained shared toilets often expose users to the risk of contact with faecal waste. Shared toilets are, at best, an interim measure, though in many places, they may be necessary for the foreseeable future. Public toilets, on the other hand, constructed in public places and available to anyone, are always necessary and a public health imperative. However, they should not constitute the only option for households.

Achieving sustainability in the sanitation sector is an ongoing challenge. For instance, evidence shows that in many communities that have been declared open defecation free (ODF), ‘slippage’ can occur, and that gains may be short-lived.² Many home-made toilets are not structurally durable, and toilet collapse (and lack of rebuilding) is emerging as a barrier to ODF sustainability. Climate resilience requires more robust structures, as latrine collapse is often brought on by weather events, such as heavy rain and these weather-related hazards are likely to increase with climate change. Sustained ODF status is also compromised by weak monitoring (which, among other shortcomings, allows false declarations of ODF status) and poor facilitation. On-site storage and treatment systems, such as pit latrines and septic tanks, may be compromised by poor design (including inadequate infiltration or ‘soakaway’ structures), inferior construction, inadequate operation and maintenance, damage or flooding, and lack of appropriate regulation.

Past investments in sanitation, focused on the elimination of open defecation, were an essential stepping stone towards the achievement of SDG Target 6.2. However, to have even more impact, they should be accompanied by the necessary investments in at-scale systems strengthening, focused on moving to higher levels of service, must strengthen sanitation markets, and should support enabling policies, monitoring, and financing that would allow households to access these higher levels of service, and allow the private sector to support long-term service delivery. In many countries, political will and commitment to improving sanitation have been weak, and institutional accountability has been lacking. The narrative around sanitation is now shifting, with greater ambition to achieve sustained, comprehensive and wide-ranging outcomes for children and the environment.

This Game Plan to Reach Safely Managed Sanitation outlines the ways in which UNICEF will respond to the sanitation challenge. It is based on UNICEF’s 2016–2030 WASH Strategy, which was released in August 2016 to guide UNICEF’s work in water, sanitation and hygiene (WASH) up to the end of the SDG era. The strategy states that “UNICEF will continue efforts to eliminate open defecation while also working with government and partners to achieve a basic level of access to sanitation for all, and move towards achieving safely managed sanitation... **UNICEF will work across the sanitation management chain to help reduce the unsafe discharge of faecal wastes into the environment. This will include promoting and supporting a range of technologies and systems from containment to reuse and disposal, but will generally not include support for larger sewerage systems. The focus will be on those parts of the management chain that particularly impact the poorest and most vulnerable people, and that provide the largest return in terms of health and non-health benefits**”.

² Delaire C., et al., ‘Can open-defecation free (ODF) communities be sustained? A cross-sectional study in rural Ghana’ *PLoS One*, January 7 2022.

The Game Plan to Reach Safely Managed Sanitation is also consistent with UNICEF's 2022–2025 Strategic Plan,³ which stresses systems strengthening and calls for **“nothing less than a transformational and systemic change”**. It states that “UNICEF will focus on systemic changes that are critical to addressing the underlying causes of children’s mortality, poverty, vulnerability, gender inequality and exclusion”, and that UNICEF will support “systems strengthening to leave no one behind: strengthening the components, functioning, responsiveness and accountability of systems to achieve impact for children at scale and strengthen resilience by building these systems’ capacities.”

In light of UNICEF’s global mandate for children, the ambition of the WASH strategy, and the strategic shifts articulated in UNICEF’s 2022–2025 Strategic Plan, this Game Plan to Reach Safely Managed Sanitation has been formulated. The Game Plan is essentially a playbook or compilation of approaches and interventions designed to build on UNICEF’s experience to date with sanitation, including the elimination of open defecation, and ensure that the progressive attainment of universal, safely managed sanitation receives the deliberate and sustained attention it requires within UNICEF, aligned with UNICEF’s WASH strategy and the SDGs.

This document will serve as a guide to country offices for operationalizing the shift towards higher levels of sanitation service, and set

UNICEF’s strategy in the countries where it works. Achievement of safely managed sanitation is a goal that will take many years, and in many countries, the elimination of open defecation as the first step towards safely managed sanitation is paramount. The Game Plan to Reach Safely Managed Sanitation will thus be operationalized in different ways by different country offices depending on the local context. The intent is that the Game Plan will inspire, encourage and motivate country offices to achieve common results. The Game Plan is also a guide for UNICEF to work in partnership with other sector players, with governments in the lead.

1.2. Scope of the Game Plan to Reach Safely Managed Sanitation

The Game Plan to Reach Safely Managed Sanitation covers **household sanitation**. Sanitation in institutions such as health care facilities and schools is also essential, and the principles of safe management of excreta along the sanitation service chain are the same. UNICEF interventions in these institutions are articulated in other complementary UNICEF strategies. Similarly, the Game Plan to Reach Safely Managed Sanitation does not include hand hygiene or menstrual hygiene management, as they are addressed in separate strategies (see Box 5). The strategies laid out in this Game Plan are complementary to, and will support those efforts.

3 UNICEF, *UNICEF Strategic Plan 2022–2025: Renewed ambition towards 2030*, New York, UNICEF, 2021.



Box 5: Complementary UNICEF strategies

Sanitation in health care facilities: UNICEF’s strategy for sanitation in health care facilities is embodied in the **Water and Sanitation for Health Facility Improvement Tool (WASH FIT)**, a risk-based management tool for health care facilities, covering key aspects of WASH services. WASH FIT is an iterative methodology to improve WASH services. Its ultimate aim is to improve the quality of care and health outcomes through fewer infections, greater uptake of services, and more productive and confident health care staff.

Sanitation in schools: UNICEF has developed the UNICEF Strategy for Scaling-up WASH in Schools. It is based on catalytic and facilitative WASH in Schools (WinS) programming across the enabling environment, with a focus on addressing marginalized areas. The “Three Star Approach” – a guide to incremental improvements in WinS programming – has been developed, whereby UNICEF will assist in changing the way WinS programming is perceived by schools, communities and decision-makers in governments and support agencies. By prioritizing the most essential actions for achieving goals, the Three Star Approach helps schools focus on meeting children’s needs through key interventions that can be met and recognized one star at a time. At the same time, it provides a clear pathway for all schools throughout a country to meet national standards, and for all children to have hygiene-promoting

and healthy schools. It encourages local action and support from communities and does not depend on inputs from the education system or external support agencies.

Hygiene: UNICEF is developing a comprehensive hygiene strategy that will capture both hand hygiene and menstrual health and hygiene, expected to be completed by the end of 2022. In the meantime, UNICEF provides extensive guidance to country offices on **hand hygiene**, which is an integral part of UNICEF’s WASH programming. UNICEF’s 2022–25 Strategic Plan includes outputs on hygiene for the first time, and as a result hand hygiene is being monitored at a global level through annual reporting. UNICEF is a founding partner of the Hand Hygiene for All alliance, which focuses on at-scale government-led programming in hygiene. **Menstrual Health and Hygiene** (MHH) is also, for the first time, an output in the 2022–25 Strategic Plan and is being monitored through annual reporting. UNICEF’s **Guidance on Menstrual Health and Hygiene** is aimed at strengthening the quality and comprehensiveness of UNICEF’s support to MHH in support of the achievement of organizational targets on WASH, gender and adolescent development. It was developed for UNICEF WASH, education, health and gender specialists or focal points in country offices who are working with their partners to develop programmes related to MHH.



The Game Plan to Reach Safely Managed Sanitation covers the **entire sanitation service chain**, and relates to everything needed to achieve safely managed sanitation, from collection and containment through transport, treatment, disposal and reuse (see Box 6). The Game Plan will also align with UNICEF's organizational focus on climate change, articulated in the strategic plan,⁴ by promoting climate-resilient sanitation.

The Game Plan covers **both rural and urban sanitation**, and also includes **sanitation services in public places**, such as transport hubs and markets (which, while not the primary facilities for households, are essential for a clean and hygienic environment). Included in household sanitation is a particular focus on the **disposal of children's faeces**, as research has shown that faeces of children under 3 years of age are less likely to be safely disposed of than those of the general population,⁵ despite the fact that exposure to children's faeces can be riskier than exposure to adults' faeces.

The Game Plan encourages UNICEF country offices to take advantage of the opportunities to include sanitation in post-disaster recovery, **bridging the humanitarian-development nexus**, but does not include sanitation in temporary humanitarian settlements such as refugee camps (as this is also covered in other strategies). The Game Plan does not include solid waste management or stormwater drainage, although some interventions in this area may be highly complementary to sanitation interventions (as solid waste may block drains and sewers), and country offices may choose to include programming to address these issues.

The Game Plan will address both the **demand side** of sanitation (behaviour change) and the **supply side** (market-based sanitation).

The Game Plan for Safely Managed Sanitation is designed to be relevant to, and used in, all UNICEF programming contexts.

All UNICEF country programmes will be encouraged to adopt the Game Plan, and design sanitation programming in line with it. All country programmes will also be expected to participate in monitoring progress against it.

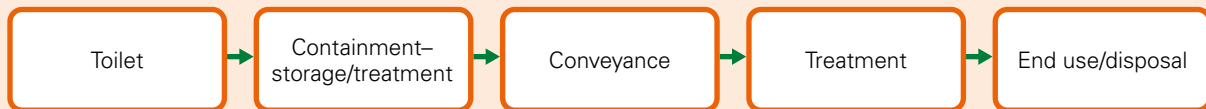
4 UNICEF, *UNICEF Strategic Plan 2022–2025*, UNICEF, New York, January 2022.

5 World Bank Group, Water and Sanitation Programme, *Management of Child Faeces: Current Disposal Practices*, World Bank, Washington, 2015.



Box 6: The sanitation service chain

The sanitation service chain includes the stages in a safe sanitation system: capture (in a safe toilet), containment (and treatment in situ if appropriate), emptying, transport, treatment and safe disposal/reuse.



Faecal waste is often not adequately managed along the entire sanitation chain. Effluent management is particularly problematic, and contaminated effluent, for instance from septic tanks, is often discharged to stormwater drains or simply to the ground.

Finally, **the Game Plan to Reach Safely Managed Sanitation is intended to be ambitious and to stretch UNICEF.** The Game Plan will enable UNICEF to leverage its full capacities to deliver on its mandate to ensure that the rights of all children are fully realized.

1.3. Principles of the Game Plan

Under the Game Plan to Reach Safely Managed Sanitation, UNICEF will **support governments to be in the lead** and build leadership capacity, and will assist governments to take on their role as duty-bearers to ensure the **human right to sanitation** is achieved, while **leaving no one behind**. Other players may be involved, as partners or as implementers mandated by government, and UNICEF will build the capacity of governments to manage and optimize these relationships.

This represents a **continuation of UNICEF's shift to a systems-strengthening approach**, which supports development of policy, strategy, planning and regulation, as well as strategies for sustainable funding and financing for sanitation. This approach includes, at both national and local levels, risk-based planning, coordination and monitoring as pathways to deliver equitable and sustainable results, at-scale. Many UNICEF country programmes are already supporting these systems-strengthening elements, and the Game Plan encourages continuation and expansion.

The Game Plan will also focus on engaging the **private sector**, at both local and international levels, and encouraging **innovation** to address service and product gaps.

In line with its role in monitoring the global WASH sector, and its mandate as a co-custodian agency tasked (with WHO) with monitoring SDG 6.2, under the Game Plan UNICEF will support robust **monitoring, transparent reporting, and the use of data and evidence** for decision-making.

The Game Plan reflects UNICEF's **agency-wide commitment to climate action**, and the leadership role UNICEF plays in the United Nation's response to the impact of climate change on the WASH sector, including UNICEF's efforts to foster climate-resilient sanitation, including disaster risk reduction.

UNICEF will continue to build on its commitment to a **learning culture**, seeking out opportunities for building internal capacity, retooling staff skillsets, and documentation and dissemination of learning.

As a member of UN-Water, UNICEF is committed to the SDG 6 Global Acceleration Framework; the Game Plan to Reach Safely Managed Sanitation mirrors the framework.

Box 7: The human right to sanitation

In July 2010, the General Assembly adopted a resolution that recognized the right to safe and clean drinking water and sanitation as a human right that is essential for the full enjoyment of life and all human rights. Subsequently, the Human Rights Council, in September 2010, affirmed this recognition and clarified that the right is derived from the right to an adequate standard of living.

The right to sanitation entitles everyone to have physical and affordable access to sanitation, in all spheres of life, that is safe, hygienic, secure, and socially and culturally acceptable and that provides privacy and ensures dignity. It should be noted that this is not just a right to toilets but also a right not to be negatively impacted by the untreated excreta or wastewater of others.



Box 8: Principles of UNICEF’s Sanitation Programming under the Game Plan for Safely Managed Sanitation

Think big and work at scale

- Support holistic, comprehensive solutions that transform the sector and create game-changing momentum through government-led policy and governance changes.
- Advocate for sanitation as a public good, requiring public investment and government oversight and governance, and advocate for full financing of the sanitation sector.
- Strive for Area Wide Sanitation: district-level, city-wide and country-level and ensure solutions are in place across the entire sanitation service chain.
- Take advantage of UNICEF’s presence in over 100 countries, including many fragile contexts.

Focus on equity and inclusion

- Champion sanitation solutions for everyone: rural, urban, poor, non-poor, men, women, children, people with disabilities, the displaced and refugees, and be true to UNICEF’s commitment to leave no one behind.
- Embrace gender-responsive sanitation, encourage women’s leadership in the sanitation sector, and address the disproportionate impact of poor sanitation on women and girls.
- Champion participation, community engagement and voice, and foster a human-rights-based approach.
- Support governments in the equitable distribution of public resources, and to design smart, sustainable subsidies where needed, based on evidence.

Look for resilient, green, sustainable solutions

- Think of sanitation as part of the circular economy.
- Adapt sanitation service delivery approaches to be climate-resilient, and consider sanitation as fundamental to both climate change adaptation and mitigation.
- Support nature-based solutions.

- Support disaster risk reduction, particularly in the context of climate change.

Work across humanitarian and development contexts

- Leverage UNICEF’s experience with humanitarian and development contexts.
- Assist governments to transition from short-term emergency interventions to long-term development solutions, and incorporate sanitation into rebuilding efforts after disasters.

Work with all stakeholders

- Build on UNICEF’s expertise, leadership and partnerships within the United Nations system.
- As well as engaging government, work with civil society, donors, development banks, non-governmental organizations (NGOs), academia and private sector (at all levels), and champion coordinated, collaborative solutions, with clear accountabilities.
- Use convening power to bring sector stakeholders together, both other development partners and across ministries and all levels of government, and encourage mutual accountability.
- Be open to both learning from others and to sharing UNICEF’s knowledge and experience widely.

Choose interventions consistent with UNICEF’s comparative advantage, mandate for children, and privileged position working directly with governments

- Leverage the influence UNICEF has working as experienced implementers and policy advisors across multiple sectors – health, education, nutrition, WASH – and its mandate to protect children and meet their basic needs.
- Be transparent about issues and areas that UNICEF cannot address, and actively seek partnerships with other organizations working on issues outside the scope of UNICEF’s engagement and comparative advantage.
- Act as a learning organization, and build new competencies for UNICEF.

1.4. Collaboration and partnership to leverage UNICEF's strengths

Under the Game Plan for Safely Managed Sanitation, UNICEF will seek to build on its organizational mandate to deliver results for children, in both humanitarian and development contexts, staying true to its commitment to leave no one behind.⁶ It will address sanitation as an integral part of the water cycle, essential to climate resilience and biodiversity, and an equity and inclusion priority.

To this end, UNICEF will develop greater expertise and capacity where needed, **but will not try to do everything in the sanitation sector.** UNICEF will work with a wide range of partners, seeking collaboration, partnerships and alliances with other development partners, academics and private sector organizations

with different and complementary capacities. The overarching objective is to fulfil UNICEF's mandate to protect children's rights and to help meet their basic needs, whether directly or through collaboration with other organizations.

UNICEF country offices are encouraged to determine the most strategic interventions for UNICEF in their particular context, be clear about what areas UNICEF will not work in, and collaborate with others undertaking related interventions. For instance, most UNICEF country offices have not been actively involved in utility management and reform for either water or sanitation, but other agencies are very active in this space. While this is not an area in which UNICEF staff are expected to develop significant capacity, understanding the basics is helpful to effectively collaborate with others, and to identify where UNICEF can support.

6 UNICEF, A Guidance Note for Leaving No One Behind, New York, UNICEF, 2021.



Box 9: UNICEF support to climate-resilient sanitation, adaptation and mitigation

Climate-resilient sanitation refers to sanitation systems, services and behaviours that can survive, function or quickly recover in the face of a range of climate-related shocks, chronic stresses and seasonal variabilities, ensuring that faecal matter is safely contained throughout the sanitation service chain and does not contaminate the environment. This requires that a risk assessment has been carried out on the systems and services to identify the climate risks, and that these risks have been incorporated into the design, siting, technology choices, management/operational systems and behaviours. **It is important to note that just because a sanitation system is 'safely managed', does not make it climate-resilient, and vice versa.** To support UNICEF country programmes, specific criteria have been developed to assess whether a sanitation system and service is climate-resilient. These criteria include:

- Risk analysis has been carried out to identify potential impacts of climate and extreme weather events, and preventive measures have been incorporated (i.e., elevated infrastructures in flood-prone areas, sanitation safety planning, etc.).
- Sanitation services are designed to be reliable at all times, resilient to both seasonal variability (i.e., during the dry season) and during extreme weather events (i.e., during droughts/floods) or can quickly recover after an extreme event.
- Contingency plans and capacity are in place to cope with and respond to crises towards ensuring that there is minimal disruption to services.
- Where possible, emissions are reduced (e.g., biogas), wastewater is effectively treated and wastewater, effluent and sludge are reused, using low-carbon or nature-based solutions.

Adaptation is the process of adjusting sanitation systems to become resilient to current and expected climate shocks and stresses. This includes improving the design, siting and operation of sanitation services. Specific examples include raising and sealing latrines in flood-prone areas, reducing sanitation systems' water use in drought-prone areas, and reusing wastewater.

Mitigation refers to efforts to reduce or prevent the emission of greenhouse gases from sanitation systems, for example reducing direct and indirect emissions across the sanitation service chain, and incorporating renewable technologies.

UNICEF is transforming its programming to achieve climate-resilient sanitation, in line with the overall organizational mandate to prioritize climate change. UNICEF's climate-resilient programming includes:

- Advocacy and support to governments to incorporate climate-resilient sanitation in their Nationally Determined Contributions (NDCs), National Adaptation Plans (NAPs) and other relevant national policies, plans and programmes to ensure strategic positioning of sanitation within the response to climate change and to attract and leverage climate finance for the sector.
- Strengthening monitoring and reporting frameworks for climate-resilient sanitation.
- Generation of evidence and learning on climate-resilient sanitation and mitigation within the sanitation sector (both urban and rural settings).

Unlocking climate finance will be an area of interest during the period of the Game Plan, specifically, understanding the complexities of each of the global funds available and how to position sanitation within national plans addressing climate change.

More information is available on UNICEF's [WASH Climate Resilience Sharepoint \(internal link\)](#).



2. Pillars of the Game Plan and interventions



2.1. The SDG 6 Global Acceleration Framework

Under the SDG 6 Global Acceleration Framework,⁷ five accelerators have been identified to support the achievement of SDG 6:

1. **Governance:** Make SDG 6 everyone’s business through cross-sector and transboundary collaboration, clear roles, stakeholder involvement, and effective and inclusive institutions.
2. **Financing:** Optimize financing for water and sanitation, particularly for countries and communities with limited access to financial resources.
3. **Data and information:** Build trust through data generation, validation, standardization and information exchange for decision-making, incentivization and accountability.
4. **Capacity development:** Focus on inclusive human and institutional capacities at all levels to deliver SDG 6.
5. **Innovation:** Leverage and scale up innovative practices, financing mechanisms and technologies, including technologies that are accessible for rural areas and marginalized communities.

The five accelerators provide a valuable framework for achieving accelerated, coordinated progress on sanitation, and the Game Plan is aligned with them. **Each accelerator is a ‘pillar’ within the Game Plan, with particular programming approaches related to each.** The collaborative nature of the acceleration framework is reflected in the Game Plan as UNICEF action will rely on partnerships, collaboration and leveraging resources. The pillars are heavily interconnected and linked, and work under one may overlap with one or more others. Work on the accelerators must take place across multiple levels of government, including both national and local governments.

The sections below provide details of possible implementation approaches and interventions for UNICEF, with priority interventions marked in bold. **However, it must be stressed that these should be chosen in light of the country context, history of sanitation interventions, appropriate entry points, government priorities, country office capabilities, and the likelihood of success.** The choice of implementation approach and priority interventions needs to be based on a thorough understanding of the local context, including the levels of capacity and resources available, and UNICEF’s comparative advantage. Under the Game Plan, UNICEF will be open to a range of tools, methodologies and approaches, both those developed by UNICEF and by its partners.



⁷ UN-Water, *The Sustainable Development Goal 6 Global Acceleration Framework*, UN-Water, 2020, Geneva.



2.2. Governance and policy pillar

What is the context of UNICEF's interventions?

Sustainable and effective WASH service delivery is determined not only by the state of infrastructure, but also by complex institutional, policy, governance, regulatory and financial management systems. Historically, sanitation has been institutionally orphaned in many middle- and low-income countries, and there has been little political interest in championing it. As a result, sanitation policies and institutions are weak in many countries. In 2019, it was estimated that out of over 100 countries surveyed, only two-thirds had a formally-approved policy for either rural or urban sanitation. Less than half had approved and costed plans based on these policies, and only five countries had costed plans with sufficient financial and human resources for urban sanitation, and only three for rural sanitation. Only half of the countries surveyed had national standards for faecal sludge management.⁸ Governance arrangements and accountabilities between national line ministries and local governments are often unclear, as are budgetary flows and service delivery mandates.

Governance and financing systems need to be articulated in policy, and must be coordinated and aligned, ensuring the sustainability of resources and institutions to support sanitation service delivery. Institutional complexity and lack of clarity over roles and mandates is a common barrier to creating an enabling policy, regulatory and investment environment. In many cases, it is possible to learn from experience in the water sector, where there is a longer track record of policy, regulation and institution building.

Sanitation needs to be defined as an essential public service for which government is responsible and can be held accountable.

This does not mean that the government has to be the service provider: it can delegate to the private sector or other actors. However, governments have the ultimate authority and responsibility to ensure that the services are delivered. Governments must establish institutions to coordinate and regulate the activities of governments at different levels, service providers, the sanitation workforce and service users.

Good governance relies on leadership, at both national and local levels, that prioritizes and champions sanitation.

What does success look like – what is the result UNICEF wants to achieve for children?

A robust policy environment that leads to sustainable and equitable safely-managed sanitation solutions for all.

What is UNICEF's comparative advantage?

UNICEF has a clear mandate to advocate for sanitation policies that protect children. As the United Nations agency with a leadership role in sanitation (including as the custodian agency for monitoring progress on the sanitation target of the SDGs), UNICEF can contribute its convening power and coordination skills to bring stakeholders together. UNICEF's status as a trusted advisor of governments and major WASH sector partners means it can support a formal government-led, multi-stakeholder national coordination mechanism for improvements in the WASH sector, and uniquely for sanitation. UNICEF is well placed to convene sector coordination meetings, joint sector reviews or other similar multi-stakeholder platforms. UNICEF has played a lead role in joint sector reviews that examine sanitation, and has participated in Sector Wide Approaches (SWAs). UNICEF supports the Sanitation and Water for All (SWA) Mutual Accountability Mechanism, and encourages commitments made by governments through SWA or other alliances.

⁸ WHO and UN-Water, *National Systems to Support Drinking Water, Sanitation and Hygiene Global Status Report*, WHO, Geneva, 2019.

UNICEF is a voice for new approaches and ideas for policy change. UNICEF has experience in strengthening institutions and institutional accountabilities, identifying champions and fostering leadership, and can offer resources and assistance. UNICEF’s global reach and links with key United Nations organizations are also a powerful advantage. UNICEF can use its size, scale and mandate to advocate at national and global levels, promote at-scale capacity building, and coordinate across sectors and actors.

UNICEF has an established track record in supporting the elimination of open defecation, and has championed new approaches in social and behaviour change and market-based sanitation.

UNICEF’s engagement in urban planning is a valuable contribution to the policy discourse on sanitation. According to UNICEF’s Handbook on Child Responsive Urban Planning,⁹ “As urban settings become the context where most children grow up, and the urban environment is a determining factor in their development, shaping urbanization for children is essential. If urban settings are planned in a way to address children’s needs, they will support not only children’s development but thrive as homes for future generations.” UNICEF includes sanitation in its urban planning guidance, which points out that low-quality and deficient infrastructure for water, sanitation and waste management leads to higher mortality and morbidity rates for children. The guidance suggests that in promoting a more child-friendly urban built environment, UNICEF should advocate for space to be made in the urban environment for sanitation, and for the inclusion of green infrastructure and decentralized sanitation systems where appropriate.

What are possible UNICEF implementation approaches and interventions?

Country offices will identify interventions that foster leadership, identify and strengthen institutional accountabilities, support development of policy, and support and encourage coordination. A full list of possible interventions is in Annex A.

Priority catalytic actions include:

- Assist governments to clarify mandate holders, and assist in identifying gaps and overlaps in mandates for sanitation along the service delivery chain with the objective of the establishment of a lead agency for the sanitation sector, using tools such as the WASH BAT where appropriate.
- Support and convene stakeholder consultations to further consensus and action on safely managed sanitation.
- Support advocacy and ministerial dialogue on safely managed sanitation.
- Support the development of national targets for the progressive achievement of safely managed sanitation services.
- Ensure government policy and strategy is geared towards the achievement of safely managed sanitation, includes consideration of the entire sanitation service chain, including fecal sludge management, is inclusive of both sewered and onsite systems, and clearly states that onsite sanitation solutions are acceptable technologies.
- Support government to incorporate environmentally sustainable and climate/disaster resilient approaches in sanitation policies, plans, budget, systems and services at national and sub-national levels, including incorporating climate resilient sanitation in the Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs).

9 UNICEF, *Shaping urbanization for children: A handbook on child-responsive urban planning*, UNICEF, New York, 2018.

What tools, approaches and partnerships can support the interventions?

- African Ministers' Council on Water's **African Sanitation Policy Guidelines**, which provide a detailed step-by-step guide to developing policy through a consultative process.
- UNICEF's **WASH BAT tool**, can be used to clarify institutional responsibilities, such as a clear definition of roles between ministries, regulators and public utilities.
- UNICEF, in partnership with the Global Water Partnership, has a practical, step-by-step guide to applying a climate lens to each relevant policy at the country level.
- WHO has developed comprehensive guidelines on sanitation and health.
- The World Bank's City Wide Inclusive Sanitation (CWIS) programme provides policy resources.
- ILO, WaterAid, WHO and the World Bank have collaborated on an assessment of the situation of sanitation workers, and recommendations for improvement.
- The Eastern and Southern Africa Water and Sanitation (ESAWAS) Regulators Association has published a study to map out urban and rural water supply and sanitation service provision regulatory frameworks and monitoring mechanisms in all 55 countries in Africa.

These and other tools and resources are included in Annex B.



2.3. Finance pillar

What is the context of UNICEF's interventions?

The estimated cost for reaching universal, safely managed sanitation is considerable. A UNICEF study in 2020¹⁰ estimated that achieving the SDG target for sanitation (SDG 6.2) would cost US\$105 billion per year between 2017 and 2030 (US\$36 billion for basic sanitation and an additional US\$69 billion for safely managed sanitation).¹¹ However, it should be noted that in most regions, this represents less than 1 per cent of gross regional product, and the benefits of sanitation have consistently been shown to outweigh the costs.

National data from low- and middle-income countries show that households currently provide the largest proportion of funding for sanitation. However, there is an urgent need for larger investments in the broader sanitation chain, including infrastructure for containment, conveyance, treatment and reuse/disposal. Coordinated, government-led investment is required, including costed plans and dedicated budget lines. It is necessary to be realistic that governments need to invest in sanitation as a **public good** – this has already happened in many high-income countries and is also necessary in low- and middle-income countries.

Clarification is needed on which funding sources and financing instruments can be mobilized, as well as the role of each entity in funding sanitation investments. Climate finance, for instance, financing for adaptation and climate-proofing and disaster response funding, is a possibility, but only if its use is carefully planned and strategically formulated. The sanitation sector needs to better capitalize on climate finance flows.

¹⁰ Hutton, Guy, and Mili Varughese, *Global and Regional Costs of Achieving Universal Access to Sanitation to Meet SDG Target 6.2*, UNICEF, New York, 2020.

¹¹ WHO and UN-Water, *National Systems to Support Drinking Water, Sanitation and Hygiene Global Status Report*, WHO, Geneva, 2019.

The use of climate finance requires political engagement with the National Designated Authority, which are normally finance or environment ministries. They may require assistance to understand the role of sanitation in climate adaptation and mitigation, and its applicability to climate finance. Support is needed to assist the National Designated Authority to draft their Nationally Determined Contributions and National Adaptation Plan. The inclusion of sanitation in these documents is an important prerequisite to securing significant climate financing.

Policies need to make explicit what is to be funded, when and how government funds will be used, and how funding is to be coordinated. Governments must budget for the costs associated with a conducive enabling environment, sustained over the long-term, particularly related to building and maintaining institutional and regulatory capacity, and enforcement.

There are multiple sources of funds for sanitation, including the '3Ts': taxes disbursed via government budgets; transfers from external donors; and tariffs and user fees. Funds from reuse are also a source of revenue – this component is small now, but may become significant in the future. Additional funds can be mobilized by governments and service providers through a range of financing instruments, or repayable finance. This includes borrowing from development banks or commercial banks, issuing bonds and other mechanisms. The amounts borrowed are repaid in the future, usually with taxes or tariffs. Repayable finance can also be accessed, at small-scale, by households or service providers through microfinance.

Choosing the funding arrangements that work best requires understanding the costs of sanitation and the different funding sources and instruments available. If the full costs of sanitation cannot be funded, then governments will face a situation in which services cannot be extended to all, or cannot be sustained over time, or both. Governments must consider

funding arrangements that address inclusion and affordability, establishing inclusive financing strategies or household-level support in the form of subsidies or the option to pay for connections or capital investments in instalments. The use of public funds is often regressive, and funds are not used well due to sector dysfunction. Financial flows often benefit certain groups or geographies (e.g., sewered sanitation in formal areas in cities) and neglect others (e.g., rural and informal urban settlements). Ways must be found to redress this in order to ensure equity.

Governments seeking to support private sector investment in sanitation must develop a robust regulatory environment with clear and transparent rules, enabling the private sector to assess risks, and generate reliable and sufficient revenue streams to cover their investments. Governments must also build capacity in financial management and contract oversight.

What does success look like – what is the result UNICEF wants to achieve for children?

A fully-funded, financially viable sanitation sector that provides affordable, safely managed services for everyone.

What is UNICEF's comparative advantage?

UNICEF has experience in articulating the fact that sanitation is a public good, and the need for equity in financial flows to the sector. UNICEF is experienced in assisting governments to track WASH financial flows, using the TrackFin methodology developed by WHO to establish WASH accounts. Many country offices have supported budget briefs to advocate for safely managed sanitation. UNICEF also has experience in creating opportunities for financial access for vulnerable people, in particular through the use of microfinance and revolving funds. UNICEF's general work in social policy, including the use of conditional and unconditional cash transfers, is relevant and valuable, as is its experience in evidence-based advocacy for good social policy and for government investment in key sectors, such as sanitation, to protect children.

What are possible UNICEF implementation approaches and interventions?

UNICEF country offices can support funding and financing strategies, assist with tariff and subsidy design, support microfinance and revolving funds, and establish tracking of WASH sector financial flows. A full list of possible interventions is in Annex A.

Priority catalytic interventions include:

- Support governments in developing a national WASH Financing Strategy that includes safely managed sanitation, and includes provisions for extending sanitation services to the poor and marginalized, and those in challenging conditions who require additional assistance to access sanitation.
- Assist governments to leverage resources and attract funding for sanitation from other levels of government, and from external sources such as donors, development banks, NGOs, and funds for humanitarian assistance and disaster risk reduction.
- Support government to develop strategies to stimulate private investment in sanitation (e.g., public private partnerships).
- Assist with strategies for domestic resource mobilization, including setting of cost-reflective sanitation tariffs and/or user fees for sanitation.
- Assist government to understand household affordability and financing barriers including the design of well-targeted, “smart” subsidies as a support mechanism for the poorest and most vulnerable groups, and, working with microfinance institutions, make credit available to households wishing to make small-scale sanitation investments.
- Support government financial tracking systems to quantify sanitation investments from all sources, set baselines and make most effective use of public funding for sanitation.

What tools, approaches and partnerships can support the interventions?

- WHO has developed the WASH Accounts and TrackFin methodology.
- The World Bank has undertaken analysis of economic benefits and sanitation.
- The Sanitation and Water for All partnership has prepared a Handbook for Finance Ministers entitled “Water and sanitation: how to make public investment work” and regularly convenes Ministers of Finance to discuss water and sanitation.
- The World Bank has published documents on both tariffs and subsidies in the WASH sector.
- UNICEF has developed a WASH Financing Course
- Numerous resources are available on the use of climate finance.

These and other tools and resources are included in Annex B.



2.4. Data and monitoring pillar

What is the context of UNICEF’s interventions?

Strong monitoring systems are needed to support the achievement of safely managed sanitation. The current lack of data is a major barrier to progressive improvements in sanitation. When data are collected, validated, standardized and shared, trust is built between stakeholder groups. More data allow for deeper disaggregation and analysis, making vulnerable, marginalized and disadvantaged groups more visible. When coherent data and information systems are made available to stakeholder groups and across borders, there is better decision-making and improved accountability. Data and monitoring provide the basis for public oversight of governments and helps reduce corruption by enabling greater transparency.

Better systems are needed to allow robust monitoring and more reliable estimates of safely managed sanitation. Capacity is needed for understanding and contextualizing safely managed sanitation across contexts. Governments need support for setting national targets, strengthening available data (both in terms of sources of data and methods of collection), linking data to policy setting and funding allocation decisions, strategy development, incorporating targets for safely managed sanitation into national or subnational development plans and performance tracking. This requires new capacity within governments in the design of monitoring systems, data collection methods, analysis, use of inspection tools, diagnostics and planning.

Research is also needed to provide the information and data governments need to make informed, evidence-based decisions on WASH investments and approaches. There is an urgent need to research ways to monitor and report on climate-resilient sanitation.

What does success look like – what is the result UNICEF wants to achieve for children?

Robust, government-led monitoring of progress towards safely managed sanitation, along the entire sanitation service chain, with a focus on identifying exposure risks and tracking the elimination of inequalities.

What is UNICEF’s comparative advantage?

UNICEF can draw upon its engagement with and understanding of the WHO/UNICEF JMP, including the use of high-quality data, and standardized definitions, methods and tools for collecting representative data for target populations. UNICEF can also draw on its role as the co-custodian of global WASH data, mandated by the United Nations to support national and global monitoring of SDG Target 6.2. UNICEF has experience in tracking risks along the entire sanitation chain. UNICEF also has experience working with governments to

develop and strengthen national monitoring systems for decision-making, including monitoring of climate-resilient sanitation, and many UNICEF country offices have provided support to coordinated monitoring through platforms such as joint sector reviews. UNICEF country offices have valuable experience from strengthening national monitoring systems in other sectors, such as nutrition, health and education.

What are possible UNICEF implementation approaches and interventions?

UNICEF country offices can establish and strengthen national monitoring systems and assist governments to track risks along the sanitation chain. A full list of possible interventions is in Annex A.

Priority catalytic interventions for UNICEF to support data and monitoring include:

- Assist government to contextualize standards for safely managed sanitation (both sewered and non-sewered), and support the dissemination of these norms and standards at national and local level.
- Support the development of indicators that track the integrity of the entire sanitation chain, (containment, transport, treatment, reuse/disposal).
- Support aggregation and harmonization of sanitation data, across ministries, organizations and sectors, and convene discussion around gaps and inequalities.
- Build capacity of public institutions to use data for accountability.
- Convene sector players to review possible safely managed sanitation data sources against a typology of needs and risk factors e.g. urban/rural, high/low-density, informal/formal, low income areas, disadvantaged groups.

- Design and implement improved data collection tools and methodologies for safely managed sanitation, using the process to improve existing administrative data processes across the sanitation service chain.
- Support the inclusion of SMS indicators in national monitoring systems for schools and healthcare facilities.
- Support the use of Sanitation Safety Planning and the use of the Shit Flow Diagram. Methodology for risk assessment along the sanitation chain, to identify major risks and challenges, including risks to users and workers, inform advocacy and to catalyze wide support for safely managed sanitation, and prioritize improvements and system monitoring based on risk.

What tools, approaches and partnerships can support the interventions?

- The WHO and UNICEF Joint Monitoring Program provides details of its methodology for monitoring sanitation.
- UNICEF and the Community-led Total Sanitation (CLTS) Foundation have developed the CLTS Rapid Appraisal Protocol (C-RAP), which is a diagnostic tool to review the quality and effectiveness of CLTS programming in a country.
- IRC has published a toolbox for strengthening country-led monitoring.
- UNICEF and GWP have published a technical brief on monitoring and evaluation for climate resilient WASH.
- SNV and the University of Technology Sydney have published guidance on monitoring of climate resilient urban sanitation.

These and other tools and resources are included in Annex B.



2.5. Capacity development pillar

What is the context of UNICEF's interventions?

Capacity development and institutional strengthening are essential at all levels of government, communities and the private sector, and across sectors (WASH, health, education, climate, finance) to plan, design, finance, build and sustain improved sanitation. Capacity development is essential to build strong foundations for the effective governance, financing, management of systems, innovation and data management needed to reach and sustain sanitation targets, and to make the shift to professionally managed services with regulatory oversight.

Capacity development is also necessary at the household level as well, to assist understanding of the importance of the integrity of the entire sanitation chain, and to ensure that families plan, both logistically and financially, for latrine pit and septic tank emptying, replacement and repair.

Capacity development is not just training, but encompasses human resources development, organizational development, resourcing and research and innovation. Capacity development is needed in areas such as the management of non-sewered sanitation and non-conventional sewer systems; pit emptying and faecal sludge processing technology; providing formal services to previously unserved communities; developing appropriate climate-resilient sanitation technologies; and developing effective behaviour change methodologies. Appropriate skills need to be built among government service providers and utilities, as well as workers, artisans, and private providers of sanitation services.

A more service-oriented approach to sanitation, beyond a limited focus on infrastructure and technical aspects, is needed, with a much higher degree of interaction with users, greatly increased activity with respect to non-sewered and non-conventional sanitation, openness to market-based solutions and an understanding of the circular economy.

A well-balanced gender, ethnic and cultural mix among sanitation personnel is important to enable a fully responsive relationship with users and provide equal opportunities for employment to all. This requires long-term planning, as, for instance, female leadership starts with girls' education and inclusion in science, technology, engineering and mathematics subjects.

What does success look like – what is the result UNICEF wants to achieve for children?

A pro-active, competent sanitation sector in which all actors have the skills and capacity needed to play their roles.

What is UNICEF's comparative advantage?

UNICEF has experience in supporting government organizational development, including at the subnational level. UNICEF brings strong skills and experience in training, including experience in developing high-quality materials and resources for capacity development. UNICEF has partnerships and links with academic institutions which can be drawn upon, and experience with learning exchanges and South-South collaboration.

What are possible UNICEF implementation approaches and interventions?

UNICEF country offices can support assessment of technical and human resource needs, support organizational development, contribute to human resource development, support research and education at academic institutions. A full list of possible interventions is in Annex A.

Priority catalytic interventions for UNICEF to support capacity development include:

- Support governments to undertake capacity gap assessments in the sanitation sector.
- Assist governments to establish institutional capacity development plans.
- Build capacity of government to provide the needed regulation in the sanitation sector as well as to formalize and facilitate the role of local private sector providers (for instance, pit emptiers) in service delivery.

- Support training on safely managed sanitation at all levels and for all stakeholders – national government, local government, NGO and private sector.
- Support capacity development in the financing aspects of sanitation.
- Support peer-to-peer and international learning exchanges.
- Enter into partnerships with local academic and education institutions to research and teach sanitation.
- Build systems to manage knowledge, share lessons and disseminate new tools and approaches.

What tools, approaches and partnerships can support the interventions?

- UNICEF offers online training on safely managed sanitation.
- WHO has produced guidance on sanitation safety planning.
- WaterAid, ILO and WHO have produced materials on sanitation workers.

These and other tools and resources are included in Annex B.



2.6. Innovation pillar

What is the context of UNICEF's interventions?

'Future-proofing' the sanitation sector will require innovative approaches, partnerships, systems and technologies to meet the challenges of tomorrow, including disease outbreaks, migration, urbanization, a changing climate and increasing pressure on natural resources. Innovations in sanitation technologies and systems are needed to mitigate and adapt to the risks posed by climate change, urbanization and resource scarcity.

Innovation is also needed in terms of service delivery models, financing mechanisms, targeting, cross-sectoral partnerships (for instance, with housing, urban planning and health) and addressing climate resilience. Innovations to improve the accessibility of toilets for persons with disabilities, make toilets easier to use by young children, and make public toilets female-friendly and suited to menstrual hygiene management would help breakdown some significant barriers to access. Solutions are needed that are practical, inclusive, cost-effective and scalable.

Governments must think beyond conventional sewerage systems, and consider other options, such as decentralized, non-sewered sanitation, non-conventional sewer systems (e.g., condominal systems and container-based sanitation) and the use of 'green infrastructure' for treatment and recycling. Governments must also rethink sewered systems if they exist or are planned, and ensure they are sustainable and equitable. City-wide Inclusive Sanitation is an example of innovative thinking in approaches to urban sanitation, and how solutions to serving diverse demographic and geographic groups in a given municipality can be found.

Governments can encourage innovation and experimentation through supportive government policy and regulation, accompanied by research and rigorous monitoring and evaluation of systems and proposed solutions.

Box 10: Innovation in funding sanitation in Indonesia

In Indonesia, there is a tradition of making Islamic charitable donations referred to as **zakat**. UNICEF approached the government agency responsible for administering these alms. A portion of the amounts collected is now earmarked for sanitation interventions in poor communities.

The private sector is critical to providing innovative products and services that allow excreta to be safely managed by users and service providers along the sanitation service chain. One of the critical barriers to innovation in the sanitation sector is the inability to move innovation beyond nascent ideas or technologies to goods or services available in the marketplace. UNICEF-led market assessments can be used to identify gaps in the enabling environment and existing markets for sanitation. Market assessments can provide a broad understanding of demand-side factors (cognitive, emotional, social and behavioural drivers), supply-side factors (products and services available), and enabling environment factors (the financial, policy, legal, and regulatory landscape) that constrain the sector. The diagnostic baseline provided by market assessments can support innovative thinking and partnerships to drive progress.

What does success look like – what is the result UNICEF wants to achieve for children?

A vibrant and innovative sanitation sector in which new ideas, methodologies and products that facilitate the achievement of affordable and inclusive, safely managed sanitation are fostered.

What is UNICEF's comparative advantage?

UNICEF's global leadership and respected position facilitates sharing of learning around innovation and influences other sector partners to adopt, helping take innovation to scale. UNICEF's Supply Division has assisted with market-shaping to support innovation, with a particular focus on innovation to benefit vulnerable groups. At the global and national levels, UNICEF has experience with the use of new mobile-enabled services.

What are possible UNICEF implementation approaches and interventions?

UNICEF country offices can strengthen the enabling environment for innovation in sanitation, assist with developing innovative sanitation approaches and infrastructure, and support the use of mobile-enabled services in the sanitation sector. A full list of possible interventions is in Annex A.

Priority catalytic interventions for UNICEF to support innovation in building pathways toward safely managed sanitation include:

- Assist government to develop policies that promote and foster innovation, for instance protecting intellectual property rights.
- Support innovation for sanitation solutions to meet the needs of people with disabilities, women and girls, and other vulnerable groups.
- Support governments to adopt innovation in financing, for instance, using PPPs and results-based financing or tapping into climate finance for sanitation, and to harness this financing to reach vulnerable and unserved households.
- Provide support to innovating for, and testing, affordable safely managed onsite sanitation solutions and non-conventional sewerage, both by government and the private sector.
- Support developments in new approaches to climate mitigating and climate resilient sanitation, including nature-based solutions and the use of green infrastructure for sanitation.
- Develop innovative social and behaviour change approaches to encourage upgrading to safely managed sanitation.
- Carry out sanitation market assessments and generate market insights (at time of planning and strategy development).
- Support innovation in market-based approaches and influence the market through standards, quality assurance and regulatory mechanisms.

What tools, approaches and partnerships can support the interventions?

- UNICEF has published Sanitation Marketing Guidance Notes on the Sanitation Learning Hub.
- USAID has supported the Water, Sanitation and Hygiene Partnerships and Learning for Sustainability (WASHPaLS) project to produce guidance for practitioners on creating viable and sustainable sanitation enterprises.
- The World Bank has published a report on green infrastructure entitled “Integrating Green and Gray : Creating Next Generation Infrastructure”.
- WaterAid, WSUP and UNICEF have collaborated on a guide to female-friendly public and community toilets.
- The City Wide Inclusive Sanitation initiative has published guidance on new approaches.
- The University of Leeds has developed innovative ways to calculate the costs and climate impacts of sanitation.
- Resources are available from a variety of sources on innovative financing.

These and other tools and resources are included in Annex B.

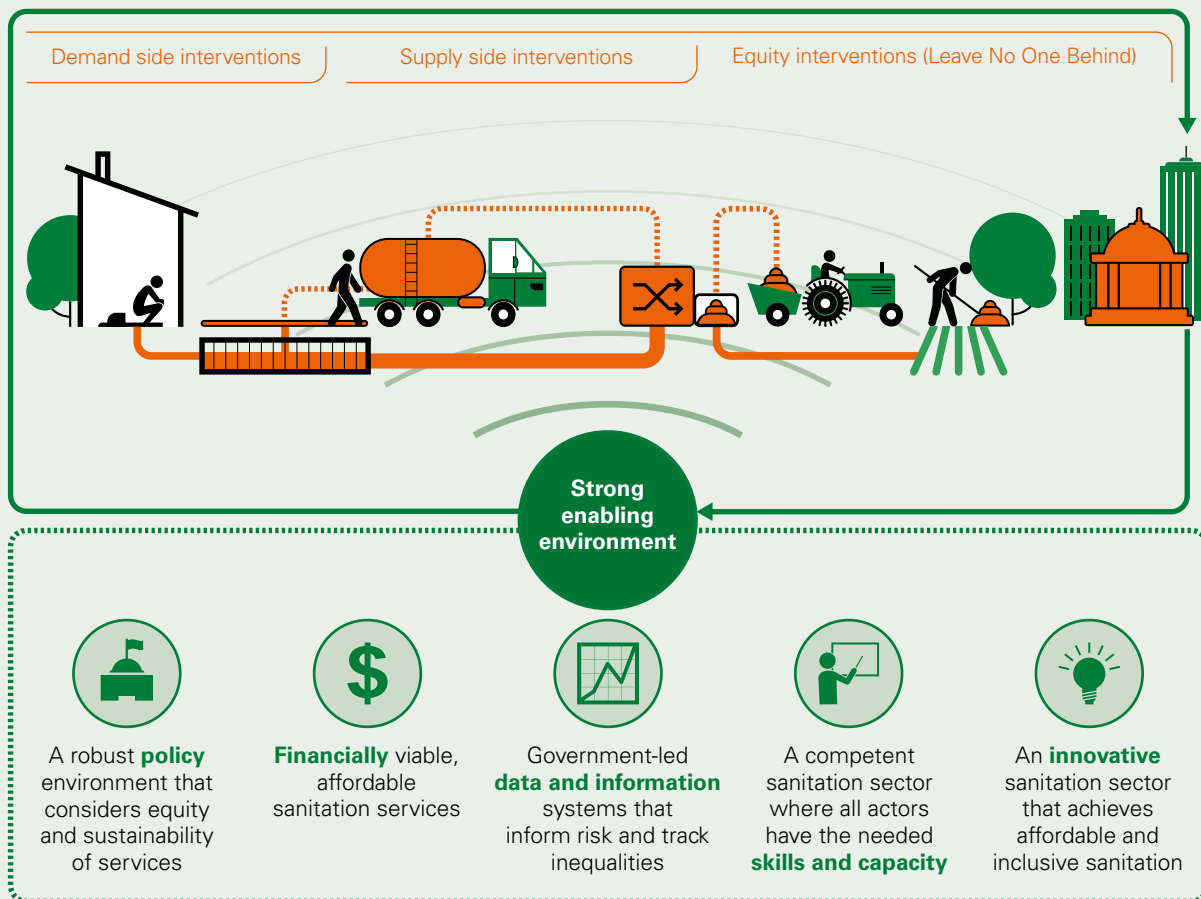




**3.
Country-level
Game Plans based
on the pillars
and programmatic
pathways**



Figure 1: UNICEF’s Country Level Game Plans in support of national government acceleration of progress toward SDG 6.2



3.1. Developing country-level Game Plans

The Game Plan is based on a set of interventions that can be selected and combined according to the context to achieve universal, safely-managed sanitation. The choice of interventions will vary by country depending on capacity, current service levels and government priorities. An individual country may contain multiple contexts.

There is a way for all countries (fragile, low-income, middle-income and high-income) in all settings (both emergency and long-term development) to plot a course to achieve safely managed sanitation, regardless of their starting point in terms of sanitation coverage, economic status, institutional environment or capacity.

The interventions UNICEF will support will depend on whether a country (or a region

within a country) is starting from an emergency footing (with temporary facilities), a situation of widespread open defecation, or a foundation of basic sanitation. These factors will determine the entry point for interventions. **In each situation, country offices will define a unique pathway to achieve safely managed sanitation over time, taking into account the existing context, including capacity, resources, demographics and other factors.** The combination of interventions used in each context should also be defined based on a local risk assessment.

It is important to keep in mind that interventions, particularly those aimed at policy and institutional change, can take time. A series of interventions may be undertaken in a nonlinear fashion to help catalyse, influence and reorient national sanitation programmes.

Each UNICEF country office, with the support of the relevant regional office, will develop a country-level Game Plan for Safely Managed Sanitation. These Game Plans will describe the programmatic pathway designed for the country. Each Game Plan will describe the foundational interventions, common to all contexts, that underlie UNICEF's programmatic approach. These will relate to policy, strategy, regulation, funding, financing, data and capacity development (see Section 3.2). The Game Plan will also describe the specific interventions planned to address the particular context in which UNICEF is working, and the steps along the pathway selected. As shown in Figure 1, foundational interventions at national and subnational levels will underpin interventions focused on users and households on the demand and supply sides. Specific interventions will also address the elimination of inequalities and the mandate to leave no one behind.

Country-level Game Plans will include milestones and targets to measure progress and impact of UNICEF supported interventions.

3.2. Foundational interventions

In all countries, no matter the starting point, UNICEF can help ensure government policy and strategy is geared towards the achievement of safely managed sanitation, including consideration of the entire sanitation service chain. For instance, it is important that sanitation policy clearly states that on-site sanitation solutions are acceptable technologies.

In higher-capacity settings, where regulations and national standards already exist, updates could be supported to ensure they are aligned with safely managed sanitation. Regulations can be strengthened to include technical solutions for persons with disabilities, women and girls, and other vulnerable groups. In cases in which safely managed on-site sanitation (SMOSS) is widespread, UNICEF can support governments to effectively regulate on-site sanitation, particularly faecal sludge management.

In all cases, it is important to move from projectized, siloed approaches, serving only one set of people with one type of intervention, to comprehensive, at-scale, Area-Wide Sanitation. Area-wide sanitation is based on using geographical areas, such as districts, local government areas or provinces, as units of programme delivery – building on, but going well beyond the concept of ODF communities. The approach promotes a continuum of sanitation services across the urban-rural divide, and responds to the fast rate of urbanization in small towns and growth centres in developing countries. Working in partnership with multiple development and government agencies is essential to this comprehensive approach.

UNICEF's foundational interventions will always include:

- **Support to political leadership:** High-level advocacy and dialogue;
- **Institutional accountability:** Strengthened institutional accountabilities for sanitation through such approaches as WASH BATs and Joint Sector Reviews;
- **Policy for safely managed sanitation:** establishing or improving policy, with definitions and targets for safely managed sanitation;
- **Data systems:** Strengthening systems for collecting and analysing data on safely managed sanitation;
- **Capacity:** Strengthening human resource and institutional capacity to achieve safely managed sanitation;
- **Financing:** Ensuring budgets and financial mechanisms support the achievement of safely managed sanitation and equitable access to services; and
- **Innovation:** Strengthening the evolution of financial, market and methodological innovations to meet service gaps.

3.3. Pathway 1: Transitioning from open defecation to safely managed sanitation

Widespread open defecation remains a huge problem in many countries, particularly in rural areas. Globally, over 13 per cent of rural households still practice open defecation. Much of UNICEF’s support in the sanitation sector, particularly in rural areas, has been to assist households and communities to reach ODF status, with an emphasis on behaviour change through approaches such as CATS. A focus on Area-Wide Approaches that cover entire districts or municipalities, encourages inclusive, equitable and large-scale strategies that reach all members of the community. These efforts can be complemented with assistance to make the transition directly from open defecation to safely managed sanitation (see Box 11).

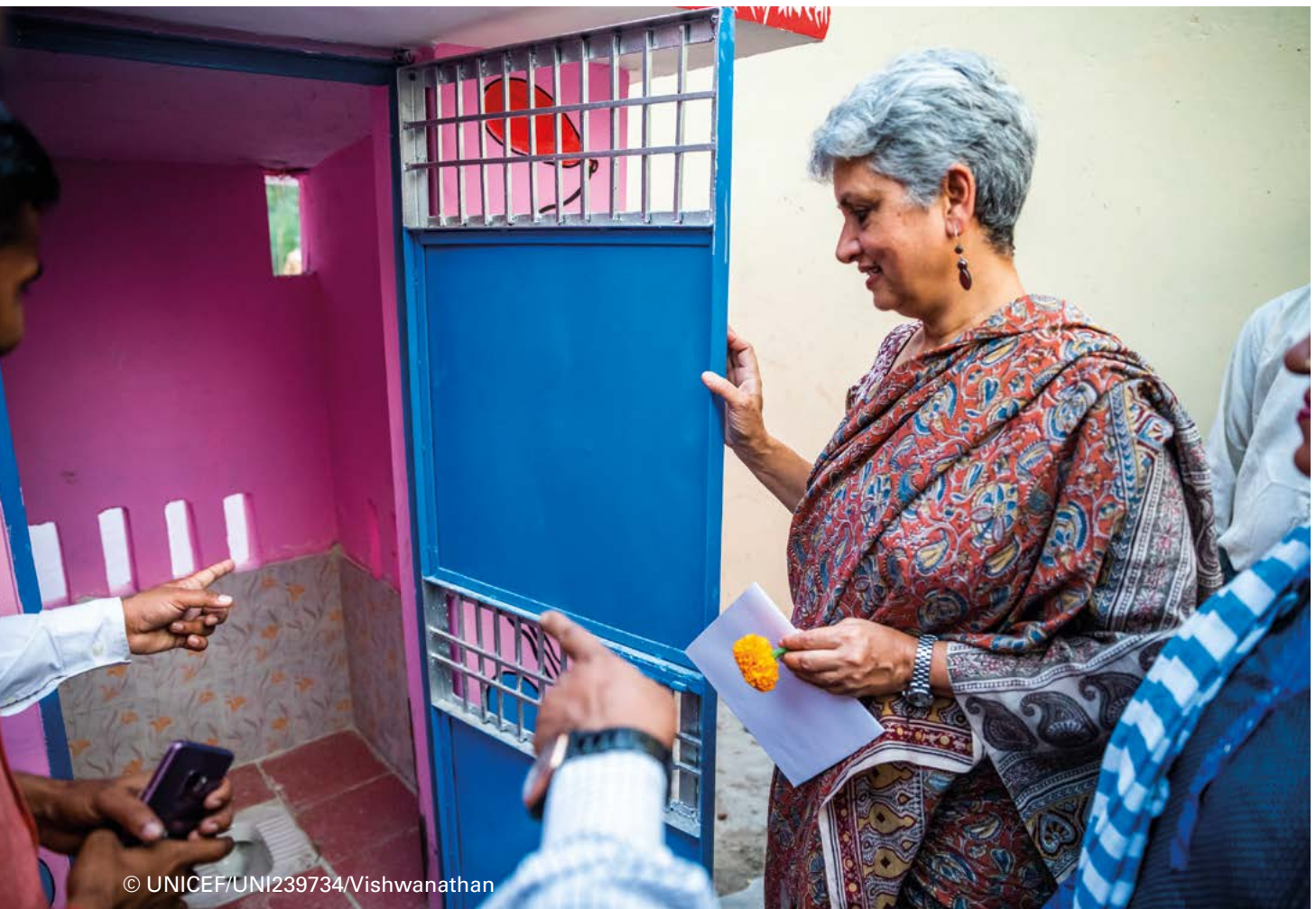
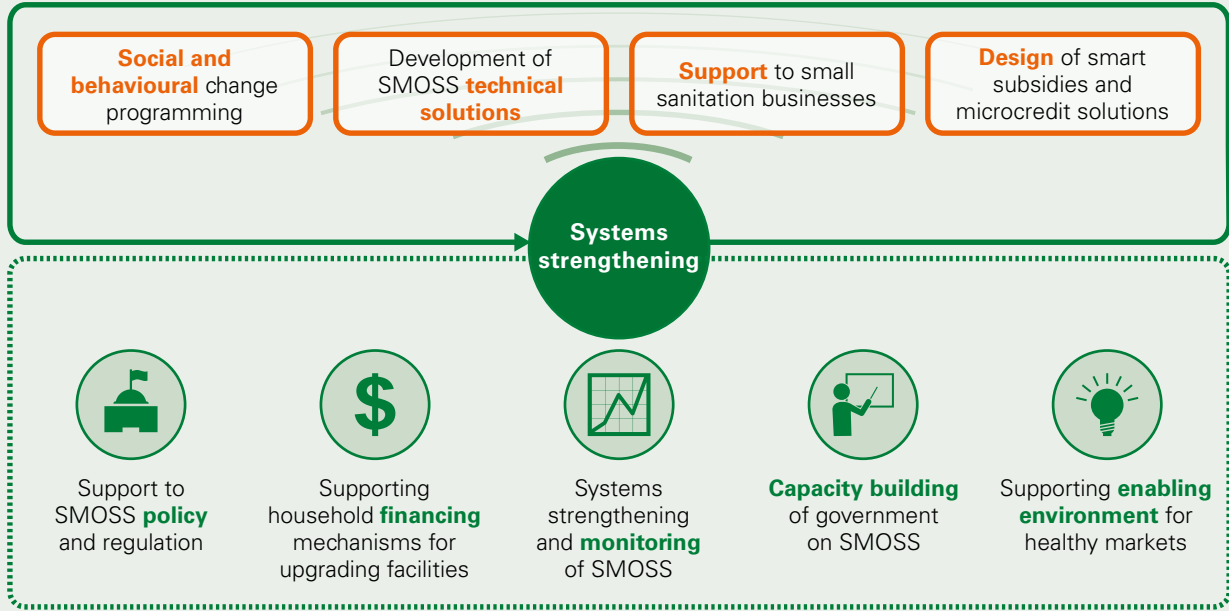
In many cases, especially in low-capacity settings, UNICEF’s interventions will begin with assistance to governments to contextualize safely managed sanitation standards, and support the dissemination of these norms and standards at national and local levels. This will include exploring and applying tools for monitoring SMOSS, as many households practising open defecation will transition to SMOSS. This could include support systems to enable households to track when they need their pit latrines or septic tanks to be emptied.

UNICEF has pioneered the use of demand-based approaches to eliminating open defecation, such as CLTS, which **do not rely on household-level subsidies**. However, in some cases, UNICEF might decide to assist governments in the design of well-targeted, ‘smart’ subsidies as a support mechanism for the poorest and most vulnerable groups, and explore subsidies that can also stimulate the private sector (e.g., via subsidized interest rates, or vouchers for latrine construction) and encourage entrepreneurs to enter the SMOSS market. UNICEF can assist governments to work with microfinance institutions to develop an understanding of microfinance options, and to optimize microfinance available to households wishing to build their first toilet and/or make other small-scale sanitation investments.

Also on the supply side, UNICEF can support sanitation business development services, and train entrepreneurs and artisans in manufacturing, installing and marketing alternatives to open defecation, or help governments consider supply-side financing instruments, such as payment or volume guarantees and advance market commitments. The private sector can be supported to provide innovative, context-specific options for households who want to transition from open defecation to safely managed sanitation. UNICEF can also build capacity by supporting training for community mobilizers and educators so they can motivate households to both abandon open defecation and meet the requirements for safely managed sanitation. The CLTS Rapid Appraisal Protocol is a tool for ongoing monitoring that can help ensure that programmes are bringing about systems-level change to sustain changes in sanitation practices.



Figure 2: Country pathways from ODF to Safely Managed Sanitation may include a combination of both community and systems level interventions



Box 11: Transitioning from open defecation to safely managed sanitation facilities in one step is possible – the technical side

Households that have abandoned open defecation can transition directly to safely managed sanitation in the following ways:

1. They build **on-site facilities, which both contain and treat waste on-site**, and meet the definition of safely managed, for instance:
 - Pit latrines or composting toilets that allow excreta to be fully contained and treated in situ. This includes dry or flush toilets with on-site disposal, where there is space to dig a new pit when full, where the superstructure can be moved and where ground conditions are such that the leachate from the pits can be adequately and safely infiltrated in the surrounding soil (this is referred to as ‘safe treatment in situ’).
 - Alternatives include a dry toilet or urine-diverting dry toilet, with on-site treatment in alternating pits or compost chamber, or a flush toilet with on-site treatment in twin pits.

In all cases, latrine slabs should be of durable materials (e.g., concrete, brick, stone, fiberglass, ceramic, metal, wooden planks or durable plastic) and easy to clean. Slabs made of durable materials that are covered with a smooth layer of mortar, clay or mud that can be cleaned are also acceptable.

2. They build **on-site facilities that collect waste on-site, and are designed to be emptied so that final treatment and disposal/reuse of waste takes place off-site**, for instance:
 - Pit latrines that are designed to be emptied and the faecal sludge is appropriately managed. Requirements for slab quality is the same as above.

- Septic tanks that are regularly emptied and the faecal sludge is appropriately managed. Septic tank outflows should go to a soak pit or leach field and NOT to an open drain or water body.
- A container-based sanitation service that provides adequate on-site containment of waste, safe transfer and full off-site treatment and disposal.

When full, pits that are generally dry should be emptied using manual or motorized emptying and transport methods, or if wet, as in a septic tank, using a vacuum truck. Sludge should be taken to a faecal sludge treatment facility or buried and covered in trenches where the groundwater is low enough. Workers should wear appropriate personal protective equipment and follow approved local procedures to reduce the risk of exposure and ensure their safety. Where it is not suitable to dig pits or septic tanks because of rocky ground, high groundwater or risk of flooding, a raised pit can be built above ground using concrete rings or blocks. Where groundwater is used for drinking, the bottom of the pit should generally be 1.5 metres above the peak-season groundwater level and approximately 15 metres downstream from groundwater extraction points.

The two transitions described above are to **SMOSS**.

3. They connect to **sewers that collect waste and transport it off-site where it is treated and disposed of/reused**.

Based on global data, the majority of households practicing open defecation are rural. Therefore, the most common transition will be the first one, to on-site facilities, which both contain and treat waste on-site. In densely populated urban areas, a transition to septic tanks or pit latrines that are designed to be emptied and container-based sanitation may be more common. Transitions from open defecation to sewered sanitation will be less common, though non-conventional sewered systems are being explored in many unserved urban areas.

Box 12: Case Study: India

In 2014, the Government of India launched the Swachh Bharat Mission, a five-year programme to end open defecation. At that time, India had high levels of open defecation and fewer than 4 in 10 rural households owned a toilet. Leadership at all levels of government and a US\$18 billion public sector investment enabled 105 million rural households to abandon open defecation and gain access to a toilet for the first time. By February 2019, the national government reported 97 per cent rural toilet usage. UNICEF played an instrumental role in this transformation by leading the coordination of development partners at the central level and providing hands-on technical, financial, capacity building, and data and knowledge-generation support.

The evidence that UNICEF generated through research and evaluations contributed in a large extent to the government's decision to continue the Swachh Bharat Mission into a second phase between 2019 and 2024. Targeting all 650,000 villages in India, the new phase includes a focus on solid and liquid waste management in order to allow India to reach the SDG target of safely managed sanitation for all by 2030. To guide this work UNICEF supported the development

and roll-out of a national 10-year Rural Sanitation Strategy.

Under Phase 2, the government has established strict guidelines around latrine building, specifying a twin-pit design that allows for self-contained treatment in situ with no faecal sludge management required, and that produces compost for agricultural use. Adoption of this design is supported by continuous social and behaviour change engagement. UNICEF provides technical assistance for the behaviour change component through support to strategy development for community engagement, content development, training, and planning at state and local government levels.

UNICEF is now working with the government to develop state policies and programmes to retrofit defunct and unsustainable toilets, strengthen the capacity of service providers, and support state governments to establish safely managed sanitation monitoring systems. Concurrently, UNICEF is working with the private sector and financial institutions to introduce new financing mechanisms, professionalize and innovate around safely managed sanitation service delivery, and develop market-driven approaches to link demand with supply.



3.4. Pathway 2: Upgrading from existing sanitation facilities to safely managed sanitation

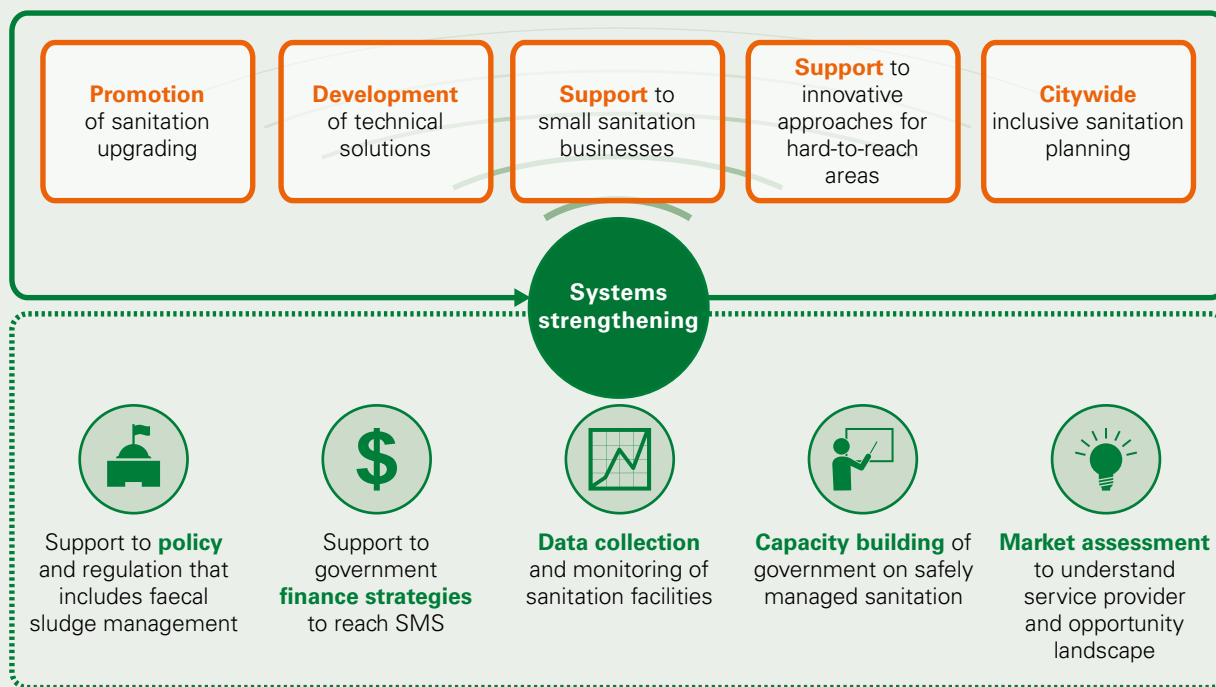
Countries or areas in which many households are using unimproved sanitation

The JMP defines unimproved sanitation as the use of pit latrines without a slab or platform, hanging latrines or bucket latrines. Pit latrines that lack a slab are often the option that households that have been ‘triggered’ to abandon open defecation adopt, but they are rarely robust enough to withstand prolonged use, are vulnerable to collapse, and do not adequately protect users from contact with faecal matter.

Moving from unimproved to safely managed means upgrading or replacing existing sanitation facilities and ensuring that excreta are safely disposed of or treated after they have been contained. Pit latrines without a slab or platform can be retrofitted if the construction will otherwise meet the criteria for safely managed sanitation.

In these areas, UNICEF can assist governments in updating definitions to include progressively higher levels of service leading to safely managed sanitation, ensure technical standards are aligned with safely managed sanitation, including technical standards for pit latrines that meet the criteria for safely managed sanitation. Assessments of current sanitation policy and strategy can be conducted to ensure that definitions of safely managed sanitation are localized and include faecal sludge management systems.

Figure 3: Country pathways from unimproved to safely managed sanitation may include a combination of both community and systems level interventions



As the focus in this typology is often on upgrading existing facilities, UNICEF can help ensure smart subsidies and microcredit are available for those who wish to upgrade their unimproved facilities to meet the criteria for safely managed sanitation. Financial support must also be available to entrepreneurs interested in offering upgrading products and services, and UNICEF can help develop options for small- and medium-sized sanitation businesses that need to borrow, and assist them to build capacity for borrowing. This can include

supporting business development services, and training entrepreneurs and artisans in manufacturing, installing and marketing upgrades to unimproved sanitation facilities. UNICEF can also help develop innovative market-based sanitation options for upgrading to higher service levels, particularly for remote and rural areas, and challenging contexts. UNICEF can build capacity by supporting training for community mobilizers and educators so they can motivate households to upgrade from unimproved sanitation to safely managed sanitation.

Box 13: Case study – Unimproved to safely managed sanitation in Ethiopia

Ethiopia has made great gains in eliminating open defecation, but as of 2020 most households had adopted unimproved sanitation rather than higher levels of service. In 2000, the proportion of the population using unimproved sanitation was 16.5 per cent and that practicing open defecation was 77 per cent. In 2020, these figures had effectively reversed, with open defecation dropping to 17 per cent, but the figure for unimproved sanitation rising to 63 per cent. In the same period the use of safely managed sanitation rose from 2 per cent to barely 7 per cent.

The Government of Ethiopia, with UNICEF support, is addressing this through a policy review guided by the African Sanitation Policy Guidelines.

UNICEF is supporting households to move up the sanitation ladder through market-based approaches by building the private sector market for the goods and services needed to upgrade unimproved household toilets. This includes training masons to install and upgrade services as needed. UNICEF also plans to provide direct assistance for latrine improvements to vulnerable households already on social assistance that have abandoned open defecation, but cannot afford upgrading. UNICEF has also initiated a CWIS programme, which focuses on promoting equitable access to sanitation services for the poor and most vulnerable populations in urban areas.



Countries or areas in which faecal sludge management is lacking

Ensuring that excreta are safely disposed of or treated after they have been contained in a pit latrine, septic tank or container-based sanitation system is essential to reach safely managed sanitation. Facilities must also be upgraded to ensure users are not exposed to excreta when using or maintaining them. Households using improved sanitation facilities that do not, according to the JMP definition, ensure “excreta are safely disposed of in situ or removed and treated offsite” are categorized as using basic sanitation.

In the case of pit latrines or composting toilets, these must be upgraded to allow excreta to be fully contained and treated in-situ. The simplest solution is to seal the pit when full, dig a new pit and move the superstructure and slab to the new pit, ensuring that the slab meets the requirements for durability and ease of cleaning. Toilets with on-site treatment, such as alternating pits or compost chambers, must fully contain the excreta, treat it to an appropriate standard, and the treated/composted waste must be appropriately disposed of or reused.

In the case of pit latrines and septic tanks that are designed to be emptied, the faecal sludge must be appropriately managed through safe transportation and delivery to a faecal sludge treatment facility. In the case of septic tanks with outflows to open drains, water bodies or the ground, these must be upgraded to allow outflows to go to a soak pit, leach field or sewer.

To support faecal sludge management, UNICEF country offices can support the development of indicators and data collection mechanisms that track the integrity of the entire sanitation chain, (containment, transport, treatment, reuse/disposal). It is also useful to use ‘Shit Flow Diagrams’ to inform advocacy and to catalyse wide support for ensuring all faecal matter is safely contained and treated.

UNICEF can support the assessment of current sanitation policy and strategy to ensure that definitions of safely managed sanitation include faecal sludge management systems, and support governments to establish sanitation regulation that covers faecal sludge management, or update and strengthen regulation if it already exists.

Successful management of faecal sludge requires training of sanitation workers who empty pit latrines and septic tanks, and who run container-based systems, in order to ensure that faecal sludge management services meet the criteria for safely managed, and to ensure their safety. UNICEF can also build the capacity of governments to provide the needed regulation to formalize and facilitate the role of local private sector providers offering faecal sludge management services. UNICEF support to the private sector can also include ensuring financial support is available to entrepreneurs interested in offering faecal sludge management services, including options for small- and medium-sized sanitation businesses that need to borrow.

UNICEF will continue to work as an active partner in the CWIS initiative as many of the activities described here are part of CWIS programming.



Box 14: Case Study: Philippines

Since 2000, Philippines has rapidly increased coverage of basic sanitation services. This is especially true in rural areas, where coverage increased by 30 percentage points, from 53 per cent to 82 per cent, between 2000 and 2020. The vast majority of the population uses on-site systems such as septic tanks (70 per cent of the total population) and latrines (16 per cent). UNICEF and WHO supported the Philippines Statistics Authority to integrate questions on emptying of on-site sanitation systems into the Annual Poverty Indicator Survey in 2017, 2019 and 2020. The data collected showed that only about 15 per cent of septic tanks had reportedly

been emptied, and that 11 per cent of septic tanks lacked proper outlets to sewer lines or soakage pits. In addition, there are no national data available on the safe treatment of faecal sludge.

The data triggered a discussion among national stakeholders about the need to establish a system for monitoring the collection, treatment and disposal of faecal sludge from on-site sanitation facilities. UNICEF is supporting provincial governments to develop strategies for faecal sludge management, with the objective of upgrading the existing on-site options, still the dominant type of sanitation facility, to safely managed sanitation.



Countries or areas where many households use shared sanitation

Where improved facilities are shared between two or more households, they are categorized by the JMP as limited sanitation. Households should be helped to overcome the barriers to having private, individual household toilets that meet the criteria for safely managed sanitation. As well as affordability, these barriers include insufficient space for household toilets and insecure land tenure.

In some situations, such as in the aftermath of emergencies or in densely populated informal settlements, shared sanitation may be a necessary interim solution, and may be used over a considerable period of time. UNICEF can ensure that government policies and strategies clearly state that shared sanitation is acceptable, but only in locations where individual household facilities are not possible, and as an interim measure (albeit for extended periods in some

cases). In these cases, UNICEF can help ensure shared sanitation meets all other criteria of safely managed sanitation (e.g., faecal sludge management, etc.).

In densely populated urban areas, UNICEF can support urban planning that requires at least basic sanitation, with a sustainable path to safely managed sanitation. This could include tanks accessible for emptying, laneways accessible for faecal sludge management vehicles, and urban planning solutions and slum upgrading that include a shift from shared to safely managed sanitation. Programming under the CWIS initiative is also key to these interventions.

If households are ready to upgrade from shared sanitation and build individual household toilets that meet the criteria for safely managed sanitation, UNICEF can help ensure microcredit is available, and if needed and appropriate, well-targeted ‘smart’ subsidies are provided.



Box 15: Case Study: Ghana

Out of all countries reporting on the SDGs, Ghana has the highest rate of limited sanitation, reported by the JMP to be used by 47 per cent of the population in 2020. This covers users of public and communal toilets, as well as those sharing toilets with others in the same compound or neighbourhood. However, the government, supported by UNICEF, intends to try to raise the sanitation level of service for all households to safely managed. This means that households would use private latrines, only the transient population would use public latrines, and that those would meet as many of the criteria for safely managed sanitation as possible. UNICEF is supporting a planned review of Ghana's Environmental Sanitation Policy to ensure it reflects the requirements of the SDGs. The African Sanitation Policy Guidelines will serve as the guiding framework for this review, and a reference group has been formed to propose national standards for safely managed sanitation at each step along the sanitation chain.

In order to support this shift, UNICEF plans to use assessment tools, such as Sanitation Safety Plans, to collect data on shared compound or household toilets to highlight risks of pathogens leaking into the environment. UNICEF's Ghana Country Office already supports a financing scheme with selected microfinance lenders that provide loans to households for toilet upgrades, and intends to orient them on safely managed sanitation-compliant designs. There are plans to adjust a subsidy mechanism targeting the poorest and most vulnerable to provide toilets that meet the requirements of safely managed sanitation, and masons will be trained in their construction. Additionally, the country office intends to orient government Environmental Health Officers and District Engineers on safely managed sanitation design and considerations for operation and maintenance, and, through them, strengthen regulatory oversight.



3.5. Pathway 3: Transitioning to safely managed sanitation in the aftermath of humanitarian situations

Emergencies, such as earthquakes, flooding or disease epidemics, provide a unique opportunity to revisit sanitation management and choice of technology, and to improve service delivery. UNICEF, working across the humanitarian-development nexus, is in a strategic position to ensure that humanitarian relief provided in the sanitation sector ultimately leads to robust, permanent sanitation facilities that meet the criteria for safely managed sanitation; that is, that UNICEF helps governments to ‘build back better’ in sanitation. The Game Plan does not apply to displaced populations living in camps, as there are other protocols related to on-camp communities (for instance, the Sphere Standards¹²), but is applicable to the communities that host the displaced, and to planning for post-disaster rebuilding.

UNICEF is in a unique position to assist governments and humanitarian partners to ensure safely managed sanitation is fully integrated into strategies to prepare for, and recover from, disasters. UNICEF can ensure the entire sanitation service chain, including treatment and disposal, is included in approved sanitation solutions for humanitarian situations. UNICEF can support the use of Sanitation Safety Planning and the Shit Flow Diagram methodology for risk assessment along the sanitation chain, and incorporate these into Global WASH Cluster coordination mechanisms as a basis for sanitation planning and advocacy with local authorities and partners in emergencies. UNICEF can also support the aggregation and harmonization of sanitation data, across ministries, organizations and sectors to track the number of people served with safely managed sanitation as a result of humanitarian action.

In terms of financing, UNICEF can assist governments to leverage resources for sanitation from humanitarian assistance and disaster risk reduction resources, in addition to exploring domestic resource mobilization that may be possible through national and local government mechanisms. In the aftermath of disasters, UNICEF can support local governments to develop costed sanitation strategies for long-term sustained services, and, where available, use humanitarian resources to invest in sanitation improvements that will be permanent. It is important to be ambitious in this regard. In the case of communities that host displaced people in an emergency, UNICEF can ensure there is accountability in ensuring improved services for both the host community and the displaced.

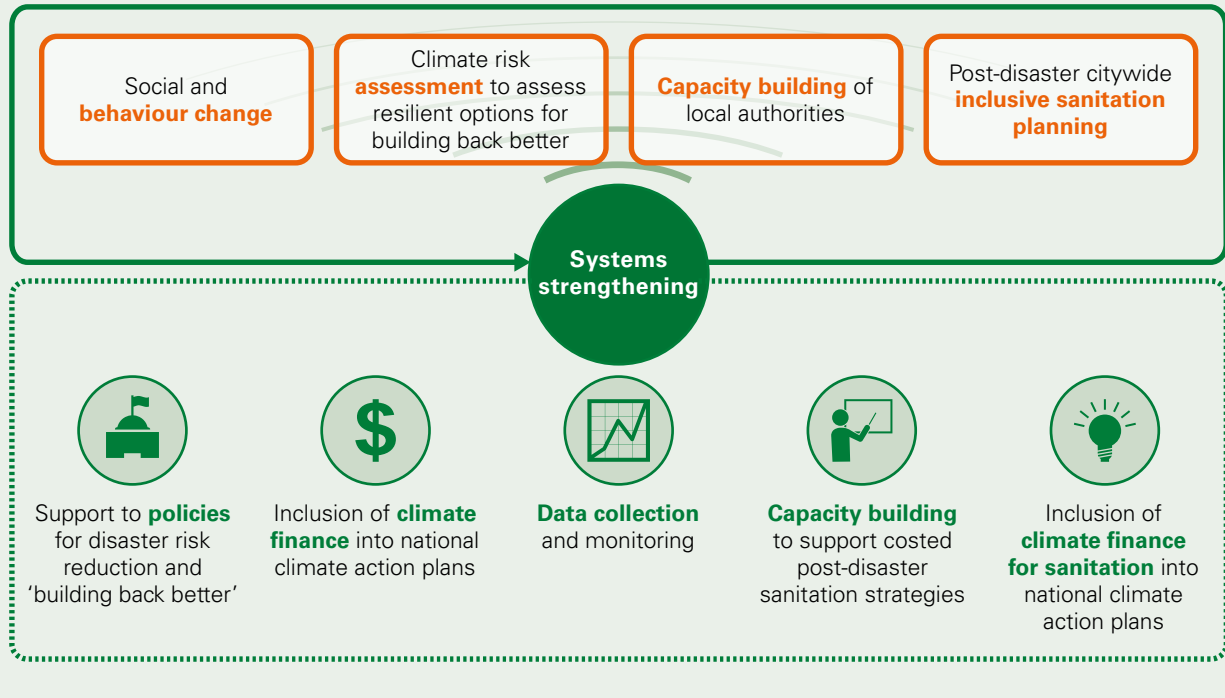
UNICEF can build capacity and foster innovation to develop and implement sanitation solutions that can be upgraded to permanent safely managed sanitation solutions. UNICEF can be opportunistic, and support analysis of demand, behaviours and market opportunities for supporting safely managed sanitation as part of building back better.



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¹² <https://spherestandards.org/humanitarian-standards/>

Figure 4: Country pathways from humanitarian to safely managed sanitation may include a combination of both community and system level interventions



Box 16: Humanitarian response provides an opportunity to build back better sanitation in Pakistan

In 2009, Pakistan had nearly 50 million people defecating in the open and was not on track to meet the sanitation target of the Millennium Development Goals (MDGs). This was one factor in the re-emergence of polio in the country. In August 2010, Pakistan was struck by severe flooding, leaving millions of people in need of humanitarian assistance. Flood affected areas

were home to around 20 million people who practiced open defecation. During the flood response, UNICEF supported the government in developing and implementing a landmark sanitation programme targeting these people, a specific context-appropriate approach for tackling open defecation called the Pakistan Approach to Total Sanitation. It was subsequently endorsed by most development partners working in the country, and as a result of its roll-out, Pakistan achieved the sanitation MDG target.



Box 17: Case Study: Indonesia

In 2018, Indonesia was hit by two devastating disasters in quick succession—an earthquake in West Nusa Tenggara province in August 2018, followed by the combination of an earthquake and a tsunami that hit the city of Palu, South Sulawesi, in September 2018. In both cases, sanitation systems were heavily affected, with on-site facilities flooded and otherwise damaged. The affected areas also still had high levels of open defecation. There was strong interest from local governments to ‘build back better’, with stronger, more resilient systems that met the criteria for safely managed sanitation. The UNICEF response included strategic engagement to support this objective, and assistance to leverage emergency funds.

Emergency funds were used to fund an urban market assessment that highlighted key gaps in the market for safely managed sanitation, including low-cost septic tanks and financial support at the household level to upgrade latrines. In the immediate aftermath, the two emergencies highlighted supply chain issues for sanitation components, from basic materials to labour. There were long waits for supplies to arrive from other districts or provinces. In response, UNICEF began outreach to local plastics manufacturers so they were aware of shortages and could begin to stockpile and develop needed products.

In Lombok, UNICEF worked with BAZNAS, the Indonesian government agency that manages Islamic philanthropic giving, called zakat, to support household upgrades in low-income communities. An innovation hub was established to undertake development of new products and services to better prepare the country not only for future disasters but also to ensure current systems meet the criteria for safely managed sanitation and are resilient.

In the months after the disasters, UNICEF was able to act opportunistically and strategically, taking advantage of the availability of humanitarian funds, the strong desire for more robust sanitation solutions, and the momentum created by the crisis. For instance, in the city of Palu, UNICEF trained district officials on the development of strategic sanitation plans. These included costed long-term plans, a requirement that unlocked funds channeled from the central government for safely managed sanitation. On one of the islands in West Nusa Tenggara province, UNICEF provided support and technical advice to a strong local leader, who leveraged national emergency resources to shift the island from largely open defecation to safely managed sanitation, and requested assistance in establishing a routine desludging programme. Overall, the emphasis of the response was on permanent, resilient facilities that meet the criteria for safely managed sanitation.





4.

Partnerships for collaboration and support



UNICEF will work in partnership, at global, regional, national and local levels, leveraging knowledge and resources to support its work with governments. These partnerships will vary according to the type of partner and according to UNICEF's comparative advantage, reach, mandate and expertise. Partnerships will be forged that focus on a range of outcomes, including optimizing funding in the sector (e.g., assisting government to work with a development bank to prepare effective projects), attracting innovation (e.g., working with private sector companies interested in developing new products and bringing them to market) and ensuring participation and voice (e.g., supporting local NGOs who work directly with vulnerable communities). This will require a full understanding of the modus operandi of UNICEF's partners, the strengths they bring, and the limitations they face.

Collaboration with partners is key to UNICEF's systems-strengthening approach, and is essential to strategic, long-term engagement that is aligned with others in the sector.

4.1. Working with other development agencies

UNICEF's country-level presence makes it a valuable partner in **global partnerships and alliances**, bringing a knowledge of the reality and challenges of sanitation. UNICEF has supported the SWA partnership, and through it, fostered political will for sanitation. UNICEF has also engaged with the Toilet Board Coalition, a business platform which connects large and small companies and supports close collaboration between private, public and non-profit sectors. UNICEF is engaged in several global partnerships for sanitation:

- The World Bank's Water Global Practice, in partnership with UNICEF, The Bill & Melinda Gates Foundation, Emory University, The University of Leeds, WaterAid and Plan International, developed and advanced an approach to tackling urban sanitation challenges, termed **CWIS**.

- In 2019, Plan International, SNV, WSSCC and WaterAid, UNICEF and the World Bank, with USAID support, issued the **Call to Action for Rural Sanitation**.
- UNICEF partners with The Bill & Melinda Gates Foundation, UN Habitat, the Institute for Sustainable Futures at the University of Technology Sydney, the World Bank and the Global Green Growth Institute on climate-resilient sanitation, working together with a common voice to strengthen knowledge and best practice.

At a regional level, UNICEF has supported the African Ministers' Council on Water (AMCOW), in particular via the council's African Sanitation Policy Guidelines. UNICEF country offices are supporting the application of the guidelines in several countries. UNICEF has also supported regional economic development councils, such as the Association of Southeast Asian Nations and the Southern African Development Community, in the formulation of regional strategies to tackle common sanitation and hygiene issues.

UNICEF has strong partnerships with many **United Nations agencies**, and is an active member of the **United Nations** family, both globally and at the country level. For instance, UNICEF works closely with WHO and supports its role as the normative agency for sanitation. Together with WHO, UNICEF implements the Joint Monitoring Program, and UNICEF and WHO are co-custodial agencies responsible for monitoring SDG Targets 6.1 and 6.2. UNICEF also works with the United Nations agencies that are custodial agencies for monitoring other SDG 6 indicators under the UN-Water Integrated Monitoring Initiative for SDG 6, for instance, UN Habitat, which is co-custodian of monitoring of SDG 6.3 on water quality and wastewater. UNICEF works with several other United Nations agencies, including WHO, ILO and United Nations High Commission for Refugees (UNHCR), on the global Hand Hygiene for All initiative.

At the country level, UNICEF participates in the UN Common Country Analysis and the development of UN Country Programmes within the UN Sustainable Development Cooperation Framework.

UNICEF collaborates at the global and country levels with a range of **international NGOs** working on sanitation, including WaterAid, Water.org, Water & Sanitation for the Urban Poor (WSUP), IRC and others. These collaborations are fruitful and valuable, and UNICEF will seek to both expand them, and foster new ones during the Game Plan period.

At the country level, UNICEF works with and supports **local civil society organizations**, including faith-based organizations, local NGOs and community-based organizations. Under the Game Plan, these will be expanded and strengthened. These organizations often fill service delivery gaps, their advocacy role is valuable and strategic, and they can collaborate with UNICEF on policy and governance issues.

A key area of partnership is with **development banks**, such as the World Bank, InterAmerican Development Bank, African Development Bank, Asian Development Bank, Islamic Development Bank and others. UNICEF can assist governments to lay the groundwork for major investments by these international finance institutions. UNICEF can help build government capacity, bring local organizations into the planning process, advocate for inclusive investment and convene stakeholders.

Development banks conduct key pieces of analytical work well in advance of large investment programmes. Therefore, engaging with them upstream is vitally important to identify opportunities to collaborate. There are already key areas of alignment; for instance UNICEF works closely with the World Bank on CWIS, and is aligned with the African Development Bank to jointly support the roll-out of the African Sanitation Policy Guidelines. The Game Plan is consistent with the African Development Bank's operational priorities under the WASH pillar of its water sector strategy, including: 1) support for reforming and strengthening WASH governance; and 2) innovative financing and partnerships leveraged, including private-sector partners.

Partnerships with development banks may not involve resources for UNICEF, as development banks are not donors to the United Nations, and are often limited in the funds they control directly. The bulk of development bank disbursements are through project loans, and these funds are administered and controlled by the borrowing country and are used to fund government activities. UNICEF has been the recipient of funding associated with development banks in two scenarios: 1) an agreement with the government to conduct work under a loan project, using an agreement developed by the development bank; or 2) a direct funding agreement with the development bank in fragile or emergency contexts where UNICEF has strong positioning, and the bank is using grant funding. In most cases, where mandates overlap, development banks are strong allies that can be leveraged depending on contextual needs. Collaboration with development banks can be powerful, but UNICEF country offices should not assume this is necessarily a source of funding for their interventions. UNICEF will continue to build its capacity to work with development finance institutions.



4.2. Working with academic and research institutions

Partnerships with academic and research institutions can support knowledge and evidence generation at country, regional and global levels on specific areas of interest. Examples of sanitation-related partnerships with UNICEF include the Institute for Sustainable Futures at the University of Technology Sydney on climate change and sanitation, Leeds University on Safely Managed Onsite Sanitation, and the **Sanitation Learning Hub** at the Institute of Development Studies on rapid action learning and tackling inequalities. In-country research institutions can also provide valuable support at the country level, and alliances between global research institutions and in-country ones have many advantages.

The WASHPaLS Project is funded by the USAID Bureau for Global Health, with a focus on achieving sustainability, scale and impact of rural sanitation interventions. The project is entering a second phase (2022 to 2026) and may complement Game Plan efforts with operational research and evidence on best practices.

4.3. Working with the private sector

The private sector will play a central role in supporting the achievement of the objectives of this Game Plan. The private sector brings specialized expertise throughout the sanitation value chain that can be leveraged by UNICEF and partners (e.g., in sales, marketing, innovation, manufacturing, warehousing, distribution, customer relations, business skills development, monitoring and evaluation, information technology and financing mechanisms). UNICEF will engage the private sector at global, national, and subnational levels.

Global corporations, or multi-nationals, have directly relevant expertise in areas such as

manufacturing, marketing and distribution that can be channelled to support businesses in-country. Multi-nationals often have training courses that can be leveraged to build the skills of small and medium enterprises, and have secondary expertise in information technology, human resources and skill-building that can be channelled to support businesses at the country level. The supply chain experts who work with global corporations have skills that are relevant to moving goods across regions and low- and middle-income countries.

Large multi-national companies can bring new products to market globally. This has been illustrated by the example of LIXIL, which worked with UNICEF to roll out innovative, low-cost latrine pans and handwashing stations.¹³

Tapping into private sector marketing resources can help UNICEF deliver more creative and effective communications to educate, inspire and ultimately change behaviour. For example, in India, UNICEF and Domestos, the leading toilet cleaning brand of the international consumer goods company Unilever, have worked together for more than ten years, and recently entered into a new strategic three-year partnership. Domestos offers expertise in marketing and communications, and is assisting UNICEF with capacity development, skills building, and systems to engage workers in the sanitation sector (see Box 18).

At the global level, UNICEF will reach out to private sector associations to coordinate outreach to corporations and amplify impact. UNICEF already partners with the World Economic Forum on the Hand Hygiene for All initiative, which could be expanded to include sanitation. (<https://www.weforum.org>). UNICEF also already has links with the Toilet Board Coalition, a business-led membership organization driving private sector engagement in SDG Target 6.2 (<https://www.toiletboard.org>) and will seek to further leverage this relationship.

13 <https://www.sato.lixil.com/about>

Box 18: A shared-value partnership to support capacity building of sanitation workers and communication for sanitation in India

Ensuring people have access to clean and safe toilets is a prerogative for a brand that sells toilet cleaner, and the stated purpose of Domestos is to 'Win the war against unsafe sanitation and poor hygiene'. Domestos has set an ambitious target to help 100 million people gain access to improved standards of sanitation and hygiene by 2030. In India, Domestos and UNICEF have partnered for more than ten years, and Domestos' experience in engaging sanitation workers, building skills and developing effective communications has made a major contribution to a national sanitation worker engagement toolkit, which will be rolled out to train and engage 15,000 government sanitation workers.

The creative communications advice Domestos provides builds on its unique experience with mobilizing janitors around the effective cleaning and maintaining of school and community toilets. UNICEF and Domestos are also working with the Tata Institute of Social Science to update a post-graduate diploma course to train a new generation of government employees, ensuring future sanitation professionals, including civil servants, prioritize toilet maintenance within the overall sanitation value chain. The UNICEF-Domestos partnership supports the flagship government-led sanitation behaviour change programme, the Clean India Mission Phase 2, encouraging the upgrade to safely managed sanitation. This campaign is delivered across multiple communication channels, including radio, posters, billboards and face-to-face briefings.



In-country private sector institutions play a variety of roles, from suppliers and contractors to financiers and service providers. Private sector companies, both big and small, are responsible for manufacturing, warehousing, distributing, selling and installing sanitation products. Additionally, the private sector can be responsible for services, including repairing facilities, and emptying, transporting, treating, and ultimately disposing of faecal waste. The private sector entities involved may be formal companies, or small artisans. In either case, UNICEF can play a role in strengthening and professionalizing these private sector players, assisting them to engage more deliberately and effectively in the sanitation sector.

The private sector, in the form of **private banks and microfinance institutions**, can also play an important role in financing, offering credit to individuals, sanitation service providers and entrepreneurs. Commercial banks and

microfinance institutions may need assistance to understand the market, and UNICEF can offer support and help broker relations with borrowers, working with other organizations that understand and have expertise in commercial finance.

In order to effectively engage with the private sector, UNICEF country offices will need to fully understand the current sanitation market in a given geography to effectively engage the private sector. Market assessments have been used successfully to provide such an overview in many countries. UNICEF can be instrumental in lowering barriers to market entry, supporting policies to de-risk private sector involvement, sharing market knowledge, supporting innovation, and showcasing successful business cases. However, it is imperative that UNICEF's efforts strengthen the overall market and sector, and do not favour any one company or brand.



Box 19: Market-based approaches to reach safely managed sanitation

The potential of private sector markets to accelerate progress in the sanitation sector has been well-documented. This has sparked innovation within UNICEF, and made the agency think differently about its role. Market-based approaches are increasingly recognized as an important complement to demand-side programming, such as behaviour change programmes designed to increase demand for sanitation products and services and targeted marketing.

UNICEF has experience with supporting market assessments, as part of overall market-based sanitation strategies. There are multiple ways that UNICEF can support a healthy market for sanitation goods and services, and encourage market entry:

- **Market assessments:** As part of a broad market-based strategy, UNICEF can conduct market assessments and research demand (market size, consumer preferences, affordability, etc.), and supply (supplier mapping, costs, volumes, policy/regulation gaps, finance providers, etc.). Through these assessments, UNICEF can identify barriers to, and drivers of, private sector investment and engagement, and identify market gaps to stimulate private sector innovation.
- **Increase access to credit and financing:** Bringing the private sector into the market requires improved access to commercial loans for expansion, upgraded equipment, or the bulk purchase of raw materials. As well as working with providers of sanitation services and products, it is important to improve low-income household access to microcredit for the purchase of safely managed sanitation products, such as septic tanks, and services, such as pit emptying.
- **Strengthening marketplaces:** In some countries, suppliers of sanitation products and services can be assisted to become more closely affiliated with the housing construction market. UNICEF can also support virtual marketplaces for the promotion and transaction of safe sanitation products and services.
- **Supporting government to work with the private sector:** UNICEF can assist governments to consider a full range of private sector engagement. For instance, UNICEF can work with urban authorities to help develop model service contracts to outsource the operation and management of treatment plants. These can be bundled with incentives to produce, package, promote and sell reuse products to the market. In partnership with others, such as the World Bank, UNICEF can support governments to develop public private partnerships for larger sanitation infrastructure, such as 'design-build-operate-transfer, contracts for wastewater treatment plants. UNICEF can also assist governments in the development of service provider regulations and enforcement capacity.
- **Catalyzing innovation by the private sector:** UNICEF has a long track record of assisting with market-shaping in a number of sectors, and can bring this experience to the sanitation sector. UNICEF can convene industry consultations and work with industry associations, support minimum order commitments, provide innovation grants, support improved manufacturing and distribution of sanitation goods and services, and improve the capacity of the market to adapt and respond to disasters. UNICEF can develop new and innovative partnerships. In the past these have included shared value partnerships with the private sector (such as the one with LIXIL for Sato Pans) or with academia (such as the Duke University Sanitation Accelerator).



5.
**Taking the Game
Plan forward:
Learning and
support to roll-out**



5.1. Support to country offices to develop country-level Game Plans

Support will be provided to UNICEF country offices by regional offices and the WASH Section team at UNICEF Headquarters in New York. Game Plan 'clinics' will be held to help interested country offices to develop country-level Game Plans. Game Plan clinics will also be held at the regional level to align programmes and build capacity. The UNICEF WASH teams at headquarters and in regional offices will provide detailed implementation guidance.

At the global level, UNICEF will establish the Sanitation Systems Strengthening Roster, an international technical assistance facility, responsive to regional and country demand for support in reviewing and updating sanitation policies, supporting financing models and building capacity. The initial priority for the hub is support to countries implementing the African Sanitation Policy Guidelines but it will be open to all UNICEF country offices.

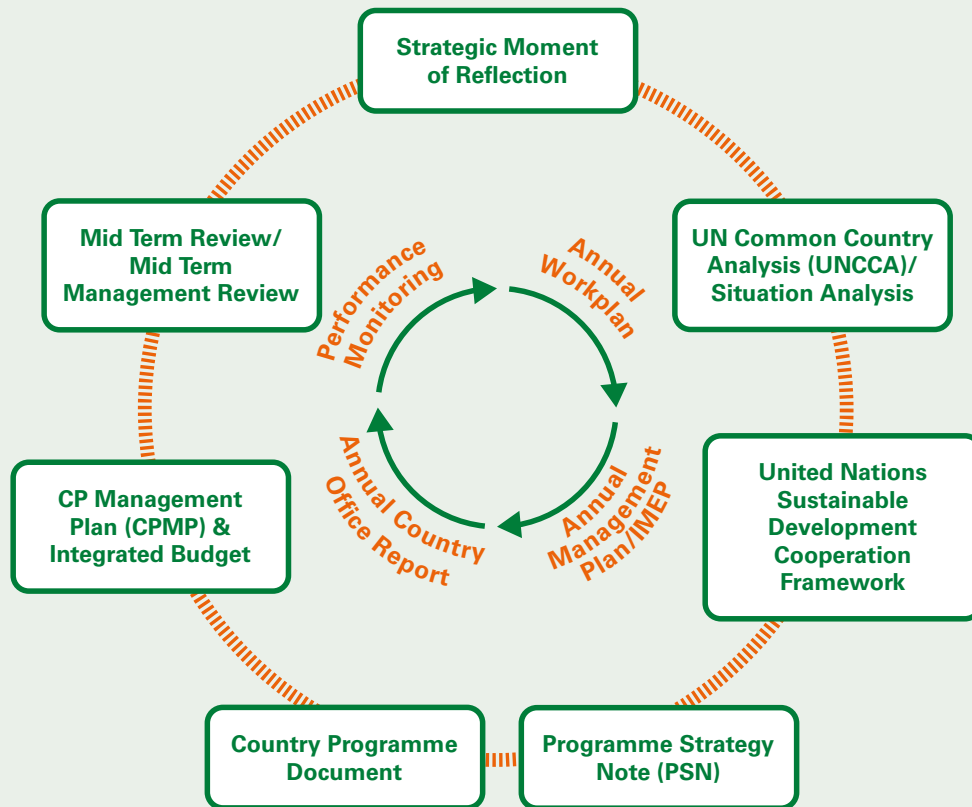
Country offices will also be encouraged and supported to integrate the Game Plan into UNICEF Country Programme Documents (CPDs). During the CPD development process, there will be opportunities and entry points at which Game Plan strategies and the 'shift' toward safely managed sanitation may be introduced. Within the United Nations

community at the country level, UNICEF country offices will be supported to integrate safely managed sanitation and the ambition of the Game Plan into the UN Common Country Analysis and the UN Sustainable Development Cooperation Framework. Country office staff can, for instance:

- Undertake compilation and analysis of safely managed sanitation data from different sources during the situation analysis process/Common Country Analysis;
- Articulate the scale of the sanitation problem in the country, and risk to children, as part of the situation analysis/Common Country Analysis;
- Undertake a shit flow diagram or risk analysis using Sanitation Safety Plans to illustrate the scale of the problem and associated risks as part of the situation analysis/Common Country Analysis;
- Conduct discussions with governments on potential strategies and interventions for UNICEF support to reach safely managed sanitation as part of annual workplanning exercises and the development of the Programme Strategy Note; and,
- Articulate key strategies using the Game Plan accelerator framework to support the theory of change, and incorporate them into the Programme Strategy Note.



Figure 5: Incorporating the Game Plan for Safely Managed Sanitation into the UN Country Programme Cycle



The WHO/UNICEF JMP team will continue to support country offices to develop and test new indicators and tools for routine monitoring of SMOSS, which remains the single biggest data gap for national and global reporting on SDG 6.2.

5.2. Support to learning

In order to support the Game Plan, UNICEF will establish a global learning network, spearheaded by the team in New York and supported by the regional offices, to allow for exchange of experiences and learning. The network will use virtual forums, such as global webinars to encourage dialogue across countries. It will also support peer-to-peer learning and twinning exchanges between and within countries to foster cross-fertilization of learning, inspire local leadership and the scale-up of programmes.

The sanitation team in New York, in collaboration with the regional offices, will support Game Plan ‘clinics’, designed to support the articulation of country-level priorities, consider strategic pathways for supporting government action, and reorient programmes toward safely managed sanitation. As country offices develop country-level Game Plans, some will be spotlighted in case studies to help countries learn from each other and foster inter-regional learning. These will be drawn from a variety of typologies and country contexts, and will showcase country pathways.

UNICEF will also support partnerships with academic institutions to carry out research on what works and what does not, and generate evidence as the Game Plan is implemented.

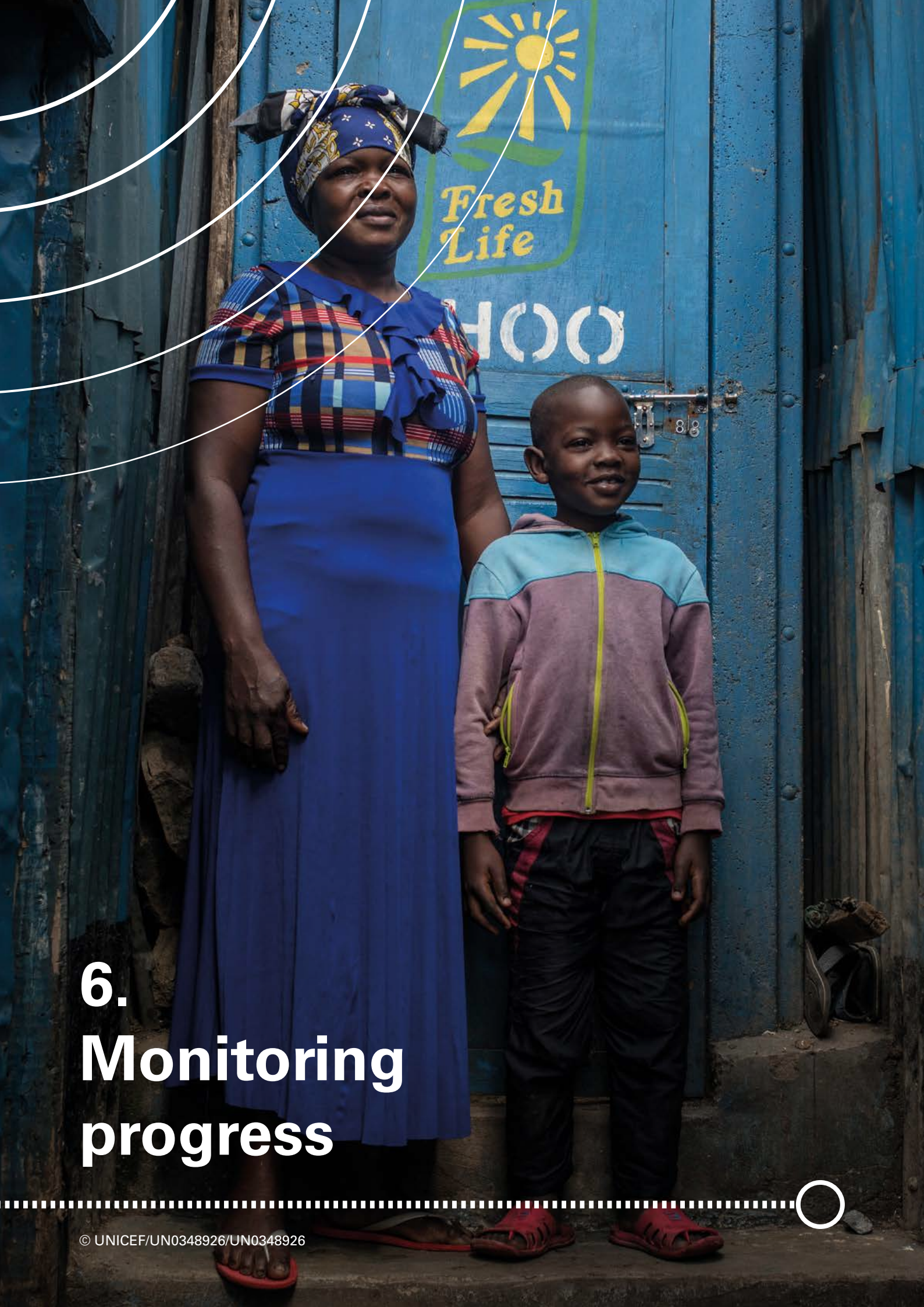
5.3. Timeline of interventions, targets and milestones

Baselines	<ul style="list-style-type: none"> • Baseline 1: 4.2 billion people using safely managed sanitation in 2020 (JMP 2021 SDG progress report) • Baseline 2: 108 of UNICEF programme countries with national estimates for safely managed sanitation in 2020 (JMP 2021 SDG progress report) • Baseline 3: 0 UNICEF country-level game plans established • Baseline 4: 3.6 million people reached with safely managed sanitation via UNICEF support in 2021¹⁴(6.1 million people reached with at least basic sanitation from substantive UNICEF systems strengthening support)¹⁵
2022	<ul style="list-style-type: none"> • Fall 2022: Internal soft launch, and roll-out begins • Training workshops and clinics for UNICEF staff – tailored to learning needs • External unveiling at Stockholm Water Week and WASHNet • JMP review of national data availability and gaps by UNICEF region • Draft JMP guidance on monitoring SMOSS • Launch of Phase 2 SMOSS pilots • Country consultations on updated JMP estimates for WASH in households • Development of a global baseline on safely managed sanitation and associated systems strengthening work (via Country Strategic Indicators (CSIs) and Game Plan metrics) • Establishment of annual Game Plan targets and monitoring system
2023	<ul style="list-style-type: none"> • Training workshops and clinics for UNICEF staff – tailored to learning needs • UN SDG Mid-term Review Meeting • JMP 2023 progress update (SDG mid-term report) • JMP report on SMOSS • Target 1: 5.1 billion people using safely managed sanitation in 2022 • Target 2: 118 of UNICEF programme countries with national estimates for safely managed sanitation in 2022 • Target 3: 10 UNICEF country-level game plans established • Target 4: 100 million people reached with safely managed sanitation with UNICEF support
2024	<ul style="list-style-type: none"> • Training workshops and clinics for UNICEF staff – tailored to learning needs • Country consultations on updated JMP estimates for WASH in households

¹⁴ 3.6 million represents the number of people reached with at least safely managed sanitation services through UNICEF-supported programmes in 2021 (direct results only)

¹⁵ Indirect results of people reached with safely managed sanitation services will start to be captured in 2022 reporting

2025	<ul style="list-style-type: none"> • Training workshops and clinics for UNICEF staff – tailored to learning needs • JMP 2025 progress update • Target 1: 5.9 billion people using safely managed sanitation in 2024 • Target 2: 128 UNICEF programme countries with national estimates for safely managed sanitation in 2024 • Target 3: 50 (cumulative) UNICEF country-level game plans established • Target 4: 250 million people reached with safely managed sanitation via UNICEF support
2026	<ul style="list-style-type: none"> • Training workshops and clinics for UNICEF staff – tailored to learning needs • Midterm review of Game Plan – revision of targets as needed • New UNICEF Strategic Plan • Country consultations on updated JMP estimates for WASH in households • UNICEF contribution to formulation of post-2030 targets commences
2027	<ul style="list-style-type: none"> • Training workshops and clinics for UNICEF staff – tailored to learning needs • JMP 2027 progress update • Target 1: 6.8 billion people using safely managed sanitation in 2026 • Target 2: 137 UNICEF programme countries with national estimates for safely managed sanitation in 2026 • Target 3: 80 (cumulative) UNICEF country-level game plans established • Target 4: 500 million people reached with safely managed sanitation via UNICEF support
2028	<ul style="list-style-type: none"> • Training workshops and clinics for UNICEF staff – tailored to learning needs • Country consultations on updated JMP estimates for WASH in households
2029	<ul style="list-style-type: none"> • Training workshops and clinics for UNICEF staff – tailored to learning needs • JMP 2029 progress update • Target 1: 7.6 billion people using safely managed sanitation in 2028 • Target 2: 147 UNICEF programme countries with national estimates for safely managed sanitation in 2028 • Target 3: 100 (cumulative) UNICEF country-level game plans established • Target 4: 750 million people reached with safely managed sanitation via UNICEF support
2030 completion	<ul style="list-style-type: none"> • JMP 2030 progress update and SDG endline assessment • Target 1: At least 8.5 billion people using safely managed sanitation by end 2030 (JMP 2031 SDG final report) • Target 2: 157 (or 100%) of UNICEF programme countries with national estimates for safely managed sanitation in 2030 (JMP 2031 SDG final report) • Target 3: 100 (cumulative) UNICEF country-level game plans established • Target 4: 1 billion more people reached with safely managed sanitation via UNICEF support



6. Monitoring progress



UNICEF’s WASH Strategy 2016–2030 set a course for greater focus on systems-strengthening and creating an enabling environment for progress on WASH. This entails more ‘upstream’ work for UNICEF, and thus more impact that is indirect, rather than through direct implementation. The accompanying monitoring system tracks both direct and indirect results.

6.1. Monitoring global progress on sanitation

Global progress in sanitation is measured by the JMP in terms of outcomes, and by the Global Assessment and Analysis of Sanitation and Water (GLAAS) in terms of policy and enabling environment.

The JMP has established definitions and indicators for global monitoring of safely managed sanitation and publishes progress reports with updated national, regional and global estimates every two years. The JMP has published core questions and indicators for household surveys and is developing guidance for data collection through routine administrative reporting and regulatory reports. During the Game Plan, it is expected that the JMP will roll-out new methods and tools for monitoring SMOSS and faecal sludge management at a global level, for instance. This is key given that in urban areas, on-site sanitation has been increasing at twice the rate of sewer connections (<https://washdata.org/monitoring/sanitation>).

As both the JMP and GLAAS are reliant on national data exercises, the availability of up-to-date information in global databases is dependent on the frequency of national data collection, and the time required for analysis of the large amounts of data they produce.

These data, while being globally comparable, usually describe a situation that is at least a year, if not two, in the past. This means their use is limited for a Game Plan with an eight-year duration; the impact of the Game Plan may not be fully reflected in national and global estimates until after 2030.

6.2. UNICEF programmatic monitoring

The data required to monitor the Game Plan includes:

- The number of **direct beneficiaries** who are served with safely managed sanitation as a result of UNICEF-supported development programmes; and,
- The number of **indirect beneficiaries** reached as a result of UNICEF’s support to system strengthening and the enabling environment for sanitation, and other indirect interventions.
- Qualitative data on the nature and quality of systems strengthening work conducted at country-level within the framework of the Game Plan pillars.

UNICEF uses CSIs to track progress against its Strategic Plan and the remaining gaps that require acceleration within its global programming. The CSIs relate to all aspects of UNICEF programming, and include both quantitative and qualitative information. A subset of the CSIs relate to WASH, and many are specific to sanitation. In 2021, updates were made to the WASH CSIs to: 1) report on both indirect and direct interventions and take account of direct and indirect beneficiaries; 2) incorporate JMP definitions for service levels related to the SDGs; and 3) disaggregate emergency sanitation work. Additionally, CSIs were adapted to include disaggregation by disability, gender, service level and urban-rural location. In addition, some CSIs are general, but may generate information that relate to sanitation (for instance, on market influencing).

While the CSI monitoring system is comprehensive, it leaves gaps in terms of monitoring the specifics of the Game Plan. The UNICEF WASH Section is thus proposing to collect additional information through a set of specific Game Plan monitoring questions for countries to complete on an annual basis. The survey will be designed to be as low-burden as possible and allow respondents to only complete the parts relevant to their country programme. It will give countries the opportunity to provide specifics about the interventions in their programme and point to evidence that supports their claims. The survey will also allow the collection of information on other critical elements of the Game Plan, such as activities performed in partnership, coordination efforts and instances of cross-sector collaboration. It will give the opportunity for countries to record crucial governance and policy outcomes that may not be reflected elsewhere. This combination of information will allow the implementation of the Game Plan to evolve and increase in effectiveness over time, while also measuring performance against the stated objectives.

The data collected through the CSIs, combined with information from ongoing multi-country project monitoring and annual Game Plan-specific monitoring questionnaires, will be used to track progress towards the Game Plan target of reaching 1 billion people by 2030 and to provide feedback to UNICEF's partners and donors. Of course, some of the beneficiaries will gain access to safely managed sanitation through the efforts of multiple development partners, of which UNICEF is one actor. The emphasis is not on measuring exclusive attribution, but rather measuring achievement of safely managed sanitation towards which UNICEF has contributed, working in a collaborative manner.

In measuring indirect beneficiaries, the principles UNICEF has established will be applied:

- **Agreement with in-country partners:** Figures for indirect beneficiaries presented by UNICEF are agreed with partners, especially government partners.
- **Acknowledgement of partners:** Partners are also acknowledged for their contributory work.
- **Data have been verified:** Data sources are verified and triangulated with other sources.
- **Significant deviations from JMP trends are explained.**
- **Robust quality assurance by regional offices:** UNICEF upstream inputs have been robustly quality assured by the relevant regional office.
- **Documented assumptions:** Country office staff have documented assumptions for future questions and checks, such as audits, and are aware that they are accountable.

At the time of the Game Plan to Eliminate Open Defecation, the UNICEF's 2018 to 2021 Strategic Plan was in place. Under this strategic plan, progress towards ODF communities and achievement of basic sanitation was measured. Under UNICEF's 2022–2025 Strategic Plan, progress towards basic sanitation and safely managed sanitation, both through UNICEF's direct and indirect interventions, is measured. It is envisaged that in the UNICEF 2026–2029 Strategic Plan, which covers the run-up to the end of the SDG period, monitoring will have shifted to an exclusive focus on the achievement of safely managed sanitation through UNICEF's indirect interventions.

A detailed monitoring protocol will accompany this Game Plan to guide the use of the CSIs and other data to measure progress. More details of how the Game Plan will be monitored through country strategic indicators and Game Plan-specific metrics is provided in Annex C.



7. Resourcing the Game Plan



This section refers to resourcing UNICEF's activities (not the sanitation sector as a whole).

7.1. Bilateral donors and foundations

Bilateral donors and foundations provide support in the form of both funding and advice, as they are often knowledgeable and experienced in the sanitation sector. UNICEF welcomes engaged, informed funding partners and seeks to build strong, long-lasting relationships with them. It is important that UNICEF fosters relationships with donors that understand the need for a shift towards upstream, policy-based work, with an emphasis on collaboration and partnership with others.

Where possible, UNICEF will request that donors pool funding and support the Game Plan as a whole, aligned behind UNICEF's systems-strengthening approach.

7.2. Corporations

Corporations have the potential to be a significant source of funding for the Game Plan, given the interest of many companies in developing the sanitation economy and reaping the benefits of better sanitation globally. Corporate partnerships

must clearly align with UNICEF's mission, but this has proved to be possible, for instance, in shared value partnerships with the Japan-based corporation LIXIL, which is funding a partnership in six countries to improve sanitation markets, and with the American multi-nationals, which are re-funding market accelerators in Indonesia and the Philippines.

Corporate funders most suitable for UNICEF to approach for support would be companies that are: 1) operating in the sanitation market, and are directly aligned with UNICEF's vision for the sector; 2) are in geographic alignment, that is, corporations that either source their material or have major market interests in countries in which the Game Plan will be rolled out; 3) are in adjacent alignment, contributing indirectly to the sanitation value chain; 4) have a broad interest to grow sanitation markets globally; or 5) have a specific corporate mandate to reach underserved populations and have corporate missions aligned with the social justice benefits of improved sanitation.

UNICEF will look to corporations to support research and learning agendas associated with the Game Plan, global advocacy efforts to foster political leadership, dissemination of learning and results, and technical assistance platforms.





8.
New ambition,
new partnerships



This Game Plan represents a new ambition for UNICEF in sanitation. It is anchored in UNICEF's mandate for children and leadership on sanitation, and leverages UNICEF's role as co-custodian agency for monitoring SDG Target 6.2.

The Game Plan represents a continuation of the shift in UNICEF's focus toward influencing the policy and governance environment in the countries where UNICEF works. It is premised on working at greater scale than ever before in sanitation. UNICEF will remain laser-focused on achieving results in the sanitation sector that will benefit children, in the form of:

- A robust policy environment that leads to sustainable safely managed sanitation solutions for all.
- A fully-funded, financially viable sanitation sector that provides affordable safely managed services.

- Robust monitoring of progress towards safely managed sanitation, along the entire sanitation service chain, with a focus on identifying exposure risks and tracking the elimination of inequalities.
- A pro-active, competent sanitation sector in which all actors have the skills and capacity needed to play their roles.
- A vibrant and innovative sanitation sector in which new ideas, methodologies and products that facilitate the achievement of safely managed sanitation are fostered.

The collaborative approach described in this Game Plan will result in strengthening existing partnerships and building new ones. The Game Plan is designed to inspire UNICEF's partners to meet it in the shared ambition of safely managed sanitation for all.



Annex A: Possible implementation approaches and interventions

Governance and policy

Foster leadership

- Support advocacy and ministerial dialogue on safely managed sanitation.
- Support international/national/subnational level ‘twinning’ and advocacy programmes to support in-country leadership and know-how on sanitation.

Identify and strengthen institutional accountabilities

- Assist governments to clarify mandate holders, and assist in identifying gaps and overlaps in mandates for sanitation along the service delivery chain with the objective of establishing a lead agency for the sanitation sector, using tools such as the WASH BAT, where appropriate.
- Support and convene stakeholder consultations to further consensus and action on safely managed sanitation.
- Assist governments to clarify mandate holders, and assist in identifying both gaps and overlaps in mandates for sanitation along the service delivery chain (using the WASH BAT, where appropriate),
- Support and convene Sector Reviews, and ensure that sanitation is central to them.

Support development of policy, regulation and planning

- Support the development of national targets for the progressive achievement of safely managed sanitation services.
- Ensure government policy and strategy are geared towards the achievement of safely managed sanitation, includes consideration of the entire sanitation service chain, including faecal sludge management, is inclusive of both sewerred and on-site systems, and clearly states that on-site sanitation solutions are acceptable technologies.
- Support governments to incorporate environmentally sustainable and climate- and disaster-resilient approaches in sanitation policies, plans, budget, systems and services at national and subnational levels, including incorporating climate-resilient sanitation in their Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs)
- Advocate for sanitation policy development, support preparation of policy papers for discussion, convene stakeholder consultations and inter-ministerial dialogues on policy development, and participate in and/or support a policy drafting committee.

- Assist governments to design a path of incremental improvement (from elimination of open defecation to achieving higher levels of service).
- Support governments to strengthen the inclusion and accessibility of sanitation services for persons with disabilities and other marginalized populations in national sanitation policies, plans and strategies, and assist governments to mainstream gender in sanitation policies.
- Assist governments and humanitarian partners to ensure safely managed sanitation is fully integrated into strategies to prepare for, and recover from, disasters, and ensure the entire sanitation service chain, including treatment and disposal, is included in approved sanitation solutions for humanitarian situations.
- Support application and use of existing policy development tools, such as the Africa Sanitation Policy Guidelines, and policy assessment tools, such as the Africa Sanitation Policy Assessment Tool and the WHO Policy Monitoring and Assessment Tool (PMAT).
- Support urban planning that requires at least basic sanitation in urban areas, with a sustainable path to safely managed sanitation (e.g., septic tanks and pits accessible for emptying, laneways accessible for faecal sludge management vehicles).
- Support the establishment of sanitation regulation, identify regulators where there are none, and strengthen existing regulators, encourage good regulatory practice for both sewered and on-site sanitation (drawing on learning and resources from the WHO-led RegNet)
- Support updates to regulations and national standards where they already exist, ensuring technical standards are aligned with safely managed sanitation, include technical standards for pit latrines, twin pit latrines, composting toilets and non-conventional sewers (such as condominium sewers) that meet the criteria for safely managed sanitation, and include technical solutions for persons with disabilities, women and girls, and other vulnerable groups.
- Support governments to effectively regulate on-site sanitation, particularly faecal sludge management, and regulate conventional and non-conventional piped sewerage.
- Support the development of standards to improve working conditions in the sanitation sector, and protect the sanitation workforce.
- Assist governments to set policy for delegation of sanitation service provision to the private sector, where feasible and appropriate

Support and encourage coordination

- Support and participate in national coordination mechanisms.
- Encourage coordination across the many players in the sanitation sector, including all ministries involved in achieving safely managed sanitation.
- Promote sanitation coordination and linkages within the coordination of SDG6 (in the context of UNICEF's leadership role on sanitation within the United Nations system), and support the inclusion of safely managed, environmentally sustainable and climate/disaster-resilient sanitation into United Nations country programming, including Common Country Analyses, sustainable development cooperation frameworks, and United Nations Country team discussions.

Finance

Support funding and financing strategies

- Support government in developing a national WASH Financing Strategy that includes safely managed sanitation, and incorporates provisions for extending sanitation services to the poor and marginalized, and those in challenging conditions who require additional assistance to access sanitation
- Assist government to leverage resources and attract funding for sanitation from other levels of government, donors, development banks, NGOs, and funds for humanitarian assistance and Disaster Risk Reduction
- Support government to develop strategies to stimulate private investment in sanitation (public private partnerships – PPPs etc.)
- Assist governments to determine the best way they can catalytically use public sector funds, blended with and leveraging other funding, consistent with government priorities.
- Assist governments to understand the trade-offs between capital and running costs of alternate systems along the whole sanitation service chain.
- In the aftermath of disasters, support local governments to develop costed sanitation strategies for long-term sustained services, and use humanitarian expenditures to invest in sanitation improvements that will be permanent.
- Explore opportunities to use climate finance for sanitation.
- Support government to participate in the SWA Finance Ministers' Meetings and use these events as mechanisms to encourage informed investment in sanitation.

Assist with tariff and subsidy design and support small-scale finance

- Assist with strategies for domestic resource mobilization, including the setting of cost-reflective sanitation tariffs and/or user fees for sanitation,
- Assist governments to understand household affordability and financing barriers, including the design of well-targeted, 'smart' subsidies as a support mechanism for the poorest and most vulnerable groups, and, working with microfinance institutions, make credit available to households wishing to make small-scale sanitation investments
- Explore targeted subsidies that can also stimulate the private sector (e.g., via subsidized interest rates, or vouchers for latrine construction) and encourage entrepreneurs to enter the market.
- Develop options for small- and medium-sized sanitation businesses that need to borrow, and assist them to build capacity for borrowing.

Establish tracking of WASH sector financial flows

- Support government financial tracking systems to quantify sanitation investments from all sources and track financial flows and expenditures
- Support government to undertake Public Expenditure Reviews that analyse the quantity and quality of public spending on sanitation against policy goals and performance indicators, and help identify obstacles in areas such as planning, budgeting, bottlenecks in the budget execution chain or poor targeting of funds.

Data and monitoring

Establish and strengthen national monitoring systems

- Assist governments to contextualize safely managed sanitation standards (both sewerred and non-sewerred), and support the dissemination of these norms and standards at national and local levels.
- Support the development of indicators that track the integrity of the entire sanitation chain (containment, transport, treatment, reuse/disposal).
- Support aggregation and harmonization of sanitation data, across ministries, organizations and sectors, and convene discussion around gaps and inequalities.
- Build capacity of public institutions to use data for accountability.
- Convene sector players to review possible safely managed sanitation data sources against a typology of needs and risk factors (e.g. urban/rural, high/low-density, informal/formal, low-income areas, disadvantaged groups).
- Design and implement improved data collection tools and methodologies for safely managed sanitation, using the process to improve existing administrative data processes across the sanitation service chain.
- Support the inclusion of safely managed sanitation indicators in national monitoring systems for schools and health care facilities.
- Support the adoption of sanitary inspection tools and build regulatory inspection systems and capacity for monitoring faecal sludge management.
- Explore and apply tools for monitoring SMOSS, and assist government to address failed inspections by supporting households with information, incentives and (where necessary) enforcement.

- Support systems to enable households to track when they need their septic tanks or pit latrines to be emptied.
- Support capacity and systems for monitoring of climate-resilient sanitation.
- Encourage the use of mobile-enabled real-time monitoring where relevant.

Assist governments to track risks along the sanitation chain

- Support the use of sanitation safety planning and the use of the **Shit Flow Diagram** methodology for risk assessment along the sanitation chain, to identify major risks and challenges, including risks to users and workers, inform advocacy and to catalyse wide support for safely managed sanitation, and prioritize improvements and system monitoring based on risk.

Capacity building

Support assessment of technical and human resource needs

- Support governments to undertake capacity gap assessments in the sanitation sector.
- Conduct sanitation workforce assessments.
- Advocate for adequate capacity and resources for sanitation, and support financial and resource planning.
- Support budgeting for human resource development and tracking of the funds used.

Support organizational development

- Assist governments to establish institutional capacity development plans.
- Build government capacity to provide the needed regulation in the sanitation sector as well as to formalize and facilitate the role of local private sector providers (for instance, pit emptiers) in service delivery.
- Conduct institutional capacity assessments.

Contribute to human resource development

- Build systems to manage knowledge, share lessons and disseminate new tools and approaches.
- Support capacity development in sanitation financing.
- Support peer-to-peer and international learning exchanges.
- Enter into partnerships with local academic and education institutions to research and teach sanitation.
- Support training on safely managed sanitation at all levels and for all stakeholders – national, local, government, NGO and private sector
- Support a wide range of learning opportunities, including peer-to-peer and international learning exchanges
- Support capacity development in the financing aspects of sanitation
- Support sanitation business development services, and train entrepreneurs and artisans (including ensuring their safety and well-being through the use of personal protective equipment and approved local procedures).
- Support training for community mobilizers and educators so they can motivate households to both abandon open defecation and meet the requirements for safely managed sanitation.
- Use sanitation safety planning or sanitary inspections to build local (district or municipality) capacity.
- Build capacity to implement sanitation solutions that can be rapidly deployed in emergencies, and later upgraded to safely managed sanitation.

Support research and education at academic institutions

- Enter into partnerships with local academic and education institutions to research and teach sanitation.
- Build systems to manage knowledge, share lessons and disseminate new tools and approaches.
- Connect academic institutions with government sanitation departments to ensure that curricula for future cohorts of sanitation workers are ‘future-proofed’ in terms of the skills and leadership needed in a changing context.
- Provide scholarships, fellowships and research awards.

Innovation

Strengthen the enabling environment for innovation in sanitation

- Assist governments to develop policies that promote and foster innovation, for instance protecting intellectual property rights.
- Conduct sanitation market assessments and generate market insights (at the time of planning and strategy development).
- Support innovation in market-based approaches and influence the market through standards, quality assurance and regulatory mechanisms.

Assist with the development of innovative sanitation approaches and infrastructure

- Support innovation for sanitation solutions to meet the needs of people with disabilities, women and girls, and other vulnerable groups.
- Support governments to adopt innovation in financing, for instance, using public-private partnerships and results-based financing or tapping into climate finance for sanitation, and to harness this financing to reach vulnerable and unserved households.
- Provide support to innovating for, and testing, affordable SMOSS solutions and non-conventional sewerage, both by government and the private sector.
- Support developments in new approaches to climate mitigating and climate-resilient sanitation, including nature-based solutions and the use of green infrastructure for sanitation.

- Support innovation in sanitation facilities that can be rapidly deployed in emergencies but are suitable for upgrading to permanent safely managed sanitation solutions.
- Develop and disseminate innovative programming approaches.
- Support innovation for sanitation in public places, for instance, help government develop public-private partnerships.
- Develop innovative social and behaviour change approaches to encourage upgrading to safely managed sanitation.

Support the use of mobile-enabled services in the sanitation sector

- Foster partnerships with telecommunications companies.



Annex B: Tools and resources

Governance and policy

- AMCOW: African Sanitation Policy Guideline (ASPG)
- UNICEF: WASH BAT tool
- World Bank: Sindh Service Delivery Assessment : A Decision-Making Tool for Transforming Funds into Improved Services
- WHO: Guidelines on sanitation and health
- WHO: International Network of Drinking-water and Sanitation Regulators (RegNet)
- World Bank: Citywide Inclusive Sanitation Initiative
- Eastern and Southern Africa Water and Sanitation (ESAWAS) Regulators Association: The Water Supply and Sanitation Regulatory Landscape Across Africa
- UNICEF and Global Water Partnership: Integrating climate resilience into national WASH strategies and plans
- ILO, WaterAid, WHO and the World Bank: Health, Safety and Dignity of Sanitation Workers
- UNICEF: A Guidance Note for Leaving No One Behind

Finance

- WHO: WASH Accounts and TrackFin methodology
- World Bank: Economics of Sanitation Initiative
- Sanitation and Water for All: Finance Ministers Meetings
- Sanitation and Water for All: Handbook for Finance Ministers
- World Bank: Doing More with Less – Smarter Subsidies for Water Supply and Sanitation
- World Bank: Troubled Tariffs : Revisiting Water Pricing for Affordable and Sustainable Water Services
- UNICEF: Choosing Public Expenditure Analytical Tools for Use in the WASH Sector
- World Bank: Citywide Inclusive Sanitation Costing and Planning Tool
- UNICEF: WASH Climate Finance Sharepoint (internal link)
- UNFCCC: Introduction to Climate Finance
- UNFCCC: Climate Finance Data Portal
- Green Climate Fund
- Global Environmental Facility
- Adaptation Fund



Monitoring and evaluation

- WHO/UNICEF Joint Monitoring Program: [Methodology for monitoring sanitation](#)
- UNICEF and CLTS Foundation: [CLTS Rapid Appraisal Protocol \(C-RAP\)](#)
- WHO: [Sanitation safety planning: Manual for safe use and disposal of wastewater, greywater and excreta](#)
- WHO: [Sanitation inspections for sanitation systems](#)
- Institute of Development Studies: [Monitoring and Evaluation for Rural Sanitation and Hygiene: Framework](#)
- UNICEF and Global Water Partnership: [Technical Brief: Monitoring and evaluation for climate resilient WASH](#)
- SNV and UTS: [Learning Paper: Guidance for monitoring climate resilient urban sanitation](#)

Capacity building

- WHO: [Sanitation safety planning: Manual for safe use and disposal of wastewater, greywater and excreta](#)
- WaterAid: [City-level quantification and profiling of sanitation workers: Options for integrating sanitation worker assessments in the shit flow diagram process](#)
- Sanitation Learning Hub: [Rural Sanitation Programming in Challenging Contexts](#)

Innovation

- UNICEF: [Sanitation Marketing Guidance Notes](#)
- World Bank: [Integrating Green and Gray: Creating Next Generation Infrastructure](#)
- USAID WASHPaLS: [Creating Viable and Sustainable Sanitation Enterprises: Guidance for Practitioners](#)
- WaterAid, WSUP and UNICEF: [Female-friendly public and community toilets: a guide for planners and decision makers](#)
- UNICEF: [Training course on WASH financing](#)
- University of Leeds: [Climate And Costs In Urban Sanitation.](#)

Annex C: Monitoring progress through country strategic indicators and Game Plan-specific metrics

The relevant CSIs are assessed by gathering CSI data points using responses by country offices to the following questions:

Measuring direct beneficiaries:

- How many additional people are using at least basic sanitation services as a result of direct UNICEF-supported development (non-emergency) programmes during the year of reporting? (as defined by the JMP: improved facilities not shared with other households; including numbers of men, women and people with disabilities)
- What proportion of the basic sanitation beneficiaries has access to sanitation services that meet the JMP standard of 'safely managed' services? (improved facilities not shared with other households, where excreta is safely disposed of)

Measuring indirect beneficiaries:

- How many additional people are using at least basic sanitation services as a result of substantive UNICEF systems strengthening support (indirect results) during the year of reporting? (as defined by the JMP: improved facilities not shared with other households).

Note that the CSIs do not currently, as of 2022, include the number of people served with safely managed sanitation as a result of indirect support. This will be included in Game Plan monitoring, and UNICEF's WASH team will advocate for the inclusion of this question in future versions of the CSIs:

- How many additional people are using safely managed sanitation services as a result of substantive UNICEF systems strengthening support (indirect results) during the year of reporting? (as defined by the JMP: improved facilities not shared with other households where excreta is safely disposed)

Measuring UNICEF's achievements in systems strengthening and enabling environment:

General

- Has UNICEF advocacy and/or support led to the following Enabling Environment results during the year of reporting?
 - A major new national WASH policy, strategy, operational guideline or equivalent.
 - Substantial new funding for the sector.

- The adoption by Government of an innovation or new programming approach
 - Improved national capacity to deliver WASH services at scale
 - Improved sustainability of WASH services
 - New or renewed Government initiatives to reduce WASH-related disparities
 - Other (explain)
- Did a UNICEF-supported study, evaluation, review or similar exercise contribute to a key decision or discussion in the national sector during the year of reporting?
 - Did the UNICEF country office support national-level climate/environment-related planning or policy development (e.g. national climate change policy/plan, national climate change adaptation plan, nationally determined contribution, climate change addressed in sectoral plans such as national water plan, national health plan, etc.?)
 - Has the country office established an effective multi-stakeholder collaboration between humanitarian and development and, where relevant, peace and security actors based on the comparative advantage of each partner?
 - Does the country have urban development/sector plans, either from urban-related ministries (e.g., Ministry of Urban, Ministry of Planning, etc.) or sectoral ministries like health (or others) that are child responsive?

Climate resilience

- In the reporting year only, how many direct beneficiaries of UNICEF interventions provided with at least basic sanitation services in non-humanitarian and humanitarian settings have been adapted to be resilient to climate-related hazards?

Governance and policy

- Is there a functional coordination mechanism for sanitation activities?
- Does the country have a road map to end open defecation/reach basic sanitation/safely managed sanitation?
- Is there a service delivery package for ending open defecation/reaching the SDG 6.2 Target in the country that includes elements such as demand creation, strengthening supply chain, strengthening the enabling environment?

Finance

- Is there a costed plan to reach safely managed sanitation?
- Is there budget allocated against a national costed plan to reach safely managed sanitation?
- Has UNICEF's support led to an increase in overall sector financing in the reporting year, taking into account all financing sources?

Data and monitoring

- Does the country have recent national data on coverage of different WASH service levels and settings that were collected with UNICEF support?
- Are national data on WASH coverage published in a report within the previous two years (see disaggregation), with UNICEF support?
- Does the national government publicly report on trends towards the fulfillment of SDG 6.2 at least annually?

Innovation

- On which results did the country office focus any market influencing efforts? (noting which essential products or services were targeted)
 1. Locally achieved price reductions
 2. Increased competition in the market
 3. Greater access to locally-procured products whose markets were previously characterized by supply shortages

4. Improved quality or production standards/ conditions
5. Improved (more appropriately designed) products that have been made available
6. Other

The Game Plan monitoring questions will evolve, but a preliminary list is as follows:

- How many additional people are using safely managed sanitation services as a result of substantive UNICEF systems strengthening support (as defined by the JMP), disaggregated by urban and rural?
 - Of this number, what is the approximate percentage split of technologies (on-site and treated in situ, on-site and treated off-site, and sewerage)?
- What support under the Policy and Governance pillar was provided? (indicate all that apply and provide details under each)
 - Fostering government leadership
 - Identifying and strengthening institutional accountabilities
 - Supporting the development of policy
 - Supporting and encouraging sector coordination
 - Something else
- Have there been policy shifts or improvements that UNICEF helped develop that addresses the safe management of excreta along the sanitation chain? Describe.
- What support under the Finance pillar was provided? (indicate all that apply and provide details under each)
 - Supporting funding and financing strategies
 - Assisting with tariff and subsidy design
 - Supporting microfinance and revolving funds
 - Establishing tracking of WASH sector financial flows
 - Undertaking evidence-based advocacy for investment
 - Something else
- What support under the Data and Monitoring pillar was provided? (indicate all that apply and provide details under each)
 - Establishing and strengthening national monitoring systems
 - Assisting governments to track risks along the sanitation chain
 - Supporting market assessments
 - Something else
- Has UNICEF helped the government collect disaggregated national monitoring data that: 1) identifies exposure risks to unsafely managed sanitation; and 2) facilitates targeting of sanitation interventions to the poorest and most vulnerable?
- What support under the Capacity Development pillar was provided? (indicate all that apply and provide details under each)
 - Supporting assessment of financial and technical resource needs
 - Supporting organizational development
 - Contributing to human resource development
 - Supporting research and education at academic institutions
 - Something else
- What support under the Innovation pillar was provided? (indicate all that apply and provide details under each)
 - Strengthening the enabling environment for innovation
 - Assisting with the development of innovative approaches and infrastructure
 - Supporting innovation by the private sector
 - Supporting the use of mobile-enabled services
 - Something else



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