

CMP COMMUNICATIONS STRATEGY



**Effective and sustainable
WaSH services**

Final draft.

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Table of contents

1	BACKGROUND	3
2	INTRODUCTION	4
3	COMMUNICATIONS OBJECTIVES	6
4	TARGET AUDIENCES.....	8
5	MESSAGES.....	9
6	COMMUNICATION CHANNELS AND PRODUCTS.....	13
6.1	WEB PRESENCE AND STRATEGY.....	19
6.2	CMP LOGO.....	20
6.3	INTERNAL COMMUNICATIONS	21
7	COMMUNICATIONS ACTIVITIES DURING INCEPTION PHASE AND SHORT-TERM PLANS.....	21
8	RECOMMENDATIONS.....	22

Annex 1: Possible structure for CMP website

Annex 2: Outline Terms of Reference for communications support consultancy

1 BACKGROUND

The WaSH Implementation Framework (WIF) introduces the Community Managed Project (CMP) approach, pioneered and developed in Amhara and Benishangul-Gumuz Regions. As set out in the WIF, CMP is being mainstreamed into the National WaSH Program (WaSH GTP/UAP) for its wider application. The major features of the CMP Approach are:

- **Fund Transfer:** The unique and innovative feature of the CMP approach is that funds for the physical construction of water schemes are transferred directly to the community through a micro credit institution.
- **Community Financial Management:** The communities, through water and sanitation committees (WASHCOs), are responsible for the full development process through planning, financial management, implementation and maintenance. The unique feature in CMP community management is that the WASHCO manages not only community-generated funds but also the government subsidy provided for capital expenditures.
- **Procurement:** A further aspect of community management is that the WASHCO is directly responsible for procuring the goods and services required for water scheme construction and installation.

In the national WaSH Implementation Framework the CMP is presented as an alternative funding mechanism to the existing Woreda Grant which is to be now known as the Woreda Managed Projects (WMP) funding mechanism. The WMP approach includes regional and nationally managed projects on behalf of Woredas or towns. If the existing Woreda Grants are channeled to the community and a community is managing the projects and funds, then this part of the Woreda Grant funding mechanism belongs to the category of Community Managed Projects.

It is expected that National WaSH Partners will invest in CMP capacity building support at National and Regional levels. To support this effort, the Community-Led Accelerated WaSH (COWASH) Project has been established to provide a team of CMP experts working within the national WaSH capacity-building and technical assistance structure to assist in:

- Developing and implementing strategies, with tailored materials, to promote CMP at all levels
- Developing generic operational guidelines for CMP implementation
- Integrating CMP requirements, as appropriate, into all standardized WaSH capacity building activities and materials – and preparing CMP-specific events and materials as required
- Integrating CMP requirements into standardized WaSH management systems and procedures including:
 - Planning, budgeting and reporting
 - Financial management and accounting
 - Inventory and information management
 - Monitoring & evaluation
 - Researching the adaptation of the CMP modality for wider application
 - Supporting regional offices to:
 - Establish Regional Capacity Building Support Units

- Introduce and promote CMP
- Prepare region-specific guidelines for CMP implementation
- Carry out capacity assessments and develop capacity development plans for the region - and organize training accordingly

The CMP approach is no longer donor or region-specific. It is an integral, expanding and evolving component of the One WaSH Program.

2 INTRODUCTION

This strategy aims for effective communications that contribute to the nationwide scaling up of Community Managed Projects (CMP) in Ethiopia, as ultimately the foremost mechanism for delivery of rural WaSH services.

CMP is now one of the four recognised financing windows or mechanisms for WaSH implementation, the others being Woreda Managed Projects (WMPs), self-supply projects and NGO projects, as set out in the WaSH Implementation Framework. Federal policy is that CMP will become the main approach for rural water supply and institutional sanitation, with WMPs being the implementation mechanism for more complex infrastructure projects. In addition the self supply projects are providing complimentary access at household level and NGO projects are providing scope for alternative approaches and innovation.

This vision requires a transformation. CMP is based upon approaches that have been extensively piloted in Amhara and Benishangul-Gumuz (BSG) regions, but it is not yet used elsewhere. CMP is new outside these regions and not widely understood. Oromia, Tigray and SNNPR have all now committed to start using CMP in 2004 Ethiopian Fiscal Year (2011-2012) – with specific commitments made to invest their treasury money through this financing channel - and other regions are expected to adopt the approach later.

This transformation – to effective scaling up of CMP - will require good communications at all levels. The reasons for change need to be well communicated, and the tools and support available to help organisations and people work with CMP need to be made widely available.

CMP is an approach that delivers projects on the ground that are ‘managed’ in the true sense by communities. The key features of CMP are that it utilises micro-finance institutions to route project investment money to communities, who are involved in all aspects of development of their own water supply scheme or institutional sanitation facility. Communities plan, procure services and construct schemes themselves rather than assuming ownership when schemes are ‘handed-over’ after having been initially constructed by a local government or an NGO. In other words, the community is responsible for the whole implementation phase and not just for the operations and maintenance.

The financing mechanism that underpins CMP has been known as CDF (for Community Development Fund) until now. CDF is widely recognised as a ‘name’ in Amhara and BSG.

Community-Led Accelerated WaSH (COWASH) is a technical support and capacity building project within the Ministry of Water and Energy which is tasked with building the right enabling environment for CMP at the national, regional, zonal and woreda levels. The COWASH technical assistance team has developed this ‘CMP Communications Strategy’, but it is deliberately not called the ‘COWASH communications strategy’. The intention is to scale up CMP as a mechanism for WaSH service delivery, and to ensure it as an institutionally sustainable funding

modality of One National WaSH Programme. In contrast, COWASH is a time-bound project that ends in 2014 and with a specific intention to be in the background and work as facilitators and capacity builders as MoWE, water bureaux, WaSH Management Units and their financial and other partners take the lead in developing and using CMP.

This document focuses on strategic or narrow-casted communications to support the changes needed to create the right enabling environment for CMP. Although broadcasted communications (as opposed to narrowcasting of specific messages to target audiences) is also needed at the grassroots level to create awareness about CMP, and especially to behavior change communications focused on sanitation and hygiene (handwashing, water storage etc.), that is not the focus of this strategy. COWASH intends to collaborate with partners (such as UNICEF) engaged in behavior change communications which needs to be planned across the whole WaSH programme rather than around specific financing mechanisms or service delivery modalities like CMP. Furthermore, COWASH will be supporting the national WaSH Coordination Office in the development of a communications strategy focusing on behavior change as per WIF.

Given its successful piloting in Amhara and BSG (by the RWSEP and FinnWASH-BG projects), and given the policy recognition and financial commitments to scaling up CMP already made at federal levels and in the regions, there is an important Ethiopian success story to communicate internationally. Many countries are struggling to identify better service delivery mechanisms that can deliver both increases in coverage and sustainability: both key achievements of CMP. This strategy therefore needs to be communicated to community, woreda, zone, regional, federal and international levels.

This document clarifies when to communicate about CMP and how, and when and how to communicate about the COWASH project and other related concepts such as the Community Development Fund (CDF) approach. Specific objectives of this strategy are to:

- Ensure people understand what CMP is, and what the COWASH project does
- Help create an appropriate brand or brands for the initiative which can be clearly understood and distinguished
- Help COWASH achieve its overall project objectives (which all focus on scaling up CMP)
- Share the effectiveness of COWASH team performance and the performance of the CMP in the regions
- Engage effectively with stakeholders throughout the period of the COWASH project, contributing to collaboration and more harmonised sector activities (one WaSH program)
- Contribute to a well co-ordinated sector-wide WaSH communication by aligning COWASH communication efforts with the communication efforts of others
- To attract more international and national funding for CMP implementation in Ethiopia

Key acronyms

CMP: Community Managed Projects. One of four financing mechanisms or service delivery models for the development and use of WaSH infrastructure. Effectively it is an implementation modality or approach which helps communities realise their WaSH projects.

COWASH: Support to Community-Led Accelerated WaSH in Ethiopia (2011-14 Phase 1). A three year technical support project based in the MoWE tasked to create the enabling environment, scale-up of CMP and build capacity at federal and regional levels for CMP implementation.

CDF: Community Development Fund. The defining feature of the CMP approach is the Community Development Fund financing mechanism whereby investment finance is routed directly to communities through a micro-finance institutions (MFIs). However, in the current WIF the CDF funding mechanism is now included in the CMP approach and the term is no longer officially in use.

The COWASH project document does not discuss communications issues in detail. Promotion and development of capacity building materials are mentioned however. The RWSEP and FinnWASH-BG projects have also not included extensive communications. This strategy was developed as part of the inception phase of COWASH and makes recommendations for how a more ambitious communications effort – in line with the ambitions of CMP to have impact nationally and internationally – could be developed. To minimize costs this includes taking advantage of provisions in the project and plans for capacity building, research and M&E with which communications efforts should be well coordinated.

The MoWE has a Public Relations and Communication Directorate Strategic Plan (2011-2015) which focuses on news and public relations. This plan proposes working in coordination where news and mass media are involved. Strategic communications with targeted messages aimed at achieving specific objectives is not addressed in the Directorates activities but is expected to be handled within individual departments and programmes.

3 COMMUNICATIONS OBJECTIVES

COWASH communications must contribute to the achievement of the overall objectives of the COWASH project and the intended institutionalisation and scaling up of CMP. Communications should not be viewed as an “add-on”, but rather something fundamental to achieving the overall project objective (accelerated implementation of the Universal Access Plan (UAP) through the adoption and application of CMP) and purpose (CMP approach established as an efficient mechanism for rural water supply development in regions suitable for its introduction).

Supporting communications objectives to contribute to achievement of the specific program objectives are:

Program objective	Communications objective
<p>Strengthening of the federal capacity for implementation of the CMP approach</p>	<ul style="list-style-type: none"> - To ensure the federal level knows and understands the tools and planning/implementation/monitoring mechanisms developed for wide application of CMP - To ensure the federal level knows its responsibilities in supporting the application of CMP in Regions where the mechanism is applicable
<p>Strengthening of the regional capacity and systems for implementation of the CMP approach in 'new' Regions where applicable and feasible</p>	<ul style="list-style-type: none"> - To ensure regions, zones, woredas and their development partners/NGOs know and understand the CMP mechanism, its methods, feasibility and benefits - To ensure the regions, zones and woredas know that CMP is a national policy for implementing rural WaSH services. - To provide a regular flow of information on best practices related to CMP
<p>Scaling-up of community-led WaSH and implementation of CMP approach in Amhara Region</p>	<ul style="list-style-type: none"> - To ensure that most zones and woredas have basic knowledge on CMP implementation modality - To ensure that the 14 former RWSEP woredas have knowledge to plan, implement and monitor CMP - To share experience on the use of harmonized joint financing arrangements for CMP
<p>An additional objective (not explicit in project document) is that CMP approaches are scaled up both within other sectors in Ethiopia and internationally.</p>	<ul style="list-style-type: none"> - To generate awareness on the CMP approach and its benefits through critical scrutiny among other sectors in Ethiopia, international donors, other governments and their WaSH and finance ministries, INGOs, universities and research organisations and other agencies through provision of regular information and up-to-date and reliable M&E data

4 TARGET AUDIENCES

Key stakeholders in CMP and communications channels that they might be interested in are identified below:

Audience	Tools and guidelines	Policy implications and research findings	Progress reports including finances and M&E results	Experiences and news on impacts (case studies and stories)	Cooperation possibilities (e.g. as partner, investor or beneficiary)
GoE Ministries (MoWE, MoFED, MoH, MoE)	XXX	XXX	XXX	XX	XXX Use CMP, attract funding
Regional government and Bureaus	XXX	XX	XXX	XX	XXX Use CMP, attract funding
Zones and Woredas	XXX	X	XX	X	XX Use CMP, attract funding
Communities	XX			XX (opportunity to tell stories and highlight problems and concerns)	XXX Access funding through CMP, build schemes
NGOs/CSOs including religious organisations	XX	XXX	XX	XXX	XX Use CMP, attract funding, innovate in new areas of application
Development partners	XX	XXX	XXX	XXX	XXX Invest using CMP mechanism, adapt elements to suit own restriction

Audience	Tools and guidelines	Policy implications and research findings	Progress reports including finances and M&E results	Experiences and news on impacts (case studies and stories)	Cooperation possibilities (e.g. as partner, investor or beneficiary)
Staff involved in CMP programme	XXX	XXX	XXX	XXX (input to M&E, mainly qualitative)	
Academic and other institutions	X	XXX	X	X	XX Access to data and opportunities for research and students
Micro finance institutions and banks	XX	X	XXX	XX (and need to use for own PR)	XXX Effective business providing banking services for CMP
International networks and fora	X	XXX	X	XXX	XXX Partnerships to help disseminate CMP experiences

XXX high demand; xx moderate demand; x low demand

5 MESSAGES

What are the main overall CMP messages?

- CMP is all about accelerating WaSH services development. It is about doing things faster by harnessing new and underutilized capacities. The use of MFIs provides extra “private sector” capacity to route funds down to where they are needed. The empowerment of communities to plan and build their own schemes. Water sector staff can then focus on the vital planning, capacity building and technical support activities needed to go to scale. With all these capacities, more can be achieved and faster.
- CMP is about developing more sustainable WaSH services. Sustainability of schemes is higher because of high levels of ownership and community involvement at all stages. It is ‘not community participation, but government participation in community initiatives’. CMP is about communities implementing a WaSH project throughout its life cycle and should not

be confused with other approaches where a community is managing only the operations and maintenance activities.

- Sector professionals can provide more on-going support to support communities as they are relieved of some of the burdens of organizing construction of new schemes. CMP also brings the private sector closer to the community thus improving service delivery in post implementation phase.
- CMP is now the foremost mechanism for rural WaSH in Ethiopia. Wherever appropriate, it should be supported and chosen as your approach.
- The vision of nationwide scaled up application of CMP requires a transition. Scaling up CMP will take time and effort. The COWASH team in MoWE is to help build capacities to use CMP.
- CMP is a cost effective way to invest in WaSH and actively promotes equality through careful attention to the design of interventions and capacity building.

Key messages for some specific audiences are highlighted below:

Audience	Stakeholder interests	Key CMP communications messages
GoE Ministries	<ul style="list-style-type: none"> - How to develop CMP as the main approach to rural WaSH - What ought to be changed in policy terms 	<ul style="list-style-type: none"> - We have a strong evidence base and our calls are grounded in robust evidence - We have a good knowledge of the policy environment, and are respectful of the challenges - We will be able to attract more donors in the future if the success of CMP is proven at scale - We have strong political support and CMP is the foremost choice of government in policy - By applying the CMP approach Ethiopia can reach the GTP targets and be one of the few developing countries to be able to reach the WaSH MDGs - The COWASH team has capacity that should be used in its role to support the MoWE and the sector - CMP is cost effective and sustainability of schemes is proven to be high - By implementing CMP

Audience	Stakeholder interests	Key CMP communications messages
		effectively we are approaching the one common rural WaSH programme proposed by WIF
Bureaus	<ul style="list-style-type: none"> - To develop CMP within own contexts to improve WaSH coverage and sustainability - Use of CMP is the best way to invest regional funds in WaSH (BoFED etc) - How to access COWASH support and tools to help 	<ul style="list-style-type: none"> - Implementing CMP can help the region go faster and do better in WASH - Implementing CMP requires transition and COWASH can help - COWASH can provide useful, practical information and support
Zones and Woredas	<ul style="list-style-type: none"> - How to accelerate Wash implementation with limited capacity - How to improve the functionality of Sfacilities with limited capacity 	<ul style="list-style-type: none"> - CMP is an effective way to utilize your limited capacity better - We provide useful, practical information and support - How to raise awareness and support communities
Communities	<ul style="list-style-type: none"> - How to get water and sanitation services - How to rehabilitate or maintain existing services 	<ul style="list-style-type: none"> - CMP gives communities more voice, decision-making power and the systems they want - Communities assume responsibilities in CMP
NGOs/CSOs	<ul style="list-style-type: none"> - To provide WaSH access, pro-poor, quality interventions - Information needs on where CMP is applicable (i.e. potential) 	<ul style="list-style-type: none"> - We want you to support our program. You can implement CMP, and help us innovate - Woredas need support in implementing CMP where many NGOs have capacity to assist - CMP works. It is currently one of the best examples of taking innovation in WaSH financing to scale. CMP is a sustainable way of implementing WaSH services due its strong community management elements.

Audience	Stakeholder interests	Key CMP communications messages
Donors	<ul style="list-style-type: none"> - Achievement of GTP and MDG targets - Harmonisation and alignment; One WaSH - Evidence of the cost effectiveness and sustainability of CMP. - Evidence of successful embedding in the regions through COWASH. 	<ul style="list-style-type: none"> - COWASH are committed to collecting evidence, documenting and sharing progress and seek critical analysis and reflection - CMP is a cost effective way to invest funds - CMP implementation supports progress towards a consolidated WaSH account
CMP staff (federal and regional levels)	<ul style="list-style-type: none"> - Doing an effective job and scaling up CMP 	<ul style="list-style-type: none"> - Communications will be central to CMP success. The transformation won't happen without good communications - There are limited funds to invest in communications, all staff will need to make inputs and contribute to implementation of the strategy.
Academic and other institutions	<ul style="list-style-type: none"> - COWASH is interested in critical analysis of the CMP approach and its scaling up 	<ul style="list-style-type: none"> - There are many interesting research areas and questions linked to CMP implementation - We intend to involve researchers, students for thesis studies etc and are interested in collaboration - Interested to make joint applications for research funding in related areas - Will participate and present CMP at conferences etc - The applicability of the CMP in other contexts should be researched
Micro finance institutions and banks	<ul style="list-style-type: none"> - Lending money and contributing to development through investment in productive initiatives and sectors 	<ul style="list-style-type: none"> - CMP depends on effective MFIs with reach to local levels - We are a reliable client that is searching for a micro finance institution covering the whole

Audience	Stakeholder interests	Key CMP communications messages
		<p>region</p> <ul style="list-style-type: none"> - WaSH has productive benefits and contributes to the local economy. Without WaSH other investments will fail (due to the time and health costs for people) - CMP is proven and a government priority
<p>International community (INGOs, donors, academia, research organisations, networks and for a)</p>	<ul style="list-style-type: none"> - Finding successful models for sustainable service delivery 	<ul style="list-style-type: none"> - CMP does work. It is currently one of the best examples of taking innovation in WaSH financing to scale. - CMP has been tested at scale and is now being scaled up nationally where it is a key part of national strategy
<p>Private sector</p>	<ul style="list-style-type: none"> - Finding new customers to decentralize and extent service delivery 	<ul style="list-style-type: none"> - CMP helps to plan service delivery down to community level where masses of demand is - CMP provides fast payments and thus reduces long investments on materials and equipment - CMP creates greater demand from communities to use private sector services

6 COMMUNICATION CHANNELS AND PRODUCTS

Key communications channels and products are highlighted below. The first table aims to sketch out the kind of channels and products that may reach different audiences with the kind of messages identified above. The second table summarizes options for communication channels and products, and makes some indicative cost estimates to support planning.

Targets of communication channels and products

Audience/communications channels & products	Project reporting	Websites	Platforms and networks	Workshops / Meetings	Guidelines, manuals	Training events	Brochures/posters	International events	Briefing notes	Newsletters	Short films	Case studies, stories and blog entries	National events	Interpersonal communications / Networks	Mass media	Freebies
GoE Ministries	XXX	XX	XXX	XXX	XXX		X	XX	XXX	XX	XX	XX	XXX	XXX	XX	X
Bureaus	XXX	XX	XX	XXX	XXX	XXX	X		XXX	XXX	XX	XX	XX	XXX	XX	X
Zones and Woredas	XX	X	X	XXX	XXX	XXX	XX		XXX	XXX	XX	X		XXX	XXX	X
Communities					XX	XX	X		X	XXX	XX			XXX	XXX	X
NGOs/CSOs	X	XX	XXX	XX	XX	XX	X		XXX	XXX	XX	XX	XX	XXX	X	X
Donors	XXX	XXX	XXX	XXX	XX	X	XX	XX	XXX	X	XX	XX	XXX	XXX	X	
CMP staff (federal and regional levels)	XXX	XXX	XXX	XXX	XXX	XXX	XX	XXX	XXX	XX	XX	XXX	XXX	XXX	XX	X
Academic and other institutions	XX	XXX	XX	XX	XX	XX	X		X	X	X	X	X	XX	X	
Micro finance institutions and banks	XX	X	XX	XX	XX	XX	XX		XXX	XX		XX	XX	XX	XX	X
International community (INGOs, donors, academia, research organisations, networks and for a)	XX	XXX	XXX				X	XXX	XXX	XX	XXX	XX	X	X	X	

XXX high demand; xx moderate demand; x low demand

Estimated costs of possible CMP communication channels and products

Channel/type of product	Description	Priority	Language (s)	Who?	Indicative additional costs (Euros total)	Indicative staff time estimates (days total)	Notes
Project reporting	Quarterly reports, monthly progress reports, other M&E	High	English	Internal	not estimated - already covered	not estimated - already covered	
Websites	To develop and maintain CMP and COWASH websites	High	English	Internal with some external support (e.g. IRC) and design/set up support	10,000	75	Cost includes design, website hosting, domain name registration etc. Estimate 25 days per year to manage content.
Platforms and networks	To participate and utilize project committees, JTRs, WaSH Journalist Forum, FLOWs, WaSH Movement/WSF	High	English + Amharic	Internal	not estimated	not estimated - already covered?	
Workshops / Meetings	All types of workshops at federal, regional, woreda levels will be held to discuss and plan. The major ones should have some documentation which will also be an M&E input. Communications made external whenever appropriate.	High	English	All staff	not estimated - already covered	not estimated - already covered	
Guidelines, manuals	COWASH has extensive capacity building efforts to support CMP	High	Various	Internal, led by HRD specialist and Process Facilitation Specialist	not estimated - already covered	not estimated - already covered	
Training events	There will be an extensive capacity building programme of training events.	High	Various	Internal, led by HRD specialist and	not estimated - already covered	not estimated - already covered	

Channel/type of product	Description	Priority	Language (s)	Who?	Indicative additional costs (Euros total)	Indicative staff time estimates (days total)	Notes
				Process Facilitation Specialist			
Brochures/posters/banners	E.g. one brochure for international events, one for national audience	High	English, Amharic	Internal or outsourced	5,000	20	
International events	Conferences, e.g. RWSN Forum, World Water Forum, Africa Water Week, Stockholm Water Week etc.	High	English	Internal	45,000	90	Underestimate not with participation
Briefing notes	To develop a series of accessible briefing notes presenting key information in an attractive format (e.g. 20 over the project)	High	English + translations	Internal or outsourced	10,000	100	Assumes 5 days per briefing note to produce content and 500 euros printing/production per briefing note.
Newsletters	Target regular features to the existing newsletters e.g. WASH quarterly bulletin, IRC Source bulletin; to provide materials to others upon request.	Medium	English	Internal writer or outsourced	3,000	30	Based on 2 articles per quarter (with some overlap) and 10 days per year. Out of pocket costs an estimate to contribute to publication costs (e.g. WASH bulletin)
Short films	Series of 3 short 10 minute films highlighting different aspects and audiences for advocacy and training purposes	Medium	English	Internal with outsourced support	9,000	45	Based on estimate of 3000 euro/film costs, and 15 days per film.
Stories and blog entries	To collect relevant experiences from all levels and capture these as concise stories suitable for blogging or newsletter use	Medium	English + some translated to Amharic	All internal staff with support from communic	3,000	60	

Channel/type of product	Description	Priority	Language (s)	Who?	Indicative additional costs (Euros total)	Indicative staff time estimates (days total)	Notes
				ations expert			
National events	Contributions to MSF, WWD, Global Handwashing Day, World Toilet Day etc.	Medium/Low	English	Internal		30	
Interpersonal communications / Networks	Mostly informal but it can be encouraged and facilitated. To maintain a list of CMP "friends", staff, ex-staff, champions etc. with occasional communications of some form even if only a xmas card or new year message.	Low	English	Internal staff		30	
Mass media	Newspaper, regional FM radios and television coverage. To develop a network of contacts with journalists (Environmental Journalist Association, WASH Journalist Forum)	Low	Various	Someone needs to coordinate (PR Directorate to be included)	3,000	15	Small budget allocated for maintaining network of contacts with journalists and participation or support to an event or field visit participation.
Freebies: Calendars, caps etc	As and when needed	Low		Internal	3,000	30	
Other/ contingency: Cartoons, photos, animations, CMPtv (star visiting water schemes)							
Other related costs							
Design package that includes briefing note design, ppt-template, word-template, report cover, diploma					2,000		

Channel/type of product	Description	Priority	Language (s)	Who?	Indicative additional costs (Euros total)	Indicative staff time estimates (days total)	Notes
template, guideline template etc.							
Logo design					500		
Total					93,500	525	

6.1 WEB PRESENCE AND STRATEGY

In line with the intention to focus on promoting CMP it is suggested that most effort will be devoted to a CMP website. The COWASH website will be retained but will not be actively managed with minimal content. Visitors interested in CMP will be directed to the CMP website.

Possible names for the CMP website are:

www.cmpethiopia.org (preferred option)

www.scalingupcmp.org

www.acceleratingWASH.org (a more general name like this would provide a platform to include more content from other partners beyond CMP e.g. general sector approaches, self-supply, NGO projects etc. However, it would require stronger partnerships to realise and maintain)

All these domain names are currently available. The cost of domain name registration is about 10 euros/year.

The CMP website would provide the main tool for consolidating CMP communications and should be developed as a priority. An early decision needs to be taken on the name (e.g. www.org), proposed contents and hosting arrangements. A website coordinator also needs to be identified (e.g. the communications officer).

A possible structure for the website is suggested at Annex 1 illustrating possible content.

The preferred arrangement for website hosting is to work with a partner such as the IRC International Water and Sanitation Centre, rather than making our own arrangements with a web hosting service provider. International partnerships will also be developed to ensure that the CMP website and its communications are associated with other key initiatives and increase its profile.

The IRC International Water and Sanitation Centre (www.irc.nl) maintains a widely known website together with related newsletters such as E-Source which are increasingly electronic and blog-based. IRC hosts a larger number of partners and multi-partner programmes using its servers and website technology (EZ publish). IRC is also a partner in COWASH and Ethiopia is one of its focus countries. One option is that IRC could host the CMP website (which can still have its own identity and look). Advantages are that IRC can provide a tried and tested system which will need limited modification to provide most of the functions needed (i.e. existing templates can be used), and that it could be arranged to make sure that the website remains live (even if not actively managed) after the end of COWASH. Use of the system can be made open (to whoever needs to manage the site and add content with multiple-passwords provided) and support provided. Disadvantages are that the EZ publish system is now perhaps not the best on the market, and IRC itself may move away from EZ publish in the medium term and outsource more of its own website management activities (as has been done with Triple-S, which still uses EZ publish). The indicative cost is about 1500 euros/year with additional setup (and design) costs depending on requirements. This is the recommended option.

Triple-S – a project led by IRC focused on moving sectors beyond construction of isolated WaSH systems to sustainable services at scale - is now de-branding after having started to create a strong 'Triple-S brand'. Now the brand is 'water services that last' effectively trying to create and brand a wider movement that others can join. The key message is 'sustainable services at scale'. See www.waterservicesthatlast.org One option would be to explore a

partnership with the 'water services that last' website, and use that as an umbrella for the international communication activities of COWASH (i.e. www.waterservicesthatlast.org/cmp) Advantages include the wide interest in this initiative (which has BMGF support) and its attractive design. A key issue is whether this (COWASH/CMP) initiative identifies well that movement which very clearly emphasizes sustainability and scale. It does not perhaps emphasis so much another key aspect of CMP: turning money effectively into WaSH systems (unblocking the financing system blockages) and the sanitation and hygiene aspects.

Further potential partners, probably for linkages rather than co-hosting of the CMP website are RWSN and SW4A. The Rural Water Supply Network which has as one its flagships, Sustainable rural water supplies <http://www.rwsn.ch/prarticle.2005-10-25.9856177177/prarticle.2005-10-26.9228452953> where Triple-S is an 'associated' project. Perhaps CMP Ethiopia could also nest or link its activities here through development of a partnership with RWSN?

Sanitation and Water for All (www.sanitationandwaterforall.org/) is a global partnership aimed at achieving universal and sustainable access to sanitation and drinking-water for all, by firmly placing sanitation and water on the global agenda with an immediate focus on achieving the MDGs in the most off-track countries.

It would also be useful to link the CMP to sites such as www.move.gov.et, www.mofed.gov.et, www.ripplethiopia.org, www.finland.org.et etc.

6.2 CMP LOGO

There is felt to be a need for a CMP logo that can be used to support development of a CMP brand. The intention is to design a logo that can be used by all partners implementing CMP projects (a broad CMP movement). It will also be used as the basis (i.e. building on its colours and form) for a design package to support communications (e.g. briefing note design, ppt-template, word-template, report cover, diploma template, guideline template etc.)

The intention is also to make use of a local agency so that the logo has an Ethiopian flavour. The designer will need a licence to be creative (drops of water are overused!) but some possible ideas that arose in discussions were:

- To make use of the letters CMP as a basis for the logo design
- To consider using an outline of the Ethiopia country borders as part of the logo: scaling up CMP nationwide being a key element
- Although a decision could not yet be made, it may be necessary to make use of a tagline with the logo such as
 - o CMP: Banks→Communities→Water
 - o CMP: communities building WaSH systems
 - o CMP: financing for community-managed WASH

Versions of the logo should be provided at different resolutions and formats for high quality printing (e.g. eps), general printing, web use etc. and depending on the colour scheme potentially with different backgrounds e.g. white, transparent.

6.3 INTERNAL COMMUNICATIONS

Some ideas to support internal communications include:

- Use of specific email addresses (such as arto.suominen@cmpethiopia.org) could have significant impact in terms of recognition. This could be useful for federal and regional CMP staff.
- An intranet site linked to the CMP website could provide a useful and secure way to archive draft and confidential documents of wider interest to CMP team members, as well as additional information like telephone contacts etc.
- Minimising internal communications and maximising external communicating. Given that CMP wants to be 'outward looking' it should look to communicate more externally than internally. An example would be that a CMP blog could be used to share stories and experiences that otherwise would remain internal knowledge or not documented at all.

7 COMMUNICATIONS ACTIVITIES DURING INCEPTION PHASE AND SHORT-TERM PLANS

During the inception phase there has been good progress with initiating CMP communications activities including: setup up of a basic COWASH website (<http://cowashethiopia.com>), production of a simple COWASH project flyer, production of a short CDF film for initial use at the RWSN forum, and a regionally focused calendar produced.

The team has also developed advanced plans for participation in the RWSN forum, the 6th World Water Forum and contacts and ideas are already been discussed with respect to the SW4A high level forum and other key events (such as African Water Week, Dry Toilet 2012 and AfricaSan).

RWSN Forum, Uganda, Nov/Dec 2011: The CMP short film will be presented and a large CMP delegation will participate in sessions at the Rural Water Supply Network Forum. This is an excellent learning opportunity, and an opportunity to disseminate the success of the the CMP approach to date and its ambitious plans for scaling up. (<http://www.rwsn.ch/events/skatevent.2011-03-07.4777359943>)

6th World Water Forum, Marseille, France, 2012: CMP will be presented as one of 10 showcase progress at the Finnish Pavillion, and presented within two thematic sessions (financing, and solutions). <http://www.worldwaterforum6.org/en/>

Sanitation and Water for All High Level Forum, April 2012: UNICEF, on behalf of the SWA Partnership, will convene the second Global High Level Meeting in April 2012 just prior to the World Bank Spring Meetings, in Washington DC. The meeting aims to bring together Ministers of Finance from developing countries with Ministers of Development Cooperation from donor countries to 1) demonstrate political and financial commitment to the sanitation and water sector, 2) improve targeting of resources, 3) raise the profile of sanitation, and 4) strengthen accountability. CMP is an Ethiopian success story that closely links finance and WaSH and engages both MoFED and MoWE. It is suggested that CMP could be presented by the Ethiopian Ministers as a flagship at the forum.

The 4th International Dry Toilet Conference, Dry Toilet 2012 will be organized in Tampere, Finland in August 2012. It is proposed COWASH is represented.

8 RECOMMENDATIONS

A reasonably extensive communications effort is necessitated given the ambitious nature of CMP to reach many regions, and to change ways of working in the sector from federal down to community level. Something new is being introduced into a context where capacity is low and good communications have the potential to contribute significantly to the capacity building effort. It is unlikely that this scaling up process will proceed exactly as planned, and communications activities which are well linked to and support M&E activities will help the project to learn and when it succeeds, to know why it has succeeded. In addition, it would be a shame not to take full advantage of the opportunity to widely share (and learn from other sector reform efforts) the CMP story which clearly has the potential to be a huge success.

Specific recommendations are:

1. To investigate the feasibility of recruiting an experienced local consultant or organisation with specific WaSH sector communications skills. Unless early decisions are made to severely restrict communications activities, there is a risk that other staff will be frequently drawn into communications activity to the detriment of their other duties. There is also a risk that communications will not be so effective unless they are well coordinated by a single person. Support is required and although consideration has been given to recruitment to the team of a communications specialist it is considered most appropriate to secure the level of skills required on a consultancy basis. A basis for a terms of reference for recruitment of a consultant or agency is included in Annex 2.
2. COWASH should also develop its capacity in managing outsourced communications activity and within limits mainstream some communications activity within the job roles of all COoWASH staff and key partners. Even if additional capacity is identified, support of the JPO during the first year will be critical, and communications activities will at times need to involve all staff. After all, they will have the stories to tell. How to make effective inputs to communications could be a part of future team training for example.
3. Branding should focus on CMP both nationally and internationally. Internationally, there will be a need to distinguish CMP from other community management approaches. In Amhara and BSG, there is a need to build recognition of the new CMP name since CDF has already become widely known through the pilot projects.
4. CMP communications should focus on building a wide movement in which government, development and NGO partners all feel comfortable and want to join. The COWASH project should therefore not be so widely and actively communicated. It is also recommended that COWASH partners in the technical team, Ramboll and IRC International Water and Sanitation Centre, do not actively and widely promote their own organisational profiles. Rather the effort is to brand CMP and build that movement at all opportunities with COWASH, Ramboll and IRC remaining in the background.
5. A website will provide the main tool for consolidating CMP communications and should be developed as a priority. The preferred name is www.cmpethiopia.org with a hosting arrangement organised through IRC. A website coordinator also needs to be identified.

6. A monitoring plan should be developed to accompany this communication strategy, which itself should be regularly updated. A monitoring plan should be developed as part of an update of this communications plan when the consultant is appointed. The communications strategy should then be reviewed annually on the basis of its estimated impacts. Communications should also be on the agenda of relevant progress meetings.
7. Development of a communications summary based on this document and its adoption. As key decisions are taken and this communications strategy is implemented, a short 2 page document on CMP communications capturing the key elements should be prepared.

Annex 1: Possible structure for CMP website

About CMP: Introductory information. What is CMP? Basic information on UAP, WIF and other financing mechanisms etc. Information on Federal TA Team, Regional Support Units etc.

CMP Events: information on forthcoming and past CMP workshops, training events etc

CMP News: stories about CMP (from field, regions and addis....CMP blog?), links to stories in press etc

CMP regions: information on regions (and zones and woredas) working with CMP

CMP progress: simple M&E results on delivering services on the ground (water schemes, investments by partners, map of where water points are located)

CMP Library: various kinds of documents including:

- Briefing notes
- Reports of key meetings and workshops
- Research reports
- Progress reports
- PLANS
- Tools/guidelines/manuals

CMP Financiers: names, contributions, links etc

CMP Partners and links (e.g. MoWE, Finnish Embassy, UNICEF, Ramboll, IRC etc....Networks and sources of information like WASH bulletin and IRC's E-source)

Annex 2: Outline Terms of Reference for communications support consultancy

An experienced communications consultant or organisation is required to support the scaling up of a new approach to the development of water and sanitation projects in Ethiopia. Effective communications will be key to whether Community Managed Projects (CMP) are scaled up nationwide or not as the foremost mechanism for delivery of rural Water, Sanitation and Hygiene (WaSH) services. With more rapid delivery of WaSH services promised and better sustainability of systems truly developed by communities this is opportunity to make a significant difference to the lives of rural women, men and children across the country.

CMP is an approach that delivers projects on the ground that are 'managed' in the true sense by communities. The key features of CMP are that it utilises micro-finance institutions to route project investment money to communities, who are involved in all aspects of development of their own water supply scheme or institutional sanitation facility. Communities plan, procure services and construct schemes themselves rather than assuming ownership when schemes are 'handed-over' after having been initially constructed by a local government or an NGO. The financing mechanism that underpins CMP has been known as CDF (for Community Development Fund) until now.

The vision of CMP being applied across Ethiopia requires a transformation. CMP is based upon approaches that have been extensively piloted in Amhara and Benishangul-Gumuz (BSG) regions, but it is not yet used elsewhere. CMP is new outside these regions and not widely understood. The transformation to effective scaling up of CMP will require good communications at all levels. The reasons for change need to be well communicated, and the tools and support available to help organisations and people work with CMP need to be made widely available.

Community-Led Accelerated WaSH (COWASH) is a technical support and capacity building project within the Ministry of Water and Energy which is tasked with building the right enabling environment for CMP at the national and regional levels. The COWASH technical assistance team has developed this 'CMP Communications Strategy', but it is deliberately not called the 'COWASH communications strategy'. The intention is to scale up CMP as a mechanism for WaSH service delivery, and to ensure it as an institutionally sustainable funding modality of One National WaSH Programme. In contrast, COWASH is a time-bound project that ends in 2014 and with a specific intention to be in the background and work as facilitators and capacity builders as MoWE, water bureaux, WaSH Management Units and their financial and other partners take the lead in developing and using CMP.

Expressions of interest are sought from experienced communications consultants with at least 5 years of relevant communications experience, or organisations with the following skills and experience:

- Good knowledge of the Ethiopian WaSH sector and its key actors, and experience communicating to these WaSH sector professionals at different levels (from woreda to federal)
- Excellent journalistic writing and editing skills and ability to work in English and key national languages.

- Excellent facilitation and message delivery and dissemination skills. Ability to train and get all team members contributing to communications activities.
- Experience in supervising the management and maintainance of websites.

The scope of work will include inputs to revising communications strategy, supervising website strategy and implementation, developing and editing briefing notes, editing guidelines and documents of various forms including technical documents, developing brochures and posters, documenting case studies, writing newsletter articles, managing the preparation of short films and liaising where required with mass media.

The intention is to recruit a consultant or organisation from February 2012 able to provide approximately 100 person-months input over 29 months on a call-down basis with detailed Terms of Reference and budgets to be agreed for specific assignments.