

**THE FEDERAL DEMOCRATIC REPUBLIC OF  
ETHIOPIA**

**THE REPUBLIC OF FINLAND**

**MINISTRY OF FINNACE AND ECONOMIC  
DEVELOPMENT  
REGIONAL BUREAUS OF FINANCE SECTOR IN**

**MINISTRY FOR FOREIGN  
AFFAIRS**

**AMHARA NATIONAL REGIONAL STATE**

**OROMIA NATIONAL REGIONAL STATE**

**SOUTHERN NATIONS' AND NATIONALITIES  
PEOPLE'S REGIONAL STATE**

**TIGRAY NATIONAL REGIONAL STATE**

**BENISHANGUL-GUMUZ NATIONAL REGIONAL  
STATE (From mid-2013)**



Effective and sustainable  
WaSH services

# **SUPPORT TO COMMUNITY-LED ACCELERATED WASH IN ETHIOPIA**

## **Revised Project Document for COWASH**

### **Phase I, 6/2011-6/2013**

### **Phase II, 7/2013-6/2016**

*Final: September 30, 2013*

## Table of Contents

<b>1</b>	<b>EXECUTIVE SUMMARY .....</b>	<b>1</b>
<b>2</b>	<b>PRESENT SITUATION.....</b>	<b>7</b>
2.1	RE-POSITIONING COWASH IN THE PRESENT SITUATION .....	7
2.2	INTEGRATION OF CMP INTO THE RURAL WASH AND THE WIF.....	9
2.3	PROGRESS OF THE UNIVERSAL ACCESS PLAN (WATER) .....	10
2.4	PROGRESS OF SANITATION .....	12
2.5	CURRENT COMMITMENTS TO CMP .....	15
2.6	PREVIOUS AND PARALLEL INTERVENTIONS.....	16
2.6.1	<i>Rural Water Supply and Environment Program in Amhara Region 1994-2011 .....</i>	<i>16</i>
2.6.2	<i>Rural Water Supply, Sanitation and Hygiene Program in Benishangul-Gumuz Region 2008-2013 .....</i>	<i>17</i>
2.6.3	<i>Ethiopia Water Supply and Sanitation Project 2004-2013 .....</i>	<i>17</i>
2.6.4	<i>Rural Water Supply &amp; Sanitation Program 2006-2013.....</i>	<i>18</i>
2.6.5	<i>Water and Environmental Sanitation Program 2007-2011.....</i>	<i>19</i>
2.6.6	<i>Integrating WASH, Multiple Use Services and Community Based Nutrition for Improved Food Security and Reproductive and Sexual Health in Ethiopia 2011-2015 .....</i>	<i>19</i>
2.6.7	<i>Other Interventions .....</i>	<i>21</i>
2.7	RELEVANT POLICIES, STRATEGIES, LEGISLATION AND PLANS.....	21
2.7.1	<i>Five-year Development Plans of Ethiopia .....</i>	<i>21</i>
2.7.2	<i>Policies on Water, Sanitation and Hygiene.....</i>	<i>22</i>
2.7.3	<i>Integrated WaSH Implementation Modality .....</i>	<i>23</i>
2.7.4	<i>Harmonization and Joint Approaches .....</i>	<i>24</i>
2.7.5	<i>WaSH Implementation Framework.....</i>	<i>24</i>
<b>3</b>	<b>STAKEHOLDERS.....</b>	<b>26</b>
<b>4</b>	<b>DEFINITION OF THE INTERVENTION .....</b>	<b>29</b>
4.1	OVERALL OBJECTIVE.....	29
4.1.1	<i>Rural Water Supply Universal Access Targets in Ethiopia.....</i>	<i>29</i>
4.1.2	<i>National Hygiene &amp; Sanitation Strategic Action Plan for Rural, Per-Urban &amp; Informal Settlements Targets in Ethiopia .....</i>	<i>29</i>
4.2	PROJECT PURPOSE .....	30
4.3	VISION OF COWASH IN THE SITUATION WHEN ONE WASH NATIONAL PROGRAM BECOMES OPERATIONAL.....	31
4.3.1	<i>General.....</i>	<i>31</i>
4.3.2	<i>Federal Level Technical assistance .....</i>	<i>31</i>
4.3.3	<i>Region level technical assistance .....</i>	<i>32</i>
4.4	PLAN OF COWASH TRANSIT INTO ONE WASH NATIONAL PROGRAM .....	33
4.4.1	<i>General.....</i>	<i>33</i>
4.4.2	<i>Principles for COWASH transit into OWNP .....</i>	<i>34</i>
4.4.3	<i>COWASH transit plan INTO OWNP .....</i>	<i>35</i>
4.5	COMPONENTS, RELATED RESULTS AND OUTPUTS .....	37
<b>5</b>	<b>STRATEGY AND APPROACH.....</b>	<b>47</b>

5.1	FEDERAL LEVEL .....	47
5.1.1	<i>Development of Manuals and Guidelines</i> .....	48
5.1.2	<i>Capacity building</i> .....	49
5.1.3	<i>Monitoring and &amp;Evaluation</i> .....	49
5.1.4	<i>Research</i> .....	50
5.1.5	<i>Micro-Insurance development to sustain WaSH investments</i> .....	51
5.1.6	<i>Communication and advocacy</i> .....	51
5.1.7	<i>Self Supply and Multiple Use of Water Services</i> .....	52
5.2	REGION LEVEL.....	52
5.2.1	<i>Supply chain development</i> .....	52
5.2.2	<i>Sanitation</i> .....	53
5.2.3	<i>Zone level</i> .....	54
5.2.4	<i>Woreda level</i> .....	54
5.2.5	<i>Community level</i> .....	55
<b>6</b>	<b>ORGANIZATION AND MANAGEMENT.....</b>	<b>56</b>
6.1	ORGANIZATION .....	56
6.1.1	<i>Overall Project management</i> .....	56
6.1.2	<i>Federal management structures</i> .....	56
6.1.3	<i>Federal Technical Assistance Team</i> .....	58
6.1.4	<i>Management Structures in Regions</i> .....	59
6.2	CONTRACTUAL ARRANGEMENTS OF COWASH.....	62
6.2.1	<i>Agreements, contracts and related procurement</i> .....	62
6.2.2	<i>Fund management</i> .....	62
6.2.3	<i>Financial flows</i> .....	65
<b>7</b>	<b>PLANS AND BUDGETS.....</b>	<b>67</b>
7.1	GENERAL .....	67
7.1.1	<i>Per-diem payment and toping-up rules</i> .....	67
7.1.2	<i>Capacity building costs</i> .....	67
7.1.3	<i>Operational costs</i> .....	68
7.1.4	<i>Investments</i> .....	69
7.2	PLANS AND BUDGETS.....	69
7.3	PLAN AND BUDGET OF COMPONENT 1.....	69
7.4	PLAN AND BUDGET OF COMPONENT 2.....	70
7.5	COST EFFECTIVENESS OF COWASH PROJECT.....	75
7.6	ECONOMIC BENEFIT COST ANALYSIS.....	75
7.7	COMMUNITY CONTRIBUTION .....	76
<b>8</b>	<b>RISKS AND ASSUMPTIONS .....</b>	<b>78</b>
8.1	CRITICAL ASSUMPTIONS .....	78
8.2	GENERAL ASSUMPTIONS.....	78
8.3	RISK ASSESSMENT.....	79
<b>9</b>	<b>MONITORING AND EVALUATION.....</b>	<b>80</b>
9.1	REPORTING .....	80
9.2	MONITORING .....	82

9.3 EVALUATION .....82

## **Annexes:**

- Annex 1: Logical Framework of COWASH Phase I
- Annex 2: Terms of reference of National WaSH Steering Committee when meeting on COWASH (called Supervisory Board)Terms of Reference of the National WaSH Steering Committee when meeting on COWASH
- Annex 3: Job-descriptions of the Federal Technical Assistance Team
- Annex 4: Generic Terms of Reference of the Regional WaSH Steering Committee when meeting on COWASH Component 2
- Annex 5: Job-descriptions of the Regional Support Unit
- Annex 6: Indicative COWASH Component 1 Plan for Phase I
- Annex 7: COWASH Component 1 detailed budget in Euro
- Annex 8: COWASH Transit Plan to OWP

## Project Fact Sheet

Project Title:	Support to Community-Led Accelerated WASH in Ethiopia 2011-2016, (COWASH), Phase I
Project Number:	N/A
Sector:	Social development
Sub-sector:	Water supply and sanitation
Geographical Coverage:	Ethiopia
Duration:	Phase I June 2011 – July 2013, Phase II July 2013-June 2016
Starting Date	June 2011
Overall Objective:	To achieve universal access to WaSH in the rural areas of Ethiopia”
Project Purpose:	Support the acceleration of UAP-rural water and sanitation targets attainment through the establishment of an enabling environment and the implementation of CMP interventions in selected rural areas of Ethiopia
Project Financing:	Grant by the Government of Finland 22 MEUR Contribution of the Government of Ethiopia 503 METB (23 MEUR) Contribution from the communities 110 METB (5 MEUR)
Project Cost by Type	Capital Investment 24 544 197 EUR (59.7%) Capacity building 12 886 909 EUR (31.3%) Operating 3 694 267 EUR (9.0%) Federal level Technical Assistance 3 730 410 EUR (8 %)
Economic and Financial Analysis	EIRR 35% ENPV 392,353,382 Economic Benefit Cost Ratio, 1.71
Cost effectiveness	Per capita cost of investment (water); 211 ETB/capita (10 EUR/capita)
Competent Authorities:	Ministry of Finance and Economic Development (MoFED) Bureau of Finance and Economic Development (BoFED) of Amhara, Tigray, Oromia, Southern Region and Benishangul-Gumuz National Regional States (Component 2) Ministry for Foreign Affairs, Finland
Implementing Agencies:	Ministry of Water and Energy (MoWE) Water Resources Development Bureaus of Amhara, Tigray, Oromia, Southern Nations & Nationalities Peoples and Benishangul-Gumuz National Regional States in association with regional WaSH partners: Bureau of Health (BoH) and Bureau of Education (BoE)
Exchange Rate:	1 EUR equals to 22 ETB (Estimate on 03.10.12)

<b>Abbreviation</b>	<b>Interpretation</b>
ACSI	Amhara Credit and Saving Institution
AfDB	African Development Bank
AWP	Annual Work Plan
BGCSI	Benishangul-Gumuz Credit and Saving Institution
BoE	Bureau of Education
BoFED	Bureau of Finance and Economic Development
BoH	Bureau of Health
BSGR	Benishangul-Gumuz Region
CARE	Cooperative for Assistance and Relief Everywhere
CBN	Community Based Nutrition
CDF	Community Development Fund
CFT	Community Facilitation Team
CIDA	Canadian International Development Agency
CLTSH	Community-Led Total Sanitation and Hygiene
CMP	Community Managed Project
COWASH	Community Led Accelerated WASH in Ethiopia
CRS	Catholic Relief Services
CT	Caretaker
CTA	Chief Technical Advisor
CWA	Consolidated WaSH Account
DECSI	Dedebit Credit & Saving Institution
DFID	Department for International Development (UK)
EFY	Ethiopian Fiscal Year
EIRR	Economic Internal Rate of Return
ETB	Ethiopian Birr
EU	European Union
EUR	Euro
EUWI	European Union Water Initiative
EWA	Ethiopian Water Alliance
FI	Financial Intermediary
FinnWASH-BG	Rural Water Supply, Sanitation and Hygiene Programme in Benishangul-Gumuz Region
FTAT	Federal Technical Assistance Team
GoE	Government of Ethiopia
GoF	Government of Finland
GTP	Growth and Transformation Plan
HEW	Health Extension Worker
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
HQ	Head Quarter
HRD	Human Resource Development
HSDP	Health Sector Development Plan
IDC	Italian Development Cooperation
IDT	International Dry Toilet
IEC	Information, Education and Communication
IRC	International Water and Sanitation Center

<b>Abbreviation</b>	<b>Interpretation</b>
JFA	Joint Financing Agreement
JICA	Japan International Cooperation Agency
JMP	Joint Monitoring Program
JTR	Joint Monitoring Review
KWT	Kebele wash Team
LWI	Living Water International
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
METB	Million Birr
MEUR	Million Euros
MFA	Ministry for Foreign Affairs (of Finland)
MFI	Microfinance institution
MIS	Management Information System
MMS	Mass Mobilization Strategy
MoE	Ministry of Education
MoFED	Ministry of Finance and Economic Development
MoH	Ministry of Health
MoU	Memorandum of Understanding
MoWE	Ministry of Water & Energy
MSF	Multi-Stakeholder Forum
MTE	Mid-Term Evaluation
MUS	Multiple Use of Services (Water)
MUSD	Million United States dollars
MWA	Millennium Water Alliance
NGO	Non-Governmental Organization
NPV	Net Present Value
NWCO	National WaSH Coordination Office
NWI	National WaSH Inventory
NWMMU	National WaSH Management Unit
NWSC	National WaSH Steering Committee
NWTT	National WaSH Technical Team
OCSSCO	Oromia Credit and Saving Shareholder Company
ODF	Open Defecation Free
O&M	Operation and Maintenance
OMA	Office Management Assistant
OMFI	OMO Micro-Finance Institution
OMSU	Operation and Maintenance Support Unit
ORDA	Organization for Rehabilitation and Development in Amhara
PA	Pump Attendant
PASDEP	Plan for Accelerated and Sustainable Development to End Poverty
REST	Relief Society of Tigray
RiPPLE	Research Inspired Policy and Practice Learning in Ethiopia and the Nile Region
RSU	Regional Support Unit
RWCO	Regional WaSH Coordination Office
RWSC	Regional WaSH Steering Committee



<b>Abbreviation</b>	<b>Interpretation</b>
RWSN	Rural Water Supply Network
RWSEP	Rural Water Supply and Environment Programme
RWTT	Regional WaSH Technical Team
SAP	National Hygiene and Sanitation Strategic Action Plan
SNNPR	Southern Nations & Nationalities Peoples Region
SNV	Netherlands Development Organization
SvB	Supervisory Board
SWAp	Sector Wide Approach
TA	Technical Assistance
TVETC	Technical Vocational & Educational Training College
UAP	Universal Access Plan
UK	United Kingdom
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children’s Fund
WaSH	Water supply, Sanitation and Hygiene
WASHCO	Water Supply, Sanitation and Hygiene Committee
WB	The World Bank
WEDC	Water, Engineering and Development Centre (Loughborough University)
WEW	Water Extension Worker
WIF	WaSH Implementation Framework
WMP	Woreda Managed Project
WMU	WaSH Management Unit
WRDB	Water Resources Development Bureau
WSA	Woreda Support Agent
WSG	Woreda Support Group
WSP	Water Safety Plan
WSP-AF	Water and Sanitation Program-Africa
WSS	Water Supply and Sanitation
WSSD	Water Supply and Sanitation Directorate
WSSP	Water Supply and Sanitation Program
WWT	Woreda WaSH Team
WYCB	Women, Youth and Children Bureau

## 1 EXECUTIVE SUMMARY

The WaSH sector in Ethiopia has been developing rapidly during the last 2 years. The WaSH Implementation Framework, the Draft Revised Memorandum of Understanding (MoU) on WaSH sector coordination, Rural and Urban Water Universal Access Plans II, National Hygiene and Sanitation Strategic Action Plan, Urban Sanitation Action Plan, National Drinking Water Quality Monitoring and Surveillance Strategy, National Policy Guidelines for Self-Supply in Ethiopia and One WaSH National Program Document, are the major sectoral developments. Moreover, Community-Led Total Sanitation and Hygiene Training Manual, Implementation Guideline for Community-Led Total Sanitation and Hygiene Programming, National Monitoring and Reporting System for the implementation of Community-Led Total Sanitation and Hygiene and the Community-Led Total Sanitation and Hygiene Verification and Certification protocol were all finalized during the last months of 2012. Furthermore the Government of Finland supported bi-lateral 3-year Community-Led Accelerated WaSH (COWASH) project was launched in July 2011. During the first quarter of COWASH programme, a federal level technical assistance team to support the scaling up of the Community Managed Project (CMP) approach was established at the Ministry of Water and Energy. The CMP approach was replicated from Amhara and Benishangul-Gumuz Regions to Tigray, Southern Nations & Nationalities Peoples and Oromia Regions. In 2013 the Benishangul-Gumuz region is expected to join COWASH. Furthermore the Ministry of Water and Energy nominated a national level Preparatory Task force to put the principles of Memorandum of Understanding and WaSH Implementation Framework into action i.e. to establish One WaSH Program or in other words to develop Sector Wide Approach in WaSH. The Chief Technical Advisor of the COWASH was nominated as a member of this task force. The work of the Task Force culminated into a One WaSH National Program Document in August 2013.

The key feature of CMP funding mechanism is that it transfers funds and project management responsibilities for physical construction or rehabilitation directly to communities. The transfer of investment funds (grant) is carried out by a regional micro finance institution. Communities are fully responsible for the water supply development process, through planning, implementation and maintenance. The respective woredas provide technical assistance and organize capacity building for the communities. CMP has been widely recognized in Ethiopia as the best approach for community engagement in WaSH and delivering effectively sustainable systems at low cost. Therefore CMP is seen as an opportunity to accelerate the rural water supply implementation to achieve Growth and Transformation Plan targets. During the revision of WaSH Implementation Framework (WIF) the CMP approach was included into WIF as one rural WaSH financing modality. It is assumed that in future most of the rural WaSH is implemented by using CMP approach funded by other financiers as well or when implemented through One WaSH National Program (Sector Wide Approach).

During the inception phase of COWASH it became evident that the comprehensive, holistic and efficient demonstration and continuation of the CMP approach in the old (Amhara and Benishangul-Gumuz) and new (Tigray, SNNP and Oromia) regions requires more funds than agreed in the original 3-years project. During the same period when Ethiopia is transforming from a project based approach into programmatic approach the two major projects (World Bank-DFID and African Development Bank supported rural WaSH projects) are coming to an end and UNICEF

is starting a new 5-year WaSH program that integrates nutrition and food security. In this changed situation it became clear that COWASH’s role in the national level WaSH sector development is required to be reformulated and the role of the federal technical assistance team to support the WIF implementation strengthened. It was also found out during the inception phase that the allocated funds to include new regions into COWASH required additional funds. Moreover with an intention of providing enhanced support for the GoE’s effort to scale up the CMP approach and the move towards sector wide approach, One WaSH National Programme, the Government of Finland approved an additional 11 MEUR for COWASH and two additional years (Phase I: June 2011-June 2013 and Phase 2: July 2014- June 2016). Therefore due to this budget increase and the above-mentioned various sectoral developments that has happened since then, the revision of the original project document (January 2011) of COWASH became a necessity. The total Government of Finland budget for Phase I+II is now 22 MEUR (Phase I EUR 6 391 596 and Phase II EUR 15 608 404). This allows a more holistic planning of WaSH interventions, making the Project better to serve the implementation of the strategies guiding the WaSH development.

CMP approach was originally planned to be implemented in 30 woredas by COWASH. According to this revised project document the total number of planned COWASH intervention woredas has increased to 64 (110 %) as illustrated in the table below. In addition to this CMP approach is also used by other projects such as FinnWaSH-BG in 5 woredas and by UNICEF in 15 woredas. Therefore the total number of woredas using CMP approach will be 84.

<b>Region</b>	<b>Originally planned COWASH CMP woredas</b>	<b>COWASH CMP Woredas as per the revised document</b>
Amhara	24	40
Oromia	2	5
SNNPR	2	8
Tigray	2	7
Benishangul-Gumuz	0	4
<b>Total</b>	<b>30</b>	<b>64</b>

In the beginning of 2013 a total of 82 MEUR commitments have been made for WaSH implementation by using CMP approach (Government of Finland (GoF) 33 MEUR (COWASH and FinnWASH together), UNICEF 26 MEUR and Government of Ethiopia (GoE) 23 MEUR).

The commitments by the COWASH regions to the end of 2008 EFY (6/2016) are the following:

Region	GoF (EUR)	GoE (ETB)
Amhara	10 310 578	239 634 780
Oromia	1 766 000	72 153 550
SNNPRS	1 746 084	77 400 262
Tigray	2 184 299	92 838 635
BSG	2 262 629	20 800 000
<b>Total</b>	<b>18 269 590</b>	<b>502 827 227</b>

The COWASH definition of the intervention has been further elaborated in order to make it directly support the induction of the WaSH Implementation Framework (WIF), however, with the main focus on contributing to the universal rural access to WaSH through the CMP approach. The Program is contributing to the rural WaSH Universal Access Plan.

The overall objective of the Project is: ***"To achieve universal access to WaSH in the rural areas of Ethiopia"***

The achievement of the overall objective is beyond the scope of the project alone.

Within the framework of the overall objective the Project purpose is: ***"Support the acceleration of UAP-rural water and sanitation targets attainment through the establishment of an enabling environment and the implementation of CMP interventions in selected rural areas of Ethiopia"***.

The Project is divided into two independent but inter-linked components, each specifically determined by a related set of results further described by outputs and verifiable indicators. The components are:

Component 1: *Strengthening the Federal Capacity to Implement Community Managed Projects alongside with a Support to the Establishment of the One WaSH National Program.*

Main results of Component 1 are:

- a) Community Managed Project Approach Scaled up at National level
- b) CMP Implementation Capacity at the Federal and Regional Levels Developed.
- c) Development and Implementation of One WaSH National Program Supported

Component 2: *Establishing and Strengthening the Capacity in Regions to Scale-up the Implementation of Community Managed Projects*

Main results of Component 2 are:

- a) Target Regions, Zones and Woredas Capable to Plan, Manage, Monitor and Implement Rural WaSH interventions using CMP approach
- b) Financial and Procurement Services Delivered for CMP Interventions at All Levels in the Selected Regions

c) Sustainable Community and Institutional Access to Safe Water, Sanitation and Hygiene in the Target Woredas increased

Community-Led Accelerated WaSH Project (COWASH) has been established to support the attainment of the UAP and MDG targets in Ethiopia with acceleration of the WaSH implementation through Community Managed Projects (CMP) approach as defined in the WaSH Implementation Framework (WIF), **March 2013**. COWASH is fully integrated into the mandatory national and regional WaSH structures defined in the revised Memorandum of Understanding (MoU) signed on November 2012 on integrated implementation of WaSH Program in Ethiopia. The implementation of the Project is supported by the Federal Technical Assistance Team (FTAT) at federal level housed in the Ministry of Water and Energy (MoWE) and by Regional Support Units (RSU) at the regional level housed in the Regional Water Bureaus.

The responsibility for the implementation of COWASH lies at the federal level with the Ministry of Water and Energy (MoWE), more precisely with the Water Supply and Sanitation Directorate (WSSD). The WSSD provides support and guidance to Federal Technical Assistance Team in day-to-day management of COWASH Component 1. WSSD with National WaSH Coordination Office (NWCO) will facilitate the effective provision of support to regions, donors and other stakeholders with the assistance of the FTAT. WSSD will supervise the activities of FTAT and facilitate its work by providing the necessary logistic support. The FTAT will be accountable to the Director of WSSD and work closely with the Federal WaSH Structures, responding to their support needs, identifying potential support areas and facilitating relationship with other ministries.

At the regional level, the responsibility for the implementation of the COWASH lies with the Bureaus of Finance and Economic Development and the Water Bureaus, in association with Regional WaSH partners of the Health and Education Bureaus.

The Ministry for Foreign Affairs of Finland, represented in Ethiopia by the Embassy of Finland, and the Ministry of Finance and Economic Development of Ethiopia shall be the Competent Authorities at federal level in matters relating to COWASH. The COWASH intergovernmental agreement signed between the Ministry of Finance and Economic Development and the Ministry for Foreign Affairs of Finland on May 25, 2011 for three years **will be revised to include two additional years**. Alongside with this extension, the original GoF budget of 11 MEUR is revised up to a total of 22 MEUR and GoE budget up to a total **of 503 METB**. This revised project document will be attached to the intergovernmental agreement and becomes valid once **the new** intergovernmental agreement on COWASH has been signed between the Ministry of Finance and Economic Development of Ethiopia and the Ministry for Foreign Affairs of Finland.

Based on the inter-governmental agreement, the Ministry for Foreign Affairs of Finland will enter into financing agreements with Finance Sector Bureaus of the targeted regions. The agreements between the Ministry for Foreign Affairs of Finland and Finance Sector Bureaus will define the financial management and the financial flows, disbursement, procurement, reporting and auditing arrangements. These regional financing agreements will replace the previous financial agreements with the regions in the context of COWASH, and shall be revised or terminated once the One WaSH National Program (OWNP) and the Consolidated WaSH Account (CWA) become operational and Finland sign to it. Hence COWASH is serving as a transition programme towards OWNPN.

The Government of Finland will transfer its support (investment, capacity building and some agreed operational budget) directly to Finance Bureau's special account opened for this purpose. Once the CWA system is established this arrangement will change.

The actual implementation of CMPs will be managed by Water, Sanitation and Hygiene Committees (WASHCOs) for community water supply schemes, and for institutional WaSH facilities, both with support provided by woredas and zones. Regional Support Units under the Water Bureau will provide technical assistance to regional bureaus and zonal and woreda offices involved in rural WaSH projects implemented using CMP approach.

Ministry for Foreign Affairs (MFA) of Finland in cooperation with GoE hires the consultant through competitive bidding to provide the FTAT support to Component 1. The FTAT funds of Component 1 will be channelled from the MFA of Finland to the Consultant based on monthly invoices.

A relatively big increase in the regions' committed investment funding for Community Managed Projects, corresponding with the comprehensive WaSH implementation intervention and including introduction of CMP ranging between 4 to 40 woredas per Region, is making the GoF funding insufficient to match with the required capacity building and investment funding needs. For scaling up the Community Managed Project approach it has become utmost important that GoF funds should be used mainly for the capacity building (exceptions in Amhara and Benishangul-Gumuz regions) and that investment funds are provided by the regions.

The total estimated number of people who will benefit from the provided water services is 2,264,450. This coverage is achieved through the construction of 8,923 water schemes. The estimated number of beneficiaries (students and teachers) from institutional sanitation services is 166,500 and the estimated number of people improving their hygienic habits and using improved latrines by declaring their living Kebeles Open Defecation Free (ODF) areas is 1,335,000.

The GoF contribution for COWASH Phase I (6/2011-6/2013) is EUR 6 391 596 and for Phase II (7/2013-6/2016) EUR 15 608 404. The total GoF contribution is 22 MEUR and the total of GoE contribution is METB 503. By using the exchange rate of 1 EUR = 22 ETB the GoE contribution in Euro is MEUR 23. Accordingly the COWASH Phase I+II TOTAL BUDGET (GoE +GoF) is 45 MEUR. From the total GoF 22 MEUR contribution, 18.3 MEUR will be allocated for the regions and 3.7 MEUR shall be used at Federal level. The total amount budgeted for investment at region level is 24.5 MEUR (539 METB). From this total amount 3.27 MEUR (72 MEB) is contributed by the GoF and 468 METB (MEUR 21.3) by the Regional Governments.

The proportion of capital investments (investments and related capacity building) to operating expenses is 90% to 10% respectively excluding the community contribution.

Compared to other similar rural water programs in Ethiopia the COWASH project was found to be cost effective with water investment cost per capita 211 Birr (10 EUR/capita).

The communities are assumed to contribute (at least) 20% (in kind and cash) of the initial investment. Further, it is assumed that communities' contribution will be only to the investment of community water and institutional sanitation facilities. The planned total investments for

community water and institutional sanitation facilities from GoF and GoE are MEUR 24.5. However, communities do contribute primarily by providing labour and locally available materials. These contributions are assumed to be 15% from the water facilities investments. The upfront cash contribution aimed for the operation and maintenance of the communal WaSH facilities is assumed to be 5%. The combined community contribution of 20 % from the water and institutional sanitation facilities investments is MEUR 5. This would top up the estimated investment budget line to MEUR 30.7. The community contribution amounts to 11% of the total project budget.

According to the economic cost benefit analysis, the project is economically viable with an Economical Internal Rate of Return<sup>1</sup> (EIRR) of 35% and positive economic Net Present Value (NPV) of ETB 393,352,382 and benefit cost ratio of 1.71 (If EIRR is >10 % and if NPV is positive and if benefit cost ratio >1 the rural WaSH project is considered economically viable. Financial viability is not applicable for rural WaSH).

A sensitivity analysis was carried out by reducing the price of water by 50% and the result shows that the projects' economic viability is highly affected with EIRR reduced to 15% and the benefit cost ratio to 1.14 but the project is still economically viable.

The Project aims at supporting the WaSH related development strategies and plans of the GoE. Their operationalization and implementation should be addressed in the Mid Term Evaluation (MTE) by 2014. Evaluations should be carried out as joint undertakings by GoE, external financiers and relevant stakeholders.

The annual audits of the Component 2 are carried out by the Regions as per GoE rules and regulations. MFA may also commission external audit as necessary.

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<sup>1</sup> Source: Separate COWASH report: Budget, Financing and Economic Viability of COWASH Project (2004-2008)

## 2 PRESENT SITUATION

### 2.1 RE-POSITIONING COWASH IN THE PRESENT SITUATION

Major progress has been achieved in developing the WaSH sector and WaSH coordination since releasing the original Draft Project Document of Community-Led Accelerated WaSH (COWASH) (January 7, 2011), and the situation within the sector has advanced rapidly creating a totally new baseline for the continued implementation of the Project after 2011. The cornerstone documents of the WaSH implementation, the revised WaSH Memorandum of Understanding (MoU, signed November 2012), the WaSH Implementation Framework (WIF, March 2013), the Universal Access Plans II (UAP II) for rural and urban<sup>2</sup> water (Dec 2011), the Hygiene and Sanitation Strategic Access Plan for Rural Sanitation (Dec 2011), the Urban Sanitation Universal Access Plan (Dec 2011) and One WaSH National Program Document (August 2013) have been prepared/streamlined with the new five-year development plan of Ethiopia, the Growth and Transformation Plan (GTP, November 2010).

Regarding the planned scaling up of the Community Development Fund (CDF) approach in the Project Document of COWASH, the situation has evolved and the CDF funding mechanism has been incorporated into the WIF as the Community Managed Project (CMP) approach. There is a strong supporting atmosphere among WaSH stakeholders for streamlining their programs, plans and operations according to the signed MoU for WaSH and WIF. This is manifested by the vivid communication for WaSH coordination between various WaSH financiers. Many of the former barriers for joint efforts seem to fade, when addressing the challenges of the WaSH development to reach the targets of the GTP.

Discussions and consultations with major donors on the establishment of the Consolidated WaSH Account (CWA) are going on and serious consultations on the identification of donor specific requirements have been held (May-June 2012). Furthermore, the Ministry of Water and Energy has established One WaSH National Program Preparatory Task Force having representative members from all sector ministries, Development Assistance Water Technical Working Group and Water and Sanitation Forum. COWASH is also a member of this Task Force. The main objective of this Task Force is to establish One WaSH National Program, which operates through Consolidated WaSH Account and has One Plan, One Budget and One Report.

This COWASH Project is designed to support development and scaling up of Community Managed Project approach in WaSH development in particular and to respond to the needs of combining efforts of the various WaSH implementers to focus on the One WaSH National Program in general as defined in the WIF. COWASH will pursue as a bilateral project until the

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<sup>2</sup> The UAP II for rural water was revised in December 2011 and urban water UAP was also prepared in December 2011. The National Hygiene and Sanitation Strategic Action Plan and UAP for urban sanitation were also finalized in December 2011.



sector starts implementing Sector Wide Approach (SWAp) and by using CMP approach. COWASH will serve as a transition towards that. The main WaSH stakeholders have mutually concluded that as much as possible the rural WaSH investments should be channelled to the communities so that they become sole implementers of their projects and thus ensuring the sustainability. This means that the CMP approach should become the main rural WaSH financing modality.

CMP implementation is already being replicated in a number of new regions, namely Southern Region, Oromia and Tigray with investment funds allocated by the Regions and capacity building funds predominantly provided by Government of Finland. Like Amhara, the new regions have made their CMP funding commitments for five Ethiopian fiscal years, covering the period from July 2011 up to June 2016 (2004-2008 EFY). Furthermore, the Government of Finland supported bi-lateral project FinnWaSH-BG in Benishangul-Gumuz region, also replicating CMP approach, is extended until June 2015. Due to GoF internal strategic development support decisions in Ethiopia four new woredas in the Benishangul-Gumuz region have been included into the COWASH support for the remaining three years of COWASH Phase II. In order to ensure adequate funds for investments in Benishangul-Gumuz region this document includes considerable amount of investment funds from the GoF as an exception.

In Amhara region, the 17 years old bi-lateral project, Rural Water Supply and Environmental Program (RWSEP), ended in October 2011 and 27 RWSEP woredas and zones joined COWASH in November 2011. In the original COWASH Project Document (January 2011) Amhara Region was given a special focus through allocation of investment funds also from GoF contribution and Amhara implementation was handled in the original document under special component 3. In this revised document starting from 2006 EFY (July 2013) the Finland support in Amhara region planned to be provided only for capacity building and certain agreed operational expenditures. All investments from 2006 EFY are also in Amhara funded from the Regional Government contribution as in other regions of Tigray, SNNPR and Oromia. Therefore all regional support in this revised Project Document is managed under same component: Component 2.

A relatively big increase in the regions' committed investment funding for Community Managed Projects, corresponding with the comprehensive WaSH implementation intervention and including introduction of CMP ranging between 4 to 40 woredas per Region, is making the GoF funding insufficient to match with the required capacity building and investment funding needs. For scaling up the Community Managed Project approach it has become utmost important that GoF funds should be used mainly for the capacity building (exceptions in Amhara and Benishangul-Gumuz regions) and that investment funds are provided by the regions.

There is an obvious momentum for broadening the financier base for WaSH, and especially in CMP, during the Ethiopian Fiscal Year 2006. This is because the World Bank's rural water supply project ends in October 2013 and African Development Bank's Country programs of rural WaSH ends in December-2013 and the new support from both banks are to be formulated in 2013. The COWASH experience and the OWINP Document (August 2013) provide an acceptable financial investment funding flow model for these financiers to channel investment funds to the communities, thus shifting to Community Managed Project implementation and using Micro Credit Institutions (MFIs) as financial intermediaries. Supporting this development is in the interest of the entire WaSH sector, and that way the WaSH stakeholders. Furthermore, the GoF

financed FinnWASH-BG Programme is extended to 2 years in mid-2013. It is planned that FinnWASH-BG will provide technical Assistance to the new COWASH intervention woredas in Benishangul-Gumuz region.

It will be essential that all financiers can trust that the WIF will be implemented and that WaSH structures will function properly in order for them to join their forces for achieving the universal access in accordance with the WIF-guided WaSH GTP/UAP II. Therefore, the tasks of COWASH Component 1 need to be clearly geared towards strategic support, however, without neglecting the operational aspects of the WaSH implementation through CMP approach using MFIs as financial intermediates in the regions.

## **2.2 INTEGRATION OF CMP INTO THE RURAL WASH AND THE WIF**

The One WaSH National Program is presently under reparation and is based on the Memorandum of Understanding (MoU) on WaSH coordination and WaSH Implementation Framework (February 2013). The MoU on WaSH coordination was signed between the four WaSH Ministries (Water, health, education and finance) in November 2012. Four significant features of the One WaSH National Program are: Integration, Harmonization, Alignment, and Partnership.

The One WaSH National Program, and especially its rural part, targets the increased well-being of the rural people's through the access to safe water and improved sanitation facilities at the households and institutions (schools and health facilities). The sustainable and efficient use of these facilities is achieved through creating awareness and capacity, and as the change of hygiene behaviour resulting in improved health.

Implementation of the One WaSH National Program and its rural component is guided by the WIF. In accordance with the WIF, communities plan and manage their own WaSH activities, contribute cash, labour, and materials to improve their WaSH facilities, measure their own performance, and sustain the improvements. Due to the results and benefits generated through the implementation of Community Development Fund approach in the former Rural Water Supply and Environmental Programme in the Amhara Region, decision was made in the Multi-Stakeholder Forum (MSF) 3 to streamline CDF in the former WaSH Programme Implementation Manual by the sector stakeholders (Government and Development Partners). Accordingly, CDF with its new name Community Managed Project (CMP) is then streamlined and integrated in the WaSH Implementation Framework as one of the four alternative modalities for financing and managing water supply and institutional (school and health facilities) sanitation projects in the WaSH program, namely:

- Community Managed Projects (CMPs)
- Woreda Managed Projects (WMPs), including regional managed projects on behalf of the WWT
- NGO Managed Projects
- Self-Supply Projects

The CMP financing approach is in the centre of the support of COWASH to the implementation of the WIF and UAP. The CMP financing is described in the full WIF (August 2011) as follows:

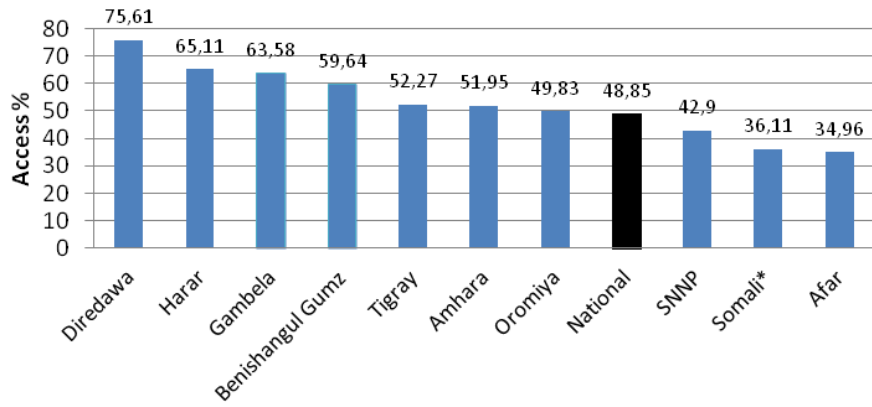
*In the CMP, the representative of the user-group (WASHCO or Institutional WaSH Committee) – i.e. the community is the Project Manager. Allocated funds are transferred to a special CMP account through a financial intermediary (e.g. micro-finance institution) with WWT authorization, are withdrawn by community signatories for approved expenditures on water point construction/upgrading. The WASHCO is directly responsible for contracting, procurement, quality control and financial management and it is accountable to the community and to the Kebele and Woreda Administrations. There is no hand-over. The user-community "owns" the project from the beginning. CMP funding mechanism can also include community financing mechanism through the government financial system once properly and successfully tested.*

## **2.3 PROGRESS OF THE UNIVERSAL ACCESS PLAN (WATER)**

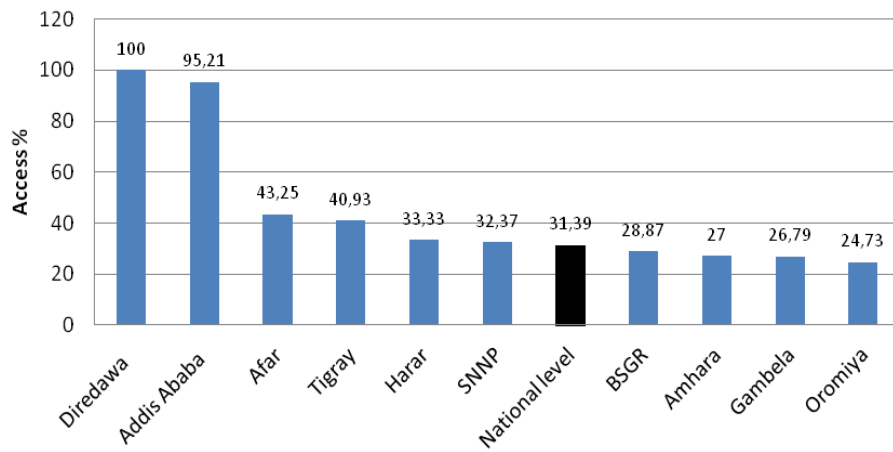
The first Universal Access Plan of rural water (UAP I) for 2005-2009 helped Ethiopia to cross the 50% water supply access line. Despite its relative success compared to the previous plans, the UAP I was found to require some revision to accommodate changes taken place and to fill the gaps like the urban water supply and hygiene and sanitation part of the UAP. The major purpose of the revision was to align the UAP targets with the Growth and Transformation Plan (GTP) and provide required details and additional features that add value to the GTP.

The UAP I (rural water) was prepared in 2005 with target to reach 98.3 % rural water supply access by 2012 at the implementation rate of 9 % per annum and the cost of 1 billion USD for 51 million people. The UAP I was revised on 2009 with a two fold increase in implementation rate and the cost of 700 million USD for 34 million people. The UAP I (water) was revised the second time in 2011 to respond to the needs of GTP targets and priorities. It is called UAP II. The second revised UAP II (rural water) was made to focus on securing water supply access to a total of 18 million rural people in 2011-2015 with a target to reach 98 % rural water supply access by 2015, at the implementation rate of 7 % per annum and the cost of 1.7 billion USD. The emphasis was given to low cost technologies including community managed project financing approach and self-supply, i.e., family wells. The additional features of UAP II (rural water) include considerations for catchment management, environmental safeguard, study and design, capacity building, maintenance, re-investments, program management and institutional water supplies. Community mass mobilization, advocacy and promotion, and developing minimum capacity at Woreda level were also introduced for enhancing its implementation. According to the official information released from MoWE (Feb 2013) the water supply access situation 2004 EFY (July 2012) is the following:

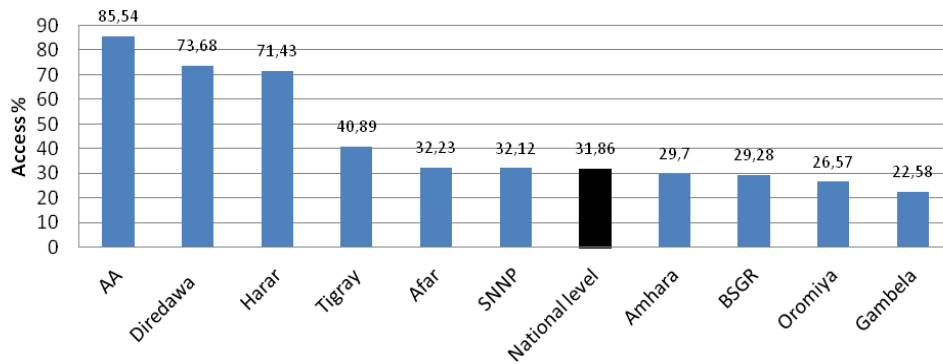
### Rural Water Supply Access 2003 EFY



### Schools' access to water supply, 2003 EFY



### Health Institutions' access to water supply, 2003 EFY

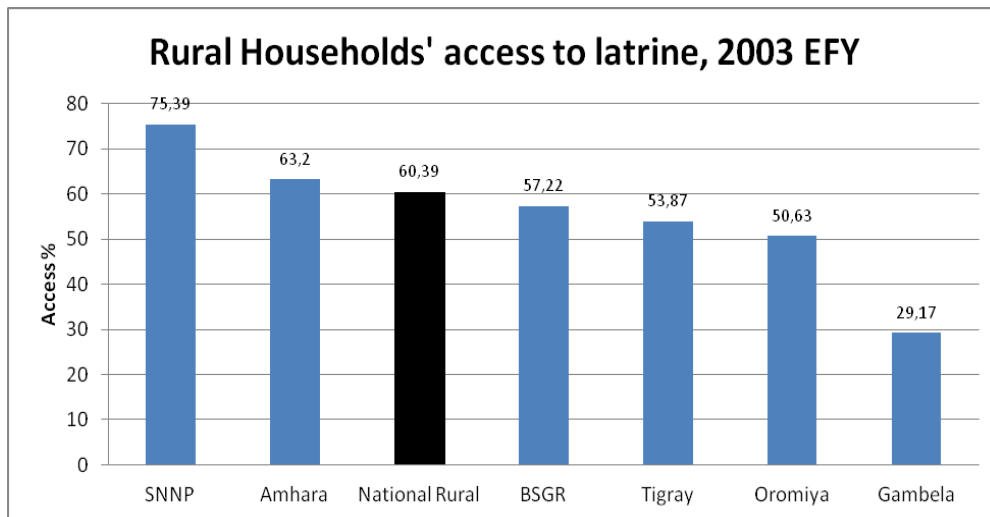


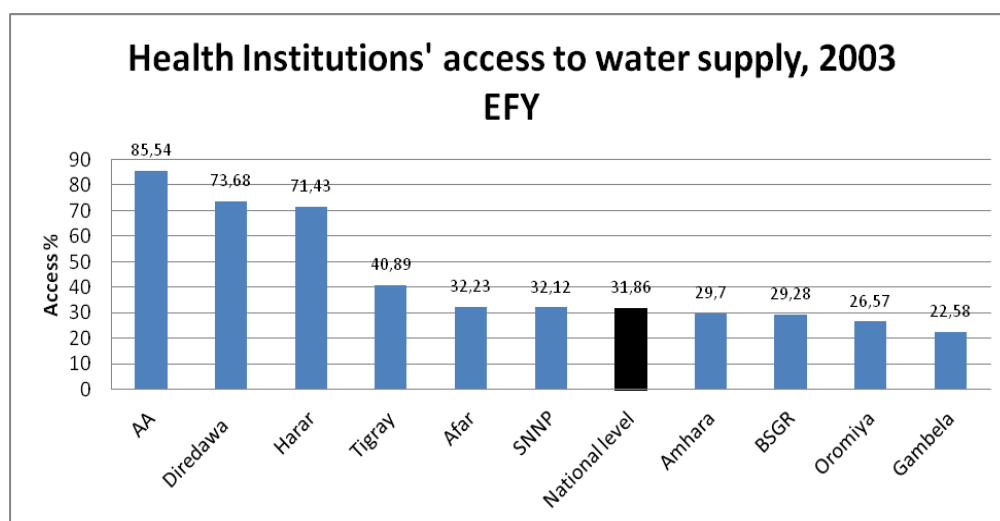
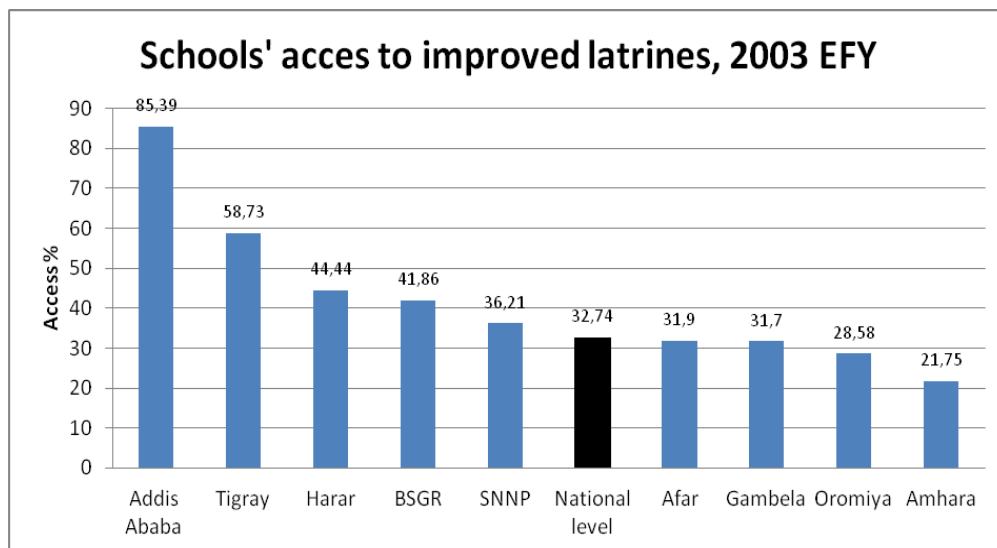
As per the UAP II a total of 93,827 schemes need to be constructed to achieve 98% access by 2015 in rural Ethiopia. In addition to this water supply facilities for 9,409 rural schools and 4,565 health posts shall be provided during the 5 years planning period (2011-2015). With the progressing new construction the non-functionality of schemes is expected to be reduced from the current 20% to 10% in 2015. This requires the immediate rehabilitation of 58,595 schemes, or approximately 35% of the existing 165,000 schemes. The reason for higher percentage of schemes planned to be rehabilitated and extended than the non-functionality percentage would indicate, is the fact that non functionality could raise up to 35% during the dry season, when alternative traditional sources dry up. This has been revealed in the recent preliminary results of the WaSH inventory. To this end, UAP II will introduce an operation and maintenance support system in 20 selected Operation and Maintenance Support Units (OMSU) located strategically in the country and make sure that schemes undergo routine preventive and curative maintenance so that the planned level of non-functionality could be achieved. The budget reserved for OMSU development is USD 20 million.

An overall 122,113 skilled and professional experts are required for the five years UAP II plan implementation of which 94,589 are going to be caretakers. Out of the required 30,000 skilled professionals only 10,000 are available at the moment. Therefore, 20,000 different kinds of professionals need to be trained. Total budget reserved for professional human capacity development in the UAP II is nearly USD 37 million.

## 2.4 PROGRESS OF SANITATION

According to the National WaSH Inventory data released by the MoWE on February 2013 the sanitation access situation in 2003 EFY is the following:





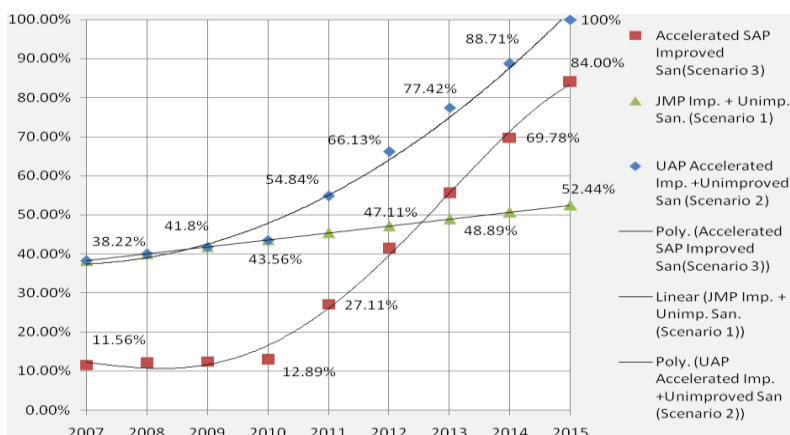
The Hygiene and Sanitation Strategic Action Plan (SAP) for Rural, Peri-Urban & Informal Settlements in Ethiopia for 2011-2015 (December 6, 2011), highlights the fact that progress on hygiene and sanitation will increasingly be driven by community initiatives and will require an active and well-supported private sector. The SAP articulates a clear set of approaches to the hygiene and sanitation work in Ethiopia, which are intended to harmonise the work in the sector using CLTSH and other relevant approaches. Furthermore, the SAP provides a detailed analysis of the tasks for achieving the targets and the associated costs, showing that Ethiopia will require 415 million USD to achieve these targets by 2015. The shares of the MoH, MoE and Custody Administration are 238 million, i.e., 131 million and 6 million USD respectively. USD 39 million is expected to be contributed by beneficiaries in the form of labour and local materials.

The Government of Ethiopia is committed to financing hygiene and sanitation over the next four years at approximately 0.5 per cent of total public expenditure. That corresponds with the financial needs of the sector, and is consistent with country's commitment to the Thekwini Declaration, signed at AfricaSan. Provided that MoH would generate the financial requirements

of the HSDP IV of 165 million USD in collaboration with communities, NGOs and donors, there would still be a gap of 73 million USD for implementing the MoH portion of SAP.

This SAP highlights the importance of achieving the GTP and HSDP IV goals, which include ensuring that all Ethiopians have access to basic sanitation by 2015, as well as ensuring that 77 % of the population are practicing hand washing at critical times, safe water handling, and water treatment at home, and that 80 % of kebeles in the country have achieved the 'open defecation free' (ODF) status.

The Ministry of Health, in its Health Sector Development Plan (HSDP) IV, targets 100 % coverage by basic sanitation, and 84 % access to "improved sanitation" by 2015. These goals have been adopted for the Strategic Action Plan. The SAP introduces three scenarios for achieving the sanitation targets depending on the baseline situation, consideration of improved an unimproved sanitation and target setting. Scenario 1 is a status quo scenario that aims at achieving 52.44 % access to sanitation by 2015 in accordance with the Joint Monitoring Program forecasts. It does not fulfil even the MDG targets. Scenario 2 presents an accelerated plan for universal access that would enable the combined sanitation coverage of improved and un-improved facilities to grow from 43.56% in 2010 to 100% in 2015, bringing the country beyond the MDG target. Scenario 3 gives an accelerated plan that is based on SAP and facilitates the improved sanitation to grow from 12.89% in 2010 to 84% in 2015, thus enabling the country to comply with JMP standards and to go beyond the MDGs. This scenario requires upgrading the un-improved toilets and at the same time constructing new facilities. All these three scenarios are illustrated in the graph below (source SAP 2011).



Furthermore, the WaSH sector finalized in 2012 four major documents guiding the implementation of hygiene and sanitation. These documents are:

- Implementation Guideline for Community-Led Total Sanitation and Hygiene (CLTSH) Programming, January 2012
- National Monitoring and Reporting System for the Implementation of Community-Led Total Sanitation and Hygiene, January 2012
- Community-Led Total Sanitation and Hygiene Verification and Certification Protocol, January 2012
- Community-Led Total Sanitation and Hygiene (CLTSH) Training Manual, June 2011

COWASH's sanitation and hygiene implementation is guided by these four documents.

## 2.5 CURRENT COMMITMENTS TO CMP

Inclusion of the CMP approach into the implementation modalities of WaSH by the WIF has increased the interest of the Regional Governments and the donors in CMP. Before 2011, the CDF funding mechanism was already replicated with the Governments of Finland support in Benishangul-Gumuz, outside Amhara. Furthermore, UNICEF started piloting CDF in seven woredas in Amhara and in two woredas in Benishangul-Gumuz Regions in 2010. Importantly, the Water Resources Development Bureau (WRDB) of Amhara allocated in 2010 ETB 7 million to be channelled through the CMP mechanism in 2010 and ETB 103 million for the subsequent three years of 2011-2013. Furthermore, ORDA of Amhara Region jointly with German Agro-Action has replicated CMP approach in the Eastern Amhara. Plan Ethiopia reported in the kick-off meeting of COWASH in Dec 2012 also using CMP approach in their Lalibela project in Amhara Region. Recently COWASH received information from Bahir Dar Zuria Woreda Agriculture office in Amhara region that a total of 3,500 hectares of land was developed through community-led irrigation. The project was using CMP approach.

The replication of the CMP modality through COWASH has started in three new regions (Tigray, SNNP and Oromia) in 2004 EFY (7/2011-6/2012). In 2005 EFY the number of the CMP woredas of COWASH in these regions increased to 4 in Tigray, 4 in SNNPR and 5 in Oromia. The financing is sourced by the Regional Governments and the GoF. The GoF support is focussing on capacity building at all levels while that of the region's own money being invested on water scheme and institutional sanitation construction. Capacity building in more generic terms supports the following areas:

- Provision of tools and equipment for construction used by private sector (physical)
- Provision of transport through the procurement of cars and motorbikes (physical)
- Provision of training at all levels (human capacity)
- Provision of office supplies (physical)
- Provision of awareness creation, knowledge sharing and lessons learned sessions (human capacity)

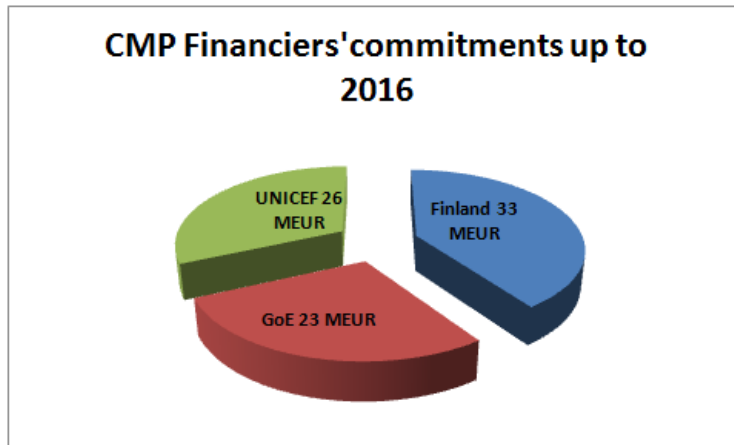
CMP approach is currently (January 2013) implemented in 60 woredas as a result of replication and scaling-up;

- By COWASH in 40 Woredas
  - 27 woredas in Amhara, 4 woredas in Tigray, 4 woredas in SNNPR and 5 woredas in Oromia regions
- By FinnWaSH-BG in 5 woredas
- By UNICEF in 15 woredas
  - 8 woredas in Amhara, 4 woredas in Oromia, 1 woreda in Tigray and 2 woredas in SNNPRS

For this project document there are following funding commitments made for CMP implementation by the Regional Governments, UNICEF and by the Government of Finland for



the period 7/2011-6/2016 (2004-2008 EFY). The total CMP financing commitments account up to 68 million Euro and are divided between the financiers as follows:



The Government of Finland and Regional Government commitments that are all related to the COWASH implementation up to the end of June 2014 are described at region levels in the following table:

Region	GoF (EUR)	GoE (ETB)
Amhara	10 310 578	239 634 780
Oromia	1 766 000	72 153 550
SNNPRS	1 746 084	77 400 262
Tigray	2 184 299	92 838 635
BSG	2 262 629	20 800 000
<b>Total</b>	<b>18 269 590</b>	<b>502 827 227</b>

In addition to this the FinnWaSH-BG project, which is a Bilateral project in Benishangul-Gumuz region, the GoF has committed up to EUR 11,409,563 and Regional Government up to ETB 11,574,470 during a period of July 2009 – June 2015.

## 2.6 PREVIOUS AND PARALLEL INTERVENTIONS

### 2.6.1 Rural Water Supply and Environment Program in Amhara Region 1994-2011

The Rural Water Supply and Environment Program (RWSEP) in Amhara Region has been implemented with financial support of the Government of Finland since 1994. It was one of many programs designed to assist in achieving Ethiopia’s sectoral strategic targets. RWSEP has facilitated community-driven construction of small-scale rural water and sanitation infrastructure, i.e., hand dug wells with hand-pumps and spring protection schemes, having

benefited more than 1.5 million people in 20 woredas during the period 1994- 2011. In Phase IV (2007-2011), the Program was implemented in 14 woredas.

The Government of Finland (GoF) funding of Phase III of RWSEP (2003-2007) was about MEUR 8.1 and Phase IV funding was MEUR 11.25. Phase III introduced some significant changes, aiming at effectively transferring responsibility and decision making power, and the long-term sustainability of rural water supply and environmental efforts to the communities. These changes included the introduction of a Community Development Fund (CDF) to facilitate high implementation rates including effective utilisation of funds, efficient financial management, and eventually, the aim at developing financial mechanisms for communities to assume the responsibility for re-investment in the schemes, thus ensuring sustainability.

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### **2.6.2 Rural Water Supply, Sanitation and Hygiene Program in Benishangul-Gumuz Region 2008-2013**

The Rural Water Supply, Sanitation and Hygiene Program in Benishangul-Gumuz Region (FinnWaSH-BG) was launched in 2008 with financial support of Government of Finland and is planned to be phased out by mid-2015. The project is implemented in five woredas. The total GoF budget of the planning and implementation phases is nearly MEUR 14.

FinnWaSH-BG has been built on the experience from RWSEP and it largely replicates its approach, especially CDF, in a remote, less developed region with varying hydro-geological conditions. The key element of FinnWaSH-BG approach is a comprehensive WaSH plan made by the communities as a starting point for their water supply, sanitation and hygiene improvement. The Community WaSH Plans are the central feature around which the project is designed. CDF provides the mechanism through which the communities are to be supported, financially, operationally and technically. FinnWaSH-BG has shown that with proper technical assistance and capacity building the CDF can be quickly replicated. The output of the first actual construction season in 2009 was 173 water points in five woredas, including one gravity scheme involving higher technologies. During the second year, an average 40 of water points were constructed in each of these five woredas and during the third year 244 water points (49 water points per woreda) were constructed in the 5 woredas. One good experience in FinnWASH-BG is the use of CMP approach for more complex technologies like deep boreholes and gravity schemes. From this aspect FinnWASH-BG is considered a pilot case for such kind of technology with CMP application where COWASH can take the best lessons learned in its scaling up effort.

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### **2.6.3 Ethiopia Water Supply and Sanitation Project 2004-2013**

Ethiopia Water Supply and Sanitation Project (WSSP), financed by the World Bank, and DFID was launched in 2004 and extends to March 2013. It has three components. The scope of the Component 1 is rural and it provides funding to:

- Increase the capacity of participating woredas to effectively manage their rural water supply and sanitation programs;
- Increase the capacity of participating communities to effectively manage their water supply and sanitation facilities; and

- Ensure well-functioning water supply schemes in place in participating communities.

The component aims at improving approximately 5,500 water supply schemes serving about 3,700 communities or approximately 2 million people. Component 2 targets urban water supply and Component 3 is designed to support improvements to monitoring and management of water resources management. WSSP operates in 208 woredas in 9 Regions.

The total financial commitment of the World Bank is about MUSD 115. The project has many similarities with RWSEP and FinnWASH-BG, e.g. sensitisation of communities, application procedures for assistance, establishment of WASHCOs, opening and operating bank accounts; need to contribute to O&M costs by communities, and use of local artisans in construction. The most important differences are related to fund flows, procurement and channelling of support to communities.

Project funds flow from the Ministry of Finance and Economic Development at the federal level to regional Finance Bureaus, and then to participating woredas and towns, which is the Woreda Managed Projects model. Funds are allocated between Regions according to the Government of Ethiopia's block grant formula.

Procurement and contracting for most activities of Component 1 are carried out by woredas. Regional Water Sector Bureaus enter in direct contracts for activities that are more appropriately batched for the woredas, e.g., borehole siting and supervision, borehole drilling, supply of hand pumps, and large rural piped systems.

WB promotes the role of the private sector, e.g., in the provision of technical support to woredas and communities. Water Sector Bureaus have contracted private consultants to establish Woreda Support Groups (WSG), which have typically supported 4-6 woredas each. Support has been cascaded down through Local Service Providers (LSP) and Community Facilitation Teams (CFT).

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#### **2.6.4 Rural Water Supply & Sanitation Program 2006-2013**

The Rural Water Supply & Sanitation Program (RWSSP) started in 2006 with financing of over MUSD 60 from the African Development Bank (AfDB). Its main objective is to improve access to rural water supply and sanitation services, reduce poverty and enhance productivity and thereby contribute to the achievement of water related Millennium Development Goals (MDG). It is implemented in 125 woredas in nine Regions.

The program includes community capacity building, program support at the federal and regional levels, provision of new and rehabilitation of existing water supply facilities and provision of latrine facilities at schools, health facilities, communal latrines in crowded settlement areas and demonstration latrines for associations.

The implementation arrangements (which were mainly adopted from the World Bank financed water supply and sanitation project) follow policy objectives of decentralisation to lowest possible level, involvement of all stakeholders in the process, and integration of sanitation with improvement to water supply.

A demand responsive approach, which focuses on building the capacity of in the sector at all levels, has been applied. It also focuses on the sustainability of the schemes, and the communities are involved in the decision making process. The program is using the Woreda Managed Project approach as its financing modality.

### 2.6.5 Water and Environmental Sanitation Program 2007-2011

The Water and Environmental Sanitation Program of the European Union and United Nations Children’s Fund (UNICEF) comprises rural water supply, rehabilitation of developed schemes, environmental sanitation and hygiene education, and capacity building. It also works with school and health facilities WaSH and emergencies. In its elapsed five-year Country Program for 2007-2011 UNICEF allocated about MUSD 15 per year to rural water supply, environmental health and sanitation projects. In this program UNICEF has adopted the use of CMP financing approach in 8 woredas in Amhara Region and in two woredas in Benishangul-Gumuz Region.

### 2.6.6 Integrating WASH, Multiple Use Services and Community Based Nutrition for Improved Food Security and Reproductive and Sexual Health in Ethiopia 2011-2015

The new UNICEF Integrated Community Based Nutrition and WaSH for Improved Food Security and Reproductive and Sexual Health in Ethiopia Programme objective is: Children, youth and women in rural, pastoralist and urban areas use quality, gender sensitive and equitable basic preventive, promote and curative health and nutrition services at health post level by 2015.

The total budget is nearly 34 MUSD for the period of 2011-2015. Contributions to the Programme are from the Government of the Netherlands, Canadian International Development Agency (CIDA) and UNICEF as follows:

Government of the Netherlands	Canadian International Development Agency (CIDA)	UNICEF
23.375 MUSD	4.35 MUSD	5.25 MUSD

Specific programme objectives are:

- a) By 2015, achieve improved WaSH coverage (GTP 2011-2015, Universal Access Plan II, Health Sector Development Plan IV)
- b) By 2013, reduce prevalence of stunting from 46% to 40%, with further reductions by 2015 (National Nutrition Programme)

Planned outputs of the Programme are:

- a) 1,800 community managed water supply systems in 30 Woredas benefiting a population of 630,000 people with safe drinking water; multiple use of water being promoted in same communities
- b) 150 rural primary schools (97,500 school children) with a complete WaSH package comprising water systems, child friendly sanitation, the promotion of hygiene, wise

water management, and the establishment of 60 school-managed market gardens to demonstrate the benefits of MUS to surrounding communities.

- c) 150 rural health facilities with complete WaSH package
- d) Community Led Total Sanitation and Hygiene resulting in home built toilets, benefiting an estimated 280,000 families.
- e) Strengthened capacity for communication for behaviour and social change in intervention schools and communities, resulting in improved hygiene, nutrition and reproductive health knowledge attitudes and practices
- f) In at least four local Regional TVETCs, establish and roll out guided learning modules to strengthen implementation capacity and promote appropriate technology
- g) Knowledge generation and dissemination through established networks and forums to inform policy and practice

It is mentioned in the project documents that special technical assistance support from COWASH is expected in scaling up of Community Based WaSH projects and International Research Centre for Water and Sanitation (IRC) will provide technical assistance support to operational research agenda and MUS.

It is planned that CMP approach is implemented in 15-17 woredas initially and all 30 selected woredas ultimately.

The summary of major projects intervention in Ethiopia in January 2013 is presented in the table below:

Regions	WaSH Woredas						Total No of Woredas <sup>3</sup>	Woredas covered %
	UNICEF - EU	WB/DFID	AfDB	Finland	Italia	Total		
Afar	4	6	5			<b>15</b>	<b>30</b>	50 %
Amhara	19	30	29	27		<b>105</b>	<b>166</b>	63 %
Benishangul-Gumuz	2	6	2	5		<b>15</b>	<b>21</b>	71 %
Dire Dawa	1					<b>1</b>	<b>1</b>	100 %
Gambella	2	3	2			<b>7</b>	<b>13</b>	54 %
Harari	1	2	4			<b>4</b>		
Oromia	25	84	41	5	5	<b>165</b>	<b>279</b>	59 %
SNNPRS	13	41	24	4		<b>82</b>	<b>140</b>	59 %
Somali	6	18	9			<b>33</b>	<b>53</b>	62 %
Tigray	5	18	9	4		<b>36</b>	<b>47</b>	77 %
<b>Total</b>	<b>78</b>	<b>208</b>	<b>125</b>	<b>45</b>	<b>5</b>	<b>458</b>	<b>750</b>	<b>61 %</b>

<sup>3</sup> National Hygiene and Strategic Action Plan December 2012

## 2.6.7 Other Interventions

Italian Development Cooperation (IDC) implements rural water supply project in five woredas of Oromia Region. Present IDC project funding will end at the end of 2012. Also Japanese Development Cooperation (JICA) and plethora of NGOs (international, national, regional/ local), operate in the Ethiopian WaSH sector. WaterAid is one of the most active international NGOs. Also some regional NGOs, for example Organization for Rehabilitation and Development in Amhara (ORDA) and the Relief Society of Tigray (REST) are strong and important actors within WaSH. After piloting CDF, ORDA has expressed its interest to replicate the CDF approach in their new projects and extend the scope of funding from water supply and sanitation to small scale irrigation and agricultural investments.

The Millennium Water Alliance (MWA) is a permanent alliance of international NGOs active in water supply, hygiene education and promotion of sanitation. There is interest in CDF among MWA members, particularly CARE. Members of the MWA include:

- Cooperative for Assistance and Relief Everywhere (CARE);
- Catholic Relief Services (CRS);
- Lifewater International;
- Water.org;
- Living Water International (LWI); and
- World Vision

## 2.7 RELEVANT POLICIES, STRATEGIES, LEGISLATION AND PLANS

### 2.7.1 Five-year Development Plans of Ethiopia

The new five-year Growth and Transformation Plan (GTP) for the period of 2010-2015 is a comprehensive economic development plan for the country, including targets for all sectors, including WaSH. It defines the development efforts after the expired Plan for Accelerated and Sustained Development to End Poverty (PASDEP) that focused on rural growth, accelerating the growth of the private sector, growth in the economy to create employment and incomes, and strengthening of public institutions. Poverty reduction and its ultimate eradication in all its dimensions remain as the overriding development agenda of the Government of Ethiopia.

The current status and the related GTP targets of water and sanitation are the following:

Definition of the target	2009/2010 baseline	2014/2015 target
Overall potable water coverage	68.5 %	98.5 %
Urban population with access to potable water within 0.5 km	91.5 %	100 %
Rural population with access to potable water within 1.5 km	65.8 %	98 %
Reduce non-functional rural water supply schemes	20 %	10 %
Decrease maternal mortality rate per 100,000 mothers	590	267
Decrease under five mortality rate per 1,000 children	101	68
Infant mortality rate (per 1,000 live births)	77	31
Proportion of households using latrines	20 %	82 %

## 2.7.2 Policies on Water, Sanitation and Hygiene

Government of Ethiopia has appropriate policies, strategies and protocols in place. Water supply related activities in Ethiopia are governed by the Water Resource Management Policy (1999); Water Sector Strategy (WSS 2001). These include all water related activities, including irrigation and hydro-electric power generation. Further, Universal Access Plan (UAP 2005) for rural water and its updates, National Sanitation and Hygiene Strategy (2005), National Sanitation and Hygiene Protocol (2006), Urban UAP water (Jan 2012), the National Hygiene and Sanitation Strategic Action Plan (Dec 2011) have been formulated.

According to UAP, increasing complexity of water source technologies will be prioritised during selection to speed up the implementation of rural water supply. The development of appropriate water technologies will be considered in the following order. The criteria considered in the determination of the sequence are the following:

- Fully lined hand-dug wells with raised collar around the well opening fitted with rope pump designed to serve households and the community for a minimum of 5 years.
- Fully lined hand dug well with raised platform fitted with hand pump designed to serve the community for minimum of 5 years.
- Drilled shallow well fitted with hand pump designed to serve the community for at least a minimum of 10 years
- Capped springs designed to serve the community for at least a minimum of 10 years.
- Rainwater harvesting from roof catchments particularly designed to serve public institutions.

In its review of the progress of UAP, MoWE listed a number of recommendations for the acceleration of the implementation of the plan. They include:

- Decision on the amount of subsidy to be provided for the household and communal water supply schemes and the procedures for the assistance;
- Decision on the minimum level of cash contribution of the community for other technology options and strictly observe its implementation;
- Identification of areas where household and communal level low cost technologies could be implemented and deploy Water Extension Workers (WEW) at kebele level to provide technical assistance for their implementation;
- Encourage communal water supply schemes giving priority for subsidy for low per capita construction cost;
- Facilitate enabling environments (technical assistance, credit, subsidy, etc.) for households and the community;
- Consider use of rope pumps for household and communal water supply schemes and as a replacement for defunct imported hand pumps where it is technically feasible.

GoE has prepared a Mass Mobilisation Strategy (MMS) in 2008 to support the realisation of GTP. In WaSH, the purpose of the strategy is to ensure the effective implementation of UAP through

effective and broader mobilisation of beneficiary communities. The detailed strategies include to:

- Develop an implementation plan for the realisation of a qualitative and significant change in provision of WaSH services by considering the objective realities of the regions;
- Design an effective WaSH implementation arrangement;
- Self-supply and promotion of household wells;
- Effectively utilise existing human resources of the sector and enhance its skills
- Ensure the effective integration of the different institutions through integrated approach;
- Allocate required finance for the implementation of the strategy; and
- Implement social marketing.

The National Hygiene and Sanitation Strategy (MoH, 2005) aims at 100% adoption of improved (household and institutional) sanitation and hygiene by each community, which adoption will contribute to better health, a safer, cleaner environment, and the socio-economic development of the country. Consequently, all households would have access to and would use a sanitary latrine. Appropriate latrines with urinals and hand washing facilities would be installed at schools, health facilities, markets and public places. Considering these highly important targets, it is worrying that there is not an own budget line of the Government for the hygiene and sanitation.

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### **2.7.3 Integrated WaSH Implementation Modality**

In 2006, a Memorandum of Understanding (MoU) was signed between MoWE, MoH and MoE on the Integrated Implementation Modality of the Water Supply, Sanitation and Hygiene (WaSH) Program in Ethiopia. The purpose of the MoU was to bring the main partners of the WaSH sector together and facilitate their co-operation in joint planning, implementation and monitoring of water supply, sanitation and hygiene education in communities, schools and health institutions, thereby accelerating access to both amenities and hygiene education towards the achievement of MDGs and PASDEP, replaced in 2010 by the GTP. The national WaSH program is designed to integrate water supply (urban and rural), hygiene and sanitation and education. The WaSH program emphasized the integration, harmonisation, alignment and partnership as crucial strategies for the success of the WaSH.

The progress in institutionalising WaSH MoU at federal and regional levels has been very slow. Coordination seems to be working best at the woreda level. The roles of the WaSH partners were not clearly defined in the MoU, and it has been recently revised, with MoFED included as a new party. The MoFED will have a central role for WaSH implementation through its decisive role on the sector financing and the fund management. The MoU has been endorsed by signing of all four WaSH partner ministries on November 2012.



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## 2.7.4 Harmonization and Joint Approaches

There have been serious and intensive joint efforts and initiatives to address the low service levels in Ethiopia and harmonise the support to the water and sanitation sector. The most important initiatives and activities include the Ethiopian Country Dialogue process which was done under the framework of the European Union Water Initiative (EUWI), which, produced at the time as an outputs among other things; the Sector Review of Water Supply, Sanitation and Hygiene, and the draft Financing Strategy for the Water Supply and Sanitation Sector, Multi-stakeholder Forum (MSF), Draft Joint Financing Agreement (JFA), biannual Joint Technical Reviews (JTR). The major recent harmonization effort is the WaSH Implementation Framework (WIF). JFA was at draft level and it has not been materialized. Instead capacity building pooled fund was suggested and agreed by donors but later abandoned by MoFED at the last minute due to a management issue. But the support is later redirected to support UNICEF capacity building plan to the sector through Bilateral Agreement with UNICEF. Accordingly together with DIFID and Italy, Finland is also supporting this initiative now.

According to the Ministry of Finance and Economic Development definition of fund channelling, the WaSH sector financing takes place through three main channels: Channel 1, 2 and 3. Channel 1 is again divided into three sub channels. Previously there used to be two sub channels under Channel 1, which was 1a and 1b. However MoFED recently revised and divided it into A, B and C.

Depending on the strength of the accounts office of an institution, channel 2 financial disbursement accounts can either be additionally handled by the accounts office of the institution or by organizing such an accounting section within the project. The accounting system for the most part is based on the requirements of lending and aid agencies.

Donations directly deposited by aid agencies in money and in kind for the program executing institution and withdrawals for implementations are mainly booked by the aid agencies are included in channel 3. Using this method, no direct link has been established that enables submission of accounts report for such activities to the MoFED. Since the booking of accounts is made by each donor country or organization on the basis of their own accounting system, there is no condition under which a coherent report could be produced. Aid agencies are not willing to report when requested.

A WaSH Monitoring and Evaluation Framework, Manual was approved in 2008. It strives to generate a more efficient and effective approach to monitoring and evaluation (M&E) in the WaSH sector.

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## 2.7.5 WaSH Implementation Framework

The WaSH Implementation Framework (WIF) has been prepared to improve implementation harmonization and the move towards sector wide approach and then to speed up the achievement of the WaSH targets of the Growth & Transformation Plan (GTP). It will act as the guiding document for all WaSH implementation.

In the National WaSH Implementation Framework the principles and basic procedures of the CDF approach are mainstreamed and built into the WaSH program as part of the **Community**

**Managed Project (CMP)** approach. It is presented as an alternative funding mechanism to the existing Woreda Grant which is hereby known as the Woreda Managed Project (WMP) approach, which is the conventional modality of financing the WaSH implementation. WMPs include also projects that are regionally or nationally managed on behalf of Woredas or towns. If the existing Regional or Woreda Grants are channelled to the community via some means, which is not yet defined and community is managing the projects and funds, then this part of the Grant funding mechanism belongs to the category of Community Managed Projects. As the general principle, communities (kebeles) are free to choose which funding mechanism they wish to adopt.

The Community Managed Projects approach has been defined in the full WIF (August 2011) as follows:

*The CDF approach, pioneered and developed in Amhara and Benishangul-Gumuz Regions is being mainstreamed into the National WaSH Program for its wider application.*

*The CDF approach, which served as a basis for the community-managed project implementation modality, is characterized by a series of distinctive features:*

- *Fund Transfer: The unique and innovative feature of the CDF approach is that funds for the physical construction of water schemes are transferred directly to the community by way of a Micro Finance Institution (MFI).*
- *Community Financial Management: The communities, through water and sanitation committees, are responsible for the full development process through planning, financial management, implementation and maintenance. The unique feature in CDF community management is that the WASHCO manages not only community-generated funds but 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.*

The three WaSH sector Ministers have signed the summary WIF document (August 2011). The summary WIF has been in the revision by MoFED and its revised version is expected to be released any time. Accordingly, the final official approval of WIF is still pending but the CMP approach by using a MFI as the financial intermediary has already been tested and is already being applied in five regions of Ethiopia.

### 3 STAKEHOLDERS

The Project will work towards universal access through the responsible WaSH partners whom it supports. Therefore, the partners and stakeholders are many. At the federal level the Project supports directly the functions of the national WaSH partners and provides support to the WaSH coordination and CMP activities in already participating as well as potential new Regions. The lion's share of the federal support is directed to the WaSH partners in regions that adopt CMP approach.

Both at the federal and regional levels, the main stakeholders include possible Joint Financing and/or Consolidated Wash Account (CWA) Partners. The Project will assist, through WaSH partners, in attracting new financiers to channel their support through CMP, preferably joining the CWA.

The various stakeholders of the project are listed below.

#### **Current WaSH stakeholders:**

- Federal level partners are:
  - MoU partners of WaSH
    - Ministry of Water and Energy
    - Ministry of Health
    - Ministry of Education
    - Ministry of Finance and Economic Development
  - WaSH coordination and management structures
    - National WaSH Steering Committee
    - National WaSH Technical Team
    - National WaSH Coordination Office
    - National WaSH Management Units at WaSH Ministries
  - Financiers (the financiers are included as stakeholders as they are expected to adopt the CMP approach in financing WaSH infrastructure)
    - MFA of Finland
    - UNICEF (including the Netherlands)
    - World Bank (IDA)
    - World Bank Water and Sanitation Program-Africa
    - African Development Bank
    - DFID
    - JICA
    - Italian Development Cooperation
    - Switzerland

- NGOs (NGOs are included as stakeholders as they are expected to replicate the CMP approach)
  - NGOs are Represented by the Consortium of Christian Relief and Development Association (CCRDA)
  - Especially WaterAid, SNV, WaSH Movement, RiPPLE, MWA, Plan, CARE, World Vision and Ethiopian WaSH Alliance (EWA) are major COWASH partners
- Regional level are:
  - MoU partners of WaSH in Amhara, Oromia, Southern Region, Tigray and Benishangul-Gumuz are:
    - Regional Water Bureaus and their line offices at zones and woredas
    - Regional Health Bureaus and their line offices at zones and woredas
    - Regional Education Bureaus and their line offices at zones and woredas
    - Regional Finance Bureaus and their line offices at zones and woredas
  - Regional WaSH coordination and management structures are:
    - Regional WaSH Steering Committee
    - Regional WaSH Technical Team
    - Regional WaSH Coordination Office
    - Regional WaSH Management Units at WaSH Bureaus
- Zone, Woreda and Kebele levels partners are:
  - Zone line departments of water, health, education and finance
  - Zonal Wash Management Team
  - Zonal WaSH Coordination Office
  - Zonal WaSH Management Units at Zonal WaSH Departments
  - Woreda line offices of water, health, education and finance
  - Woreda WaSH Steering Committee/Woreda Cabinet
  - Woreda WaSH Technical Team
  - Kebele Manager/Kebele Development Committee
  - Kebele WaSH Team
  - Health Extension Workers, Development Agents and Development Army
- Regional Financiers are:
  - Regional Governments of Amhara, Oromia, Southern Region, Tigray and Benishangul-Gumuz
- Regional Support agents are:
  - Financial intermediates in
    - Amhara - Amhara Credit and Savings Institution (ACSI)
    - Oromia - Oromia Credit and Saving Share Company (OCSSCO)
    - Southern Region – OMO Microfinance Institution (OMFI)
    - Tigray – Dedebit Credit And Savings Institution (DECSI)
    - Benishangul-Gumuz Credit and Saving Institution (BGCSI)
  - Other regional private sector service providers are:
    - Artisans

- Shopkeepers
- Consultants (woreda support groups, community facilitation teams)
- Local NGOs
- Community level partners are:
  - Water, Sanitation and Hygiene Committees
  - Institutional WaSH Committees
  - Community level volunteers

**Future stakeholders:**

- Federal level:
  - Potential new financiers such as Global Sanitation Fund
- Regional level:
  - New regions introducing CMP such as Gambella
  - Potential new financiers

An increasing amount of communities and households, women, men, girls and boys will benefit from accelerated expansion of WaSH services. In CMP, they are actually managing the implementation and post-construction thus ensuring the sustainability of the facilities. At the community level women and girls are the main beneficiaries. Regarding school water points and toilets, girls are the main beneficiaries. WaSH improvements at home and school contribute to higher school enrolment of girls through creating student friendly WaSH facilities. While the communities constitute the main beneficiaries, there are beneficiaries also at other operational levels of the Project (*The term 'District' below represents the next administrative level under the zones, such as woreda, ana etc.*):

**Beneficiaries:**

- Community level:
  - Communities through improved and sustained WaSH services
  - Institutions through improved and sustained WaSH services
  - Women and girls through a strengthened social status in their communities
- Woreda /district level:
  - Woreda administration and woreda level offices through increased foreign and domestic funding attracted and efficiently used
  - Support Agents through better business opportunities
- Federal level:
  - GoE through increased foreign and domestic funding attracted and efficiently used
- Regional level:
  - Regional Governments through increased foreign and domestic funding attracted and efficiently used
  - Financial intermediaries through extended volume and new product development

## 4 DEFINITION OF THE INTERVENTION

The COWASH Draft Project Document's (first draft on 7th January 2011, second draft in June 2012, third draft in August 2012 and this fourth draft in October 2012) definition of the intervention has been further elaborated in order to make COWASH directly supporting the induction of the WIF, however, with the main focus on contributing to the universal rural access to WaSH through CMP approach. Regarding aspects of WaSH, such as household sanitation and hygiene, institutional hygiene, operation and maintenance and crosscutting issues, the scope of the intervention is defined by WIF and the approved sectoral guidelines such as Community-Led Total Sanitation and Hygiene Manual (Jan 2012), CLTSH verification and Certification Protocol (Jan 2012), National Monitoring and reporting system for the Implementation of Community-Led Total Sanitation and Hygiene (Jan 2012).

The overall objective, purpose, components, results, outputs, major activities and indicators of the COWASH Revised Project Document have been streamlined with those of the Growth and Transformation Plan of the Government for 2010-2015, WIF and the WaSH M&E Framework. The logical framework of the Project is presented in **Annex 1**.

### 4.1 OVERALL OBJECTIVE

#### 4.1.1 Rural Water Supply Universal Access Targets in Ethiopia

The targets of the Rural Water Supply Universal Access Plan are:

- 98 % rural water supply access by 2015, with the construction of 93,827 schemes, upgrading 100,000 traditional wells with self supply principles, constructing 9,409 rural school water supplies and 4,565 health post water supplies during a period of 2011-2015.
- 100 % urban water supply access by 2015
- 98.5 % combined water supply access by 2015 (rural +urban)
- Side by side with new construction, non functionality of schemes is expected to be reduced from 20% in 2011 to 10% in 2015.

#### 4.1.2 National Hygiene & Sanitation Strategic Action Plan for Rural, Per-Urban & Informal Settlements Targets in Ethiopia

The National Hygiene and Sanitation Strategic Action Plan (SAP) targets 2011-2015 are:

- Increased proportion of household with access to both unimproved and improved sanitation facilities from 60 % to 100 %
- Increased proportion of households using improved sanitation facility (toilet utilization) from 20 % to 82 %
- Increased Proportion of households practice hand washing with soap (a substitute) at critical times from 7 % to 77 %
- Increased proportion of Kebeles free of open defecation from 15% to 80%.
- Increase proportion of household water treatment and safe storage from 8% to 77%

The COWASH is contributing to the above water and sanitation UAP targets.

The overall objective<sup>4</sup> of the Project is:

***To achieve the universal access to WaSH in the rural areas of Ethiopia.***

The achievement of the overall objective is beyond the scope of this COWASH Project alone. However, the Project is expected to have substantial contribution to the achievement of the corresponding GTP/UAP and SAP (rural water sanitation and hygiene) targets in the selected rural areas in implementation of investment projects through CMP approach. In this, the Project will support WaSH partners at the federal and regional levels.

Main indicators for the verification of the achievement of the overall objective are:

- *Access to safe rural water fulfilling the UAP II criteria in the targeted woredas*
- *Rate of functionality of rural water supplies in the targeted woredas*
- *Percentage of rural ODF kebeles in the targeted woredas*
- *Percentage of institutions (schools and health facilities) accessing water supply*
- *Percentage of institutions (schools and health facilities) accessing sanitation*

Within its financial resources, the Project addresses capacity building needs of the rural sanitation and hygiene development in the extent justified by the WIF. Household sanitation and hygiene education shall be considered as a coordinated part of the improvement of the communities' water supply service. In the improved sanitation, the first focus shall be on achieving an ODF status in the entire intervention kebeles, not only in communities where the water supply schemes are constructed. These investments shall take place strictly coordinated with parallel efforts of other interventions and in accordance with the UAP II. The overruling principle of COWASH is that GoF funding focuses on the capacity building and that investment funds would be provided by the Regional Governments or other financiers with some exceptions in some regions. In this sense, it is essential that the regional sector bureaus of education and health will take an active role to make investment funds available for improving sanitation in schools and health facilities.

## **4.2 PROJECT PURPOSE**

Within the framework of the overall objective, the Project purpose is:

***Support the acceleration of UAP-rural water and sanitation targets attainment through the establishment of an enabling environment and the implementation of CMP interventions in selected rural areas of Ethiopia***

The corresponding main indicators for the verification of the achievement of the Project purpose are:

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<sup>4</sup> The bench marks (baseline) and targets for each indicator are indicated only in the logical framework (Annex 1). This is just to save space.

- *Percentage of Regions implementing CMP approach*
- *Percentage of Woredas of targeted regions implementing CMP approach*
- *Percentage of Kebeles of targeted woredas implementing COWASH*
- *Percentage of rural population that has accesses to potable water through CMP under COWASH*
- *Amount of regional budget allocated for COWASH*

### **4.3 VISION OF COWASH IN THE SITUATION WHEN ONE WaSH NATIONAL PROGRAM BECOMES OPERATIONAL**

#### **4.3.1 General**

The WaSH Implementation Framework and Memorandum of Understanding on WaSH are the key foundation documents of One WaSH National Program. The Ministry of Water and Energy has initiated the development of Consolidated WaSH Account jointly with the Ministry of Finance and Economic Development (MoFED) in April 2012. The preparations are still **ongoing** and it may take still 1-2 years before the One WaSH National Program would come operational using Consolidated WaSH Account. It is anyhow expected that One WaSH National Program will become partly operational during the lifetime of COWASH Phase **II** (ends in June 2016) and therefore it is important to visualize what happens to COWASH on that moment.

It is expected that in One WaSH National Program situation the CMP approach in financing rural WaSH will be major financing modality and thus plays crucial role in the financial management of the One WaSH National Program. In this situation the present COWASH geographical area disappears and CMP approach is expected to be scaled up to the entire country i.e. all regions and all woredas. In the new situation the Government of Finland commitments to COWASH will be merged into the Consolidated WaSH Account at federal level administered by MoFED while the Regional Government commitments to COWASH will be merged into Regional level Consolidated WaSH Account administered by BoFED. The intergovernmental agreement between GoF and GoE is to be revised. The regional financing agreements of COWASH Component 2 will be terminated once the One WaSH National Program and the Consolidated WaSH Account become operational and Finland sign to it, taking into account the financiers requirements and regional commitments and needs.

#### **4.3.2 Federal Level Technical assistance**

The federal level technical assistance team is expected to continue the provision of advisory support in the scaling-up of the CMP within One WaSH National Program. In the new situation it is assumed that the Capacity Building Specialist moves to the WaSH Capacity Building Unit in the MoWE and works there as an adviser in providing technical assistance for CMP capacity building and ensuring that CMP capacity building gets adequate attention in One WaSH National Program planning and implementation. The Monitoring and Evaluation Specialist is assumed to move to the National WaSH Coordination Office and act there an adviser focusing in the CMP monitoring and scaling-up and ensuring that CMP is adequately captured in One WaSH National Program plans and reports. The CMP specialist is assumed to move to the National WaSH Management Unit



(Water) and act there as an adviser by providing technical assistance service for CMP scaling-up under the One WaSH National Program.

The Chief Technical Advisor, the Crosscutting Specialist and Communication Specialist are assumed to continue the provision of advisory services for whole WaSH implementation with special focus to CMP under the Water Supply and Sanitation Directorate.

It is assumed that the One WaSH National Program will have a specific organization in the MoWE strengthened with technical assistance. The organization would have regular Government employees leading the One WaSH National Program and local consultants employed for certain period to assist the Ministry in the One WaSH National Program administration and management. Special focus of the COWASH advisors in the One WaSH National Program organization is the capturing of the Government of Finland supported CMP related results into the One WaSH National Program implementation and monitoring. COWASH Advisors are needed to work in this organization and continue the CMP scaling up efforts because the CMP approach is still a new and evolving concept to majority of the regions and because the scaling up of CMP in new regions requires a stepped approach; the piloting and scaling up phases. The regions will be well supported to be successful in the piloting phase. Regions will start the scaling up of CMP when the required capacity is in place.

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#### **4.3.3 Region level technical assistance**

Ideally at region level the COWASH Component 2 disappears and becomes part of the One WaSH National Program. The regional financing agreements of COWASH Component 2 will be terminated once the One WaSH National Program and the Consolidated WaSH Account become operational and Finland sign to it. In this situation the Component 2 targets will be merged into One WaSH National Program targets and the Government of Finland will in this situation receive the reports of the One WaSH National Program with special focus on CMP approach.

It is expected that regions will have a specific organization established to administer and manage the One WaSH National Program. In this situation the present Regional Support Units become part of the One WaSH National Program Regional Organization led by the regular regional government employees. It is assumed that the specialists and experts employed by the Regional Water Bureaus will move to the Regional One WaSH National Program implementing organization and continue to be paid by the Regional Government from the Regional Consolidated WaSH Account. It is assumed that this change is smooth and can be done without termination of the present employment agreements. It is assumed that the regional CMP specialists provide technical assistance service in the regional OOWNP organization giving special focus in the CMP approach scaling-up and capacity building in the region. In order to support the financial flows particular, there is assumed to be financial specialists assigned in the regions to make sure that the CMP investment fund flow is maintained from the regions down to the community level. This CMP funding channel is to be strongly maintained in the One WaSH National Program implemented through Consolidated WaSH Account.

## 4.4 PLAN OF COWASH TRANSIT INTO ONE WASH NATIONAL PROGRAM

### 4.4.1 General

The following two documents, which are relevant to launch One WaSH National Program (OWNP) in Ethiopia, have been endorsed:

- a) The WaSH Implementation Framework (WIF), signed by all four sector ministries in March 2013,
- b) The Memorandum of Understanding on WaSH, signed in November 2012 by all sector Ministries,

The major documents which still to be prepared in order to make the OWNP operational are:

- a) The Program Document of OWNP
- b) The WIF implementation guidelines
- c) Operational Guidelines of the Consolidated WaSH Account (this is part of OWNP plan)
- d) Financing agreement or Memorandum of Understanding on OWNP between the Government of Ethiopia and Development
- e) Partners Joint Appraisal Document
- f) The formulation and preparations of the OWNP documents are still ongoing during the finalization of this revised COWASH Project Document and it may still take some time before the OWNP would come fully operational using Consolidated WaSH Account. It is anyhow expected that OWNP will become at least partly operational in 2013-2014 Ethiopian Fiscal Year (EFY) and therefore it is important to plan on COWASH's transit into OWNP.

The signed WIF **and OWNP Document** defines the Community Managed Project (CMP) approach as one of the implementation modalities of the rural WaSH. The signed WIF only reads that the detail of the structure of the physical implementation coordination below woreda level will be worked out in the implementation manual. In the signed WIF the WaSH finance is administered as per the financial management rules and regulations of Ethiopia from Federal to Woreda levels.

This is important to COWASH as its transition to OWNP depends on the approval of CMP financial modalities. The "Full WIF" drafted in August 2011 defines the CMP financing modality as follows: *"Funds budgeted for Community Managed Projects (CMP) using CDF approach are transferred by BoFED to a Regional Micro-Finance Institution (MFI) and from there to MFI sub-branches to established WASHCO accounts from which authorized withdrawals are made for water point construction."* This document was also one of the attachments in the decision making process of Government of Finland to double their financial contribution in the COWASH. When the "summary WIF was revised this part as well the operational WaSH structures below the Woreda (Kebele and Community) were left out from the signed WIF summary document. The signed WIF indirectly

proposes that CWA funds follow the Public Financial Management (PFM) procedures down to Woreda level from where they can be disbursed to lower levels (MFIs, WASHCOs, NGOs).

The CMP financing modality applied in COWASH vary between the regions based on the source of financing. If the funds for investment are from the Government of Finland (GoF), the Finance Bureau enters into an agreement with the Micro Finance Institution (MFI) and transfers the investment funds to communities through the MFI. If the funds for investment are from the Regional Government (RG) contribution, the sector bureau enters into an agreement with the MFI and the Finance Bureau transfers the investment funds into the responsible sector bureau who in turn transfers the funds to MFI except SNNPR where the Finance Bureau enters into agreement with the MFI. The funds in MFI are transferred into a specific CMP account at the MFI woreda office (sub-branch). Communities can then withdraw the funds from this account (withdrawals recorded in the ledger or account) with written authorization from the respective Woreda WaSH Team (WWT). The use of the investment funds by the community is monitored by the CMP supervisor and reported to the woreda sector offices and WWT. The Woreda Finance Office is the member of the WWT. The sector bureau at region level receives the report of CMP fund utilization from the MFI and from the Woreda WaSH Team and further reports it to Finance Bureau.

In COWASH, the Government of Finland has entered into the Financing Agreements with the regional Finance Bureaus. The present agreements are valid until July 2014 and are planned to be updated based on the new budget allocations defined in revised COWASH Project document. All the five regions of Amhara, Tigray, SNNPR, Oromia and Benishangul-Gumuz have approved the revised contributions. Approval letters from the regions are all available and they sum up to the grand total sum of **Birr 502,827,227**. The summary of the present and future commitments of GoF and Regional Governments are presented as follows including the GoF commitments at Federal level. There are no direct financial commitments from GoE at Federal level:

Region	GoF Valid Agreement	GoF Revised Agreement	GoE Valid Agreement	GoE Revised Agreement
	EUR	EUR	ETB	ETB
Amhara	6 025 700	10 310 578	103 000 000	239 634 780
Oromia	425 078	1 766 000	44 000 000	72 153 550
SNNPR	427 588	1 746 084	16 539 750	77 400 262
Tigray	590 909	2 184 299	18 678 750	92 838 635
BSGR		2 262 629		20 800 000
<b>Sub-Total</b>	<b>7 469 275</b>	<b>18 269 590</b>	<b>182 218 500</b>	<b>502 827 227</b>
Federal	2 486 940	3 730 410		
<b>Grand Total</b>	<b>9 956 215</b>	<b>22 000 000</b>		

Note: EUR 1 043 785 of the original Project Document not yet committed with the regions. Therefore the Grand total of Valid GoF Agreement is not 11 MEUR.

#### 4.4.2 Principles for COWASH transit into OWP

COWASH transit into OWP where COWASH funds are channelled through the CWA can take place based on the following principles and actions:

1. The CMP financing modality to use the MFI or Commercial Banks as a Financial Intermediary (FI) for investment fund transfers in OWNP implementation is approved by the MoFED or the Regional Government. When there are banks that can provide the same service, they can be used instead of an MFI, and where the banks cannot do it MFI can be used.
2. The 'Generic CMP Financial Management Guideline' prepared by COWASH would be included as part of the One WaSH National Program **Operational Manuals**. Through this process the CMP financing modality will become part of the OWNP implementation. Once the CMP is part of the OWNP the Regions/Woredas have the possibility to use CWA funding for CMP financing modality if they choose so.
3. MoWE as an implementing agency and the interested regions are to sign an MoU, agreeing on the use of CMP financing modality in the respective Region under the ONWP.
4. All parties agree that in the revised Agreements there will be a clause on the termination of the valid COWASH Financing Agreements and the transfer of the remaining COWASH funds (excluding the Federal Component funds) from the GoF contribution into the Consolidated WaSH Account. The financial commitments between GoF and the Regions (BOFEDs) for the on-going fiscal year (at the time when Finland signs an agreement with GoE for funding the CWA) will be respected and the Regional Agreements terminated at the end of that fiscal year.
5. It is assumed that the use of the remaining amount of agreed Regional Government contributions on COWASH is approved by the regions to be part of the regional contribution of the OWNP.
6. The CMP Regional Support Units will be integrated into OWNP Regional Technical Assistance Teams in Amhara, Tigray, Oromia and SNNP regions.
7. The COWASH Federal level TA team integrates into the OWNP TA team, while honouring the contract between GoF and **Consultant**.
8. Fiduciary Risk Assessment conducted successfully.
9. One WaSH Program Document Appraisal conducted successfully.
10. GoE and contributing partners sign a Joint Financing Agreement/MoU/Code of Conduct on the support to OWNP.
11. GoE and Government of Finland sign a Bilateral Agreement on the support to OWNP

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#### **4.4.3 COWASH transit plan INTO OWNP**

The following actions with execution responsibilities are planned to be made in the transit of COWASH Project into the One WaSH National Program support:

1. Attachment of this transit plan to the Revised Project Document; executed by COWASH in June 2013

2. MoWE submits the revised COWASH project document for MoFED approval and requests MoFED to amend the bilateral agreement of COWASH between GoF and GoE; executed by MoWE in June 2013
3. MoFED's approval of COWASH revised project document; executed by MoFED in June-July 2013
4. Amending the COWASH bilateral agreement as per the Approved Revised COWASH Project Document; executed by MoFED and Embassy of Finland in October 2013
5. Inclusion of the Generic CMP Financial Management Guideline into the OOWNP Operational Guidelines, executed by the One WaSH National Program Preparatory Team in October-November 2013.
6. Approval of the OOWNP Project Document, executed by the OOWNP Task Force in September 2013.
7. Fiduciary Risk Assessment (including CMP financial modality) executed by the OOWNP Task Force in October 2013
8. Appraisal of the OOWNP appraised jointly by the Development Partners including MoFED. Executed by the Development Partners in October-November, 2013.
9. Meeting with the Regions (at least the BOFEDs) to sit together and discuss how to implement CMP under the OOWNP and with CWA funding. MOFED is to be invited to the meeting also. Executed by MoWE in the mid of August 2013.
10. CMP included into the consolidated Regional plans as part of the OOWNP. Executed by the regions in 2013.
11. Terminate all financing agreements in the regions; executed by the BoFEDs and the Embassy of Finland at the end of the 2006 EFY.
  - a. Ongoing construction work and present contractual obligations shall be completed and finances liquidated under COWASH rules. Amounts withheld from contractor's payments to cover the liability period should remain in an account at BoFED. Executed by RSUs ad BoFEDs
  - b. Closing of COWASH accounts and ledgers at all levels, final reporting and audits; executed by RSUs and BoFEDs
  - c. Hand-over of COWASH physical assets and fund balance to OOWNP at Regional, Zonal and Woreda levels; executed by RSUs and BoFEDs
  - d. Transfer of the CMP technical assistance from COWASH Regional Support Units in all four regions to OOWNP technical assistance structure according to the rules and procedures of OOWNP; executed by the Regional Support Units and Regional Water Bureaus

12. Transfer of the Federal Technical Assistance Component 1 of the COWASH in the support of ONWP as an “external TA”; executed by COWASH and approved by the National WaSH Steering Committee on COWASH and competent ONWP governance body.
13. Signing the ONWP Financing Agreement or Memorandum of Understanding by the GoF during 2006 EFY
14. Signing the bilateral ONWP Financing Agreement between GoE and GoF during 2006 EFY

#### 4.5 COMPONENTS, RELATED RESULTS AND OUTPUTS

The Project is divided into two independent but inter-linked components<sup>5</sup>, each specifically determined by a related set of results further described by outputs and verifiable indicators. The components are:

Component 1: *Strengthening the Federal Capacity to Implement Community Managed Projects alongside with a Support to the Establishment of the One WaSH Program.*

Component 2: *Establishing and Strengthening the Capacity in Regions to Scale-up the Implementation of Community Managed Projects*

Component 1 covers support functions to the federal level partners and partners at the regional level. Component 2, in turn, focuses on provision of support functions to the regional partners and partners below the regional level, the private sector and communities included. Component 2 includes scaling-up the CMP in new regions and also the continued support to Amhara region. It also includes the support to implementation of CMP approach in Benishangul-Gumuz region.

### Component 1

*Strengthening the Federal Capacity to Implement Community Managed Projects alongside with a Support to the Establishment of the One WaSH National Program.*

**Result 1.1<sup>6</sup>: *Community Managed Project Approach Scaled up at National level***

**Output: 1.1.1<sup>7</sup>: *Manuals and Guidelines Reviewed and Developed for Standardizing the CMP implementation within the WaSH Implementation Framework***

Major Activities:

- Revise generic CMP investment fund management guideline

<sup>5</sup> These components are not thematic areas but instead they are created for administrative purpose as they were in the original project document

<sup>6</sup> The results do not have separate indicators as they are used only for categorizing the outputs by thematic areas

<sup>7</sup> The project output indicators at federal level are disaggregated by regions

- Revise CMP training materials
- Develop manuals/guidelines for machine and manually drilled wells, rural piped schemes and institutional sanitation using CMP approach in financing the implementation.
- Develop generic operation and maintenance management manual for rural water supply

Indicators:

- Number of generic CMP Implementation guidelines harmonized with WIF and incorporating crosscutting issues developed and implemented
- Number of tested higher technology options reviewed (with women and vulnerable groups opinions included) and incorporated into CMP manuals and guidelines
- Number of generic operation and maintenance manuals/guidelines for rural water supply developed

**Output: 1.1.2: Tools and Mechanisms Reviewed and Developed for Standardizing the Planning, Implementation and Monitoring of CMPs**

Major Activities:

- Revise COWASH M&E framework,
- Prepare annual plans,
- Prepare reporting formats,
- Prepare and consolidate periodic reports,
- Review baseline data and reports,
- Participate in regional review meetings,
- Participate in regional COWASH steering committee meetings,
- Participate in federal COWASH Steering Committee meetings
- Facilitate mid-term evaluation,
- Design social audit guideline
- Follow-up and provide technical assistance to regions

Indicators

- Number of federal level annual plans prepared as per the planning formats
- COWASH M&E framework developed
- Number of federal level quarterly and annual reports prepared
- Number of federal steering committee meetings conducted

**Output 1.1.3: CMP Approach within the Rural WaSH Scientifically Researched.**

Activities:

- Support doctoral level research
- Support master level researches
- Support bachelor level research

- Organize research workshops
- Prepare scientific articles on the researches carried out for publications on international journals.

Indicators:

- Number of CMP researches (disaggregated by Doctoral, Masters and Bachelor levels) completed
- Number of CMP research result presentations given in international conferences
- Number of published articles on CMP research results

**Output 1.1.4: Information, Education and Communication (IEC) on CMP Implementation Modality Enhanced**

Major Activities:

- Develop IEC materials (brochures, leaflets, calendars, posters, logos, etc.),
- Revise and update CMP communication strategy
- Produce case studies,
- Participate and contribute in national and international workshops, conferences, seminars, symposiums, networking meetings and forums
- Organize experience-sharing visits and events,
- Develop and update the CMP web-page,
- Promote CMP in printed and electronic media
- Support national advocacy events and publications in order to promote CMP
- Liaise and coordinate with national and international organizations to provide support for CMP implementation in Ethiopia
- Coordinate and link COWASH on different international forums and conferences relevant to COWASH and CMP in order to make CMP well known for new financiers

Indicators:

- Communication strategy developed
- Number of major international and national events (workshops, seminars, conferences, symposiums) where CMP awareness is raised through COWASH participation
- Number of CMP related information and education materials prepared and published (disaggregated by types)

**Result 1.2: CMP Implementation Capacity at the Federal and Regional Levels Developed**

**Output 1.2.1 Capacity building instruments reviewed and developed**

Major Activities:



- Prepare and review periodically of CMP capacity building strategy
- Develop woreda level capacity building package
- Assess region, zone and woreda level capacity building needs
- Translate COWASH and CMP related training manuals into regional working languages
- Develop training impact indicators
- Assess training impacts
- Provide technical assistance to UNICEF in the development of a CMP module for the Guided Learning On Water and Sanitation (GLOWS) program
- Provide technical assistance support in the design of a water safety planning training course and training materials
- Provide technical assistance support in the revision of Operation and Maintenance Management Training Course for regions
- Harmonize the COWASH training materials with One WaSH National Program

Indicators:

- CMP generic capacity building strategy developed
- Generic woreda level capacity building package developed
- Number of impact assessments made on CMP related trainings

**Output 1.2.2: Capable and adequate personnel in place for CMP implementation at National and Regional Levels**

Major Activities:

- Conduct CMP and WaSH related trainings for federal and region personnel
- Conduct on-the-job training in monitoring, evaluation, planning and reporting
- Hire Long term specialists and support staff for Federal Technical Assistance Team
- Assist regions in the hiring of RSU staff

Indicators:

- Number of people hired at federal level
- Number of trainings given by federal COWASH (disaggregated by types)
- Number of people trained by federal COWASH staff

**Result 1.3: Development and Implementation of One WaSH National Program Supported**

In this result, the COWASH is only accountable for the provision of technical assistance and financial support as per the mutually agreed term of references. COWASH is not responsible in the development and implementation of One WaSH National Program.

**Output 1.3.1: COWASH Support Provided in preparing One WaSH National Program**

Major Activities:

- Participate in the One WaSH National Program Task Force
- Provide short term consultancy support for the preparation of One WaSH National Program documents
- Provide financial support in One WaSH National Program awareness raising and advocacy

Indicators:

- Number of short term consultancy days provided by COWASH for the development and implementation of One WaSH National Program documentation
- Amount of finance provided for the development and implementation of One WaSH National Program

**Output 1.3.2: COWASH Support Provided in Implementation of One WaSH National Program**

Major Activities:

- Provide Technical Assistance to the One WaSH National Program management in the MoWE focusing on CMP
- Assist in the introduction and implementation of CMP in other regions of Ethiopia
- Provide human resource capacity building in CMP as a part of One WaSH National Program

Indicators:

- Number of people trained in CMP implementation in non-COWASH regions by federal COWASH
- Number of federal level advisers assigned in the One WaSH National Program management

## Component 2

*Establishing and Strengthening the Capacity in Regions to scale-up Implementation of CMP.*

### **Result 2.1<sup>8</sup>: Target Regions, Zones and Woredas capable to Plan, Manage, Monitor and Implement Rural WaSH interventions using CMP approach**

#### **Output 2.1.1<sup>9</sup>: Regional Support Units (RSU) established and functional**

##### Major Activities:

- Hire RSU staff
- Equip the RSU office
- Prepare and consolidate detailed annual work plans,
- Organize and conduct annual work planning and review workshops
- Prepare and consolidate physical and financial progress reports
- Conduct COWASH steering committee meetings

##### Indicators:

- Number of annual COWASH work plans produced
- Number of COWASH quarterly and annual reports produced as per the annual plan
- Number of RSU TA staff hired

### **Output 2.1.2: Regions, zones and woredas capacitated to implement Rural WaSH through CMP**

##### Major Activities:

- Train regional, zonal and woreda WaSH Team members and financial intermediaries personnel on CMP management and implementation
- Train finance personnel at all levels for CMP finance and procurement
- Train zone and woreda water, health and education technical personnel on CMP promotion, application preparation, project appraisal and M&E
- Train zonal and woreda technical staff in CLTSH
- Train water experts in operation and maintenance management
- Train artisans in construction, rehabilitation and practical maintenance and repair
- Certify artisans

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<sup>8</sup> The results do not have separate indicators as they are used only for categorizing the outputs by thematic areas

<sup>9</sup> The project output indicators at region level are disaggregated by intervention woredas

- Train zone and woreda water and sanitation experts in safe water planning and monitoring
- Built the physical capacity of regional, zone and woreda offices to implement CMPs
- Update the artisans' payment guidelines
- Collect and compile baseline data at woreda and region levels
- Prepare baseline reports
- Collect, update, compile and manage WaSH data
- Procure materials and equipment for woreda WaSH stakeholders as per the plan
- Train WASHCO members for the CMP implementation, O&M management, environment, sanitation, hygiene and gender
- Train pump attendants and care takers in preventive maintenance
- Conduct Kebele level CLTSH trainings
- Conduct school sanitation club training
- Organize Whole System in the Room (WSR) workshops
- Provide refresher trainings for members of existing (old) WASHCOs in O&M management, environment, sanitation, hygiene and gender
- Train WASHCOs in Water Safety Planning
- Train woreda staff on the use of water quality testing kits

Indicators:

- Number of trainings types by region, zone and woreda (disaggregated by type of training)
- Number of people (disaggregated by sex and type of training) participated in trainings given by regions, zones and woredas
- Number of water points and institutional latrines built as per plan (proxy indicator)

**Result 2.2: Financial and Procurement Services Delivered for CMP Interventions at all levels in the selected Regions**

**Output 2.2.1: Flow of funds for CMPs functional**

Major Activities:

- Open bank accounts at all levels
- Prepare fund transfer requests at all levels
- Carry out fund transfers
- Update regional financial guidelines
- Prepare quarterly financial reports
- Follow-up and supervise financial management performance
- Reconcile accounts
- Audit accounts and financial management at all levels

Indicators:

- Number of fund transfer requests done to the financier
- Number of BoFED audit reports produced (disaggregated by regions)
- Amount of funds transferred to WASHCOs
- Amount of funds settled by WASHCOs

**Output 2.2.2: Linkages created with private sector in the supply of materials, equipment, tools and services**

Major Activities:

- Organize awareness raising workshops to the private sector (pump, spare parts and construction materials suppliers) on the availability of market opportunities
- Carry out market surveys in the Woredas
- Inform communities on the prices of construction materials, equipment, tools and services based on market surveys made in the woredas

Indicators:

- Number of new artisans trained by COWASH for WaSH facility construction in the woreda (disaggregated by sex)
- Number of awareness raising workshops organized for the private sector

**Result 2.3: Sustainable community and institutional access to safe water, sanitation and hygiene in the target Woredas increased**

**Output 2.3.1: Access to new improved water sources for Communities and Institutions increased**

Major Activities:

- Promote CMP in the Kebeles and communities
- Assist WASHCOs in tendering and construction
- Construct new communal and institutional water supply schemes
- Appraisals, site selection, financial agreements
- Follow-up and supervise the construction of water supply schemes
- Assist and participate in new water point completion celebrations
- Conduct public audits in the water supply schemes
- Distribute CMP related advocacy materials
- Project data management

Indicators:

- Number of new CMP applications submitted to the WWT (disaggregated by communal, institutional)
- Number of new CMP applications approved (disaggregated by communal, institutional)
- Number of new water schemes constructed (disaggregated by communal, institutional)

**Output 2.3.2: Access to Sanitation for Households and Institutions increased and hygiene behaviour improved**

Major Activities:

- Assess the hygiene and sanitation situation in the woreda
- Provide support to kebele level triggering, ODF declarations and celebrations
- Print and distribute CLTSH training materials required in triggering and behavioural change
- Organize household level behavioural change programs and campaigns
- Assist Open Defecation Free declarations and celebrations
- Carry out hygiene and sanitation assessments and verifications
- Construct institutional latrines
- Establish and strengthen school hygiene and sanitation clubs
- Conduct periodic supervision of construction of institutional and household latrines
- Project data management

Indicators:

- Percentage of ODF kebeles in the COWASH intervention woredas
- Number of new institutional latrines constructed (disaggregated by institutions)

**Output 2.3.3: Sustainability of Communal and institutional water schemes in the targeted woredas strengthened**

Major Activities:

- Facilitate WASHCOs' legalization as per the regional legalization regulations,
- Promote communities to periodically maintain their schemes before major break down by using the spare parts,
- Assist communities to revise the tariffs annually,
- Assist communities in WASHCO re-elections and replacement of WASHCO members
- Rehabilitate communal and institutional water supply schemes
- Maintain or repair water schemes
- Assist communities to conduct post construction public audit annually

Indicators:

- Number of WASHCOs legalized in the project woredas
- Number of old water schemes rehabilitated (disaggregated communal, institutional)
- Number of CMP schemes with trained pump attendants and caretakers (disaggregated by sex)
- Percentage of WASHCOs with more than 50 % women members

**Output 2.3.4: Potable water quality ensured in targeted woredas**

Major Activities:

- Chlorinate water scheme before it is taken into use
- Carry out the testing of water quality of water scheme before taken it into use and periodically,
- Conduct periodic water safety planning by WASHCOs
- Procure water quality testing kits for woredas

Indicators:

- Number of water quality tests made on CMP water schemes (new and rehabilitations)
- Number of chlorination made on CMP water schemes (new and rehabilitations)
- Number of CMP water schemes with Water Safety Plans

## 5 STRATEGY AND APPROACH

The four pillars of the WIF, i.e. *integration, harmonization, alignment and partnership* constitute a firm basis for sustainable WaSH services in rural Ethiopia.

The strategy of COWASH calls for emphasized partnership of all WaSH implementers and stakeholders.

### 5.1 FEDERAL LEVEL

The focus of COWASH Federal TA support is not limited to CMP scaling up and implementation on ground but extended also to promote the enabling environment for the integrated and coordinated WaSH implementation.

The COWASH is to ensure that the sanitation and hygiene practices are duly addressed alongside with the development of the water supply services in the communities. This requires COWASH active participation in inter-sectoral cooperation and coordination that will be achieved by establishing functional coordination and management structures for WaSH in accordance with the WIF by the National and Regional WaSH partners.

COWASH Federal Technical Assistance Team (FTAT) shall support the coordinated inclusion of the CMP financing modality into the WaSH implementation in accordance with the sector policies, strategies, directives, guidelines and the WIF. For simplicity and efficiency of the practical implementation, the budgeting, management, procurement, information systems and the monitoring and evaluation need to be also unified and the establishment of one Consolidated WaSH Account (CWA), as a key component of One WaSH Program, should be established and made operational. The establishment of the CWA is not the responsibility of COWASH. The MoWE shall ensure that CMP principles and mechanisms are adequately addressed in the formulation of One WaSH National program formalities and its guidelines.

COWASH will participate actively in setting up task forces for establishment of crosscutting baseline and monitoring and evaluation system within existing WaSH M&E system and ensure that community management of crosscutting issues is assessed. Periodic reviews of the existing situation of mainstreaming cross cutting aspects at woreda level are carried out and, as a result, strategies on how to accelerate the awareness and skills development in crosscutting capacity building will be proposed.

COWASH assists WaSH implementers at all levels in ensuring that the gender equality and other crosscutting issues are mainstreamed into WaSH intervention processes, capacity building, institutionalization, technical designs and that men and women have equal access to resources. Furthermore, effective and appropriate approaches, tools (e.g. social audit) and guidelines to identify and verify the impacts of the crosscutting issues of WaSH interventions will be developed.



The addressing of crosscutting issues will be strengthened through the employment of a long term local Crosscutting Specialist into the FTAT.

### 5.1.1 Development of Manuals and Guidelines

COWASH mandate is to update CMP financial management guideline. The MoWE shall be responsible CMP mainstreaming into existing WaSH sector manuals and guidelines as well as already developed manuals and guidelines by sector stakeholders. Specially the revised CDF guideline prepared by FinnWaSH-BG programme team to accommodate the higher than low-cost technologies into CMP implementation approach will be in great use and is to be updated as necessary. Moreover the experience of the FinnWaSH-BG in using CMP for the big schemes will further be shared and refined for the scaling up with broadening the scope of the CMP in terms of technology choice. This further institutionalizes CMP into rural WaSH as described in the WIF. There is also need to mainstream the CMP into the new Design and Construction Manuals for primary school WaSH and Health Institution WaSH facilities. Same time it is to ensured that designs are gender sensitive.

COWASH shall jointly with other stakeholders assist in the review the 'climate change' resilient technologies. Based on the review a climate risk screening guideline shall be developed and linked it to project cycle implementation and different demonstrations in the regions.

COWASH will facilitate the mainstreaming of crosscutting issues (gender, vulnerable groups, HIV/AIDS, climate change, environment, water quality) into existing manuals and guidelines jointly with other sector stakeholders and implementers. COWASH will join the proposed 'gender panel', with WaSH stakeholders participating in the review of WaSH documentation.

A social audit instrument will be developed, tested and integrated into the Water Safety Planning process and scaled-up in order to mainstream the addressing of crosscutting issues in a participatory monitoring process at the community level. This will replace the "formal training" approach of crosscutting advocacy. Clear formats will be developed for the 4 stage social audit process:

- a) Public hearing (carried out in the process of project field appraisal)
- b) Public review (carried out in the middle of construction)
- c) Public audit (carried out during the completion ceremony)
- d) Post construction public audit (carried out annually)

The last major survey of water quality (Rapid Assessment on Drinking Water Quality, 2006) suggested that about 25 % of water supplies were contaminated at source, this figure rising to 45 % at the point of use. The risks for contamination relates to poor installation, poor operation and maintenance, poor hygiene practices and a lack of sanitation. The water quality testing is included into COWASH approach, but it is not enough to ensure the water safety. Therefore, a concept of community level 'water safety planning' (WSP) is introduced to community managed schemes. WSP is carried out by the community and based on the principles of internationally known 'water safety planning'. For simple water supplies such as hand dug wells and spring protections a basic sanitary surveillance with improved O&M will ensure the water safety. For gravity schemes and pumped schemes the WSP concept is needed to ensure the water safety.

WASHCOs will lead the sanitary surveillance and WSP and its functionality will be assessed in Public Audits annually.

Introducing the community based WSP calls for a Woreda and Kebele Level Water Safety Guideline to be developed and introduced jointly by the sector stakeholders. Introduction of WSP concept could lead to declaration of Water Safety Kebeles and Woredas once they have achieved the targets set by the GTP. For the sake of institutionalization, the WSP should be incorporated into the NWI protocol. Development of Woreda and Kebele Water Safety Guideline is not the responsibility of COWASH, but COWASH will actively participate in its development.

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### **5.1.2 Capacity building**

Capacity development carried out at federal level focuses on human resource development. It has become evident that the knowledge on existing policies and strategies (including CMP) at federal level is low and needs to be improved. It has been proposed that MoWE should design of a special package called "Policy Level Training" for relevant federal and regional level WaSH implementers. Other methods of human resource capacity development at federal level include training courses, workshops, seminars and learning alliances organized jointly with WaSH stakeholders in-country and abroad.

The regional level human resource capacity development implemented by the federal TA team concentrates on the training of relevant regional and zonal personnel on CMP approach including Regional Support Unit (RSU) personnel. These trainings are carried out by the COWASH TA team at regional level and are 'training of trainers' in their nature. The human resource capacity development downwards from the region is implemented by using the cascading model defined in the WIF. Therefore, woreda level trainings are done by the region and zone level personnel and included into regional plans. Regional specialists will also have a possibility to take part in-country and abroad workshops, conferences and training courses.

Physical capacity building of regions, zones and woredas is carried out at regional, zonal and woreda levels and are included into the respective work plans and budgets. These plans include also the private sector capacity building (artisan training on WaSH implementation using the CMP approach).

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### **5.1.3 Monitoring and Evaluation**

Based on the WaSH M&E framework a COWASH specific M&E framework will be developed to monitor CMP related development in WaSH and to provide information for COWASH periodic reporting. This is linked into M&E-MIS system of One WaSH National Program developed by MoWE.

Reviews and the annual WaSH Multi-Stakeholder Forums (MSF) are organized by the National WaSH Coordination Office. COWASH will participate in relevant task forces and working groups established by the Federal Government to address specific issues. The groups presently are: Self-Supply Working Group, National Inventory Task Force, National Hygiene and Sanitation Task Force, One WaSH National Program Task Force, Fluoride Mitigation Advisory Committee, etc.

Together with MoWE, NWCO and RiPPLE, COWASH will assist and participate in practitioners quarterly Forums for Learning on Water Supply and Sanitation (FLOWS). Together with the bi-annual WaSH Joint Technical Reviews (JTR) and the annual WaSH MSFs FLOWS provides the basic platforms for sharing information between a wide spectrum of stakeholders.

The WaSH-GIS mapping developed in FinnWaSH-BG shall be further explored and its application at scale promoted to the extent possible.

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#### 5.1.4 Research

The task of COWASH is to accelerate rural WaSH implementation in Ethiopia and one important part of this work is to attract more financiers for the sector and especially for CMP implementation. To convince new financiers, the COWASH and FinnWaSH-BG progress reports showing the success of CMP approach are useful tools. It is, however, obvious that especially international financiers would also ask for more independent and scientific research results for making their decisions. In addition the WaSH sector in Ethiopia needs to learn what works in CMP, and what doesn't, in order to develop the policies, strategies, directives, guidelines and practices.

COWASH promotes the research and generates funds from institutions that support CMP related research. Furthermore, COWASH provides office space, secretarial services, stationery, transport, etc. for researchers, provided that the actual implementation of the Project is not disturbed. Special research proposals on CMP related topics have been prepared in order to find researchers interested in CMP approach, and to find organizations that would be interested in financing research on this unique approach.

Research is carried out in close coordination and collaboration with the Research and Development Directorate of the MoWE. This is very useful especially from the interest of ownership and sustainability of the research findings.

The following research will be carried out:

- a) Doctoral dissertation on Community Managed Project (CMP) approach in improving Water Supply, Sanitation and Hygiene (WaSH) services in rural areas of Ethiopia. As result, a critical comparative assessment of CMP and its future evolution in rural WaSH programs in developing world will be done.
- b) Master's theses on CMP in implementing water supply in rural areas. These studies will analyse on how CMP approach can accelerate the implementation of rural water supply and how CMP approach can make water supplies far more sustainable than other current approaches. Focusing on CMPs, the Master's theses can include critical assessment of impacts of CMP implementation on individuals and communities, functionality of services and CMP processes, development of services provided by support agents, promotion and behavioural change, Multiple Use of Water Services (MUS), life-cycle cost-benefit analysis of CMPs, etc.
- c) Bachelor's theses at CMP project levels on implementation efficiency and sustainability. Bachelor's theses can include comparison of health statistics in different areas with and

without improved WaSH services, CMP approach and private sector, CMP approach and self-help projects, CMP implementation of drilled wells and/or piped schemes, CMP implementation and gender equality, CMP approach in sanitation and hygiene improvement, CMP and climate change, etc.

The above described CMP related researches are planned to be implemented within one CMP research project to ensure that results will come early enough to support also the implementation of the COWASH project and that results of M.Sc. and B.Sc. thesis papers will benefit the doctoral dissertation.

Other research needs will be assessed annually and planned in annual work plans.

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### **5.1.5 Micro-Insurance development to sustain WaSH investments**

The sustainability of water supply facilities depends on many factors. Community awareness and willingness to contribute financially for O&M, WASHCO's capacity to maintain and private sector's capacity to provide maintenance and spare parts supply services are addressed in the CMP approach. Anyhow, the savings made by the community may not be adequate to carry out major maintenance required. The present development made by Micro-Finance Institutions on micro insurance may offer a long lasting sustainable solution for major maintenance and rehabilitation needs. Micro-insurance option will be further studied and evolved, if found a feasible solution. Furthermore the opportunities to develop credit products such as commercial credits and business loans to support the amendments, extensions and sustainability of WaSH investments will be investigated and if possible also tested.

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### **5.1.6 Communication and advocacy**

COWASH's purpose is to support the scaling up of a new approach to the development of rural water and sanitation projects in Ethiopia. Effective communication will be in the centre of ensuring that the Community Managed Projects are scaled-up nationwide. With a more rapid delivery of WaSH services in place, and better sustainability of systems ensured by communities, a significant change can be achieved in the living conditions of rural women, men and children across the country.

CMP is a new concept outside the regions of Amhara and Benishangul-Gumuz and not yet widely understood. An effective scaling-up of CMP will require good and on-going communication between the WaSH partners at all functional levels. The reasons and successes of the required change need to be well communicated, and necessary communication tools and support are to be made available for organizations and people starting to work with CMPs. An effective and well-designed communication strategy helps in eliminating all misunderstanding of the CMP approach and reducing risks for failure.

The COWASH and CMP communications will be strengthened through the employment of local long term Communications Officer to the FTAT.

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### 5.1.7 Self Supply and Multiple Use of Water Services

Where possible, Self-Supply programming will be linked to the Community Managed Projects (CMP) process or CMP-like modalities where communities are responsible for planning, funding, constructing and managing their water facility and government's role changes from being implementer to coordinator, controller and facilitator. COWASH will support and follow the agreed principles in self-supply development defined in National Policy Guidelines for Self-Supply in Ethiopia (January 20012).

In COWASH, the promotion of Multiple Use of Services (MUS) of water, complying the self-supply-MUS and communal-MUS, can be incorporated into CMP promotion. The MUS concept will be studied during the field appraisal of the project.

## 5.2 REGION LEVEL

The Regional Governments of Amhara, Oromia, Tigray, SNNP and Benishangul-Gumuz are currently supported in CMP implementation by COWASH, UNICEF and FinnWaSH-BG. Where possible, the different events organized by the three partners (COWASH, UNICEF and FinnWaSH-BG) should be combined. As an example, that could be practised in region and zone level orientation workshops and dissemination of information on policies and strategies of WaSH and CMP in the regions.

Operations of the Regional Support Unit (RSU), the organ for acceleration of implementation with CMP approach, will be strengthened by providing a physical capacity building package that facilitates the Units' efficient capacity building and support to zones and woredas. The physical capacity building package can include the procurement of vehicle for Tigray, Oromia, SNNPR and Benishangul-Gumuz Regional Support Units as well as LCD projectors, computers, printers, filing cabinets, copy machines, external hard drives and flash disks, etc. RSU will adjust to cooperate as closely as appropriate with all stakeholders in rural WaSH development to utilize its limited resources efficiently.

At region level the major partners and WaSH implementers are the Water Sector Bureau, Finance Bureau, Health Bureau and Education Bureau. In Benishangul-Gumuz region the Women Affairs Bureau is also included as they are playing strong role in WaSH implementation in that region.

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### 5.2.1 Supply chain development

The Multiple Use Water Services (MUS) concept opens up possibilities to add economic returns of water sources that are mainly for providing drinking water. It can also contribute to increased food/nutrition security especially at household level. Investments and economic returns of water sources are expected to enhance ownership and the commitment of the users to maintenance and repairs. The involvement of the private sector in the water and sanitation sector, and in the rural areas in particular, is currently minimal. The COWASH aims at improving the supply chain of private sector in WaSH by empowering the communities to make procurement decisions. The increasing demand by the communities then results in the private sector with their products and services moving closer to the community. Furthermore, scaling up of the CMP approach will

automatically create more demand for spare parts and private sector presence in the Woredas where it is being implemented.

COWASH will discourage federal and regional procurements, giving the priority to the woreda and community level procurement. It is important to identify the root causes for the non-functionality of water points in order to improve the supply chain. The absence of adequate supply of spare parts for water pumps in the rural areas has undermined the results of investments in the water and sanitation. Therefore, there is a need to develop appropriate intervention strategies to address those bottlenecks.

COWASH also aims at identifying opportunities for the private sector to increase its engagement in the WaSH sector. This can take place through the low-cost drilling of water sources, sale of different types of pumps, manufacturing pumps, maintenance of water pumps, sale of means for drinking water purification, and sanitation marketing. It is important to ensure sustainable solutions to challenges of the rapid increase in the coverage and maintenance needs at the same time.

COWASH supports MoWE in the development of Women and Youth-Led Supply Chain Outlets. This new initiative is believed to bring tangible change in the supply of WaSH services and consumables.

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### **5.2.2 Sanitation**

The processes described in the Community-Led Total Sanitation and Hygiene (CLTSH) Training Manual, June 2011, National Hygiene and Sanitation Strategic Action Plan (December 6, 2011), Implementation Guideline for CLTSH Programming (January 2012), National Monitoring and Reporting System for the implementation of CLTSH (January 2012) and in the CLTSH verification and certification protocol (January 2012), will be followed.

The primary target is to establish ODF areas continued with continuous support for post-ODF in order to sustain the change in hygienic behaviour. This requires long presence in the community and investment fund allocations for construction of institutional sanitation being included in the Regional and Woreda investment budgets. Financial support will be needed also from other stakeholders, as the GoF funds are not adequate to cover all needs of the institutional WaSH.

ODF status can be achieved with simple temporary toilets demonstrating the willingness of the community members to the behavioural change. The process of 'total behavioural change' still has to continue through Health Extension Workers, assisted by the kebeles, 'village' level triggerers and members of the Health Development Army. As a result of the 'negotiation for change' phase the household level toilets are expected to be upgraded by the households to improved toilets and at least hand-washing with soap on critical moments is practiced by all. Changes in the hygiene and sanitation behaviour, such as safe water storage, household waste management and general cleanliness of the environment and institutions will be also promoted through the Health Extension Workers as per the Health Extension Program.

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### 5.2.3 Zone level

At zonal level the establishment and strengthening of Zone WaSH Teams for planning and coordinating the WaSH service provision will be supported by providing training and physical capacity building in CMP implementation according to the national principles and strategies. Zone level physical capacity building is limited to the provision of one LCD projector, computers and printer to water, health and finance sectors. Zones receive the same human resource development capacity building as the regions as their role is to continue the human resource capacity building in new woredas, where the CMP approach is being replicated.

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### 5.2.4 Woreda level

Capacity building of woredas is of utmost importance. Woreda WaSH Team shall receive extensive capacity building in CMP management. Furthermore, the technical personnel of the Water and Health Offices will be trained for CMP promotion, application preparation, desk and field appraisal, project approval, monitoring and evaluation, Community-Led Total Sanitation and Hygiene (CLTSH), operation and maintenance management and water safety planning. The Woreda Finance Office and other involved financial intermediaries will be trained for CMP financial management and procurement. All these trainings are carried out by zone WaSH Teams and regional WaSH personnel from RSU and respective bureaus. In Benishangul-Gumuz region remarkable support in training is expected from the FinnWASH-BG project. In order to create an enthusiastic enabling environment for rural WaSH development, special attention needs to be paid to the awareness creation and initiation of the Woreda Administrators into the requirements for a successful implementation of the CMP approach in the woreda.

Woreda level physical capacity building includes the provision of motorbikes, computers, printers, filing cabinets, one copy machine, water quality testing kits and heavy construction equipment and tools.

WaSH service providers, such as artisans, play important role in actual WaSH service delivery. Therefore, the capacity building of artisans is included in the COWASH approach. Capacity building is carried out at woreda level, and by the Woreda. This support is further extended to institutionalization of artisan services through certification and registration as Small Scale Entrepreneurs or Artisan Cooperatives/Associations, depending on the region relevant policies.

The Woreda WaSH Team has the option to use local capacity building support such as Woreda Support Agents (WSA), previously called as Woreda Support Groups (WSG), that are specialists recruited to facilitate planning and implementation of Woredas. Use of WSAs is particularly recommended for the preparation of the Woreda strategic WaSH plan to achieve GTP targets in WaSH. At community level the Woredas have the option to outsource the community level capacity building to the Support Agents, such as the Community Facilitation Teams (CFTs).

#### 5.2.4.1 Support to sustainability

COWASH supports the Government's aim at achieving 90 % functionality rate in rural water supply and includes rehabilitation as part of the COWASH intervention. For ensured sustainability, all rehabilitations are carried out following the principles of the WIF by using CMP approach. This means that old WASHCOs will be re-established, reorganized and trained to

manage the planning, implementation and finance of rehabilitation according to the CMP principles and processes.

The continuous operation and maintenance support from woreda to the community is essential in keeping water points functional. WASHCO's responsibility for the functionality alone is not adequate for an ensured sustainability. The responsibility of the Woreda Water Office is to monitor and follow up the existing water schemes in the woreda and provide refresher trainings. The follow-up process includes advice for repair and major maintenance, chlorination in case of repair after contamination, as well as, water safety measures by the community such as sanitary surveillance and water safety planning. It is expected that the introduction of the WSP process will actually improve not only the water quality but also the functionality. WSP process offers also a good opportunity to introduce the climate risk screening the old water schemes helping in addressing of the environmental risks caused by the effects of climate change

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### 5.2.5 Community level

Community's capacity to plan, implement and manage their WaSH facilities include CMP construction and financial management, operation and maintenance management, hygiene and sanitation, gender and environmental protection and in the future also the climate change screening, self-supply and water safety planning for a maintained water quality and quantity. In order to support preventive maintenance of WaSH facilities, two Pump Attendants and Caretakers, one man and one woman, will be trained for each WASHCO.

The introduction of the planned social audit and WSP are expected to improve the community managed project governance, equity, financial transparency, financial and environmental sustainability and ownership. The community needs capacity building in managing both of these tasks. The parallel introduction of the community level planning through Kebele WaSH Teams will systematize the resource planning and increase efficient use of resources and transparency.

WASHCOs need to be reinforced to enable communities to manage sustainable improvements in sanitation and hygiene, not only water supply. In this context, COWASH with other stakeholders will advocate and support Regional Governments to execute the formal, legalized recognition of constituted WASHCOs, with a full WaSH mandate that extends to sanitation and hygiene improvements, as well as the environmental protection of drinking water supplies.

WASHCOs will receive increasing support and attention. Each WASHCO will table its constitution for local discussion and approval. In that connection, the opportunity will be used to empower women in particular to ensure that their capacity, opinions and demands are respected.



## 6 ORGANIZATION AND MANAGEMENT

### 6.1 ORGANIZATION

#### 6.1.1 Overall Project management

Community-Led Accelerated WaSH Project (COWASH) has been established to support the establishment and implementation of One WaSH Program and acceleration of the WaSH implementation through Community Managed Projects (CMP) approach as defined in the final draft WaSH Implementation Framework (WIF), August 2011.

COWASH is fully integrated into the mandatory national and regional WaSH structures defined the Memorandum of Understanding (MoU) of WaSH integration and coordination. The implementation of the Project is supported by the Federal Technical Assistance Team at federal level and by Regional Support Units at the regional Level.

#### 6.1.2 Federal management structures

The National WaSH Steering Committee (NWSC) on COWASH is the highest COWASH management structure providing overall governance and guidance in COWASH implementation. According to the WIF the members of the NWSC are Minister of MoWE and the state ministers of Finance & Economic Development, Water & Energy, Health and Education. Due to the bi-lateral cooperation requirements the Ministry for Foreign Affairs of Finland, and/or the Embassy of Finland in Addis Ababa representing the MFA, must be part of the NWSC's decision making regarding issues related to COWASH program, such as:

- a) major COWASH policy and strategic issues
- b) changes of the project document
- c) endorsement of annual plans and budgets
- d) review of progress reports and inception report
- e) and other issues of any importance seen by the competent authorities,

Whenever found justified, the NWSC can invite resource persons for presenting the background and details of specific agenda items. The quorum for the decision making of the above mentioned issues is considered fulfilled, when the representatives from the Embassy of Finland, MoFED and MoWE are present. For the functionality of the NWSC meeting on COWASH, each organization shall nominate an authorized delegate to represent the regular member in his/hers absence.

NWSC on COWASH meets twice a year to provide guidance and making decisions for COWASH based on the jointly prepared agenda. NWSC decisions are to be clearly recorded in the respective minutes of the meetings. Any working document of the NWSC on COWASH meetings shall be distributed 1 ½ weeks prior to the meeting for adequate preparation by the NWSC

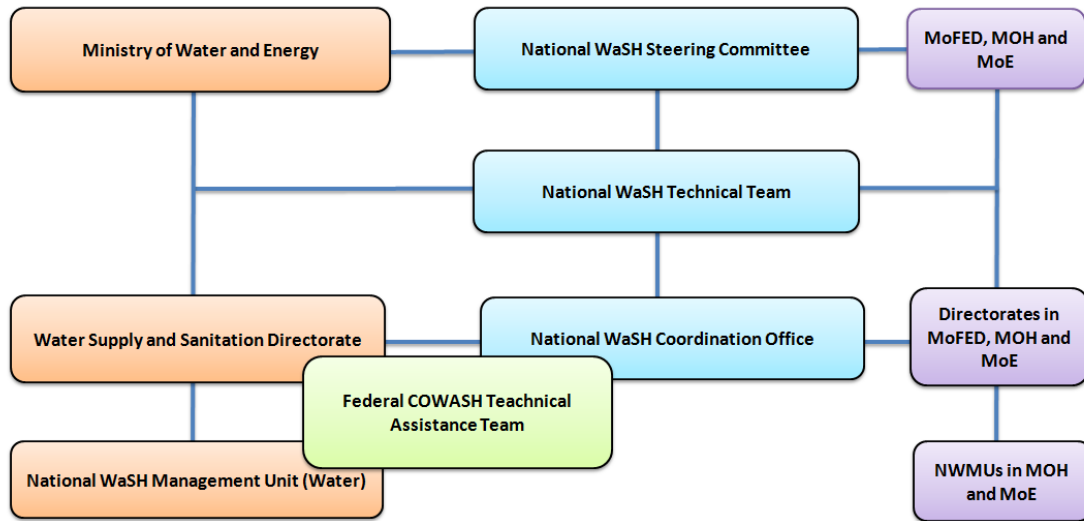
members. The minutes of the meetings have to be supported by a responsibility matrix to clearly assign responsibilities for the acting on decisions made during the meeting. The NWSC can also make decisions through exchange of letters for urgent issues. The NWSC aims at consensus in decision making. For possible issues that could have considerable implication on the agreed scope and budget of the Project, each member will have veto-right. The Meeting Minutes of the NWSC on COWASH shall be prepared by the Secretary, approved by all board members and being signed by the Chair and the Representative of the GoF and circulated to all board members without delay. The Terms of Reference of the NWSC on COWASH issues is presented in **Annex 2**.

National WaSH Technical Team (NWTT), as defined in the WIF, provides managerial oversight to the integrated, harmonized One WaSH Program, and to the COWASH. The main task of the NWTT regarding COWASH is to review the annual plans, budgets and reports of the COWASH and make recommendations to the NWSC. The NWTT will meet prior to the NWSC meetings to handle issues of the COWASH implementation. Regarding COWASH, the NWTT acts as a body to manage and develop CMP approach as part of National WaSH implementation and acts as a Management Committee to submit COWASH related plans and strategic decisions for the approval of NWSC.

The responsibility for the implementation of COWASH lies at the federal level with the Ministry of Water and Energy (MoWE), more precisely with the Water Supply and Sanitation Directorate (WSSD). The WSSD provides guidance to Federal Technical Assistance Team (FTAT) in day-to-day management of COWASH Component 1. The required authority in the approval of international and national specialists to the FTAT is vested to the State Minister of MoWE and Embassy of Finland.

In practical support to the WaSH coordination and implementation the FTAT works closely with the National WaSH Coordination Office (NWCO) and the National WaSH Management Unit (NWMU) (Water). NWCO ensures that National WaSH Program plans, reports, monitoring and evaluation and capacity building are coordinated, harmonized and aligned among all WaSH stakeholders. National WMUs ensure that Regional WMUs, Woreda Sector Offices and Town Water Boards have the directions, information, systems, skills and resources to carry out their WaSH mandate and achieve expected program results.

The integration of the Federal COWASH management into the National WaSH management structures is illustrated in the figure below.



### 6.1.3 Federal Technical Assistance Team

The Federal Technical Assistance Team (FTAT) will be housed by the WSSD at MoWE. WSSD with NWCO will facilitate the effective provision of support to regions, donors and other stakeholders with the assistance of the FTAT. WSSD will supervise the activities of FTAT and facilitate its work by providing the necessary logistic support. The FTAT will be accountable to the Director of WSSD and work with the Federal WaSH Structures, responding to their support needs, identifying potential support areas and facilitating relationship with other ministries. The FTAT will have the following staff:

- a) Chief Technical Advisor (international post)
- b) Human Resource Development Specialist (international post)
- c) Junior professional Officer (international post)
- d) Community Managed Project Specialist (local post)
- e) Capacity Building Specialist (local post)
- f) Monitoring and Evaluation Specialist (local post)
- g) Crosscutting Issues Specialist (local post)
- h) Communication Officer (local post)

For the day-to-day operations, the FTAT shall have an Office Management Assistant and drivers. Detailed job descriptions for the FTAT personnel are presented in **Annex 3**.

The international federal TA team will select and recruit the local federal level TA team specialists based on the approval of the State Minister of MoWE and the Embassy of Finland. The FTAT will support the selection of the Regional Support Unit staff with the BoFED and Water Bureau. The contractual arrangements of the Regional Support Unit staff will be made with the regional authorities. Salary levels and fringe benefits of the FTAT and RSU personnel need to be competitive with other similar assignments.

FTAT works as a partner with other sector stakeholders and its support can include the following:

- a) Provide technical assistance to the further development and revision of National WaSH implementation Framework
- b) Provide technical assistance in core planning and annual planning processes
- c) Provide technical assistance in the development of National WaSH Capacity
- d) Provide technical assistance in the preparation of generic gender sensitive operational guidelines, tools and training manuals and materials for rural WaSH implementation in general and CMP in particular
- e) Provide technical assistance to design and operationalize gender sensitive WaSH management systems for planning and budgeting, reporting, monitoring & evaluation and information management
- f) Provide technical assistance in training of capacity builders in the use of these materials with close collaboration of other WaSH partners
- g) Provide orientation jointly with other WaSH partners for regional WaSH teams with respect to their roles and responsibilities within the One WaSH Program – specifically regarding the promotion, introduction and implementation of the CMP modality
- h) Participate and contribute in existing national working groups and task forces
- i) Assist the national WaSH Coordination Office in its activities
- j) Assist NWCO in the development of comprehensive One WaSH Program
- k) Assist MoWE in the Monitoring and Evaluation task and production of credible periodic WASH progress reports

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#### 6.1.4 Management Structures in Regions

At the regional level, the responsibility for the implementation of the COWASH lies with the Bureaus of Finance and Economic Development (BoFED) and the Water Bureaus, in association with Regional WaSH partners of the Bureau of Health (BoH) and the Bureau of Education (BoE).

Similarly with the federal level, the regional WaSH bodies are in charge of coordinating and managing the WaSH implementation in the Regions. The support of COWASH Component 2 is part of the regional WaSH implementation and highest decision making in regions falls logically under the competence of the Regional WaSH Steering Committee (RWSC) and the Regional WaSH Technical Team (RWTT). Due to the bi-lateral agreement and region-specific financial agreements, the presence and approval of the Ministry of Foreign Affairs of Finland, represented by the Embassy of Finland, in regional decision making related to COWASH issues will be required. This applies only to the decision making at RWSC level. The generic terms of reference of the Regional WaSH Steering Committee on COWASH Component 2 is presented in **Annex 4**.

The technical COWASH coordination responsibility lies with the Regional WaSH Technical Team facilitated by the Regional Support Unit.

#### 6.1.4.1 Regional Support Unit

The purpose of the support to the Region's CMP implementation is to build the institutionalized capacity at the regional, zonal and woreda levels to establish, replicate and scale-up CMP implementation in the areas where CMP financing mechanism is feasible. In order to achieve this, specific support teams are established at regional level. This team is called "Regional Support Unit" (RSU). The RSU is established at the Water Sector Bureau. The RSU is vested with the tasks of regionally facilitating the COWASH implementation and scaling-up of the CMP implementation in the Region.

The composition of the RSU varies according to the scale of the COWASH and CMP implementation in the Region. The specialists work in the Regional Support Unit on full time basis for COWASH and CMP implementation. The specialists assigned to the RSU and trained for the job should not be replaced without consent of the Region WaSH Steering Committee. The need of specialists is assessed and planned as part of the annual work planning process and according to the needs of the scaling-up of the CMP implementation in the Region. The following RSU posts are recommended:

1. CMP Director/Coordinator (existing staff assigned from the Water Sector Bureau)
2. CMP Specialist/Team Leader
3. Planning, Monitoring and Evaluation Specialist
4. Capacity Development Specialist
5. Financial Specialist
6. Zonal or Woreda Advisors (the number will be defined annually as per the need)

Depending on the capacity and human resources, the above mentioned personnel can be assigned from the existing staff of the Regional Water Bureau, or employed from the open market excluding the CMP Director/coordinator, who shall be existing staff of the Water Sector Bureau. RSU shall have support staff such as Secretary/Cashier and drivers as needed. The draft job descriptions of the RSU specialists are presented in **Annex 5**.

Main tasks of the Regional Support Unit are:

- Develop strategies and plans to establish, sustain and scale-up community managed funding mechanism to the potential CMP woredas and zones including an institutionalization strategy, plan of action, annual plans and budgets.
- Provide support to the coordination of CMP implementation with Woreda Managed Projects (WMP), NGO managed projects and Self Supply Projects.
- Provide support to the coordination of CMP implementation with other possible WaSH development projects aiming at reaching GTP targets. In the long run this should help in creating one common rural WaSH development program.
- Provide support to the coordination and preparation of quarterly and annual progress and financial reports on the CMP implementation in participating woredas, support zones in consolidating the CMP reports, and the region in finalizing their consolidated reports.
- Prepare and implement a training and capacity building plan for relevant regional, zonal, woreda government organizations and Financial Intermediary on CMP financing and implementation mechanisms

- Provide training to regional and zone/woreda WaSH trainers (Training of Trainers)
- Provide technical support upon request, and where found necessary
- Adapt training materials to local conditions for the use of zone and woreda staff and organizing distribution of the materials
- Provide support to the operationalization of the monitoring and evaluation and relevant Management Information System (MIS) for CMP implementation in the region
- Monitor and evaluate CMP activities and CMP implementation in the region
- Review and adapt CMP guidelines and procedures to local conditions where necessary
- Prepare the annual budget and work plan for RSU's own operations
- Provide National WaSH Coordination Office and COWASH FTAT with up-dated data on CMP development

The RSU provides CMP implementation support to the regional and zonal CMP partners, as well as the woreda partners in order to create and maintain their capacity for continued support to CMP communities. For that purpose the RSU should, if possible, be delegated the following mandate in supporting the CMP implementation:

a) Semi-independent operations

- The RSU manages and implements its own Annual Work Plan and Budget that are approved by the Regional WaSH Technical Team (RWTT) and endorsed by the Regional WaSH Steering Committee (RWSC). Regional WaSH Technical Team led by the Water Bureau is responsible to establish, operationalize, develop and govern the CMP implementation in the region.
- The RSU opens its own bank account in the Commercial Bank of Ethiopia to receive funds for its own operations. Upon the RSU's request the Regional Finance Sector Bureau BoFED will transfer the operational funds to this bank account on quarterly basis. The requests are made by the RSU Team Leader in accordance with the quarterly cash-flow estimates of the annual plans, however, considering the balance at the account and avoiding unnecessary accumulation of funds to the account.
- The RSU has the authority within the approved annual budget frame of RSU operations to decide on the use of the funds for its purposes defined in the approved Annual Work Plan.
- RSU has the mandate to make changes into the approved annual RSU work plans within the agreed budget limits. If budget limits need to be exceeded, the RSU has to present applications for RWTT and RWSC approval.
- The RSU reports on its operations and progress to the Regional Water Sector Bureau Head, and on its financial progress to the BoFED

b) Applied procedure for procurement

- The CMP Director/Coordinator assigned from the Water Bureau and the CMP Specialist have jointly the authority to decide on procurements defined in the RSU's approved Annual Work Plan and budget, as well as on procurement required for the smooth running of the RSU. RSU Procurement thresholds are:

- Direct procurement up to Birr 2,500 (Exception is the car maintenance where the threshold is up to Birr 50,000)
  - Procurement based on proforma collection Birr 2,500-30,000
  - Open tender above the Birr 30,000
- c) Management of assets
- The RSU shall have full control of its assets, including equipment and vehicles that have been entrusted for its possession. The CMP Director/Coordinator with CMP Specialist/Team leader is responsible for maintaining an up-to-date list of assets to be attached to the Annual Report of the RSU.

## 6.2 CONTRACTUAL ARRANGEMENTS OF COWASH

### 6.2.1 Agreements, contracts and related procurement

The Ministry for Foreign Affairs (MFA) of Finland, represented in Ethiopia by the Embassy of Finland, and the Ministry of Finance and Economic Development of Ethiopia (MoFED) shall be the Competent Authorities at federal level in matters relating to COWASH. The COWASH intergovernmental agreement signed between the MoFED and MFA on May 25, 2011 for three years will be extended by two additional years. Alongside with this extension, the original budget of 11 MEUR is revised up to a total of 22 MEUR. This change calls for a revision of the original Draft Project Document of COWASH, dated January 7, 2011. The Revised Project Document adjusts the Project design to the changed situation and will become part of the revised intergovernmental agreement on the COWASH Project. This revised project document becomes valid once the amendment to the intergovernmental agreement on COWASH has been signed. The amendment can also be made through the exchange of letters between competent authorities (MoFED and MFA).

MFA will procure and sign a contract with the consultant providing TA services at the Federal level (Component 1). The procurement and contract is compliant with the Finnish procurement legislation and the general policies and standard conditions of MFA. The Revised Project Document needs to be attached to the consultancy contract for the definition of the services to be provided. This contract defines the obligations of the two parties.

### 6.2.2 Fund management

Based on the inter-governmental agreement, the Ministry for Foreign Affairs of Finland will enter into a financing agreement with Finance Sector Bureaus of the targeted regions. The agreements between the Ministry for Foreign Affairs of Finland and Finance Sector Bureaus will define the financial management and the financial flows, disbursement, reporting, auditing and arrangements to be used in the investment funds channelling. Ministry for Foreign Affairs of Finland will transfer the Government of Finland contribution to the specific account opened by the Finance Bureau. In COWASH Micro Finance Institutions (MFI) are used as financial intermediaries in channelling the investment funds to the communities (CMP principle). The

Financing Agreement works as the framework agreement for the establishment of the autonomous Regional Support Unit.

Finance Bureau/Water Bureau on behalf of the Woredas will enter into a legal service agreement with a MFI for channelling investment funds to communities. This agreement outlines the obligations and responsibilities of the parties and details the modality for fund channelling and reporting.

The CMP capacity building and operational funds, for supporting the CMP implementation, are transferred from the Regional Finance Bureau to the Regional Support Unit account, Regional WaSH sector Bureaus', Zones' and Woredas' CMP accounts at Zonal Finance Departments and District (Woreda/Ana, etc.) Finance Offices.

The funds for RSU will be channelled from the Finance Bureau CMP account on quarterly basis. RSU will submit applications for Finance Bureau to transfer of funds in accordance with the approved quarterly cash-flow estimates of the RSU's Annual Work Plan and Budget. Water Bureau is responsible for procurement and supervision of the RSU team.

Financial support to investment for community managed water and sanitation schemes will be channelled from Finance Bureau's, or in some cases from Water Bureau's special account to a MFI and further to MFI's zonal branches and district sub-branches. At sub-branch level District (Woreda/Ana) CMP account is opened where the investment funds ultimately arrive. From District CMP account funds are transferred to communities for CMP projects upon approval of the Woreda Wash Team (WWT), and upon authorization of the CMP account signatories of the WWT.

The operational budget to support CMP implementation is allocated to participating sector offices and channelled from the Bureau of Finance to the bureaus at the regional level, Zone Finance Departments and Woreda Finance Offices, where sector departments and offices can access the allocated budget.

Bureau of Finance is the co-ordinating bureau of the fund-flow and responsible for managing the WaSH funds. It will provide financing/co-financing, attract and channel resources and co-ordinate financial monitoring and reporting. In some cases these functions are delegated to Regional Water Bureau and RSU. The Bureau of Finance will ensure financial accountability by maintaining sound systems for financial management, reporting and internal audit.

Regional Bureau of Health will work with Regional Water Bureau to co-ordinate and monitor the sanitation and hygiene promotion. Bureau of Health will provide capacity building and operational support to woredas in hygiene and sanitation, including construction of institutional sanitation facilities. Bureau of Education will work with Water Bureau to facilitate the provision of WaSH services to schools. The Women, Youth and Children Bureau (WYCB) will ensure that women are allowed to play their crucial role in the implementation of WaSH projects.

Zones are responsible for supporting woredas in implementation of CMPs. Woredas are responsible for planning, co-ordination, and monitoring of WaSH projects within their administrative areas. They provide support to communities and supervise the implementation of individual projects of communities. Woredas are responsible for controlling the investment funds



channelled through the Financial Intermediary. The Woreda WaSH Technical Team is responsible for:

- Selection of participating kebeles
- Review and prioritization of WaSH plans proposed by Kebeles for incorporation into Woreda WaSH Plan
- Preparation of consolidated Woreda WaSH plans and budgets (strategic and annual) for Cabinet review and recommendation and Council approval
- Preparation and submittal of consolidated woreda WaSH physical and financial reports quarterly
- Preparation and submittal of replenishment requests and facilitation of the flow of WaSH funds
- Provision of technical support to kebeles
- Promotion of WaSH in communities
- Training communities and WASHCOs in CMP management, WaSH development, operation and maintenance and water safety
- Receive, apprise and decide on community applications submitted by the community with the endorsement of the Kebele WaSH Team
- Verification of communities' deposits as agreed contribution
- Signing and management of CMP Financial Agreements with WASHCOs
- Quality assurance of construction
- Carry out market surveys of construction materials suppliers
- Preparation and management of a WaSH procurement plan
- Contracting and supervision of training and technical services if and as required – e.g. Community Facilitators, Woreda Support Groups etc
- Actively support the emergence, training, equipping and engagement of artisans and other service providers in the private sector – and the establishment of a viable supply chain
- Plans and manages the training and deployment of extension workers to support Kebele/community/institutional WaSH activities
- Provide support to WASHCOs to become legal entities
- Ensure the sustainability of WaSH services in collaboration with KWT.
- Management of annual WaSH Inventory and M&E system and maintaining woreda database/information system and its annual update
- Open a CMP account at MFI sub-branch
- Approve opening of WASHCOs' CMP Accounts
- Draft implementation schedule with WASHCOs
- Authorize release of funds into WASHCOs' CMP Accounts
- Ensure provision of adequate capacity building and technical support

The actual implementation of CMPs will be managed by individual WASHCOs for community water supply schemes, and by Parents' and Teachers' Associations (PTA) for schools and health

committees for health institutions, both with support provided by woredas and zones. RSUs will provide technical assistance to regional bureaus, zonal and woreda offices involved in rural WaSH projects, implemented using CMP.

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### 6.2.3 Financial flows

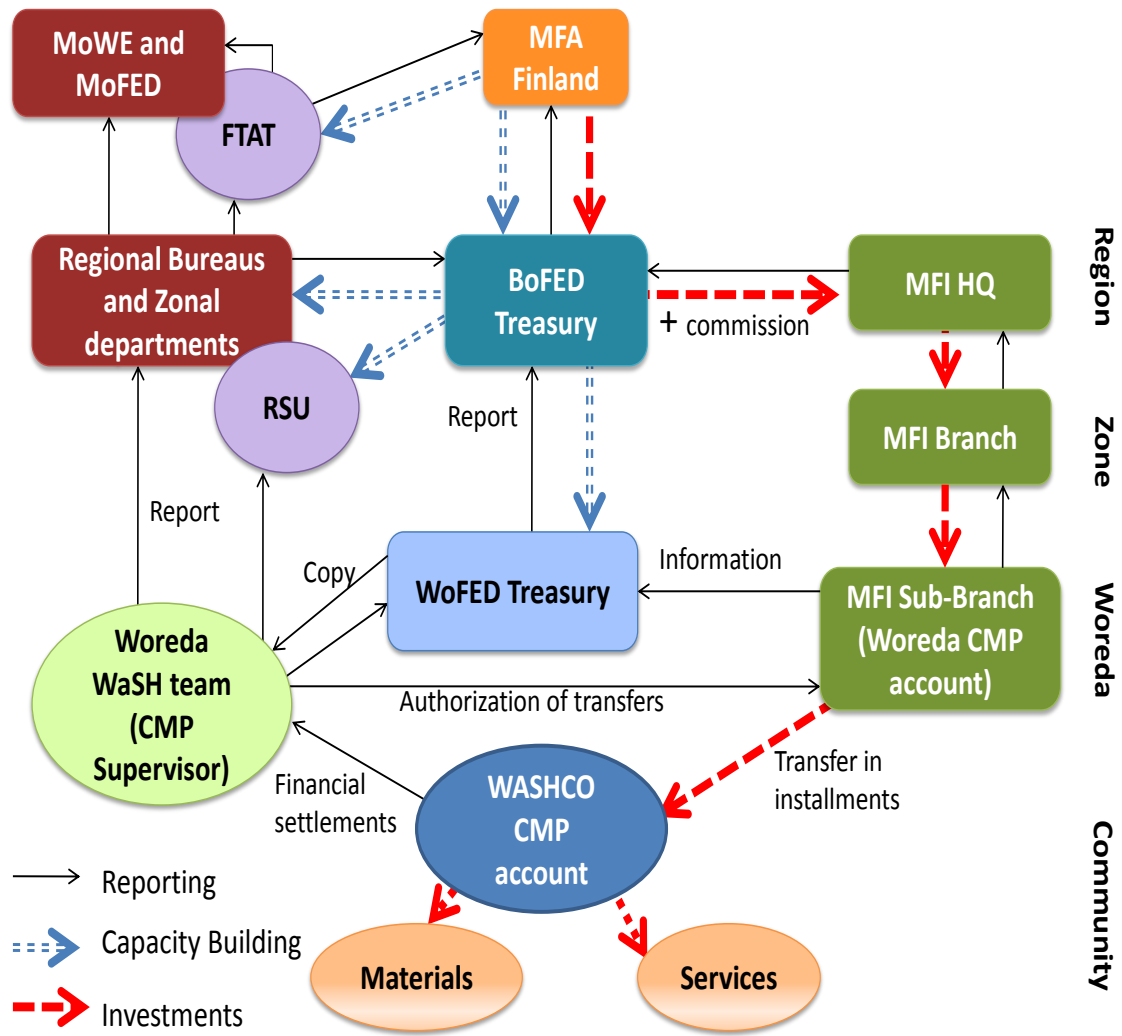
COWASH funds are channelled through a financial arrangement described in the WIF (channel 1B). Ministry for Foreign Affairs (MFA) of Finland in cooperation with GoE hires the consultant through competitive bidding to provide the Technical Assistance (TA) support to Component 1. The TA funds of Component 1 will be channelled from the Ministry for Foreign Affairs (MFA) of Finland to the Consultant based on monthly invoices. Invoices prepared by the Consultant shall be sent to the MoWE for comments and information. If there are no comments presented by the MoWE within one week, the MFA will proceed with the payment of the invoice. The MFA reserves the right to make the final decision regarding the approval of the invoice.

The funds from the Government of Finland will be channelled directly to the Regional Finance Sector Bureaus based on the separate Financing Agreement signed between the Region Finance Bureau and Ministry for Foreign Affairs of Finland.

One of the main features of COWASH is to generate WaSH investment funds from the regions by offering matching fund for required capacity building. The only exceptions are the Amhara and Benishangul-Gumuz Regions where some investment funds are also provided by the GoF. It is assumed that all regions are willing to allocate essential amount for WaSH investments.

COWASH capacity building funds are also available for the regions if other financiers are willing to join the CMP financing, however, within the agreed financing frame of this document.

Financial support to investment for water and sanitation schemes under Component 2 will be channelled from Finance Bureau/Sector Bureau as per the joint financing arrangement to a Micro Finance Institutions and further to districts, where communities can access funds for approved projects. The capacity building and operational budget for supporting the approved investments is allocated to the participating sector offices and channelled from the special account to the Bureaus at the regional level and to Finance Offices in districts, where sector offices can access the allocated budget. The COWASH financing channels are illustrated in the graph bellow:



## 7 PLANS AND BUDGETS

### 7.1 GENERAL

Work plans presented below give an indicative overview of the implementation of the two components of COWASH. The evolving situation in the implementation of the WIF i.e. One WaSH National Program and the UAP II (water and sanitation) should determine the direction of the COWASH during its implementation. It is assumed that the implementation of One WaSH National Program will start in 2013/2014 i.e 2006 EFY. Therefore it is proposed that the mid-term evaluation is carried out early 2014 in order to define and steer the COWASH direction in the situation where WaSH sector is moving towards Sector Wide Approach (SWAp).

#### 7.1.1 Per-diem payment and topping-up rules

Finland is committed to the Paris Declaration on Aid Effectiveness and in this context supports as much as possible the national systems and harmonizes practices with other donors. Per diem payments of GoE staff will be worked out through harmonizing as much as possible with GoE and/or other donors' per diem practices.

Another issue is in which cases should the GoE officials' per-diems come from the GoF budget and when from GoE budget. The main principle is that when GoE budget covers investments, then they should also cover the per-diems related to the construction supervision.

On the top-ups of GoE staff salaries the common view is that it is not a good practice and should not be exercised. While they can help to retain and motivate GoE staff in the short term, it will surely create problems for GoE to retain the staff once the external financing ends. Also MoFED is strongly against them. At present there is one case where a top of salary is practiced, it will not be revoked now in the middle of the project, as it would negatively impact its implementation, but GoF should not engage in any new top-up payments.

In the estimation of budgets the following categorization of costs has been used in the budget calculations:

#### 7.1.2 Capacity building costs

This cost category is covered from the Government of Finland contribution and includes:

- a) Training (Payment of trainer's and trainees' per diems, training materials, transport costs, refreshments, venue payments, stationers, etc.)
- b) On-site training of Woredas, WASHCOS and communities in the actual implementation of water supply and sanitation facilities. (per diem payments for regional, zonal and woreda GoE personnel when directly related to these capacity building aspects)
- c) Participation in planning and review meetings, seminars, or conferences (per diems, materials, stationers, venues, transport, refreshments, -, etc)

- d) Participation in training courses to improve the skills in Ethiopia or outside of Ethiopia (course fees, transport, per diems,
- e) Experience sharing visits (per diems and transport)
- f) Private sector capacity building (artisan training, artisan tools provision)
- g) Sector development and awareness creation through organizing of workshops, festivals, special days, exhibitions, etc.)
- h) On-site support for community in sanitation and hygiene triggering and mobilization
- i) Advising and coaching of ODF verification and participation in ODF declarations and completion ceremonies
- j) Recruitment, procurement advertisements, etc procurement costs
- k) Preparation and distribution of IEC materials
- l) Media payments
- m) Transfer costs and bank service charges of capacity building fund transfers
- a) Physical capacity building of RSU, Bureau, Zone and/or Woreda (procurement of office and construction equipment, vehicles and motorbikes, of water quality testing kits, GPS, etc...)
- b) Technical assistance and short-term consultancies to produce capacity development instruments

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### **7.1.3 Operational costs**

#### **7.1.3.1 Covered by the GoE**

- a) Communication costs
- b) Fuel, maintenance of vehicles and motorbikes
- c) Spare parts and lubricants of vehicles and motorbikes
- d) Registrations, inspections and insurances of motorbikes and vehicles
- e) Regular supervision and monitoring of WaSH activities
- f) Supervision of the implementation of investments financed by the Region
- g) Regular water quality checking and testing costs
- h) Use of reagents and consumables in water quality testing
- i) Regular meetings with WASHCOs and communities once the scheme is commissioned
- j) Regular use of office stationeries of bureaus, departments and offices
- k) Electricity, water and renting of offices
- l) Chlorine procurement and regular chlorination of water points
- m) Maintenance and repair of communal water supplies or common latrines if not paid by the community
- n) Maintenance and repair of institutional water supply and latrines

#### **7.1.3.2 Covered by the GoF**

- a) All technical assistance related operational costs of the Regional Support Units (salaries and salary related costs, stationeries, meeting costs, maintenance of office equipment, per diem payments, flight tickets, taxi use, bus tickets, fuel and maintenance of the RSU car and communication, etc.)
- b) Cleaning, secretarial services, copying, meeting costs, of RSU
- c) RSU communication costs
- d) Visitors related expenses and refreshments in the meetings

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## 7.1.4 Investments

### 7.1.4.1 Covered by GoE

- a) Procurement of equipment, material and services for the CMPs (water supplies and institutional latrines)
- b) Administration and management costs of communities/WASHCOs who implement their own projects
- c) Transport costs of project materials and equipment and related procurement and administration management
- d) Commissions and fund transfer costs of investment fund transfer management done to the MFI and by the micro finance institutions

### 7.1.4.2 Covered by GoF

The investment costs covered from the GoF budget as agreed in Amhara and Benishangul-Gumuz regions only.

## 7.2 PLANS AND BUDGETS

Plans and budgets for COWASH are presented below for fund allocations between and within the two Components of the Project.

The total planned budget of the COWASH is the following:

GoF: 22 MEUR (49 %)

GoE: 511 METB (23.2 MEUR<sup>10</sup>), (51%)

## 7.3 PLAN AND BUDGET OF COMPONENT 1

Component 1 covers the federal level support operations of COWASH. An indicative generic plan for the component 1 has been prepared and attached as **Annex 6** of this document. The plan presents timed main sub-outputs required for achieving the results of the Logical Framework, and assigns the responsibilities among the FTAT, MoWE and other WaSH partners.

The revised definition of the Project addresses also the need for two additional long-term Specialist posts to the FTAT. Both, the Cross-cutting Specialist and the Communication Officer will play a crucial role in ensuring that the WIF, UAP and WaSH implementation through CMPs will become a sustained success.

Budget for Component 1 covers costs of the federal level support operations of COWASH. Detailed Component 1 budget is presented in **Annex 7**. Annual budget allocations for the component 1 are presented by main budget lines in the following table:

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<sup>10</sup> 1 EUR = 22 Birr

Budget codes	Budget code description	Follow-up of the total Project costs of Component 1								
		Phase I				Phase II				Total
		2003 actual	2004 actual	2005 actual	Phase I Total	2006 planned	2007 planned	2008 planned	Phase II Total	
<b>A</b>	<b>Fees</b>	<b>32 767</b>	<b>421 811</b>	<b>259 183</b>	<b>713 761</b>	<b>520 957</b>	<b>455 000</b>	<b>419 315</b>	<b>1 395 272</b>	<b>2 109 033</b>
1	International TA personnel	28 119	355 500	209 631	593 250	212 420	184 000	177 498	573 918	1 167 168
2	Home office Coordination and support fee	1 600	9 600	10 200	21 400	12 000	12 000	12 000	36 000	57 400
3	International short term expert fees	3 048	22 857	0	25 905	47 700	42 000	42 000	131 700	157 605
4	Local short term consultancies		33 854	8 542	42 396	80 591	26 000	22 000	128 591	170 987
5	Local specialists			21 216	21 216	121 212	140 000	156 000	417 212	438 428
6	Junior Professional Officer			9 594	9 594	47 034	51 000	9 817	107 851	117 445
<b>B</b>	<b>Reimbursables</b>	<b>23 526</b>	<b>283 398</b>	<b>207 430</b>	<b>514 354</b>	<b>257 455</b>	<b>255 304</b>	<b>252 939</b>	<b>765 698</b>	<b>1 280 052</b>
<b>C</b>	<b>National level capacity building and support</b>	<b>-</b>	<b>66 962</b>	<b>53 990</b>	<b>120 952</b>	<b>96 000</b>	<b>71 000</b>	<b>53 373</b>	<b>220 373</b>	<b>341 325</b>
1	International level capacity building		47 094	13 493	60 587	57 500	40 000	30 000	127 500	188 087
2	National level capacity building		19 868	40 497	60 365	38 500	31 000	23 373	92 873	153 238
<b>GRAND TOTAL</b>		<b>56 293</b>	<b>772 171</b>	<b>520 603</b>	<b>1 349 067</b>	<b>874 412</b>	<b>781 304</b>	<b>725 627</b>	<b>2 381 343</b>	<b>3 730 410</b>

## 7.4 PLAN AND BUDGET OF COMPONENT 2

CMPs are being, or planned to be implemented by different stakeholders in 70 woredas in five Regions of Ethiopia as presented in the table below. In SNNPR and Tigray COWASH has started in 2 woredas in 2011/2012. In 2005 EFY the COWASH is operating in 4 woredas in Tigray and SNNPR and in 5 Woredas in Oromia and in 27 Woredas in Amhara. In 2006 EFY (starting 7/2014) the Benishangul-Gumuz region will also join COWASH. The plan for the operations in Benishangul-Gumuz is to start in 2 woredas in 2006 EFY and add two additional woredas in 2007 EFY. This document presents only the annual targets for planning in Woredas. Separate plans to be prepared annually in detail by the regions for the Woredas, Zones and Regions. These plans are to be approved annually by Regional WaSH Steering Committees having representation from the Embassy of Finland. The regions and number of woredas in region planned to be implementing CMP through COWASH support are presented in the table below.

Region	COWASH CMP Woredas
Amhara	40
Oromia	5
SNNPR	8
Tigray	7
Benishangul-Gumuz	4
<b>Total</b>	<b>64</b>

Component 2 covers the regional level support of COWASH. Planned targets for the CMP implementation in the five Regions that have adopted the CMP approach have been summarized to the following tables. The water points defined in the tables includes communal water points and institutional (schools and health institution) water points. The major assumptions and criteria in the preparation of the following regional targets have been the following:

- **In Amhara** the COWASH has been active in 27 woredas. It is planned that in 2006 EFY the number of supported woredas in Amhara Region will increase to 40. Amhara plan includes also procurement of cars for each new zone and woreda. In Amhara starting from 2006 EFY all investment costs and all operational costs (except the RSU costs) are covered by the GoE.
- In FinnWASH-BG project **in Benishangul-Gumuz Region** (BSGR) commitments for the achievement of GTP targets in 5 Metekel Zone woredas have not yet been made. The FinnWASH-BG project is extended to the end of 2007 EFY. COWASH is planned to support in BSGR 4 new woredas. With regards to COWASH launching and start-up in Benishangul-Gumuz, the FinnWASH-BG TA staff will provide support to COWASH Regional Support Units, especially in organization, logistics, planning, training and reporting activities. Furthermore the GIS / Data Base / JPO / Specialist will be jointly financed by FinnWASH-BG Programme (2 years x 5 person months / year) as JPO post and COWASH (2 years x 5.5 person months / year) as Specialist post. The JPO post in Assosa / BG will be used for both FinnWASH-BG and COWASH when the work consists of training if Woreda officials and updating FinnWASH-BG data bases and assisting in training and data base set-up in COWASH Woredas. The work is done flexibly both in BG and at Federal level / other Regions.
- **In SNNPRS** the COWASH supported zones and woredas will be increased to 4 and 8 respectively. The extension of COWASH in SNNPRS into 8 woredas in 2006 EFY is made possible through the following arrangements:
  - Regional Government will cover from GoE contribution the woreda physical capacity building package of 800,000 Birr/woreda in the new 4 woredas (total 3,200,000 Birr). The capacity building package includes:
    - Artisan hand tools
    - Hand dug well construction equipment
    - Spring protection tools and construction equipment
    - Water quality testing kit
    - Desk top computers with UPS, printer, filing cabinets, photo copy machine and two motorbikes for woreda water office
    - Desk top computers with UPS, printer and one motorbike for woreda health office
    - Desk top computers with UPS and printer for woreda finance, education and women affairs offices
  - Regional Government will cover from GoE contribution the zone physical capacity building package of 120,000 Birr/zone in the two new zones (total 240,000 Birr). The capacity building package includes:



- Desk top computer with UPS, printer, laptop and LCD projector for the water department
  - Desk top computers with UPS and printer for finance, health departments
- Regional Government will cover from the regional contribution the operational costs of supervision and monitoring carried out by the water, health, education and finance sectors at region, zone, woreda and kebele levels. Starting from 2006 EFY the GoF cover only the RSU operational costs
- Construction of water points is planned to increase from the new woredas from 25/year/woreda to a maximum of 55 water points/year/woreda.
- The school and health institution sanitation has been planned based on 2-3 institutions/woreda/year assuming that regional government investment budgets are made available
- Water quality testing equipment for each woreda have been planned to be procured in 2005-2006 EFY
- In all regions from 2006 EFY Finland financial contribution is only for capacity building and certain operational costs (RSU expenses)
- The number of employed Regional Support Unit staff depends on the number of the woredas covered under COWASH support. In 2005 EFY only Amhara has employed zone advisors and an accountant posted in BoFED due to the high number of CMP woredas (27/COWASH and 8/UNICEF). The possible additional RSU staff employment especially in Amhara region is to be decided on annual basis. It is assumed that maximum 4-6 RSU staff is adequate in other regions to facilitate the COWASH implementation.
- One artisan is planned to construct 2 water points in the first year of his/her training and thereafter six water points annually
- One set of planned artisan equipment and tools will serve 15 artisans
- The number of boreholes has been planned separately. The actual number of hand dug wells and boreholes and piped schemes shall be decided annually based on the demand and available budgets
- The expenses of the Regional Support Units and all capacity building costs are covered from the Finland contribution
- From the operational costs the fuel, lubricants, oil, communication, maintenance and all salaries of the Government of Ethiopia staff are fully covered from the Regional Government budget
- In the target calculations one hand dug well and spring water point is assumed to have 250 beneficiaries and borehole 350 beneficiaries
- Each institutional latrine is assumed to have 500 users, boys and girls (latrines are sets of 4-6 units separately for girls and boys)
- The sanitation targets are set based on the number of Open Defecation Free (ODF) Kebeles and not based on the number of latrines or number of communities triggered. ODF Kebele definition follows the National CLTSH guideline. In order to achieve ODF Kebeles, funds from the Regional Government for institutional sanitation are expected to be allocated. In regions where ODF targets have already been achieved the emphasis should be put on pots-ODF activities to sustain the behavioural change

Component 2 covers the regional level support of COWASH. Planned targets and budget for the CMP implementation in the five Regions that have adopted the CMP approach have been summarized to the following tables<sup>11</sup> :

Phase	Amhara		Investment	Capacity building	Operational	TOTAL
Phase I	2004	GoF, EUR	1 100 000	705 064	220 000	2 025 064
		GoE, Birr	16 777 206		-	16 777 206
	2005	GoF, EUR	920 000	900 000	400 000	2 220 000
		GoE, Birr	31 874 884		-	31 874 884
Phase II	2006	GoF, EUR	250 757	2 041 256	174 709	2 466 722
		GoE, Birr	59 120 303		5 562 200	64 682 503
	2007	GoF, EUR		1 700 000	200 000	1 900 000
		GoE, Birr	59 000 000		4 700 000	63 700 000
	2008	GoF, EUR		1 500 000	198 792	1 698 792
		GoE, Birr	58 000 000		4 600 188	62 600 188
TOTAL	GoF, EUR	2 270 757	6 839 275	1 200 546	10 310 578	
	GoE, Birr	224 772 392	-	14 862 388	239 634 780	

Definition	HDWs and SPs	Boreholes	Inst. latrines	ODF Kebeles	TOTAL
No	1 039		3	-	1 042
Beneficiaries	259 750		1 500	-	261 250
No	1 460	10	30	5	1 505
Beneficiaries	365 000	3 500	15 000	25 000	408 500
No	1 000	27	27	10	1 064
Beneficiaries	250 000	9 450	13 500	50 000	322 950
No	1 000	40	40	10	1 090
Beneficiaries	250 000	14 000	20 000	50 000	334 000
No	1 000	40	40	20	1 100
Beneficiaries	250 000	14 000	20 000	100 000	384 000
No	5 499	117	140	45	5 801
Beneficiaries	1 374 750	40 950	70 000	225 000	1 710 700

Phase	Tigray		Investment	Capacity building	Operational	TOTAL
Phase I	2004	GoF, EUR		32 769	29 243	62 012
		GoE, Birr	-		4 180	4 180
	2005	GoF, EUR	-	172 670	30 245	202 915
		GoE, Birr	1 765 838		204 816	1 970 654
Phase II	2006	GoF, EUR	-	230 000	150 000	380 000
		GoE, Birr	20 000 000		600 000	20 600 000
	2007	GoF, EUR		549 371	130 000	679 371
		GoE, Birr	31 000 000		1 500 000	32 500 000
	2008	GoF, EUR		740 000	120 000	860 000
		GoE, Birr	36 000 000		1 763 801	37 763 801
TOTAL	GoF, EUR	-	1 724 810	459 489	2 184 299	
	GoE, Birr	88 765 838	-	4 072 797	92 838 635	

Definition	HDWs and SPs	Boreholes	Inst. latrines	ODF Kebeles	TOTAL
No	-		-	-	-
Beneficiaries	-				-
No	148	12	12	5	177
Beneficiaries	37 000	4 200	6 000	25 000	72 200
No	205	15	15	10	245
Beneficiaries	51 250	5 250	7 500	50 000	114 000
No	287	17	17	10	331
Beneficiaries	71 750	5 950	8 500	50 000	136 200
No	287	21	21	10	339
Beneficiaries	71 750	7 350	10 500	50 000	139 600
No	927	65	65	35	1 092
Beneficiaries	231 750	22 750	32 500	175 000	462 000

<sup>11</sup> Used exchange rate is 1 EUR=22 Birr

Phase	SNNPR		Investment	Capacity building	Operational	TOTAL
Phase I	2004	GoF, EUR		41 069	5 896	46 965
		GoE, Birr	750 853		-	750 853
	2005	GoF, EUR		218 950	29 341	248 291
		GoE, Birr	3 570 080		107 763	3 677 843
Phase II	2006	GoF, EUR		350 000	100 000	450 000
		GoE, Birr	16 000 000	3 440 000	755 000	20 195 000
	2007	GoF, EUR		380 928	80 000	460 928
		GoE, Birr	24 076 566		1 000 000	25 076 566
	2008	GoF, EUR		471 000	68 900	539 900
		GoE, Birr	26 500 000		1 200 000	27 700 000
TOTAL	GoF, EUR	-	1 461 947	284 137	1 746 084	
	GoE, Birr	70 897 499	3 440 000	3 062 763	77 400 262	

Definition	HDWs and SPs	Boreholes	Inst. latrines	ODF Kebeles	TOTAL
No	-		-	-	-
Beneficiaries	-				-
No	150	-	4	5	159
Beneficiaries	37 500		2 000	25 000	64 500
No	240	8	8	10	266
Beneficiaries	60 000	2 800	4 000	50 000	116 800
No	320	16	16	10	362
Beneficiaries	80 000	5 600	8 000	50 000	143 600
No	320	16	16	10	362
Beneficiaries	80 000	5 600	8 000	50 000	143 600
No	1 030	40	44	35	1 149
Beneficiaries	257 500	14 000	22 000	175 000	468 500

Phase	Oromia		Investment	Capacity building	Operational	TOTAL
Phase I	2004	GoF, EUR				-
		GoE, Birr				-
	2005	GoF, EUR		213 121	24 161	237 281
		GoE, Birr	5 983 067		817 597	6 800 664
Phase II	2006	GoF, EUR		380 000	35 000	415 000
		GoE, Birr	18 500 000		1 500 000	20 000 000
	2007	GoF, EUR		493 719	60 000	553 719
		GoE, Birr	19 000 000		1 600 000	20 600 000
	2008	GoF, EUR		500 000	60 000	560 000
		GoE, Birr	23 052 886		1 700 000	24 752 886
TOTAL	GoF, EUR	-	1 586 839	179 161	1 766 000	
	GoE, Birr	66 535 953	-	5 617 597	72 153 550	

Definition	HDWs and SPs	Boreholes	Inst. latrines	ODF Kebeles	TOTAL
No					-
Beneficiaries					-
No	155		5	25	185
Beneficiaries	38 750		2 500	125 000	166 250
No	190	10	10	25	235
Beneficiaries	47 500	3 500	5 000	125 000	181 000
No	215	15	15	25	270
Beneficiaries	53 750	5 250	7 500	125 000	191 500
No	230	20	20	25	295
Beneficiaries	62 500	7 000	5 000	125 000	199 500
No	790	45	50	100	985
Beneficiaries	202 500	15 750	20 000	500 000	738 250

Phase	BSG		Investment	Capacity building	Operational	TOTAL
Phase I	2004	GoF, EUR	Covered by the FinnWASH-BG Project			
		GoE, Birr				
	2005	GoF, EUR				
		GoE, Birr				
Phase II	2006	GoF, EUR	150 000	400 000	45 000	595 000
		GoE, Birr	1 000 000		1 000 000	2 000 000
	2007	GoF, EUR	256 000	270 000	50 000	576 000
		GoE, Birr	7 500 000		1 300 000	8 800 000
	2008	GoF, EUR	596 000	440 629	55 000	1 091 629
		GoE, Birr	8 500 000		1 500 000	10 000 000
TOTAL	GoF, EUR	1 002 000	1 110 629	150 000	2 262 629	
	GoE, Birr	17 000 000	-	3 800 000	20 800 000	

Definition	HDWs and SPs	Boreholes	Inst. latrines	ODF Kebeles	TOTAL
No	Covered by the FinnWASH-BG Project				
Beneficiaries					
No					
Beneficiaries					
No	50		4	2	56
Beneficiaries	12 500		2 000	10 000	24 500
No	140	5	15	4	164
Beneficiaries	35 000	1 750	10 000	125 000	171 750
No	200	15	15	5	235
Beneficiaries	50 000	5 250	10 000	125 000	190 250
No	390	20	34	11	455
Beneficiaries	97 500	7 000	22 000	260 000	386 500

Phase	TOTAL	Investment	Capacity building	Operational	TOTAL	Definition	HDWs and SPs	Boreholes	Inst. latrines	ODF Kebeles	TOTAL	
Phase I	2004	GoF, EUR	1 100 000	778 902	255 139	<b>2 134 041</b>	No	-	-	-	-	-
		GoE, Birr	17 528 059	-	4 180	<b>17 532 239</b>	Beneficiaries	1 039	-	3	-	<b>1 042</b>
	2005	GoF, EUR	920 000	1 504 741	483 747	<b>2 908 488</b>	No	260 203	12	1 521	35	<b>261 771</b>
		GoE, Birr	43 193 869	-	1 130 176	<b>44 324 045</b>	Beneficiaries	114 710	4 210	10 530	175 005	<b>304 455</b>
Phase II	2006	GoF, EUR	400 757	3 401 256	504 709	<b>4 306 722</b>	No	365 685	3 533	15 037	25 047	<b>409 302</b>
		GoE, Birr	114 620 303	3 440 000	9 417 200	<b>127 477 503</b>	Beneficiaries	172 250	11 577	18 527	235 010	<b>437 364</b>
	2007	GoF, EUR	256 000	3 394 017	520 000	<b>4 170 017</b>	No	250 962	9 503	13 563	50 049	<b>324 077</b>
		GoE, Birr	140 576 566	-	10 100 000	<b>150 676 566</b>	Beneficiaries	241 500	18 590	34 040	350 010	<b>644 140</b>
	2008	GoF, EUR	596 000	3 651 629	502 693	<b>4 750 322</b>	No	251 037	14 072	20 072	50 050	<b>335 231</b>
		GoE, Birr	152 052 886	-	10 763 989	<b>162 816 875</b>	Beneficiaries	265 250	25 240	33 540	350 020	<b>674 050</b>
	TOTAL	GoF, EUR	<b>3 272 757</b>	<b>12 730 546</b>	<b>2 266 287</b>	<b>18 269 590</b>	No	<b>1 127 887</b>	<b>27 120</b>	<b>50 193</b>	<b>125 181</b>	<b>1 330 381</b>
		GoE, Birr	<b>467 971 682</b>	<b>3 440 000</b>	<b>31 415 544</b>	<b>502 827 227</b>	Beneficiaries	<b>794 749</b>	<b>59 617</b>	<b>96 640</b>	<b>1 110 045</b>	<b>2 061 051</b>

## 7.5 COST EFFECTIVENESS OF COWASH PROJECT

The evaluation of CDF projects in 2010 has indicated that community managed projects have a number of advantages including higher implementation rate (leading to higher service coverage in shorter period), higher sustainability with 94% functionality rate, community empowerment, employment to local artisans, supply chain development, involving micro-finance institutions and easiness of operation and maintenance.

However, at the time the cost effectiveness was not carried out because of the problem of how costs have been organized in different programs. After a serious consideration of how to analyze the cost effectiveness of the COWASH project, the only way is to compare it with similar project. Accordingly, the African Development Bank (AfDB) Rural Water Supply and Sanitation Program was selected for this comparison.

However, it is important that even though both projects are exclusive rural water supply programs a number of issues make the cost effectiveness comparison difficult. The first constraint is that AfDB invests highly in hygiene and sanitation while COWASH investments in institutional latrines are minor. On the other hand, COWASH is investing highly in capacity building while AfDB investments in capacity building are less compared to COWASH.

Compared to other similar rural water programs in Ethiopia the COWASH project was found to be cost effective with water investment cost per capita of 211 Birr (10 EUR/capita).

## 7.6 ECONOMIC BENEFIT COST ANALYSIS

While the financial analysis of a project is concerned with the analysis of the project's entity the economic analysis of a project is concerned with the entire economy. The economic benefit cost analysis of the project involves the conversion of financial values into economic values and also introducing a new concept of opportunity cost of water.

The conversion factors used in this study have been taken from the National Economic Parameters and Conversion factors for Ethiopia of the Ministry of Economic Development and Cooperation (MEDAC).

The analysis has presented in discounted cash flow of year 2011 prices.

The economic revenues comprise:

- Non-incremental water sales are assumed as zero.
- Incremental water sales are valued at the Consultant's estimate of the consumers' Willingness to Pay. Overall this is taken to be 10 cents per 20 litres and a 1.84 for conversion factor.
- It is assumed that there will be no significant loss of water since the water supply systems are on site without any pipe distribution.
- Benefits arising from time saving invested in productive activity.

The economic costs comprise the COWASH project investment (Total Budget of COWASH) and operation and maintenance costs. The operation and maintenance cost is considered to be 5% of the facility investment cost.

The economic cost benefit analysis was carried out considering the above assumptions. According to the economic cost benefit analysis, the project is economically viable with an Economical Internal Rate of Return (EIRR) of 35% calculated based on investments and positive economic Net Present Value (NPV) of ETB 393,352,382 and benefit cost ratio of 1.71 (If EIRR is >10 % and if NPV is positive and if benefit cost ratio >1 the rural WaSH project is considered economically viable. Financial viability is not applicable for rural WaSH).

A sensitivity analysis was carried out by reducing the price of water by 50% and the result shows that the projects' economic viability is highly affected with EIRR reduced to 15% and the benefit cost ratio to 1.14 but the project is still economically viable.

It is considered that the project will bring health benefits but they have not been considered in the economic cost benefit analysis.

## 7.7 COMMUNITY CONTRIBUTION

The communities are assumed to contribute (at least) 20% (in kind and cash) of the initial investment. Further, it is assumed that communities' contribution will be only to the investment of community water facilities. The planned total investments for community water and institutional sanitation facilities from GoF and GoE are MEUR 24.5. However, communities do contribute primarily by providing labour and locally available materials. These contributions are assumed to be 15% from the water facilities investments. The upfront cash contribution aimed for the operation and maintenance of the WaSH facilities is assumed to be 5%. The combined community contribution of 20 % from the water and institutional sanitation facilities investments is MEUR 5. This would top up the estimated investment budget line to MEUR 29.5. The community contribution amounts to 12 % of the total regional level project budget.

Recognizing that one of the fundamental principles of the Project is promotion of replicable and sustainable approaches, mechanisms, instruments and facilities, in order to reduce dependence on external support at all levels implies that higher community contributions will be encouraged for investment and full financial responsibility for O&M and re-investment. Any contributions by the communities in labour or kind will be valued using current market prices. Community contributions will be reported in the annual reports. The level of community contribution is calculated in each Community Managed Project and will be determined in Project formulation at that level.

In order to achieve the universal access it is essential that public resources are allocated more effectively. One obvious way of addressing this is to increase community's share of the initial investment substantially.

There is strong evidence that communities can contribute considerable amount of cash as an initial contribution as well as collect revenues over time to be used for reinvestment of the assets in addition to the cash used for O&M of schemes. This does not mean that marginalised communities would be left without access to improved WaSH services. Actually, it could boost the provision of services to marginalized communities by allocating more public funds through a social window accurately targeting at low income communities. This is in line with the provision of the Ethiopian Water Resources Management Policy, which states:

*"Promote self financing of programmes and projects at the local level"; and*

*"Provide subsidies to communities who cannot afford to pay for basic services on capital costs only; based on established criteria and phase out subsidy gradually."*

In order to increase communities' financial responsibility and targeting the subsidies more accurately require careful mapping of communities and effective targeting of marginalised and better-off communities. This will require:

- Strong political commitment from the region (actually the sector);
- Detailed guidelines for implementation; and
- Ensuring consistent approach at least at the regional level.

Ensuring the communities' ability to assume responsibility for re-investment will require:

- Financial model(s) to support planners on the identification of amount of capital needed for reinvestment;
- Provision of credit products by MFIs to communities (to facilitate partial or full coverage of reinvestment capital by communities as described above); and
- Introduction of scheme insurance may also be considered. The scheme insurance would ensure that communities can have financial products in case of total or substantial damage of the scheme or its part to be replaced through the insurance package. However, adequate O&M is a prerequisite for a community to be entitled for the insurance package.

## 8 RISKS AND ASSUMPTIONS

### 8.1 CRITICAL ASSUMPTIONS

The most critical assumptions are listed below. It is assumed that:

- Signatories are committed to the actualization of the Memorandum of Understanding on WaSH signed by the relevant GoE Ministries on November 2012
- The WaSH Implementation Framework (WIF) is signed by the relevant GoE Ministries and that it is transferred into One National WaSH Program
- That CMP is one essential part of the signed WIF financing modality, that CMP implementation is formalized and that Finland agrees to finance One WASH National Program
- The GoE is continuously committed to implement WaSH by using CMP approach
- Development partners accept the WIF and decide to support One WaSH National Program and channel funds through consolidated WaSH account and by using CMP approach
- The regional government share of WaSH investments through CMP will increase from present (2004 EFY) agreed amounts (up to 2006 EFY) as follows:
  - Amhara from 103,000,000 Birr to 239 634 780 Birr
  - Tigray from 18,678,750 Birr to 92 838 635 Birr
  - SNNPRS from 16,539,750 Birr to 77 400 262 Birr
  - Oromia from 44,000,000 Birr to 72 153 550 Birr
  - BSGR from 11,409,563 Birr to 20 800 000 Birr
- Federal and regional governments as well as external financiers allocate funds for institutional WaSH facilities (water and sanitation) as per the approved WaSH UAP plans
- MoU on WaSH between the relevant regional government bureaus is signed and signatories are committed to its implementation and put the principles in action
- WaSH Universal Access Plans are revised based on the NWI baseline data and are approved for implementation
- One WaSH National Program with WaSH structures in accordance with WIF at all levels are established, capacitated and receive continuous and adequate operational budget
- Health sector bureaus will integrate the COWASH hygiene and sanitation budget support into their annual plans and implement the hygiene and sanitation component as part of their annual plans
- Established RSU staff if fully assigned to the COWASH, logistics are made available for the RSU and that RSU independence principle is implemented in each region

### 8.2 GENERAL ASSUMPTIONS

There are assumptions that are more of general character. Regarding that, it is assumed that:

- The socio-economic and macro-economic situation during the duration of the extended Phase I of the Project will allow the partners provide their contribution in accordance with One WaSH National Program Plan.
- A sufficient amount of funds, approximately 29 % from total regional budget, are committed to capacity building to ensure the sustainability and acceleration of implementation.

### 8.3 RISK ASSESSMENT

The most serious external risk is exposure to natural disasters, such as long-term drought, earthquakes, massive flooding and subsequent landslides. The Project cannot take any mitigation measures against natural disasters, which will affect the overall socio-economic situation of the country. Emergency situations could affect the Project in several ways up to complete disruption of Project activities. In any case, emerging mitigation measures would be given the top priority and long-term development projects and universal access would be delayed.

Another external factor is unexpected significant deterioration of the economy of the country. Any socio-economic and macro-economic crisis in the country would affect the Project in various ways, including lack of public resources and reduced ability of communities' to share costs, and could seriously affect the capacity of local administrative units to support communities. This risk is beyond the capacity of the Project to address.

The Finnish budget is determined in euro (EUR) whereas the majority of Project expenditure will be in Ethiopian birr (ETB). Possible devaluation of EUR against ETB constitutes a risk that could reduce the outputs of the Finnish financing, particularly the number of water points. The impact of this risk would be seen on the quantity of the outputs, not in the quality.

Price escalation has been taken into account in the cost estimates to some extent. There is also a contingency line in the Project budget. The extended Project Phase I period is five years, and consequently the impact of inflation and price escalation may become a serious issue. At the worst, also it would affect the quantity of outputs.

If signing of the key documents (One National WaSH Program **Financing Agreements**) is delayed beyond 2006 EFY, the Project could in extreme case lack foundation and would need to be reoriented.

If the CMP approach management models tested in Amhara and Benishangul-Gumuz regions will be modified without careful consideration of impacts, risks grow for lost efficiency.

The absence or poor functioning of WaSH co-ordination structures at different levels will affect the outputs of the Project. Major delay in establishment of the WaSH structures will affect negatively to effective implementation of UAP and achievement of GTP targets.

Neglecting crosscutting issues related to WaSH (gender equality, environment, vulnerable groups, water quality) is considered a substantial risk. The crosscutting issues are supporting the over-all objective of the Project and are vital factors in strengthening the sustainability of the impact of WaSH.



## 9 MONITORING AND EVALUATION

### 9.1 REPORTING

The M&E Framework is aligned with WaSH M&E Framework, WIF and National WaSH Inventory taking into consideration the targets set in the Growth and Transformation Plan (GTP). The reporting cycle, formats and indicators of COWASH are presented in detail in the COWASH Monitoring and Evaluation Framework. The objectively verifiable indicators are specified in the Logical Framework in **Annex 1**. The quarterly and annual reporting of COWASH shall make use of the indicators and monitor the progress accordingly.

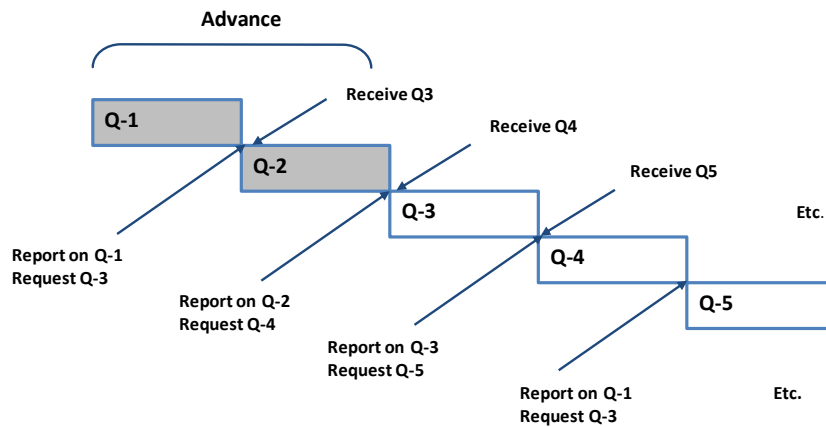
The reporting requirements and formats will be further harmonised and streamlined in revised WaSH Implementation Framework. In principle, all WaSH financiers should receive one WaSH plan, one budget and one report with specifications of WIF.

The financial reporting (capacity building and operational costs) at the woreda level is compiled by the Financial Office who reports to BoFED. BoFED also compiles financial reports from Regional Bureaus, Zone Finance Departments and Woreda Finance Offices. BoFED submits the report further to MoFED and MFA as long as the temporary financing agreement with the region is valid. Similarly, physical progress reporting flows from communities to the woreda level through Woreda Water Office and is compiled at the regional level by Water Bureau, which will compile the reports and produce quarterly progress reports for the region to be further submitted to MoWE and MFA as long as the present intergovernmental agreement on regional financing agreements are valid. Financial Intermediaries will prepare their financial reports to the regional body with whom they have made the agreement on managing the investment funds transferred to their account. The RSU team will assist Woredas, Water Bureau and other relevant Bureaus, Departments and Offices in effective reporting.

The financial and physical progress reporting is connected to the fund requests and replenishments. The reporting-request-replenishment principle defined in WIF is followed as illustrated in the graph below<sup>12</sup>:

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<sup>12</sup> As per the WIF August 2011



The progress reporting follows the frequency of reporting defined in WIF. Accordingly:

- Kebele WaSH Team (KWT) submits quarterly, and annual WaSH progress reports to WWT,
- Woreda (WWT) submits quarterly, and annual WaSH progress reports to Zone/Region
- Region (RWCO) submits quarterly, and annual WaSH progress reports to NWCO,
- NWCO submits quarterly, and annual WaSH progress reports to NWTT and through it to NWSC,

If found justified, the COWASH mid-term and termination reviews could also be conducted at national level as part of the regular WaSH Program reviews such as Joint Technical Review.

The WaSH reports will describe both the physical and financial status of progress. Quarterly Reports should show the progress against planned activities and/or outputs, while the Annual Reports should show the achievements in meeting the annual targets, i.e. output and outcome results.

As long as the present financing agreements are valid the regional level reports (only quarterly and annual) shall be submitted by Regional Finance Sector Bureau to the MFA. Once the GoF support is channelled to One WaSH Program, the GoF will receive reports through NWCO and MoFED.

The FTAT prepares compiled COWASH quarterly and annual physical reports and submits the reports to relevant National WaSH structures and MFA.

At the end of COWASH Phase I, MoWE with the support of the FTAT shall prepare a consolidated Completion Report, with the main results and findings of the Component 2 Completion Reports of the Regions incorporated. MoWE shall submit the consolidated completion report of the COWASH within four months after the end of the Phase to NWTT, and further to the NWSC.

## 9.2 MONITORING

The monitoring of the Project will be based on physical and financial progress reports, focusing on achievement of objectives and outputs including clear clarification for any possible deviations from work plans and budgets and proposals for improved implementation. A CMP specific M&E system that includes the project planning, reporting and monitoring cycle will be developed during the first year and operationalized during the second year of the Project.

The Logical Framework matrix, attached as **Annex 1**, will provide a clear and logical tool for Project monitoring and evaluation. Quantitative indicators have been established taking into consideration the targets and relevant aspects of the GTP, WaSH M&E Framework, WIF and UAP. The reporting shall focus on the efficiency of the progress towards the overall objective, project purpose, and expected results and outputs, by means of the objectively verifiable indicators introduced in the approved logical framework.

The financial monitoring will be based on the GoE practices, however, adjusted to the specific features of the CMP implementation.

COWASH will also assist and join as a member in the Joint Technical Reviews and Multi-Stakeholder Forums as carried out as per the One WaSH Program.

Furthermore COWASH is a partner in the following monitoring meetings as per the WIF:

- KWT conducts quarter and annual WaSH progress review meetings with all Kebele WaSH stakeholders
- WWT conducts quarter and annual WaSH progress review meetings with the Woreda WaSH stakeholders including Kebele representatives,
- RWCO conducts quarter and annual WaSH progress review meetings with the region WaSH stakeholders including zone and woreda representatives,
- NWCO conducts quarter and annual WaSH progress review meetings with the national WaSH stakeholders including regional representatives.

## 9.3 EVALUATION

An independent Mid-Term Evaluation (MTE) shall be conducted in 2014. The focus of MTE will be to assess the extent to which the programme purpose and results have been achieved or are likely to be achieved. It should provide clear recommendations for the Phase II of the Project. The Mid-term evaluation ToR, including the composition of the MTE team, shall be developed by the MFA in close collaboration with the WaSH Ministries.

In spite of effective financial control mechanisms, competent auditing of the Project accounts is part of developing good governance and to promoting accountability and transparency. As a rule, all organisations receiving financial support from the Project and managing funds are subject to regular audits that can take place on a rolling basis.

The Governments of Ethiopia and Finland may assign auditor(s) to assess the conformity of the Project to the established procedures, norms and criteria. The scope and timing of audits can be decided jointly, or independently.

Formal annual auditing under Woreda Finance Offices will be carried out to further strengthen internal controls.

The impacts of the Phase I of the Project and the sustainability of the impacts are not possible to be assessed shortly after the Phase but it is anticipated that a post-project evaluation will be undertaken 3-6 years after the completion of the whole Project.

## COWASH PHASE I LOGICAL FRAMEWORK

Overall Objective	Objectively Verifiable Indicators	Source of Verification	Assumptions
To achieve the universal access to WaSH in the rural areas of Ethiopia.	<p><i>Access to safe rural water fulfilling the UAP II criteria in the targeted woredas increased by COWASH only<sup>13</sup></i></p> <ul style="list-style-type: none"> <li>• Amhara from ___% to ___%</li> <li>• Tigray from ___% to ___%</li> <li>• Oromia from ___% to ___%</li> <li>• SNNPRS from ___% to ___%</li> <li>• BSGR from ___% to ___%</li> </ul>	Statistics of the Regional Water Bureaus	Socio-economic and macro-economic situation during the duration of the extended Phase I of the Project will allow the partners provide their contribution in accordance with One WaSH Plan
	<p><i>Rate of functionality of rural water supplies in the targeted woredas by COWASH only</i></p> <ul style="list-style-type: none"> <li>• Amhara from ___% to ___%</li> <li>• Tigray from ___% to ___%</li> <li>• Oromia from ___% to ___%</li> <li>• SNNPRS from ___% to ___%</li> <li>• BSGR from ___% to ___%</li> </ul>	Statistics of the Regional Water Bureaus	Sufficient amount of funds, approximately 30 %, are committed to capacity building to ensure the sustainability and acceleration of implementation
	<p><i>Proportion of rural ODF kebeles in the targeted woredas</i></p> <ul style="list-style-type: none"> <li>• Amhara from ___% to ___%</li> <li>• Tigray from ___% to ___%</li> <li>• Oromia from ___% to ___%</li> <li>• SNNPRS from ___% to ___%</li> <li>• BSGR from ___% to ___%</li> </ul>	Statistics of the Regional Health Bureaus	GoE committed to implement MoU, WIF, UAP II and GTP
	<p>Percentage of institutions (schools and health facilities) accessing water supply through COWASH increased</p> <ul style="list-style-type: none"> <li>• Amhara __%, Tigray __%, Oromia __%, SNNPR __%, BSGR __%</li> </ul>	WaSH sector progress and baseline reports	
	<p>Percentage of institutions (schools and health facilities) accessing sanitation through COWASH increased</p> <ul style="list-style-type: none"> <li>• Amhara __%, Tigray __%, Oromia __%, SNNPR __% BSGR __%</li> </ul>	WaSH sector progress and baseline reports	

<sup>13</sup> These benchmarks targets will determined in 2006 EFY after all the additional woredas in the regions are identified. The base and target years of the project are 2003 EFY and 2008 EFY

# Annex 1

Project Purpose	Objectively Verifiable Indicators	Source of Verification	Assumptions
<p>Support the acceleration of UAP-rural water and sanitation targets attainment through the establishment of an enabling environment and the implementation of CMP interventions in selected rural areas of Ethiopia</p>	<p>Percentage of Regions implementing CMP approach through COWASH increased from 22 % to 55 %</p>	<p>WaSH sector progress and baseline reports</p>	<p>GoE and external supporters using CMP approach in channelling investment funds</p> <p>Regional and woreda staff retained in their posts. GoE policies and strategies motivate staff</p> <p>Adequate amount of ground water available in the intervention areas</p> <p>MoU and WIF signed at federal level and partners abide the signed documents</p> <p>Regional MoUs signed between WaSH partners and MoUs abide by partners</p> <p>Euro value to Birr do not decline remarkably</p>
	<p>Percentage of Woredas of targeted regions implementing CMP approach increased</p> <ul style="list-style-type: none"> <li>• Amhara from 14 % to 29 % (166 woredas by 2003 EFY)</li> <li>• Tigray from 0 % to 19 % (47 woredas by 2003 EFY)</li> <li>• Oromia from 0 % to 3 % (279 woredas by 2003 EFY)</li> <li>• SNNPR from 0 % to 10 % (140 woredas by 2003 EFY)</li> <li>• BSGR from 24 % to 43 % (21 woredas by 2003 EFY)</li> </ul>	<p>WaSH sector progress and baseline reports</p>	
	<p>Percentage of Kebeles of targeted woredas implementing COWASH</p> <ul style="list-style-type: none"> <li>• Amhara from 12 % to 87 % (1,000 kebeles in 40 woredas by 2003 EFY)</li> <li>• Tigray from 0 % to 70 % (126 kebeles by 2003 EFY)</li> <li>• Oromia from 0 % to 65 % (100 kebeles by 2003 EFY)</li> <li>• SNNPR from 0 % to 70 % (208 kebeles by 2003 EFY)</li> <li>• BSGR from 0 % to 60 % (60 kebeles by 2003 EFY)</li> </ul>	<p>WaSH sector progress and baseline reports</p>	
	<p>Percentage of rural population that has accesses to potable water through CMP under COWASH increased</p> <ul style="list-style-type: none"> <li>• Amhara 16 % (estimated total population by 2008 EFY 8,640,000)</li> <li>• Tigray 26 % (estimated total population by 2008 EFY: 931,000)</li> <li>• Oromia 32 % (estimated total population by 2008 EFY 652,000)</li> <li>• SNNPR 18 % (estimated total population by 2008 EFY 1,200,000)</li> <li>• BSGR 50 % (estimated total population by 2008 EFY 190,000)</li> </ul>	<p>WaSH sector progress and baseline reports</p>	
	<p>Amount of regional budget allocated for COWASH Amhara 248 074 780 Birr, Tigray 92 838 635 Birr, Oromia 72 153 550 Birr, SNNPR 77 400 262 Birr, BSGR 20 800 000 Birr</p>	<p>WaSH sector progress and baseline reports</p>	

# Annex 1

## COMPONENT 1: Strengthening the Federal Capacity to Implement Community Managed Projects alongside with a Support to the Establishment of the One WaSH Program.

Results/Outputs	Objectively Verifiable Indicators	Source of Verification	Assumptions
<b>Result 1.1: Community Managed Project Approach Scaled up at National level</b>			MoFED, MoWE and development partners committed to support wide application of CMP
			MoU and WIF completed and signed and abided by signed partners
<b>Output: 1.1.1 :</b> Manuals and Guidelines Reviewed and Developed for Standardizing the CMP implementation within the WaSH Implementation Framework	5 generic CMP Implementation guidelines harmonized with WIF and incorporating crosscutting issues developed and implemented.	WaSH sector progress reports, Specific COWASH reports	
	3 tested higher technology options reviewed (with women and vulnerable groups opinions included) and incorporated into CMP manuals and guidelines. a) Shallow drilled wells with HP b) Piped scheme from drilled boreholes c) Piped scheme from spring source (gravity or motorized)	WaSH sector progress reports, Specific COWASH reports	
	1 generic operation and maintenance manuals/guidelines for rural water supply developed	WaSH sector progress reports, Specific COWASH reports	
<b>Output: 1.1.2:</b> Tools and Mechanisms Reviewed and Developed for Standardizing the Planning, Implementation and Monitoring of CMPs	5 federal level annual plans prepared as per the planning formats	WaSH sector progress reports, Specific COWASH reports	
	1 COWASH M&E framework developed	WaSH sector progress reports, Specific COWASH reports	
	15 federal level quarterly and 5 annual reports prepared	WaSH sector progress reports, Specific COWASH reports	
	10 federal steering committee meetings conducted (proxy indicator)	WaSH sector progress reports, Specific COWASH reports	

**COMPONENT 1: Strengthening the Federal Capacity to Implement Community Managed Projects alongside with a Support to the Establishment of the One WaSH Program.**

Results/Outputs	Objectively Verifiable Indicators	Source of Verification	Assumptions
<b>Output 1.1.3:</b> CMP Approach within the Rural WaSH Scientifically Researched.	Number of CMP researches completed (1 Doctoral, 4 Masters and 3 Bachelor levels)	WaSH sector progress reports, Specific COWASH reports	
	5 CMP related research result presentations given in international conferences	WaSH sector progress reports, Specific COWASH reports	
	2 published articles on CMP research results	WaSH sector progress reports, Specific COWASH reports	
<b>Output 1.1.4:</b> Information, Education and Communication (IEC) on CMP Implementation Modality Enhanced	1 Communication strategy developed	WaSH sector progress reports, Specific COWASH reports	
	Number of major international and national events (workshops, seminars, conferences, symposiums) where CMP awareness is raised through COWASH participation Internationals: 2 RWSN, 2 WWF, 1 WWW, 1 WEDC, 1 GeoGen, 1 IRC, 1 IDT, Nationals: 3 MSF	WaSH sector progress reports, Specific COWASH reports	
	Number of CMP related information and education materials prepared and published (disaggregated by types); 5 Table Calendars, 3 short films	WaSH sector progress reports, Specific COWASH reports Project web page: <a href="http://www.cmpethiopia.org">www.cmpethiopia.org</a>	



**COMPONENT 1: Strengthening the Federal Capacity to Implement Community Managed Projects alongside with a Support to the Establishment of the One WaSH Program.**

Results/Outputs	Objectively Verifiable Indicators	Source of Verification	Assumptions
<b>Result 1.2: CMP Implementation Capacity at the Federal and Regional Levels Developed</b>			MoFED, MoWE and development partners committed to support wide application of CMP
			MoU and WIF completed and signed and abided by signed partners
<b>Output 1.2.1:</b> Capacity building instruments reviewed and developed	1 Generic CMP capacity building strategy developed	WaSH sector progress reports, Specific COWASH reports	
	1 Generic woreda level capacity building package developed	WaSH sector progress reports, Specific COWASH reports	
	2 Impact assessments made on CMP related trainings	WaSH sector progress reports, Specific COWASH reports	
<b>Output 1.2.2:</b> Capable and adequate personnel in place for CMP implementation at National and Regional Levels	11 people hired at federal level	WaSH sector progress reports, Specific COWASH reports	
	Trainings given by federal COWASH staff (4 CMP management, 4 CMP Appraisal and reporting, 4 WASHCO CMP management, 4 Operation and Maintenance Management, 1 Water Safety Planning, 1 Communication)	WaSH sector progress reports, Specific COWASH reports	
	1,025 people participate in trainings given by federal COWASH staff	WaSH sector progress reports, Specific COWASH reports	

# Annex 1

## COMPONENT 1: Strengthening the Federal Capacity to Implement Community Managed Projects alongside with a Support to the Establishment of the One WaSH Program.

Results/Outputs	Objectively Verifiable Indicators	Source of Verification	Assumptions
<b>Result 1.3: Development and Implementation of One WaSH National Program Supported</b>			MoFED, MoWE and development partners committed to support wide application of CMP
			MoU and WIF completed and signed and abided by signed partners
<b>Output 1.3.1:</b> COWASH Support Provided in preparing One WaSH National Program	150 short term consultancy days provided by COWASH for the development and implementation of One WaSH National Program documentation	WaSH sector progress reports, Specific COWASH reports Task Force minutes	
	25,000 EUR finance provided for the development and implementation of One WaSH National Program (3,700 Birr/consultancy day)	WaSH sector progress reports, Specific COWASH reports Task Force minutes	
<b>Output 1.3.2:</b> COWASH Support Provided in Implementation of One WaSH National Program	400 people trained in CMP implementation in non-COWASH regions by federal COWASH staff 8 federal level advisers assigned in the One WaSH National Program management	WaSH sector progress reports, Specific COWASH reports	Finland signs to the support of OWNPN.  COWASH is integrated into One WaSH National Program

# Annex 1

Component 2: Establishing and Strengthening the Capacity in Regions to scale-up Implementation of CMP.			
Results/Outputs	Objectively Verifiable Indicators	Source of Verification	Assumptions
<b>Result 2.1 : Target Regions, Zones and Woredas capable to Plan, Manage, Monitor and Implement Rural WaSH interventions using CMP approach</b>			Regions where CMP applicable committed to financially support CMP
			Backstopping services for woredas available from the region
			There will not be major staff turnover and motivational problem
<b>Output 2.1.1:</b> Regional Support Units (RSU) established and functional	17 annual COWASH work plans produced (Amhara 5, Tigray, SNNPR 5, Oromia 4, BSGR 3)	Regional COWASH reports Federal COWASH reports	
	80 COWASH quarterly and annual reports produced as per the annual plans (Amhara 18, Tigray 18, SNNPR 18, Oromia 16, BSGR 12)	Regional COWASH reports Federal COWASH reports	
	29 technical assistance staff hired to RSUs (Amhara 7, Tigray 4, SNNPR 10, Oromia 4, BSGR 4)	Regional COWASH reports Federal COWASH reports	
<b>Output 2.1.2:</b> Regions, zones and woredas capacitated to implement Rural WaSH through CMP	8 training types held by region, zone and woreda (CLTSH, KWT CMP Mgt, Gender Mainstreaming, WASHCO CMP Mgt, WASHCO O&M, PA & CT, WSP,	Regional COWASH reports Federal COWASH reports	
	300 000 people participated in trainings given by regions, zones and woredas	Regional COWASH reports Federal COWASH reports	
	8 923 water points and 333 institutional latrines built as per plan (proxy indicator)	Regional COWASH reports Federal COWASH reports	

Component 2: Establishing and Strengthening the Capacity in Regions to scale-up Implementation of CMP.			
Results/Outputs	Objectively Verifiable Indicators	Source of Verification	Assumptions
<b>Result 2.2: Financial and Procurement Services Delivered for CMP Interventions at all levels in the selected Regions</b>			Regions where CMP applicable committed to financially support CMP
			Backstopping services for woredas available from the region
			There will not be major staff turnover and motivational problem
<b>Output 2.2.1:</b> Flow of funds for CMPs functional	70 fund transfer requests done to the financier (Amhara 14, Tigray 16, SNNPR 16, Oromia 14, BSGR 10)	Regional COWASH reports Federal COWASH reports	
	22 BoFED audit reports produced (Amhara 5, Tigray 5, SNNPR 5, Oromia 4, BSGR 3)	Regional COWASH reports Federal COWASH reports	
	25 MEUR (565 METB) of funds transferred to WASHCOs	Regional COWASH reports Federal COWASH reports	
	25 MEUR (565 METB) of funds settled by WASHCOs	Regional COWASH reports Federal COWASH reports	
<b>Output 2.2.2:</b> Linkages created with private sector in the supply of materials, equipment, tools and services	550 new artisans trained by COWASH for WaSH facility construction in the woreda (Amhara 240, Tigray 90, SNNPR 100, Oromia 70, BSGR 50)	Regional COWASH reports Federal COWASH reports	
	205 awareness raising workshops organized for the private sector (Amhara 120, Tigray 25, SNNPR 28, Oromia 20, BSGR 12)	Regional COWASH reports Federal COWASH reports	

Component 2: Establishing and Strengthening the Capacity in Regions to scale-up Implementation of CMP.			
Results/Outputs	Objectively Verifiable Indicators	Source of Verification	Assumptions
<b>Result 2.3: Sustainable community and institutional access to safe water, sanitation and hygiene in the target Woredas increased</b>			Regions where CMP applicable committed to financially support CMP
			Backstopping services for woredas available from the region
			There will not be major staff turnover and motivational problem
<b>Output 2.3.1:</b> Access to new improved water sources for Communities and Institutions increased	10 000 CMP applications received (Amhara 6 200, Tigray 1 100, SNNPR 1 200, Oromia 1 000, BSGR 500)	Regional COWASH reports Federal COWASH reports	
	8 923 CMP applications approved (Amhara 5 616, Tigray 992, SNNPR 1070, Oromia 835, BSGR 410)	Regional COWASH reports Federal COWASH reports	
	8 923 new water schemes constructed (Amhara 5 616, Tigray 992, SNNPR 1070, Oromia 835, BSGR 410)	Regional COWASH reports Federal COWASH reports	
<b>Output 2.3.2:</b> Access to Sanitation for Households and Institutions increased and hygiene behaviour improved	1 % of ODF kebeles in the COWASH intervention woredas	Regional COWASH reports Federal COWASH reports	
	333 new institutional latrines constructed	Regional COWASH reports Federal COWASH reports	

## Component 2: Establishing and Strengthening the Capacity in Regions to scale-up Implementation of CMP.

Results/Outputs	Objectively Verifiable Indicators	Source of Verification	Assumptions
<b>Output 2.3.3:</b> Sustainability of Communal and institutional water schemes in the targeted woredas strengthened	300 WASHCOs legalized in the project woredas	Regional COWASH reports Federal COWASH reports	
	800 old water schemes rehabilitated (disaggregated communal, institutional)	Regional COWASH reports Federal COWASH reports	
	16 000 CMP schemes with trained pump attendants and caretakers	Regional COWASH reports Federal COWASH reports	
	30 % of WASHCOs with more than 50 % women members	Regional COWASH reports Federal COWASH reports	
<b>Output 2.3.4:</b> Potable water quality ensured in targeted woredas	10 000 water quality tests made on CMP water schemes	Regional COWASH reports Federal COWASH reports	
	20 000 chlorination made on CMP water schemes	Regional COWASH reports Federal COWASH reports	
	1 500 CMP water schemes with Water Safety Plans	Regional COWASH reports Federal COWASH reports	

### Terms of reference of National WaSH Steering Committee on COWASH

#### Rationale

Community-Led Accelerated WaSH Project (COWASH) has been established to support the acceleration of the WaSH implementation through Community Managed Projects (CMP) implementation modality as defined in the final draft WaSH Implementation Framework, April 2011. The National WaSH Steering Committee (NWSC) on COWASH is the highest level strategic decision-making body of the COWASH. The main task of the NWSC on COWASH is to oversee the smooth implementation of the COWASH and support the CMP development, implementation and scaling up. Currently the CMP implementation is supported by many financiers such as Finland, UNICEF, Federal and Regional Ethiopian Governments. It is expected that other WaSH financiers will also join to support CMP and thus they are partners of NWSC on COWASH as observers. The nature of NWSC on COWASH decisions is closely linked and coordinated to the decisions and directives decided by the National WASH Steering Committee (NWSC).

#### Members of the NWSC on COWASH

The members of the NWSC on COWASH are the following:

- Ministry of Water and Energy (MoWE) represented by the State Minister for Water
- Ministry of Finance and Economic Development (MoFED) represented by the Director of Bi-Lateral Cooperation Directorate
- Ministry for Foreign Affairs of Finland (MFA) represented by the Embassy of Finland
- Ministry of Health represented by the Director of the Pastoralist Health Promotion and Disease Prevention Directorate
- Ministry of Education represented by the Director of the Planning and Resource Mobilization Directorate

For the functionality of NWSC on COWASH, each member organization nominates an authorized delegate to represent the member organization in his/hers absence. Whenever there is a need for a resource person for particular agenda item, the SvB invites the respective responsible person as appropriate.

#### Duties and responsibilities of the NWSC on COWASH

- Provide overall guidance on the overall program implementation and scaling up of CMP
- Approval of major COWASH strategic and policy issues
- Make decisions on changes in the COWASH Project Document including project scope and objectives, the organizational structure and management, budget as well as other changes which will have major financial implications
- Approval of the major guidelines, strategies and manuals relevant for COWASH implementation

- Review and endorse the annual work plans and budgets approved by the COWASH Management Committee
- Review and approve annual progress reports and inception report

### **Meetings of the NWSC on COWASH**

NWSC on COWASH meets twice a year to provide guidance and makes decisions based on the jointly prepared agenda. The meetings can also be organized in the regions if necessary. Decisions are to be clearly recorded in the respective minutes of the meetings. Any working document shall be distributed 1 ½ weeks prior to the meeting for adequate preparation by the board members. The minutes have to be supported by a responsibility matrix to clearly attach responsibilities for the decisions made during the meeting. The NWSC on COWASH can also make decisions through the exchange of letters for any issue that needs urgent decision and under situation of force major. This also applies to the operative decisions beyond the capacity of the COWASH-MC and Federal Technical Assistance Team of the COWASH. The NWSC on COWASH aims at consensus in decision making. The required quorum is achieved when at least three members of the Steering Committee are present. Anyhow, the presence of the Ministry for Foreign Affairs of Finland represented by the Embassy of Finland and the Ministry of Water and Energy represented by either the State Minister or the Director of the Directorate of Water Supply and Sanitation are mandatory. For possible issues that could have considerable implication, especially financial, each member will have veto-right. The Meeting Minutes shall be circulated and approved immediately after the meeting.

### **Mandate of the NWSC on COWASH**

For any decision pertaining for the implementation of the COWASH program the two competent authorities as stipulated in the Bilateral Agreement are the Government of Ethiopia and Government of Finland. NWSC on COWASH has the authority within the financial framework and overall objective of the COWASH project document to decide on the deviations from the Project Document or when approving annual work plans.



# Job Descriptions of the FTAT specialists:

# Annex 3

## Job description of the Chief Technical Advisor (International)

<b>Education</b>	M.Sc. in water supply engineering, business administration, public health, social sciences or relevant science
<b>Language</b>	Fluency in both spoken and written English
<b>Experience and skills</b>	<ul style="list-style-type: none"><li>• Extensive experience in rural development, preferably water supply, sanitation and hygiene</li><li>• Experience in financial management and/or microfinance</li><li>• Relevant professional experience in developing countries, preferably in Ethiopia or East Africa</li><li>• Comprehensive leadership and management experience, preferably from both public and private sectors and managing multi-cultural teams</li><li>• Experience in harmonization, cooperation with different donors and fund raising is an asset</li><li>• Developed skills in skill transfer</li><li>• Capacity and ability to promote gender equality and social inclusion</li><li>• Good intercultural communication skills.</li><li>• Good report writing skills in English</li><li>• High professional integrity and able to work in difficult conditions.</li><li>• Innovation capacity</li><li>• Good computer skills (word processing, spreadsheets, project management, data base management, etc.)</li></ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"><li>• Promotion of the Community Managed Project financing arrangement and liaison with potential financiers</li><li>• Further development of the CMP financing implementation modality</li><li>• Day-to-day management of the Component 1</li><li>• Updating of Component 1 implementation plans and budgets</li><li>• Monitoring of the Project and achievement of objectives, results and outputs (and indicators)</li><li>• Providing advice on Component 1, 2 and 3 and ensuring that the activities on Component 1 are carried out through effective and efficient use of resources</li><li>• Quality assurance of the TA team</li><li>• Reporting</li><li>• Liaise and coordinate with National and International relevant WaSH sector stakeholders</li><li>• Establishment of the COWASH office in Addis Ababa</li><li>• Recruitment and management of the COWASH specialists and staff</li><li>• Tutoring the JPO on project development, planning, management and reporting</li><li>• Relevant reporting</li></ul>
<b>Place of the assignment</b>	Based in Ministry of Water & Energy, Addis Ababa with frequent travelling to Regions

## Annex 3

### Job description of the Human Resource Development Specialist (International)

<b>Education</b>	M.Sc. in education, social science, rural development or relevant science
<b>Language</b>	Fluency in both spoken and written English
<b>Experience and skills</b>	<ul style="list-style-type: none"><li>• Experience in training needs assessment</li><li>• Experience in planning and execution of training programs</li><li>• Experience in training manual preparation</li><li>• Experience in training of trainers</li><li>• Knowledge of and experience in rural water WaSH is a strong asset</li><li>• Relevant professional experience in developing countries, preferably in Africa and Ethiopia</li><li>• Capacity and ability to promote gender equality and social inclusion</li><li>• Good intercultural communication skills.</li><li>• Good report writing skills in English</li><li>• High professional integrity and able to work in difficult conditions.</li></ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"><li>• Develop and implement HRD plans of the COWASH supported Regions and Woredas CMP capacity building programs</li><li>• Carry out institutional capacity assessment of the regions and woredas to implement CMP</li><li>• Assessment of training needs</li><li>• Preparation of training materials</li><li>• Preparation and implementation of training programs</li><li>• Lead the COWASH research and coordination of research</li><li>• Assessment of impacts of training, including development of relevant impact indicators</li><li>• Monitoring of the achievement of relevant objectives, results and outputs (and indicators)</li><li>• Providing advice on Components 1, 2 and 3</li><li>• Liaise and coordinate with national and international organizations to provide support for CMP implementation in Ethiopia</li><li>• Coordinate and link COWASH on different international forums and conferences relevant to COWASH and CMP in order to make CMP well known for new financiers</li><li>• Assisting in the establishment of the COWASH office in Addis Ababa</li><li>• Assisting in the recruitment of the COWASH specialists and staff</li><li>• Tutoring the JPO on training and institutional capacity building of local bodies</li><li>• Relevant reporting</li></ul>
<b>Place of the assignment</b>	Based in Ministry of Water & Energy, Addis Ababa with frequent travelling to Regions

### Job Description of the Junior Professional Officer (International)

<b>Education</b>	M.Sc. level degree relevant to ICT or Water and Sanitation or appropriate related field
<b>Language</b>	<ul style="list-style-type: none"> <li>• Working knowledge of the Finnish language</li> <li>• Fluency in both spoken and written English</li> </ul>
<b>Experience and skills</b>	<ul style="list-style-type: none"> <li>• Good understanding of cultural sensitiveness</li> <li>• Good communication and report writing skills in English</li> <li>• High professional integrity and able to work in difficult conditions</li> <li>• Good knowledge of information management and communications</li> <li>• Good knowledge of monitoring and evaluation</li> <li>• Good computer skills (word processing, spreadsheets, project management, data base management, etc.)</li> <li>• Experience in training and producing training materials</li> <li>• Experience in working in developing countries, especially in Sub-Saharan Africa</li> <li>• At least 2 years relevant work experience</li> </ul>
<b>Responsibilities</b>	<p><i>Responsibilities related to communications</i></p> <ul style="list-style-type: none"> <li>• Lead the development of the Community Managed Projects communications strategy</li> <li>• Lead the development and up-dating of the CMP web page</li> <li>• Produce communications materials such as case studies, news, brochures and briefing notes</li> <li>• Assist in the development of an international CMP marketing strategy in close collaboration with the IRC</li> </ul> <p><i>Responsibilities related to M&amp;E</i></p> <ul style="list-style-type: none"> <li>• Development of CMP indicators together with the M&amp;E specialist</li> <li>• Assist in the project's external evaluations and audits</li> <li>• Assist in the planning and implementation of project planning and monitoring &amp; evaluation</li> </ul> <p><i>Responsibilities related to capacity building</i></p> <ul style="list-style-type: none"> <li>• Assist in Institutional Capacity Building Assessment and Human Resource Development Assessments</li> <li>• Assist in the guidance and training of various project stakeholders at all levels</li> <li>• Assist in the development of CMP training materials and training manuals jointly with the HRD Specialist including audio/video training and promotion materials</li> <li>• Assist in the development of the performance evaluation of the Federal and Regional TA staff</li> </ul> <p><i>Other responsibilities</i></p> <ul style="list-style-type: none"> <li>• Assist the CTA in assigned works</li> <li>• Making presentations in meetings, seminars, workshops and conferences in Ethiopia and abroad on different subjects of WaSH and development in general</li> <li>• Active networking and liaison with relevant WaSH stakeholders in Ethiopia and abroad</li> <li>• Participating in the relevant working groups in Addis Ababa</li> <li>• Assist in the recruitment of project staff and management of the project personnel</li> <li>• Participate in the follow-up of cross-cutting issues</li> <li>• Relevant reporting</li> </ul>
<b>Place of the assignment</b>	First year based in Ministry of Water & Energy, Addis Ababa with frequent travelling to Regions. Second Year based in 4 regions

### Job Description of Community Managed Project Specialist

<b>Education</b>	B.Sc. (minimum requirement) in water supply and sanitation engineering, civil engineering, public health engineering, environment or other relevant discipline
<b>Language</b>	Fluency in both spoken and written English
<b>Experience and skills</b>	<ul style="list-style-type: none"><li>• Extensive experience in rural water supply, sanitation, water resources management, including planning, management and co-ordination positions</li><li>• Knowledge of and experience in Community Development Fund approach is a strong asset</li><li>• Experience in cooperation with donor community</li><li>• Experience in training of trainers</li><li>• Relevant professional experience in different areas in Ethiopia is a strong asset</li><li>• Excellent social skills, ability to work and communicate in an international environment and in communities of diverse cultures</li><li>• Well-developed skills in skills transfer, especially skills in training of trainers is required</li><li>• Computer skills (word processing, spreadsheets, etc.) and good reporting skills</li></ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"><li>• Development of CMP financing instruments to more challenging hydro-geological conditions</li><li>• Carrying out the hydro-geological and socio-economic studies whenever required</li><li>• Providing assistance to the Regions in CMP implementation</li><li>• Development of tools and mechanisms for wide application of CMP</li><li>• Development of Federal level support mechanism for supporting the application of CMP in the Regions</li><li>• Developing training materials and training Region, Zone and Woreda level sector implementers in water supply planning, design, construction, maintenance, quality control, etc...</li><li>• Preparation and implementation of relevant training programs</li><li>• Monitoring of the achievements of relevant objectives, results and outputs</li><li>• Relevant reporting</li><li>• Improvement of working guidelines and manuals to be user friendly at Region, Zone, Woreda and Community levels concerning all technologies and systems that villagers need to construct and maintain.</li><li>• Conduct technical audit of existing systems for improvement and rehabilitation</li><li>• Developing approaches and designs for the rehabilitation of old Water Supply schemes by using CMP approach</li><li>• Checking the designs and tender documents and following up and guiding the tender procedure and making improvements for the procedures</li><li>• Adapt Standard designs and assist in institutional latrines construction</li><li>• Advice and develop sustainable and appropriate water extraction, transport, delivery and drilling technologies/techniques for CMP</li><li>• Developing plans and procedures for better and appropriate sanitation systems in rural areas</li><li>• Facilitate to ensure the internal water quality assurance mechanism within the users community and at the Woreda level</li><li>• Responsible for the subject matters and personnel issues of COWASH in the absence of CTA</li></ul>
<b>Place of the assignment</b>	Based in Ministry of Water & Energy, Addis Ababa with frequent travelling to Regions

## Annex 3

### Job description of the Capacity Building Specialist

<b>Education</b>	B.Sc. (minimum requirement) in education, social science, rural development or other science with relevant discipline
<b>Language</b>	Fluency in both spoken and written English
<b>Experience and skills</b>	<ul style="list-style-type: none"><li>• Extensive experience in training needs assessment, in planning and execution of training programs and in training of trainers.</li><li>• Experience in rural water supply, sanitation, water resources management, including planning, management and co-ordination positions is a strong asset</li><li>• Knowledge of and experience in Community Development Fund approach is a strong asset</li><li>• Experience in cooperation with donor community</li><li>• Experience in training of trainers</li><li>• Relevant professional experience in different areas in Ethiopia is a strong asset</li><li>• Excellent social skills, ability to work and communicate in an international environment and in communities of diverse cultures</li><li>• Well-developed skills in skills transfer, especially skills in training of trainers is required</li><li>• Computer skills (word processing, spreadsheets, etc.) and good reporting skills</li></ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"><li>• Carry out Region and Woreda level institutional and human resource capacity assessment and define training needs</li><li>• Preparation of training materials for all levels of CMP</li><li>• Preparation and implementation of training programs</li><li>• Assessment of impacts of training, including development of relevant impact indicators</li><li>• Develop and implement institutional and governance capacity development programs</li><li>• Coordinate and link COWASH capacity building with other relevant organization and training institutions</li><li>• Monitoring of the achievement of relevant objectives, results and outputs</li><li>• Providing assistance to the Regions in CMP implementation</li><li>• Development of tools and mechanisms for wide application of CMP</li><li>• Development of Federal level support mechanism for supporting the application of CMP in the Regions</li><li>• Relevant reporting.</li><li>• Assist to provide training and other capacity building programs to the COWASH staff and the relevant officials of Federal and Region level organization</li></ul>
<b>Place of the assignment</b>	Based in Ministry of Water & Energy, Addis Ababa with frequent travelling to Regions

## Annex 3

### Job Description of the Monitoring and Evaluation Specialist

<b>Education</b>	B.Sc. (minimum requirement) in water supply and sanitation engineering, civil engineering, public health engineering, environment or other relevant discipline
<b>Language</b>	Fluency in both spoken and written English
<b>Experience and skills</b>	<ul style="list-style-type: none"><li>• Extensive experience in development of M&amp;E/MIS systems for large programs</li><li>• Experience in developing M&amp;E/MIS systems for water schemes or for rural development is an asset</li><li>• Experience in designing and carrying out socio-economic studies</li><li>• Experience in operationalizing M&amp;E/MIS systems at regional and woreda levels</li><li>• Knowledge of WASH M&amp;E Framework and relevant professional experience in different areas in Ethiopia are strong assets</li><li>• Excellent social skills, ability to work and communicate in an international environment and in communities of diverse cultures</li><li>• Well-developed skills in skill transfer</li><li>• Experience in cooperation with donor community</li><li>• Relevant professional experience in different areas in Ethiopia is a strong asset</li><li>• Computer skills (word processing, spreadsheets, etc.) and good reporting skills</li></ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"><li>• Development of the existing WaSH M&amp;E Framework and MIS to include CMP and development of relevant guidelines and manuals for CMP M&amp;E implementation</li><li>• Streamlining the logical framework of COWASH with the above</li><li>• Operationalizing the M&amp;E/MIS of CMP in participating regions</li><li>• Preparation of annual plans together with COWASH staff and follow-up implementation</li><li>• Preparation of monitoring and evaluation tools for COWASH and institutionalize in the regions</li><li>• Preparation of training materials and training of the regions in the use of the CMP M&amp;E/MIS</li><li>• Train Federal and Regional staff on statistical data analysis using statistical software</li><li>• Monitoring of the achievement of relevant objectives, results and outputs</li><li>• Development gender sensitive output, outcome, impact indicators for COWASH and CMP and carrying out relevant research</li><li>• Institutionalization of the CMP M&amp;E/MIS</li><li>• Development of Federal level support mechanism for supporting the application of CMP M&amp;E/MIS in the Regions</li><li>• Assist to carry out periodic review, monitoring of quarterly, annual progress reporting of COWASH and CMP and midterm evaluation.</li><li>• Carry out experimental case studies to measure the COWASH and CMP effectiveness</li><li>• Develop and mentor the result measurement champions in the respective Regions and Woredas for continuous learning and practice of M&amp;E</li><li>• Develop and assist in implementation of the CMP Federal and Regional structures performance evaluation</li><li>• Relevant reporting.</li></ul>
<b>Place of the assignment</b>	Based in Ministry of Water & Energy, Addis Ababa with frequent travelling to Regions

## Annex 3

### Job description of the Crosscutting Specialist

<b>Education</b>	B.Sc. (minimum requirement) in social science, rural development, agriculture, environment, water or other science with relevant discipline
<b>Language</b>	Fluency in both spoken and written English and Amharic
<b>Experience and skills</b>	<ul style="list-style-type: none"><li>• Extensive experience in training needs assessment, in planning and execution of training programs and in training of trainers.</li><li>• Experience in rural water supply, sanitation, water resources management, including planning, management and co-ordination positions is a strong asset</li><li>• Experience in gender, environmental and climate change issues, water quality and social audit is a strong asset</li><li>• Knowledge of and experience in CMP approach is a strong asset</li><li>• Experience in cooperation with donor community</li><li>• Experience in training of trainers</li><li>• Relevant professional experience in different areas in Ethiopia is a strong asset</li><li>• Excellent social skills, ability to work and communicate in an international environment and in communities of diverse cultures</li><li>• Well-developed skills in skills transfer, especially skills in training of trainers is required</li><li>• Computer skills (word processing, spreadsheets, etc.) and good reporting skills</li></ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"><li>• Coordinate and lead the implementation and development of crosscutting issues (gender, environment issues, climate change, water quality, different community audits) in WaSH</li><li>• Organize evaluation of the impacts of the project at different intervals</li><li>• Advice on crosscutting related matters of One WaSH National Program</li><li>• Consult/Liaise between the MoWE, development partners, other Government offices involved in WaSH both at federal and regional levels concerning crosscutting issues</li><li>• Assist in the establishment of crosscutting baseline and monitoring and evaluation system within existing WASH M&amp;E system and ensure that community management of crosscutting issues is assessed</li><li>• Assist in ensuring that the gender equality and other crosscutting issues are mainstreamed into WaSH intervention processes, capacity building, institutionalization, technical designs and access to resources</li><li>• Develop effective and appropriate approaches, tools (e.g. social audit) and guidelines to identify and verify the impacts of the crosscutting issues of WaSH interventions</li><li>• Lead the process of Water Safety Planning development and scaling up</li><li>• Ensure that crosscutting issues are incorporated in all aspects of COWASH</li><li>• Record “best practices” and other cross cutting related findings to be incorporated in IEC materials of WaSH and ensure the dissemination to various audiences</li><li>• Assist the targeted woredas to indentify successful actors within crosscutting issues and to form joint strategies in mainstreaming crosscutting issues in community management of WaSH</li><li>• The Expert will assess the training needs and conduct periodically Training of Trainers (TOT) for the project staff as well as for project implementers at regional level</li><li>• Review the existing situation of cross cutting mainstreaming at woreda level and propose strategies on how to accelerate the awareness and skills development in crosscutting capacity building considering that the actual CB can be outsourced</li><li>• Preparation of training materials for cross cutting issues</li><li>• Plan and supervise the work of the Communication Officer</li><li>• Participation in COWASH training programs</li><li>• Relevant reporting.</li></ul>
<b>Place of the assignment</b>	Based in Ministry of Water & Energy, Addis Ababa with frequent travelling to Regions

### Job description of Communications Officer

Education	<ul style="list-style-type: none"><li>• Bachelor's degree in Communications, Journalism or related field</li></ul>
Language	<ul style="list-style-type: none"><li>• Fluency in both spoken and written English and Amharic</li></ul>
Experience and skills	<ul style="list-style-type: none"><li>• Minimum 5 years work experience in Media, Journalism, Communications, Public Relations or a related field</li><li>• Must write clearly and informatively, know how to edit work for spelling and grammar, present technical and numerical data effectively and be able to read and interpret written information.</li><li>• Experience in supervising the management and maintenance of websites.</li><li>• Excellent facilitation and message delivery and dissemination skills. Ability to train and get all team members contributing to communications activities.</li><li>• Excellent computer skills (MS Office, Adobe Indesign, Adobe Photoshop)</li><li>• 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) is an asset.</li><li>• Good understanding of cultural sensitiveness</li><li>• Strong interpersonal communication skills</li><li>• Able to work as a team member, is open to the views and opinions of others.</li></ul>
Responsibilities	<ul style="list-style-type: none"><li>• Revise and regularly develop the CMP Communications Strategy, tools, action plans and publicity protocols for the project.</li><li>• Development and editing of project brochures, flyers, briefing notes, case studies, event reports, stories and the like. Editing guidelines and documents of various forms including technical documents. Managing the preparation of short films</li><li>• Liaison with mass media.</li><li>• Lead the development of the CMP website, create processes for obtaining up-to-date information from technical staff and manage the website to ensure that information, data and links are accurate and updated on a regular basis.</li><li>• Solicit, edit and compile material for inclusion in Quarterly WaSH Sector Update Newsletter.</li><li>• Support documentation of project activities, outcomes and results in various forms, including success stories, description of best practises and lessons learned.</li><li>• Networking with MoWE stakeholders to promote coordination of materials and communication messages and strategies</li><li>• Support the process of creating a WaSH sector communications strategy in close collaboration with National WaSH Coordination Office and UNICEF</li><li>• Maintain repository of project press releases and articles.</li><li>• Provide training and guidance to project staff on general communications techniques and strategies. Related to this, organize an internal communications workshop for the project staff.</li><li>• Support the design and preparation of all project promotional activities within allotted budget.</li></ul>
<b>Place of the assignment</b>	Ministry of Water & Energy, Addis Ababa with frequent travelling to regions



### **Generic Terms of Reference of the Regional WaSH Steering Committee on COWASH Component 2**

#### **Rationale**

Support to Community-Led Accelerated WaSH Project (COWASH) has been established to support the acceleration of the WaSH implementation through Community Managed Projects (CMP) approach as defined in the final draft WaSH Implementation Framework, August 2011. COWASH project has two components; the first focusing on national level CMP scaling-up, the second focusing at regional level CMP implementation. A high level decision make body at region level is required to be established as part of the project management. The Regional WaSH Steering Committee (RWSC), which is composed of the regional partner Bureau representatives, will act as highest level COWASH Component 2 (C-2) management organ in the region. This is in line with the WaSH Implementation Framework. When RWSC decides on COWASH Component 2 issues the Ministry for Foreign Affairs of Finland represented in Ethiopia by the Embassy of Finland shall be invited to the meeting as a member.

The main task of the RWSC on COWASH C-2 is to oversee the smooth implementation of the programme and support the CMP development, implementation and scaling up in the region.

#### **Members of the RWSC on COWASH C-2**

The Regional WaSH Steering Committee on COWASH C-2 members are the following:

- Bureau of Finance and Economic Development (BoFED) represented by the Head or his/her Deputy (Chair)
- Bureau of Water represented by the Bureau Head or his/her Deputy (Secretary)
- Bureau of Health represented by the Bureau Head or his/her Deputy
- Bureau of Education represented by the Bureau Head or his/her Deputy
- Ministry for Foreign Affairs of Finland (MFA) represented by the Embassy of Finland

Whenever there is a need for a resource person for particular agenda item, the RWSC Chair invites the respective responsible person as appropriate.

#### **Duties and responsibilities of the RWSC on COWASH C-2**

The duties and responsibilities of the RWSC on COWASH C-2 are:

- Provide overall guidance on the overall program implementation and scaling up of CMP
- Provide guidance and approval of major COWASH C-2 strategic and policy issues
- Make decisions on changes in the COWASH C-2 management structure and management, budget as well as other changes which will have major financial implications

## **Annex 4**

- Approval of the major guidelines, strategies and manuals relevant for COWASH C-2 implementation
- Review and endorse the annual work plans and budgets approved by the COWASH C-2 Management Committee
- Review and approve annual progress reports

### **Meetings of the RWSC on COWASH C-2**

RWSC on COWASH C-2 meets twice a year to provide guidance and makes decisions based on the jointly prepared agenda. RWSC decisions are to be clearly recorded in the respective minutes of the meetings. Any working document of the RWSC on COWASH C-2 meetings shall be distributed two weeks prior to the meeting for adequate preparation by the members. The minutes have to be supported by a responsibility matrix to clearly attach responsibilities for the decisions made during the meeting. The RWSC on COWASH C-2 can also make decisions through the exchange of letters for any issue that needs urgent decision and under situation of force major. This also applies to the operative decisions beyond the capacity of the COWASH-C-2 Management Committee. The RWSC on COWASH C-2 aims at consensus in decision making. For possible issues that could have considerable implication, especially financial, each member will have veto-right. The Meeting Minutes of the RWSC on COWASH C-2 shall be circulated and approved immediately after the meeting.

### **Mandate of the RWSC on COWASH C-2**

The RWSC on COWASH C-2 has the authority within the Financial Agreement signed between the Bureau of Finance and Economic Development of the Region and Ministry for Foreign Affairs of Finland to decide on the deviations from the Financial Agreement or annual work plans and budgets.

### Community Managed Projects Coordinator/Director (CMP C/D)

**Origin:** The CMP C/D is assigned from the exiting GoE staff

**Education:** B.Sc. (preferably M.Sc.) in water supply engineering, civil engineering, business administration, public health or relevant science

**Language:** Fluency in both spoken and written English, Amharic and local language of the region

**Experience:**

- Extensive experience in rural water supply, sanitation and hygiene
- Extensive experience in community based, demand driven project management
- Experience in working with public and private sectors
- Experience in working with donors

**Skills:**

- Well-developed social skills
- Ability to work and communicate with international stakeholders and communities of diverse cultures
- Developed skills in skill transfer
- Good computer skills (word processing, spreadsheets, project management, data base management, etc.)
- Good presentation and reporting skills

**Responsibilities of the CMP C/D:**

- Ensuring that the Government of Ethiopia's policies and principles of national development, in particular those pertaining to poverty reduction, water development, rural and sustainable development are adhered to, and that all international conventions signed by Ethiopia are adequately considered in Project planning and implementation.
- Coordinating and integrating the project in the Region. He/ She should ensure that TA inputs provided appropriately and efficiently. He/she should also ensure that stakeholders and/or agencies involved in the implementation of the project's activities work in a coordinated manner under the strategic guidance of the RWSC.
- Efficient implementation of the COWASH project according to the Project program and approved budgets.
- Work towards harmonization of the Regional WASH- Program, in a one plan – one budget – one report model.
- Supported by the CMP Specialist/Team Leader, who is directly responsible for the inputs of the Technical Assistance Team to the project.
- Accountable to the RWSC and Regional WASH Technical Team (RWTT), in matters related to the implementation of the Project.

## Annex 5

- Liaise with the other Bureaux and institutions in the region and with authorities at national level, ministries/institutions, Non-Governmental organizations, the private sector and stakeholders or agencies involved in the implementation of the program's activities under the strategic guidance of the RWSC.
- Facilitate, co-ordinate and monitor program planning and implementation to achieve planned program objectives and targets;
- Ensure the preparation of annual and quarterly work plans, budgets and progress reports are compiled and presented for approval to the relevant authorities;
- Facilitate the hosting of meetings of the RWSC at agreed upon intervals;
- Act as Secretariat to the RWSC and RWTT meetings on COWASH;
- Coordinate the Project with Regional Authorities;
- Oversee the operations ensuring that project is managed within the stipulated guidelines and contracts;
- Follow-up that GoE counterpart funds are allocated to the COWASH project on a timely basis, and to ensure that counterpart funds expenditure and reporting complies with GoE financial regulations.
- Chair COWASH project staff meetings and evaluate their performances;
- Act as spokes person and representative of the project
- Create and maintaining linkages with relevant donors and agencies at national, regional and Woreda levels, and towards the private sector;
- Organize meetings with partner organizations if and when need arise;
- Promote/publicize the project to local stakeholders, government, local authorities, partner organizations, donors and other relevant parties;
- Oversee the monitoring and evaluation of progress and impact in the implementation of the project;
- Identify implementation constraints and finding timely solutions to them together with the Team Leader;
- Ensure that the cross-cutting themes of gender equality, HIV/AIDS and environment are mainstreamed throughout the Project;
- Produce Project reports and plans together with the TA staff;
- RSU financial planning and monitoring
- Updating and revising the CMP management manuals
- Keeping NWCO and Federal COWASH TA Team up-dated on WaSH development in the region
- Undertake any other activity that is deemed appropriate and relevant for the effective and sustainable implementation of the Project.

**Duty Station:** Based in Water, Mines and Energy Bureau with frequent travelling in the region.

### Community Managed Projects Specialist/Team leader (CMP S/T)

**Education:** B.Sc. (preferably M.Sc.) in water supply engineering, civil engineering, business administration, public health or relevant science

**Language:** Fluency in both spoken and written English and Amharic

**Experience:**

- Extensive experience in rural water supply, sanitation and hygiene
- Extensive experience in community based, demand driven project management
- Experience in working with public and private sectors
- Experience in working with donors

**Skills:**

- Well-developed social skills
- Ability to work and communicate with international stakeholders and communities of diverse cultures
- Developed skills in skill transfer
- Good computer skills (word processing, spreadsheets, project management, data base management, etc.)
- Good presentation and reporting skills

**Responsibilities:**

- Detailed monitoring of achievement of CMP objectives (and indicators)
- Monitoring of the performance of constructed water supplies and innovations for improvement
- Advise on involvement and development of private sector participation in maintenance and spare part supply
- Support to development and updating of CMP data base in Water Bureau
- Support and advice to BoH in health promotion to ensure the sustainability and use of latrines
- Support to BoH to ensure health awareness raising related to water supply in woredas
- Support and advice to BoE in technical aspects in school water supply and latrine rehabilitation and construction
- Training of trainers in CMP technical implementation
- Support in private sector training
- Updating and revising the technical CMP manuals and guidelines
- Reporting
- Assistance and deputy of CMP coordinator in his/her absence
- Other tasks requested by the Team Leader/coordinator

**Duty Station:** Based in Water, Mines and Energy Bureau with frequent travelling in the region.

### Financial Specialist

**Education:** B.Sc. (preferably M.Sc.) in business administration or relevant science

**Language:** Fluency in both spoken and written English and Amharic

**Experience:**

- Extensive experience in accounting
- Knowledge of and experience in CDF mechanism a strong asset

**Skills:**

- Ability to work and communicate with international stakeholders and communities of diverse cultures
- Developed skills in skill transfer
- Good computer skills (accounting software, word processing spreadsheets, etc.)
- Good presentation and reporting skills

**Responsibilities:**

- RSU financial management, budget planning, fund requests and money transfers
- Management of accounting related to CMP projects supported by the Government of Ethiopia and external financiers
- Support and advice to bureaus, zones and woredas and Micro Finance Institutions in fund requests, fund transfers, audit, accounting, financial control, financial reporting and procurement related issues
- RSU liaison and logistic service
- RSU fixed assets recording and follow-up
- Assistance and follow-up of accounts opening/closing at all levels
- Training of trainers
- Prepare and update required financial formats to be used in CMP at all levels
- Reporting of the financial issues in COWASH to the Planning and M&E Specialist
- Other tasks requested by the Team Leader/coordinator

**Duty Station:** Based in Water, Mines and Energy Bureau with frequent travelling in the region.

### Capacity Development Specialist

**Education:** B.Sc. (preferably MSc) in education, social science, rural development or relevant science

**Language:** Fluency in both spoken and written English and Amharic

**Experience:**

- Experience in training needs assessment
- Experience in planning and execution of training programmes
- Experience in training of trainers
- Knowledge of and experience in rural water WASH is a strong asset
- Relevant professional experience in different areas in Ethiopia is a strong asset

**Skills:**

- Excellent social skills
- Ability to work and communicate in an international environment and in communities of diverse cultures
- Well-developed skills in skill transfer
- Computer skills (word processing, spreadsheets, etc.)
- Good presentation skills
- Good reporting skills

**Responsibilities:**

- Assessment of training needs
- Preparation of training materials
- Main responsibility to update and revise existing training manuals with help from other specialists
- Preparation and implementation of training programs
- Assessment of impacts of training, including development of relevant impact indicators
- Detailed monitoring of the achievement of relevant objectives, results and outputs (and indicators)
- Production and distribution of CMP related IEC materials
- Organizing annual review meetings and other CMP related workshops in the region
- Relevant reporting
- Other tasks requested by the Team Leader/Coordinator

**Duty Station:** Based in Water, Mines and Energy Bureau with frequent travelling in the region.

### Planning, Monitoring and Evaluation Specialist

**Education:** B.Sc. in water supply and sanitation engineering, civil engineering, public health engineering, environment, business administration or other relevant discipline

**Language:** Fluency in both spoken and written English and Amharic

**Experience and skills:**

- Experience in the development of M&E/MIS systems
- Experience in developing M&E/MIS systems for rural WaSH is an asset
- Knowledge of WASH M&E Framework and relevant professional experience in different areas in Ethiopia are strong assets
- Excellent social skills, ability to work and communicate in an international environment and in communities of diverse cultures
- Well-developed skills in skill transfer
- Ability to work and communicate with international stakeholders and communities of diverse cultures
- Relevant professional experience in different areas in Ethiopia is a strong asset
- Computer skills (word processing, spreadsheets, etc.) and good reporting skills

**Responsibilities:**

- Work on the Result Based Management (RBM) of the CMP,
- Work on the Result Based monitoring and Evaluation of the CMP,
- Guide, Advice and work on the preparation of the annual work plan (AWP) with detail budget break down,
- Guide and advice woredas in the preparation of the annual work plan,
- Guide and advice woredas in baseline data collection and data updating,
- Prepare quarterly, biannual and annual reports and plans and submit to MoFED and MFA,
- Advice all stakeholders and check the integration of gender in planning taking into account gender budgeting principles,
- Advice/work on the establishment of Information Management System and/or data base management of water points.
- Monitoring of the achievement of relevant objectives, results and outputs
- Participate in the Preparation of guidelines of CMP,
- Other tasks requested by the team leader/coordinator.

**Duty Station:** Based in Bureau of Water with frequent travelling in the region.



## Annex 5

### Zonal Adviser

**Education:** College degree (preferably higher degree) in technical, business administration or relevant field

**Language:** Fluency in both spoken and written English

**Experience:**

- Solid experience in water supply, sanitation and hygiene
- Experience in community based, demand driven project management
- Good knowledge of CDF approach
- Good knowledge of awareness raising
- Good knowledge of gender mainstreaming

**Skills:**

- Well developed social skills
- Ability to work and communicate with international stakeholders and communities of diverse cultures
- Well developed skills in skill transfer
- Basic computer skills (word processing, spreadsheets)

**Responsibilities:**

- Advise to respective zonal departments in implementation and replication of CMP implementation
- Support to respective zones in monitoring of achievement of objectives (and indicators) and reporting
- Advise in and supervision of water point and school latrine rehabilitation and construction
- Provide training for Woreda personnel
- Supervise MFI branch office work and performance
- Follow-up that the CMP guidelines are in place and used
- Assisting woredas in record keeping, appraisals, site selection, project filing
- Detailed monitoring of the performance of constructed facilities
- Coordination of CMP at zone level
- Assessment and capacity building of CMP woredas
- Advice in updating the inventory and baseline data
- Advice on integration of gender in CMP implementation
- Relevant reporting
- Other tasks requested by the Team Leader/Coordinator

**Duty Station:** Based in Water Resource Development Bureau with extensive travelling in the region





**Note:**

GWDD-Ground Water Development Directorate  
CCS - Crosscutting Specialist  
CMPS - CMP Specialist  
CO- Communications Officer  
CTA - Chief Technical Advisor  
FTAT - Federal Technical Assistance Team  
HRD-Human Resource Development  
HRDS- Human Resource Development Specialist  
HWQD-Hydrology and Water Quality Directorate  
JPO-Junior Professional Officer  
NHSTF-National Hygiene and Sanitation Task Force  
NWCO-National WaSH Coordination Office  
NWMU-National WaSH Management Unit  
OWP-One WaSH Program  
CBS - Capacity Building Specialist  
PRD- Public Relations Directorate  
RDD- Research and Development Directorate  
SSWG-Self Supply Working Group  
UNICEF- United Nations Children's Fund  
WCYD- Women, Children and Youth Directorate  
WHO-World Health Organization  
WSSCBD-Water Sector Support and Capacity Building Directorate  
WSSD - Water Supply and Sanitation Directorate

## Annex 7

Budget codes		Budget code description		Follow-up of the total Project costs of Component 1							Total
				Phase I				Phase II			
		2003 actual	2004 actual	2005 actual	Phase I Total	2006 planned	2007 planned	2008 planned	Phase II Total		
<b>A</b>	<b>Fees</b>	<b>32 767</b>	<b>421 811</b>	<b>259 183</b>	<b>713 761</b>	<b>520 957</b>	<b>455 000</b>	<b>419 315</b>	<b>1 395 272</b>	<b>2 109 033</b>	
1	International TA personnel	28 119	355 500	209 631	593 250	212 420	184 000	177 498	573 918	1 167 168	
	<i>Chief Technical Advisor day fee 761 EUR</i>	23 619	192 000	168381	384 000	167420	158 000	154 199	479 619	863 619	
	<i>Human Resource Development Specialist day fee 750 EUR</i>	4 500	163 500	41250	209 250	45 000	26 000	23 299	94 299	303 549	
2	Home office Coordination and support fee	1 600	9 600	10 200	21 400	12 000	12 000	12 000	36 000	57 400	
3	International short term expert fees	3 048	22 857	0	25 905	47 700	42 000	42 000	131 700	157 605	
4	Local short term consultancies		33 854	8 542	42 396	80 591	26 000	22 000	128 591	170 987	
5	Local specialists			21 216	21 216	121 212	140 000	156 000	417 212	438 428	
6	Junior Professional Officer			9 594	9 594	47 034	51 000	9 817	107 851	117 445	
<b>B</b>	<b>Reimbursables</b>	<b>23 526</b>	<b>283 398</b>	<b>207 430</b>	<b>514 354</b>	<b>257 455</b>	<b>255 304</b>	<b>252 939</b>	<b>765 698</b>	<b>1 280 052</b>	
1	Salary related costs of National TA		85 649	89 392	175 041	59 050	60 000	60 000	179 050	354 091	
2	Local assisting support personnel costs	549	9 631	15 420	25 600	20 025	22 028	24 230	66 283	91 883	
3	Travelling costs	7 353	46 583	44 111	98 047	75 000	90 000	90 000	255 000	353 047	
4	Office establishment	1 278	10 367	410	12 055	8 900	1 300	-	10 200	22 255	
5	Vehicle purchase		56 396		56 396	-		-	-	56 396	
6	Housing costs	13 608	41 744	24 188	79 540	31 000	34 000	30 000	95 000	174 540	
7	Office running costs	706	13 053	14 598	28 357	38 980	20 476	18 209	77 665	106 022	
8	School fees	17	17 837	18 773	36 627	23 000	26 000	29 000	78 000	114 627	
9	Miscellaneous	15	2 138	540	2 693	1 500	1 500	1 500	4 500	7 193	
<b>C</b>	<b>National level capacity building and support</b>	<b>-</b>	<b>66 962</b>	<b>53 990</b>	<b>120 952</b>	<b>96 000</b>	<b>71 000</b>	<b>53 373</b>	<b>220 373</b>	<b>341 325</b>	
1	International level capacity building		47 094	13 493	60 587	57 500	40 000	30 000	127 500	188 087	
2	National level capacity building		19 868	40 497	60 365	38 500	31 000	23 373	92 873	153 238	
<b>GRAND TOTAL</b>		<b>56 293</b>	<b>772 171</b>	<b>520 603</b>	<b>1 349 067</b>	<b>874 412</b>	<b>781 304</b>	<b>725 627</b>	<b>2 381 343</b>	<b>3 730 410</b>	

## COWASH transit plan to OWP

Description	Unit	Qty	Main responsibility	Collaborators	2006 EFY																	
					J	A	S	O	N	D	J	F	M	A	M	J						
1. Attach the COWASH transit plan to the Revised Project Document, <b>June 2013</b>	No of documents	1	CTA	State Minister, Embassy																		
2. MoWE submits the revised project document for MoFED approval and requests MoFED to amend the bilateral agreement of COWASH between GoF and GoE; <b>June 2013</b>	No of Agreement	1	MoWE	MoFED																		
3. MoFED approves COWASH revised project document; executed by MoFED in June-July 2013	No of Document	1	MoFED	MoWE																		
4. Embassy and MoFED amends the COWASH bilateral agreement as per the Approved Revised Project Document; July 2013	No of Agreement	1	MoFED/Embassy	MoWE																		
5. Assist NWCO in the finalization of the OWP Project Document by including CMP implementation and financing modalities to the document ( <u>inclusion of CMP is a precondition in COWASH transit to OWP</u> ). Estimated national ST consultant consultancy days are 37.	No of documents	1	NWCO ST consultant	CTA, MoWE																		
6. Assist DPs to conduct Fiduciary Risk Assessment (FRA) by including CMP financial modality to the assessment ( <u>FRA is precondition in COWASH transit to OWP</u> )	No of assessment	1	OWNP Task Force	Development Partners and CTA																		
7. On request assist DPs to conduct OWP Joint Project Appraisal (JPA) by including CMP implementation and financial modalities to the appraisal ( <u>JPA is a precondition in COWASH transit to OWP</u> )	No of JPA documents	1	Development Partners	CTA																		
8. Meeting with the Regional Water and Finance Bureau Heads, MoFED, Finland Embassy and MoWE to conclude on how practically implement CMP under the OWP and with CWA funding.	No of meeting	1	MoWE	Development Partners																		
9. Support regions to include CMP into the consolidated Regional plans as part of the OWP.	No of Regional Plans	5	FTAT	NWCO, RSUs																		
10. Assist DPs and MoFED to finalize the OWP Joint Financing Agreement and/or Code of Conduct/Memorandum of Understanding on the OWP implementation. GoF and other donors signs the JFA. ( <u>signing the JFA by the GoF is a precondition in COWASH transit to OWP</u> ).	No of agreements	1	MoFED, Embassy, DPs	MoWE																		
11. Completion of ongoing construction works and contractual obligations.	No of regions	5	RSUs & BoFEDs	FTAT																		
12. Withheld required retention payments from contractor's to cover the contractors' liability period. The retention money saved in the COWASH account at BoFED and paid to contractors once the retention period has ended.	No of regions	5	RSUs & BoFEDs	FTAT																		
13. Closing of COWASH accounts and WASHCO account/ledgers at all levels. This continues in 2007 EFY until the retention payments and been done.	No of regions	5	RSUs & BoFEDs	FTAT																		
14. Carry out final audits and final reporting of COWASH. Most of this activity is performed in 2007 EFY	No of reports	5	RSUs & BoFEDs	FTAT																		
15. Hand-over of COWASH physical assets ( if any) to OWP. 2007 EFY activity.	No of regions	5	RSUs & BoFEDs	FTAT																		
16. Account the COWASH fund balance in each region and transfer the remaining funds to Regional Consolidated WaSH Accounts and report MoFED. This is 2007 EFY activity	No of regions	5	RSUs & BoFEDs	FTAT																		
17. Renew the RSU staff employment agreements to be under the umbrella of OWP according to the rules and procedures of OWP	No of regions	5	RSUs & Water Bureaus	FTAT																		
18. Assign the Federal International and National Technical Assistance of Component 1 to work in the respective OWP Federal units as an "external TA"	No of Federal TA staff	6	CTA, WSSD	NWCO																		
17. Terminate COWASH related regional Financing Agreements	No of agreements	5	BoFEDs and Embassy	FTAT																		