



**The Federal Republic of Ethiopia Ministry of
Finance and Economic Cooperation**



**The Republic of Finland
Ministry for Foreign Affairs**

SUPPORT TO COMMUNITY-LED ACCELERATED WASH IN ETHIOPIA (COWASH) PHASE III

PROJECT DOCUMENT



April 2016

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PROJECT FACT SHEET

Project Title:	Support to Community-led Accelerated WASH in Ethiopia (COWASH), Phase III
Project Number:	N/A
Sector:	Social Development
Sub-Sector:	Water Supply, Sanitation and Hygiene
Geographical Coverage:	Ethiopia (in five Regions: Amhara, Benishangul-Gumuz, Oromia, Southern Nations and Tigray)
Duration:	July 2016 – end of June 2019
Starting Date:	July 2016
Target Impact:	Contribute to achieving Ethiopia's Growth and Transformation Plan II (July 2015-June 2020) targets for the WASH sectors in terms of water, sanitation and hygiene access coverage and quality of service delivery in selected rural areas in five regions Community Managed Project (CMP).
Outcomes:	<ol style="list-style-type: none">1. Increased community and institutional water coverage (GTP II standards including water quality)2. Increased community and institutional sanitation and hygiene coverage and usage (GTP II standards)3. Increased functionality and sustainability of built WASH facilities through improved service delivery4. Women's empowerment through WASH related activities
Project Financing:	Grant by the Government of Finland 11 MEUR (plus 1,7 MEUR Phase II remaining) Contribution of the Government of Ethiopia 513 METB (about 23 MEUR) Contribution from the communities 71 METB (about 3 MEUR)
Project Costs By Type:	Capital Investment 549METB (21.7 MEUR) - 63.5% Capacity Building 9,875,000 EUR - 25.23% Operating Costs 2 025 000 EUR – 5.4% Federal level technical assistance 2 330 000 EUR – 5.9%
Cost Effectiveness:	Per capita cost effectiveness for community water supply (GTP II access standards) will be about 15 EUR/capita
Competent Authorities:	Ministry of Finance and Economic Cooperation (MOFEC) Bureau of Finance and Economic Development (BoFED) of Amhara, Benishangul-Gumuz, Oromia, Southern Nations, Nationalities and Peoples' and Tigray Regional States Ministry for Foreign Affairs, Finland
Implementing Agencies:	Ministry of Water, Irrigation and Electricity (MOWIE) Water Resources Development Bureaus (WoFED) of Amhara, Benishangul-Gumuz, Oromia, Southern Nations, Nationalities and Peoples' and Tigray Regional States
Exchange rate	1 EUR equals 22ETB

Abbreviations and Acronyms

AfDB	African Development Bank
BOFED	Bureau of Finance and Economic Development
BSG	Benishangul-Gumuz
CBE	Commercial Bank of Ethiopia
CMP	Community Managed Project
COPCU	Channel One Program Coordination Unit (in MOFEC)
COWASH	Community-Led Water, Sanitation and Hygiene (Project/Programme)
CR-WSP	Climate Change Resilient Water Safety Plan
CSO	Civil Society Organization
CTA	Chief Technical Adviser
CWA	Consolidated WASH Account
DAG	Development Assistance Group
DFID	Department for International Development (UK)
EFY	Ethiopian Fiscal Year (July 7 to July 6)
FTAT	Federal Technical Assistance Team
FRA	Fiduciary Risk Assessment
FTAT	Federal Technical Assistance Team
GOE	Government of Ethiopia
GOF	Government of Finland
GTP	Growth and Transformation Plan
HDA	Health Development Army
HEW	Health Extension Worker
HRBA	Human Rights-Based Approach
JISM	Joint Implementation Support Mission
JTR	Joint Technical Review
M&E	Monitoring and Evaluation
MEUR	Million Euro
MFA	Ministry for Foreign Affairs of Finland
MFI	Microfinance Institution
MIS	Management Information System
MOE	Ministry of Education
MOFEC	Ministry of Finance and Economic Cooperation
MOH	Ministry of Health
MOU	Memorandum of Understanding
MOWIE	Ministry of Water, Irrigation and Electricity
MSF	Multi-stakeholder Forum
MTE	Mid-term Evaluation
NGO	Non-Government Organization
NWI	National WASH inventory
NWCO	National WASH Coordination Office
NWSC	National WASH Steering Committee
NWTT	National WASH Technical Team
OWNP	One WASH National Program
PD	Program Document
PMU	Program Management Unit
POM	Program Operations Manual
RBM	Results-based Management
RPS	Rural Piped System
RSU	Regional Support Unit
SA	Social Assessment
SDG	Sustainable Development Goals

SME	Small and Micro Enterprise
SNNPR	Southern Nations and Nationalities People's Region
SWAp	Sector-wide Approach
SWG	Sector Working Group
TA	Technical Assistance
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WASH	Water, Sanitation and Hygiene
WASHCO	Water, Sanitation and Hygiene Committee
WSWG	Water Sector Working Group
WTWG	Water Technical Working Group
WB	World Bank
WIF	WASH Implementation Framework
WSP	Water and Sanitation Program (World Bank)
WWT	Woreda WASH team

Exchange Rate (October 2015)
1 EURO = 22 ETB

Ethiopian Financial Year – 8 July to 7 July
Finnish Financial Year – 1 January to 31 December

1. SUMMARY

The global context for the COWASH III Program is achieving the relevant Sustainable Development Goals and related targets set at the country level for their achievement.

The targeted impact is to contribute to achieving Ethiopia's Growth and Transformation Plan II (GTP-II, July 2015-July 2020) targets for the WASH sectors in terms of water, sanitation and hygiene access coverage and quality of service delivery in selected rural areas in five Regions by using Community Managed Project (CMP) approach. The GTP II focus is on improving service levels, its safety (water quality) and security (sustainable supply).

The **GTP II quantitative targets for rural water supply are universal access (100% access) to safe and sustainable water supply** for all citizens of the country in the planning period as per the minimum water supply access standard level set for GTP-I. The target for improved service level is rural water supply access with GTP-II minimum service level of 25 l/c/day within a distance of 1 km from the water delivery point for **85%** of the rural population of which 20% are provided with Rural Piped Systems (RPS). Target for sanitation and hygiene is 82% coverage of improved latrines.

For reaching the set quantitative targets in water and sanitation sector One WASH Nation Program (OWNP) was launched in 2013. It comprises of four implementation modalities: i) Woreda Managed Projects (WMP); (ii) Community Managed Projects; (iii) NGO Managed Projects; and (iv) Self Supply. The WMP funding, which covers the main part of the OWNP, is channelled by using a joint account, Consolidated WASH Account (CWA) and the Government of Ethiopia (GOE) funding mechanisms. COWASH Program is the only significant actor using CMP approach.

Quantitative targets of COWASH III:

With the focus on reaching the higher GTP II service levels the per capita costs of water supply infrastructures are expected to increase from the present. The similar dug wells and capped springs that are built for 50 households in COWASH II might need to be built for 30 or 40 households in the future to reach the GTP II targets. At the same time there is pressure to increase the support for shallow and deep tube wells and rural piped water systems that also have a higher per capita cost. Taking into account these variables and the projected investment budget from the Regions the realistic number of **community water supply beneficiaries to be reached by COWASH III is about 1.1 million new beneficiaries** through supporting construction of about 5 000 – 6 000 new improved community water supply systems and water points.

At the same time there will be more focus on sanitation and especially support to health sector in their sanitation and hygiene promotion activities as well as private sector through sanitation marketing in the promotion of improved sanitation facilities in the program areas. This is expected to lead to about **1 million people improving their sanitation access and usage** (as part of the health sector led sanitation and hygiene efforts in the program areas).

The focus on institutional WASH will also be increased and it is expected that about **140 000 new beneficiaries will be served by better institutional WASH facilities** in about 280 institutions at the end of the COWASH III period.

Indicators:

The impact indicators and targets for development objective are **reduction of incidences of diarrhoea, reduction in under-5 mortality in the selected Woredas and equal access and control over WASH management and related entrepreneurship**.

A more detailed Results Framework with indicators is attached as **Annex 1**.

Outcomes and Outputs:

COWASH Phase III is essentially a capacity development program, and capacity development cuts across all five outcomes at all levels to ensure that construction and service delivery are of good quality, results are achieved as planned and that results and learning are used for advocacy at all levels.

The following **outcomes and outputs** will be the focus of COWASH III activities. **Results Framework** for the program is presented in the **Annex 1**.

- **Outcome 1: Increased community and institutional water supply coverage (GTPII standards, including water quality) in the target Woredas in 5 program Regions by 2019**
 - Output 1.1: Access to new and improved water sources for communities
 - Output 1.2: Access to new and improved water sources for institutions
 - Output 1.3: Water Quality as per National Standards (2013) assured in program built water supplies
 - Output 1.4: Results, lessons and achieved development in water supply sector effectively communicated
- **Outcome 2: Increased community and institutional sanitation coverage (GTPII standards, including water quality in the target Woredas in 5 program Regions by 2019**
 - Output 2.1: Access to new sanitation for communities increased and hygiene behaviour improved;
 - Output 2.2: Access to improved sanitation and hand washing facilities in institutions and improved promotion through institutions;
 - Output 2.3: Improved sanitation coverage through sanitation marketing by local businesses.
 - Output 2.4: Results, lessons and achieved development in sanitation and hygiene sector effectively communicated
- **Outcome 3: Increased functionality and sustainability (O&M) of built WASH facilities through improved service delivery in the target Woredas in 5 program Regions by 2019**
 - Output 1: Improved functionality through post-construction support and capacity development of communities and WASHCOs
 - Output 2: Improved functionality through support and development of sustainable institutions
 - Output 3: Support to rehabilitation of water points
 - Output 3.4: Results, lessons and achieved development in O&M of WASH facilities effectively communicated
- **Outcome 4: Women's empowerment and leadership through WASH related activities in the 5 program Regions by 2019**

- Output 1: Women-led MSEs as service providers in the O&M supply chain, sanitation and construction of WPs (selected Woredas and in combination/coordination with the Sanitation Marketing activities)
- Output 2: Women's leadership as WASHCO members improved (linked to new construction targets)
- Output 3: Strengthened gender-specific WASH planning and implementation in 5 selected Regions
- Output 4.4: Results, lessons and achieved development women's empowerment through CMP effectively communicated

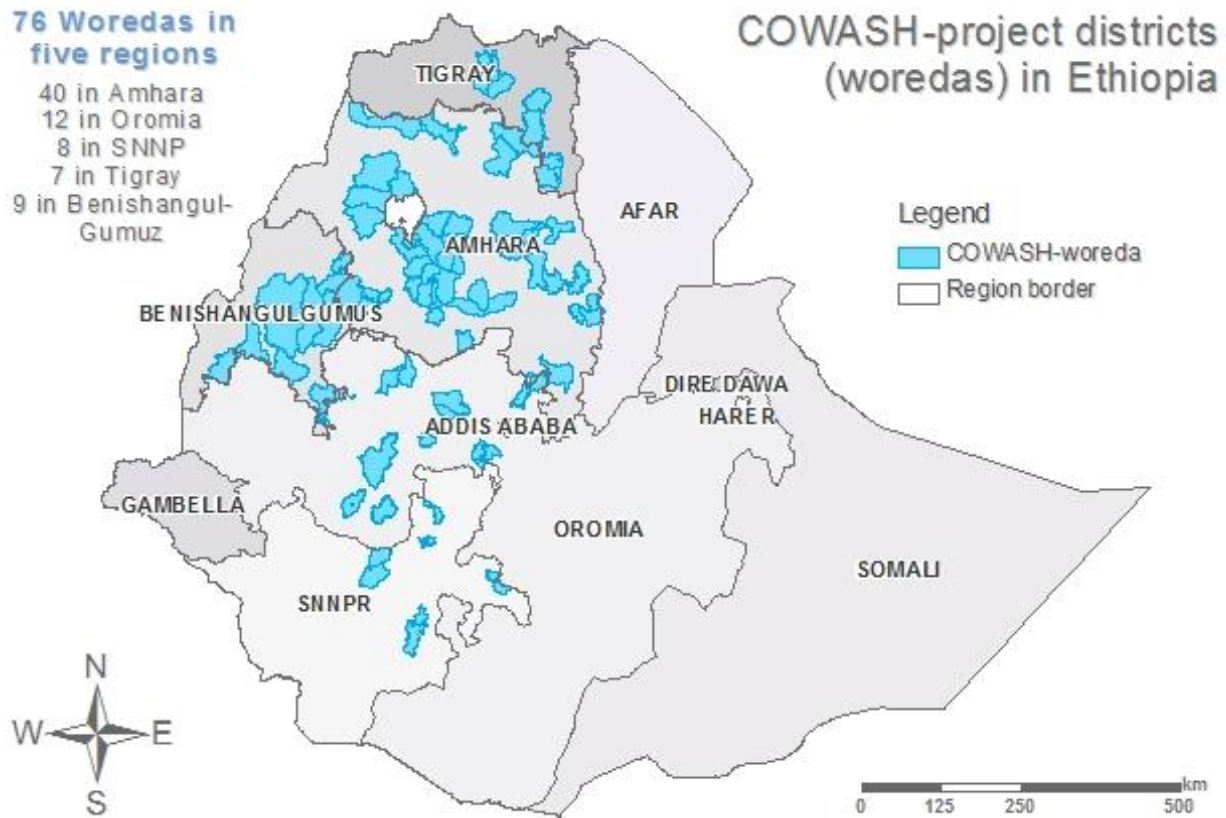
The total budget of COWASH Phase III is EUR 39.3 million (ETB 864 million) which includes carry-over funds of EU 1.70 million from Phase II. The budget and financing is summarized below:

Table 1: Summary Budget in Euro

	GOF	GOE	Community (15%)	Total
Investments	0	21 695 000	3 254 000	24 955 000
Capacity building				
- New funding	10 500 000	0	0	10 500 000
- Carryover from Phase II	1 705 000	0	0	1 705 000
Operational	500 000	1 636 000	0	2 136 000
Total	12 705 000	23 332 000	3 254 000	39 291 000

The project period is 3 years, from 1st July 2016 to 30th June 2019. At the beginning of the project period there will be an Inception Phase of 4 months.

The support will be provided in the current 76 COWASH Woredas in 5 Regions (Amhara, Tigray, Oromia, SNNP and Benishangul Gumuz). The locations of the project areas are shown in the map below.



2. BACKGROUND

1.2 Program justification

The third phase of the bilateral Community-Led Accelerated WASH (COWASH III) is a continuation of long-term cooperation between Finland and Ethiopia in water sector development that started already in the 1990s. The cooperation has produced impressive results including over 12,500 water points benefitting approximately three million people. Finland's support for the water sector through COWASH is strategically and systematically developed. It has been, and still is, highly relevant in relation to local needs, to Government of Ethiopia policy priorities and strategies and Finland's development policy. It is estimated that Finland's support has contributed by 7% for achieving the MGD targets for water coverage in Ethiopia in 2015.

The first phase of COWASH was implemented during the period July 2011 – September 2014, and the second phase covered the period October 2014 – June 2016. The implementation strategy of COWASH is based on the Community Managed Project (CMP) approach, originally developed and implemented within the former Government of Finland-supported Rural Water Supply and Environment Program in Amhara Region (RWSEP) and expanded within another Government of Finland-supported project, FinnWASH, in Benishangul-Gumuz. These projects, together with two previous phases of COWASH have proved that CMP is the most efficient, effective and sustainable financing modality and approach to implement rural WASH.

When the CMP approach is applied, communities are fully responsible for the water supply development process, through planning, financial management, construction management and maintenance management and participating in implementation of the government WASH policies. The key feature of the CMP funding mechanism is that it transfers funds and project management responsibilities for physical construction or rehabilitation directly to communities or relevant institutions such as schools and health facilities, thereby fully empowering communities as they are also responsible for fund management. The transfer of investment funds (grant) is carried through Regional micro-finance institutions (MFIs). Also, operation and maintenance (O&M) funds are saved in the MFIs by the WASH Committees (WASHCOs). A more detailed description of key aspects of the CMP approach is given in Annex 12 of this document.

COWASH has furthermore proved that development projects can leverage the recipient country's own investments. COWASH has turned around the belief that recipient country's contribution can be only in kind. In COWASH all investment and operational costs, more than 50 % of the total project costs, have been covered by the Ethiopian Government and communities. The projects have further proved that community managed approach can be used also to deliver higher technology water supply systems, e.g. motorized piped water supplies.

At the same time, the WASH sectors in Ethiopia are developing rapidly and moving toward a sector-wide approach where important policy, coordination, implementation and financing mechanisms are being implemented. The One WASH National Program (OWNP) is the main framework for achieving the goals for the WASH sector in Ethiopia's poverty reduction strategy, the Growth and Transformation Plan 7/2015 – 6/2020 (GTP II). The CMP approach is one of the modalities for rural water supply defined in the OWP and the WASH Implementation Framework (WIF, March 2013).

The One WASH National Program (OWNP) comprises of four implementation modalities: i) Woreda Managed Projects (WMP); (ii) Community Managed Projects; (iii) NGO Managed Projects; and (iv) Self Supply. The WMP funding is channelled by using a joint account, Consolidated WASH Account (CWA) and the Government of Ethiopia (GOE) funding mechanisms. The lowest level of fund management is at the Woreda level, which differs from the CMP approach. For rural WASH the most important modality is the CMP financed by the Consolidated WASH Account which has funding commitments over USD 400 million for the period of 2015-2020, whereas CMP is nearly entirely implemented through COWASH with a funding of about USD 40 million during 2016-2019.

According to the GTP II, Ethiopia is aiming to be at a level of lower middle income country in its socio-economic development by the year 2025. Thereby the main focus of the GTP II is to ensure availability of water supply and sanitation services that satisfies the need of lower middle income countries' citizens by the year 2020. The specific water sector objectives include increasing access to safe water supply by upgrading the service level; ensuring good governance in the rural water supply enhancing sustainability, effectiveness and efficiency of the service; and building the sub-sectors' overall capacity. The specific goals regarding service levels are combined from the GTP I targets and new GTP II targets. Ambitious targets set for the rural WASH have increased its significance for the Ethiopian Government, as well as the donor community, and put tremendous pressure for the Government to achieve the set targets in the rural WASH sectors. CMP relieves this pressure by bringing in involvement of communities to the core of rural WASH.

There is high demand by communities and institutions for COWASH support, despite relatively high requirements for the community contribution (including financial contribution), which indicates that water supply, other WASH interventions and the CMP approach are priorities for the communities.

With the improved service delivery targets there is a tremendous pressure to construct rural and institutional water supplies and sanitation facilities to meet the new access targets, to a large extent at the expense of quality and sustainability of service delivery through capacity development. The underlying

assumption of Government of Finland's support of COWASH Phase III is that quantity (i.e. improved access) and quality (i.e. improved service delivery and capacity development) are equally important and the implementation needs to be coordinated. This should lead to better climate resilience of the clean water availability. Only by using a comprehensive approach incorporating construction, service delivery

and capacity development, both quantity and quality of the services can be ensured, expected outcomes achieved, and improved health and other impacts of the increased coverage in water supply and sanitation attained.

The prerequisite of Finland's support of COWASH Phase III is that funds allocated by the Regional Governments towards CMP investment would be channelled through the Micro Finance Institutions (MFI) to the communities (WASHCOs, Water Boards and Parents' and Teachers' Associations). This has proved to be the key factor of making CMP the most efficient, effective and sustainable financing modality and approach to implement rural WASH.

While the implementation of COWASH III will broadly follow the modalities developed during previous phases, there is a clear progression towards a more programmatic approach. In order to move towards a more programmatic approach and achieve greater alignment and harmonization, Finland's support in the water sector will be channelled using a two-track approach: (i) directly to the Consolidated WASH Account; and (ii) bilateral assistance to support the scaling up of the CMP approach through COWASH Phase III. Bilateral support through COWASH Phase III will enable implementation so that the CMP approach will remain intact and that benefits based on its comparative advantage can be maximized. The contribution to Consolidated WASH Account provides an opportunity to be a significant partner in the further development of the water sector and further promotion and possible scaling up of the CMP approach at the national level. This is also in line with the recommendations of the Mid-Term Evaluation of the COWASH I and II (MFA, May 2015) which recommended a two-track approach for Finland's future support.

By supporting CMP through COWASH Phase III as an independent program type of intervention, important field level experience, such as evidence of effectiveness and impact will be gained. These experiences will be used to promote various issues, especially the CMP, while participating in the Consolidated WASH Account Board.

This Program Document mainly defines Government of Finland's bilateral contribution of 12.705 million Euro (1.705 MEUR is carryover from Phase II) to the CMP support through COWASH Phase III. It is designed as a "niche program" where evidence-based comparative advantages of the CMP approach are maximized. It is flexible, to test various approaches which will bring certain innovations to the sector. It will also sustain visibility and quality of Finland's development assistance in the water sector, focusing on quality and innovative approaches rather than large investments. The program will also aim to demonstrate and promote the CMP approach as an effective approach for implementing rural WASH programs in Ethiopia, and aim at scaling up CMP through other financiers.

A major share of the COWASH III funding comes from the **Government of Ethiopia contribution**, directed for investment and operational costs of actual construction. The Government of Ethiopia contribution is about **21.7 million EUR**. The beneficiary **communities also contribute** about **3.3 million EUR** for the construction activities. The Finnish funding of 12.7 million EUR is for capacity building and technical assistance.

Finland's contribution of 2 MEUR to the Consolidated WASH Account will have a separate agreement between Finland and Ethiopia and it will be governed according to the OWP Project Operational Manual and the WASH Financial Management Manual

2.2 Relevant policies, strategies, legislation and plans

2.2.1 Government of Ethiopia WASH policies and strategies

The One WASH National Program (OWNP) and the WASH Implementation Framework (WIF) are the main instruments for achieving the goals for the WASH sector in Ethiopia's poverty reduction strategy, the Growth and Transformation Plan 7/2015 –6/2020 (GTP II). The key sector documents for WASH implementation are the revised WASH Memorandum of Understanding (MoU, November 2012), the WASH Implementation Framework (WIF, March 2013), the Universal Access Plans II (UAP II) for rural and urban water (Dec 2011), and the Hygiene and Sanitation Strategic Access Plan for Rural Sanitation 2011-2015 (Dec 2011).

The GTP II focus is on improving service levels, its safety (water quality) and security (sustainable supply). Overall financial requirement for the implementation of the plan for rural water supply is estimated as Birr 28 Billion (1.2 billion EUR).

The GTP II targets for rural water supply access are:

- Universal access (100% access) to safe and sustainable water supply for all citizens of the country in the planning period as per the minimum water supply access standard level set for GTP-1: i.e. for rural water supply of 15 litres per capita per day (l/c/day) within a distance up to 1.5 km and for urban water supply of 20 l/c/day within a distance up to 0.5 km
- Rural water supply access with GTP-2 minimum service level of 25 l/c/day within a distance of 1 km from the water delivery point for 85% of the rural population, of which 20% are provided with rural piped systems (RPS).

The other GTP II goals for rural water supply include:

- Decreasing rural water supply schemes non-functionality rate from 15.5% to 7%;
- Strengthening rural water supply community management through legalization of all WASHCOs
- Empowering women in WASHCO management including in decision making and increasing their membership in WASHCO to 50% and more;
- Establishment of a supply chain for low cost water supply technologies and spare parts;
- Establishing water supply extension supporting system at kebele level to enhance implementation of household and communal level self-supply water and improve O&M of rural water supply schemes;
- Ensuring rural water safety through rural water supply water quality monitoring system and water safety planning and implementation;
- Training and engaging into the sub-sector 4,374 higher and 13,000 medium level professionals and 510,000 artisans and caretakers and ensure that involvement of women is 25% at minimum;
- Strengthening of WASH integration to meet the objectives of One National WASH Program (ONWP);
- Implementing a National ICT based M&E and MIS system;

Rural water supply strategies are based on ensuring community involvement in all phases of the project implementation cycle; creating an enabling environment for WASHCOs' legalization/certification; strengthening community ownership and community management; establishing a spare parts supply chain; encouraging multiple uses for household self-supply to generate income in addition to domestic uses; and ensuring rural water safety through a rural water supply water quality monitoring system and water safety planning and implementation.

During the GTP II it is planned to provide access to safe water for 29,324,999 rural people. To achieve the set target, construction of 238,370 rural and rehabilitation and expansion of 62, 500 rural water supply schemes are planned.

The GTP II raises as main risks for the rural water supply the low implementation capacity, both in the government and the private sector, which is not built to cope up with the need for accelerated implementation. In addition, the very slow on-going processes of harmonization and establishment of coordination of WASH at all levels, which affects the required accelerated implementation; and dispersed settlements and topographical barriers for piped system water supply for rural areas.

Sanitation related and other relevant GTP II targets As the result of concerted effort, Ethiopia has met MDG goal 7c of improving access to safe drinking water to 57% of the population (from 1990 estimate of 14%) and made some progress towards access to basic sanitation by reaching 28% of the population in 2014, up from a 3% baseline (1990). Reducing the contamination of household water supply has led to a reduction in diarrhoea prevalence for children under 5 years from 23.6% in 2000 to 13% in 2011 (EDHS, 2005, 2011). According to EDHS 2011, diarrhoea prevalence is highest among children residing in households that drink from unprotected wells (18 percent), those residing in rural areas (14 percent) and children residing in Benishangul-Gumuz and Gambela (both 23 percent). The survey indicated that more than half of households in Ethiopia (54 percent) have access to an improved source of drinking water. However, only 8 percent of households have an improved toilet facility, not shared with other households. About 82.2% of households included in EDHS 2011 have non-improved sanitation facility. A total of 3,655 kebeles were declared to be Open Defecation Free (ODF) in EFY 2006. Though there is a promising trend in improving access to basic sanitation, it is high time to focus on improving the number of latrines available and maintaining their functionality.

GTP II aims to improve this situation through the comprehensive health extension program, implementation of the urban sanitation strategy and other relevant programs. **The targets set for hygiene & sanitation and related health issues are the following:**

- Proportion of households (HHs) with access to improved latrines and hand washing facilities from 28% to 82% by 2020.
- Proportion of HHs using HH water treatment and safe storage practices up from 10% to 35%.
- Proportion of ODF declared and verified kebeles up from 18% to 82%
- Under five mortality rate per 1000 live births down from 64 to 30.
- Stunting prevalence down from 40 to 26.
- Number of Sanitation Marketing Centres in non-pastoralist areas up from 20 to 400.
- Proportion of health institutions with gender and disability sensitive complete WASH package up from 20% to 60%.

2.2.2 Current situation in WASH sector

The One WASH National Program (OWNP) as an umbrella sector-wide program is currently focused mainly on one of its modalities (CWA-Woreda Managed Project, WMP) and the other three modalities are side-lined. Significant progress has been made to put in place institutional structures and provide resources necessary for implementation using the Consolidated WASH Account (CWA). Three out of four CWA partners (WB, DFID, and UNICEF) have jointly disbursed US\$ 60 million as an initial advance to finance the first six months of EFY 2007 as per the consolidated plan and budget approved by the National WASH Steering Committee. In addition, US\$ 24.8 million has been disbursed to the CWA by AfDB. There are currently many large projects and a sizable donor involvement in the WASH sectors in Ethiopia, making Finland a relatively small donor in comparison. The three major donors in WASH sector in Ethiopia have

committed to support the OWNPN implementation (mainly through CWA) till the end of 2018 with the following amounts: The World Bank 132 million USD, DFID about 86 million USD and African Development Fund with 60 million USD.¹ Donors like WB, AfDB, DFID and UNICEF also have other large WASH projects and program, and USAID is also planning to implement a 100 million USD WASH program in the coming 5 years. The Gov Government of Finland intends to fund CWA by 2 million Euro.

Physical implementation has started in most of the Regions by using CWA-WMP modality. As of July 2015 it was reported that Regions have completed the construction of more than 5,000 rural water supply schemes, including 2,060 hand dug wells fitted with pumps, 1,772 springs on-spot (spring development), 914 shallow wells, 43 boreholes and 131 springs with distribution, with the remainder being other technologies. It is estimated that improved access to safe water has been already provided for more than 1.9 million rural residents by COWASH I-II during 2011-2016. and totally by 3.4 million when also earlier projects using CMP approach are considered

Regarding institutional WASH, progress has been made in constructing and rehabilitating 40 water facilities in schools and health facilities, construction and rehabilitation of 130 latrine facilities in health institutions, construction of over 18,000 new household improved latrines, and upgrading some 7,300 basic household latrines to improved latrines in five Regions (Amhara, SNNPR, Tigray, Oromia and Somali).

The OWNPN National WASH Coordination Office (NWCO), in collaboration with National and Regional WASH Technical Teams and other donors working in the sector conduct annual WASH Multi-Stakeholder Forums (MSFs) to enhance and promote coordinated donor efforts on sector policy dialogue. The MSF and the Joint Technical Review (JTR) brings beneficiaries, civil society organizations (CSOs) and implementing bodies together on a regular basis to review implementation progress and provide feedback for improvement. The MSF serves as a platform for promoting dialogue and sharing of experience among donors, CSOs and government and supporting implementation of strategic interventions (called undertakings) in the WASH sectors.

2.2.3 Government of Finland policies and strategies

COWASH Phase III support continues to be well in line with Finland's development policy and strategy framework and its country strategy framework for Ethiopia. Finland's development policy has been outlined in the Government Report on Development Policy, published in February 2016. The report takes account of the current situation in developing countries, the goals of the UN 2030 Agenda for Sustainable Development, the binding climate convention, the present refugee situation, and the resources available in Finland. The goal of Finnish development policy is to reduce poverty and inequality.

Finland's development policy has 4 priorities, three of which are particularly addressed in COWASH III, namely:

1. The rights of women and girls
2. Reinforcing developing countries' economies to generate more jobs, livelihoods and well-being
3. Food security, access to water and energy, and the sustainable use of natural resources. Within this priority, the results within WASH sector will be measured by the number of people benefitting from safe and sustainable water supply and sanitation services.

¹ AfDB 2014: SUPPORT TO THE ONE WATER, SANITATION AND HYGIENE NATIONAL PROGRAM (OWNPN)
- Program Appraisal Report

3. STAKEHOLDERS

COWASH Phase III will work towards achieving the GTP II targets through the government, donor and NGO WASH partners. At the federal level the Program on the one hand supports directly the functions of the national WASH partners, and on the other, provides support to the WASH coordination and CMP activities in the Regions. The majority of the support is directed to the WASH partners in the Regions that have adopted the CMP approach.

Both at the federal and Regional levels, the main stakeholders include key government WASH sectors and related actors as well as the Consolidated WASH Account (CWA) Partners. The Program will also work, through WASH partners, for attracting new financiers to channel their support through CMP. The key stakeholders at different levels are listed in Annex 4. The overall roles of the key WASH sectors are outlined in the table below.

Table 1: Ethiopian Federal Institutions and Roles in the WASH Memorandum of Understanding

	Role and Responsibilities
Ministry of Water, Irrigation and Electricity (MOWIE)	<ul style="list-style-type: none"> • Provision of safe and adequate water for human consumption and domestic use for communities and institutions (e.g. schools, clinics). • Water quality monitoring • Training of water committees, teachers, other management associations • Legalization of WASHCOs
Ministry of Health (MOH)	<ul style="list-style-type: none"> • Provision of water and sanitation facilities in health institutions • Monitoring water quality for consumption before and after scheme commissioning • Support and supervision of Regional Health Bureaus • Support establishment of 'Health clubs' in health institutions to promote hygiene and sanitation in the health Institutions
Ministry of Education (MOE)	<ul style="list-style-type: none"> • Water and sanitation provision in schools • Support establishment of WASH clubs in schools • Ensure appropriate WASH curriculum in schools • WASH training for teachers and parent teacher associations • Mobilize school communities to promote hygiene and sanitation
Ministry of Finance and Economic Cooperation (MOFEC)	<ul style="list-style-type: none"> • Communicate with WASH sector ministries on the funding programs • Provide updates and ensure timely fund disbursement and settlement • Ensure funding transfers to Regions are based on action plans approved by the National WASH Steering Committee • Ensure financial reporting from <i>Woredas</i> and Regions disaggregated for each WASH sub-sector

From Ludi, et al., 2013

Other partnerships:

Partnerships with other institutions and financiers are encouraged. The Program will be open for innovative partnerships, both for scaling-up CMP through different financiers and partners, and for enhanced learning through partnerships with academic institutions, private sectors and, for example, water utilities interested in twinning and sharing their expertise to the Ethiopian counterparts.

Beneficiaries

In CMP, the beneficiaries are managing the implementation and post-construction thus ensuring the sustainability of the facilities. At the community level women and girls are the main beneficiaries as they are the ones most involved in fetching and managing the water and also most affected by poor sanitation

conditions and lack of toilets. Similarly, regarding school water points and toilets, girls are the main beneficiaries. WASH improvements at home and school contribute to improvement of girls' school attendance rates especially after puberty and also the higher school enrolment of girls through creating student friendly WASH facilities. Poor and vulnerable groups will have equal and unrestricted access to the above facilities, and specific financing and payment options will be identified and implemented to improve the affordability of these facilities for poor households.

While the communities constitute the main beneficiaries, there are beneficiaries also at other operational levels of the Program.

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

Regional level:

- Regional Governments through increased foreign and domestic funding attracted and efficiently used
- Financial intermediaries through extended volume and new product development

Federal level:

- GoE through increased foreign and domestic funding attracted and efficiently used

4. DEFINITION OF RESULT AREAS

Framework for expected change below shows the relevant assumptions and the expected change and results based on the key activities as well as the interlinkages of the different levels of activities and results. More detailed Results Framework with indicators is attached as Annex 1 to this Project Document.

4.1 Target Impact

The global context for the support is achieving the Sustainable Development Goals and related targets set at the country level for their achievement.

The **development objective** is to contribute to achieving Ethiopia's Growth and Transformation Plan II (July 2015-June 2020) targets for the WASH sectors in terms of water, sanitation and hygiene access coverage and quality of service delivery in selected rural areas in five Regions by using Community Managed Project (CMP) approach.

The GTP II focus is on improving service levels, its safety (water quality) and security (sustainable supply).

The **GTP II targets for rural water supply are universal access (100% access) to safe and sustainable water supply** for all citizens of the country in the planning period as per the minimum water supply access standard level set for GTP-1 (i.e. for rural water supply 15 l/c/day within a distance of up to 1.5 km, and for urban water supply 20 l/c/day within a distance of up to 0.5 km). The target for improved service level is rural water supply access with **GTP-2 minimum service level** of 25 l/c/day within a distance of 1 km from the water delivery point **for 85% of the rural population** of which 20% are provided with rural piped systems. **Target for sanitation and hygiene is 82% coverage of improved latrines.**

Quantitative Targets:

With the focus on reaching the higher GTP II service levels, the per capita costs of water supply infrastructures are expected to increase from the present. The similar dug wells and capped springs that are built for 50 households in COWASH II might need to be built for 30 or 40 households in the future to reach the GTP II targets. At the same time there is pressure to increase the support for shallow and deep tube wells and rural piped water systems that also have a higher per capita cost. Taking into account these variables and the projected investment budget from the Regions the realistic number of community water supply beneficiaries to be reached by COWASH III is about **1.1 million new beneficiaries of improved community water supply** through supporting construction of about 5 000 – 6000 new improved community water supply systems and water points.

At the same time there is more focus on sanitation and especially support to health sector in their sanitation and hygiene promotion activities as well as private sector through sanitation marketing in the promotion of improved sanitation facilities in the program areas. This is expected to lead to about **1 million people improving their sanitation access and usage** (as part of the health sector led sanitation and hygiene efforts aiming at improved latrine coverage increase in the program areas).

The focus on institutional WASH will also be increased and it is expected that about **140 000 new beneficiaries will be served by better institutional WASH facilities** in about 280 institutions (schools and health stations) at the end of the COWASH III period.

Indicators:

The improved access to water and sanitation will have a positive impact particularly on the health status of the population, through reduction of incidences of diarrhoea and related child and infant mortality. Increased access to standard institutional water and sanitation combined with improved quality of service delivery and women's empowerment through WASH-related activities will have a positive impact particularly on women's access to WASH management and related entrepreneurship.

The impact indicators and targets for development objective are reduction of incidences of diarrhoea, reduction in under 5 mortality; increased % of WASHCOs with more than 50% of female members in the selected Woredas; and increased income of female entrepreneurs selling WASH products in the program Regions.

4.2 Outcomes, Outputs and Indicative Activities

The underlying assumption of the planned support is that quantity (i.e. improved access), and quality (i.e. improved service delivery and capacity development) are equally important and the implementation needs to be coordinated. Increasing the access of communities to safe water, sanitation and hygiene by providing physical structures is essential, but not sufficient on its own. Sustainability, functionality and use of these structures are equally essential for maximizing the potential benefits of the built structures. Only by using a comprehensive approach incorporating physical construction, quality of service delivery and capacity development, can both quantity and quality of the services be ensured, expected outcomes achieved and health and other impacts of the increased coverage in water supply and sanitation attained. Planned support and expected outcomes focus on coverage, quality and comprehensiveness of service delivery and capacity development with focus on CMP and its scaling up which together make a comprehensive package for improving and ensuring quality of rural WASH.

CMP has been recognized as an implementation modality of rural WASH in Ethiopia in WASH Implementation Framework and OWNIP document. Further there is a broad consensus that community involvement creates strong ownership and eventually leads to higher functionality of schemes. There is also a common understanding that it results in higher implementation rates (efficiency) and cost effectiveness. It is important that the results, lessons and achieved development through CPM approach in COWASH are effectively communicated to WASH stakeholder and other interested and potential participant of WASH in Ethiopia and beyond. Therefore, information and promotion of CMP should be included as a cross cutting- issue in the activities of each outcome of the project.

COWASH Phase III is essentially a capacity development program, and capacity development cuts across all five outcomes at all levels, to ensure that construction and service delivery are of good quality, results are achieved as planned and that results and learning are used for advocacy at all levels.

4.2.1 Outcome 1: Increased climate resilient community and institutional water supply coverage (GTPII standards, including water quality) in the target Woredas in 5 program Regions by 2019

The implementation strategy, based on the Community Managed Project (CMP) approach supported by previous phases of the COWASH, has proven that communities can be fully responsible for the water supply and sanitation development process, through planning, financial management, construction management and maintenance management. This leads to enhanced ownership, sustainability,

effectiveness and value for money. Construction of community and institutional water and sanitation facilities using the CMP approach increases functionality and usage rates, and increased coverage based on WASH standards. It further enhances WASH climate resilient development by enabling innovation and best practice creation for WASH.

Outcome 1 is the result of outputs which increase the access to new and improved water facilities for both institutions (health centres and schools) and communities by physical construction of these facilities using CMP approach, and at the same time reducing risk on quality and quantity of water provided at the source (Water Safety Planning). It comprises of three outputs contributing to the outcome: 1) Access to new and improved climate resilient water sources for communities; 2) Access to new and improved climate resilient water sources for institutions and 3) Improvement of Water Quality, Risk Management, and Climate Resilience.

It is estimated that by 7/2019 about 1.1 million beneficiaries will have gained access to safe water supply with the support of COWASH, in addition to 3 million people who gained access with the support of the previous phases during the MDG period. This will be achieved through building about 6000 hand dug wells and spring development projects, as well as a number of shallow and deep tube wells and rural piped systems. To ensure the GTP II access standards are reached, the wells and spring systems may have to serve a lower number of households than in the current COWASH II (possibly down to between 30 and 40 HHs and 150-200 beneficiaries per scheme.) Due to this, the per capita cost of the systems will be slightly higher than in the present project.

Outcome 1 Indicators:

- # of new people provided with improved water supply services (access as per GTP II standards)
- Reduction of time spend in fetching the water (impact)
- % of school water supply coverage
- % of health facility water supply coverage
- # of new beneficiaries reached through institutional WP construction according to GTP II standards
- % of supported WPs in program areas have water quality in accordance to the Ethiopian Drinking Quality Standard 2013 (% of supported WPs in program areas))

Output 1.1: Access to new and improved water sources for communities

Activities include construction of water points, training of artisans in construction, rehabilitation and practical maintenance (when new artisans required); training of Regional, zonal and Woreda WASH teams in CMP management and implementation (mainly refresher training; new training when entering new zones and Woredas); training of new WASHCOs in CMP approach, physical capacity building and management and construction of water supply schemes using mainly technologies tested and approved in pervious phases.

More complex and advanced technologies, such as protected springs with small piped systems and boreholes/tube wells can be applied in suitable Woredas, where the capacity of both Woreda WASH teams as well as implementing communities is deemed to be adequate. At the same time the unit costs and the short program period need to be taken into consideration. Develop CMP approach suitable for piped schemes. Management support to small urban and peri-urban water utilities, in terms of software (TA) e.g. twinning with Finnish utilities can be piloted if additional and/or external funds are available.

Indicators

- # of new water points constructed
- # of trained technical experts (artisans & technicians) actively practicing their profession
- % of the trained artisans female (target 25% or more) artisans

Output 1.2: Access to new and improved water sources for institutions

Activities include construction of water supply schemes and institutional latrines (GOE), support and supervision of institutional water supply schemes, training and capacity development, and support and advocacy in health and education sectors for prioritization of institutional WASH and for including necessary staff in their structures.

Indicators

- # of new schools with access to improved water supply facilities in the program areas
- # of new health institutions having access to improved water supply facilities in program areas

Output 1.3: Improved Water Quality, Risk Management and Climate Resilience of water points

This output aims at improvement of Risk Management, Climate Resilience and Water Quality as per the National Water Quality Standard (2013) through improved capacity and support Climate Resilient Water Safety Planning.

Activities include capacity development (physical and human), support to the preparation of Climate Change Resilient Water Safety Plans, and support to WQ monitoring in the program areas. Since regular testing of water quality of the water points may not be possible in practice, it would be useful to develop indirect means of water quality monitoring, i.e. regular (at least annual) inspection of the physical and hygienic condition of structures, surroundings and the use and maintenance of the water point. The key component of the support for improved water safety and quality is supporting trainings for Climate Resilient Water Safety Planning (CR-WSP) and for the implementation of these plans as well as including the key WSP aspects into existing WASHCO trainings. CR-WSPs include risk assessment on the O&M, systems and services, impacts of climate vulnerability and change on water resources (water is main channel through which climate change impacts will be felt). At the source, water safety planning works as a tool to assess hazards, manage risks and ensure water quality. The emphasis is on ensuring the reliability and protection of drinking water sources under current and predicted future climate variability as first step towards adaptation changes in WS design and practice. Adopted WSP provides robustness to climate change uncertainty. The activities will include guidance to communities on how to manage these hazards. Gender, specifically women's and girls' needs, require specific attention in hazard assessment and solutions. Women need to be integral part of the assessment, solution seeking and management bodies implementing the solution toolkits.

Indicators

- # of new CR-WSPs prepared in the program areas
- # of WASHCOs without CR-WSP per Woreda

Output 1.4: Results, lessons and achieved development in water supply sector effectively communicated

This output aims at informing WASH stakeholders and the general public of the results and benefits of the CMP approach which can offer a feasible and effective modality for WASH implementation.

Activities include collection of information on results and experiences of COWASH in water supply sector; analysing the information and developing the CMP approach to better for better performance, sustainability and adaptability. This information will be processed and presented communicated further in meetings, workshops and seminars and through public median and internet (web-page). MOWIE which has the main responsibility for WASH will be assisted by the project in developing and promoting of CMP.

Indicators

- # of publications on CMP by the project and by the project's initiative or input
- # of CMP presentations held in national and international events
- # of visits on the CMP web page

4.2.2 Outcome 2: Increased community and institutional sanitation and hygiene coverage and usage (GTPII standards), in the target Woredas in 5 program Regions by 2019

The Outcome 2 for sanitation and hygiene improvement will be mainly aimed to support the ongoing efforts of the health sector and their Health Extension Program including sanitation and hygiene promotion through technical support and capacity development at all levels. This will be complemented with the support for institutional sanitation and hygiene facilities and the local private sectors for sanitation marketing.

Outcome 2 is the result of three outputs: 1) Improved hygiene and sanitation behaviour (ODF) and access to improved latrines for communities; 2) Access to improved sanitation and handwashing facilities and improved promotion through institutions and 3) Improved sanitation marketing by local businesses. The water coverage levels in Ethiopia are increasing at high speed, but the sanitation coverage increased through CLTSH campaigning and ODF declarations is not growing at the same pace. Many of the declared ODF areas are returning to open defecation due to lack of proper sanitation facilities and post-ODF follow-up and support. Even in cases of higher coverage, the facilities are not up to standard (e.g. at schools), functional or used. Sanitation facilities are still not a priority, particularly in rural areas. This creates specific climate vulnerability, as the water sources perceived as safe may be polluted by OD in case of floods. Therefore strengthening sanitation and hygiene will increase climate resilience. Poor sanitation and hygiene practises can jeopardise the health benefits gained from improved water supply. Thereby, the planned support will increasingly focus on sanitation and hygiene aspects, and increasing functionality and sustainability of built WASH facilities, as well as supporting the private sector supply and demand creation for improved latrine facilities.

Access of community members living with disabilities (and frail elderly) to water supply and sanitation is critical to ensure truly ODF communities, as well as improving their quality of life. Communities can be provided with training and awareness-raising materials to assist them to construct accessible household toilets, water access and washing facilities. Small do-able actions can be cost-effective.

Extensive sanitation and hygiene promotion in the communities and WASHCOs will improve the functionality and use of latrines. This will be provided through the health sector systems, and additional training and sanitation marketing through existing businesses, and by incorporating sanitation aspects as a module in other relevant trainings. The sanitation marketing development in Ethiopia has been led by the World Bank WSP Program. COWASH has actively played partnership in this development by leading

the team of latrine construction manual preparation. In this development the Occupational Standards and training curriculum with training materials for the sanitation marketing training has been developed. Ministry of Health has accepted to include the sanitation marketing training under their portfolio.

For sanitation marketing the Regional Micro and Small Enterprise Development Agencies should be placed as the lead agency in the development of new sanitation businesses. Support should be provided to them to better understand the market, identify potential areas for engagement (i.e. where demand creation activities have been successful) and to coordinate other government agencies, i.e. TVET, MFIs and Regional Health Bureaus. MFIs should be encouraged to support new enterprises providing sanitation products and services. Working with MSE Agency and MFIs, the development of fundable business models is a critical area to develop scale in the coming years. In addition support should be provide to MFIs in developing financial products for both business and households, and availing loan guarantee in the initial phases. Where possible capacity building initiatives should not be undertake by the project structure but instead harness the new systems and tools established within TVET and Regional MSE Agencies. Lead Trainer of Trainers now exist (and are accredited) in all Regions, and these individuals should be supported to extend the number of Sanitation Business Development Trainers in the TVET colleges.

Indicators

- # of new people served with latrines fulfilling set quality criteria (MOH standards for household latrines)
- Increase of the numbers of ODF declared and verified kebeles in the program areas
- # of new beneficiaries of improved institutional sanitation and hand washing facilities in the program areas

Output 2.1: Improved hygiene and sanitation behaviour (ODF) and access to improved latrines for households

This is the main output under outcome 2 which is in support of the Health sector supported Community-Led Total Sanitation and Hygiene (CLTSH) campaigning and related activities of the health extension system for ODF, hygiene and also improved latrine promotion.

Extensive sanitation and hygiene promotion in the communities and WASHCOs will improve the functionality and use of latrines. This will be provided through the health sector systems, and additional training and sanitation marketing through existing businesses, and by incorporating sanitation aspects as a module in other relevant trainings.

Activities include: Conducting S&H related trainings, capacity development and on-the-job guidance; Support health workers in CLTSH activities and improve latrine promotion in program areas (including promotion materials); Support to ODF declarations and verifications; Support for development and operationalization of Post-ODF support mechanisms and Monitoring and support to WASH behaviour change campaigns.

Indicators

- # of new HH latrines fulfilling the set quality criteria
- % increase in handwashing with soap (Nationally agreed indicator to be used for this)

Output 2.2: Access to improved sanitation and handwashing facilities in institutions and improved promotion through institutions

The output 2 focuses on sanitation and hygiene promotion in institutions such as schools and health institutions and is implemented in close cooperation and coordination with the education and health sectors at all levels.

Activities include: Conducting S&H related trainings, capacity development and on-the-job guidance for institutions and related staffs; Supporting and supervising institutional latrine and handwashing stations construction, including improving access of people living with disabilities; Promotion and improvement of facilities and services for Menstrual Hygiene Management in Schools and Monitoring and support for WASH promotion in the institutions and for management of WASH facilities.

Indicators

- WASH promotion (including menstrual hygiene management) through institutions improved (case study, impact assessment)
- Improvement in H&S and menstrual hygiene practices (case study, impact assessment)
- # of new Institutional latrines with separate facilities for girls/women and boys/men
- # of new institutional latrines equipped with facilities for disabled and for menstrual health management
- # of institutional latrines with handwashing facilities with soap

Output 2.3: Improved sanitation marketing by local businesses

Output 3 aims at improving the local private sector supply of affordable improved latrine solutions, and also the demand creation and marketing techniques of the local private sector actors. This is implemented in close cooperation with other sanitation marketing agencies, all WASH sectors and the private sector..

Activities include: Market studies in the program areas to increase understanding of customer needs and existing businesses; Identification of existing businesses in or close to program Woredas for sanitation marketing; Conduct training of Sanitation Marketing Businesses (including business planning, marketing and sales, business management etc.); Technical support to Sanitation Marketing Businesses for development and improvement of products and Support for piloting and outreach activities of Sanitation Marketing Businesses.

Indicators

- # of new sanitation businesses/entrepreneurs accredited by TVET
- # of loans/size of total loans provided by MFIs to sanitation (WASH) businesses

Output 2.4: Results, lessons and achieved development in sanitation and hygiene sector effectively communicated

This output aims at informing WASH stakeholders and the general public of the results and benefits of the CMP approach which can offer a feasible and effective modality for WASH implementation.

Activities include collection of information on results and experiences of COWASH in sanitation sector, analysing the information and developing the CMP approach for better performance, sustainability and adaptability. This information will be processed and presented communicated further in meetings, workshops and seminars and through public median and internet (web-page). MOH which has the main responsibility for WASH in sanitation sector will be assisted by the project in developing and promoting of CMP.

Indicators:

- publications on CMP by the project and by the project's initiative or input
- # of CMP presentations held in national and international events
- # of visits on the CMP web page

4.2.3 Outcome 3: Increased functionality and sustainability (O&M) of built WASH facilities through improved service delivery in the target Woredas in 5 program Regions by 2019

Outcome 3 is the result of three outputs: 1) Improved functionality through post-construction support and capacity development of communities and WASHCOs; 2) Improved functionality through support and development sustainable institutions including technical O&M services (public and private sector) and spare parts available close to the communities and constructed water points; and 3) Support to major rehabilitation of existing water supply systems.

Indicators

- Functionality (%) of WPs (also from earlier phases)
- Level of awareness by community of issues related to O&M, community contribution and financial situation (public audit) (case study, impact assessment)
- Level of awareness of the community on the management of WPs

Output 3.1: Improved functionality through post-construction support and capacity development of communities and WASHCOs

The program will continue the extensive capacity development efforts implemented in the earlier phases of the Finnish water sector support and further intensify the post-construction support to communities and WASHCOs, as well as the O&M aspects of the trainings to the key stakeholders at all levels. Systematic development of capacities and regular follow-up and refresher trainings will continue to ensure good functionality and sustainability for the WASH facilities built by the program, as well as those built already by the earlier interventions. Adoption of participatory approaches in facilitating communities (women and men) to develop and improve their own CR-WSP for greater coverage, safer access and inclusive decision making that improves risk management and sustainability (CR-WSP development is described more under the Outcome 1 Output 3).

Strengthening of community ownership and building -trust and accountability between the stakeholders ensures the good management of the scheme. Trust is also crucial in ensuring that community funds and contributions are available for payment for services and spare parts during construction and post-construction of water and sanitation schemes. This is a key element in improving the long-term sustainability and functionality of the water and sanitation services. Without transparent and systematic communication and inclusive decision making between the stakeholders, the sustainability of the community-managed schemes might be at risk as the ownership and participation of the community itself is the precondition for sustained WASH service delivery.

Legalization of WASHCOs would institutionalize the community management and empower and equip the WASHCOs to be legally responsible of the management of the schemes. Legalisation process will enable the WASHCOs giving out receipts, communicating legally with official bodies and being able to access credits from financial institutions which will strengthen their mandate as the representative of the community and facilitate the expansion and further development of the schemes.

The legalization process will be supported by a post construction program "Strengthen WASHCO management and ownership in post-construction phase" This strengthening will lead to the regular annual

or biannual meetings of WASHCOs and the community where current issues in the management of the scheme are discussed and action plans for improvement made. Annual meeting can link the WASHCOs role as hygiene and sanitation promotion as well. This program will cover also those WASHCOs where the legalization process is delayed.

Legalization of WASHCOs is a national issue. Due to the different approaches deployed by Regions (legalistic) and administrative) Ministry of Water, Irrigation and Electricity has started to develop national generic WASHCO legalization guideline.

The sustainability of household-managed hygiene and sanitation installations and especially behaviour change, has been an even greater concern. Therefore it is important to strengthen inclusiveness and accountability not only in terms of physical service provision (such as water points and latrines) but also in terms of non-physical services such as regular awareness raising and promotion on sanitation and hygiene. It is also important that this awareness raising reaches all members of the community.

Maintenance of institutional latrines in Health Posts is carried out by the staff, but in schools funds for maintenance is very limited and attendants are normally not hired. The maintenance of latrines is often done by the PTA committee on voluntary basis, sometime with assistance of the students of the schools health club. This doesn't normally work which leads to poor condition and poor use of the latrines.

Activities include monitoring and follow-up of completed WPs and institutional latrines; capacity development of WASHCOs (including financial management); capacity development of local technical service providers (technicians, artisans, etc.); training of the RSUs on public participation (to be carried out in line with MOFEC SA-project), zone and Woreda TOT, kebele WASH team training, WASHCO training (over 20 000 people) for the program period, promoting legalization of WASHCOs and supporting MOWIE in preparing national guideline for WASHCO legalization; Activities include also carrying out a case study on outcomes of the inclusivity, accountability and legalisation mechanisms within CMP, and include all water points to be constructed during the planned support period. Only RSU training is a new training needed. All the other trainings will be expanded by one day to include such training.

To find solutions for improving the situation in the schools a latrine management pilot project will be implemented in some selected schools in Amhara Region. The project will explore, develop and experiment O&M arrangements and practices suitable for schools where WASH facilities have been of will be constructed through CMP approach. The project shall cover the financial aspect also. The project should, among other things look at the possibility to use services of entrepreneurs or artisans in maintenance of institutional latrines.

Indicators

- # of legalized WASHCOs
- % of WASHCOs having regular meetings and clear book-keeping
- Level and quality of communication between service providers (entrepreneurs, artisans) and users (case study, impact assessment)

Output 3.2: Improved O&M supply chain for WASH facilities developed

The intensive capacity development support will be complemented by supporting development of sustainable institutions for O&M support including the public institutions, community level structures and related private sector institutions. The program will support the local and Regional governments in establishing and further developing their systems for O&M support including the technical support and funding for larger maintenance or rehabilitation works. Simultaneously the program will support development of the local private sector for provision of technical services and supplying spare parts for repairs within the scope of communities' financial means. There will be further development of models for local artisans and technicians to join together and develop small businesses offering technical services and spare parts to several schemes and communities, rather than being confined to one water point. The

community level structures such as the WASHCOs and their institutional and legal strengthening will continue to be the core of the CMP approach implemented through the program.

Activities include: Supporting private sector involvement in O&M (both suppliers and technical services); Capacity development for local government agencies for O&M service provision and supply chain and Promoting institutionalization of local government mechanisms for O&M technical and financial support. Supporting WASHCOs and Regional Water Offices in developing and establishing functional spare part supply and delivery systems.

Indicators

- # of capacitated O&M services providers increased
- Improved O&M service provision by local government agencies (case study, impact assessment)
- Functionality of supply chain for spare parts (case study, impact assessment)

Output 3.3: Support to rehabilitation of existing water supply systems

Rehabilitation is one of the means to improve the functionality by ensuring that poorly functioning schemes can be taken into use again, and to improve access to improved water supply. The support for rehabilitation is based on WASHCO requests for support, which will be evaluated and/or appraised before making a decision to support the rehabilitation. The program will only support major rehabilitation works that are beyond the community's financial and technical capacity to implement themselves. Rehabilitation of existing piped schemes using CMP approach can also be considered.

Activities include: Support to assessment and appraisal of WASHCO requests for rehabilitation support; Trainings/ refreshers for community, WASHCO and artisans/technicians; Assisting WASHCOs in tendering; Rehabilitation of water points and water schemes; and management of construction and Technical Support and monitoring of the rehabilitation.

Indicators

- # of schemes rehabilitated# of beneficiaries gaining access from rehabilitated water sources
- # of beneficiaries gaining access from rehabilitated water sources

Output 3.4: Results, lessons and achieved development in O&M of WASH facilities effectively communicated

This output aims at informing WASH stakeholders and the general public of the results and benefits of the CMP approach which can offer a feasible and effective modality for WASH implementation.

Activities include collection of information on results and experiences of COWASH in O&M of WASH facilities, analysing the information and developing the CMP approach for better performance, sustainability and adaptability. This information will be processed and presented communicated further in meetings, workshops and seminars and through public median and internet (web-page). The responsible ministries will be assisted by the project in developing and promoting of CMP.

Indicators:

- publications on CMP by the project and by the project's initiative or input
- # of CMP presentations held in national and international events
- # of visits on the CMP web page

4.2.4 Outcome 4: Women's empowerment and leadership achieved through WASH related activities in the 5 program Regions by 2019

Outcome 4 is the result of three outputs: 1) Women-led MSEs as service providers in the O&M supply chain, sanitation and construction in selected Woredas; 2) Women's leadership as WASHCO members improved; and 3) Strengthened gender-specific WASH planning and implementation mechanism.

Women are the main beneficiaries of the WASH services and implemented facilities, are engaged in the actual construction and in construction management of WASH facilities and carry out the main responsibility in maintaining the WASH facilities including the O&M cash contribution and tariff payments. Strengthening women's meaningful role and women's leadership in WASH development and management, as the main managers of water and sanitation aspects at the household level, their technical and business skills will increase functionality and sustainability of built WASH facilities. The strengthening requires changes in leadership roles, quality and confidence of female WASHCO members and level of gender-specific planning, budgeting, implementation, M&E (management response) and learning for accountability.

People living with disabilities, whether or men or women, are likely to face considerable social and economic disadvantages at community level. Therefore, it could also be considered to include them as a target group as service providers.

Indicators:

- % of women in management positions in WASHCOs
- Women attitude and confidence to accept WASH related leadership positions (impact)
- # of female entrepreneurs involved in WASH products and service provision
- Increased awareness in the communities of the needs and rights of gender, disability and vulnerable groups (impact)

Output 4.1: Women-led MSEs as service providers in the O&M supply chain, sanitation and construction in selected Woredas

Enhanced focus on women as private sector actors in the WASH sectors will lead not only to better quality water supply and sanitation but also to meaningful and empowering changes in their lives through increased income. Already an impressive number of trained private sector artisans are women, which has led to good results but not necessarily a steady income. Linking the artisans, pump attendants (to be trained as technicians) and already existing women's MSEs, as part of the supply and service chain for the spare parts, construction materials for water and sanitation schemes (slabs), would bring them recognition and income. At the same time this would make services and spare parts more easily available and close to the communities.

Support will strengthen the O&M supply chain through better availability of spare parts, improve the physical and human resource capacity of O&M/sanitation related service providers. At the same time, motivation and confidence of women entrepreneurs will increase to expand their business to O&M/sanitation marketing in their respective Woredas.

In order for the business to be profitable, it is important that those women entrepreneurs who already know the business model and know how to market their business will be targeted, and that a variety of products will be sold. It is estimated, that for a business to be profitable, a sufficient demand for spare parts can only be considered with around 1 000 water schemes. When combined WASH products are sold, a link to 500 water schemes is expected to be sufficient. Products could include pumps and pump spare parts (taps, valves, meters, pipes, gaskets), construction materials (cement, sand, steel, rope, nails, hinges, construction tools, buckets, jerry cans, water tanks), sanitation products (toilet equipment, san-

plat slabs, toilet seats, vent pipes, toilet cleaning materials, water filters, water disinfection materials, soap, drip-irrigation systems, water tank and water storage utensils). Outlets can sell also elements of rainwater harvesting and bio-sand filters, fuel-wood saving stoves, solar cooking system, solar lanterns, drip-irrigation products, bill collection tickets and other stationeries to be used by WASHCO.

Activities include identification of economically feasible, already existing women-led MSEs in program Woredas; identifying the demand for various products; updating the skills of selected women entrepreneurs as O&M, construction and sanitation entrepreneurs (business and technical training; business plans); identification of an appropriate institutional framework for women's MSE promotion; provision of a start-up package; and conducting a case study on performance and outcomes of the selected women-led MSEs.

Indicators

- # of women trained in WASH product marketing
- # of women-led enterprises selling WASH products

Output 4.2: Women's leadership as WASHCO members improved.

Promotion of women's participation is largely carried out by using quotas and training. The principle promoted by COWASH is that each WASHCO should have at least 50% women members (also GTP II target) and that women should be elected to one or more of the leading positions in the WASHCO. In many WASHCOs the financial matters are handled by women and they also visit the MFIs related to financial matters. However, even if women are in leadership positions, their confidence and skills do not sufficiently enable them to be real leaders and change agents. Support provided is focusing on improving women's leadership skills which will enhance women's meaningful participation and leadership as WASHCO members and change agents in their communities. Training will be based on improving practical leadership skills related to WASH management and linking women functioning in different aspects of WASH to learn from experiences.

Activities include developing a women's leadership training package, training of RSUs in enhancing women's leadership in WASHCOs, ToT for zonal and Woreda WASH teams, kebele WASH team training and training of female WASHCO members, artisans and pump attendants on leadership skills, organising exposure visits and peer assessments.

Indicators

- # of women as chairpersons
- # of women as treasurers
- # of women secretaries
- % of WASHCOs with 50% or more women

Output 4.3: Strengthened gender-specific WASH planning and implementation

Enhanced gender support at the federal and Regional levels related to planning and implementation in general, and of gender-specific activities and M&E, will lead to better strategic gender mainstreaming and better results of targeted support. Through this support, the gaps identified in the Gender Audit of National WASH (2013) will be addressed. One of the main gaps is in technical capacity to address gender issues. In COWASH Phase III implementation technical capacity will be mainly built by developing practical skills - i.e. making gender a meaningful part of the planning, implementation and M&E processes.

Activities include supporting gender-specific WASH planning (gender-specific workshops at Regional level with Woreda and MOWIE Gender Directorate participation); collection of gender disaggregated data (qualitative and quantitative), and bi-annual gender-specific monitoring workshops leading to management response and modified plan of action when required. In addition, gender mainstreaming

responsibilities have been incorporated in the job descriptions of all the COWASH technical assistance staff and part of the learning process to enhance accountability.

Indicators

- # of gender, disability and vulnerable group specific planning sessions leading to action and budget in the plans
- % of plans with clear targets for gender and disability inclusion

Output 4.4: Results, lessons and achieved development women's empowerment through CMP effectively communicated

This output aims at informing WASH stakeholders and the general public of the results and benefits of the CMP approach which can offer a feasible and effective modality for WASH implementation.

Activities include collection of information on results and experiences of COWASH in women's empowerment and leadership; analysing the information and developing the CMP approach for better performance, sustainability and adaptability. This information will be processed and presented communicated further in meetings, workshops and seminars and through public median and internet (web-page). MOWIE which has the main responsibility for WASH will be assisted by the project in developing and promoting of CMP as a tool in improving women's empowerment and leadership.

Indicators:

- publications on CMP by the project and by the project's initiative or input
- # of CMP presentations held in national and international events
- # of visit on the CMP web page

5. STRATEGY AND APPROACH

5.1 Project duration and Inception Phase

The planned duration of the project is 3 years, from 1st July 2016 to June 30th 2019 (EFY 2009 – EFY 2011). As the COWASH Phase III is a direct continuation of the previous phases in the same geographical areas, using the same approaches, manuals and strategies only a short Inception Phase (4 months) is required. This will enable recruitment of the personnel, preparation of the work plans and development of the detailed strategies for new intervention areas. This can be done in parallel with actual implementation, when possible.

During the Inception Phase the following specific tasks will be carried out:

- Updating the Results Framework
- Preparation of a detailed CMP-specific M&E system (see Chapter 6.3)
- Preparation of Risk Management Plan
- Preparation of a detailed plan for the Impact Study. This will also cover the collection of baseline data and the actual contents of the study and will define the objectives, study areas, outputs, activities, required inputs and timing of the activities. The collection of the baseline data should be started during the inception phase.
- Preparation of a plan for the Sanitation Service Pilot
- Updating budget based on updated exchange rate and the actual figures of the carry-over funds from Phase II
- Preparation of the Work Plan for EFY 2009

4.2 Main approaches and strategy

5.2.1 Key principles

COWASH Phase III will be implemented through Finland's bilateral development cooperation. The management support will be implemented in the form of Federal Technical Assistance (procured by MFA).

The prerequisite for the support of COWASH Phase III is that funds allocated by the Regional Governments towards CMP investment are channelled through the Micro Finance Institutions (MFI) to the communities (WASHCOs, Water Boards, Health Committees and Parents and Teachers Associations).

5.2.2 Geographical scope

The support will be provided in the current five COWASH Regions (Amhara, Tigray, Oromia, SNNP and Benishangul Gumuz) for the period of three years, July 2016-June 2019 (**See the map on pg. 4**). Because of the relatively short program period it is best to continue work in the Regions where capacity has already been built and CMP Implementation has started. Higher focus will be on the Regions with highest interest to promote CMP, willingness to contribute towards investment and operational costs and absorption capacity.

The Program should continue working in the Woredas selected in the beginning of the Phase III for the whole period of three years. Working in the Woredas where CMP implementation has already started in the earlier phases of COWASH would ensure effectiveness and maximum results during the program period. The final decisions on Woreda selection will be done at the Regional level by the Regional WASH Steering Committees. Each Region sets their own Woreda selection criteria which could include aspects like: a) No support from other donors, b) Low water supply and sanitation coverage, c) Poverty and economic conditions, and d) Hydro geological conditions favourable for appropriate technology use (HDWs, SDs).

Several CMP related innovations will be tested in Amhara. These include 1) commercial financing for water supply and sanitation through MFI; and 2) more complicated technology such as bore hole wells with pumping systems and overhead tanks, larger networks, metered house connections in small towns and peri-urban areas, 3) pilot project for improving and demonstrating procedures and practices of the upkeep of and maintenance of institutional latrines, etc. Amhara will continue to provide model project areas and a peer-to-peer learning environment. Visits of WASHCOs, artisans and Woreda and Regional officers will be arranged to strengthen the other Regions' capacities. "Seeing is believing" and nothing is as effective as letting people who have already implemented WASH projects "show and tell".

5.2.3 Technical scope

COWASH Phase III will continue mainly to support current technologies in both water and sanitation used in previous phases. More complicated and demanding technologies can be tested in suitable Woredas, where the capacity of both Woreda WASH teams as well as implementing communities is deemed to be adequate, taking into consideration the unit costs and the short program period. If additional and/or external funds are available, management support to small urban and peri-urban water utilities, in terms of software (TA) via twinning with Finnish utilities can be piloted. Other possible additional approaches that can be supported / piloted (with additional/external funds) may include GPS mapping (in line with sectoral plans), use of IT networks and other innovative approaches as agreed in the steering committee.

Further support to the self-supply modality based on the rope pump should not continue beyond the possibility for new credit products being used for self-supply water schemes, as described below. There are limitations in the quality of water and such water supply schemes do not contribute to achieving the access targets. Rainwater harvesting and manual drilling can be options.

New investment modalities in cooperation with the MFIs will be tested in a limited scale in Amhara Region. The MFI will be encouraged to develop small scale credit products suitable for sanitation and water supply, both for households and communities. This is in line with the GoE policy and expectation, that large part of the population will acquire improved service level through self-supply. Households and WASHCOs will be facilitated to take credit from MFIs for the purposes of WASH (mostly water supply and household sanitation). MFIs will be supported to produce suitable credit products. Testing should be done with WASHCOs already having accounts with MFI and where sanitation marketing is taking place.

5.3 Cross-cutting objectives

COWASH Phase III includes several unique elements which support HRBA and social inclusion and defines the roles of right holders and duty bearers. Enhancing the evidence base on the functioning of the systems (together with targeted actions), such as regarding promotion of social equity (community coping mechanisms) and public participation (gender responsive budgeting, public audit, transparency and citizens' reports, as in line with MOFEC SA principles and practices), will provide the required justification of incorporating these mechanisms in the CMP. Whenever possible, impact, outcome and output indicators

should be defined and collected in disaggregated forms. Providing the evidence base will facilitate incorporation of these elements more broadly, particularly in the One WASH. COWASH III directly promotes key cross-cutting elements of the HRBA, such as sustainability and impact.

As a result of the previous phases of COWASH, a solid base for promoting gender equality exists. Notable results in the promotion of women have already been achieved at the level of WASHCOs, pump attendants and artisans in implementation of the CMP. In the COWASH Phase III, the focus on gender, particularly on women and girls, is further intensified as described in the definition of results. A specific outcome for women's empowerment has been designed with a corresponding outcome-based budget. The budget also includes long-term technical assistance for implementation of the outcome, both at the federal and Regional levels. In addition, targeted actions will be taken to improve the access of people with disabilities to water and sanitation; as well as their involvement as entrepreneurs.

Environmental concerns will continue to be taken into account in all WASH facilities design, construction, and operation. The Climate Resilient Water Safety Planning that will be supported by the program will further ensure systematically taking into account the effects of climate change and variability, environmental degradation (degradation of the micro-watershed), and environmental pollution on the constructed WASH infrastructure (damage on WASH infrastructure), water quality and sustainable flow both ground and surface. For advanced technologies, environmental impacts will be assessed in the water supply system construction, management plan preparation, and implementation and monitoring of the results. Land acquisition and property losses due to the WASH infrastructure construction are minimal in COWASH. When necessary (e.g. in relation to some advanced technology schemes) the issues will be managed in consultation of the affected farmer/s.

One of the practical environmental concerns to take into account in all water point construction is the drainage of water around the tap or hand pump. The overflow water is often causing muddy and unhygienic conditions around the water point and even causing contamination of the water source and threats to the built infrastructure through eroding the surrounding soil. There should always be proper drainage built for the spill and overflow waters and this can be also used productively by channelling such water into small scale irrigation or cattle troughs. This will be more systematically included in the designs for all water points in the upcoming programs.

6. INSTITUTIONAL FRAMEWORK AND PROGRAM MANAGEMENT

6.1 Management structure, including decision-making and financial management

6.1.1 Federal management structures

The National WASH Steering Committee (NWSC) established for the overall OneWASH implementation is also the highest COWASH management structure providing overall governance and guidance for COWASH implementation. According to the WASH Implementation Framework the members of the NWSC are the representatives of the Ministry of Water, Irrigation and Electricity (MOWIE), Ministry of Finance & Economic Cooperation, Ministry of Health (sanitation, hygiene and health facilities WASH) and Ministry of Education (school WASH). In order to comply with bilateral cooperation requirements, the Ministry for Foreign Affairs of Finland, and/or the Embassy of Finland in Addis Ababa representing the MFA, will be part of the NWSC's decision-making regarding issues related to the COWASH program, for example:

- a) Major COWASH policy and strategic issues
- b) Changes proposed to the Project Document
- c) Endorsement of annual plans and budgets
- d) Review of progress reports and inception report
- e) Other issues as seen necessary 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, MOFEC and MOH are present. For the functionality of the NWSC meeting on COWASH issues, 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 Program, each member will have a 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 5.

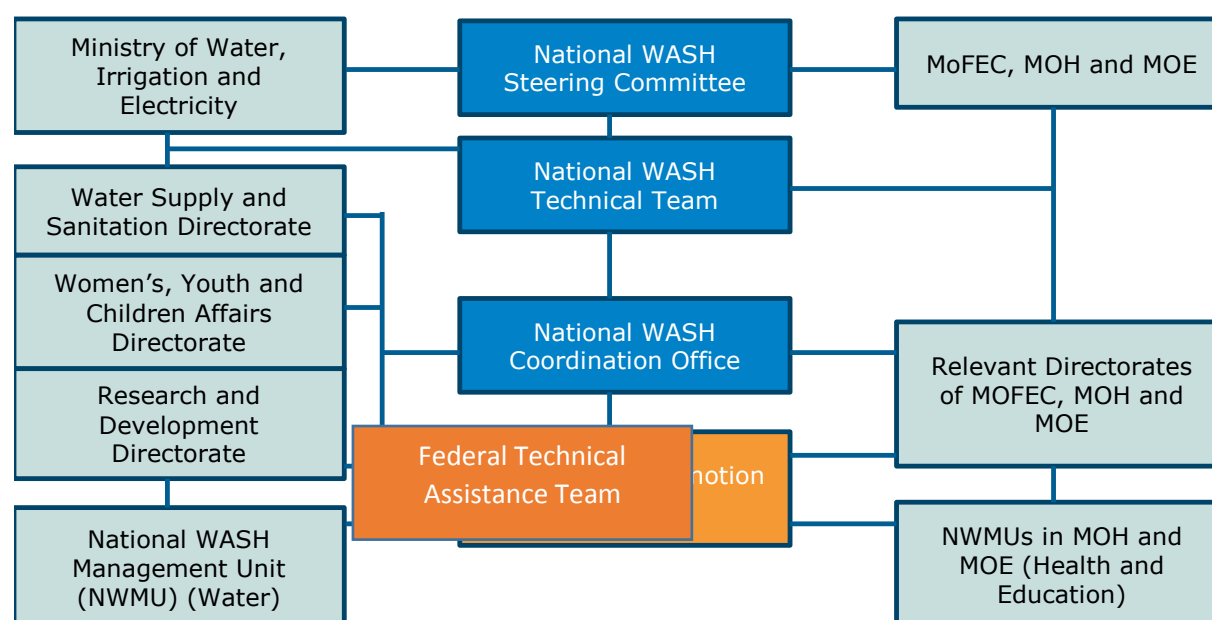
The National WASH Technical Team (NWTT), as defined in the WIF, provides managerial oversight to the integrated, harmonized One WASH Program, and to the COWASH. The main task of the NWTT regarding COWASH is to review the annual plans, budgets and reports of the COWASH and make recommendations to the 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 main responsibility for the implementation of COWASH lies at the federal level with the Ministry of Water, Irrigation and Electricity (MOWIE), more precisely with the Water Supply and Sanitation Directorate (WSSD). MOWIE will nominate a CMP focal person for coordination of the activities. The required authority in the approval of international and national specialists to the Federal Technical Assistance Team (FTAT) is vested to the State Minister of MOWIE 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.

Figure 1 National WASH Management Structures in Relation to COWASH



6.1.2 Federal Technical Assistance

Federal Technical Assistance Team (FTAT) - will be housed by the Water Supply and Sanitation Directorate (WSSD) at MOWIE. 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 team 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 relationships with other ministries. The FTAT will work closely with other relevant directorates within the MOH as well the directorates in the Ministry of Health and Ministry of

Education to ensure cross-sectoral buy-in for CMP and ensure efficient implementation of and learning from the sanitation, hygiene and institutional WASH implementation managed by the other ministries. FTAT will provide assistance and advice to the Embassy of Finland in CMP matters.

The international TA team will select and recruit the national federal TA team based on the approval of the State Minister of MOH and the Embassy of Finland. The Federal TA team will support the selection of the Regional Support Units (RSU) with the BoFED and relevant Regional Bureaus. The contractual arrangements of the RSU staff will be made with the Regional authorities

FTAT works as a partner with other stakeholders in the WASH sectors and its key roles and responsibilities are outlined in the Annex 6.

6.1.3 Management structures in the Regions

At the Regional level, the responsibility for the implementation of the COWASH lies with the Bureaus of Finance and Economic Development (BoFED), the Water Bureaus, of Health (BoH), the Bureau of Education (BoE) and the Bureau of Women, Youth and Children.

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 the COWASH program 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 bilateral 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 is presented in Annex 8.

The technical COWASH coordination responsibility lies with the Regional WASH Technical Team facilitated by the **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 and works as an independent sub-unit of the Regional WASH Coordination Office. 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 a 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 Regional WASH Steering Committee. The RSU has full control of its human, physical and financial resources and these will not be used for other activities outside the CMP implementation in the Region. The main tasks of the RSU are outlined in the Annex 9.

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 Steering Committee (RWSC). The RWSC and the Regional WASH Technical Team (RWTT) 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 in 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 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 5,000 (Exception is the car maintenance where the threshold is up to Birr 70,000)
 - Procurement based on proforma collection Birr 5,000-50,000
 - Open tender above the Birr 50,000

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 agreements

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 Cooperation of Ethiopia (MOFEC) shall be the Competent Authorities at federal level in matters relating to COWASH. The COWASH intergovernmental agreement will be signed between the MOFEC and MFA for three years. This Project Document becomes part of the intergovernmental agreement on the COWASH III Project

MFA will procure and sign a contract with the consultant providing TA services for COWASH implementation. The procurement and contract is compliant with the Finnish procurement legislation and the general policies and standard conditions of MFA. The COWASH III 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 Bureaus of Finance and Economic Development (BOFEDs) the targeted Regions. The agreements between the Ministry for Foreign Affairs of Finland and the BOFEDs 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 a BOFED. 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.

The BOFED, 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 BOFED to the Regional CMP Implementation Support Unit account, Regional WASH sector Bureaus', Zones' and Woredas' CMP accounts at Zonal Finance Departments and District (Woreda) Finance Offices.

The funds for RSU will be channelled from the BOFED's CMP account on a quarterly basis. RSU will submit applications for a BOFED to transfer of funds in accordance with the approved quarterly cash-flow estimates of the RSU's Annual Work Plan and Budget. The 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 BOFEDs to a MFI and further to MFI's zonal branches and district sub-branches. At sub-branch level a CMP account is opened where the investment funds ultimately arrive. From the 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 BOFED to the bureaus at the Regional level, Zone Finance Departments and Woreda Finance Offices, where sector departments and offices can access the allocated budget.

BOFEDs should ensure that they hire a financial management expert specifically for the COWASH program with an adequate accounting knowledge to establish a system that will record all financial transactions completely and accurately. These transactions must be processed on a timely basis. A system of internal control is an essential component of any accounting system and helps to ensure that financial transactions are recorded completely and accurately. The financial management expert is also expected to control cost to ensure that bureaus and Woredas operate within approved budgets. Control of costs is facilitated by production of timely, accurate, and relevant management accounts.

The BOFED is the coordinating 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 BOFED will ensure financial accountability by maintaining sound systems for financial management, reporting and internal audit.

The Regional Bureau of Health will work with Regional Water Bureau to co-ordinate and monitor the sanitation and hygiene promotion. The Bureau of Health will provide capacity building and operational support to Woredas in hygiene and sanitation, including construction of institutional sanitation facilities. The Bureau of Education will work with the 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.

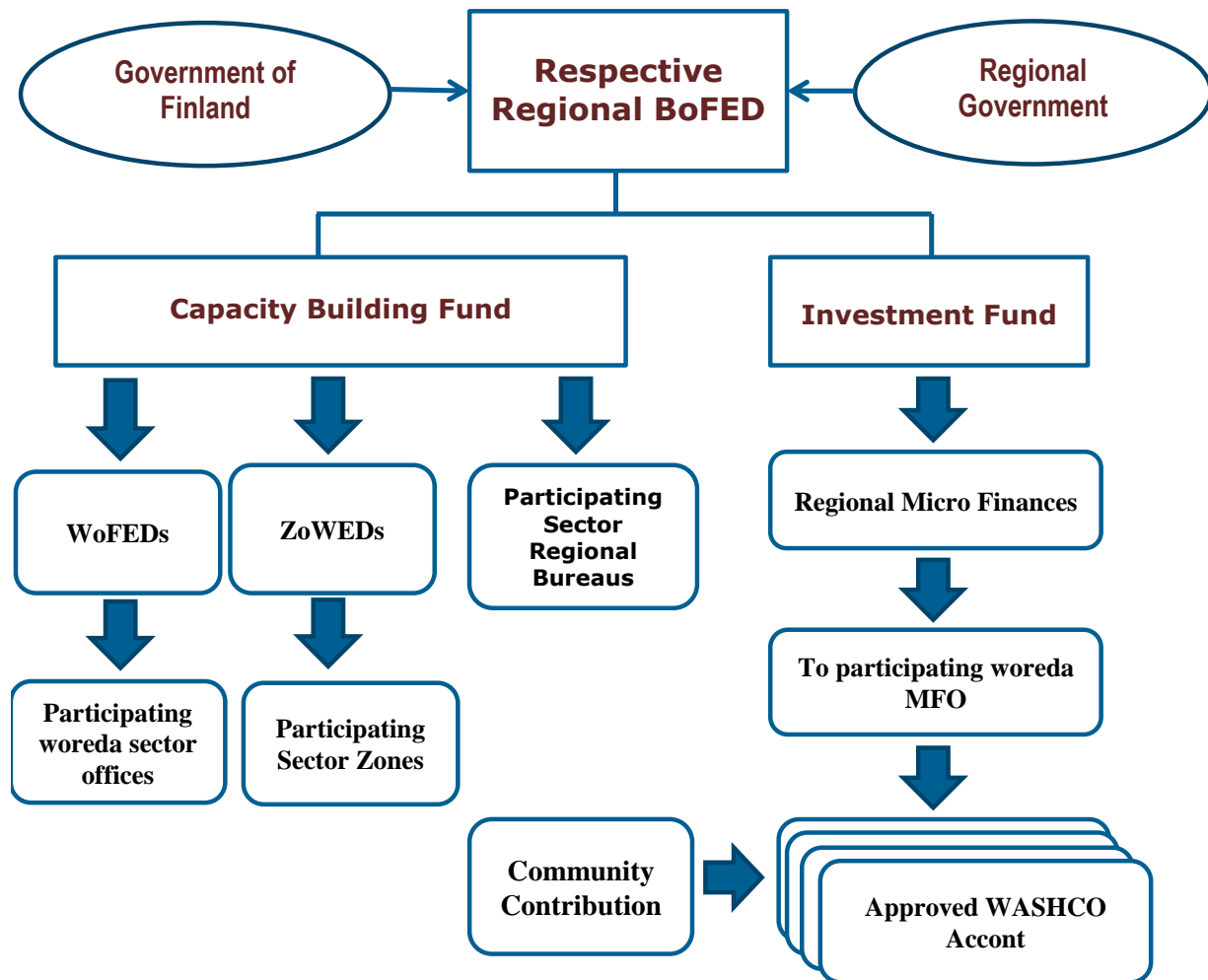
Zones are responsible for supporting Woredas in implementation of CMPs. Woredas are responsible for planning, co-ordination, and monitoring of WASH projects within their administrative areas. They provide support to communities and supervise the implementation of individual projects of communities. Woredas are responsible for controlling the investment funds channelled through the financial intermediaries (MFIs). The Woreda WASH Technical Team (WWTT) is responsible for planning, reporting, technical support, monitoring and quality assurance and follow-up to ensure sustainability.

The implementation of the projects including procurement will be managed by the WASHCO in case of community water supply scheme, Parents' and Teachers' Association (PTA) in case of School WASH and Health Committee for health institutional WASH. Technical support will be provided by the Woreda and zone as required and backed up by the Regional bureaus and the RSU.

6.2.3 Financial flow

COWASH funding will continue the same procedures as practiced during previous phases. The MFA funds will flow directly to the FTAT and the Regions for capacity building activities while the Regions (BoFED) will fund the investment and operational costs related to the program. The BoFEDs will also continue to channel funds for financing the RSU support. MFIs will continue to be used as financial intermediaries for holding the implementation funds for WASHCOs. The Regional COWASH capacity building funds from the Government of Finland funds will be defined based on the actual needs of the Regions and the actual investment and operational cost that the Region agrees to contribute during the annual planning stage. The main difference will be that the funding at the Regional level will be channelled from BOFED to the respective bureaus (Bureau of Water, Bureau of Health, Bureau of Education and Bureau of Women's Affairs), not only BoWIE.

Figure 2 Fund Flow at Regional Level



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 and Economic Bureau (BOFED) and Ministry for Foreign Affairs of Finland represented by the Embassy of Finland. BoFED is thus the coordinating bureau of the fund-flow and responsible for managing the COWASH funds. Funds will be allocated for the Regional COWASH III programs annually in accordance with the budget plan. The Regional government is expected to allocate the annual expected corresponding budget for WASH at the beginning of every fiscal year. On the other hand the Government of Finland will transfer an advance of the equivalent of 6 months estimated expenditure of the implementation plan to the respective Regional BoFED. This will be replenished every three months based on actual expenditure, according to:

- Actual expenditures since last replenishment
- Plus: projected expenditures for the next six months according to the annual program
- Less: the amount previously transferred.

The Regional sector bureaus will submit applications for BOFED to transfer of funds in accordance with the approved quarterly cash-flow estimates of the Annual Work Plan and Budget. Also, the operational budget

to support CMP implementation allocated to participating sector offices will be channelled from the BOFED to the bureaus at the Regional level, Zone Finance Departments and Woreda Finance Offices, where sector departments and offices can access the allocated budget.

The capacity building fund from the GOF and operational funds from the GOE for supporting the CMP implementation will be transferred from the Regional Finance Bureau to the Regional WASH sector Bureaus', Zones' and Woredas' CMP accounts at Zonal Finance Departments and District (Woreda/Anna, etc.) Finance Offices.

Similar to COWASH II, BoFED on behalf of the Woredas, is expected to enter into a legal service agreement with an 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. Funds for investment on community water points will then be transferred from Water Bureaus to an MFI and further to the MFI's zonal branches and district sub-branches. At sub-branch level, Woreda/Ana, a District CMP account is opened where the investment funds ultimately arrive. From the 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.

6.3 Results-based monitoring and reporting, learning and accountability

Monitoring of the Program will be result-based, focusing on progress made on achieving the outcomes and impact, but also clearly explaining the performance in terms of outputs and inputs and targets set in the results framework.

A CMP-specific M&E system that includes the program planning, reporting and monitoring cycle will be revised as the start-up of Phase III to address the result-based monitoring and reporting. In order to enhance learning and accountability, the M&E mechanism should be used as a platform for discussion and feedback. Recommendations should be made at each level, discussed and management response to it reported and actions to improve performance decided and acted upon. Reporting and reporting platform should incorporate elements of what works, where the challenges are and what are the steps to be taken. The current Monitoring and Reporting Framework (Annex 11) will be simplified and further aligned with agreed sectoral monitoring systems and the elements of recommendations and management responses will be incorporated in the program systems.

During the Inception Phase a detailed Monitoring and Evaluation program will be prepared. This should include:

- Review of the indicators taking into consideration the prevailing requirements of GOE and GOF
- Definition of indicators: units, source of information, means and frequency of collection the data
- Responsibility for collection
- Reporting system

The Results Framework matrix, attached as Annex 1, provides a clear and logical tool for 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.

An impact assessment will be carried out to give information about the success of both the quantitative and particularly qualitative (e.g. women's status) short term results (e.g. clean water and sanitation coverage), and the possibility for them to translate into long term results (e.g. health status, etc.).

At the beginning of the Inception Phase the contents (draft TOR) of the Impact Study will be formulated to cover

- Purpose of the study
- Methodology
- Impacts to be studied
- Indicators to be used
- Baseline data and its collection
- Coverage of the study
- Required inputs
- Schedule

Based on the draft TOR collection of baseline data will be carried out during the Inception Phase. This may require field work to gather qualitative data.

Financial monitoring will be based on the GoE practices, however, adjusted to the specific features of the CMP implementation. The financial reporting system will provide reliable records and reports on all assets and liabilities and financial transactions of the program, and sufficient financial information for managing and monitoring activities. From the capacity building fund allocated by the GoF, financial experts will be recruited to provide technical assistance to further strengthen the Regional BoFEDs. The Regional BoFEDs will consolidate the financial reports from the other sector offices, zones and Woredas with its records and produce consolidated reports. Interim Unaudited Financial Reports (IFRs) will be prepared every quarter and submitted to the Embassy of Finland forty-five days after the end of each quarter. At a minimum, the financial reports should include the sources and uses of funds, expenditures by main expenditure classifications, beginning and ending cash balances and other supporting schedules.

The Regional Auditor General is responsible for auditing all government funds, and it will conduct the audit or assign other external auditors to the program. BOFED will submit audited financial statements to the Embassy of Finland six months after the end of each fiscal year.

6.4 Evaluation

An independent Mid-Term Evaluation (MTE) shall be conducted at the end of 2017. The focus of MTE will be to assess the extent to which the objective and results have been achieved or are likely to be achieved. It is expected to provide clear recommendations for the Phase III, and possible continuation of Finland's support in the WASH sectors.

Auditing of the accounts will be carried out. All organisations receiving financial support from the program and managing funds are subject to regular audits. The Governments of Ethiopia and Finland may assign auditor(s) to assess the conformity of the Program to the established procedures, norms and criteria. Formal annual auditing under Woreda Finance Offices will be carried out to further strengthen internal controls.

7. MEANS AND BUDGET

7.1 General budget framework

The total budget of COWASH Phase III is EUR 39 291 000 which includes carry-over funds of EU 1.70 million from Phase II. The Budget summary is in Table 2.

Table 2: Summary Budget

	GOF	GOE	Community (15%)	Total
Investments	0	21 695 000	3 254 000	24 950 000
Capacity building				
- New funding	10 500 000	0	0	10 500 000
- Carryover from Phase II	1 705 000	0	0	1 705 000
Operational	500 000	1 636 000	0	2 136 000
Total	12 705 000	23 332 000	3 254 000	39 291 000

The Government of Finland contribution to Ethiopia's water sector development during EFY 2009 – 2011 using two-track approach is 13 million euros. These funds will cover the contribution of 2 million euro to the Consolidated WASH account, and 11 million euro plus remaining funds from the COWASH 2 implementation to support CMP approach through COWASH Phase III. The contribution to the Consolidated WASH Account will be submitted directly by the Ministry for Foreign Affairs of Finland and the bilateral funding directly to the participating Regions based on an agreement between the MFA Finland and the Regions. Technical Assistance (TA) funding will be based on competitive bidding by the MFA Finland and funds will be managed by the selected service provider.

This Project Document defines the budget for the Government of Finland to be a total of 11 million Euro as support to CMP through COWASH Phase III. The budget covers all technical assistance and operational costs of the TA unit, capacity building and other related costs. Investment and operational costs of the water and sanitation instalments are covered by the Regions, Woredas and beneficiaries of the selected communities.

7.2 Investment costs

7.2.1 Covered by the Government of Ethiopia

- 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

7.3 Capacity development costs

7.3.1 Covered by the Government of Finland

- a) Technical Assistance costs
- b) Federal level capacity development and exposure
- c) Sector support and development of sector manuals and guidelines
- d) Studies, learning materials and promotional materials
- e) Capacity development at community, Woreda, zone and Regional levels
- f) Physical capacity development

7.4 Operational cost

7.4.1 Covered by the Government of Ethiopia

- 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 (due to lack of financial and technical capacity)
- n) Maintenance and repair of institutional water supply and latrines

7.4.2 Covered by the Government of Finland

- 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

7.5 Technical assistance

The Federal level technical assistance is about 5.9 % of the overall cost of the project and total cost and 18.3% of the Finnish contribution. The regional level support, which is partly technical assistance and partly capacity building is 25.5 % of the total cost of the project and 81.7 % of the Finnish contribution.

The organization and composition of TA at federal and Regional levels will correspond to the increased emphasis on capacity building among the health and education ministries and bureaus and closing the growing gap between sanitation and water supply coverage and access and will support increased collaboration with and use of national systems as described in the Project Document (PD) and the Program Operations Manual (POM) for OWNP and as reflected in the job descriptions presented in Annex 7 and Annex 10. The following experts are envisioned to be needed at federal and Regional levels but the RSU composition will also depend on the size of the program and its support needs in the Region.

Federal Technical Assistance Team:

- CTA (International)
- Junior Professional Officer (International)
- Capacity Development Specialist
- Community-Managed Project Specialist (Technical WASH Specialist)
- Sanitation and Hygiene Specialist (federal and 1 Region)
- Gender and MSE Specialist Communication and Knowledge Management Specialist
- Climate and Environment Risk and Water Safety Specialist
- M&E Specialist

Regional Support Unit (Region Specific):

- CMP Coordinator/Director (GoE staff)
- CMP Specialist/Team Leader (in Regions with many Woredas there may be need to hire 2 persons CMP Specialist/TL Specialist)
- Capacity Development Specialist
- Financial Management Specialist/Accountant
- Planning, Monitoring and Evaluation Specialist
- Sanitation Specialists
- Gender (Women's leadership and MSE development) and public participation Specialists
- Possible Zonal Advisors - The other RSU Specialists should take the responsibilities of Zonal Advisors where possible - additional Zonal Adviser(s) may only be necessary if there are many Woredas to support (e.g. Amhara Region)

Woreda:

- CMP Supervisor (GoE staff)
- Procurement and financial support (GoE staff – WOFED)

The budget reserved for the international and national short term experts can be utilised as needed with an approval for the Steering Committee. Expertise may be needed for example for climate change

resilience and adaptation, of Water Safety Planning, micro-credit and financing, involvement of disabled to COWASH III, Mapping and GPS based monitoring.

7.6 Outcome based budgets covered by the Government of Finland

7.6.1 Outcome 1: Increased community and institutional water coverage (GTP II standards including water quality) in the target Woredas in 5 program Regions by 2019

This is the major component of the program and also large proportion of the program budget (Finnish contribution) is allocated for the water supply improvements.

About 4.2 Million EUR is allocated for supporting community level water supply improvement, about 400 000 EUR for supporting improvement of institutional water facilities and 500 000 EUR for supporting Water Safety Planning and WQ improvement and monitoring. **In total about 5.1 MEUR of the Finnish contribution.**

A major share of the COWASH III funding comes from the Government of Ethiopia (GoE) contribution. Outcome 1 is largely financed by the Government of Ethiopia and funding is directed for investment and operational budgets of Outcome 1. **GOE contribution for the outcome 1 implementation is about 18.0 MEUR** with the majority going towards construction of new water supply systems for communities. **Community contribution** is expected to be at least **3.3 million EUR** for the construction of water points.

7.6.2 Outcome 2: Increased community and institutional sanitation and hygiene coverage and usage (GTP II standards) in the target Woredas in 5 program Regions by 2019

One Million EUR is allocated for supporting the community level sanitation improvement, about 400 000 EUR for supporting improvement of institutional sanitation and hygiene facilities and 1 MEUR for supporting Sanitation Marketing through existing local businesses. **In total about 2.4 MEUR of the Finnish contribution** will be directed for Outcome 2. The **GOE contribution of about 3.6 MEUR** is directed for investment and operational budgets for institutional sanitation. Out of this 100,000 Euro will be used for piloting of operation and maintenance of institutional sanitation.

7.6.3 Outcome 3: Increased functionality and sustainability of built WASH facilities through improved service delivery in the target woredas in 5 programme regions by 2019

One 1 Million EUR is allocated for post construction support and related capacity development of communities and social accountability, about 1 million EUR for supporting improved functionality through support and development for sustainable institutions for service provision, financing and supply for O&M. Another 500 000 EUR is allocated for supporting rehabilitation efforts at local levels for further improvement of functionality. **In total about 2.4 MEUR of the Finnish contribution** will be directed for Outcome 3. **Government of Ethiopia** contribution will be about **2.0 MEUR** mainly for rehabilitation.

7.6.4 Outcome 4: Women's empowerment through WASH related activities in the 5 program Regions by 2019

200 000 EUR will be allocated for supporting Women-Led MSEs as services providers – this activity will be closely linked with the sanitation marketing activities. Another 200 000 EUR will also be allocated for women's leadership development in WASHCOs and 100 000 EUR for Strengthened gender-specific WASH planning and follow-up (Ministry for Women and Youth and Women's Affairs Directorate, MOH). The Women's Affairs Directorate has limited capacity in designing a long term action plan as well as in making national gender and water related studies which can be used as evidence-base for policy making. In addition to supporting a federal long-term Gender and public participation Expert, this budget also covers short-term consultancies to support particularly long-term planning and carrying out CMP and gender related case studies.

In total of 500 000 EUR of the Finnish contribution will be allocated for Outcome 4.

7.7 Per diems 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 harmonized as much as possible with GoE and/or other donors' per diem practices. Full harmonization will follow if and when the MOFEC issues guidance on harmonization.

8. RISK ASSESSMENT AND RISK MANAGEMENT FRAMEWORK

Risk assessment is divided in the contextual, programmatic and institutional risks. **A detailed risk management framework is attached as an Annex 3.** A detailed Risk Management Plan will be prepared during the Inception Phase.

Contextual risks foreseen include the predicted drought in the country. The drought might not directly affect the COWASH Woredas and at present the political situation in Ethiopia is stable and significant instability is not likely in the coming years.

Programmatic risks:

Potential and willingness: Potential and willingness to make financial commitments to CMP, and use CMP according to the guidelines varies between Regions. There is a need for Region specific programs and performance and demand/interest-based programming.

CWA is a priority for some of the Regions. A misconception of considering CWA as OneWASH still persists. There is tremendous pressure to construct, with no attention to quality and capacity development. Capacity building is not the first priority – the focus is on investments. Regions are used to the CMP approach, and it has proved to be sustainable, yet in the CMP approach there is no flexibility in allocating the matching fund in BSG.

Final geographical scope: At the Regional level both approaches – intensifying in the existing Woredas and/or expanding to new ones – have been proposed. Intensification in the existing Woredas would be more beneficial as the capacity in the Woredas has already been build. A “Clash of approaches” might occur between CMP and CWA if in the same Woredas.

Gender issues: It is of serious concern that Women’s Bureaus are not involved in the CWA in any Region. Women’s Bureaus are not members/signatories of the MoU and thereby not part of the Steering Committee. Their involvement has been minimal.

Institutional risks:

The foreseen institutional risks are not very likely to materialise. These include the risk that the relatively low Finnish contribution to CWA may negatively affect Finland’s reputation as WASH partner which might reduce the federal and Regional governments’ commitments to funding CMP implementation. Another similar risk is that the high funding for Woreda managed projects through CWA may reduce institutional commitments for CMP implementation. Additionally, the aid budget cuts in Finland might still affect also COWASH III, but this is not likely as the amount has been reserved for water sector support in Ethiopia.

ANNEXES

Annex 1 – Results Framework

(The results framework will be updated during the Inception Phase. The logic of the objectives and indicators will be verified and targets and baselines added if not yet defined.)

Program objective: <u>Contribute to the achievement of the GTP II targets for WASH sectors in Ethiopia by 2019 by using Community Managed Project (CMP) approach</u>					
Indicator: % water supply access coverage (GTP II) in the program area. To be verified through regular monitoring					
Baseline: 2016: XX%					
Target: 2019: 85% water access with GTP II standard in the program areas					
Indicator: Increase in improved latrine coverage in the target Woredas in 5 program Regions by 2019. To be verified by the Impact Study (baseline also)					
Baseline: 2016: XX%					
Target: 2019: 82%					
Results	Indicators	Baseline	Target	Mean of verification	Assumptions
Impacts: Improved health, women’s equal access to and control over WASH management and –related entrepreneurship in the program areas by 2019					
Improved health	1: Reduction in under five mortality rate in the target Woredas	2016: XX%	2019: YY%	BoH annual data	Improved WSS improved health.
	2: Reduction in Incidence of diarrhoea in the target Woredas	2016: XX%	2019: YY%	BOH annual data	
Women’s equal access to and control over WASH management and –related entrepreneurship	1: Increase % or WASHCOs with 50% or more female members in the target Woredas	2016: XX%	2019: YY%	COWASH annual reports	In the planning and construction of WASH facilities requirements of women and vulnerable groups are taken into consideration Women have increased their role in WASHCOs and WASH business
	2: Increase of income of female entrepreneurs selling WASH-related products in the 5 program Regions	2016: XX%	2018: YY%	Base line (data to be collected during the Inception Phase), Impact Study	
Outcome 1: Increased climate resilient community and institutional water coverage (GTP II standards including water quality) in the target Woredas in 5 program Regions by 2019					
Increased community water coverage	1.1: # of new people provided with improved water supply (access as per GTP II standards)	2016: 0	2019: 1,100,000	Regular monitoring, COWASH annual reports	Water supply facilities are properly planned, constructed and maintained
	1.2: Reduction of time spend in fetching the	2016: XX	2018: YY	Base line, Impact Study	

Increased institutional water coverage	1.3: % of school water supply coverage	2016: XX%	2019: YY%	BoE records	
	1.4: % of health facility water supply coverage	2016: XX%	2019: YY%	BoH record	
	1.5: # of new beneficiaries reached through institutional WP construction	2016: 0	2019: 140,000	Regular monitoring, COWASH annual reports	
Improved water quality	1.6: % of supported WPs have water quality in accordance to the Ethiopian Drinking Quality Standard 2013 (% of supported WPs in program areas)	2016: XX%	2019: YY%	Regular monitoring, COWASH annual reports	Implementation of CR-WSP plans provides the basis for improved water quality in the water points
Output 1.1: Access to new and improved water sources for communities	1.1.1: # of new water points constructed	2016: 0	2019: YY	Regular monitoring	Well trained and strong WASHCOs are the key actors in increasing the water supply coverage. Availability of trained artisans are needed in constructing WASH facilities
	1.1.2: # of trained technical experts (artisans & technicians) actively practicing their profession	2016: XX	2019: YY	Regular monitoring	
	1.1.3: % of the trained artisans female	2016: XX%	2019: 25%	Regular monitoring	
Output 1.2: Access to new and improved water sources for institutions	1.2.1: # of new schools with access to improved water supply facilities	2016: 0	2019: YY	Regular monitoring	Funding available for construction of new facilities
	1.2.2 # of new health institutions having access to improved water supply facilities	2016: 0	2019: YY	Regular monitoring	
Output 1.3: Improved Water Quality, Risk Management and Climate Resilience of water points	1.3.1: # of new CR-WSPs prepared	2016: 0	2019: YY	Regular monitoring	Properly prepared and implemented CR-WSP plans improve the sustainability of the new water points
	1.3.2: # of WAHCOs without CR-WSP per Woreda	2016: XX	2019:YY	Regular monitoring	
Output 1.4: Results, lessons and achieved development in water supply sector effectively communicated	1.4.1: # of new publications on CMP by the project and by the project’s initiative or input	2016: XX	2019: YY	COWASH annual reports	There is a wide interest in CMP
	1.4.2: # of CMP presentations held in national and international events	2016: XX	2019: YY	COWASH annual reports	
	1.4.3: # of visits on CMP web page	2016: XX	2019: YY	COWASH quarterly and annual reports	
Outcome 2: Increased community and institutional sanitation and hygiene coverage and usage (GTP II standards) in the target Woredas in 5 program Regions by 2019					

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Increased community sanitation and hygiene coverage and usage	2.1: # of new people served with latrines fulfilling set quality criteria	2016: 00	2019: YY	Regular monitoring	Health benefits of improved water supply cannot be achieved without improved sanitation and hygiene Construction of sanitation facilities are beneficial only when they are properly used and maintained
	2.2: Increase of the numbers of ODF declared and verified kebeles	2016: 0	2019: YY	Regular monitoring	
Increased institutional sanitation and hygiene coverage and usage	2.3: # of new beneficiaries of improved institutional sanitation and handwashing facilities	2016: 0	2019: 140,000	COWASH annual reports	
Output 2.1: Improved hygiene and sanitation behaviour (ODF) and access to improved latrines for HHs	2.1.1: # of new HH latrines fulfilling the set quality criteria that use latrine for defecation	2016: 0	2019: 170,000	Annual monitoring by health officers	Improvement of the sanitation and hygiene at the HH level is the main factor contributing to increase the coverage
	2.1.2: % increase in handwashing with soap (Nationally agreed indicator to be used for this)	2016: XX%	2018: YY%	Base line, Impact Study	
Output 2.2: Access to improved sanitation and handwashing facilities in institutions and improved promotion through institutions	2.2.1: WASH promotion (including menstrual hygiene management) through institutions improved	2016: status	2018: status	Base line, Impact Study	Institutional latrines provide example of proper sanitation practices. <u>Risk:</u> At moment they are the opposite because lack of maintenance. Proper & appropriate sanitation facilities in schools increase attendance of girls and handicapped. <u>Risks:</u> The institutional sanitation facilities Funds for constructing and maintaining of school latrines are not sufficient
	2.2.2: Improvement in H&S and menstrual hygiene practices	2016: status	2018: status	Base line, Impact Study	
	2.2.3: # of new Institutional latrines with separate facilities for boys/men and girls/women	2016: 0	2019: #	Regular monitoring	
	2.2.4: # of new institutional latrines equipped with facilities for disabled and for menstrual health management	2016: 0	2019: YY	Regular monitoring	
	2.2.5: # of new institutional latrines with handwashing facilities with soap	2016: 0	2019: YY	Regular monitoring, Impact Assessment	
Output 2.3: Improved sanitation marketing by local businesses	2.3.1: # of new sanitation businesses/entrepreneurs accredited by TVET	2016: 0	2019: YY	TVET records	Private sector involvement is essential in improving the functionality of WASH systems.
	2.3.2: # of loans/size of total loans provided by MFIs to sanitation (WASH) businesses	2016: 0	2019: YY	MFIs' records	
Output 2.4: Results, lessons and achieved development in	2.4.1: new publications on CMP by the project and by the project's initiative or input	2016: 0	2019: YY	COWASH annual reports	There is a wide interest in CMP

sanitation and hygiene sector effectively communicated	2.4.2: # of CMP presentations held in national and international events	2016: 0	2019: YY	COWASH annual reports	
	2.4.3: # of visits on the CMP web page	2016: 0	2019: YY	COWASH annual reports	
Outcome 3: Increased functionality and sustainability (O&M) of built WASH facilities through improved service delivery in the target Woredas in 5 program Regions by 2019					
Increased functionality and sustainability of built WASH facilities	3.1: % Functionality of WPs (also from the earlier phases)	2016: XX%	2019: YY%	Regular monitoring, COWASH annual reports	Only well-functioning WASH facilities provide the expected benefits of the investments. Risk: The post-construction support and capacity building will not reach all.
	3.2: Level of awareness by community of issues related to O&M, community contribution and financial situation	2016: XX%	2018: YY%	Baseline, Impact Study	
	3.3: Level of awareness by community of the management of WPs	2016: XX%	2018: YY%	Baseline, Impact Study	
Output 3.1: Improved functionality through post-construction support and capacity development of communities and WASHCOs	3.1.1: # of legalized WASHCOs	2016: XX	2019:YY	Annual monitoring	Strong WASHCOs are the key for the functionality of the WASH systems.
	3.1.2: % of WASHCOs having regular meetings and clear book-keeping	2016: XX%	2019: YY%	Annual monitoring	
	3.1.3: Level and quality of communication between service providers (entrepreneurs, artisans) and users (case study, impact assessment)	2016: status	2018: status	case study, Impact Study	
Output 3.2: Improved O&M supply chain for WASH facilities developed	3.2.1: # of capacitated O&M services providers increased	2016: XX	2019: YY	Annual monitoring	Private sector involvement is essential in improving the functionality of WASH systems. Risk: The market is not sufficiently attractive
	3.2.2: Improved O&M service provision by local government agencies	2015: status	2018: status	case study, Impact Study	
	3.2.3: Functionality of supply chain for spare parts	2015: status	2018: status	case study, Impact Study	
Output 3.3: Support to rehabilitation of existing water supply systems	3.3.1: # of schemes rehabilitated	2016: 0	2019: #	Regular monitoring	Rehabilitation improves the functionality and sustainability of the water systems
	3.3.2: # of beneficiaries gaining access from rehabilitated water sources	2016: 0	2019: #	Regular monitoring	
Output 3.4: Results, lessons and achieved development in O&M of WASH facilities	3.4.1: publications on CMP by the project and by the project’s initiative or input	2016: XX	2019: YY	COWASH annual reports	There is a wide interest in CMP
	3.4.2: # of CMP presentations	2016: XX	2019: YY	COWASH	

effectively communicated	held in national and international events			annual reports	
	3.4.3: # of visits on the CMP web page	2016: XX	2019: YY	COWASH annual reports	
Outcome 4: Women’s empowerment and leadership achieved through WASH related activities in the 5 program Regions by 2019					
Women’s empowerment	4.1: % of women in management positions in WASHCOs	2016: %	2019: %status	Base line, Impact Study	Women’s better status in the community contributes to women’s empowerment. <u>Risk</u> : The attitudes and traditions may hinder the progress
	4.2: Women’s attitude and confidence to accept WASH related leadership positions	2016: status	2018: status	Base line, Impact Study	
	4.3: # of female entrepreneurs involved in WASH products and service provision	2016: #	2019: # ETB/yr/pers.	Base line, Impact Study	
	4.4: Increased awareness of the needs and rights of gender, disability and vulnerable groups	2016 status	2018: status	Baseline, Impact Study	
Output 4.1: Women-led MSEs as service providers in the O&M supply chain, sanitation and construction in selected Woredas	4.1.1: # of women-led enterprises selling WASH products	2016: XX	2019: YY	Annual monitoring, Impact Study	Women who are active outside their families and have their own income have better status in the community
	4.1.2: # of women trained in WASH product marketing	2016: 0	2019: YY	Regular monitoring	
Output 4.2: Women’s leadership as WASHCO members improved.	4.2.1: # of women as chairpersons	2016: XX	2019: YY	Annual monitoring	
	4.2.2: # of women as treasurers	2016: XX	2019: YY	Annual monitoring	
	4.2.3: # of women secretaries	2016: XX	2019: YY	Annual monitoring	
	4.2.4: % of WASHCOs with 50% or more	2016: XX	2019: 50%	Annual monitoring	
Output 4.3: Strengthened gender-specific WASH planning and implementation	4.3.1: # of gender, disability and vulnerable group -specific planning sessions leading to action and budget in the plans	2016: XX	2019: YY	Annual monitoring	Gender specific plans lead to WASH systems which consider women better
	4.3.2: % of plans with clear targets for gender and disability inclusion	2016: %	2019: %	Annual monitoring	
Output 4.4: Results, lessons and achieved development women’s empowerment through CMP effectively communicated	4.4.1: publications on CMP by the project and by the project’s initiative or input	2016: 0	2019: YY	COWASH annual reports	There is a wide interest in CMP
	4.4.2: # of CMP presentations held in national and international events	2016: 0	2019: YY	COWASH annual reports	
	4.4.3: # of visits on the CMP web	2016: 0	2019: YY	COWASH annual reports	

Annex 2 - Budget

	2016/17 EFY 2009	2017/18 EFY 2010	2018/19 EFY 2011	Phase III Total
1. Technical Assistance Costs				
1.1. TA fees	470 000	457 000	405 000	1 332 000
Chief Technical Adviser	160 000	160 000	160 000	480 000
Home Office Coordination and Support	12 000	12 000	12 000	36 000
International Short term	33 000	25 000	33 000	91 000
Local specialists	180 000	180 000	130 000	490 000
Local short-term experts	35 000	30 000	30 000	95 000
Junior Professional Officer	50 000	50 000	40 000	140 000
1.2. Reimbursables	257 750	222 500	222 750	703 000
Salary related cost of national TA	45 000	30 000	30 000	105 000
Local supporting personnel costs	24 000	24 000	24 000	72 000
Travelling costs	90 000	90 000	90 000	270 000
Office establishing	20 000			20 000
Housing costs	30 000	30 000	30 000	90 000
Office running costs	20 000	20 000	20 000	60 000
School fees	27 000	27 000	27 000	81 000
Miscellaneous	1 750	1 500	1 750	5 000
1.3. National Level Sector Support	70 000	65 000	60 000	195 000
International capacity building &support	40 000	35 000	30 000	105 000
National capacity building &support	30 000	30 000	30 000	90 000
1.4. Impact study			100 000	100 000
Total (Federal TA)	797 750	744 500	787 750	2 330 000
2. Regional Level Budget (Euro)				
2.1. Investment				
Government of Ethiopia (Birr)	143 190 000	167 055 000	167 055 000	477 300 000
Government of Finland (Euro)	0	0	0	0
2.2. Capacity Building				
Government of Ethiopia (Birr)	0	0	0	0
Government of Finland (Euro)	3 456 257	2 962 506	3 456 257	9 875 021
2.3. Operational				
Government of Ethiopia (Birr)	12 000 000	12 000 000	12 000 000	36 000 000
Government of Finland (Euro)	200 000	200 000	100 000	500 000
Total Regional	10 710 348	11 301 370	11 695 121	33 706 839
Government of Ethiopia (Birr)	155 190 000	179 055 000	179 055 000	513 300 000
Government of Finland (Euro)	3 656 257	3 162 506	3 556 257	10 375 021
Grand Total	11 508 098	12 045 870	12 482 871	36 036 839
Government of Ethiopia (Birr)	155 190 000	179 055 000	179 055 000	513 300 000
Government of Finland (Euro)	4 454 007	3 907 006	4 344 000	12 705 021

1 Euro = 22 ETB

Annex 3 – Risk Assessment and Risk Management Framework

Risk	Likelihood of risk	Definition	Impact of risk to the results	Definition	Risk mitigation strategy
CONTEXTUAL RISKS					
Predicted draught	High	Very likely to happen and start 2016 onwards (El Nino)	Low	Insignificant effect to achieving the set result targets. It has already affected some Woredas in the Eastern parts of Tigray and Amhara and resources have been mobilized to drought mitigation in these Regions. Although not to directly affect the movement of people to program Woredas might occur. Water level might decrease which affects the technology choices.	Preparation and implementation of CR-WSPs. Option for higher and more complicated technologies. Focus also on institutional water supply to ensure availability of water beyond community level.
PROGRAMMATIC RISKS					
Potential and willingness to support CMP approach according to the CMP guidelines varies between Regions	Low	Might happen	Medium/High	Significant effect in those areas to the pre-requisite of Finland's support i.e. use of MFIs. Community-management might be "delegated" to Woreda/Regional management in financial matters in some areas.	Demand/interest – based programming. Continuous monitoring, reporting and field presence of the program staff. Involvement of MFA/Embassy in the SC.

Risk	Likelihood of risk	Definition	Impact of risk to the results	Definition	Risk mitigation strategy
PROGRAMMATIC RISKS, continued					
In COWASH channelling of Government funds (Regional contributions) through MFIs refused because of Government financial regulations	Low	Might happen	High	Significant effect to whole implementation of the project because funding the construction of WASH facilities by WASHCOs would stop.	Firm project agreement between MFA and MOFED Development of alternative method for channeling funds to WASHCOs
CWA considered as OWNPN with less attention to other modalities	High	Very likely to happen	Medium	Might affect reaching the CMP targets if Regional staff occupied with CWA but not likely. Tremendous pressure to construct to reach the GTP II targets using CWA. Regional personnel involved in CWA with less attention to quality and capacity development i.e. on quality.	Promotion of CMP in the CWA (OWNPN) Board and OWNPN SC at Regional level. Strengthened program staff at Regional level with semi-independent status.
"Clash of approaches" in some Regions where several approaches are in the same Woreda	Medium in some areas	Might happen especially if expanding to new Woredas (equity principle) instead of intensifying interventions in the current Woredas to reach the GTP II targets.	Medium	Might affect efficient use of resources and decrease value for money and confuse nearby communities.	Continuation in the same Woredas recommended or clear demarcation in geographical scope between CWA and CMP.

Gender issues and Women's Bureau side-lined in decision-making	Medium	Relatively likely to happen	Medium	Might affect reaching the targets if not involved in COWASH as planned. Involvement of Women's Bureaus and MOWIE Directorate for Women in the CWA limited.	Strengthened focus on women and girls, including institutions, outcomes and outcome-based budget.
Risk	Likelihood of risk	Definition	Impact of risk to the results	Definition	Risk mitigation strategy
INSITUATIONAL RISKS					
Relatively low contribution to CWA may negatively affect Finland's role as WASH partner	Low	Might happen	Medium	May decrease federal and Regional government commitment to funding CMP implementation.	Actively work with the sector for development of CWA and for promotion of CMP as one of the best approaches for rural WASH.
Institutional commitment for CMP implementation reduced	Low	Might happen. The high funding for Woreda managed projects through CWA may reduce institutional commitments for CMP implementation	High	Might affect the overall program implementation.	Further document and share good results and evidence of CMP effectiveness and sustainability.
Funding from Finland may be at risk due to the cuts of aid levels.	Low	Might happen but not likely as the amount has been reserved already.	High	The program would be smaller or discontinued without significant funding from Finland.	Continue to show good results to justify funding of the program.

Annex 4 – List of Key Stakeholders

Federal level partners are:

- MoU partners of WASH
- Ministry of Water, Irrigation and Electricity
- Ministry of Health
- Ministry of Education
- Ministry of Finance and Economic Cooperation
- WASH coordination and management structures
- National WASH Steering Committee
- National WASH Technical Team
- National WASH Coordination Office
- National WASH Management Units at WASH Ministries
- FeMSEDA

Financiers (the financiers are included as stakeholders as some of them are CWA partners and some are expected to adopt the CMP approach in financing WASH infrastructure)

- MFA of Finland
- UNICEF
- World Bank (IDA)
- World Bank and the Water and Sanitation Program-Africa
- African Development Bank
- DFID
- JICA
- USAID
- France
- Millennium Water Alliance
- IRC
- Water.org
- Global Sanitation Fund

NGOs

- 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 partners include:

- 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 Women's Bureaus and their line offices at zones and Woredas
 - Regional Finance Bureaus and their line offices at zones and Woredas

- ReMSEDA
- 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

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

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
- Kebele Water Technicians (already in place in Tigray and BSG)

Community level partners are:

- Water, Sanitation and Hygiene Committees
- Institutional WASH Committees
- WASHCO associations and federations
- Artisan associations/cooperatives
- Artisans
- Manual drillers
- Other private sector suppliers and merchants
- Community level volunteers

Annex 5 – Terms of Reference for the Federal WASH Steering Committee (when meeting 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, 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, Irrigation and Electricity (MOWIE) represented by the State Minister for Water
- Ministry of Finance and Economic Cooperation (MOFEC) 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 NWSC invites the respective responsible person as appropriate. A representative of Women, Youth and Children Affairs Directorate of MOH will be included as a permanent resource person on gender and social inclusion issues.

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 WASH
- 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 NWSC 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 WASH Federal CMP Promotion Unit 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, Irrigation and Electricity 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 as soon as possible 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.

Annex 6 – FTAT Roles and Responsibilities

FTAT support can include the following:

- Provide technical assistance to the further development and revision of National WASH implementation Framework, One WASH National Program Document and other national WASH documents.
- Promote and share experience of CMP and other COWASH outcomes in different forums in order to raise interest from possible other COWASH financiers. Results of CMP and other COWASH outcomes needs to be effectively communicated in events for local and international audience via different communication channels. One of the channel is the participation in international events and this should be fully explored and used for the promotion
- Provide technical assistance in core planning and annual planning processes.
- Provide technical assistance in the development of National WASH Capacity.
- 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.
- Provide technical assistance to design and operationalize gender sensitive WASH management systems for planning and budgeting, reporting, monitoring & evaluation and information management.
- Provide technical assistance in training of capacity builders in the use of these materials with close collaboration of other WASH partners.
- 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.
- Participate and contribute in existing national working groups and task forces.
- Assist and capacitate the Program Regions and RSU in CMP implementation.
- Assist National WASH Coordination Office to initiate activities for the development of comprehensive One WASH Program.
- Assist MOWIE in the Monitoring and Evaluation task and production of credible periodic WASH progress reports.
- Plan and carry out the Impact Study and the collection of baseline data for that study. Sub-contracting the study or parts of it is possible
- Plan the Sanitation Service Pilot and participate in its supervision

Annex 7 – FTAT Job Descriptions

Job Descriptions of the FTAT specialists

Job description of the Chief Technical Advisor (International)

Duration: 36 months

Education: M.Sc. in water supply engineering, business administration, public health, social sciences or relevant science

Language: Fluency in both spoken and written English

Experience and skills

- Extensive experience in rural development, preferably water supply, sanitation and hygiene
- Experience in management of development projects, including financial management
- Relevant professional experience in developing countries, preferably in Ethiopia or East Africa
- Comprehensive leadership and management experience, preferably from both public and private sectors and managing multi-cultural teams
- Experience in harmonization, coordination and cooperation with different donors; proven fund raising skills are an asset
- Experience in CMP is an asset
- Proven skills in capacity development
- Proven experience and capacity to promote gender equality
- Good intercultural communication skills.
- Good report writing skills in English
- High professional integrity and able to work in difficult conditions.
- Innovation capacity
- Good computer skills (word processing, spreadsheets, data base management, etc.)

Responsibilities

- Promotion of the Community Managed Project financing modality and liaison with national and international WASH sector stakeholders and potential financiers, including relevant international forums and conferences
- Providing advice to the federal WASH Coordinator in sector development
- Assisting MFA/Embassy of Finland in all aspects related CWA Board participation
- Further development of the CMP implementation modality
- Day-to-day management of the federal level support in collaboration with the Regions
- Updating of the result based implementation plans and budgets

- Overall monitoring of performance, reporting and learning for accountability
- Proactive promotion of cross-cutting issues
- Oversee the coordination and support provided to the Regions
-
- Quality assurance of the TA team
- Recruitment and management of the long- and short-term technical assistance specialists and staff
- Tutoring the JPO on project development, planning, management and reporting
- Identify and promote business opportunities for the Finnish companies when relevant and applicable
- Provide assistance to the selected Region in WASHCO legalization

Place of assignment

Based in Ministry of Water, Irrigation and Electricity, Addis Ababa with frequent travelling to Regions

Job Description of Community Managed Project Specialist

Education: B.Sc. (Minimum requirement) in water supply and sanitation engineering, civil engineering, public health engineering, environment or other relevant discipline

Duration: 36 months

Fluency in both spoken and written English and Amharic

Experience and skills

- Extensive experience in rural water supply, sanitation, water resources management, including planning, management and co-ordination positions
- Extensive knowledge of and experience in CMP approach is a strong asset
- Experience in cooperation with development partners
- Experience in Training of Trainers
- Experience in CMP is an asset
- Relevant professional experience in different areas in Ethiopia is a strong asset
- Excellent social skills, ability to work and communicate in an international environment and in communities of diverse cultures
- Well-developed skills in skills transfer, especially skills in training of trainers is required
- Good computer skills (word processing, spreadsheets, data base management, etc.)
- Good reporting skills in English
-

Responsibilities

- Development of CMP financing instruments to more challenging hydro-geological conditions
- Carrying out the hydro-geological and socio-economic studies whenever required
- Supporting development of Climate Resilient Water Safety Planning trainings and activities
- Providing assistance to the Regions in CMP implementation
- Development of tools and mechanisms for wide application of CMP
- Development of Federal level support mechanism for supporting the application of CMP in the Regions
- Developing training materials and training Region, Zone and Woreda level sector implementers in water supply planning, design, construction, maintenance, quality control, etc.
- Supporting supervision monitoring and relevant reporting of the selected project Regions
- Conduct technical audit of existing systems for improvement and rehabilitation
- Developing approaches and designs for the rehabilitation of old Water Supply schemes by using CMP approach
- Checking the designs and tender documents and following up and guiding the tender procedure and making improvements for the procedures
- Support in adapting Standard designs and assist in institutional latrines construction

- Advice and develop sustainable and appropriate water extraction, transport, delivery and drilling technologies/techniques for CMP
- Developing designs and procedures for better and appropriate sanitation systems in rural areas
- Facilitate to ensure the internal water quality assurance mechanism within the users community and at the Woreda level
- Responsible for the subject matters and personnel issues of COWASH in the absence of CTA
- Facilitate and support the implementation of the rural water supply operation and maintenance management systems and procedures and assist in capacity building
- Provide support for CBS in issues of WASHCO
- Provide assistance to the selected Region in WASHCO legalization
- Relevant reporting

Place of assignment

Based in Ministry of Water, Irrigation and Electricity, Addis Ababa with frequent travelling to Regions

Job description of the Capacity Development Specialist

Education: B.Sc. (minimum requirement) in education, social science, rural development or other science with relevant discipline

Duration: 36 months

Language: Fluency in both spoken and written English and Amharic

Experience and skills

- Experience in training needs assessment
- Experience in planning and execution of training programs
- Experience in Training of Trainers
- Experience in cooperation with development partners
- Experience in CMP is an asset
- Knowledge of and experience in rural WASH is a strong asset
- Proven capacity and ability to promote crosscutting issues with special focus on gender
- Good intercultural communication skills.
- Good report writing skills in English
- High professional integrity and able to work in difficult conditions.
- Good computer skills (word processing, spreadsheets, data base management, etc.)

Responsibilities

- Carry out Region (if needed) and new Woreda level institutional and human resource capacity assessment and define training needs
- Preparation of participatory training materials in the new focus areas (e.g. sanitation, women's MSEs, WASHCO management/legalization)
- Provide assistance to the selected Region in WASHCO legalization
- Preparation and implementation of training programs
- Assessment of impacts of training, including development of relevant impact indicators
- Coordinate and link COWASH capacity development with other relevant organizations and training institutions
- Assist in the development of job descriptions and recruitment of project staff
- Supporting supervision, monitoring and relevant reporting of the selected project Regions
- Further development of tools and mechanisms for wide application of CMP
- Relevant reporting
- Provide assistance to the selected Region in WASHCO legalization

Place of assignment

Based in Ministry of Water, Irrigation and Electricity, Addis Ababa with frequent travelling to Regions

Job Description of Gender and MSE Specialist

Education: B.Sc. (minimum requirement) in sociology, social work, economics or other relevant discipline

Duration: 36 months

Language: Fluency in both spoken and written English and Amharic

Experience and skills

- Extensive experience in (women's) MSE development, preferably related to WASH sectors
- Extensive experience in gender inclusion and women leadership, preferably in WASH is an asset
- Experience in gender specific planning, implementation and monitoring
- Good communication and report writing skills in English
- Experience in cooperation with development partners
- Experience in Training of Trainers
- Experience in CMP is an asset
- High professional integrity and able to work in difficult conditions
- Good computer skills (word processing, spreadsheets, data base management, etc.)

Responsibilities

- Women's MSE Development
 - Identifying of economically feasible, already existing women-led MSEs in COWASH Woredas
 - Identifying the demand for various products (rapid market study)
 - Development and carrying out of a capacity development package for selected women entrepreneurs as O&M, construction and sanitation entrepreneurs (business and technical training; business plans) (in collaboration with the Capacity Development Specialist)
 - Regular monitoring of performance, reporting and technical support to selected entrepreneurs
 - Leading a case study on performance and outcomes of the selected women-led MSEs.
 - Assist in sanitation and health aspects, particularly focusing on girls (menstrual health)
- Women leadership and gender planning
 - Development of a women leadership training package
 - Carry out training of trainers for Regional staff in women leadership (in close collaboration with the CBS) Follow-up and support the training of zone and Woreda and kebele WASH stakeholders (related to new water supplies to be constructed)
 - Organize experience sharing forums on women leadership in the Regions

- In collaboration with Women's Directorate/MOWIE support, participate and facilitate annual Regional gender & WASH planning and monitoring session in the COWASH Regions in connection with the Regional review meetings
 - Identification of women champions and writing case stories of good practices
- Supporting supervision, monitoring and relevant reporting of the selected project Regions
- Provide assistance to the selected Region in WASHCO legalization
- Relevant reporting

Place of assignment

Based in Ministry of Water, Irrigation and Electricity, Addis Ababa with frequent travelling to Regions

Job Description of Sanitation and Hygiene Specialist

Education: B.Sc. (Minimum requirement) in public health, environmental health or other relevant discipline

Duration: 36 months

Language: Fluency in both spoken and written English and Amharic

Experience and skills

- Extensive experience in rural and institutional sanitation and hygiene, preferably in the overall context of WASH
- Extensive experience in promoting behavioural change related to community sanitation and hygiene
- Extensive experience in sanitation marketing by local businesses
- Experience in cooperation with development partners
- Experience in CMP is an asset
- Experience in Training of Trainers
- Excellent social skills, ability to work and communicate in an international environment and in communities of diverse cultures
- Well-developed skills in skills transfer
- Good computer skills (word processing, spreadsheets, data base management, etc.)
- Good communication and report writing skills in English

Responsibilities

- Testing and adapting new sanitation marketing strategy in COWASH Regions in close collaboration with the national sanitation marketing initiative (led by WB-WSP)
- Integration of new National Hygiene and Environmental Health Strategy and Action Plan into COWASH hygiene and sanitation implementation
- Development of training of trainers package in sanitation and hygiene
- Carrying out Training of Trainers course for Regional stakeholders in sanitation and hygiene promotion by incorporating the sanitation marketing and new Hygiene and environmental health strategy (in collaboration with Capacity Development and Gender and MSE Specialist and the Health Sector)
- Design and implementation support for the sanitation marketing through existing businesses (in collaboration with Gender and MSE Specialist)
- Incorporating sanitation aspects as a module in other relevant trainings
- Support to Water Safety Planning
- Promotion of health at schools, including menstrual health and menstrual hygiene management (in collaboration with Gender and Public participation Specialist)
- Collaborate closely with the Health Extension and Primary Health Service Directorate in hygiene and environmental health and sanitation marketing development
- Supporting supervision, monitoring and relevant reporting of the selected project Regions
- Managing sanitation and hygiene data

- Support to Regions in ODF verifications and declarations
- Provide assistance to the selected Region in WASHCO legalization
- Relevant reporting

Place of assignment

Based in Ministry of Water, Irrigation and Electricity, Addis Ababa with frequent travelling to Regions and substantial part of the work in Ministry of Health and Ministry of Education

Job Description of the Monitoring and Evaluation Specialist

Education: B.Sc. (minimum requirement) in economics, statistics, public health, water sanitation engineering, civil engineering, environment or other relevant discipline

Language: Fluency in both spoken and written English and Amharic

Experience and skills

- Extensive experience in development of results based M&E/MIS systems for large programs
- Experience in designing and carrying out socio-economic studies/research
- Experience of coordination of monitoring activities and impact assessments
- Experience in operationalizing M&E/MIS systems at Regional and Woreda levels
- Experience in data management and analysis
- Experience in CMP 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
- Experience in cooperation with development partners
- Relevant professional experience in different areas in Ethiopia is a strong asset
- Good computer skills (word processing, spreadsheets, data base management, etc.)
- Good communication and report writing skills in English

Responsibilities

- Development of the COWASH result based M&E Framework in line with One WASH M&E-MIS system and COWASH Project document
- Development of relevant guidelines and manuals for COWASH M&E system
- Operationalizing the COWASH result based M&E/MIS in project Regions through trainings
- Preparation of annual plans together with COWASH staff and follow-up implementation
- Preparation of monitoring and evaluation tools for COWASH and institutionalize in the Regions
- Train Federal and Regional staff on statistical data analysis using statistical software
- Monitoring of the achievement of relevant objectives, results and outputs of the overall project
- Assist and facilitate in the development of gender sensitive output, outcome, impact indicators for COWASH and carrying out relevant research
- Support Federal WASH ministries in WASH M&E-MIS system development and capacity building and in institutionalizing the system

- Coordinate periodic reviews, monitoring of quarterly, annual progress reporting and midterm evaluation of COWASH.
- Coordinate case studies and good practises to measure the COWASH and CMP effectiveness
- Support capacity building, development of training materials, guidelines, WASHCO legalization and CR-WSP development
- Assist in the development of Federal and Regional WASH structures and their planning and performance monitoring
- Coordinate and prepare quarterly and annual performance and result based reports
- Provide assistance to the selected Region in WASHCO legalization

Place of assignment

Based in Ministry of Water, Irrigation and Electricity, Addis Ababa with frequent travelling to Regions

Job Description of the Communication and Knowledge Management Specialist

Education: B.Sc. (minimum requirement) Bachelor's degree in Communications, Journalism or related field

Language: Fluency in both spoken and written English and Amharic

Experience and skills

- Extensive experience in Media, Journalism, Communications, Public Relations or a related field
- 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.
- Experience in supervising the management and maintenance of websites.
- Excellent facilitation and message delivery and dissemination skills.
- Ability to train and get all team members contributing to communications activities.
- Excellent computer skills (MS Office, Adobe In-design, Adobe Photoshop)
- 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.
- Excellent social skills, ability to work and communicate in an international environment and in communities of diverse cultures
- Strong interpersonal communication skills
- Able to work as a team member, is open to the views and opinions of others.

Responsibilities

- Preparation of Communication strategy
- Preparation of promotional materials such as calendars, banners, leaflets, videos, photos, documentaries, radio programs, etc.
- Dissemination of project achievements
- Web page management
- Preparation of case stories, news, brochures and briefing notes
- Organizing events and folk dramas
- Facilitating and assisting experience sharing visits (inside/outside Ethiopia)
- Manage social media based communication methods to the project
- Organize local WASH media events to promote CMP
- Develop relevant presentations of COWASH and CMP

Place of assignment

Based in Ministry of Water, Irrigation and Electricity, Addis Ababa with frequent travelling to Regions

Job Description of the Climate and Environment Risk and Water Safety Specialist

Education: B.Sc. (minimum requirement) in social science, rural development, agriculture, environment, water or other science with relevant discipline

Language: Fluency in both spoken and written English and Amharic

Experience and skills

- Extensive experience in climate risk screening in water supply and water safety planning
- Experience in rural water supply, sanitation, water resources management, including planning, management and co-ordination is a strong asset
- Experience in water quality monitoring
- Knowledge of and experience in CMP approach is a strong asset
- Experience in cooperation with donor community
- Relevant professional experience in different areas in Ethiopia is a strong asset
- Excellent social skills, ability to work and communicate in an international environment and in communities of diverse cultures
- Computer skills (word processing, spreadsheets, etc.) and good reporting skills
- Extensive experience in training needs assessment, in planning and execution of training programs and in training of trainers.

Responsibilities

- Coordinate and lead the implementation and development of environment protection issues, climate risks and water safety in WASH
- Advice on climate risks, environment protection and water safety related matters of One WASH Program
- Consult/Liaise between MOWIE, development partners, other Government offices involved in WASH both at federal and Regional levels concerning climate risks, environment protection and water safety issues
- Assist in the establishment of climate risks, environment and water safety baseline and monitoring and evaluation system within existing WASH M&E system
- Develop effective and appropriate approaches, tools and guidelines to identify and verify the impacts of the climate risks, environment and water safety in WaSH interventions
- Lead the process of climate risks, environment protection and water safety development and scaling up
- Record “best practices” and other climate risks, environment and water safety related findings to be incorporated in IEC materials of WASH and ensure the dissemination to various audiences
- Assist the targeted Woredas to identify successful actors within climate risks, environment protection and water safety issues and to form joint strategies in mainstreaming these in community management of WASH
- Prepare training materials and conduct Training of Trainers (TOT) for the project staff as well as for project implementers at Regional level on climate risks, environment protection and water safety

- Supporting supervision, monitoring and relevant reporting of the selected project Regions
- Relevant reporting
- Provide assistance to the selected Region in WASHCO legalization

Place of assignment

Based in Ministry of Water, Irrigation and Electricity, Addis Ababa with frequent travelling to Regions

Job Description of the Junior Professional Office (International)

Education: M.Sc. level degree relevant to ICT, GIS or Water and Sanitation or appropriate related field

Language: Working knowledge of the Finnish language, fluency in both spoken and written English

Experience and skills

- Good understanding of cultural sensitiveness
- Good communication and report writing skills in Finnish and English
- High professional integrity and able to work in difficult conditions
- Good knowledge of information management and communications
- Good knowledge of monitoring and evaluation
- Good computer skills (word processing, spreadsheets, project management, data base management, mapping programs etc.)
- Experience in training and producing training materials
- Experience in working in developing countries, especially in Sub-Saharan Africa
- At least 2 years relevant work experience

Responsibilities related to communications

- Support the development of the Community Managed Projects communications strategy
- Support in Up-dating and further development of the CMP web page
- Support in production of communications materials such as case studies, news, brochures and briefing notes
- Assist in the development of an international CMP marketing strategy
- Assist in producing presentations and abstracts for international events, especially Stockholm Water Week
- Assist in the management of social media based communication methods to the project

Responsibilities related to M&E

- Assist in the results based reporting with the M&E specialist
- Assist in the development of project presentations of project achievements
- Participate in the development of result based M&E system
- Assist in the project's external evaluations and audits
- Assist in the project planning
- Assist in the Impact Study, including planning and overseeing the field work

Responsibilities related to capacity building

- Assist in the guidance and training of various project stakeholders at all levels
- Assist in the development of the performance evaluation of the Federal and Regional TA staff

Other responsibilities

- Assist the CTA in assigned works

- Making presentations in meetings, seminars, workshops and conferences in Ethiopia and abroad on different subjects of WASH and development in general
- Active networking and liaison with relevant WASH stakeholders in Ethiopia and abroad
- Participating in the relevant working groups in Addis Ababa
- Assist in the recruitment of project staff and management of the project personnel
- Participate in the follow-up of cross-cutting issues
- Relevant reporting

Place of assignment

Based in Ministry of Water, Irrigation and Electricity, Addis Ababa with frequent travelling to Regions.

Annex 8 – Generic ToR for the Regional WASH Steering Committee (when meeting on COWASH)

Rationale

Support to Community Managed Project Approach (CMP) in WASH (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 maker 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 management organ in the Region. This is in line with the WASH Implementation Framework. When RWSC decides on COWASH 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 is to oversee the smooth implementation of the program and support the CMP development, implementation and scaling up in the Region.

Members of the RWSC on COWASH

The Regional WASH Steering Committee on COWASH 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
- Bureau of Women's, Youth and Children Affairs 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

The duties and responsibilities of the RWSC on COWASH are:

- Provide overall guidance on the overall program implementation and scaling up of CMP
- Provide guidance and approval of major COWASH strategic and policy issues
- Make decisions on changes in the COWASH management 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

Meetings of the RWSC on COWASH

RWSC on COWASH 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 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 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 Management Committee. The RWSC on COWASH 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 shall be circulated and approved immediately after the meeting.

Mandate of the RWSC on COWASH

The RWSC on COWASH 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.

Annex 9 – Main tasks of the RSU

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), CWA, 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 II 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 (M&E) and relevant Management Information System (MIS) for overall WASH management as especially 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.

Annex 10 – Job Descriptions of the RSU Experts

RSU specialists Job descriptions

Community Managed Projects Coordinator/Director (CMP C/D): The CMP C/D assigned from the existing 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 and Skills:

- 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
- 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, particularly those pertaining to economic development and poverty reduction (GTP II), WASH sectors' development, rural and sustainable development are adhered to, and that relevant international conventions signed by Ethiopia are adequately considered in planning and implementation.
- Coordinating and integrating the COWASH III in the Region. He/ She should ensure that TA inputs are provided appropriately and efficiently and that investment commitments by the Region are timely and that counterpart funds expenditure and reporting complies with GoE financial regulations.
- Ensuring that stakeholders and/or agencies involved in the implementation of the COWASH Phase III operate in a coordinated manner under the strategic guidance of the RWSC.
- Efficient implementation of the COWASH Phase III according to the work plans and approved budgets.
- Work towards harmonization of the Regional WASH

- Liaise with other Bureaus and institutions in the Region and with authorities at national level, ministries/institutions, NGOs, private sector and other stakeholders of the COWASH Phase III.
- Ensuring that preparation of annual and quarterly work plans, budgets and reports are compiled and presented for approval to the relevant authorities;
- Facilitate the hosting of meetings of the RWSC at agreed upon intervals;
- Ensuring management within the stipulated guidelines and contracts;
- Chair COWASH staff meetings and evaluate their performances;
- Promote/publicize the project to local stakeholders, government, local authorities, partner organizations, donors and other relevant parties;
- Oversee the monitoring and evaluation of progress, results and impact of the project and propose corrective measures;
- RSU financial planning and monitoring
- 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 Bureau with frequent travelling in the Region.

Community Managed Project Specialist/Team leader (CMP S/TL)

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 and Skills:

- 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
- 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 CMP results (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
- Facilitate to ensure the internal water quality assurance mechanism within the users community and at the Woreda level
- 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
- Support in development of CR-WSPs
- 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 or BoFED

Duty Station: Based in Water Bureau with frequent travelling in the Region

Financial Management Specialist/Accountant

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

Language: Fluency in both spoken and written English and Amharic

Experience and Skills:

- Extensive experience in accounting
- Knowledge of and experience in CDF mechanism a strong asset
- 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 Bureau of Finance and Economic Development with frequent travelling in the Region.

Job Description of 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 and Skills:

- Experience in training needs assessment
- Experience in planning and execution of training programs
- 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
- 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 implementation performance based on the results framework
- Production and distribution of CMP related IEC materials
- Organizing annual review meetings and other CMP related workshops in the Region
- Support in development of CR-WSPs
- Relevant reporting
- Other tasks requested by the Team Leader/Coordinator

Duty Station: Based in Water Bureau with frequent travelling in the Region.

Job Description of 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 Frameworks 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 MoFEC 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.
- Support in development of CR-WSPs
- 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.

Job Description of Sanitation Specialist

Education: B.Sc. (Minimum requirement) in public health or other relevant discipline

Language: Fluency in both spoken and written English

Experience and skills

- Extensive experience in rural and institutional sanitation and hygiene, preferably in the overall context of WASH
- Experience in promoting behavioural change related to community sanitation and hygiene
- Experience in sanitation marketing by local businesses.
- Experience in cooperation with donor community
- Experience in Training of Trainers
- Excellent social skills, ability to work and communicate in an international environment and in communities of diverse cultures
- Well-developed skills in skills transfer, especially skills in Training of Trainers is required
- Computer skills (word processing, spreadsheets, etc.) and good reporting skills•

Responsibilities

- Assist in development of training package for and carrying out extensive sanitation and hygiene promotion in the communities and WASHCOs (in collaboration with Capacity Development and Gender and Public Participation Specialist)
- Assist in design and implementation of sanitation marketing through existing businesses (in collaboration with Gender and Public participation Specialist)
- Incorporating sanitation aspects as a module in other relevant trainings
- Water safety planning (with CMP Specialist)
- Promotion of health at schools, including menstrual health and menstrual hygiene management (in collaboration with Gender and Public participation Specialist)
- Coordinate with the Bureau of Health implementation related to own responsibility areas
- Carry out required trainings in the Region, in collaboration with federal and Regional CDS and GSA Specialist
- Monitoring and reporting

Duty Station:

Based in Bureau of Water in the Region and working substantially with the Bureau of Health and also with Bureau of Education. Frequent travelling within the Region

Job Description of Gender and Public Participation Specialist

Education: B.Sc. (minimum requirement) in social science, economics or other relevant discipline

Language: Fluency in both spoken and written English

Experience and skills

- Proven experience in (women's) MSE development, preferably related to WASH sectors
- Experience in public participation, preferably in WASH is an asset
- Good communication and report writing skills in English
- High professional integrity and able to work in difficult conditions
- Good computer skills (word processing, spreadsheets, project management, data base management, etc.)
- Experience in monitoring

Responsibilities

Women's MSE Development and Gender Planning

- Identifying of economically feasible, already existing women-led MSEs in COWASH Woredas
- Identifying the demand for various products (rapid market study)
- Development and carrying out of a capacity development package for selected women entrepreneurs as O&M, construction and sanitation entrepreneurs (business and technical training; business plans) (in collaboration with the Capacity Development Specialist)
- Regular monitoring of performance, reporting and technical support to selected entrepreneurs
- Leading a case study on performance and outcomes of the selected women-led MSEs.
- In collaboration with Women's Bureau organize Regional gender & WASH planning and monitoring meetings in the COWASH Regions
- Assist in sanitation and health aspects, particularly focusing on girls (menstrual health)
-

Public participation

- Assist in development of a Public participation training package as part of other trainings (all SA in collaboration with federal and Regional Capacity Development Specialist)
- Carry out training of the RSUs on public participation
- Carry out zone and Woreda Training of Trainers, kebele WASH team training, and WASHCO training (related to new water supplies to be constructed)

Duty Station: Bureau of Water in the Region with frequent travelling within the Region

Job Description of Zonal Adviser

Zonal Adviser (the other RSU Specialists should take the responsibilities of Zonal Advisers where possible – additional Zonal Adviser(s) may only be necessary if there are many Woredas to support)

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

Language: Fluency in both spoken and written English

Experience and Skills:

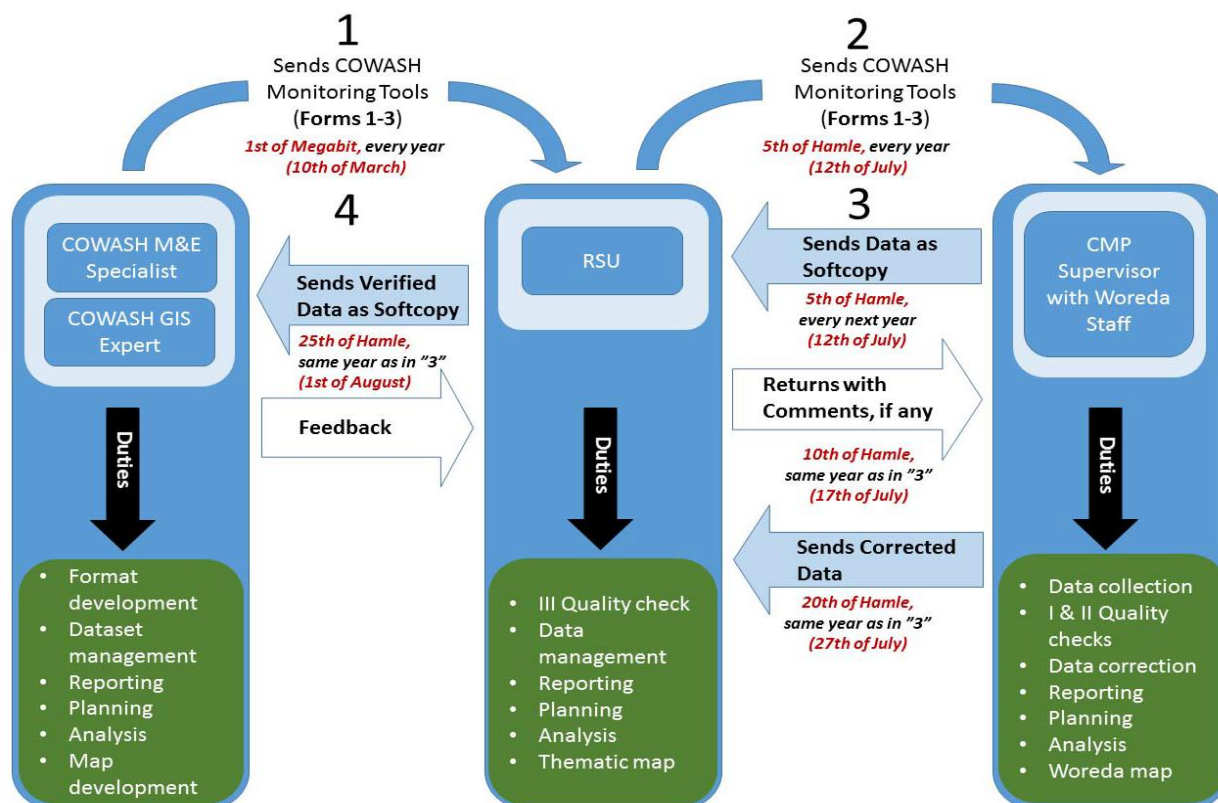
- Solid experience in water supply, sanitation and hygiene
- Experience in community based, demand driven project management
- Good knowledge of CMP approach
- Good knowledge of awareness raising
- Good knowledge of gender mainstreaming
- Well-developed social skills
- Ability to work and communicate 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 Bureau in the Region with extensive travelling within the Region

Annex 11 – COWASH, Phase 2 – Monitoring and Reporting Framework



This current Monitoring and Reporting Framework will be simplified and further aligned with agreed sectoral monitoring systems and the elements of recommendations and management responses will be incorporated in the program systems.

Annex 12 – COMMUNITY MANAGED PROJECT APPROACH (CMP) WASH

The Community Managed Project (CMP) approach is one of the four service delivery models for the development and use of rural WASH infrastructure in Ethiopia. Effectively it is an implementation modality which helps communities realise their WASH projects. The CMP approach decentralizes service delivery by making communities responsible for the planning, implementation and maintenance of new water schemes, whilst district authorities provide capacity building and external support.

CMP approach

The poor sustainability of rural water services is well recognized. Project-based, one-off and stand-alone implementation of water systems should be replaced with sustainable, large-scale approaches that actualize the philosophy of decentralized service delivery. One such an approach is the Community Managed Project (CMP) approach which has been piloted and successfully implemented in two Regions of Ethiopia: within the Rural Water Supply and Environmental Program in Amhara Region (RWSEP) and the Rural Water Supply, Sanitation and Hygiene Program in Benishangul-Gumuz Region (FinnWASH-BG). Based on the promising results, the Government of Ethiopia has now decided to mainstream the CMP approach into its National WASH strategy. In the WASH Implementation Framework (WIF) the CMP is being mainstreamed into the National WASH Program (WASH GTP/UAP) for its wider application.

The major features of the CMP approach are:

- **Fund Transfer:** The unique and innovative feature of the CMP approach is that funds for the physical construction of water schemes are transferred directly to the community through a micro finance institution (MFI). The more detailed finance flow is depicted in the figure below.
- **Community Project Management:** The communities, through water and sanitation committees (WASHCOs), are responsible for the full development process through planning, financial management, implementation and maintenance. The communities contribute a minimum of 15% in cash or in kind. The unique and innovative feature in CMP is that the WASHCO manages not only community-generated funds but also the government subsidy provided for capital expenditures.
- **Procurement:** A further aspect of community management is that the WASHCO is directly responsible for procuring the goods and services required for water scheme construction and installation.

The CMP mechanism is intended mainly for low level technologies such as hand dug wells and spring protections and therefore the hydrogeological conditions need to be taken into account. However, water schemes with more demanding technology have also been implemented with the same approach in FinnWASH-BG.

How CMP works: 10 steps from money to services

1. Funds committed. Funding commitments are needed from government and its development partners. This requires an enabling environment with policies and guidelines in place for the CMP approach. In Ethiopia, CMP was piloted at Regional level (starting in Amhara) before being scaled up nationally eight years later. Funds were originally from the Ethiopian and Finnish governments, but Regional governments are now investing this way.
2. Financing channel established. CMP routes money directly to communities requiring an appropriate financing channel to be established. In Ethiopia, funds are routed through

the government's finance bureau at Regional level to a Micro-Finance Institution (MFI). With their extensive branch structure in all districts (called Woredas) and sometimes sub-district branches these banks can quickly and efficiently disburse money to communities.

3. Approach promoted. Communities need to be informed about the approach, the opportunities it provides and the responsibilities. In Ethiopia, district level government staff (Woreda water officers) promote the approach and generate interest. Capacity needs to be developed to undertake this role, and in Ethiopia, Regional support units were established to support districts in this and other tasks.
4. Communities organize and plan. Where communities are interested in developing a water scheme through the approach they need to organize themselves. In Ethiopia, communities elect a Water, Sanitation and Hygiene Committee (WASHCO). Each WASHCO takes responsibility to develop a plan for their water scheme. Technology choice is left in the hands of the community, but most schemes to date involve a protected hand-dug well and hand pump, or simple spring protection.
5. Training and private sector development. In parallel to the organization and planning of communities, training is organized for communities and local artisans. Support is given to develop local private sector enterprises and the supply chains upon which they depend. This includes well diggers, masons that line wells and build headworks or spring protection works, and suppliers of hand pumps and materials.
6. Approval. The plan developed by the community is assessed at district level with an initial desk appraisal followed up by a field visit and appraisal. Any revisions needed to the design are negotiated and the design estimate revised. After approval by the district council, a funding agreement is signed where the district formally approves the plan, a necessary step for funds to be released to the community.
7. Community contribution. Communities are required to raise a cash contribution that is equivalent to one year's maintenance costs of a hand pump (approximately 100 USD) which is then placed in a savings account at the MFI. This cash contribution is not used for construction costs but provides an initial fund for operation and maintenance.
8. Construction funds released. Funds are released to the community by the MFI in instalments to a separate construction account. There are typically 3 instalments: a first instalment to start works, a second to procure a hand pump and the third for the purchase of the remaining construction materials needed.
9. Construction. Communities construct their own systems purchasing the materials and contracting the services that they require such as local artisans to dig hand-dug wells and masons to line the wells and build the headworks. Communities can drive a hard bargain with local providers and suppliers, keeping down costs and ensuring good quality construction.
10. Completion. Once the water scheme is complete, a point is made of celebrating the achievement of the community. A public audit is carried out focusing on transparency and accountability of the WASHCO. Further training and awareness rising is organised at this time especially to learn about protection of the water scheme, and promoting sanitation and good hygiene practices at household level. WASHCOs operate and maintain the schemes with support from district level.