

Memorandum of Understanding Signed

Between

Ministry of Water & Energy

Ministry of Health

Ministry of Education

and

Ministry of Finance and Economic Development

***On Integrated Implementation of Water Supply, Sanitation and Hygiene
Program in Ethiopia.***



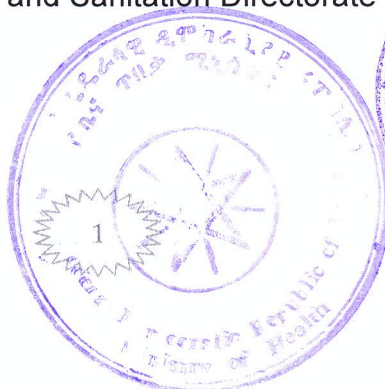
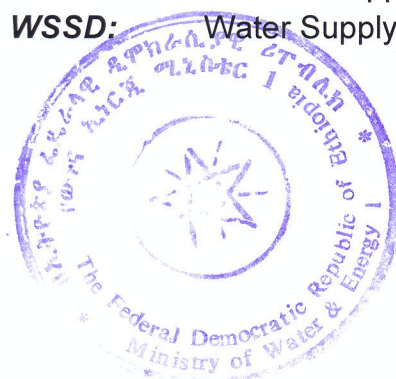
November, 2012

Addis Ababa



Acronyms

BoE:	Bureaus of Education
BoFED:	Bureaus of Finance and Economic Development
BoH	Bureaus of Health
BoWR	Bureaus of Water Resource
BPR:	Business Processing & Re-engineering
BSC:	Balanced Score Card
CSO:	Civil Society Organizations
DAG:	Donors Assistance Group
GTP:	Growth and Transformation Plan
H&S:	Hygiene and Sanitation
MDG:	Millennium Development Goal
MDTF:	Multi Donors Trust Fund
MoE:	Ministry of Education
MoFED:	Ministry of Finance and Economic Development
MoH:	Ministry of Health
MoU:	Memorandum of Understanding
MoWE:	Ministry of Water and Energy
MSF:	Multi Stakeholders Forum
NGO:	Non-Governmental Organizations
NWCO:	National WaSH Coordination Office
NWSC:	National WaSH Steering Committee
NWTT:	National WaSH Technical Team
PIM:	Program Implementation Manual
RWCO	Regional WaSH Coordination Office
JTR:	Joint Technical Review
PoA:	Plan of Action
ToR:	Terms of Reference
UAP:	Universal Access Plan
UN:	United Nations
WaSH:	Water, Sanitation and Hygiene
WMU	WASH Management Unit
WSG:	Woreda Support Group
WSSD:	Water Supply and Sanitation Directorate



Definition of terms

Emergencies: Are calamities that may be caused by natural and/or man-made and that requires the joint interventions of the parties in whole or in part.

Fund: Financial assistance derived /obtained/ from partners in the form of loan, sub-loan and grant.

Hygiene Promotion: is an activity that encourages bringing about behavioral change in individual or group in promotion of health and prevention of diseases.

Institutions: are organizations such as schools, health facilities, churches, Mosques and others.

Integration of WaSH: shall mean provision of safe drinking water, sustainable sanitation facilities and hygiene promotion as one package to individuals, groups or institutions to make a maximum use and benefit of the service.

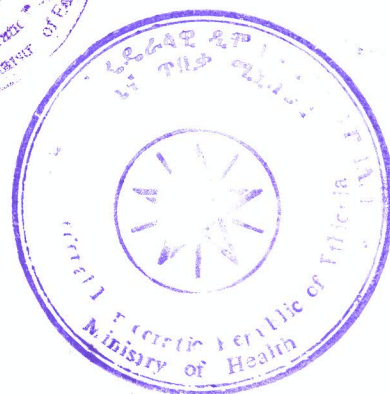
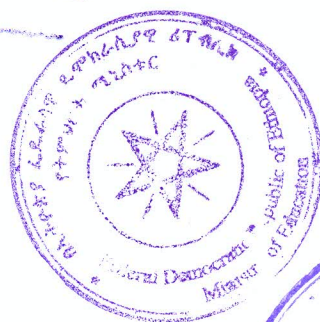
Partners: shall mean any Bi- or, multi lateral, UN organizations Civic Societies and the private sectors that undertake WaSH program as their major functions and provide financially, logistically support and knowledge transfer for the advancement of the WaSH.

Party: shall mean organizations which have agreed to and entered as signatories to this MoU.

Safe Drinking Water: means water that meets WHO guidelines for drinking and domestic use.

Sanitary Facilities: are those amenities such as toilets, safe solid & liquid waste disposal sites, and structures and supplies that help to maintain good personal hygiene to contain human waste and domestic waste.

Water supply schemes: schemes constructed with different technologies such as hand dug well, deep wells, springs etc ... which produce safe drinking water on spot or away from the source.



1. INTRODUCTION

The Government of Ethiopia is committed to fulfilling Target 10 of the Millennium Development Goal 7 that is reducing by half the proportion of population without access to safe water supply and basic sanitation by the year 2015, thereby improving the overall health and socioeconomic development condition and quality of life of the population, especially children and women.

The provision of safe and adequate water supply and basic sanitation for the population has far reaching effects on health, productivity, quality of life, and at large to reduce poverty and ensure sustainable socio-economic development. As Ethiopia has a vision to reach the level of middle-income countries by the year 2025, provision of these basic necessities as early as possible for the whole population in addition to improving health of the population has a synergetic effect to enhancing the socioeconomic development of the country to achieve its vision. Thus, the country has set more ambitious targets of reaching 100% coverage by the year 2015 in providing access to water supply and basic sanitation facilities which is now incorporated in GTP.

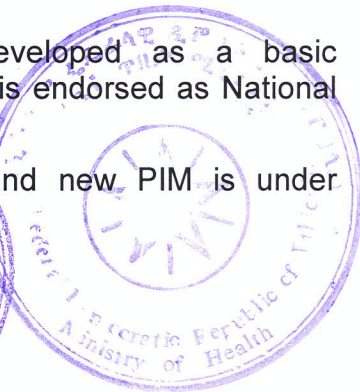
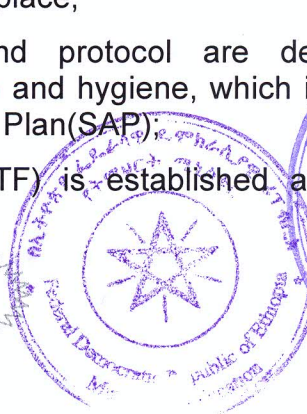
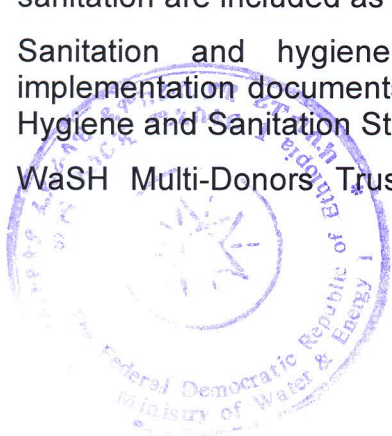
For a long time, provision of water supply and sanitation services and hygiene promotion for the people was undertaken under the responsibility of different Ministries in uncoordinated manner. However, through time it became clear that the interventions in water, sanitation and hygiene (WaSH) will have more effective impact on the health of the beneficiaries when provided as integrated than separate.

Thus, in order to facilitate the integrated implementation of WaSH, the three concerned line ministries, i.e the former Ministry of Water Resources (MoWR), the Ministry of Health (MoH), and the Ministry of Education (MoE) signed MoU in 2006 which has served until now as the base for coordinated implementation of WaSH in the country. However, since the signing of the MoU many changes have taken place in the country in terms of the organizational structure and service delivery of the government sectors and commitment of financiers for the sub-sector to align and harmonize their support. Hence, for the MoU to take into account all these changes and address the drawbacks it has, the signatory parties agreed to revise the MoU taking into consideration the above mentioned and other developments in the country.

2. RATIONALE FOR THE REVISION OF THE FORMER MoU

The rationale for the revision of the MoU includes but not limited to the following:

- Universal Access Plan (UAP) for water supply and sanitation
- The new National Growth and Transformation Plan in which the UAP water and sanitation are included as sections is in place;
- Sanitation and hygiene strategy and protocol are developed as a basic implementation documents in sanitation and hygiene, which is endorsed as National Hygiene and Sanitation Strategic Action Plan(SAP).
- WaSH Multi-Donors Trust Fund (MDTF) is established and new PIM is under



preparation;

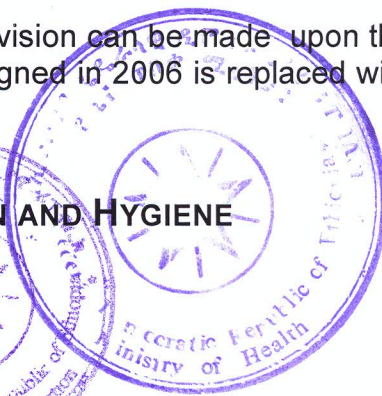
- The shift of fund flow by the major donors from channel 2 to channel 1b has enhanced the role of Ministry of Finance and Economic Development (MoFED) in implementation of the WaSH program;
- Multi-Stakeholders Forum (MSF) and Joint Technical Review (JTR) are streamlined into the government activities;
- Urban Health extension program and health development army structure are launched;
- Water and Sanitation Forum (WSF) is established by the NGOs;
- Need for involvement of the private sector in the WaSH program increased;

(a) The following gaps and problems were observed in the previous MoU during implementation:-

- The activities of the NWSC were not incorporated into the official strategic plan of the respective ministries;
- National WaSH Coordination Office (NWCO) is not formally established;
- Integration of Hygiene and Sanitation with Water Supply was not given due attention by all actors;
- Key Government WaSH stakeholders like MoFED were not included in the MoU as signatory ;
- Areas of collaborations were not sufficiently elaborated;
- No clear mechanism was put in place to make the signatory parties accountable for the timely implementation of the agreed MoU ;
- The MoU was not properly exploited to serve as an instrument to achieve the WaSH objectives of the PAESDEP ;
- Zones and Kebels were bypassed in the WaSH structure and MoU was not virtually well known by woreda implementers;
- Urban WaSH was not addressed properly;
- Although included in the MoU, donors and CSOs were not actively involved in the WaSH Management...;
- Professional associations and the private sector organizations were not incorporated into the MoU;
- Cross cutting issues that have substantive impact on WaSH such as environmental issues, HIV/AIDS and gender issues were not properly addressed or mainstreamed.

(c) In line with the provision made in the MoU (Section 7) the revision can be made upon the request of any of the signatory parties. Accordingly, the MoU signed in 2006 is replaced with this document.

3. RATIONALE FOR INTEGRATION OF WATER, SANITATION AND HYGIENE



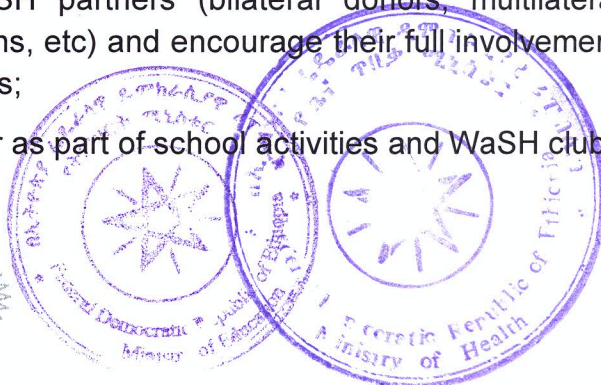
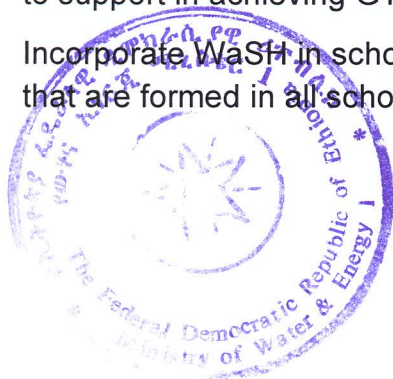
- Recognizing safe water supply, hygiene and sanitation are key components in the reduction of high morbidity, disability and mortality rates among the public in general, women and children in particular;
- Cognizant that access to clean water and improved sanitation is basic right of all individuals and a base for the achievement of the MDG targets ;
- Recognizing that provision of safe water, improved sanitation and hygiene education has far reaching health benefit, when provided as integrated rather than separately;
- Recognizing the contribution of WaSH to MDG in reduction of poverty, empowering women, increased access to universal education, reducing infant and child mortality rate, combating major communicable diseases, and environmental sustainability is immense;
- Understanding access to integrated water supply and sanitation has a clear benefit for women and girls with an increase in enrollment and in school attendance /retention/ by saving time and energy to both;
- Considering the sustaining of the collaboration/integration among WaSH sector ministries has been advocated by WaSH development partners.

There is now a strong desire to establish a harmonious working modality between MoWE, MoH, MoE, MoFED, Donors and other partners active in the implementation of WaSH activities to realize the full benefits of the WaSH program.

4. MAJOR AREAS OF COOPERATION

Recognizing the importance of the sector, the parties have agreed to work closely in areas of water supply, sanitation and hygiene at communities and institutions level to:-

- Regularly follow progress to ensure if the WaSH program is moving in line with the new National Growth and Transformation Plan and is contributing its share to other MDGs in general and MDG 2, MDG 4, MDG 5 and MDG 7 in particular;
- Joint preparation of integrated short and long term WaSH plans, with a vision of one plan, one budget and one reporting principle of the WaSH program ;
- Ensure that communities, health facilities and primary schools are beneficiaries of the WaSH funded programs;
- Advocate, prepare proposals for increased funding of WaSH programs at national and international forums;
- Ensure the WaSH funded program by partners is fairly distributed among/between WaSH sectors;
- Establish strong relationships with WaSH partners (bilateral donors, multilateral donors, CSOs , private sector organizations, etc) and encourage their full involvement to support in achieving GTP WaSH targets;
- Incorporate WaSH in school curriculum /or as part of school activities and WaSH clubs that are formed in all schools;

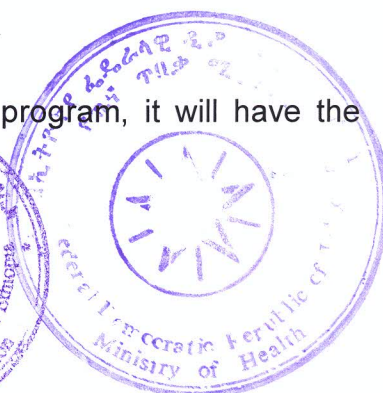
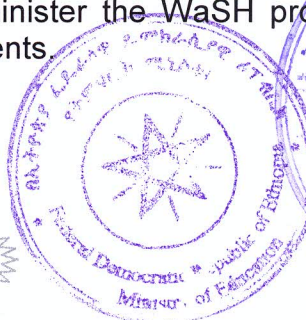
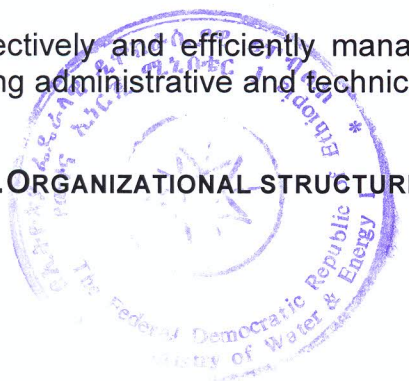


- Monitor and ensure that funds appropriated for the WaSH program are transferred on time, utilized for the intended purpose only and liquidated on time;
- Monitor and ensure progress reports are produced and forwarded to the concerned authorities on time;
- Exchanging of information and acting together before, during and after emergencies;
- Jointly mobilize resources during emergencies that have public health significance;
- Support the establishment of WaSH civic organizations and forums;
- Establishing National WaSH Technical Committee comprising of relevant Directors from each WaSH ministries and follow their accomplishments;
- Ensure WaSH structures are established and made functional in all administrative levels;
- Jointly organize and attend annual MSF meetings, national and international conferences and meetings and follow the progress and recommendations given;
- Jointly organize events that have high health impact such as “World Water Day, Hand Washing Day, World Toilet Day, Hygiene and Sanitation Festival” etc;
- Jointly undertake and support operational research that has a high impact on the WaSH sector;
- Undertake WaSH inventories in communities, schools and institutions on a regular and continuous bases;
- Ensure water for drinking and domestic use meets WHO drinking water guidelines and jointly or separately undertake water quality surveillance and exchange information on the outcomes. In line with meeting WHO drinking water guidelines ensure jointly that affordable and replicable household and community level defluoridization techniques are in place;
- Ensure that Water and sanitation schemes and facilities are properly designed and constructed not to pose health risk to the consumers;
- Ensure the WaSH WIF and strategy of the country is properly followed by all WaSH players.

5. ADMINISTRATIVE AND TECHNICAL ARRANGEMENTS

To effectively and efficiently manage and administer the WaSH program, it will have the following administrative and technical arrangements

5.1. ORGANIZATIONAL STRUCTURE



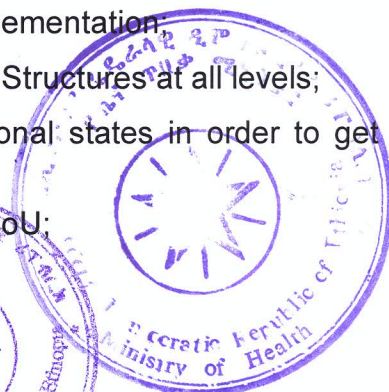
- 5.1.1. NATIONAL WASH STEERING COMMITTEE.
- 5.1.2. NATIONAL WASH TECHNICAL TEAM.
- 5.1.3. NATIONAL WASH COORDINATION OFFICE.
- 5.1.4. WASH MANAGEMENT UNIT AT EACH SECTOR MINISTRIES.

5.2. MEMBERS OF NATIONAL WASH STEERING COMMITTEE

H.E Minister of Water and Energy	Chairperson
H.E State Minister of Health	V/chairperson
H.E State Minister of Education	V/chairperson
H.E State Minister of Water and Energy	Member
H.E State Minister of Finance and Economic Development	Member
Invited Representative of DAG - water	Member
Invited representatives of the private sector/professional Associations	Member
Invited Representative of Civil Societies	Member
Director of Water Supply and Sanitation at MoWE	Secretary

5.3. DUTIES AND RESPONSIBILITIES OF NATIONAL WASH STEERING COMMITTEE (NWSC)

- The NWSC shall incorporate the steering committee activities into the official planned strategic activities of the respective sectors at the outset so that the activities will be given priority;
- The BPR and BSC of the sectors shall also incorporate the SC activities as strategic activities of the sectors;
- Review and endorse consolidated annual WaSH program plan;
- Review and approve annual budget of NWCO proposed by WaSH Technical Team ;
- Approve funds allocated from partners for sector ministries and regional states;
- Ensure fund allocation to sectors for WaSH implementation is based on agreed modalities /arrangements / block grant/sector plan action with partners;
- Oversee the proper functioning of M&E of WaSH program;
- Provide overall guidance and directions of the program implementation;
- Ensure the establishment and proper functioning of WaSH Structures at all levels;
- Advocate the MoU to the council of ministers and regional states in order to get recognition and support for the same;
- Promote and advocate regions to have their own WaSH MoU;



- Give decisions on matters related to WaSH submitted by NWTT;
- Represent the country in International WaSH forums , advocate for WaSH funding and monitor/track the change on most important Global commitments such as EThekweni and etc.;
- Conduct meetings every quarter. When deemed necessary one of the ministries could propose to convene an urgent extraordinary meeting;
- Ensure annual MSF is conducted and follow the implementation of the undertakings.
- Any other duties and responsibilities that will be identified in the course of time by NWSC

Meetings

- The steering committee shall convene meetings every quarter. When deemed necessary one of the signatory party could propose to convene urgent meeting;
- Decisions made by the Steering Committee are based on consensus.

5.4.NATIONAL WASH TECHNICAL TEAM

Members of the National WaSH Technical Team comprise appropriate Directors assigned by their respective ministries. Representative of the MoWE is designated as chairperson and Coordinator of the WaSH Coordination Office will serve as a secretary of the committee. The technical team is directly accountable to the National WaSH Steering Committee.

5.4.1. DUTIES AND RESPONSIBILITIES OF NATIONAL WASH TECHNICAL TEAM

- Facilitate inter-ministerial communication and cooperation;
- Prepare and submit strategic and annual plan for NWSC approval;
- Implement strategic decisions and directions made by NWSC;
- Liaise with donors and seek program support;
- Ensure financial disbursement is made based on decisions of NWSC;
- Ensure WaSH structures are established and maintained at all level;
- Regularly monitor the implementation of the program, provide guidance and report to the NWSC;
- Design program for experience sharing within and outside of the country;
- Staff , equip, support and supervise the NWCO;
- Establish and assign responsibilities to task groups as may be required;
- Design and manage the MSF and other review meetings and follow up the implementation of the undertakings;
- Ensure PoA of funded programs of respective ministries and Regional States is submitted timely ;

- Follow transfer and settlement of fund to and from regions is made timely;
- Review the consolidated national WaSH semi- annual and annual reports and submit to the NWSC;
- In collaboration with DPs organize JTR and MSF and get approval of the required budget;
- Communicate discussions and decision made by steering committee to their respective ministry and follow their implementation;
- Prepare agenda of steering committee meetings in consultation with NWSC Chairman, and forward the agenda to all members ahead of scheduled meetings;
- Execute any relevant assignment given by the Steering Committee;
- Conduct regular meeting every month and unscheduled/emergency meetings when necessary;
- In addition to traditional funding partners, search and engage new funding organizations.

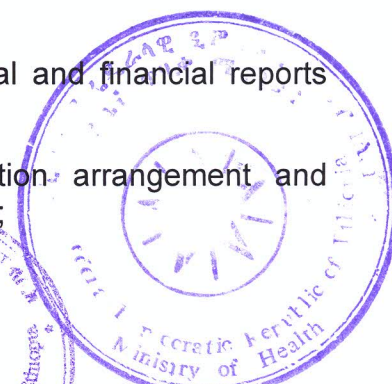
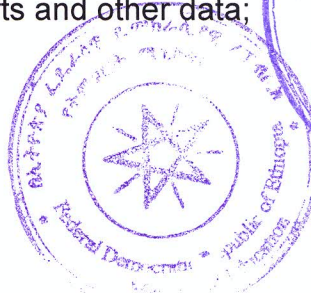
5.5.NATIONAL WASH COORDINATION OFFICE

Members are Federal WaSH Ministry's PMUs' focal persons supported with technical experts recruited by the NWTT;

The Coordination office will be accountable to the NWTT;

5.5.1. Duties and Responsibilities of National WaSH Coordination Office:-

- Ensure that the policies, plans , strategies and decisions of the NSC and NWTT are effectively communicated at all level;
- Support the establishment of RWCO in all Regional States and ensure its proper functioning;
- Identify and address need for program- wide manuals and guidelines;
- Promote and facilitate national networks among WaSH actors;
- Provide continuous support to the Regional WaSH sector Bureaus and regional coordination offices in planning and implementation of WaSH programs;
- Assist regions in drafting, finalizing and implementation of Regional MoU in the context of their regions,
- Consolidate National WaSH bi-annual and annual physical and financial reports and submit to Technical Team.
- Make recommendations to the NWTT on implementation arrangement and strategies based on analysis of M&E reports and other data;



- Make follow ups of timely cash transfer & liquidation of WaSH programs at all level;
- Conduct regular field visit to monitor the activities of WaSH programs and give feed backs to sector bureaus;
- In collaboration with development partners organize JTR, MSF and other meeting;
- Ensure regions have consolidated one WaSH plan;
- Organize and call meetings of RWCO staffs & WaSH focal persons of respective sector ministries ;
- Prepare and update different reporting and compiling formats;
- Facilitate experience sharing within and outside the country;
- Prepare agenda for National WaSH Technical Team;
- Maintain National WaSH management system and records;
- Assign champions that follow up the piloting and ultimate implementation of supply chain models in the country for ensuring sustainable and reliable WASH service;
- Assign a focal person that liaises with NGOs.

6. UNDERTAKINGS BY EACH WASH SECTOR MINISTRY

- Assign appropriate official to the National WaSH Technical Team;
- Establish WMU and designate WaSH focal person to liaise between NWMU and NWCO;
- Implement decisions made by steering committee and technical team in their respective ministries and provide status feed back;
- Evaluate the WaSH performance status of respective ministry in their regular sector performance evaluation and provide feed back to WaSH Technical Team and Steering committee;
- Closely monitor, evaluate and support regions in WaSH planning, implementation and reporting;
- Incorporate WaSH in the regular individuals performance evaluation system;
- Prepare own PoA, quarter, semi-annual and annual physical and financial report at a federal level and submit to National WaSH Coordination Office;
- Advice and assist respective Bureaus in the establishment of WaSH structures at regional and Woreda level.

7. SPECIFIC RESPONSIBILITIES OF SECTOR MINISTRIES IN PLANNING AND IMPLEMENTING THE WASH PROGRAM

Each ministry shall establish its WaSH Program Management Unit. The size, structure and composition of each of the units will vary from ministry to ministry depending on the magnitude and nature of the particular ministry's input to the WASH program. The Units will be housed in their respective ministries.

Maintaining the duties and responsibilities of Ministries vested on them by the parliament, major areas of WaSH related services designated for sector ministries are but not limited to:-

7.1. MINISTRY OF WATER AND ENERGY

- MoWE shall provide office with adequate space, office furniture, office supplies, and other facilities to National WaSH Coordination Office. In the future, this arrangement may be changed based on the decision of the SC;
- Provisions of safe and adequate drinking water for human consumption and domestic use from source to distribution for communities, schools, Health Facilities and other institutions;
- Undertake Water quality monitoring before construction and supply to the public;
- Plays leading role in establishing, strengthening and regulating supply chain system that enables the sustained use of WASH facilities;
- Through its appropriate structure give training on WaSH to WaSHCos, teachers, and other staffs, PTA;
- Ensure that Regional WMUs, Woreda Sector Offices and Town Water Boards have the directions, information, systems, skills and resources necessary to carry out their WASH mandate and achieve expected program results;
- Ensures that the WASH-related inputs and activities in the sector are effectively implemented and integrated into the WASH program at all level;
- Contributes to the preparation of consolidated National WASH plans and budgets;
- Ensures that program activities, strategies and results are monitored, evaluated and reported within the WASH framework and systems;
- Assists the Regions identify their program gaps and management deficits and provides them with the technical assistance or the capacity development they require;
- Builds linkages with and among the Regions - sharing information, progress reports and best practices;
- Demonstrates and fosters the integration and harmonization of the WASH program.

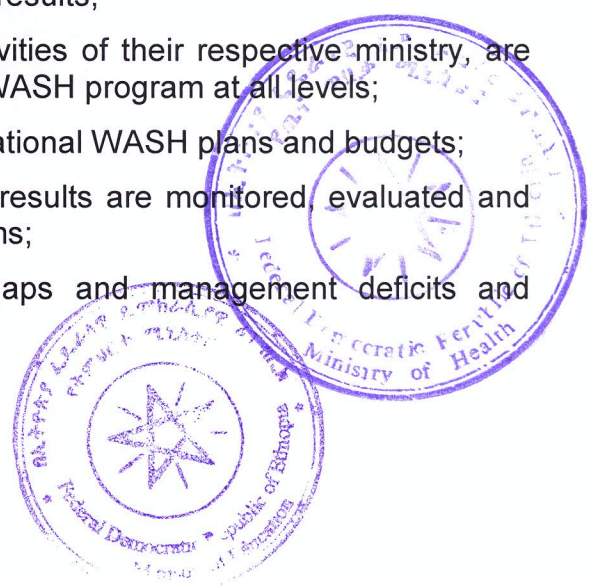
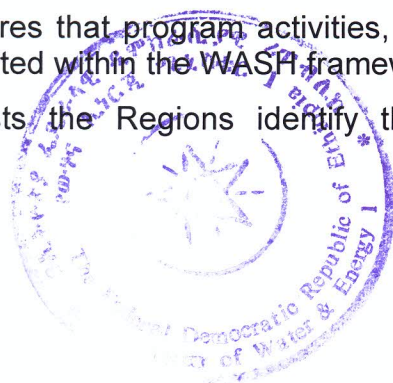
7.2. MINISTRY OF HEALTH

- Conduct training on Water Quality monitoring and surveillance, Hygiene Promotion, Community-Led Approaches and other WaSH issues ;
- Facilitate provision of sanitation facilities in Health Facilities and schools at all levels;
- Introduce appropriate sanitation technologies for on-site and off-site use;

- Monitor water quality for consumption before and after the scheme is commissioned office on time;
- Support RHB and make follow-ups on program implementation and appropriate fund utilization ;
- Ensure that Regional PMUs, Woreda Sector Offices and Town Water Boards have the directions, information, systems, skills and resources necessary to carry out their WASH mandate and achieve expected program results;
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- Demonstrates and fosters the integration and harmonization of the WASH program.

7.3. MINISTRY OF EDUCATION

- Ensure Water and sanitation schemes and facilities are provided in schools;
- Support the establishment of WaSH clubs in schools;
- Incorporate WaSH in school curriculum /or activities ;
- Through its appropriate structure facilitate for the provision of WaSH training to teachers, PTA and WaSH club.
- Submit PoA and quarterly, biannual and annual fund utilization and performance report of the MoE to WaSH Coordination office on time;
- In collaboration with the health sector mobilize school communities in popularizing hygiene and sanitation in their respective communities.(Roll of Woreda Education Desk);
- Ensure that Regional PMUs, Woreda Sector Offices and Town Water Boards have the directions, information, systems, skills and resources necessary to carry out their WASH mandate and achieve expected program results;
- Ensures that the WASH-related inputs and activities of their respective ministry, are effectively implemented and integrated into the WASH program at all levels;
- Contributes to the preparation of consolidated National WASH plans and budgets;
- Ensures that program activities, strategies and results are monitored, evaluated and reported within the WASH framework and systems;
- Assists the Regions identify their program gaps and management deficits and



provides them with the technical assistance or the capacity development they require;

- Builds linkages with and among the Regions - sharing information, progress reports and best practices;
- Demonstrates and fosters the integration and harmonization of the WASH program.

7.4. MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT

- Oversees the WASH GTP implementation;
- Communicate with WaSH sector ministries on WaSH fund programs and provide periodical update on WaSH fund disbursement and settlement;
- Ensure that fund transferred to Regions and Federal Ministries are based on PoA approved by the steering committee;
- Ensure to make replenishment request to donors regularly on quarterly basis based on forecasted expenditure and disburse funds to implementing agencies up on receipt of funds.
- Ensure that all implementing agencies have submitted the quarterly (IFR) and annual financial report timely.
- To track budget control MoFED has to ensure financial report from woredas and regions is disaggregated for water supply and, hygiene and sanitation;
- Ensure program annual account is timely closed and audited;
- Ensure the auditing of program account by setting audit TOR, hire and assign auditor, follow up the auditing and work on audit findings to amend weakness noted..
- Disseminate the audit report to all stake holders ;
- Ensures that program activities, strategies and results are monitored, evaluated and reported within the WASH framework and systems;
- Assists the Regions and Federal Ministries to identify their financial management gaps and provides them with the technical assistance or the capacity development they require;
- Builds linkages with and among the Regions - sharing information, progress reports and best practices;
- Demonstrates and fosters the integration and harmonization of the WASH program.

8. ACCOUNTABILITY

The signatories of this MoU well understood that:-

- the integrations of interventions in safe water supply, sanitation and hygiene as integrated at the same geographical location/ communities has significant health benefit and maximum contribution for the socio-economic development of the country;
- the overall essence of the WaSH integration through this MoU is to benefit from the

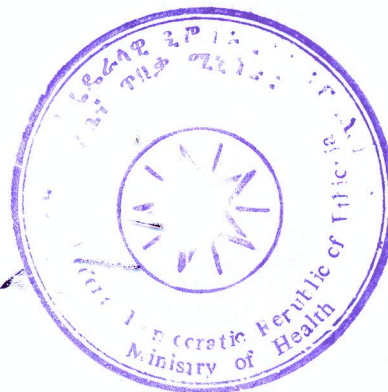
above mentioned advantages;

- the above mentioned WaSH integration is ensured through integrated planning, financing, implementation, monitoring and reporting of the WaSH program (one plan, one budget, one report).

Thus the signatories have committed themselves to ensure that their respective sectors and staffs assigned to the WaSH program are effectively working in one WaSH program and discharge their responsibilities set in this MoU;

Accordingly, the accountability of the signatory institutions and their staffs assigned to execute the program as per this MoU will be regularly monitored:-

- Each signatory ministries are accountable to the program Steering Committee and Technical Team with respect to ministries responsibility of the program;
- The Program SC , and TT periodically evaluate the performance of the program, contributions of each signatory ministries and take timely action;
- Each signatory ministry implements the decisions of the steering committee and TT and report back;
- The performance of each signatory ministry staff in the WaSH program management will be regularly monitored and evaluated within the ministry's regular evaluation system and feed back to Steering Committee.



9. APPLICATION OF THE MoU

The MoU will be applicable in all WaSH programs executed by MoWE, MoH, MoE and MoFED in whole or in part at country level.

This MoU shall serve as a framework of partnership for the period starting Hidar 2005 EFY and can be revised, amended upon request of any signatory Party.

This MoU may be ceased /revoked / when only all signatory parties agree to do so.

IN WITNESS WHEREOF, the Executive Heads of the Ministries have signed and sealed below.

On behalf of the Ministry of Water & Energy

Name.....

Position.....

Signature.....

Seal

On behalf of the Ministry of Health

Name.....

Position.....

Signature.....

Seal

On behalf of the Ministry of Education

Name.....

Position.....

Signature.....

Fuad Ibrahim
State Minister

On behalf of the Ministry of
Finance and Economic Development

Name.....

Position.....

Signature.....

ALEMAYEHU GURJO
State Minister