National initiative on strengthening Water Supply System Management (WSSM)

(ToR)

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1. INTRODUCTION

Access to safely managed drinking water and sanitation services and basic hygiene (WaSH) are foundations of human health, well-being, socio-economic development, and human dignity. It is a priority in global development policy, reflected in Goal six (6) of the Sustainable Development Goals (Water Institute & UNICEF, 2018).

However, the delivery of clean water supply through a highly decentralized system in a large, heavily populated and predominantly rural country is not without its challenges. Interruption of services, uneconomical operation of systems and inequitable distribution of water during shortage, prevailing of water borne diseases and prevailing of continuous shortages of water are the common phenomenon in most of rural areas in the Ethiopia (MoWIE, 2015).

Despite millions of money spent by charities, taxpayers and water users to increase access to water, many water points still break down prematurely or provide only seasonal access. Ensuring sustainability of services post-construction remains a challenge in Ethiopia's WASH landscape. National-level policies have prioritized a coherent WASH framework, bringing together ministries working on water, health, education and finance, and created a single consolidated account to channel donor funds for WASH investments. Still, much remains to be done to support woreda level governments to provide post-construction backstopping support to WASHCOs. (Florence Pichon/UNCEF, 2019).

Hence, the issue of sustaining functionality rate of the water supply system and seasonal fluctuations is an area that needs to be given greater emphasis (Techane Bosona & Girma Gebresenbet*, 2013) by all key stakes. Some of the reasons behind for these situations are lacking sufficient enabling, developing and sustaining the water supply and post construction management service delivery system. These are constantly challenging the water supply and sanitation sector severely.

Even if depicting the exact data of the schemes developed and its functionality rate throughout the country has required special consideration; Based on the result of the national WASH inventory before nine years ago (2010 baseline status) out of the total 92,588 existing water schemes in the country 18,750 (25%) were nonfunctional. After some years, the assumption of GTPI&II indicated that, the functionality rate is decreasing from 25-11.5%.

Hence, the GTP II has assumed to reduce the non-functionality rate of the rural water supply schemes from 11.5 to 7% by 2020 (MoWEI, 2015). As the construction of new schemes development is gradually increasing and data are fluctuating over time, the non-functionality rate is still not decreased to this percent (7%). Some other data are showed that the non-functionality rate is estimated to 20% (Water Institute* UNICEF*, 2018). Currently more than 200,000 rural water schemes are estimated to be available. The functionality rate is estimated to 11.5% to 20% (Averagely 15.75%). Therefor about 31,500 schemes (15.75%) are requiring additional operation and maintenance partner common effort.

Hence experiences documented by Water Development Commission and other WASH partners indicated that failure to give sufficient consideration for operation and maintenance during planning; construction and operation stages resulted in early system failure and rapid deterioration of many water supply schemes before its intended service and planned time.

To improve the existing weak management of schemes through some models of operation and maintenance systems for the water supply post construction services requires a due attention more than ever. The scheme management issues are requiring special attention and partners' coordination to manage it properly to fulfil the intended target.

In fact, some studies have considered variations of maintenance and operation approaches to manage the described issues by a range of actors: applying both supply and demand-driven triggers, operating under different financing mechanisms and business models. For many decades, many communities have relied on government and non-governmental organizations for their maintenance and spare parts requirements, which has been delivered free or subsidized heavily. The partners are practicing some of the financing mechanisms and business operation models in very fragmented ways. For instance, some models employed by Water Development Commission (SME), SNV (PLSPs), IRC WASH Ethiopia, COWASH, and others stakes are there.

Therefore, these practices are indicating and calling for sum up effort and partner integration to tackle the challenges emerging in the sector by providing tailor business model and finance mechanism. Sustainably supporting the sector to achieve its main target, the Partners (stakeholders) integration and collaboration is actually very important. These intended integrations of partners are an unreplaceable effort.

Therefore, the main objective of this TOR is to provide a guide for formation of a platform for Partners learning and resource mobilization framework. It is to strengthen the business models establishment and sustain them to Sustain Rural Water Supply Schemes management system in national level.

The National initiative on strengthening WS System Management is accountable to Water Development Commission. The initiative will have a Core group that will comprise a small member (up to persons) nominated from the initiative members.

2 . PURPOSE AND SCOPE OF PLATFORM

2.1 Purpose

The purpose of this plate form is to create a better coordination and harmonization of approaches and to technically collaborate and systematically integrate and harmonize approaches the actors to support the Water Supply System Management by mobilizing required resources and strengthening for its implementation process too. Key stakeholders and target beneficiaries for a common target are expected to manage water supply scheme system or modality and make the service sustainable in collaboration.

2.1 Scope of platform

The platform aims to engage all relevant partners (stakeholders) operating in the water, sanitation hygiene and WASH sector (all WASH actors including the government, Business, Finance and Academic institutions). The main focus of the platform is to better coordinate the partners, explore best model from existing rural water schemes management modalities practiced by different organizations and recommend other models or a hybrid of existing models as needed. The platform would recommend, support and the scaling up of the best model and practice/ies by way of creating enabling environment for full engagement of private service providers that include, but not limited to, securing concerned commitment at different levels from Federal to grass root districts, improving capacity limitations, leveraging financial and material resources, and harmonizing procedures, as deemed necessary, to overcome various challenges. Lessons from experiences of other African and Asian countries will also be considered and adopted modifying to the local context. The Platform understands as a number of rural water schemes management models can be

applied where they fit most in terms of ensuring sustainability of the schemes, and viability of the business.

3. OBJECTIVE

The main objective of this platform is to facilitate learning platform, generate new ideas and resources among Government, NGOs, Donors, private sectors and other actors and resource mobilization to Sustain Rural Water Supply Schemes management system (Operation and maintenance) by creating a tailored business model and finance mechanism in a very integrated approach.

Specific objectives

The following are the specific objectives:

1) Understanding a common effort and frame a leading document as a tool to Partners learning and resource mobilization platform.
2) Creating a learning platform, generate new ideas to integrate key partner in the strengthening Water Supply Schemes management system.
3) Serving as an advocacy team for effective, efficient and standardized rural water schemes management system (operation and maintenance services) to ensure sustainability of water schemes in national level.
4) Review a range of existing and newly emerging approaches in O & M services for Ethiopian rural WASH services.
5) Resource mobilization (fund rising), initiatives and committed to the intended target.
6) Support on how to address the O & M issues in very technical and systematic way through identifying and agreed mechanisms and business models tailoring to all water supplying system.

4. MEMBERSHIP & COORDINATION OF THE PLATFORM

Water development commission (WDC) will coordinate brings together different partners active, including: Regional Water Bureaus, IRC WASH Ethiopia, COWASH, SNV, CARE, UNICEF, WVE, Oxfam International, Water Aid Ethiopia and other WASH actors. Recognizing the forefront experience in implementing and financing rural water schemes maintenance activities and launch

the platform formally, coordination of the platform is accounted for WDC. The platform is chaired by Deputy Commissioner of WDC. The Commission will take the required measures to institutionalize the platform into existing water sector coordination team. The Platform is an informal structure and will not be officially registered as an independent legal entity.

From the experience perspective, practice they have in the process of water asset management, knowledge management and best lesson modeling practice, IRC WASH Ethiopia will technically assist the coordination of this plat form to perform well and serve as secretariat of the platform. Membership is open to all relevant stakeholders so that membership size will increase gradually.

The National Initiative on Strengthening Water Supply System Management will have regular quarterly meeting and venue (in post COVID 19 periods) to be decided by member organizations later based on the appropriateness of time, place and resource required accordingly. Organizing virtual meeting shall be the option in the period of COVID 19 pandemic. WDC will create a website to make available all rural water supply operation and maintenance policy documents, research papers, reports and the like.

Roles and responsibilities of Chairperson/Institution

- Coordinate the entire initiative and Chair the initiative meetings
- Liaison the initiative with decision makers/lead discussion and communication with Policy and strategy makers with the support of the Core group
- Lead presentations, seminars, dialogues, etc on behalf of the initiative; if necessary, he/she can delegate any initiative members for the same roles

Roles and responsibilities of the secretary

- Drafting and circulating agendas for feedback by members
- Drafting minute of meeting and circulating to members for comments
- Finalize minute of meeting and recirculate to members
- Circulate any relevant new ideas and publications from members or outside initiative members to all initiative members.

Roles and responsibilities of the core members

- Collaborating with Chairperson and Secretary to implement the common objectives
- Identifying funding opportunities, mobilizing and implementing with the general purpose of the platform.
- Participate in writing fund raising proposal and other common activities.
- Constantly follow-up and take part the implementation of the platform plan.
- Assisting in identifying and compiling existing best O&M models in the country and abroad.
- Creating a learning platform by providing a targeted up to date on the website

5. PLATFORM COORDINATION TEAM MEMBER (CORE GROUP)

S.M	Name	Organization	Responsibility	Remark
1	Shewenesh W/Meskel	WDC	D/commissioner	
2	Lemessa Mekonta	IRC WASH -Ethiopia	Country Director	
3	Meaza Kebede	COWASH	Gender & MSE Specialist	
4	Mahteme Tora	SNV	WASH sector leader and project Manager	
5	Anteneh Worku	WDC	Project T/assistance	
6	Workineh Wondimu	WDC	Project T/assistance	

6. REQUIREMENTS FOR SUSTAINING O&M

The essential component of a sustainable O&M approaches is basically related with the following:

Skills up: Capacity building of business models to ensure that they are effective in their participation at the various stages of the RWS O&M activities. Considerable investment should be made in terms of time and funding to effectively carry out capacity building initiatives.

Awareness: User communities' appreciation of the advantages of reliable and adequate safe water supply. This will see the manifestation of economic and social benefits and improvement in their health status. This is achieved through public campaigns.

Availability of spare parts: The necessary materials and equipment should easily be available in the intended area to keep the systems operational using the skills imparted during the capacity building process. Sustainable supply chains should be established at the Woreda level for providing necessary spare parts and materials at a reasonable market price.

Adequate fundraising: Financing towards O&M activities at the community level should be developed and enhanced. This should include accurate cost determination of O&M for different available technologies.

Making funds available for O&M business models: Identification and facilitation of income generating activities will have to be undertaken by the Government and support actors. The establishment of loan schemes could be a bridge towards the operators or enterprises financial independence in effectively managing their RWS systems.

Legal provisions: Appropriate legal provisions such as statutory instruments, bylaws, regulations and other similar initiatives should be introduced. This will prompt the operators to be committed and to establish clear ownership of the facilities.

♣ **Monitoring and evaluation:** There should be effective monitoring of the entire set up of the O&M systems to ensure sustainable O&M is achieved.

♣ **Mechanism of quality control:** Mechanisms should be developed that will ensure good workmanship of the water supply installations. Poor workmanship is a recipe for failure of efficient and effective O&M systems

6. Learning and integration of the partners

The procedure to create the learning platform among the partners including Water Development Commission, Regional water buraus, donors and various actors will be based on the agreement of the participating on the platform and available resource. For time being small group members conversation and video conference (zoom or/and skype) will be used. The video conference is used mainly until COVID 19 restrictions are lifted across the country. In this regard,

- Water development commission and IRC Ethiopia are coordinating the program intimately.
- Learning and communication channel will be provided for participating partners at a platform accordingly

- During the learning process all partners are expected to present their experiences based on their current and past practices on water supply scheme management (maintenance and operation) trend and related issues.
- From their last practices and trend, the participants are expected to recommend an updated approach and mechanism that they are assuming the best for management according to their experiences.
- Partners are encouraged to conduct analysis on strengths and limitations of scheme maintenance modality that they are familiar to justify scaling up of the modality.
- As situations allow, consultations of the platform will be organized in a conventional way.
- Some approach for water supply scheme management system (maintenance and operation) are identified and proposed to implement accordingly.

7 . MAJOR TASKS

The essence of this effort is to sustain safe and clean drinking water supply system in adequate quantity and desired quality in a timely service delivery approach, economical and sustainable basis. To achieve and encourage this water supply system and its operation and maintenance the seven actions required to be done are described the following millstones.

A. Planning

1) Discuss and develop strategies and guidelines on how to mainstream rural water supply O&M modalities into WASH sector planning at all levels by all partners.
2) Develop mechanisms on how to best coordinate the planning and implementation of RWS O&M in WASH sector.
3) Review and contribute to the mainstreaming of RWS O&M to the updating of the next GTP III planning.

B. **Financing RWS sand O&M**

1) Develop strategies and processes on how the Government and Development Partners can jointly deliver finance to ensure sustainability of rural water supply schemes through scaling up of proven O&M modalities.
2) Develop strategies and processes on how to meet the needs of increased capacity at all levels to plan and implement rural water supply schemes operation and maintenance.

3) Summering raised ideas and main ideas during discussion from the participants to provide a comprehensive supportive and fund-raising proposal.

C. Monitoring

1) Develop key performance indicators for RWS O&M activities to be used by all WASH sector partners.
2) Ensure that OWNP monitoring and reporting includes analysis of RWS O&M interventions as per agreed performance indicators.

D. Information Sharing

1) Establish a WASH information hub which provides all available RWS O&M modalities to all partners at any time.
2) Collecting ample ideas from key stakeholders participating from Regional water buraus, Water development commission, IRC Ethiopia, COWASH, SNV and other actors including some donor agents.
3) Identifying the best practices from the implemented projects and programs to tailor and modify in existing situation in Ethiopia, regional and city administration context respectively.
4) Document and disseminate emerging lessons for evidence-based learning
5) Provide a learning platform to create a collaborative and integration room for key stakeholders.

E. Capacity Building

1) Collaborate and build capacity of WASH sector partners on RWS O&M manuals developed by Ministry of Water, Irrigation and Electricity,
2) Depend on the demand emerging, revising the RWS O&M manuals accordingly,

F. Research and Advocacy

3) Encourage the participation of research and academic institutions in RWS O&M research in order to provide evidence-based documentation and encourage innovations.
4) Use research findings to produce advocacy materials for awareness creation and scaling up of proven modalities.
5) Advocating WASHCO legalization to promote demand side.

6) Commonly identifying and reviewing existing trend, bottlenecks and practice to modify the fragmented and unsustainable implemented pilots' projects existing in Ethiopia and Africa level?
7) Review existing rural water schemes maintenance modalities thoroughly, document and lessons learnt. The review process includes, but not limited to, compiling existing project performance, manuals, procedures, and training materials.

G. Private Sector

1) Private sector is expected to play a vital role in RWS O&M interventions. The consultant companies, private entrepreneurs and factories are expected to contribute a lot to the RWS O&M activities.
2) Workout with Regional Water Bureaus and Job Creation Agency to have a milestone for inclusion of female and persons with disabilities as private service providers/entrepreneurs not only as a member but also in holding leadership positions.
3) Workout with Ministry of Finance and Trade and with that of Regional Bureaus on categorization of business type, licensing, renewal and taxation issues for water / WASH sector businesses.

8. EXPECTED DELIVERABLES AND OUTPUT

Taking sufficient time and commitment to learn on the identified issues the following deliverables and output will be achieved.

7) A learning and resource mobilization platform is provided at a national level using advised communication channel (either virtual meeting or in the conventional method with due consideration in taking the required precautions to prevent spread of COVID 19 pandemic)
8) Critical gaps will be identified during the learning process and a common understanding will be taken.
9) Considerable actors and Officials will be participated on the platform to give special attention for the mission.
10) Tailored business models and supporting mechanism are proposed according to the natural background of the regions and city administrations in the country.

11) Using proposed document satisfactory funds and support mechanism will be mobilized significantly.
12) Planned funds and support mechanism from various initiatives and donors is secured.
13) Valuable lesson will be taken in the process of this determination.
14) Rural water supply scheme management (operation and maintenance) website will be created
15) Existing RWS operation and maintenance modalities is documented, transferred and scaled up shared with stakeholders.

ANNEX

A. 2013 EC action plan

The national Initiative to strengthen Water supply system management has developed one-year action plan (July 2012- June 2013 EC) with the following priorities:

1. Undertaking regular members meeting

   Members meeting will be undertaken on regular basis for a wider members group as indicated in the TOR of the initiative; similarly, the core group meeting will be organized whenever and wherever deemed necessary by the core group members.

2. Concept note/proposal development for resource mobilization

   The initiative will prepare a clear proposal/concept note for raising funds towards operationalizing the platform and document different initiatives of rural water supply operation and maintenance.

   Table 1 and 2 show the detail activities plan and the required resources respectively for 2013 Ethiopian fiscal year

Table 1: Activity plan for National Initiative on Strengthening Water Supply System Management

Activities	Schedule	Lead
Develop Initiatives' TOR and get endorsed by members	August 2020	Core group
Promotion of the National Initiative on Strengthening WS System Management platform	Continuous	All members
Undertaking regular meeting for wider members	Quarterly	Core group
Undertaking Core group meeting	As required	Core group
Identifying and reviewing existing trend and practices in various level.	Continuous	All members
Documenting every step for identifying best practices	Continuous	All members
Identifying the best practices and modify an approach tailoring to existing situation of scheme management aspects	Continuous	All members
Website development for the platform center	October 2020	All members
Provide a comprehensive supportive and fund rising proposal	Within 4 months	
Provide a comprehensive guiding document	Within 6 months	
Organizing wider group Learning and sharing event on RWS O & M	Twice a year (WDC will take the responsibility for the first round)	

B. Required finance

The WDC shall cover or arrange birr 1.5 million to materialize the establishment of the learning and resource mobilization platform. Following its establishment, members shall provide or mobilize the platform from different sources. The costs of participation of each member in a regular meeting of the platform will be borne by each individual organization except in rare cases for those organizations that could not otherwise afford to participate in meetings of the platform.

To undertake the entire intended platform tasks and assumed amount of finance required is indicating in table 2.

Table 2: The required resources for activities of 2013 Ethiopian fiscal year

Team tasks	**Description**	**Cost (ETB)**	**Remark**
Arrange a first Short and small consultation venue		100,000	
Partners capacity Building	Lump	260,000	
Short term consultancy and compile existing RWS maintenance modalities	Lump sum	100,000	For Assessment team
Consult and Compile a fund-raising Proposal	Lump sum	50,000	For assigned team
Follow up the fund-raising proposal	Lump sum	3000	Communication cost
Arrange a consultation venue	Lump sum	750,000	Conference and re plan on fund raised
Contingency	Lump sum	215,400	
Total		1,500,000.00	