

# Sector collaboration: a case study from Ethiopia



Multi-Stakeholder Forum (MSF) 5 in November 2012 (Photo by COWASH)

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## Acronyms

BoFED	Bureau of Finance and Economic Development
CBP	Capacity Building Project
COWASH	Community-Led Accelerated WaSH (Program)
CSO	Civil Society Organisation
CWA	Consolidated WaSH Account
DAG	Development Assistant Group
DAG-WTWG	Development Assistant Group Technical Working Group for Water
EMIS	Education Management Information System
EUWI	European Union Water Initiative
GDP	Gross Domestic Product
GoE	Government of Ethiopia
GTP	Growth and Transformation Plan
HR	Human Resources
HSC	Health Science College
JTR	Joint Technical Review
M&E	Monitoring and Evaluation
M&E-MIS	Monitoring and Evaluation Management Information System
MDG	Millennium Development Goal
MIS	Management Information System
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
MoWR	Ministry of Water Resources
MSF	Multi-Stakeholder Forum
NGO	Non-Governmental Organisation
NWCO	National WaSH Coordination Office
NWI	National WaSH Inventory
NWSC	National WaSH Steering Committee
NWTT	National WaSH Technical Team
O&MM	Operation and Maintenance Management
OCHA	Office for Coordination of Humanitarian Assistance
ODF	Open Defecation Free (status)
OWNP	One WaSH National Program
PIM	Program Implementation Manual
RWSC	Regional WaSH Steering Committee
SWAp	Sector Wide Approach
TVETC	Technical Vocational and Educational Training College
UAP	Universal Access Plan
WaSH	Water, Sanitation and Hygiene
WASHCO	Water, Sanitation and Hygiene Management Committee
WIF	WaSH Implementation Framework
WMU	WaSH Management Unit

**Key words:** WaSH, review, stakeholders, capacity, implementation, process, sector wide approach

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# 1 Introduction

## 1.1 Purpose of this document

This has been prepared to capture the history and development of the Water Supply, Sanitation and Hygiene (WaSH) sector development in Ethiopia focusing and seeking to explore the notion of sector collaboration as an instrument for sector awareness creation, ownership and capacity – so that more people have access to sustainable WaSH services.

It will focus on the sector review processes between 2006 and 2012, and seek to answer questions such as:

1. What does the sector review process in Ethiopia look like?
2. What are the major achievements over the six year period 2006-2012?
3. What are the requirements to sustain the various aspects of collaboration arising from the sector review process?

## 1.2 Some background on Ethiopia

Ethiopia is located in the Horn of Africa. Based on the national census of the year 2007, Ethiopia had a population of 73,918,505 with an estimated growth rate of 3.2%, for a current population estimation of 86 million, of which 17% live in urban areas. Ethiopia covers an area of 1.14 million square kilometres. It has nine regional states under its Federal administration system.

Ethiopia has borders with Sudan and South Sudan to the west; Eritrea to the north and north-east; Djibouti to the east; Somalia to the east and south-east, and Kenya to the south.

The Ethiopian economy has shifted to a higher growth trajectory since 2003/04. This has been sustained, and during the last five years overall real growth domestic product (GDP) has grown rapidly at an average of 11% per annum. Agriculture, Industry and Services have registered an average annual growth rate of 8.4%, 10% and 14.6% respectively (Growth and Transformation Plan [GTP] 2010-2015, 2010).

Ethiopia, with its different geological formations and climatic conditions, is endowed with considerable water resources and wetland ecosystems: it has 12 river basins, about 14 major lakes, as well as many constructed reservoirs. However, it has very uneven spatial and temporal distribution and historically low investment in water infrastructure.

The majority (80-90%) of surface water potential is generated in the four river basins in the west and south west portion of the country. Less than 20% of surface water potential is generated in the river basins in the east and central portion of the country where around 60% of the population resides.

Roughly 85% of people live in rural areas, and access potable water through shallow wells, deep wells and springs. Much of the water is unprotected and extracted from rivers, springs and hand dug wells, as well as some rainwater harvesting.

### 1.3 The WaSH sector in Ethiopia

There has been substantial decentralisation in the sector since 1995, with more authority passed to Districts, along with transfer of staff and budgets, from 2002.

According to Calow, Nicol and Abebe (2012), water scarcity is experienced by approximately 46 million Ethiopians, with its “root causes in governance, financing, and access, rather than water availability” (p 1).

Low performance in the WaSH sector has been ascribed to uneven spatial distribution of water resources, low level of infrastructure development, the trans-boundary nature of Ethiopian rivers, lack of enforcement of existing regulations, climate change, low levels of capacity at different levels of government and high staff turnover, and shortage of financial resources and huge investment requirements (Girma, 2013).

According to the latest National WaSH Inventory data in 2011 access to water and sanitation is 52.1% and 63% respectively (NWI, 2011a). The same data also reveals the institutional WaSH access as follows:

**Table 1 Institutional WaSH access**

Institution	Latrines (%)	Improved Latrines	Water Supply (%)
Schools	80.6	32.7	31.4
Health	Not available	84.5	31.9

Source: GoE, 2011a

61% of water budget and 70% of sanitation budget is financed by external agencies (Donors and NGOs). During the last five years WaSH sector received on average 3% of the national budget, 6% of regional budget and 2% of woreda (district) budget. The share of water in the national budget has declined from 4% in 2006 to 2.5% in 2010 (almost by 50%). (Girma Aboma 2011).

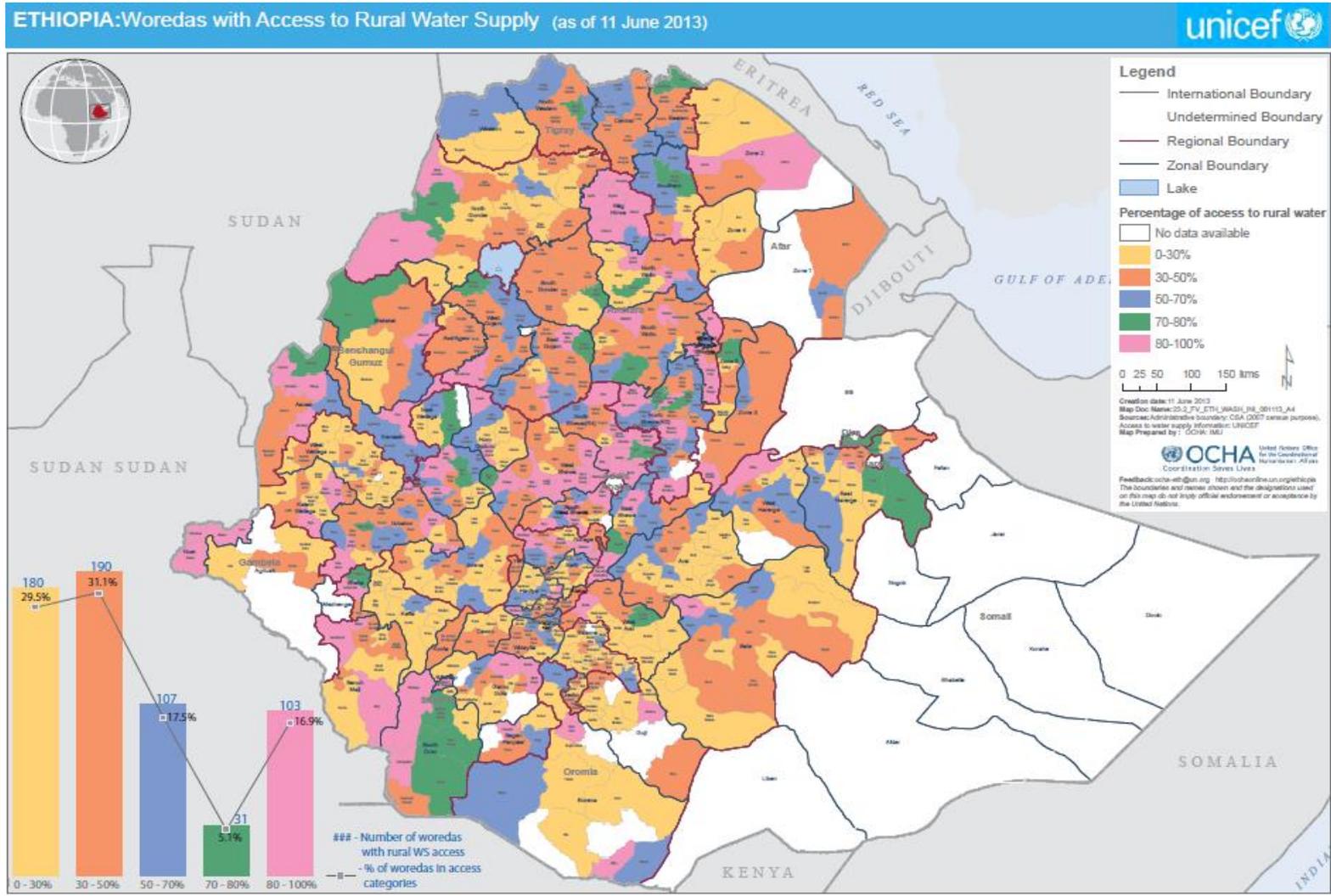
There is no national water utility, and no national regulator. However, there are Regional Water Bureaus (which are important for planning investments and capacity building) in each of the nine regions.

In the GTP the targets for access to safe water supply to be achieved by 2015 are 98%, 100% and 98.5% for rural, urban and combined rural and urban settings respectively.

The targets for sanitation and hygiene set out in the Universal Access Plan (UAP) are that all Ethiopians will have access to basic sanitation by 2015; 77% of the population will practice hand washing at critical times, safe water handling and water treatment at home; and 80% of communities in the country will achieve open defecation free (ODF) status. Figure 1 (the map) below is used in assessing Woreda<sup>1</sup> water supply access status, and is based on NWI data. It enables decision making in prioritising resources and support.

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<sup>1</sup> Woreda is a District government structure.



**Figure 1 Map depicting Woreda water supply access status**

Source: OCHA, in collaboration with the WASH Section, UNICEF, Addis Ababa, June 11, 2013

## 1.4 Governance and administration of the WaSH sector

In terms of governance in Ethiopia, there are five divisions:

1. Federal government, with its capital in Addis Ababa.
2. There are nine Regions and two city administrations (each with a Water Bureau).
3. There are over 70 Zones. (Some of the Zones are important for ethnic reasons, and have autonomous status. These are called “Special Zones”.)
4. There are 805 Woredas (Districts). Each Woreda has a Water Office.
5. There are around 16,000 administrative Kebeles (comprising several villages or “peasant associations”).

The Ministry of Water and Energy (MoWE) takes leadership for sector development through the National WaSH Steering Committee (NWSC). Three other Ministries closely involved in WaSH are: Health (MoH), Finance and Economic Development (MoFED), and Education (MoE).

Specific Directorates in these four Ministries take responsibility for WaSH through the National WaSH Steering Committee (NWSC) and the National WaSH Technical Team (NWTT). There is a similar structure at Regional level. The lowest WaSH financial management level is the Woreda (District), and the lowest WaSH governance level is the Kebele.

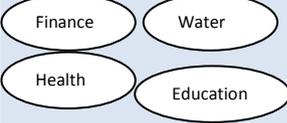
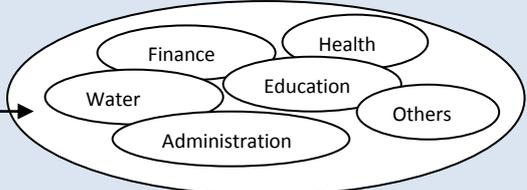
Addis Ababa has a Water and Sewerage Authority which provides water and sewerage services. Cities and small towns have Town Water Boards which contract out service provision to private operators.

At District Level the Woreda (District) WaSH Team is led by the District Administrator. Its members are from the four WaSH sector offices, and include additional members from Women Affairs and Agriculture offices.

In rural areas communities form water, sanitation and hygiene management committees (WASHCOs) which operate water systems and promote sanitation. They are supported by the Woreda and Kebele WaSH Teams. Sanitation and hygiene is also promoted through the Health Extension Program using 38,000 Health Extension Workers (two female workers in each Kebele) and the Health Development Army, a one to five network in the community.

The arrangements for governance and administration are depicted in Table 2 below.

**Table 2 Structural arrangements for WaSH**

Level	Governance and Guidance	Oversight and Management	Program Implementation	Program Coordination
National	National WaSH <b>Steering Committee</b>	National WaSH <b>Technical Team</b>	National WaSH <b>Management Units (WMUs)/ Focal Person</b> 	National WaSH <b>Coordination Office</b> 
Regional	Regional WaSH <b>Steering Committee</b>	Regional WaSH <b>Technical Team</b>	Regional WaSH <b>Management Units (WMUs)/ Focal Person</b> 	Regional WaSH <b>Coordination Office</b> 
Special Zones (or other Zones where applicable)	Zonal WaSH <b>Management Team</b>	Zonal WaSH <b>Management Units - or Focal Persons (Water, Health, Education, Finance)</b>	Zonal WaSH <b>Management Units - or Focal Persons (Water, Health, Education, Finance)</b>	Zonal WaSH <b>Coordination Office</b> 
Woreda	Woreda WaSH <b>Steering Committee</b> (Woreda Cabinet)		Woreda WaSH Team 	
Town/ City	Town/ City WaSH <b>Steering Committee</b> (Town Cabinet)		Town/ City WaSH Technical Team Municipality Health Office Education Office Town Water Board Town Water Utility	
Kebele and Community	Kebele <b>Administration</b> (Manager)  Kebele <b>Development Committee</b>		Kebele WaSH Team Health Extension Workers Water Extension Workers/ Technicians <sup>2</sup> Development Agents School Teachers Other relevant Community WASHCOs	

Source: GoE, 2011a

<sup>2</sup> Water Extension Workers and/ or Technicians are assigned to Kebeles where low-cost household and community level technologies are being widely implemented by community members.

## 2 Concept of the sector review process

### 2.1 Introduction

The WaSH sector in Ethiopia pre-2004 was characterised by the following limitations (Girma, 2013):

1. Project based interventions, and little or no attempt to integrate water, sanitation and hygiene.
2. No coordination arrangements.
3. Few donors and civil society organisation (CSO) involvement, and small budgets.
4. Supply-driven approach.
5. Government as financier, implementer and operator.
6. Minimal role of community ownership and very little private sector involvement.
7. Weak sector capacity (government at all levels, community and private sector).
8. Little WaSH coverage, poor operations and maintenance, and poor hygiene and sanitation practices.
9. Low levels of involvement of women.
10. No WaSH strategic plan.
11. No Health Service Extension Program.

The European Union Water Initiative (EUWI) was launched at the 2002 World Summit on Sustainable Development in Johannesburg, South Africa. Its purpose was to support the achievement of the Millennium Development Goals (MDGs) for water supply and sanitation in the context of an integrated approach to water resources management.

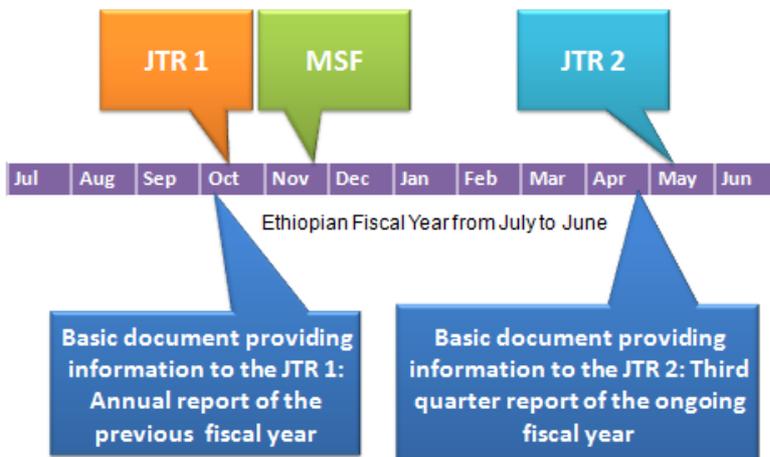
Ethiopia was selected by the African Ministers' Council on Water as one of ten pilot African countries for the initiation of Country Dialogues on Water Supply, Sanitation and Hygiene. The Ethiopian Country Dialogue was launched on 30 November 2005, and gave rise to the WaSH joint sector review process which began in 2006.

The review process was set up to provide an opportunity for all stakeholders to influence, participate in and become owners of policy development and implementation. It was also set up to facilitate awareness creation, learning and capacity development.

Essentially, it was set up to move the sector towards a programmatic approach to help accelerate implementation and to achieve UAP targets.

### 2.2 Timing of the review cycle

It was envisaged that the annual sector review process would be comprised of two joint technical reviews (JRT 1 and JRT 2) and one Multi-Stakeholder Forum (MSF) within the financial year July – June, as depicted in Figure 2 below.



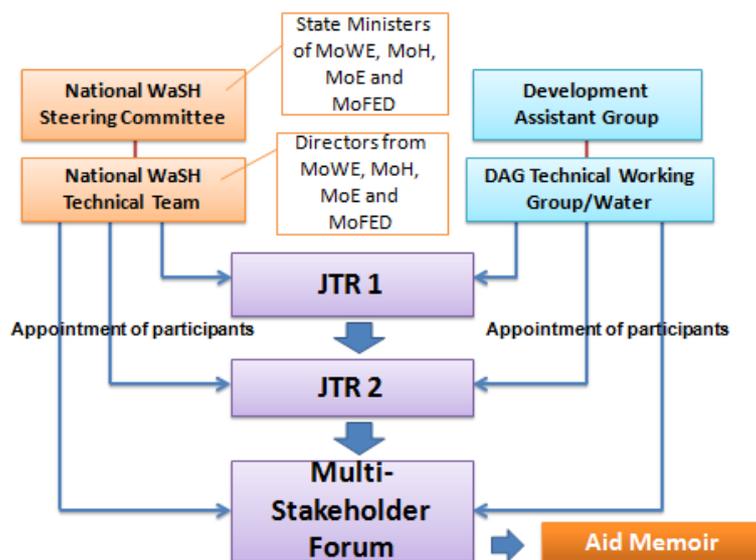
**Figure 2 The sector review process within the financial year (as initially envisaged)**

Source: Arto Suominen, 2013

### 2.3 Governance structure of the review cycle

The WaSH sector review process is led by the NWSC comprising the four sector Ministries. Implementation of the review process is carried out through the NWTT. Development partners (including donors, CSOs, the private sector, researchers and academics) are represented through the Development Assistant Group Water Technical Working Group (DAG-WTWG).

Each MSF was intended to culminate in a signed Aide Memoire containing sector undertakings for the next year. The governance structure is depicted in Figure 3 below.



**Figure 3 Governance structure of the review cycle**

Source: Arto Suominen, 2013

## 2.4 Purpose of the review cycle

The purpose of the JTR review cycle is to:

- Reach an agreed statement of progress in the sector over the review period, and
- Reach consensus on priority policy and program actions, including clear identification of responsibility for their achievement, to improve sector performance over the next review period.

The purpose of the three annual events comprising the JTR is to:

1. JTR 1 – Review the physical and financial annual plan and progress of the WaSH National Program.
2. MSF – Review progress on policy issues and commitments (with a broad selection of invited participants including government, donors, civil society, the private sector, academia and researchers) and reach to an agreement on the undertakings signed by partners in an Aide Memoir.
3. JTR 2 – Review the progress of the annual plans and implementing the undertakings agreed in the MSF.

The NWSC is accountable for the coordination and performance of the sector, and reports on this at the annual MSF. The NWTT is accountable for reporting at the six-monthly JTRs.

Involvement in this process is seen as key to building capacity to understand, asses, analyse and develop the sector.

The WaSH sector review cycle, with its purpose, timing, content, reporting and participation is depicted in Table 3 below.

**Table 3 The WaSH sector review cycle**

Event	Joint WaSH Technical Review 1	Ethiopia WaSH Multi-Stakeholder Forum	Joint WaSH Technical Review 2
<b>Purpose</b>	Review physical and financial progress of National WaSH programme	Review progress on policy issues and commitments	Review progress on actions agreed at JTR 1 and WaSH program implementation
<b>Timing</b>	Semi-annual: October	Annual: 4 weeks after JTR 1 – November	Semi-annual: May
<b>Content</b>	Use data from previous financial year and latest construction season  Assess efficiency of implementation Appraise plans and procurement for the year ahead  Government confirms official sector progress DAG-TWGW confirms financial resources available	Open multi-stakeholder forum  Review achievements of last 12 months Review progress on WaSH Capacity Building  Present priorities for next 12 months Reach consensus on strategic and policy actions – MSF Undertakings Issue agreed MSF Statement	Monitor implementation, including monitoring field trips, and make recommendations for next year work programme and budget Assess quality of work and approaches  Review region specific issues  Review consolidated WaSH plans  Review progress on sector initiatives
<b>Report</b>	Annual JTR 1 Report	Agreed Aide Memoire from JTR 1 Progress report on MSF Undertakings Progress report on WaSH Capacity Building	JTR 2 Report – progress report on actions from JTR 1 Regions’ progress reports on implementation
<b>Participation</b>	Selected participants from government, DAG-TWGW, Civil Society, Private Sector	Broad selection of invited participants from government, DAG-TWGW, Civil Society, Private Sector, academia, researchers	Selected participants from government, DAG-TWGW, Civil Society, Private Sector

Source: Arto Suominen, 2013

## 2.5 Regional structure and process

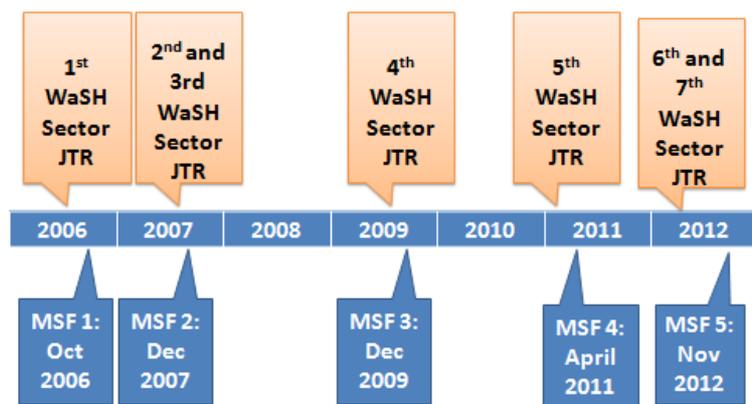
At Regional level there is a technical structure similar to the NWSC and NWTT. At Regional level WaSH is led by the Regional WaSH Steering Committee represented by the Heads of the four sector bureaus on the Committee. The technical leadership of the sector is provided by the Regional WaSH Technical Team represented by the Core Process Owners of the sector bureaus.

Prior to both JRTs, progress reports from Regions are sent to the NWTT. Field visits and regional consultations are undertaken, as necessary, to inform and/ or confirm information.

## 3 History of the sector review process: 2006-2012

### 3.1 Introduction

At the time of writing (August 2013) there had been seven WaSH sector JTRs and five MSFs, as depicted in Figure 4 below.



**Figure 4** WaSH sector reviews carried out to date

Source: Arto Suominen, 2013

### 3.2 The first WaSH Sector Review in 2006

The first Review was conducted in August and September 2006 in Addis Ababa by the joint sector working group established and assisted by the DAG-WTWG. The members of the sector working group were from Federal government Ministries, donor organisations, CSOs and the private sector.

The first sector review report was presented at the first joint Water, Sanitation and Hygiene Multi-Stakeholder Forum (MSF 1) in October 2006 held in Addis Ababa. The MSF 1 had over 200 participants from the Federal and Regional WaSH sector partner organisations.

Both the JTR 1 and the MSF 1 were welcomed as an opportunity to develop the capacity of sector stakeholders through active participation in reviewing progress, and MSF 1 strongly recommended continuation of this annual practice.

MSF 1 culminated in the MSF 1 Aide Memoire (GoE, 2006). The Aide Memoire contained the priority discussion areas and agreed undertakings for the next year to address challenges, as depicted in Table 4 below.

**Table 4 Issues discussed and undertakings made at MSF 1**

Priority discussion areas	Nine agreed undertakings to address challenges (2006)
<p><u>Sector progress</u></p> <p>The MDG targets and universal access targets set by the Government of Ethiopia (GoE) required extension of water services to almost 50 million people, and sanitation services to more than 60 million people over the next nine years.</p> <p>The development of a UAP for water was seen as a priority.</p>	<p>1. Popularize and operationalize a UAP for water.</p> <p>2. Disseminate and communicate WaSH sector policies.</p>
<p><u>Policy and regulation</u></p> <p>WaSH policies were more or less in place, but strategies, regulations and guidelines, especially for hygiene and sanitation, were missing.</p> <p>The development of a hygiene and sanitation strategy was seen as a priority.</p>	<p>3. Implement policy and regulatory measures to increase private sector participation.</p> <p>4. Establish and improve regulations for community management in the sector.</p>
<p><u>Implementation, capacity building and coordination</u></p> <p>Challenges were noted as capacity (especially at District level), water resource mapping and monitoring, cost effective technologies, health extension services, private sector involvement in service delivery, and supply chains.</p> <p>Harmonisation of implementation and financial procedures, and the development of a capacity fund were seen as priorities.</p>	<p>5. Enhance and harmonise financing mechanisms.</p> <p>6. Implement an M&amp;E system for WaSH.</p> <p>7. Plan, budget and scale up existing human resources (HR) activities.</p>
<p><u>Financing, planning, information and M&amp;E</u></p> <p>Challenges were noted as reliable data (to identify the exact physical and financial gaps for planning and prioritisation), and information and reporting mechanisms.</p> <p>Strengthening the M&amp;E processes and developing a financing strategy were seen as priorities.</p>	<p>8. Implement and monitor the WaSH Memorandum of Understanding (MoU).</p> <p>9. Establish supply chain outlets.</p>

Source: GoE, 2006

### 3.3 The second WaSH Sector Review in 2007

The second MSF was held in December 2007 in the Oromia Regional capital of Adama. Participants welcomed the opportunity created by this open forum to share practical experiences.

Two JTRs had been carried out, and an independent consultant team evaluated the nine undertakings agreed to in MSF 1. The main findings of this evaluation (Suominen, et al., 2007) were presented to the MSF 2:

1. There was high level political commitment to the WaSH sector development at Federal level, but the implementation of the sector lacked focus, understanding and commitment at lower (Regional and District) levels.
2. Water governance had improved. It had become more inclusive and more reflective; but it lacked reliable data and accountability; and the links between community, private sector and local government were still weak.
3. WaSH coordination had improved, although the fear remained that sector development was still being led by the donor community.
4. There was an increased understanding of the financial requirements, and the need to develop financial procedures and increase coordination and potential for harmonisation.

MSF 2 culminated in the MSF 2 Aide Memoire (GoE, 2007). The Aide Memoire contained the priority discussion areas and agreed undertakings for the next year to address challenges, as depicted in Table 5 below.

**Table 5 Issues discussed and undertakings made at MSF 2**

Priority discussion areas	Five agreed undertakings to address challenges (2007)
<p><u>Financing Strategy</u></p> <p>Some progress had been made, but further efforts were needed to improve the financial database and financial reporting, including possible studies on expenditure tracking and value for money.</p> <p>The strategy needed to be refined in the medium term.</p>	<ol style="list-style-type: none"> <li>1. Establish the M&amp;E Framework, aligned to an appropriate management information system (MIS).</li> <li>2. Enhance capacity building through investment programs and the WaSH Capacity Building Pooled Fund.</li> <li>3. Establish and strengthen sector coordination structures, especially at Regional level.</li> <li>4. Establish models of sustainable service delivery, including the role of the</li> </ol>
<p><u>Capacity Building Pooled Fund</u></p> <p>A Capacity Building Pooled Fund of approximately US\$ 12m over three years was to be launched in 2008. This was to be formalised through an MoU between the GoE and development partners (to be driven by the NWSC). Discussion centred on ideas for proposals, and clarification of operational arrangements by the NWTT.</p>	
<p><u>Framework for monitoring and evaluation (M&amp;E)</u></p> <p>M&amp;E was seen as a priority. Additional resources would be required</p>	

Priority discussion areas	Five agreed undertakings to address challenges (2007)
to carry out M&E functions in order to improve sector performance (including reviewing of policies and allocation of funds).	private sector, legislation of WASHCOs and effective supply chains.
<p><u>Lesson learning and sharing</u></p> <p>There was agreement that opportunities such as this to learn from practical experiences should be maximised, and links made to other forums and networks.</p> <p>The Research Development Department of the Ministry of Water Resources (MoWR) agreed to take the lead in facilitating this.</p>	<p>5. Take forward:</p> <p>5.1. Unaccomplished undertakings from 2006.</p> <p>5.2. Translation of policies, strategies and national plans into local languages.</p>
<p><u>Implementation, coordination, reporting and procurement</u></p> <p>There was good evidence of water and sanitation facilities being constructed in Districts and Towns, and of them being able to procure locally and without support. There was sound progress at District level of integration of activities (where WaSH generally formed part of the District strategic plan). Nearly all Districts faced cash flow problems, coupled with lack of capacity to report on expenditure.</p> <p>However, WaSH institutional structures were not operating at Regional level; and centralised procurement appeared problematic.</p>	<p>5.3. Finalising the work of the Task Force on WASHCO legalisation in the Regions.</p> <p>5.4. Next steps of the WaSH Sector Financing Strategy.</p>

Source: GoE. 2007

### 3.4 The third WaSH Sector Review in 2009

The third MSF was held in October 2009 in the capital of the Southern Region, Hawassa. Two years had elapsed since MSF 2. One JTR had been carried out, and the following progress was reported to MSF 3:

1. The responsibility for the WaSH Sector Program was handed over from the EUWI to the GoE NWSC and the National WaSH Coordination Office (NWCO).
2. Harmonisation efforts had been strengthened with additional specialist personnel, enabling the NWCO to produce a road map for integration and alignment of sector program planning, finance, and capacity building within short and realistic timeframes.
3. The health extension workers deployed throughout the country by the MoH had provided effective public health services which had included hygiene education and sanitation promotion at Kebele and village level.

MSF 3 culminated in the MSF 3 Aide Memoire (GoE, 2009). The Aide Memoire contained the priority discussion areas and the agreed undertakings for the next year to address challenges, as depicted in Table 6 below.

**Table 6 Issues discussed and undertakings made at MSF 3**

Priority discussion areas/ accomplishments	Four agreed undertakings to address challenges (2008)
<p><u>Harmonisation</u></p> <p>The Harmonisation Program Implementation Manual (PIM) was drafted in 2008. It articulated a shared vision of harmonisation as the basis for developing a roadmap towards a Sector Wide Approach (SWAp) in 2009. This had ensured achievements such as:</p> <ul style="list-style-type: none"> <li>• Establishment of coordination structures at all levels of government.</li> <li>• Strengthened capacity within the coordination structures.</li> <li>• Streamlined financial management and procurement mechanisms.</li> <li>• The start of efforts to harmonise and align planning, budgeting and reporting procedures.</li> </ul> <p>It was agreed that harmonisation between the GoE and the DAG would be the main priority for the following year, with execution of the transition plan from project implementation to programmatic implementation as the subsidiary action. (Key stakeholders signed the commitment to practical undertakings within set time frames.)</p>	<p>1. <u>Harmonisation and alignment</u></p> <p>Implement harmonisation transition plan presented at the MSF, and complete the Program Framework and final PIM as the basis for joint appraisal of a harmonised WaSH Programme by the beginning of June 2011.</p> <p>2. <u>M&amp;E</u></p> <p>2.1 Complete the basic WaSH inventory in all Districts during the 2009/10 financial year, with data to inform planning in the 2010/11 financial year.</p> <p>2.2 Complete the pilot of the WaSH MIS and commence roll out towards implementation at scale.</p> <p>3. <u>Coordination and integration</u></p> <p>Produce consolidated WaSH sector report by MSF 4 (to be consolidated by coordination offices at Regional level; and to cover all aspects of implementation, including financial reports).</p>
<p><u>M&amp;E System</u></p> <p>A sector wide M&amp;E System was taking shape as the M&amp;E Strategic Framework had been drafted, along with the endorsement of a WaSH infrastructure inventory guideline (with the national rollout seen to be imminent).</p> <p>An MIS was under development.</p>	<p>4. <u>Capacity building</u></p> <p>4.1 Define the minimum capacity building support required for Districts and Regions, including funding requirements; and identify mechanisms to provide support.</p>
<p><u>Sustainable service delivery mechanisms</u></p> <p>Support was required for the following:</p> <ul style="list-style-type: none"> <li>• Increased involvement and integration of the private sector and CSOs.</li> <li>• Legalisation of grass roots structures (WASHCOs).</li> <li>• Endorsement and adoption of appropriate low cost</li> </ul>	

Priority discussion areas/ accomplishments	Four agreed undertakings to address challenges (2008)
<p>technologies.</p> <ul style="list-style-type: none"> <li>Establishment of sustainable supply chain at Kebele level.</li> </ul>	<p>4.2 Undertake further study on the link between HR demand and supply, and define measures required to meet this demand (with a particular focus on Technical and Vocational Education and Training Centers [TVETCs], including capacity building and curriculum development).</p> <p>4.3 Complete the WASHCO legalisation process in all regions.</p>
<p><u>UAP targets and the need for self-supply</u></p> <p>A review of the UAP targets concluded that implementation approaches had to be changed to accelerate progress. This would include encouraging low cost technologies and self-supply.</p> <p>In terms of self-supply, a benchmarking of standards was required, along with practical guidelines.</p>	
<p><u>Capacity Building</u></p> <p>The main priority had been continuous professional development and strategic sector support. Milestones achieved included:</p> <ul style="list-style-type: none"> <li>Establishment of the Capacity Building Facility (comprising three line Ministries, and situated within the MoWE). It reports to the NWCO, and will eventually coordinate all sector capacity building activities.</li> <li>Development of both Federal and Regional capacity building work plans for the health, water and education WaSH sub-sectors.</li> </ul>	

Source: GoE, 2009

### 3.5 The fourth WaSH Sector Review in 2011

The fourth MSF was held in March 2011 in the Oromia Regional capital of Adama. Two years had again elapsed since MSF 3.

In the interim the GoE had developed the GTP 2010-2015. WaSH gaps were analysed and converted into the revised WaSH UAP 2010-2015.

Differently from previous JTRs, this fourth joint review focused on the NWI and innovative ways in which WaSH services could be expanded and the efficiency of service delivery increased.

MSF 4 culminated in the MSF 4 Aide Memoire (GoE, 2011b). The Aide Memoire contained the recommendations for action and the agreed undertakings for the next year to address challenges, as depicted in Table 7 below.

**Table 7 Issues discussed and undertakings made at MSF 4**

Recommendations for action	Four agreed undertakings to address challenges (2011)
<ol style="list-style-type: none"> <li>1. Training should be better coordinated to ensure trainers receive training, and supervisors are clear on their roles.</li> <li>2. Training should consider differing levels of language ability in both English and Amharic.</li> <li>3. Planning of resources must be improved to ensure adequate supplies at all times.</li> <li>4. Planning and timing should take cognisance of the agricultural cycle.</li> <li>5. Budget management should be made more transparent both at Federal and regional levels.</li> <li>6. All bureaus should be involved in checking data.</li> </ol>	<ol style="list-style-type: none"> <li>1. <u>Harmonisation and alignment</u> Complete the WaSH Implementation Framework (WIF) as the basis for a fully harmonised WaSH Sector Program by the end June 2011 (for the new WaSH Program commencing in June 2013).</li> <li>2. <u>M&amp;E</u> Complete the establishment of an effective and sustainable WaSH sector M&amp;E system based on the NWI and associated MIS (WaSH M&amp;E-MIS), and ensuring annual MSF and JTR events, as initially envisaged.</li> <li>3. <u>Coordination and integration</u> <ol style="list-style-type: none"> <li>3.1 Revise and sign the WaSH Sector Coordination MoU at Federal and Regional levels.</li> <li>3.2 Take immediate measures to incorporate WaSH as part of core processes, and provide dedicated resources within implementation sector Ministries.</li> <li>3.3 Strengthen and/ or create dedicated, integrated WaSH coordination structures at all levels (i.e. Region, Zone, District and Kebele). Resource these structures adequately with budgets, qualified staff and equipment; and brief staff on their GTP/ WaSH targets.</li> </ol> </li> <li>4. <u>Capacity building</u> <ol style="list-style-type: none"> <li>4.1 Understand the capacity required to meet the WaSH sector GTP targets. Include the measures and resources required by the following:               <ol style="list-style-type: none"> <li>4.1.1 WaSH Capacity Building Unit under the National WaSH Coordination Office.</li> <li>4.1.2 Districts and Regions.</li> <li>4.1.3 WaSH coordination structures at all levels (see Table 2 above).</li> </ol> </li> <li>4.2 Integrate into and implement the TVETC Support Plan (endorsed at MSF 4) within WaSH coordination structures at all levels. The Gender Manual will feature assessments of TVETCs.</li> <li>4.3 Complete the WASHCO legalisation process in all regions.</li> </ol> </li> </ol>

Source: GoE, 2011

### 3.6 The fifth WaSH Sector Review in 2012

The fifth MSF was held in November 2012 in Addis Ababa, the Capital City of Ethiopia. There were two JTRs before the MSF as defined in the Sector Review protocol.

The JTR process started from JTR 2, and was conducted in four regions in May 2012. It concentrated on the following issues:

1. Capacity building.
2. Institutional sanitation.
3. Household sanitation.
4. Water quality.

JTR 1 was conducted at Federal level with all relevant sector Ministries. It focused exclusively on progress on previous MSF undertakings, and reviewed implementation, progress, coordination, and integration of the WaSH Programme supported by GoE and donor partners.

MSF 5 culminated in the MSF 5 Aide Memoire (GoE, 2012d). The Aide Memoire contained the recommendations for action and the agreed undertakings for the next year to address challenges, as depicted in Table 8 below.

**Table 8 Undertakings made at MSF 5**

Five agreed undertakings (2012)	Detailed outputs per undertaking
1. Implement One WaSH National Program as per the WaSH Implementation Framework	1.1 Update UAP II (January 2011) based on the NWI results. 1.2 Develop operational guidelines and manuals for the Consolidated WaSH Account (CWA) and cascade to the Regions. 1.3 Develop a fund mobilisation strategy and ensure funds for Districts and Towns are available, and that spending can be monitored. 1.4 Develop annual planning formats for use at Federal, Regional, Zonal and District levels; and develop District/ Town level strategic WaSH plans. 1.5 Develop a multi-year One WaSH Program with an annual plan and budget breakdown. 1.6 Increase involvement of development partners in above actions, particularly in terms of budget, capacity building and technical assistance.
2. Implement MoUs at all levels	2.1 Disseminate and ensure understanding of the Federal WaSH MoU among institutions at all levels (Federal, Regions, Zones, Districts and Towns). 2.2 Adapt and sign all regional MoUs based on the Federal MoU. 2.3 Approve the WaSH plans of the sector Ministries and sector Bureaus, and monitor progress on a quarterly basis (to be undertaken by the NWSC and the Regional WaSH Steering Committee [RWSC]).

Five agreed undertakings (2012)	Detailed outputs per undertaking
	<p>2.4 Develop an action plan and budget for One WaSH coordination and implementation structures (WaSH Coordination Offices and WaSH Management Units) at Federal, Regional, Zonal, District, Town and Kebele levels.</p> <p>2.5 Ensure CSOs join coordination structures at all levels.</p> <p>2.6 Clarify the roles and responsibilities of the Regional WaSH Coordination Office and Regional WaSH Management Units in each Bureau.</p> <p>2.7 Prepare a generic responsibility matrix at and for all levels of WaSH organisations.</p> <p>2.8 Ensure Districts establish or strengthen existing District WaSH Team structures and harmonise the District WaSH Team and District command post functions.</p> <p>2.9 Increase involvement of development partners in above actions, particularly in terms of budget, capacity building and technical assistance.</p>
3. Ensure functionality of WaSH services	<p>3.1 Finalise the legalisation of WASHCOs (proclamations, regulations and directives).</p> <p>3.2 Continue the development of WaSH Supply Chain Outlets in each Region.</p> <p>3.3 Support District WaSH Teams to organise WASHCO and caretaker training, and to prepare and monitor District WaSH Plans.</p> <p>3.4 Support Town Water Boards to update and implement business plans.</p> <p>3.5 Develop a National WaSH Operation and Maintenance Management (O&amp;MM) Strategic Framework and O&amp;MM Manual.</p> <p>3.6 Increase involvement of development partners in above actions, particularly in terms of budget, capacity building and technical assistance.</p>
4. Establish robust M&E system	<p>4.1 Publish the NWI 2010 data.</p> <p>4.2 Develop and implement a collaborative sustainability strategy to ensure the NWI is updated annually and that data is used for planning at all levels.</p> <p>4.3 Complete the pilot of the WaSH M&amp;E-MIS and commence roll-out towards implementation at scale in 300 Districts. Train personnel and procure equipment to operate the M&amp;E-MIS (a two to three year exercise), and then introduce the plan and budget to equip the remaining Districts with M&amp;E-MIS facilities.</p> <p>4.5 Prepare the strategic action plan and monitoring system to fulfil the commitments made in the High Level meeting held in Washington DC in April 2012.</p> <p>4.6 Ensure the sector review process is instituted annually:</p> <p>4.6.1 JTR 8 to be held six months after MSF 5 to serve as a mid-year review of progress towards implementing the MSF Undertakings. It must provide recommendations on acceleration of implementation, if required.</p>

Five agreed undertakings (2012)	Detailed outputs per undertaking
	<p>4.6.2 Produce consolidated Annual WaSH Sector Reports for JTR 9 to take place one month before MSF 6.</p> <p>4.7 Increase involvement of development partners in above actions, particularly in terms of budget, capacity building and technical assistance.</p>
<p>5. Develop water and improved sanitation safety procedures, capacity and processes</p>	<p>5.1 Support Town Water Boards to update and implement business plans.</p> <p>5.2 Update guidelines, standards and procedures, and establish a system for water and improved sanitation safety management.</p> <p>5.3 Prepare a national level plan to support Regions on water and improved sanitation safety management, including linkages between MoWE, MoH (including its role as regulator), MoE and Regional Bureaus.</p> <p>5.4 Include water and improved sanitation safety management in Regional work plans supported by budget, activities and timeline.</p> <p>5.5 Pilot risk-based management of water quality and safety in utilities and small community water supply.</p> <p>5.6 Design and make available appropriate, economical and safe sanitation technologies to support improved sanitation.</p> <p>5.7 Increase involvement of development partners in above in terms of budget and capacity building.</p>

Source: GoE, 2012c

## 4 Achievements over six years

Six years is a short time in the life of any program, particularly one as complex as this – which seeks to ensure a single and sustainable approach to and implementation of water, sanitation and hygiene promotion throughout an entire country.

From MSF 1 in 2006 to MSF 5 in 2012 it is evident that the process has had a positive impact on the development of the WaSH sector in Ethiopia.

In particular, the development of the following policies, strategies, frameworks and guidelines pay testament to the work of the last six years:

1. M&E-MIS system.
2. National WaSH Inventory.
3. One WaSH National Program (OWNP).
4. WaSH Implementation Framework (WIF).
5. National Hygiene and Sanitation Strategy.
6. National Drinking Water Quality Monitoring and Surveillance Strategy.
7. Universal Access Plans (UAPs) I and II for water and sanitation (urban and rural).
8. Community-Led Total Sanitation and Hygiene procedures and guidelines.
9. WASHCO Legalization Guideline.
10. Region Specific Supply Chain for Hand Pump and Spare Parts in Ethiopia guideline.

In the process of the development of documentation, many structures have been set up at all levels of governance and administration from Federal to Kebele. A Non-Governmental Organisation's (NGOs) Forum was set up, and the Capacity Building Project administered by UNICEF.

However, these developments have not been without challenges. Some of the above are still partly functional and/ or operationalised, and some agreed undertakings are yet to be finalised.

The next section undertakes an analysis of major developments in terms of aspects of collaboration, and provides pointers to ensuring sustainability, where and as possible, and within given constraints.

## 5 Analysis of achievements

Aspect of collaboration	Progress to date	Reasons for progress or lack thereof	Requirements to ensure sustainability
<p>1. Alignment and harmonisation</p>	<p>The WaSH Implementation Framework (WIF) provides the basis for the Sector Wide Approach to Planning (SWAp), and is a direct result of the JRT process.</p> <p>Good progress has been achieved in terms of alignment and harmonisation enabled by the signing of the WIF, as well as the signing of the WaSH MoU at Federal and Regional levels between the primary government departments, and the development of the One WaSH National Program (OWNP).</p> <p>The first Program Implementation Manual (PIM) was finalised in 2010. Implementation learnings emanated in a revised PIM. The revised PIM became the WIF, and was developed without the involvement of MoFED. Getting MoFED on board took another two years, by which time most of the proposed innovations and new approaches in terms of sector development had been removed. A skeleton of the original document was approved by MoFED in March 2013.</p> <p>OWNP development was launched in March 2013 following the signing of the WIF. The ending of major WaSH Projects provided the impetus for the preparation of OOWNP. The Project Document and Financing Agreements for the start of OOWNP are in the process of being finalised. Strong leadership from GoE side is very much expected to finalise and kick start the OOWNP.</p> <p>Formulation of the OOWNP started following MSF 1 in</p>	<p>The reasons for progress include:</p> <ul style="list-style-type: none"> <li>• Fulfillment of the global level commitments made by the GoE.</li> <li>• Active role of stakeholders (including some donors) in the development process of the WIF and OOWNP Documents.</li> <li>• Initiative taken by the MoWE.</li> </ul> <p>The reasons for the slow rate of progress include:</p> <ul style="list-style-type: none"> <li>• Low political priority.</li> <li>• Protection of established mandates and maintenance of the status quo in terms of power and influence.</li> <li>• Donor polarisation and</li> </ul>	<p>Through advocacy, create strong political support and leadership to ensure the annual JRT process.</p> <p>Sign the Code of Conduct by major partners and establish the Consolidated WaSH Account by MoFED (with 50% funding from donors and 50% from the GoE).</p> <p>Develop and maintain a Code of Conduct jointly by MoFED and donors. Code to include principles of financing WaSH – in order to ensure closer collaboration, partnership and mutual accountability.</p> <p>Improve simple reporting formats and processes, and build capacity at all levels in reporting.</p> <p>Improve accountability by developing a performance</p>

Aspect of collaboration	Progress to date	Reasons for progress or lack thereof	Requirements to ensure sustainability
	<p>2007 and was completed in August 2013.</p> <p>A Joint Financing Strategy and Code of Conduct were also initiated at MSF 1, and both are still under development in August 2013.</p> <p>The NGO's WaSH Forum has been established and is effectively serving as a platform to represent NGOs in the WaSH Sector.</p>	<p>hesitation to align and harmonise their processes to GoE ones.</p> <ul style="list-style-type: none"> <li>• Lack of trust between GoE institutions.</li> <li>• Insufficient awareness, leadership and skills among senior GoE officials.</li> </ul>	<p>matrix for all partners.</p> <p>Update the UAP in the process of developing the OWNP document.</p>
2. Coordination and management	<p>A direct outcome of the JTR is the establishment (and partial success) of coordination structures at all levels. The functionality of these structures is uneven, and many require budgets and capacity.</p> <p>The structures at District (Woreda level) are the strongest, but only in the donor-funded projects (which cover half [approximately 400] of the Districts).</p> <p>The NWSC and NWCO at Federal level are partially functional.</p> <p>Regional Steering Committees are partially functional. However, Regional WaSH Coordination Offices and Zonal Management Committees are almost non-existent.</p> <p>As with Woreda WASH Teams, Town/ City WaSH Teams and Kebele WaSH Teams exist only in the towns/ cities and Kebeles receiving support from donor programs.</p>	<p>Difficulties experienced include:</p> <ul style="list-style-type: none"> <li>• Lack of political priority and leadership at Federal, Regional and Woreda levels.</li> <li>• Insufficient accountability in honouring agreed commitments.</li> <li>• Lack of resources.</li> <li>• Lack of clearly articulated responsibilities.</li> </ul>	<p>Aggressive capacity building of the NWCO.</p> <p>Active advocacy process is maintained by the NWCO, and this ensures strong government and political leadership.</p> <p>Develop WaSH Communication Strategy and conduct progressive advocacy with support from stakeholders.</p> <p>Develop performance management and accountability system.</p>
3. Efficiency	There have been many project-based piloting of new	The reasons for progress	Decentralise and delegate the power of financial

Aspect of collaboration	Progress to date	Reasons for progress or lack thereof	Requirements to ensure sustainability
	<p>methods and processes in the implementation of WaSH.</p> <p>Decentralisation of finances, procurement and leadership to community level has resulted in improved efficiency, for example, in the Community Managed Project approach piloted by COWASH.</p>	<p>include:</p> <ul style="list-style-type: none"> <li>• Capacity building done by TVETCs and HSCs in the training of Woreda level technicians and Health Extension Workers respectively.</li> <li>• Development of new WaSH technologies (i.e. manual drilling) and implementation processes (i.e. Community Managed Project approach).</li> </ul> <p>The reasons for the slow rate of progress include:</p> <ul style="list-style-type: none"> <li>• Existing strict GoE procurement and financial management procedures prohibit greater experimentation for efficiency.</li> <li>• Reluctance to change the GoE procedures.</li> <li>• Focus given by the Federal</li> </ul>	<p>management and procurement to community level. MoFED to provide directives to allow exemptions to the existing proclamations.</p> <p>Establish a forum led by the NWTT to assess, test and pilot new and innovative implementation technologies and mechanisms.</p> <p>Under the leadership of NWCO scale up sharing of good practice in the WaSH learning platforms.</p> <p>Under the leadership of NWCO, establish a robust sector implementation process review system by using the existing sector review process.</p>

Aspect of collaboration	Progress to date	Reasons for progress or lack thereof	Requirements to ensure sustainability
		and Regional authorities to high technology options.	
4. M&E system development and National WaSH Inventory	<p>A WaSH M&amp;E-MIS Framework was developed and computerised. The system development took seven years, and is yet to be fully completed and upgraded. It has been a complicated and complex process.</p> <p>The M&amp;E-MIS required the separate implementation of the NWI. The inventory, data encoding and analysis has taken three years, and is an ongoing process. NWI data is now accessible on the Internet.</p> <p>Despite the challenges, the implementation of the M&amp;E-MIS has created M&amp;E capacity in the Regions and Districts.</p>	<p>The WaSH M&amp;E-MIS and the NWI has been led almost exclusively by the MoWE, and with a strong water focus.</p> <p>The sanitation and health NWI data in the system is yet to be endorsed by the MoH and MoE. If the Health and Education sectors are not aligned and integrated into the M&amp;E-MIS system it will remain inadequate and incomplete.</p> <p>The development process has taken a long time, and does not have a satisfactory number of key performance indicators to facilitate proper sector analysis. (For example, data of crosscutting issues is missing.)</p> <p>The system also has data quality problems.</p>	<p>MoWE to provide coordination and leadership in ensuring hygiene and sanitation data is verified and integrated into the system.</p> <p>Establish M&amp;E posts at all levels and recruit M&amp;E specialists for these posts.</p> <p>Introduce the use of new and innovative data collection technologies (e.g. mobile telephones).</p>
5. Capacity Building Project (CBP)	<p>The capacity building initiative was presented at MSF 1. An initiative to establish a jointly financed Capacity Building Pooled Fund was proposed – to be administered by the NWCO. This was not approved by MoFED. The Pooled Fund was transformed into the bi-lateral</p>	<p>It is a concern that there is only one person at the Federal level MoH responsible for coordinating sanitation and hygiene promotion activities;</p>	<p>Ensure continuous training of new staff at all levels in order to cope with ongoing high levels of staff turnover.</p>

Aspect of collaboration	Progress to date	Reasons for progress or lack thereof	Requirements to ensure sustainability
	<p>Capacity Building Project (CBP) financed by the DFID, Finland and Italy in 2008. The CBP is administered by UNICEF and has three components:</p> <ol style="list-style-type: none"> <li>1. Organisational development. Its focus is to strengthen the capacity of WaSH education and training institutions to deliver relevant, quality education and training; and to build the capacity of District, Regional and Federal WaSH institutions to plan, design, supervise and monitor cost effective, sustainable and inclusive WaSH services.</li> <li>2. Continuous Professional Development. Its focus is to develop and upgrade the skills and competences of key stakeholders (individuals) responsible for planning, managing, implementing and monitoring WaSH programs.</li> <li>3. Strategic Sector Support. Its focus is on the development and effective implementation of WaSH policy through strategic studies, evidence, sector reviews, systems' development, support for networks and forums, and specialist inputs.</li> </ol> <p>The CBP has been an essential instrument in building sector HR capacity. It has supported the vocational training of thousands of water supply technicians and approximately 38,000 Health Extension Workers.</p> <p>It has been also a good resource for sector development even though capacity building has been uneven, and</p>	<p>and one person in the MoE responsible for WaSH in schools.</p> <p>Low salary structures, poor incentives, poor infrastructure and lack of resources cause high turn-over of officials, especially at the Woreda level.</p> <p>The CBP is still being implemented by UNICEF, and the WaSH sector does not yet have a formal WaSH capacity building structure in the MoWE or NWCO. This means that WaSH sector capacity building has weak linkages with the other WaSH sector ministries.</p>	<p>The GoE must upgrade the salaries and/ or provide incentives (such as performance bonuses, scholarship programs or short training courses within or outside the country) to retain skilled WaSH personnel. (Other sectors such as roads offer more attractive salaries.)</p> <p>MoWE to move promptly and decisively to obtain approval from Federal Cabinet to introduce tax exemptions for selected imported WaSH materials and goods.</p>

Aspect of collaboration	Progress to date	Reasons for progress or lack thereof	Requirements to ensure sustainability
	<p>institutions often remain weak and uncoordinated.</p> <p>One of the aims of the CBP was to establish a permanent Capacity Building Facility in MoWE/ NWCO. This has not taken place, and the CBP will end soon. The OWINP will assume the responsibility for the CBP going forward.</p>		
4. WASHCO legalisation	<p>The preparation of guidelines took two years. The approval of proclamations and directives in each Region has taken three years, and is still ongoing. The actual legalisation process has not yet started. Only one WASHCO has been legalised in Benishangul Gumuz Region.</p>	<p>A clear division of responsibility and accountability of the GoE institutions and individuals is outstanding.</p> <p>There is also no ability to enforce proclamations by the respective authorities.</p> <p>People responsible to carry out the legalisation process have not been selected nor trained.</p> <p>Communities are not aware of the need for and processes of the WASHCO legalisation.</p>	<p>The WASHCO legalisation process must be part of Regional, Zonal and Woreda plans. Budgets and responsibilities must be identified, and must include capacity building and community awareness creation.</p> <p>Regional Water Bureaux must clearly take the responsibility of WASHCO legalisation and Woreda WaSH Teams must implement these through the Woreda Water Offices.</p>
5. Supply chain outlet establishment	<p>Several studies and pilots have been undertaken, and proposals have been made by the GoE.</p> <p>Scaling up from pilots has not yet started.</p> <p>The health and water sectors have been working parallel (rather than together) in the establishment of supply</p>	<p>There is a lack of leadership and resources at Federal, Regional and Woreda levels to implement this.</p> <p>Lack of coordination of the supply chain outlet</p>	<p>Combine water, sanitation and hygiene supply chain outlet establishment processes.</p> <p>The NWTT must establish a Supply Chain Task Force</p>

Aspect of collaboration	Progress to date	Reasons for progress or lack thereof	Requirements to ensure sustainability
	<p>chain outlets.</p> <p>Although it is seen as politically important, it has not yet received adequate attention from the GoE.</p>	<p>establishment has hindered progress.</p>	<p>comprising all WaSH Ministries and other stakeholders. The Task Force must lead the supply chain establishment process. It should start by developing a WaSH Supply Chain and Commercialisation Strategy.</p>

## 6 Concluding comments

Before 1994 the WaSH sector approach was random, supply driven and project based. Over the six years of the JTR it has moved to a **planned** supply driven project approach; and then a planned **demand** driven, **program**-based approach; and now it is much more of a planned and **harmonised sector-wide** approach. Going forwards the sector will be working towards a **single, integrated national WaSH program** (Girma, 2013).

By way of conclusion, the following highlights the achievements of the JTR/ MSF process to date:

- Strategies have been introduced to address existing weaknesses (MSF Undertakings), increase coordination (preparation of One WaSH Program through the multi-stakeholder task force), and build harmonisation and capacity (for example, preparation of the WIF and implementation of the CBP).
- Initiatives have made WaSH governance more effective at all levels (implementation of NWI where all stakeholders at all levels actively participated and contributed), and the process has impacted on the Region and District level of understanding of WaSH governance and implementation (evidenced by increased Regional initiatives and pro-activeness).
- It has been inclusive (all sector stakeholders have been part of the process) and has been instrumental (through organised representation of stakeholders) in ensuring political commitment for WaSH. The process has increased the ownership (illustrated by increased funding) and knowledge of WaSH partners (evidenced through active participation and contributions).
- Community level water management has improved as a result of conducting multi-stakeholder dialogue and coordination (evidenced by recently improved functionality of many WaSH facilities).
- It has offered an excellent platform to share lessons in the sector. Private sector participation in sector learning has also been active (for example, participation in learning forums and active marketing at WaSH events).
- There is an increased understanding of the financial needs (revised and updated WaSH UAP). Additional financial resources have been identified, including from the GoE budget (although this has lagged behind expectations).
- The role and importance played by the jointly financed CBP has been significant, especially in policy development, sector learning, and the training of Health Extension Workers and water technicians. In fact, most of the sector development events have been financed through this project.

The JTR/ MSF process has had a strong impact not only in terms of sector development, but also in the capacity building of sector stakeholders. The review process with systematic and organised field visits, assessment of developments, reporting of findings, presentations, drafting of Aid Memoires, organising and bringing sector stakeholders together to influence and decide on policy and strategy have increased sector knowledge and institutional memory, information dissemination, transparency and WaSH ownership at all levels.

By way of conclusion, the sector review process has been instrumental in moving the sector forward. The sector has a long way to go in terms of a fully functioning SWAp – but the journey has begun. It will require increased political commitment and capacity at all levels for optimising its potential.

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