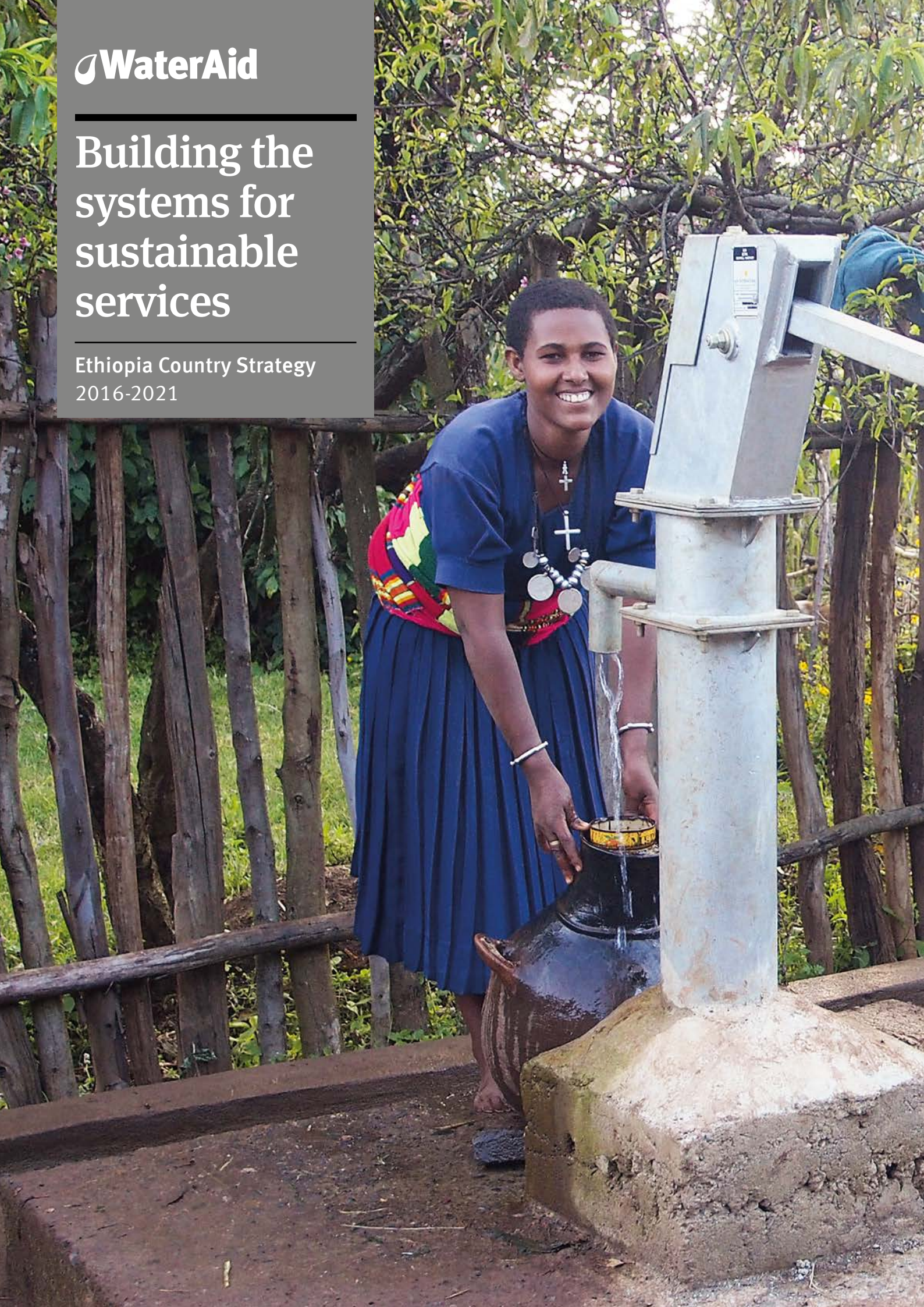




# Building the systems for sustainable services

Ethiopia Country Strategy  
2016-2021



# We are WaterAid

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**Our vision**  
is of a world where everyone everywhere has safe water,  
sanitation and hygiene by 2030.

**Our mission**  
is to transform the lives of the poorest  
and most marginalised people by improving  
access to safe water, sanitation and hygiene.

**Our values**  
define our culture and unite us across the many  
countries in which we work. They are at the very heart  
of WaterAid – who we are, what we do and how we do it –  
respect, accountability, courage, collaboration,  
innovation, integrity.



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# Foreword

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Access to WASH is one of the basic human needs that should be prioritised in national development efforts. The Government has been working very hard to ensure the provision of safe drinking water and sanitation services to all citizens in every corner of the country. To this effect, appropriate policies and strategies have been developed and have now been effectively implemented across the nation. In fact, Ethiopian water policy puts water supply for human needs as its first priority.

Ethiopia is currently undertaking its development endeavour aiming to become a middle-income country level economy by the year 2025. The Second Growth and Transformation Plan (GTPII) of the WASH sector, which is covering the period from mid-2016 to mid-2020, is thus designed to meet this national development objective. Under the GTPII, Ethiopia is implementing universal access to equitable and sustainable water supply, sanitation and hygiene services to the citizens of the country. The plan mainly focuses on accessibility (serving the unserved), service improvement (quality) and sustainability of water supply, sanitation and hygiene services, that satisfy the needs of lower-middle-income countries' citizens by the year 2020.

Since 2012, the Government has shifted towards a broader sector-wide approach and launched the One WASH National Programme (OWNP). The OWNP is an integrated plan for achieving universal access to WASH services by 2020 and the main instrument for achieving the goals set out in the Growth and Transformation Plan. This is also in line with the 2030 Agenda for Sustainable Development, particularly Goal 6, and links to other goal areas, such as health (Goal 3) and education (Goal 4).

The first step of this reform included: the development of the WASH Implementation Framework, which defines the implementation arrangements for WASH as a whole; the Memorandum of Understanding, to strengthen coordination at different levels; and the establishment of the Consolidated One WASH account (CWA), to finance and implement the OWNP, which helped Ethiopia lay the foundations for an aligned, harmonised and integrated partnership between government and development partners (donors, international organisations, and CSOs).

Ethiopia has met the water supply Millennium Development Goal (MDG) target. Although good progress was made in terms of sanitation, it did not achieve the sanitation MDG target. While enormous progress has been made in improving service delivery in rural and urban areas by government and development partners, more effort is needed to realise universal access to WASH services.

The consolidated effort of non-state actors is critical and required as per the principles of the OWNP to accelerate progress to achieve results in line with the ambition of the GTPII and the Sustainable Development Goals (SDGs). On behalf of my ministry, I would like to congratulate WaterAid Ethiopia on developing the roadmap for its work over the coming years and look forward to seeing the contribution it will make towards ensuring everyone everywhere gains access by 2030.

**His Excellency, Dr. Eng. Seleshi Bekele Awulachew**  
Minister for Water, Irrigation and Electricity

lyasu, 12, wants to become an engineer and build city-quality houses in his rural village. Unlike his father's generation of children who spent as much time in the clinic as in their village, with water so close to home and community health restored, there is nothing standing between him and his dream. Shimela, Babich, West Shewa.



# Executive summary

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Extreme poverty cannot be eradicated without universal access to safe water, sanitation and hygiene (WASH). Ethiopia has made huge strides in increasing coverage of these basic services over the past 20 years. Through our new Country Strategy, WaterAid Ethiopia aims to support and consolidate these gains with a focus on building the integrated, resilient, inclusive systems required to ensure sustained universal access to WASH for everyone everywhere by 2030.

WaterAid is the only WASH-focused INGO in Ethiopia. We have a strong reputation for our technical experience in rural WASH service delivery and working at the woreda level. We are known for using evidence to inform policy development, playing a critical role in developing the WASH Implementation Framework and the One WASH National Programme (OWNP), the Integrated Urban Sanitation and Hygiene Strategy, the Hygiene and Environmental Health Strategy, and the National School WASH Strategy. As a global WASH organisation we are able to draw on regional and global expertise and resources. We will use this access and profile within the sector to share knowledge and influence others to achieve maximum collective impact.

Ethiopia has strong country stewardship of the water and sanitation (including hygiene) sector with clear plans, strategies and goals laid out by government. Development partners are in support of what the Government wants to achieve and implementation is guided by the OWP, which addresses WASH. The building blocks to reach universal access are in place and are supported by the OWP. Three challenges remain:

- How to achieve access to WASH for the poorest and most marginalised groups.

- How to sustain the rapid progress towards universal access through strengthening systems.
- How to plan for resilience in the context of the changing climatic patterns Ethiopia faces.

WaterAid Ethiopia will support the Government to address the remaining challenges and realise the vision of the Growth and Transformational Plan II (GTPII), the Sustainable Development Goals (SDGs) and the OWP. We have identified strategic ways of working which resonate with WaterAid's global values and focus, as well as being relevant and aligned to the sector needs in Ethiopia. Through our strategic ways of working, we will focus on innovating, demonstrating and partnering in a way that will build sector knowledge to enable the implementation of the OWP.

We will deliver our strategy through three distinct yet interlinked programmes of work: 'SanCity' – our urban WASH programme, 'Sustainability for Transformation (S4T)' – our rural WASH programme, and our cross-cutting programme – 'Water, Resilience and Climate Change'.

To achieve our vision, we will build and maintain a diverse team of committed individuals with the skills, experience and dedication to deliver our ambitious strategy. We will establish and maintain strategic partnerships with government (local to national), the private sector and other like-minded organisations to bring about sustainable WASH services for the poorest and most marginalised people.

**Bethlehem Mengistu**  
Country Director

# Introduction

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## WASH in Ethiopia

Globally, sub-Saharan Africa is the region most behind in terms of access to safe water, sanitation and hygiene (WASH). With a population of 92.2 million, and home to some of the hardest to reach populations, Ethiopia is of great geopolitical importance to WaterAid's global vision of everyone everywhere with WASH.

**Ethiopia has sustained sound economic growth** (2016 Public Expenditure Review) and invested in its infrastructure. The proportion of total expenditure spent on pro-poor sectors is one of the highest in Africa, contributing to a sharp decrease in the number of people living below the poverty line (39% in 2005 to 29% in 2016).

**The Government has prioritised safe water, sanitation and hygiene.** A memorandum of understanding (MoU) in 2006 was the foundation of a new WASH implementation framework and One WASH National Programme (OWNP) – a significant step towards inter-ministerial cooperation that acknowledged the need for greater harmonisation and integration.

**Ethiopia has strong country stewardship of the water and sanitation sector (including hygiene)** with clear plans, strategies and goals laid out by the Government. Development partners support what the Government wants to achieve and implementation is guided by the OWP.

**There has been increased inflow of public investment and significant increase in coverage in water and sanitation.** Ethiopia achieved the Millennium Development Goal (MDG) water target, and although the sanitation MDG target was not met, notable progress was made. The open defecation rate, previously one of the highest in the world, dropped from 92% in 1990 to 29% in 2015.

**For all but urban sanitation, Ethiopia's service delivery pathways compare favourably against those of other low-income countries in Africa.**

In particular, the progress made in linking sector reforms to core government systems is notable. From within the water and sanitation sector, the Government has: developed the Universal Access Plan (UAP) and the National WASH structure; agreed a common implementation framework with development partners; carried out a sector inventory; targeted its spend to match need; and put in place a Health Extension Programme (HEP) to reach the most remote communities.

**Significantly, many of the sector reforms have been linked to parallel developments in core government systems.** This extends the reach and rate of water and sanitation service delivery by using the national planning, budgeting and expenditure management process, as well as the decentralised service delivery units at the regional state and woreda levels. The African Ministers' Council on Water (AMCOW) 2011 country status overview for Ethiopia noted that the link to core government systems means that, in addition to project finance, a large part of water and sanitation spending comes from the national budget, and, prior to the OWP, from budget support mechanisms where donor resources were channelled directly through the block grant system under the Protection of Basic Services (PBS) programme.

**Ethiopia is highly exposed to a variable climate and vulnerable to climate change** with significant consequences for the poorest. Climate change impacts could derail the Government's efforts to achieve both universal access to WASH and middle-income country status.

## The Government of Ethiopia's WASH policy priorities

- **The Government of Ethiopia's main goal for the second Growth and Transformation Plan (GTP II) is to contribute to achieving lower-middle-income country status by 2025.**

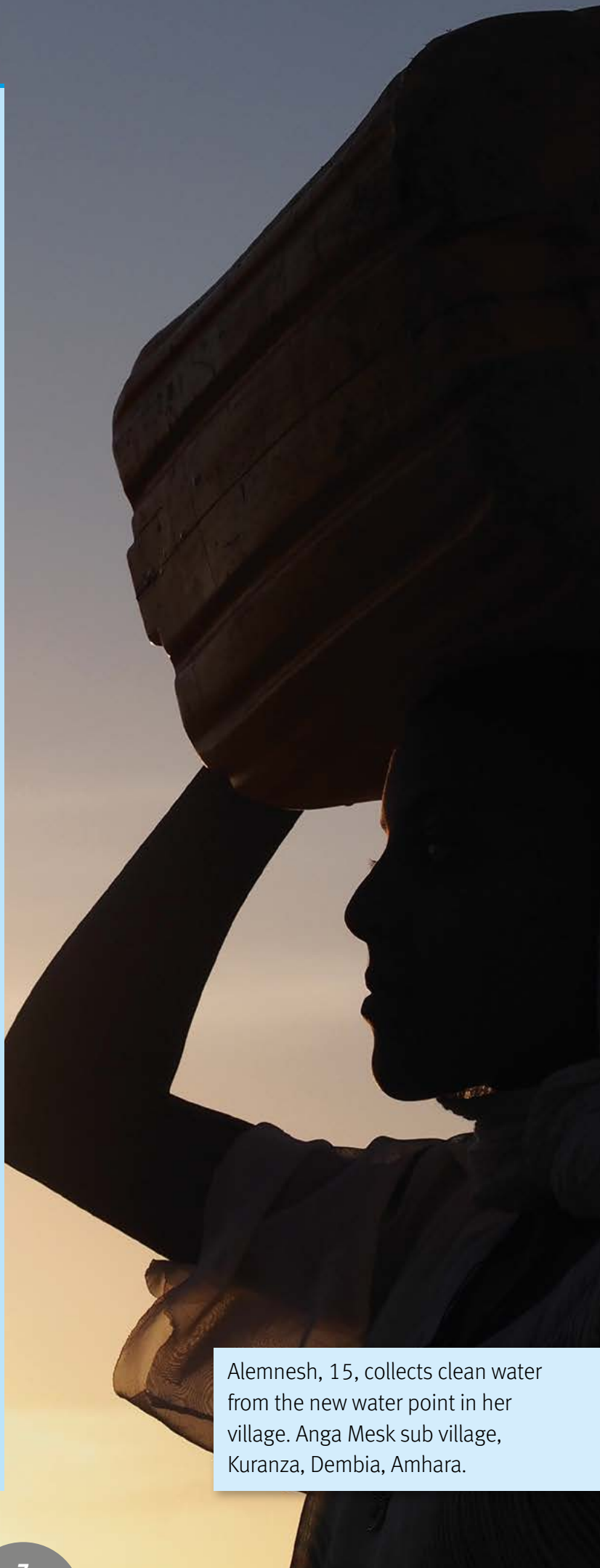
The main focus of the plan is to ensure the availability of water supply and sanitation services satisfies the lower-middle-income country criteria by 2020.

- **The Government of Ethiopia's ability to deliver against the newly established levels of service in line with the Sustainable Development Goals (SDGs).**

The expected challenge will be how to provide higher levels of service with systems that provide good quality drinking water to a growing population in a sustainable manner. For sanitation and hygiene too, the SDGs present a challenge to provide services that are adequate and equitable to all, even the hardest to reach, while embedding sustainability into systems to ensure that gains are maintained over the long term. A new focus on the entire sanitation chain (including collection and treatment) has also increased the level of service for sanitation.

- **Ethiopia is making a serious effort to address climate sustainability.**

The Government of Ethiopia is putting increased effort into addressing climate variability, owing to the adverse effects this will have on achieving development targets. The country has adopted a Green Economy Strategy, in support of a climate-resilient economy. The plan addresses universal and sustainable access to WASH through its strategic priorities.



Alemnesh, 15, collects clean water from the new water point in her village. Anga Mesk sub village, Kuranza, Dembia, Amhara.

# WaterAid in Ethiopia

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WaterAid is the only WASH-focused INGO in Ethiopia. We have a strong reputation for our technical experience in rural WASH service delivery and working with local government. We are known for using evidence to inform policy development, playing a critical role during the development of the WASH Implementation Framework and the OWNPN, the Integrated Urban Sanitation and Hygiene Strategy, the Hygiene and Environmental Health Strategy, and the National School WASH Strategy. As a global WASH organisation we are able to draw on regional and global expertise and resources. We will use this access and profile within the sector to share knowledge and influence others to achieve maximum collective impact.

WaterAid has worked in Ethiopia since 1991, initially working through the development wing of the Ethiopian Orthodox Church and the Natural Resources Bureau of Oromia Region, before establishing WaterAid Ethiopia.

In the last Country Strategy period, 2011-2016, with an annual budget of £4m, working in partnership with local NGOs to reach 1.4 million people with WASH, we focused on six over-arching themes:

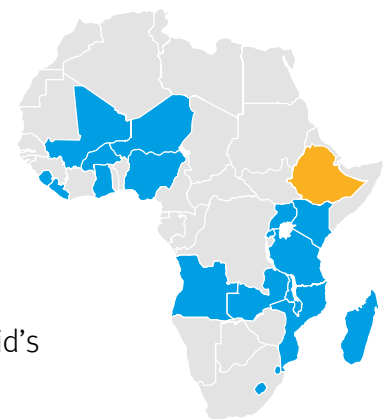
- 1. Sustainability – particularly addressing a high level of non-functionality of water supplies.
- 2. Equitable distribution of services – both through our own service delivery and sector advocacy.
- 3. Sector performance monitoring – to improve effectiveness and accountability.
- 4. Targeted capacity-building – especially of woreda governments, urban utilities and national WASH networks.
- 5. A stronger urban portfolio – focusing on urban sanitation and building the capacity of water utilities.
- 6. Sanitation – with support for a national sanitation strategy, plan and budget.

Extreme poverty cannot be eradicated without universal access to safe WASH. Under this Country Strategy 2016-2021, we will align our work with WaterAid’s global vision of WASH for everyone everywhere by 2030 and the Ethiopian Government’s development priorities of ending extreme poverty in Ethiopia. We aim to make a significant contribution to putting integrated, resilient, inclusive WASH systems in place by 2021.

We will work towards four strategic outputs:

1. Climate resilience knowledge gaps are identified and filled to influence WASH sector actors.
2. Marginalised and vulnerable groups are included in WASH programming.
3. Effective WASH systems at local government level influence sector processes.
4. WASH systems are integrated with other sectors.

WaterAid’s investment in Ethiopia is intended to contribute towards universal access in Ethiopia, but also serve as a tool to influence low-performing countries in the East Africa region, and contribute towards our Pan-Africa Programme. This programme aims to expand and deepen our profile by leveraging national progress across Africa as a whole. The fact that the Africa Union is based in Ethiopia makes the country an ideal focus for this work. By sharing our experience in Ethiopia we can influence policies and practices in countries where WaterAid does not currently work and provide a substantial contribution to WaterAid’s global results.





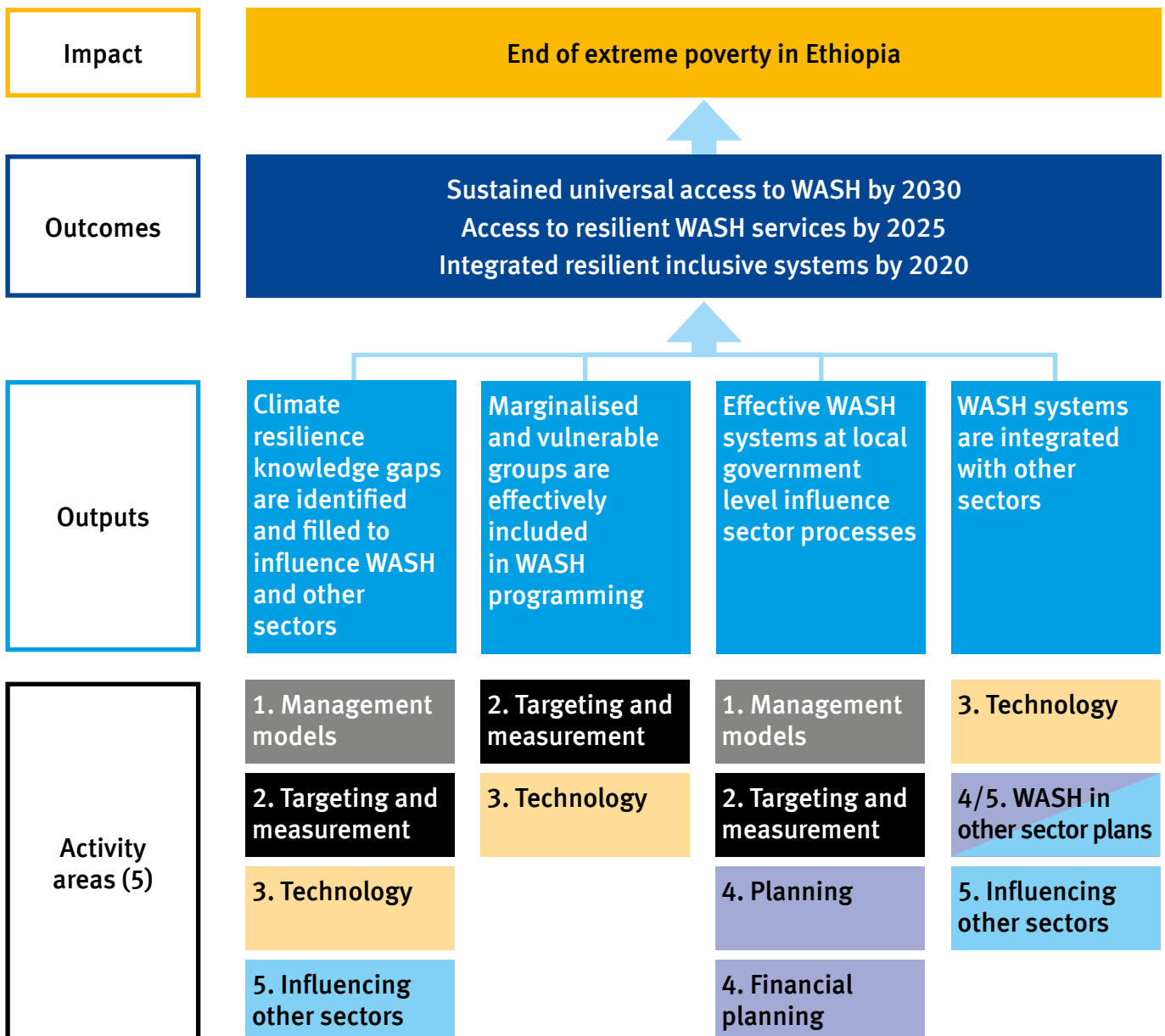
# Making change happen

The building blocks to reach universal access to WASH are in place and supported by the Government's OWNPs. Three challenges remain:

- How to achieve access to WASH for the poorest and most marginal groups.
- How to sustain rapid progress towards universal access by strengthening systems.
- How to plan for resilience in the context of the changing climatic patterns Ethiopia faces.

Our Country Strategy will make change happen by addressing these challenges.

## WaterAid Ethiopia's results chain



# Strategic outputs

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## Strategic output 1: Climate resilience knowledge gaps are identified and filled to influence WASH sector actors

### Climate change projections and the potential impact on sustainable access to WASH

Ethiopia is highly exposed to climate variability and vulnerable to climate change impacts. Climate change models agree that the country will become hotter with more extreme rainfall and potentially major impacts in some regions. Extreme rainfall will simultaneously increase flooding and drought periods. In some regions, seasonal rainfall may drastically reduce or shift, with an adverse effect on livelihoods.

WASH-related risks include:

- 🔹 **Uncertain water supply** leading to increased competition, which may exacerbate the conditions that lead to inequality as well as affect the sustainability of services.
- 🔹 **Damage to WASH facilities** due to droughts or floods, which may undermine the WASH gains made in Ethiopia

and negatively impact sustainable services.

- 🔹 **Increased water stress and demand** due to increased temperatures, which may affect the sustainability of services.
- 🔹 **Exacerbated effects of flooding** due to improper solid waste management, especially in urban areas.
- 🔹 **Direct and indirect health consequences** of a lack of environmental sanitation. For example, increased precipitation and seasonal surface water temperature changes are correlated with acute watery diarrhoea outbreaks. (IISD/UNDP)

### Government of Ethiopia Climate Resilience Initiative

In response to climate change and uncertainty, the Government of Ethiopia has developed and adopted the Climate Resilient Green Economy (CRGE) initiative, which integrates climate action with the Growth and Transformation Plan. The Ministry of Water Irrigation and Electricity (MOWIE) has identified several strategic priorities, two of which relate directly to access to WASH:

- 🔹 *Strategic priority 4.1 Accelerate universal access to WASH* – we will prioritise delivering the

One WASH National Programme by focusing on the most vulnerable.

- 🔹 *Strategic priority 4.2 Enhance the climate resilience of self-supply* – additional approaches and interventions to supplement self-supply, for example: improving local water storage facilities or participatory water resource management.

These strategic priorities present a useful organising framework and an opportunity for WaterAid Ethiopia to support the strategic objectives alongside its own priorities.

### WaterAid Ethiopia's role

Without a focus on climate resilience in WASH systems and programming, the significant gains in access made over the past years will start to erode, and sustained universal access to WASH – and ending extreme poverty in Ethiopia – will not be achieved. In Ethiopia, there is as yet no consensus view in the WASH sector about the priority needs relating to climate change and resilience. WaterAid intends to identify and fill this knowledge gap. We will prioritise climate mitigation and build capacity within the team to address the issues.

**We will ensure that climate resilience knowledge gaps are identified and filled to influence WASH sector actors.**

By identifying and filling sector knowledge gaps, WaterAid Ethiopia will be in a position to influence WASH sector actors to support communities and government to plan for climate events and develop mitigation strategies for WASH, to build resilience for the future in the context of sustainable development.

We will take a diagnostic approach, using our own data collected from programmes

and lessons learned, and new knowledge from studies and research by WaterAid and others to identify the critical sector issues and how best to address them. Such sector issues and knowledge gaps include:

- How is climate variability impacting WASH services?
- How can communities be insulated from drought?
- How can WASH services be maintained through periods of floods and droughts?
- How can we ensure equality when competition for WASH resources increases due to climate change?

- How can government serve hard-to-reach areas?
- How can we monitor risk and assess vulnerability to climate incidents?

We will fill these knowledge gaps by:

- Water quality assurance in climate vulnerable areas.
- Innovating sustainable climate resilience WASH system management.
- Testing and modelling appropriate technologies.
- Mapping the potential of water resources in a climate-risk environment.



Mestawet Getachew, midwife, is happy to have working water taps inside the delivery room. Babich Health Centre, Babich, West Shewa, Oromia.



Addissie Mihrete, a mother of three, is a member of the water committee that supported the construction process representing the community. Kesawust village, Gulim, Burie Zuria district, Amhara.

## Strategic output 2: Marginalised and vulnerable groups are included in WASH programming

### Impressive gains in WASH may mask disparities

Impressive improvements in WASH coverage have already been recorded across all sub-sectors: rural and urban water supply as well as rural and urban sanitation. However, a 2011 study by WaterAid Ethiopia found that these average numbers likely mask disparities in access among communities residing in different parts of the country and among different groups.

Even though the proportion of 'un-served' in Ethiopia is comparable to other countries, because of the size of the Ethiopian population this translates to huge numbers in real terms. The scale of the WASH problem to be addressed in Ethiopia means that there will always be some who gain access faster or slower than others.

Our recent analysis identified the excluded as the following:

- Geographically excluded people (limited water resource, inaccessibility, dispersed settlement patterns, high per-capita cost of investment)
- Urban poor (low-income families, people living with chronic illnesses, people living in informal settlements)

- Street children
- Peri-urban communities
- School children (particularly adolescent girls)
- People with disabilities

Government and donors need to increase their financial investment to improve access to WASH among under-served areas and communities. For this to happen, clear mechanisms for identifying and targeting marginalised and vulnerable groups in WASH programming are required.

### WaterAid Ethiopia's role

To reach the goal of sustainable universal access to WASH, special emphasis needs to be placed on addressing inequalities. Identifying and targeting the un-served involves recognising that people are different and require support to overcome the specific impediments that stand in the way of their being able to use WASH services sustainably.

Tackling the causes of inequalities is a key aim of WaterAid's Global Strategy and WaterAid globally is known for its significant expertise in WASH equality and inclusiveness. Having access to global and regional knowledge and resources will allow WaterAid Ethiopia to develop effective ways to identify the poorest and accelerate the rate at which the gap between the served and un-served is closed.

WaterAid's long engagement and strong reputation in Ethiopia place us in a strong position to

be able to inform better inclusion of marginalised groups, both nationally through our access to coordination platforms, and at local level through our support of local government systems.

**We will ensure that marginalised and vulnerable groups are included in WASH programming** by putting in place the tools and systems required to identify and address the needs of the poorest and most marginalised people, through local WASH systems for planning, budgeting and implementing WASH at all levels (region, woreda and kebele).

We will do this by:

- Developing and promoting popular versions of the WASH Equity And Inclusion Strategy and Policy.
- Developing tools and pathways for local government implementation of the WASH Equity And Inclusion Strategy.
- Mainstreaming equity and inclusion in the WASH sector.
- Designing and testing technologies that address the needs of poor and marginalised people.
- Influencing the prioritisation of the poorest people in WASH programming.
- Fostering meaningful participation of poor and marginalised people in planning, implementation and management of WASH services.
- Carrying out formative research on hygiene behaviour change.

## Strategic output 3: Effective WASH systems at local government level influence sector processes

### Systems-related challenges within the One WASH National Programme (OWNP) hinder sustainable access to WASH

The shift from a project-based approach to a sector-wide approach for WASH in Ethiopia has been largely successful. Government efforts at all levels are being harmonised and all actors agree on one common system – for planning, procurement, implementation, and monitoring and evaluation.

However, although the institutional architecture is established, there is considerable variance in how effectively it is working, and systems for coordination, planning, and budgeting are not uniformly in place across different levels of government. At lower levels, knowledge on the OWNP implementing systems is limited. There is no uniformity in the level of awareness and

knowledge of the One WASH concepts, implementation modalities and guidelines among members of Steering Committees, Technical Teams and Programme Management Units. There are also mixed perceptions concerning the management and financing of the OWNP, and its relationship to the Consolidated WASH Account.

The lack or non-functionality of existing established networks and systems of accountability between the WASH sector bureaus and between different WASH partner organisations are identified to be one of the major deterrents that weaken coordination of the One WASH National Programme in the regions. A lack of a Regional WASH Coordination Office (RWCO) and use of multiple (unaligned) steering and technical committees for each of the WASH programmes financed through different channels is problematic. RWCOs have not been established due to lack of clear understanding on the specific roles of the RWCO, limited guidance on the required number and professional mix of the staff, and sources of budget.

### WaterAid Ethiopia's role

Effective, functioning systems from local government upwards will underpin the ability of the sector to attain and sustain universal access to WASH, allowing Ethiopia to become a middle-income country and end extreme poverty.

WaterAid Ethiopia has significant experience in rural WASH service delivery and working with local government structures, but a relatively small reach compared to the overall One WASH National Programme, which is the government and sector vehicle to reach the large numbers required to achieve universal access. However, as the only WASH-focused INGO in the country and as a respected sector player, WaterAid Ethiopia is positioned to be able to demonstrate enhanced systems for local government WASH teams, and package this new knowledge for leverage and use by the Government and wider sector. In this way, WaterAid's work on improving WASH systems at local government level will be scaled through influencing the sector and leveraging its efforts more effectively.

**We will ensure that effective WASH systems at local government level are influencing sector processes**

by forging a learning approach to demonstrate, capture and share knowledge from our programme innovations, to inform the design and improvement of sustainable sector-wide systems and advocate for planning for sustainability.

We will do this by:

- Modelling WASH management systems and testing technology effectiveness (e.g. rural piped systems, solar systems).
- Focusing on institutional WASH.
- Strengthening the sanitation supply chain to scale up improved sanitation coverage.
- Testing and documenting rural hygiene promotion and behaviour change approaches and drawing lessons for national influencing as a hygiene pioneer.
- Strengthening the private sector to take a stronger role in WASH improvements.
- Employing the district-wide approach.



Aregash Addis has been a storekeeper at Debre Tabor Water and Sewerage Utility for over ten years. In 2014, WaterAid and Yorkshire Water facilitated technical and social training for water utility management. Debre Tabor, South Gondar, Amhara.

Siraye, 16, is a member of her school WASH Club because she wants to make sure students use the new facilities responsibly. Fitawrari Habte Giorghis Primary School, Addis Ababa.





## Strategic output 4: WASH systems are integrated with other sectors

Universal access to WASH is an essential stepping-stone to eradicating poverty. Achieving and sustaining universal access requires strategic integration of WASH into sustainable development processes, mechanisms and investments both at sector level and local level.

WASH has a critical role to play in reaching targets beyond its own sector. For example, without sanitation facilities, education institutions cannot hope to enrol and retain children, especially girls. Health institutions cannot provide safe, good quality services without adequate water supply for hygiene and handwashing. For sustainable development in agriculture and industry, the sector must be aware of the potential impact of its decisions on WASH resources and how effective joint planning can avoid potential conflicts. The WASH sector needs to be outward looking, leading others in the establishment of mechanisms that bring together development actors for streamlined planning, investment and accountability.

In Ethiopia, the inter-ministerial MoU signed in 2006 began the process of bringing the main partners of the WASH sector – education, health, and water resources – together for joint planning, implementation and monitoring of WASH in communities, schools and health institutions.

### **WaterAid Ethiopia's role**

Achieving universal access to WASH is essential to sustainable development and can only happen if WASH is integrated into the plans and activities of other sectors. WaterAid Ethiopia will emphasise integration with the health and education sectors, in support of the inter-ministerial MoU.

WaterAid has a voice that is respected both within our own WASH sector and by others. Our experience in the integration of WASH into other sectors, combined with our learning and knowledge agenda, not only in Ethiopia but globally, allows us to play a strong role influencing for change.

**We will ensure that WASH systems are integrated with the health and education sectors** by providing the targeted evidence these sectors require to embed WASH in their planning, budgets and activities.

We will do this by:

- Modelling and documenting strategic action plans, and building capacity for the integration of institutional urban WASH.
- Working with partners on maternal, newborn and child health (MNCH), nutrition, and neglected tropical diseases (NTDs) in the health sector, and on menstrual hygiene management (MHM), hygiene promotion, and WASH facilities in schools in the education sector.
- Analysing and costing institutional WASH.
- Promoting and supporting district-level planning and programming through the district-wide approach.

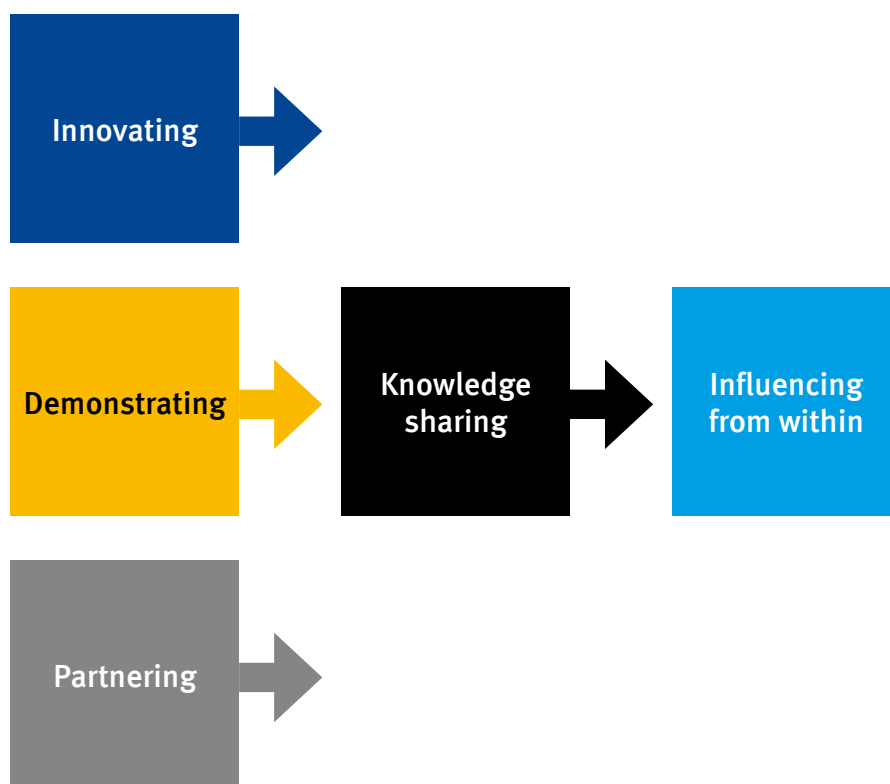
# Strategic ways of working

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We have identified five interlinked strategic ways of working which resonate with WaterAid's global values and focus, and are relevant and aligned to the sector needs in Ethiopia. Through our strategic ways of working, we will focus on innovating, demonstrating and partnering in a way that will build sector knowledge to influence change from within the OWNP.

## **Innovating and demonstrating implementation**

WaterAid is recognised globally as being creative, agile and learning-focused. In Ethiopia, we have a reputation for technical strength and the ability to innovate and demonstrate solutions for the challenges facing the sector. The Country Strategy gives us the opportunity to use our track record and flexibility to pilot the implementation of new technologies, systems, and management approaches. Learning from these innovations, and leveraging WaterAid's regional and global knowledge, will allow us to contribute knowledge to the Ethiopian WASH sector. We will share this knowledge through national sector platforms, influencing



change and making a significant contribution to ensuring that the sector has the capacity and systems to sustain and continually extend equitable services to the entire population.

## **Partnering**

Working collaboratively and in partnerships is fundamental to bringing about lasting change and to the achievement of WaterAid's global aims. We will establish a strong partnership with the Ethiopian Government and collaborate with other strategic partners to maximise

our impact within and outside the WASH sector. Through working in cross-sectoral partnership, we will be able to share evidence, contribute to dialogue, and re-orient WASH as an integral part of sustainable development for sectors such as education, health, climate and agriculture.

## **Knowledge sharing**

Implementing programmes with an intentional focus on innovation, demonstration, partnership, and social inclusion provides WaterAid Ethiopia

Trench excavation work underway. Babich, Toke Kutaye, West Shewa, Oromia.

with the unique opportunity to generate and share knowledge within and outside the WASH sector. We will gather, document and disseminate evidence from our programmes and those of others, and use our place at the policy table to make sure that our practical experiences and lessons are translated into knowledge that can inform the sector and influence positive change.

### **Influencing from within**

Influencing long-term sustainable change in the provision of WASH services is integral to everything WaterAid does globally. With a 25-year history in Ethiopia, WaterAid is well placed to assume an influencing role using evidence generated from our practical experience to influence others from a strong position within the One WASH National Programme. With a local as well as a national presence, we are able to bridge the gap between different levels – ensuring local knowledge reaches national decision-making platforms, and that OWNP implementation modalities and guidelines reach regional and local-level government and strengthen local WASH systems.



# What success will look like and how it will be measured

| Strategic output  | How will we know when we are successful?   | Ways of working and examples of activities  |
|---|--|---|
| <p><b>Climate resilience knowledge gaps are identified and filled to influence WASH and other sectors</b></p> | <ul style="list-style-type: none"> <li>• Evidence on vulnerability of communities and systems to climate change generated, synthesised and disseminated by 2018 to inform planning</li> <li>• Climate resilience data used by at least five cross-sector stakeholders in their activities by 2020</li> </ul>   | <p>Innovating: climate-resilient technologies</p> <p>Demonstrating: multi-use systems, multi-village technology options</p> <p>Partnering: using WASH evidence to build new relationships</p> <p>Knowledge sharing: impact analysis of waste management, water point mapping</p> <p>Influencing: advocating for prioritisation, governance and integration of urban WASH services</p> |
| <p><b>Marginalised and vulnerable groups are included in WASH programming</b></p>                             | <ul style="list-style-type: none"> <li>• By 2018, tools developed to support resilient pro-poor programming in WaterAid Ethiopia intervention areas</li> <li>• By 2019, all WaterAid Ethiopia intervention areas plan and implement with remedial action for social inclusion and resilience</li> <li>• By 2020, WaterAid Ethiopia demonstrates effective pro-poor approaches which are adopted by ten other stakeholders</li> </ul> | <p>Innovating: inclusive technologies</p> <p>Demonstrating: inclusive targeting</p> <p>Knowledge sharing: popular versions of strategy and policy</p> <p>Influencing: advocating for pro-marginalised group targeting</p>   |

| Strategic output   | How will we know when we are successful?   | Ways of working and examples of activities   |
|--|--|--|
| <b>Effective WASH systems at local government level influence sector processes</b> | <ul style="list-style-type: none"> <li>• Demonstrated increase in climate-resilient technology and functionality of WASH facilities in five woredas by 2020</li> <li>• Innovative WASH capacity development models institutionalised by 2019</li> <li>• Business models and technologies developed for urban sanitation (solid waste and faecal sludge management) by 2018</li> <li>• Capacity development models, approaches and innovative technologies adopted and implemented in three regions by 2020</li> <li>• Evidence from effective local systems used by national WASH monitoring system by 2020</li> </ul> | <p>Innovating: sanitation approaches and technologies, alternative management approaches</p> <p>Demonstrating: model WASH management systems</p> <p>Partnering: institutional WASH, private sector engagement</p> <p>Knowledge sharing: hygiene behaviour analysis, water point mapping</p> <p>Influencing: providing evidence for decision making</p> |
| <b>WASH systems are integrated with other sectors</b>                              | <ul style="list-style-type: none"> <li>• WASH integrated into government development and sector plans in 50% of WaterAid Ethiopia intervention towns and woredas by 2021</li> <li>• Clear allocation for WASH requirements in budgets of other sectors in 30% of WaterAid Ethiopia implementing towns and woredas by 2021</li> <li>• Functioning district-level WASH coordination structure in 50% of WaterAid Ethiopia intervention towns and woredas by 2018</li> <li>• One WASH National Programme developed, monitored and implemented in all WaterAid Ethiopia intervention towns and woredas by 2018</li> </ul>  | <p>Demonstrating: strategic action plans, capacity development for integration of institutional WASH</p> <p>Partnering: integrating WASH with irrigation and food security, MNCH, nutrition, NTD, climate change</p> <p>Knowledge sharing: analysis and costing of institutional WASH</p>  |

# How we will deliver this Country Strategy

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WaterAid Ethiopia programmes will be delivered within the framework of the existing WASH Sector-Wide Approach (SWAp) in support of the goals set by the Ethiopian Government and WASH sector. Our programme will be aligned with the government policies, priorities and strategies of respective Sector Development Plans and with the administrative systems, standards and procedures of the regional and federal government. The strategy is aligned both with the GTPII and One WASH National Programme considering the Global Strategy as the key direction.

The defined operational space within which international NGOs work in Ethiopia will also be taken into account when planning our programmes. Programmes must also comply with a 70:30 budget ratio of programme administrative costs (including staff costs).

We will operate as a self-implementing organisation via

regional sub-offices located within our operational areas. This will entail recruitment of necessary technical expertise in the localities where we work to minimise travel, but to also provide us with current data and enable us to be present at the nexus of our innovations and implementation.

We will deliver the outputs we are accountable for through three distinct yet interlinked programmes of work:

## **SanCity**

WaterAid's SanCity WASH programme will focus mainly on urban sanitation and hygiene promotion. The programme will revolve around three strategic intervention areas: modelling and innovation; influence and build capacity; and information and knowledge management.

## **Sustainability For Transformation (S4T)**

WaterAid's S4T programme will focus on rural WASH, and three strategic intervention

areas: demonstrating excellence through innovative, climate-resilient solutions, management models and hygiene promotion; enhancing sector information and knowledge through targeted policy and trend analysis, and diagnostic research; and using our place at the table to share this knowledge to influence sector practices. We will enhance sector capacity by strengthening the district-wide approach, non-traditional partnerships and alliances, and district WASH management systems. **Hygiene** is the missing link to realising sustainable access to water and sanitation. In recent years, there has been a growing recognition that many of the potential benefits of WASH programmes will not be achieved without significant change in human behaviour, including appropriate, evidence-based hygiene promotion models and monitoring mechanisms. Good hygiene practice by communities can be a powerful lever to sustain

consistent demand for water supply and sanitation. However, for that to be fulfilled the sector requires appropriate, evidence-based hygiene promotion models and monitoring mechanisms with improved clarity on hygiene definition, better integrated with water and sanitation interventions.

#### **Water and climate resilience**

Climate resilience is a new focus for WaterAid Ethiopia but one that resonates strongly with the needs and gaps of the sector. The overall objective of the programme is to increase the resilience of communities to climate through providing access to WASH, climate-proofing activities and building and strengthening climate-resilient systems.

WaterAid Ethiopia's programmes are designed with a view of long-term engagement in the WASH sector but will prioritise these activities over the period of this Country Strategy.



Kenerian, six, collecting clean water at the new school water point. Geyi village, Mettu district.

# Geographical considerations for our work

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At the end of the previous Country Strategy, WaterAid Ethiopia had programmes in Amhara, SNNPR, Oromia, Tigray and Benishangul Regions. In determining the geographical location of WaterAid's new programme of work in Ethiopia several considerations come into play.

Although at population level Amhara and Oromia are less marginalised in terms of poverty and access to WASH than Somalia and Afar regions, their relative size means that the absolute number of people living in poverty is greater, and therefore the potential impact of interventions could be much higher. As such, universal access will best be leveraged by working directly in Amhara and Oromia. WaterAid Ethiopia has an ongoing investment under its urban programme in Tigray in the area of capacity development, which is generating positive results. We will work on systems-related and capacity-building work in Tigray to leverage country-wide uptake.

Without expanding into new geographical areas, we will ensure that through our strong and influential programme of work combined with our strategic ways of working we are able to influence and leverage the efforts and investments of others in the sector towards areas with high levels of poverty and vulnerability.

Similarly, in urban areas, while access figures for Addis Ababa suggest that priority should be given to other urban centres, there is potential to innovate on nationally-scalable technologies in Addis. Therefore for us to have a demonstrating and influencing role we will have a presence in Addis Ababa.

Lessons from our previous Country Strategy period, as well as the necessity to comply with the 70:30 ratio, suggest that we concentrate our work in fewer but strategically selected geographical areas.





Mulu, ten, walks home after collecting dirty water from a nearby river. Gajjo, Babich, West Shewa.



# Our team

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To achieve our vision, we will build and maintain a diverse team of committed individuals with the skills, experience and dedication to deliver our ambitious strategy.

WaterAid Ethiopia is part of the global WaterAid team. We are able to draw on regional and global expertise gained from over 30 years in the sector and working in 37 countries across the world. We will use this unique opportunity to bolster our existing skills and capacity through additional training, and regional and global team support. New programme skills will be sought, particularly at the interface of urban and rural WASH with climate resilience programming, and the inclusion and targeting of poor and vulnerable people. In rural areas, we will draw on the experiences of WaterAid teams in neighbouring countries and beyond (as well as additional staff

or consultants as required) as we establish social accountability mechanisms, and increase private sector engagement.

## Partnerships and alliances


WaterAid Ethiopia has completed a detailed scoping of relevant actors which it will utilise to establish and maintain strategic partnerships with government (local to national), the private sector, academia, the WASH Ethiopia movement, and other like-minded organisations to bring about sustainable WASH services for the poorest and most marginalised people.

We will maintain strong relationships with several NGOs that have considerable overlap with WaterAid Ethiopia's strategic output areas and ways of working. UNICEF, the UK Department For International Development (DFID), Community-led Accelerated

WASH in Ethiopia (CoWASH), and the World Bank in particular are working on sector development for cascading the OWNPs, building local government systems, and knowledge management.

As WaterAid Ethiopia begins to focus more on climate change and integrating WASH with other development sectors, we will strengthen our relationships with others that share these strategic themes. For example, a new Ministry of Environment, Forestry and Climate Change has been established, which we are at the early stages of engagement with.

Finally, given the recent challenges associated with a dynamic operating environment in the country, we will develop closer relationships and strategic partnerships with humanitarian organisations to ensure we deliver resilient programmes of work.

A young woman with dark hair in braids is smiling and drinking water from a clear glass. She is wearing a patterned top with a white lace-up detail. The background is a thatched roof made of dried reeds or straw, suggesting a rural setting. The lighting is bright, indicating daytime.

Gedamnesh Getachew, 21, drinks clean water. Mazoria village, Shelle Mella, Arba Minch, SNNPR.

WaterAid transforms the lives of the poorest and most marginalised people by improving access to safe water, sanitation and hygiene.

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# Thank you



WaterAid is a registered charity:  
UK: 288701 (England and Wales) and SC039479 (Scotland)

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Cover: Muluken Dessie, 29, is able to wear decent clothes now after the water arrived in her neighbourhood. When the water was far away she used to wear unattractive clothes and hide her jewellery to avoid the attention of violent men. Terefamba, Wohni Durbete, Burie, Amhara.