



IRC

Ethiopia

IRC WASH Strategy: 2017-21, Ethiopia

Building WASH systems to deliver
the Sustainable Development Goals

Supporting water sanitation
and hygiene services for life

At IRC, we believe that turning on a working tap should not be a surprise or cause for celebration. We believe in a world where water, sanitation and hygiene services are fundamental utilities that everyone is able to take for granted. For good.

We face a complex challenge. Every year, thousands of projects within and beyond the WASH sector fail – the result of short-term targets and interventions, at the cost of long-term service solutions.

This leaves around a third of the world's poorest people without access to the most basic of human rights, and leads directly to economic, social and health problems on a global scale. IRC exists to continually challenge and shape the established practices of the WASH sector.

Through collaboration and the active application of our expertise, we work with governments, service providers and international organisations to deliver systems and services that are truly built to last.

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This document presents IRC WASH's medium-term strategic framework and theory of change for the years 2017 to 2021.

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Abbreviations

BSG	Benishangul Gumuz, a Western state of Ethiopia
CLTSH	Community-Led Total Sanitation and Hygiene, an approach to demand creation
CR-WASH	Climate Resilient WASH
DGIS	the Netherlands Directorate-General for International Cooperation
JMP	WHO/UNICEF Joint Monitoring Programme
M&E	Monitoring and Evaluation
ODF	Open-Defecation Free
SDG	Sustainable Development Goal
SDG 6	Sustainable Development Goal 6: Clean Water and Sanitation
SNNPR	Southern Nations, Nationalities and Peoples' Region, a South-Western state of Ethiopia
WASH	Water, Sanitation and Hygiene
WASHCO	Water and Sanitation Committee

1 Introduction

This programme strategy has been prepared by IRC WASH in consultation with key partners to guide the delivery of IRC programming in Ethiopia from 2017-2021. It sets out IRC WASH's goals in relation to the IRC overall mission and goals contributing to the SDGs. The IRC Strategic Framework and theory of change 2017-2030 is primarily dedicated to achieving SDG 6, and within this is focused on targets 6.1, 6.2, and 6.3. IRC WASH aligns these broad goals with the vision and priorities of the Government of Ethiopia.

The IRC WASH team believes it is vital and urgent to strengthen the systems that deliver WASH services to reach the SDG targets, which encompass scale, equity, and quality. We also believe that working with government at all levels is vital to make progress towards the SDGs. This five-year period is considered particularly crucial: if systems can be strengthened during this time, in aspects such as planning, financing and monitoring, then achievement of the SDGs will be made possible. Without substantial progress by 2021 in strengthening systems, and demonstrating and learning how this can be done, the attainment of the SDGs will surely remain a distant dream with the systems lacking capacity to achieve scale and quality.

The adoption of the SDGs has important implications for Ethiopia, and the country is updating its national policies to address the challenge. The Government of Ethiopia updated the ONE WASH National Programme (Phase II issued November 2018), which continues to attract financing from an increasing number of development partners (now seven). The SDGs and

BOX 1 THE INDICATORS FOR SDG 6

SDG 6 Clean water and sanitation

6.1 Water

For a **safely managed** drinking water service, people must use an improved source meeting three criteria:

- it should be accessible on premises,
- water should be available when needed, and
- the water supplied should be free from contamination.

If the improved source does not meet any one of these criteria but a round trip to collect water takes 30 minutes or less, then it will be classified as a **basic** drinking water service. If water collection from an improved source exceeds 30 minutes it will be categorised as a **limited** service. The JMP also differentiates populations using **unimproved** sources such as unprotected wells or springs, and populations drinking surface water collected directly from a river, dam, lake, stream or irrigation canal.

SDG 6.2.1 Sanitation

For **safely managed** sanitation services, people should use improved sanitation facilities, which are not shared with other households, and the excreta produced should either be:

- treated and disposed in situ,
- stored temporarily and then emptied and transported to treatment off-site, or
- transported through a sewer with wastewater and then treated off-site.

If the excreta from **improved** sanitation facilities are not safely managed, then people using those facilities will be classed as having a **basic** sanitation service. People using improved facilities, which are shared with other households, will be classified as having a **limited** service.

SDG 6.2.2 Hygiene

The presence of a handwashing facility with soap and water on premises has been identified as the priority indicator for global monitoring of hygiene. Households that have a handwashing facility with soap and water available on premises will meet the criteria for a **basic** hygiene facility. Households that have a facility but lack water or soap will be classified as having a **limited** facility, and distinguished from households that have **no facility** at all. In some cultures, ash, soil, sand or other materials are used as handwashing agents, but these are less effective than soap and are therefore counted as limited handwashing facilities.

Source: WHO/ UNICEF Joint Monitoring Programme

recent key national plans such as the Second Growth and Transformation Plan focus on:

- Achieving universal and equitable access to WASH services, including in schools, health and other institutions and locations beyond the home.
- Higher levels of WASH services such as improved volumes of water, access to water on premises, better water quality and improved latrines.
- Sustainable services by giving more support to service providers and enhancing the role of the private sector.
- Reducing health and environmental impacts through improved wastewater management.

1.1 THE CHALLENGE

Finance

To reach the SDGs and One WASH National Programme goals of universal access to safe and sustained WASH services, the WASH sector in Ethiopia needs to attract significant levels of new finance and strengthen government-led delivery systems for services that go beyond necessary new infrastructure development. Achieving the SDGs is projected to require a six-fold increase on current investments (3 billion rather than 500 million USD per year) while spending an amount equal to the entire current annual budget on sustaining services (i.e. 500 million USD per year)¹. The sector is highly donor dependent (development partners providing transfers), which presents a major medium-term risk and the country needs to make progress in increasing other sources of finance (taxes and tariffs).

¹ Water Sector Working Group estimates developed with the support of UNICEF.

Access to water services

Access to services and the quality of those services are both relatively low. According to JMP analysis, in urban areas, 38% have safely managed water while 77% have at least basic services and 95% have at least limited services. In rural areas, 4% have safely managed services, 30% have at least basic services and 56% at least limited services. High levels of access are undermined by very low levels of service (e.g. Adank et al., 2016).

While it is arguable whether climate change presents the biggest risk and constraint to improving water services, the Ethiopian climate – especially in the drought-prone lowlands – presents an extremely challenging context for service delivery and that resilience and sustainability of WASH systems is currently low. Innovation is needed to improve water service delivery models (such as new rural water

utilities for multi-village schemes), upgrading the current performance of both ‘community management’ in rural areas and ‘utility management’ in the rapidly growing urban sector.

To attract new funding and improve performance, the sector seeks to improve professionalisation and develop government capacities at all levels, strengthen the role of the private sector and take advantage of new technologies in areas such as monitoring, water lifting (e.g. solar power) and water quality surveillance and treatment.

Sanitation and hygiene

In sanitation and hygiene, Community-Led Total Sanitation and Hygiene (CLTSH) implementation has been successful in establishing a high level of access to simple latrines but there are serious concerns about sustainability and the appropriateness of

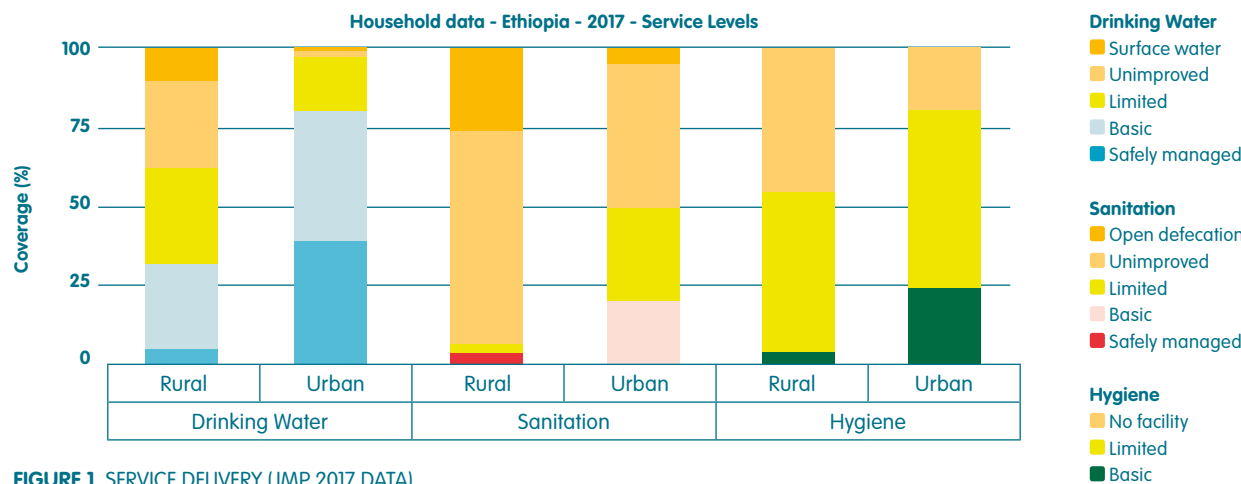


FIGURE 1 SERVICE DELIVERY (JMP 2017 DATA)

TABLE 1 SERVICE DELIVERY MODELS AS LISTED IN THE WASH IMPLEMENTATION FRAMEWORK, FOCUS IS ON DELIVERY AND CONSTRUCTION OF NEW INFRASTRUCTURE RATHER THAN MANAGEMENT.

Infrastructure development models ¹	Infrastructure management models	Support to service providers
Rural		
Self-supplied projects	Self-supply (household)	Artisans/ local private sector
Community managed projects	Community management (WASHCOs)	Associations (Amhara) / Kebele (Tigray)
NGO managed projects		NGOs/ UNICEF/ other
Woreda managed projects	Utility management (Rural water utilities) [mostly small towns with rural context]	Woreda technicians / Zone Region
Urban		
	Utility management (Town water Utilities)	Urban utilities association

existing models in the lowland context. While 61% of rural households nationally have some form of facility, only 6% use improved latrines including shared (EDHS2016). While CLTSH has been effective in triggering households to make their own investments in latrines and toilets, there remains a huge need to encourage households to improve the quality of latrines through better products and services across the sanitation chain from containment to emptying and safe disposal. This includes developing new businesses to service a growing sector in sanitation products.

WASH away from home

Access to WASH at key institutions, such as schools and health facilities, is very low (National WASH Coordination Office, 2017 based on the Ministry of Education’s annual report). Only 11% of primary schools had adequate water, 49% were ODF and 21%

had handwashing facilities; when indicators are combined, only 4% of schools had a safe WASH package (the corresponding figure for secondary schools is 10%). Nationally, about half of health posts have water (45%) or sanitation facilities (51%) based on the Ethiopia Service Provision Assessment Plus Survey (EPHI, 2014), however, the quality of facilities is also expected to be low.

Poverty

Poverty levels are declining across Ethiopia but have converged between 30-40% across all regions with most (85%) of the poor remaining in rural areas (according to the World Bank’s WASH poverty diagnostic, 2017). Progress is reported to have been equitable across wealth quintiles, while pastoralists and agro-pastoralists have not fared as well as other livelihood groups.

1.2 EMERGING TRENDS

The rapidly growing economy and very high rates of urbanisation are starting to have major implications for WASH service delivery. Poor WASH services in fast-growing small towns are a particular health concern, and agricultural intensification and industrialisation have the potential to pollute water sources unless carefully managed. Other trends that can be identified are:

- Emergence of climate resilient WASH (CR-WASH) as a key national priority involving large-scale investment in ‘big’ technologies, such as deep boreholes and multi-village schemes
- Increasing recognition of the potential role of the local private sector in providing services and jobs, but with a focus on association rather than entrepreneurial models
- More focus on rural piped supply through single and multi-village schemes and the planned development of a new class of rural water utilities
- Development of follow-up strategies to achieve ODF sustainability
- Promotion of sanitation marketing with more regions engaged in the national programme and new products emerging on the local market
- More graduates from technical and vocational training centres, and increased involvement of these institutions in supporting the WASH sector
- Strengthening research and knowledge management, and increased capacity at universities, including the Ethiopian Water Technology Institute
- NGOs adopting systems and district-wide approaches
- A growing interest in regulation of the water supply sector

Monitoring remains one of the weak links in the WASH sector, especially in water supply, although new systems are emerging at regional level with a focus on asset management and in 2018, it is expected that the National WASH Inventory will be undertaken (the last national inventory was in 2010/11).

1.3 2012-16 BUSINESS PLAN: LESSONS LEARNED

Building upon the successful RiPPLE programme², IRC established a focus country programme with an office in Addis Ababa and our first local staff. With a gradually expanding portfolio of project contracts, a coherent programme was developed linked to IRC's overall mission but with limited funding from IRC's core programme and a diverse range of funding sources. The IRC Ethiopia Programme developed a strong reputation in WASH sector Monitoring and Evaluation (M&E), knowledge management and partnership development. Activities led to a wide range of publications for different audiences such as guidelines, academic papers, and policy briefs. One highlight was supporting the sector to recognise Self-supply as a service delivery model based upon research that IRC led or supported. A further highlight was supporting the National WASH Coordination Office to write a national WASH inventory report (for Ethiopian year 2008 i.e. 2015/16) that still provides the most comprehensive and up-to-date survey of the WASH sector.

² RiPPLE, which stands for Research inspired Policy and Practice Learning in Ethiopia, was established as a WASH research programme from 2006 to 2011 with funding from DFID and led by the UK Overseas Development Institute. In 2012, RiPPLE was established as an independent NGO.



2 Strategic framework

IRC’s Strategic Framework and theory of change for 2017-2030 present a set of overarching long-term priority objectives and actions primarily dedicated to achieving SDG 6 and most clearly focused on argets 6.1, 6.2 and 6.3.

Working with our partners, IRC WASH seeks to achieve universal access to WASH services in our partner districts by 2030, demonstrating to the sector how this was done through convincing evidence on how to build stronger systems (by 2021). Ethiopia is a federal country with 10 regions and a strongly decentralised state allocating substantial powers to the regional, zonal (in some regions) and woreda (district) levels. Our expected activities for the period 2017-21 include work towards these outcomes at two main levels (or groups of levels): 1) the local level including the district (woreda in Ethiopia) and city; 2) the zonal/regional level and national level.

2.1 OUR ROLE AND THEORY OF CHANGE

IRC’s theory of change has a vision of strong national systems at district and national level that deliver and maintain universal access to water, sanitation and hygiene, as well as address other water-related targets of SDG 6. It is based on the key assumption that strong national systems are underpinned by strong national leadership – both political and financial. We believe that decentralised administrative units provide the right scale at which to model behaviour, test

approaches and identify solutions to drive the route to universal access. For this reason, IRC will work with partner districts to map water and sanitation infrastructure assets, monitor services and systems, develop realistic budgets and bankable plans – and subsequently help to identify financing for those plans.

However, success at district level is not in itself enough to be sustainable or to spark a national movement to achieve universal access. It must connect strongly with national level activities, to build strong partnerships and create the building blocks that will enable districts to achieve their goals.

Sustainable Development Goal 6 is about ensuring availability and sustainable management of water and sanitation for all by 2030. Collaborative efforts and new thinking, approaches, and methods are needed alongside strong local and national governmental

institutions and leadership. There is a need to test new, realistic, and promising solutions and approaches to build credible and actionable evidence on how SDG 6 can be achieved. IRC has identified opportunities at local and national level to begin building this evidence.

The theory of change encapsulates IRC’s role, and the actions that it intends to take, at district, national and global level to support the achievement of its vision through several broadly expressed outcomes. It is based on the idea that IRC, through these actions, can provide a hub or backbone for collective action by strong district and national partnerships, and catalyse and support sustained action leading to universal access. IRC will leverage partnerships and networks at the national and district level to improve the means of WASH delivery. IRC’s hub role at the national and district level will involve convening actors, stimulating experimentation, codifying and sharing knowledge.



FIGURE 2 SUMMARISES THE IRC THEORY OF CHANGE, WHILE ANNEX 1 PRESENTS THE DETAILED LOGICAL STEPS THAT THE THEORY OF CHANGE FOLLOWS.

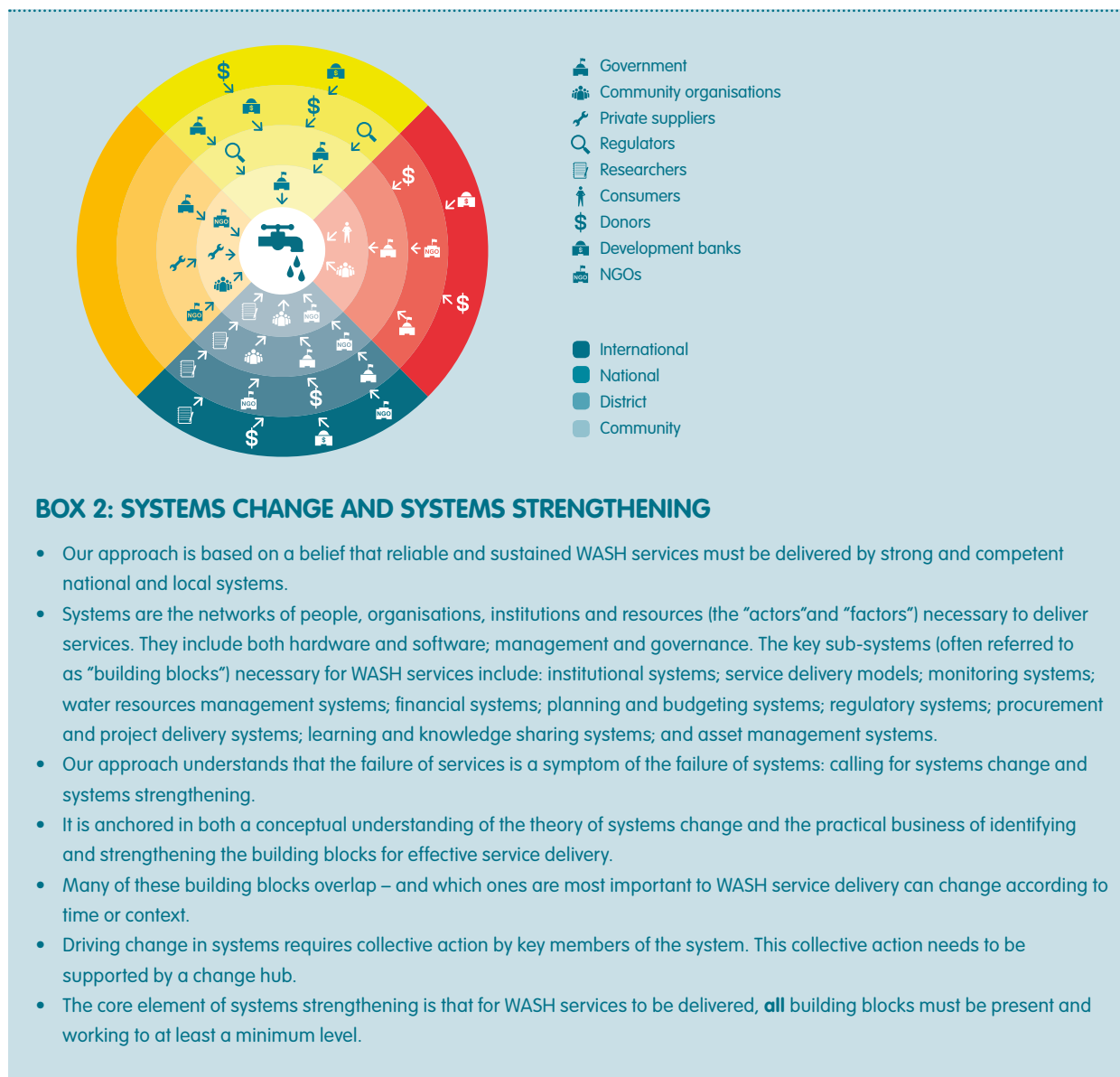
IRC will monitor outcome level change within partner districts and at national level to measure progress and to ensure that results in IRC partner districts contribute to a broader national movement for universal access.

2.2 REGIONAL AND NATIONAL LEVELS: BETTER LEARNING FROM NEW EVIDENCE

Strong and competent national systems are required to ensure the delivery of reliable and sustained WASH services. Systems are understood as the networks of people, organisations, institutions and resources necessary to deliver services. They include fundamental building blocks for sustainability within the Ethiopian WASH sector: institutions, legislation and policy, planning, finance, regulation and accountability, monitoring, infrastructure development and maintenance, water resources, learning and knowledge management / adaptation.

IRC WASH will consolidate its role as a national hub and a leading provider of knowledge management services for the sector developing our partnerships with ministries and key sector actors such as UNICEF, WaterAid and Millennium Water Alliance.

We seek to develop national level collaborations based on the Agenda for Change, working with partners and allies such as WaterAid, Sustainable WASH Systems, Millennium Water Alliance, Welthungerhilfe, and the Netherlands SDG consortium to develop an effective community of practice for WASH systems strengthening.



Region is a key level in Ethiopia and we will strengthen government-led data management and use at regional scale in Somali and Afar regions covering 7.5 million people. This builds on our establishment of the Somali Functionality Inventory as a drought response activity in 2017 with UNICEF, and partnership with the USAID Lowland WASH Activity.

We will promote public-private collaboration and the uptake of sanitation marketing innovations with our USAID WASH Transform partners across eight regions (SNNPR, Oromia, Amhara, BSG, Tigray, Somali, Afar, and Gambella), 40 districts, and through related national platforms.

Concluding a major study on 16 towns for UNICEF in 2019, we will publish findings and convene the sector to learn lessons on delivering small town WASH services. We will also support monitoring of service levels and conditions for sustainability across UNICEF's entire rural WASH portfolio, providing exciting opportunities to influence policies and practice in sustainability.

We will continue to undertake monitoring, research and knowledge management activities for clients and partners such as the USAID Lowland WASH Activity and Vitens-Evides International. We also aim to support development of national regulation e.g. through the WaterworX programme.

We will continue to seek to incubate and catalyse new ideas such as the use of sensors in the rural water sector, and supporting innovation and businesses in areas, such as household water treatment and safe storage, rural water maintenance, and sanitation marketing.

2.3 DISTRICT LEVEL: BETTER FUNCTIONALITY DRIVING NEW FINANCE

Building on work started under the USAID Sustainable WASH Systems Learning Partnership, we have made long-term commitments in 2017 to partner districts (woredas) in Afar (Mile) and SNNPR (South Ari), initially focusing on rural water services. By the end of 2018, we expect to confirm additional partnerships and make new commitments with funding through the Millennium Water Alliance for programme activities in 3 further woredas in Amhara (Dera, Farta and North Mecha) and Addis Ababa (focusing on school WASH). Currently, a planning phase of these activities is funded by the Conrad N. Hilton Foundation.

In the focus districts – at least two and up to five woredas – we will work with our partners to strengthen the systems that in turn improve water access, service levels and sustainability for an estimated 1,145,000 people. By 2021, we aim that our partner districts will have:

- Strong systems for asset management including improved mechanisms and capacities for operations and maintenance
- Strong systems and capacities for monitoring rural and small-town water supply services delivery, and the performance of key parts of the system
- Strong systems and capacities for coordination and learning that are led by local government but engage with service providers, NGOs, and other actors linked to other levels (zone, region, national)
- Strong systems and capacities for planning and mobilising sources of finance

In Addis Ababa, with SPLASH and the Addis Ababa Education Bureau, we will strengthen systems to catalyse access to WASH in schools for all 400,000 public school students in the capital. Similar to our activities in focus districts, we will support software rather than hardware activities, with a focus on strengthening monitoring, partnerships, and learning.

In these rural districts and urban areas, we are making long-term commitments to work to achieve universal access to services. During 2018, we will also further explore how to support transferring lessons learned on school WASH in Addis Ababa to other focus districts, and similarly, how to replicate USAID Transform WASH learning in sanitation marketing in our focus districts.

The zonal level in Ethiopia is a critical level for WASH service delivery in some regions (but not yet in Afar) and we will engage at zonal level to strengthen systems. The zone is a first level for also scaling up innovations within our focus districts/woredas.

Our simplified theory of change is that WASH systems strengthening activities will lead to strengthened systems that deliver better quality WASH services and improved health and well-being outcomes. We work to strengthen systems at different levels, and a key focus in Ethiopia is the district or woreda level, where most service authority functions lie.

3 Main partnerships

IRC WASH works closely with key Ethiopian WASH sector stakeholders and institutions. The main partners for all these activities, and the immediate beneficiaries, are the respective woreda/city government agencies together with zonal and regional government agencies where appropriate.

We will undertake our activities working with government at national (Ministry of Water, Irrigation and Electricity, Ministry of Health, National WASH Coordination Office), regional (Somali, Afar, SNNP, Amhara and others), zone (South Omo) and woreda (South Ari, Mile, Dera, Farta and North Mecha) levels; with major sector actors and influential projects such as UNICEF, USAID Transform WASH (led by PSI) and the USAID Lowland WASH Activity; and with leading WASH sector NGOs, including those brought together in the Millennium Water Alliance and the Ethiopia WASH Alliance. We will promote collaboration by Agenda for Change partners in the country (including WaterAid, CARE, Welthungerhilfe, Splash, etc.).

Critical funding partnerships are USAID, Conrad N. Hilton Foundation, and the Netherlands Directorate General for International Cooperation (DGIS) while other major clients include UNICEF. It is anticipated that Ethiopia may become a country of focus for the Netherlands, which would provide an opportunity to further increase our collaboration with Dutch institutions and supported programmes.

We will continue to collaborate with international universities, such as Oxford, Cranfield, and Colorado, while strengthening our partnerships with local universities such as Addis Ababa, Jimma, and developing others in areas where we operate including Jinka, Semera, and Bahar Dar Universities.

4 Monitoring, evaluation and learning

IRC has developed a global monitoring framework to track progress in implementation and effectiveness, and to identify bottlenecks for early resolution. Mid and end-term evaluations of the Strategy will be commissioned by IRC HQ. Project-specific evaluations will be agreed with project funders and partners.

Learning will continue to be central to the IRC WASH, Ethiopia programme, and we will actively experiment with a range of innovative approaches as part of our efforts to lead by example. The following key activities will be maintained over the entire 2017-2021 period to foster cross learning with partners and sector stakeholders.

At national level, we seek to monitor aspects of WASH systems through government-led monitoring systems as far as possible. Additional data will be collected on service levels, building blocks and actor behaviours using tools provided by IRC's monitoring system.

At district level, we are already building and strengthening learning platforms to deliver progress against the SDGs in South Ari and Mile and similar platforms are envisaged in Amhara district. Replication of learning processes at zonal, regional, and national levels seeks to promote learning within existing sector platforms where these exist. For example, through the USAID Transform WASH programme, we are strengthening coordination and

learning platforms on sanitation marketing across most regions, as well as the national level through the national Multi-stakeholder Platform on Sanitation Marketing.

Where possible, we will participate in Joint Sector Review processes and critical national learning fora such as the (WASH) Multi-Stakeholder Forum.

Knowledge products that support learning are a critical part of our approach and will be developed at all levels. These will be disseminated through our digital-first strategy and country webpages, as well as social media and other channels.

5 Our Organisation

During 2018 we intend to register as an NGO, or if this not possible due to restrictions placed on NGOs (limiting non-hardware activities), as an Ethiopian managed and local business. The need to change the registration format is linked to limitations associated with our current registration as a commercial liaison office, and the ambition to expand activities as set out in this plan. With its focus on running projects and activities from The Hague (NL), the liaison office registration does not suit our expanding activities and limits our development and activities.

We expect during the 2017-2021 period to achieve a staff and long-term consultant level of 20 full-time professionals, including approximately 12 full-time professionals in the national office in Addis Ababa. The country office is to be made up of 5 programme staff, 5 support and administrative staff; and 2 FTE management staff who will also be engaged in substantial programme and influencing activities.

We expect to have up to 5 programme staff located in the regions often working from the office of partners and government. We will continue to work with long-term associate consultants, expecting to work with at least 5 senior consultants in this role providing about a further 3 full-time positions.

We envisage delivering our strategy through a national office in Addis Ababa and a presence in most of the regions where we operate. In South Ari (SNNPR)

we plan to establish a local office and position a local facilitator to assist coordination of activities during the first quarter in 2019. In Afar, we will embed a part-time consultant recruited jointly with partners in the Regional Water Bureau. We also expect to position a staff member to support research and knowledge management in Bahar Dar in a shared office with Millennium Water Alliance partners by mid-2019 if this programme is funded. In Somali region, our activities are supported by an associate locally based in Jijiga.

We will seek to achieve and maintain a balance between senior and junior professionals, providing opportunities for teamwork and specialisation, while also achieving a healthy gender balance in our staffing.

6 Our business model

At the start of the 2017-2021 period, IRC WASH remains heavily reliant on externally funded projects subject to tight work plans and deliverables (about 90% income) with relatively little more flexible funding (around 10%). This creates a fairly pressured working climate but at least within the period, it is still proving possible to build a coherent model around IRC's global mission. However, before the end of the period and ideally by the end of 2020 there is a need to secure funding to ensure the continuation of water-related activities in the focus woredas (beyond existing USAID's Sustainable WASH Systems funding), and if possible, to extend sanitation and hygiene activities in these locations. The successful conclusion of the Millennium Water Alliance planning phase, with funding secured for long-term work in the three Amhara woredas is also of strategic importance.



7 Financing and fundraising strategy

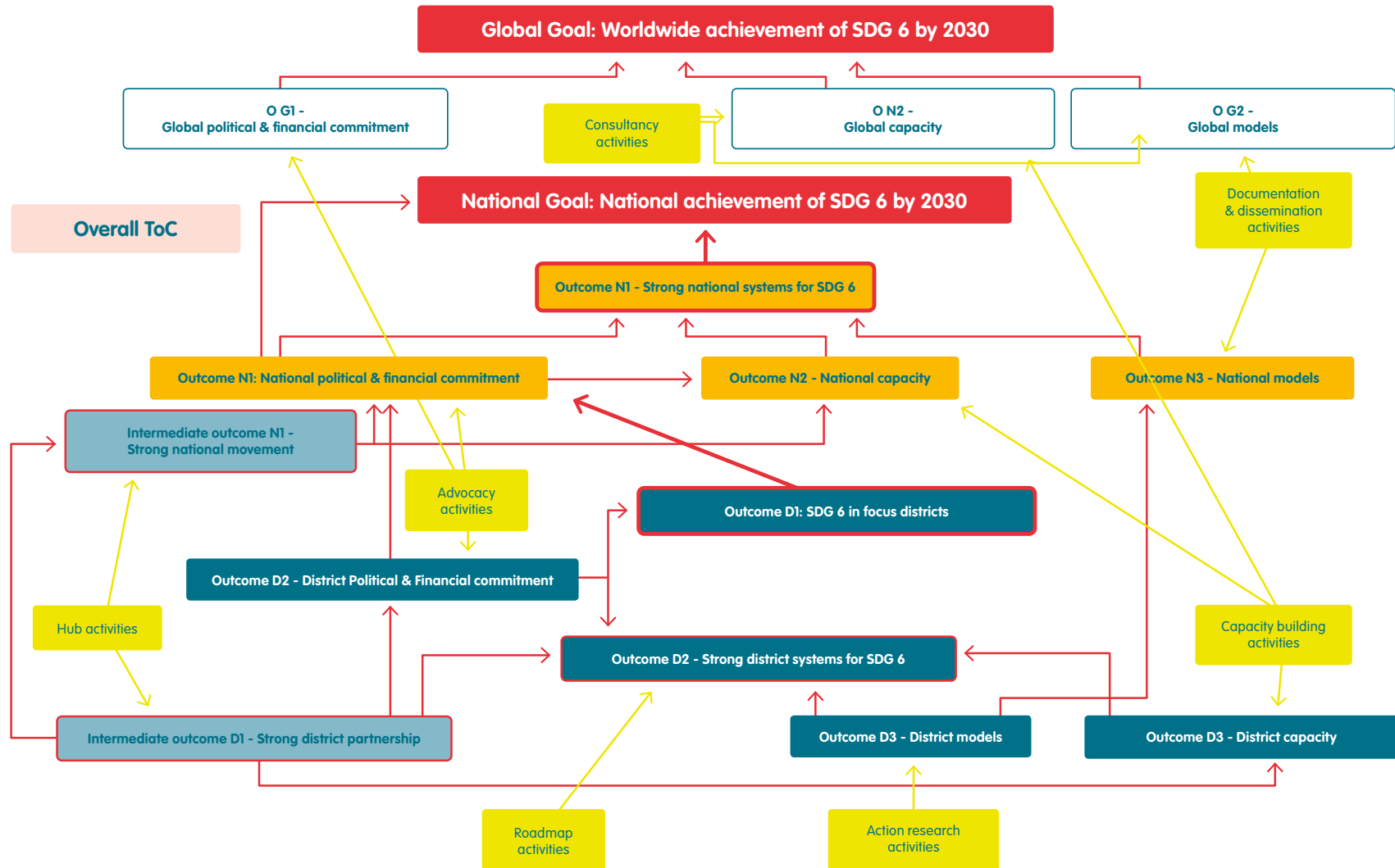
At present, financing of IRC WASH in Ethiopia is primarily dependent on externally funded projects. A better balance between programmatic, project and advisory work would be about one-third income

related to each of these components. However, there is little difference between programmatic and project funding if project funding is secured for critical aspects of our focus district activities, as summarized below.

TABLE 2 FUNDING OVERVIEW

Euro	2017	2018	2019	2020	2021	Total
Total funding ambition	1,000,000	1,100,000	1,250,000	1,350,000	1,500,000	6,200,000
Contracted as per May 2018	936,400	1,607,083	1,348,875	990,637	355,212	5,238,206
Funding to be acquired	63,600	-507,083	-98,875	359,363	1,144,788	961,794
Target programmatic funding	150,000	200,000	250,000	350,000	500,000	1,450,000
Target project funding	750,000	700,000	700,000	700,000	700,000	3,550,000
Target assignments through IRC Consult	100,000	200,000	300,000	300,000	300,000	1,200,000
Contracted programmatic funding	130,000	321,858	50,000	50,000	50,000	601,858
Contracted project funding	756,400	1,059,210	978,362	620,124	262,477	3,676,572
Contracted assignments	50,000	226,015	320,513	320,513	42,735	959,776
Programmatic finding to be acquired	20,000	-121,858	200,000	300,000	450,000	848,142
Project funding to be acquired	-6,399	-359,210	-278,362	79,876	437,523	-126,572
Assignments to be acquired	50,000	-26,015	-20,513	-20,512	257,265	240,224

Annex 1: Our Theory of change: district action for national global impact



Annex 2: Intermediate outcomes, activities and resources for programmes

DISTRICT LEVEL

Intermediate outcomes (2021)

Outcome D6: SDG 6 in focus districts

Intermediate outcome D6.1: Increase in functionality and reliability of water services

Outcome D2 : Strong District Systems

Intermediate outcome D2.1: Strengthened systems for asset management including at least one new mechanism at scale and related capacities for maintenance (Infrastructure management)

Intermediate outcome D2.2: Strengthened systems for monitoring rural water supply services delivery including a woreda-wide asset inventory with key data (e.g. functionality) updated at least quarterly, and the performance of key parts of the system (Monitoring)

Intermediate outcome D2.4: Woreda SDG strategic plans approved and used to mobilise an improved mix of financing for service delivery (Planning/finance)

Intermediate outcome D1.1: Strengthened platforms and capacities for coordination and learning that are led by local government but engage with service providers, NGOs and other actors and link to other levels (zone, region, national) with at least quarterly meetings reported (Learning and adaptation)

Intermediate outcome D3.1: At least one new mechanism operating at scale for rural water supply maintenance (Infrastructure management)

Intermediate outcome D3.1: Capacity of woreda water office built with measured improvements in planning, monitoring, and supporting O&M

NATIONAL LEVEL

Intermediate outcomes (2021)

National Goal: National achievement of SDG 6

Outcome N5 – Strong National Systems

Intermediate outcome N1: Strong regional systems for water supply monitoring in at least 2 regions demonstrate how monitoring can support asset management and improve service levels.

Intermediate outcome N2: Uptake of best practices in district-wide approaches by NGOs, alliances and government (learning and adaptation)

Intermediate outcome N3: Strengthened policy and support to Self-supply, Community Management and Rural Water Utility service delivery models (Infrastructure management)

Intermediate outcome N3: Uptake of sanitation marketing products and approaches (learning and adaptation) with at least x products sold

Influencing based on lessons from district levels

Key results by 2021: That strong, government-led partnerships will have a clear vision, and strategies and plans for achieving universal access by 2030; that Ngor and other commitments for public finance to the WASH sector are being respected; and that there has been significant progress on developing national level building blocks (such as priority finance and monitoring).



Annex 3: Links between existing projects and intermediate outcomes

Project number and name	Brief description
E17.02 USAID Transform WASH	Through leading the component knowledge management, we seek to help take sanitation marketing innovations to scale, working across 8 regions with a focus on research and facilitating learning platforms.
E16.49 USAID Sustainable WASH Systems	Under concept 1 of this initiative (with Uganda) we are strengthening rural water supply service delivery systems in two districts in Afar and SNNPR. Prioritised areas include maintenance, finance and monitoring.
E18.77 CNHF (Millennium Water Alliance and Splash)	We will support our Millennium Water Alliance partners to design and deliver systems strengthening interventions to reach universal access and improve service levels and sustainability in 3 districts in Amhara region. We will also support SPLASH and its partner, the Addis Ababa Education Bureau, to extend access to WASH in schools in Addis Ababa and extend its model of influence beyond the capital.
NEW Sustainability checks for UNICEF country programme	Over 5 years we will monitor service levels and conditions for sustainability across UNICEF's entire rural WASH portfolio, the largest UNICEF WASH country programme. Lessons learned about improving sustainability will be used to inform the One WASH National Programme.
E17.32 REACH fragile environments observatory:	Research demonstrating how risks in groundwater development can be reduced in a multiple-use setting will seek to influence the national household irrigation programme and Self-supply within the One WASH National Programme.
E17.32 Water security in Ethiopia and the Emotional response of Pastoralists (WEEP)	Research to develop more meaningful indicators based on mental health and well-being that can be used in emergency and development focused programmes.
E14.20 One WASH Plus	Independent Monitoring and Evaluation and knowledge management supporting UNICEF's urban WASH programme focused on rapidly growing small towns.
E17.87 DGIS Programme	Amplifying our national level engagement activities and influence within the Ethiopian WASH sector and globally.
E14.30/ E15.03 Vitens-Evides International evaluation projects	Supporting Vitens-Evides International to improve implementation of complex integrated water, sanitation and water resources management projects in Harar and Addis Ababa.

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