

Annual Report 20[17-18]

WaterAid [Ethiopia]

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1. Contextual changes and programmatic shifts

The first phase of the One WASH National program (OWNP) was reviewed over this past year which resulted in identifying some structural gaps including the inclusion of CSOs at the center of the OWNP, improving sector harmonization, and the need to raise the profile and capacity of the National WASH coordination office to effectively coordinate and guide the sector. WaterAid Ethiopia played a key role in the review process as well as supported the coordination effort in consolidating the role of CSOs in WASH. Based on the review finding and consultation with sector actors the OWNP II will focus on climate resilient WASH and strengthening district level monitoring and review of sector performance as per OWNP intent.

The continued protest and public unrest across the country has resulted in a number of changes including the release of political prisoners, the resignation of the Prime Minister and the lessening of restriction on accessing social media, internet other communication avenues. The state of emergency was also reinstated to reduce interruption of private and public sector movements. The protests and SOE had affected all sectors due to shift in political priority and reallocation of resources for peace and security as well as slow down of implementation in the WASH sector because of low motivation of government staffs and communities. Due to the protests, the pace of WAE's project implementation had slowed down due to security, reduced support from local government (because of frequent reshuffle and low motivation) and communities. Proceeding the resignation of the PM, the ruling coalition parties have elected a new party chairman and Prime Minister. The new Prime Minister committed to combat corruption, bring unity and resolve issues related to good governance and equity. The new PM has introduce a new and unifying narrative that provided a sense of calm and hope. Amongst his recent efforts was to visit all regions with messages of praise, unity and need for accelerating growth and development in Ethiopia. The current changes will potentially open up space for CSOs such as WaterAid, it is evident that governance and social accountability were at the center of the civil protests are expected to influence some policy changes as well as a critical review of development priorities in the Growth and Transformation Plan II (GTP2).

A review of the Charities and Societies proclamation is currently undergoing which will improve most of the challenges if the policy change is approved.

The government devaluated the ETB by 15% in November 2017, which led to a shock in the market and resulted in an unreasonable inflation, especially for construction materials. The devaluation also reduced the availability of foreign currency that in turn affected the availability of imported items. Due to the effects of the devaluation, we had to carefully manage contractor's expectations as well as re-negotiate terms and conditions of ongoing work to avert unreasonable delays on delivery.

WAE has continued to strengthen its partnership with government at all levels by signing MOUs with the Ministry of Water, Irrigation and Energy, starting a new project to support the knowledge Management and ICT capacities of the MOWIE and Oromia WMEB. In addition, a comprehensive framework is in place to support the revision of the national water policy and strategy. The 20 towns' capacity development model has allowed WAE to gain some traction with the Tigray Regional state and Ethiopian Water Technology institute to scale up the achievement of its 20 towns capacity development model.

WAE supported the Ministry of Education in printing and launching of the very first school WASH strategy and implementation guideline based on its partnership MOU with the ministry. WAE has also strengthened its partnership with Regions via continuing to secure matching funds for new projects and operating on the ground via its district project offices, which are mandated to implement project that addresses the sector blockages through the lens of District Wide Approach (DWA) approach. In addition, WAE has strengthened its sector engagement by participating in different working groups, taskforces, committees and sector events that shape the sector agenda. The engagement also helped WAE to integrate WASH with other non-WASH sectors (NTD, Nutrition), support the development of the Equity and Inclusion national guideline modules and contribute towards the various sector platform to push for our influencing agenda as per our CPS.

2. Summary of progress against plans

2.1 Key programme and organisational objectives

The country strategy has different outcomes to be achieved in the five years. The key milestones for the years 2018/19 were defined as follows

CPS Strategic objectives	Program outcomes	Milestones (2017/18)	2017/18 annual Achievements
WASH systems are integrated, resilience and inclusive in WASH systems	Climate resilience is adopted in programmes of WASH and other Sector	All WAE intervention Woredas have evidence on CC vulnerabilities to inform planning	<ul style="list-style-type: none"> ➤ Climate risk screening guideline was developed after climate resilience WASH blockage analysis was conducted. Both the WASH sector and the Woredas where WAE has interventions will use the guideline.
		All WASH sector policies and strategies are reviewed	<ul style="list-style-type: none"> ➤ Supported the development and launching of the national school WASH strategy and implementation guideline, which will be a critical document to improve WASH in the school at all level. ➤ Contributed towards the development of integrated urban sanitation and hygiene strategy as well as signing of commitment by the seven ministries engaged in the sub sector to improve the sanitation and hygiene service provision and coordination of actors at all level across the country. ➤ Supporting the MOWIE in reviewing the national water policy and strategy to include the address the issue of climate resilience and Equity & Inclusion issues in the policy and implementation of the policy. ➤ Contributed in the revision of One WASH National program to include the issue of climate change, Equity &

			Inclusion and to align the policy with sustainable Development Goals.
Marginalised & vulnerable groups are effectively included in WASH programming	Analysis tools developed about inclusion of marginalized and vulnerable groups in rural areas		<ul style="list-style-type: none"> ➤ Incorporated exclusion analysis tools in the context analysis of all new projects to address E & I during the project implementation. ➤ Supported the development of Equity & Inclusion national guideline with the ONE WASH National coordination office, to address the issue of E & I across the sector. ➤ supported the establishment of customer forums which creates fora to engage with government and service providers to demand services and improve accountability including poor and marginalized communities
	Designed WASH facility technologies that addressed the needs of the marginalized group & tested in WAE intervention Woredas		<ul style="list-style-type: none"> ➤ Though the current designs are inclusive there is a plan to improve the design of WASH facilities to better avail the services of WASH to the marginalised group of the communities ➤ Supported the Ministry of Education to adapt inclusive school WASH designs to address the needs of girls, children and disable ➤ Enabled 20 utilities to implement pro-poor approaches and develop strategies that create access for marginalized communities ➤ Provided training on Equity & Inclusion (E & I) for Woreda & Town government staff to raise their awareness on Equity and Inclusion
Effective and efficient WASH systems and structures at local government level for improved service delivery and influencing national processes.	Pilot WAE Woredas develop one WASH plan and implement it.		<ul style="list-style-type: none"> ➤ Supported the development and approval of two Woreda One WASH plans for efficient implementation of WASH services. ➤ Supporting and monitoring the implementation of the plans in its intervention Woredas ➤ Conducted asset inventory in its intervention Woredas that will help to develop evidence based planning. ➤ Supported utilities and municipalities to develop WASH business plans to provide guidance to utilities and municipalities.
	Pilot WAE Woredas to allocate budget aligned with One WASH Woreda plan		<ul style="list-style-type: none"> ➤ The One WASH Woreda plans include phased and costed district wide plans that need to be expanded to universal access targets ➤ Incorporated budget analysis in its context analysis of all new project to how much budget is allocated in the sector ➤ WAE has been sharing it's district wide approach methodology with wider sector actors to inform sector dialogue and practice for universal access ➤ contributed to the costing of the One WASH national program using its evidence at the ground level
	Developed Model for rural WASH management system (CBM+, LCCA) to ensure sustainability		<ul style="list-style-type: none"> ➤ supporting and demonstrating the engagement of micro and small enterprises in providing urban sanitation services ➤ Started implementing a project modelling and testing CBM+ and LCCA to ensure sustainability. ➤ Sustainability benchmarking is included in project context analysis to track progress ➤ WAE has documented it's experience on rural WASH management systems to facilitate sector learning on sustainability ➤ Using its previously established board management experience, WAE has proactively engaged in the

			development of new service delivery models for multi village systems
		10% of expansion of services (against the baseline) in WAE Woredas towards universal access	<ul style="list-style-type: none"> ➤ Currently expanding pipe systems and constructing sanitation facilities in target woredas ➤ Directly has created access for 101020, 40,249, 34127 people in safe water supply, sanitation and hygiene respectively. Through its system strengthening work it also enables access for 2022,040, 80498, 68254 people in safe water, sanitation and hygiene respectively
	WASH systems are integrated with other sectors	WAE Woreda actors (WoE and WoH) start to integrate planning and monitoring of WASH facilities and services in their program	<ul style="list-style-type: none"> ➤ Working with the MOH (RMNCH-N) to integrate WASH in nutrition and NTD programs ➤ WAE has become a member of the Ethiopian Civil Society Coalition for Scaling up Nutrition to engage with Nutrition actors and influence WASH integration in nutrition programming ➤ Engaged in the global Acting on the Call Meeting to influence the maternal and child health sector ➤ piloting WASH in Health Care facilities programming and is promoting infection prevention and control measures and behaviours at district level through the implementation of the National CASH guideline
		WAE share its experience in institutional WASH, others to understand and start to plan/allocate resources	<ul style="list-style-type: none"> ➤ shared its experience to other stakeholders and used the results to shape the national school WASH strategy and implementation guideline ➤ Shared its school WASH intervention experience to Millennium Water Alliance members to include in the upcoming project
		WAE provided capacity building in Strategic plan development and start piloting	<ul style="list-style-type: none"> ➤ continued its system strengthening and capacity development intervention both in urban and rural Woredas that helped to improve capacities in strategic/business planning ➤ started to scale up the utility capacity development in Tigray Region through the clustering approach using the region resource ➤ WAE's urban WASH actors' capacity development work improved the efficiency, effectiveness and equitability of the service providers and helped to create access for poor and marginalized communities ➤ Documented the experience of its capacity development and shared to sector actors nationally and globally
		WAE intervention Woredas form district level WASH coordination structure and start to prepare and implement joint plans	<ul style="list-style-type: none"> ➤ strengthened Woreda WASH teams and Urban WASH management forums to improve coordination through training and supporting of continuous meetings ➤ supporting the functioning of coordination platforms through regular follow up and setting & influencing the sector agenda

Overall, WA is on track to achieving its CP Business plan by strengthening its partnership with district, regional and national govt. and employing its programmatic approach. WAE's partnership with government is

fit for sector strengthening via DWA, it is quite futile to implement systems strengthening in a proxy arrangement i.e. via partner organizations.

The major challenges during the reporting period include; lack of funding for two of main flagship programs i.e. SanCity and WASH Climate Resilience programs, interruption of project implementation due to security issues and inflation especially for construction materials due to currency devaluation.

In the next fiscal year, we will focus on improving program quality through refining the current standard design, deepening our critical analysis to understand the sector blockages, implementing the global quality program standards and the development of different guidelines that help to standardize and enhance the quality of our programming. We will also aim to develop winning project statements that will enable us to raise income to bridge our funding gap to deliver our CPS and programs.

2.2 Summary of programme performance reflections

WAE has three interlinked programs, which revolve around three strategic interventions namely modelling & innovation; evidence based- sector strengthening; influencing and knowledge management. The program achievements and challenges are summarized below.

A. SanCity Programme

In the last fiscal year, we have demonstrated business models for the engagement of micro and small enterprises in urban sanitation; continued to implement our flagship 20towns holistic, systems based capacity development program via practical training, coaching networking, sharing lessons learned with sector actors nationally as well as globally. Our 20 towns capacity development program helped utilities to improve service efficiency (asset management, leakage management, customer handling, water quality, data management, service expansion, etc.), attract further investment, and improve access to poor and marginalized communities found in the town centres and peri-urban areas. To facilitate the scaling of lesson and good practices that have emerged from the 20 town's implementation experience WAE has documented the learnings. WAE has also proactively engaged in national urban working groups and task forces to support the sector Ministries in implementation of integrated urban sanitation and hygiene program. To scale its achievements WAE has started implementation of the utility capacity development across the entire Tigray Region using the clustering approach. WA already started conversation about institutionalizing of the capacity development program by signing MOU with the Ethiopian Water Technology institute.

The main challenge we have in implementing the SanCity program is funding gap and high sector expectation that cannot be managed by the current resources. We will continue strengthen our partnership with Water Fund, Regional Bureaus and other like-minded organizations like World Bank, Italian Development Corporation, UNICEF, etc.

B. Sustainability for Transformation (S4T) Programme

To achieve the program outcomes, WAE has implemented different service delivery interventions, systems strengthening, advocacy and influencing activities. In addition to its service delivery investment, WAE supported the development of One WASH Woreda plans, supported the Woreda WASH coordination body, trained Woreda government staffs and communities on key system strengthening tools such as the community scorecard, water quality, MWater, equity & inclusion CASH guideline and CLTSH approach. The team was also engaged in hygiene promotion activities that will help to bring behavioural change and sustain the outcomes of its interventions.

Public unrest and currency inflation were the major challenges that affected program implementation in the last fiscal year. Impacting on the ability to access communities, to go into certain program areas, additionally price fluctuation following the devaluation mean there was need to re-look at budgets, reach out to donors for project extension periods, as well as time spend negotiating with suppliers to keep costs reasonable.

Deeping our context analysis in line with the project outcomes, revision of standard design, standardization of our system strengthening components and implementation of the quality standard will be the focus for the coming year. We will also continue to focus on raising funds for the S4T program over the coming implementation period.

C. WASH, Resilience and Climate Change Programme

In this fiscal year technical, social and financial assessment was conducted to understand the causes of failure and re-define non-functionality of rural water schemes. The findings are being analysed and will be presented to the sector to redefine functionality and ensure sustainability in line with the SDG. On the other hand, we have conducted a climate resilience WASH blockage analysis and currently developing analysis tools and adoption guideline that will be used during our intervention and by the sector. Moreover, WAE has engaged in many sector dialogues on climate resilience to share its understanding and learn from others.

Lack of budget for the program was the major constraints for the achievement of the program outcomes. Fundraising, integration of climate resilience with existing project and Woreda plan, sector engagement/influencing and forging partnership will be the major focus areas in the coming fiscal year.

Program me name	RAG rating	Rationale for RAG rating
SanCity		The program achieved its desired outcome and able to influence sector actions. It also demonstrates policy and practice and highly recognized by the sector. Other sector actors now use the sanitation business model, the customer forum, the pro-poor approach, asset management, leakage management, etc. The RAG rating changed from amber to green since we have performed well in terms of finance
S4T		The program implementation achieved its desired outcomes and able to create access to WASH for unserved communities through service delivery demonstration and system strengthening at Woreda level. The intention outcomes such as the new service delivery model now becomes sector agenda
Climate Resilience		We have conducted assessment to understand the causes of failure in rural water supply, blockage analysis and developed adoption guideline and assessment tools that can be used by our intervention and the sector. However, the program is still challenged by lack of funds to achieve its desired outcomes.

Link to policy change cycle self-assessment

- [Ethiopia Policy change self assessment](#)

2.3 Partner and community voices

The feedback provided by Central and lower local governments level and communities were encouraging and positive. WAE got recognitions from government and other partners in different forums for its contribution to the sector. The signing of MOUs and the continuous request for WAE's technical support by sector actors shows that WAE is recognized as a strong player in the sector. Regional and local governments reach out on a regular basis for support and advice which is indicative of WAE's relevance and credibility. At project level, the establishment of the urban citizen forums has improved the inclusion of community voices in urban WASH service delivery, providing a platform for accountability. Moreover, WAE has supported the piloting of the community scorecard to facilitate interface between the service user and duty bearer on serve quality and accountability. WAE has conducted joint project monitoring with Regional and Local governments, facilitated donor visits and organized different community meetings at village level that help improve our accountability to government, donors and the community. Institutionalizing accountability mechanisms and facilitating sector accountability and governance will be the major focuses in the next six months. WAE is currently developing community scorecard guideline that will be used to standardize our approach.

2.4 Resourcing and organisational effectiveness

• Finance

Success:

- Surpassing the minimum 30/70 (Administration Vs Program) requirement by Ethiopian Government.
- Secured in-country income of Birr 9.7 million from local government.
- Obtained an unqualified external audit

Challenges:

- Repeated public unrest in various parts of the country

- Price hike/fluctuations following devaluation of local currency by 15%.

Spend by Program	YTD Actual	Year Funded			Year	
		Budget	Variance	%	Forecast	Burn Rate
Organisational Effectiveness	18,152	24,104	-5,952	-33%	18,604	79 %
Water, Resilience and Climate Change	3,167	4,587	-1,419	-45%	3,450	92 %
SanCity	14,690	4,921	9,769	67%	14,732	160 %
Sustainability for Transformation	42,346	38,843	3,503	8%	51,472	82 %
System	27		27	100%	-33	-82 %
TOTAL in Birr	78,382	72,454	5,928	8%	88,225	90 %
Total in GBP	2,384	2,204			2,684	

Our actual spend/expenditure as of March 31, 2018 is GBP 2.384 million against the funded budget of GBP 2,204, which has resulted in a reasonable variance of 8%. It is 90% of the total year forecast of GBP 2,684 million the major cause of the underspent of S4T was due to delay in the implementation of project activities such as drilling, construction of school WASH facilities and delay in training on life cycle cost approach due to the unrest in H & M Sus WASH project. The over spend of SanCity is due to the additional unrestricted funding received to achieve our program outcomes and 70/30 compliance.

The YTD utilization of restricted and unrestricted is Birr 55,503 and Birr 22,879 respectively. It is 72% and 28% of YTD actual Birr 78,382. There is also an improvement in GBP and SEK values from April 2017 – March 2018. The average of both GBP and SEK has shown an increase of 23% and 25% respectively.

• Funding

Although there was funding gap during 2017/18 planning period, all the funding gaps were financed from unrestricted. Out of the total 21 mill GBP initiatives worked on during 17/18, 1,025,147 GBP has been secured as restricted funding for FY18/19. WAE has continued working closely with UK Fundraising teams and other federation members. The CP has established new relationships with targeted corporate and multilateral donors and will continue harnessing it. In addition, proposal development week has been conducted and the team worked on concept note proposals based on identified gaps of key strategic priority areas. These will be kept as ready to go documents to be submitted with opportunities of the right fit. Below is a list of grants by status.

Grant status	Donor	Grant name	Amount (£)
In development	Multiple Donors	Deliver Life Ethiopia Match Funding Pot	216,666
Concept note submitted	The Helmsley Trust	Supporting Primary School Children in Ethiopia	3,149,949
Concept note submitted	Allegra Foundation	Allegra Foundation Ethiopia Coffee Project	400,000
Proposal submitted	Global Affairs Canada/DFATD	WASH For Healthy Learning & Livelihoods	2,537,578
Proposal submitted	Costa Foundation	Costa Foundation	100,000
Proposal submitted	Diageo	Strengthening sustainable WASH services in Ticho	65,000
Contracted	National Environmental Research Council (NERC)	UPGro Promoting Sustainable Groundwater Development	94,727
Contracted	Yorkshire Water	Yorkshire Water - Urban project	1,000,000
Contracted	DFID	UKAid Match - Deliver Life	1,393,305
Contracted	Millennium Water Alliance	Opportunities in local sector strengthening	135,730
Contracted	Government of Ethiopia	Match funding for SusWASH-HMF project	291,384

Contracted	H&M Foundation	Promoting sustainable WASH services at scale	963,543
Contracted	Development Alternatives Inc (DAI)	Improving WASH Evidence-based Decision-making	182,509
Completed	Focus Country Project	Toke Kutaye and Babich Town WASH project	1,065,405
Completed	Government of Ethiopia	Toke Kutaye and Babich Town WASH project	323,908
Closed	UNOPS	WASH Movt WASH Contribution UNOPS 2013-2016	105,789
Total			12,282,895

• People

Headcount	Staff turnover (%)	Vacancies (%)
34	17%	5%

Since WAE has completed one project Focus Country Projects (FCP) and started a new project Millennium Water Alliance (MWA) its head count has decreased from 38 to 32 and increased from 32 to 34. It has two open positions including one for the new project, which will be filled by May 2018. Challenges faced so far has been finding the right candidates for open positions. The country program is trying to look inward as well to fill positions, to also retain talent and develop staff. Accordingly, the CP has filled four positions by internal staff who were previously on a temporary contract. Key successes and initiatives include the completion of review and revision of internal policies and procedures one of which has been the HR manual. The HR manual has been revised to reflect current changes and requirements; and is endorsed by management and will be shared to all staff before end of April to become operational.

The key issues identified in the Global Employee Engagement Survey (GEES) were work-life balance and bullying. To tackle the work-life balance issue, the country program has effectively planned staff's annual leave. In order for staff to take their annual leave as planned, department staffs have jointly planned their leaves and have planned to replace one another when a staff goes for leave. To tackle the issue of bullying, staff have been trained on bullying and harassment so that they have an understanding of what it really means and the country program has put a mechanism of reporting bullying cases so that they do not go unhandled. A grievance reporting procedure has been included in the HR manual

3. Reflection, learning and actions

3.1 Reflections and learning

Aligning of project objectives with program outcomes, having adequate inception time for projects, regular monitoring of outcome achievements and focusing only on promising funds are the major learning areas. Thus, WAE will strengthen its action to use these learnings to improve efficiency and effectiveness. With regards to strengthen its role on providing tested sector knowledge, WAE has documented its 20 towns implementation experience and rural water supply management for sustainability for wider sector learning and influencing. We will share these learnings nationally and globally to influence the sector action. WAE will use the learning to review programs and design new projects.

3.2 Actions

- **Fundraising-** WAE will prioritize funding raising over the coming year to resource its programs, especially SanCity and WASH climate resilience. We will develop an innovative project for the Yorkshire water phase II funding that will address the big sector challenges.
- **Improving standard design and program quality-** we will revise our standard design by incorporating field level feedbacks and current sector learning. We will also adopt the global quality standard and implement strictly to improve our implementation quality.
- **Implementing the new hygiene promotion approach-** we have conducted formative research and this year we will conducted creative workshops to implement the approach fully.

- **Implementing organizational effectiveness**- We will fill strategic vacant posts (pending on incoming funding) to ensure quality program implementation and achieve work life balance. We will adequately resource, prioritize and utilize the PMER systems.

4. Case studies- 'Healthy Start in Action'


Link(s) to case studies	<ul style="list-style-type: none"> • https://wateraid.assetbank-server.com/assetbank/wateraid/action/search?newSearch=true&quickSearch=true&includeImplicitCategoryMembers=true&keywords=Burie+health+center • https://live.newdea.com/NonProfit/DownloadDocument.axd?E0lxCM7NBNRxEz0O7sk2oaKzs5XAd0dyX3nVgH12OrrtzfKs5mLk8F6-07HIKMEq6
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5. Risk assessment

Link to risk register	• East Africa Region/Ethiopia/Documents/risk register march, 2018
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6. CP RAG rating

The WaterAid [Ethiopia] rating for this reporting period is as follows:

RAG rating	Brief rationale
	Fundraising was the major challenge to achieve the CP program outcomes as planned. This makes the rag rating amber/green. However, we have implemented programs as planned and our sector influencing agenda was pronounced

7. CP data required for IPD reporting

WASH Access

WASH Access Category	Household		Institutional	
	Direct	Indirect	Direct	Indirect
Water	24509	122342	2787	5574
Sanitation	37699	75398	2550	5100
Hygiene – Use			5491	8125
Hygiene – Reach	29036	58072		

Inventory and water quality summary

Summary	Number
Communities supported ¹	16
Communities supported with water	14
Communities supported with sanitation	11
Communities supported with hygiene	11
Communities supported with direct empowerment activities	8
Health facilities	2
Schools	2
Sanitation facilities constructed	0
Water points installed (community 42, school, 7, SW 4, on spot spring 5)	58
Water points rehabilitated	0
Water points tested (includes both installed and rehabilitated)	58
Water points tested (%)	100%
Water points potable	100%
Water points potable (%)	100%
Follow-up water quality tests conducted	0

Follow-up tests potable	0
Follow-up tests potable (%)	0

Location of data

X	<p>We have submitted our inventory data in mWater and uploaded our water quality data in Excel for FY 2017-18 alongside the narrative Annual Report –</p> <p>https://portal.mwater.co/#/forms/ad27be61e63c47a3b9f0d10de1d3ca41</p> <p>https://portal.mwater.co/#/consoles/63b4257c696c4b889449e2cb1ed12c2c?tab=4c072fbb-687a-49ae-b7f7-fa03c26ef454</p>
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Project information

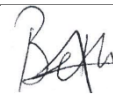
Number of active projects in FY 2017-18	05
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Partner information

Number of active partners in FY 2017-18	1 (Government at all levels- National, Regional, Woreda/towns)
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8. CD sign-off for Annual Report

Assurance statement

<i>I confirm that all the information in this narrative and all data in Project Centre (and mWater, where used) relevant to WaterAid [Country name] for FY 20[17-18] is up-to-date, has been quality checked and is accurate.</i>	
Signed by Country Director:	Bethlehem Mengistu
Signature:	
Date:	29/05/2018