

IRC

Ethiopia

Strategic plan 2022-2025



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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Foreword

IRC is a think-and-do tank organisation working to accelerate improved, universal, and sustainable water, sanitation and hygiene (WASH) services. IRC works globally, nationally and locally with government, civil societies, private enterprises and communities ([IRC :: Change makers](#)). To translate IRC's global vision and mission to the national level, IRC WASH Ethiopia developed its 2022-2025 strategic plan.

Though Ethiopia has increased access to improved WASH services between 2015 and 2020, we still need to triple the annual progress to achieve SDG 6. Accelerating progress demands collaboration and partnerships - a few entities alone cannot overcome the bottlenecks to achieve SDG 6. Acknowledging this reality, the Government of Ethiopia has developed a Ten years perspective development plan (2021- 2030) which prioritises universal WASH coverage, renewable energy for WASH services, integrated basin management and urban liquid waste management.

The IRC Ethiopia strategic plan was developed to support the government's efforts and commitment to accelerate WASH services. Our plan is guided by our Theory of Change which adopts WASH systems approaches in which collective action is one of our key tools. This plan is also based on Destination 2030 (D30), the joint vision and strategy of IRC and Water For people striving for high impact ([Destination 2030 : long-term vision and 10-year strategy :: IRC](#)). Furthermore, a WASH building block analysis has provided insights on national priorities which has informed our strategy, including governance, finance, monitoring and regulation.

This strategic plan outlines how we connect the local level (woreda) and the national level, including the rollout of national policies to the local level through collective action. We concentrate our efforts in certain districts called partner districts, a model that has helped us test and validate different approaches and service delivery models and scale them up to the national level. We work in both rural and urban settings on climate-resilient WASH services, water resources, market-based sanitation, city-wide inclusive sanitation and the professionalisation of WASH services. We believe that reliable and up-to-date WASH data not only improves evidence-based planning and decision-making, but also makes the sector more attractive for investment to overcome the financial gap.

Lastly, our work is interconnected with the work of other actors and we appreciate collaboration. We believe our national and local partners will join hand in hand to achieve the country's WASH vision.



Lemessa Mekonta,
Country director, IRC Ethiopia



1. Introduction

Initially, IRC had a long-term strategic framework, 2017-2030 the first 5 years of which came to an end in 2021. This strategic framework has been replaced by the Destination (D) 30 strategic framework (2021- 2030) that was prepared jointly with Water For People. The first five years of the D30 strategic framework cover the years 2022-2025, and is the period for translating the strategic framework into action. IRC WASH Ethiopia's country programme is part of the long-term D30 strategy and the five-year medium-term strategic cycle. This medium-term strategy document is structured as follows, it has an introduction highlighting the D30 strategic framework which is followed by country contexts (social, political, economic, and environmental aspects that influence WASH), emerging trends in the WASH sector, country visions, targets and strategies, and the required inputs to realise the targets and the vision.

IRC's Theory of Change outlines that by strengthening WASH systems at different levels (local through national to global) with different actors (communities, government, private sector, and development partners), we can deliver a strong WASH system, which in turn ensures WASH services that last for ever.

1.1 The Water, Sanitation and Hygiene (WASH) challenge in Ethiopia

Since 2018, Ethiopia has been going through a reform to the extent of easing the registration and operation of Civil Society Organisations (CSOs) by issuing new proclamations, regulations, and directives; these had been some of the key challenges for CSOs before the reform. As part of the reform, different sectors including Water and Health have gone through reform twice, the most recent one was in 2021. In addition, there have been conflicts and war since mid-2021, which we hope will cease during 2022. Hence, most government attention and resources during 2021 went to emergency response, this could continue during 2022 due to drought and conflict in different parts of the country.

Photo: Introducing the team of IRC WASH Ethiopia's country office.



A national WASH building blocks scoring and analysis in 2019 indicated that finance, institutions (capacity and coordination), monitoring and regulation are the weak areas in the WASH sector that demand attention for achieving the Sustainable Development Goals (SDGs). In addition to weak WASH building blocks, access to services, low WASH service levels, and disparity of WASH services are other challenges. The country has endorsed its multi-sectoral 10 years perspective development plan (2021- 2030) to achieve the SDGs by 2030. The focus areas for WASH include universal coverage through scaling up climate resilient WASH services, use of renewable energy for WASH services, urban liquid waste management, and integrated basin development. Over a five-year period (2015- 2020), the country has shown an increase of 1.6% per year for at least basic water services at national level, reaching 50% in 2020 (JMP 2021). This indicates that the country needs to triple the progress per year to achieve universal access to at least basic water services by 2030 as indicated in its 10 years plan. Similarly, at national level the basic sanitation services have gone from 7% to 9% over the 2015-2020 period with an annual increase of 0.31, making it hard to achieve the sanitation SDGs by 2030. Over the same period, open defecation (OD) has gone down from 32% to 17% nationally. Nationally safely managed water and sanitation services are at 13% (rural 5% and urban 39%), and 7% respectively in 2020 (JMP 2021).

The equality ratio for WASH services between the poorest and the rich for basic drinking water, basic sanitation, open defecation, and basic hygiene are 3.1, 5.2, 7.5, and 14.9 respectively (JMP report 2021).



Photo: The daily routine of South Ari's youth as they fetch water (IRC's focus district).

1.2 Emerging trends and key changes 2017-2021

The period 2017- 2021 overlapped with the end of the Growth and Transformation Plan (GTP) 2 and the beginning of the national 10 years perspective development plan (2021- 2030). Specifically for the WASH sector, there has been an improvement in attention to services next to infrastructure development. It was also a period when the twenty-year old National Water Resources Management policy and strategy were revised though not endorsed until the write-up of this medium-term strategy.

The IRC WASH Ethiopia country programme has established strong partnerships with government and other key WASH actors at subnational (district, zone, and region) and national levels that has been improving overtime. We engaged with nine districts but chose two of them as our focus districts (South-Ari and Negelle Arsi districts) at the end of 2021; and we will consider one more district in the future. These partnerships are not ad hoc but are consistent to engage with partners and stakeholders. We have also tested models, particularly asset management and monitoring for rural water supply, and different WASH planning strategies through continuous engagement with key WASH actors.

There are some emerging trends that require attention in the country including rapid urbanisation which is putting more pressure on WASH services in urban settings, WASH in emergency settings due to both natural (drought) and man-made (conflict and war) disasters, which the country programme considers in its medium-term strategy. Climate resilient WASH infrastructures and services, rural piped water supply systems including multi-village schemes, where possible, professionalising rural water supply services, and market-based sanitation are the recent focus areas of the Ethiopian government for water supply and sanitation services, which IRC WASH Ethiopia has been supporting and will continue to support. As part of our strategy, we will ensure water supply sources and water resources management through water safety planning and community engagement.

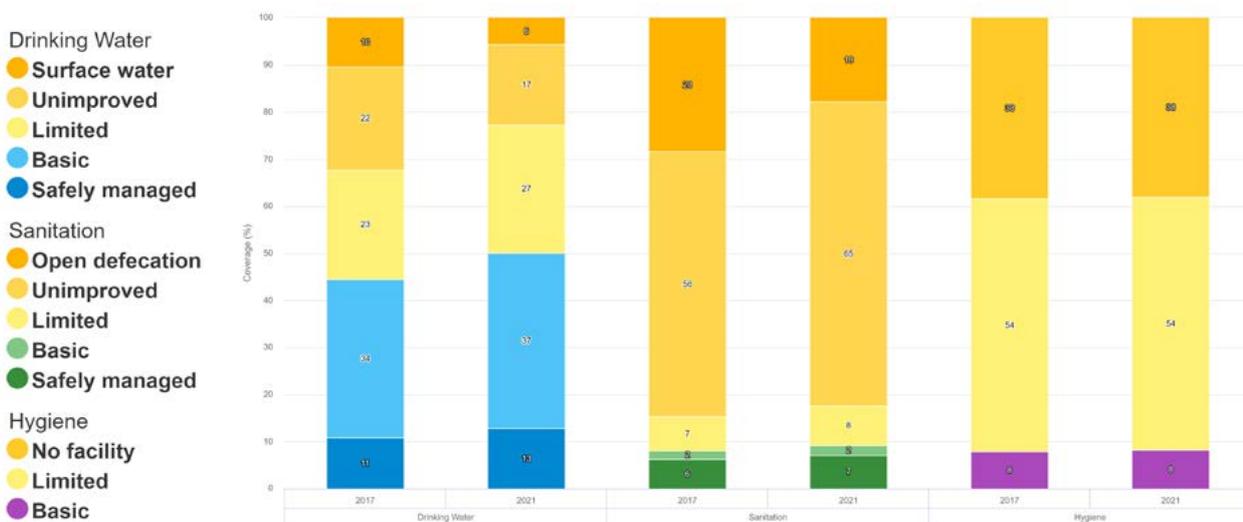


Figure 1. JMP Ethiopia household WASH service levels for 2017 and 2021

2. Destination 2030

Destination 2030 is a shared vision and strategy developed by IRC WASH and Water for People to accelerate progress toward SDG 6. It describes our intended impact, our outcomes along the way, and the types of activities that will deliver these. Destination 2030 has set goals to reach an additional 20 million people with improved services in focus countries where IRC and Water For People work, and to reach 200 million people globally by influencing governments, business leaders, and civil society organisations (CSOs) to strengthen systems. The Theory of Change in Figure 1 shows how we strive for impact at local, national, and global levels. These three levels are interlinked and mutually supportive.

They are rooted in a foundation of understanding, strengthening, and changing water and sanitation systems. Success in one will underpin success in all. IRC WASH Ethiopia will contribute through strengthening service delivery at the national and district levels in Ethiopia. The success from the Ethiopia country programme will be shared through the Africa Regional Programme, internal and external learning events to influence service approaches in other African countries such as Burkina Faso, Ghana, Malawi, Rwanda, and Uganda where IRC and Water of People work.

THEORY OF CHANGE

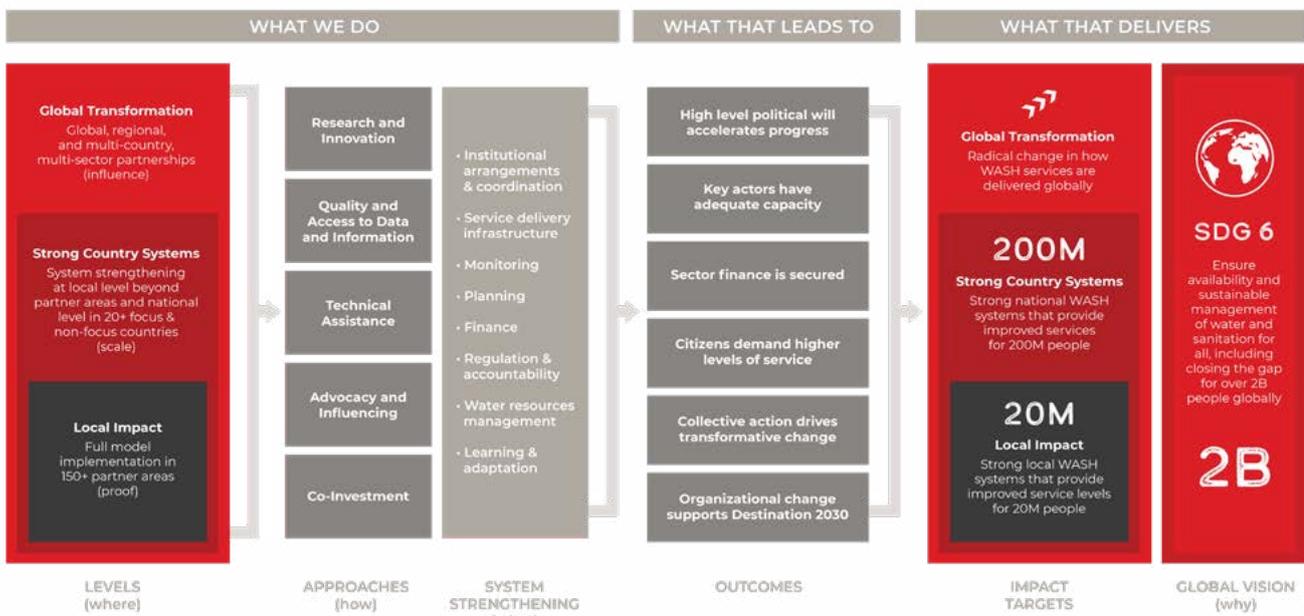


Figure 2. D30 theory of change

2.1 What the Destination 2030 Strategy means for our programme

D30 nicely framed the high-level outcomes/intermediate outcomes and the key strategic objectives of which IRC WASH Ethiopia is a part. Having such a road map with a clear monitoring framework including indicators across all country programmes of the alliance (IRC and Water For People) implies an easy take off in implementing the joint vision. This also motivates learning and sharing from the implementation under different contexts across different alliance countries. D30 places our country programme in a better position to test what has been perceived as impossible in the sector, the ten times thinking.

Unlike the preceding IRC medium-term strategy (2017- 2021), the beginning of D30 coincided with the time when we identified our two districts for long-term partnerships. This means we will concentrate our efforts in those two districts to deliver our commitments to meet D30 targets at local level in parallel with testing different approaches of WASH systems strengthening and models of service delivery. During D30 implementation, we will devote less time to developing new partnerships both at national and local levels since that was done during the previous medium-term strategic period (2017- 2021). This will save us time and resources for actual systems strengthening during the 2022- 2025 planning cycle.

While continuing being active in rural water, the country programme will increasingly pursue strengthening of town water utilities and market-based sanitation, which are in line with D30.

2.2 2025 and 2030 Vision for the country

The success for the country in the WASH sector by 2025 and 2030 will be the realisation of the One WASH National Program phase 2 (2019- 2024), and the 10 years perspective development plan (2021- 2030), that have set targets at national level. IRC WASH Ethiopia envisions to be a key national WASH actor contributing to the achievements of the WASH SDG commitments by 2030. We will do this by contextualising the strategic objectives set by IRC and Water For People under D30.

National WASH targets by 2030 as set in the 10 years development plan include: at least basic water services for everyone (through piped water supply for all urban residents, and for 50% of rural residents); integrated liquid waste management for 100 towns, and ODF for all rural areas; commitment to universal coverage for WASH services in schools and health care facilities; reduce water scheme non-functionality and non-revenue water (NRW) from 19% to 7% and 39% to 20% respectively.

Our vision is that the WASH sector by 2025 and beyond is seen as one of the core sectors for the country's socio-economic development attracting more political and financial attention.

The IRC WASH Ethiopia country programme is committed to play a key role in contributing to the success of the national government targets set for 2030 by generating evidence from our focus districts and sharing how accelerating universal WASH coverage is possible; how to sustain WASH services through strengthening the system, e.g., building capacity on planning, monitoring, implementation, and professionalised rural water supply management, including operation and maintenance.

2.3 Local impact

Out of the nine districts where IRC WASH Ethiopia was active, two were selected for long-term engagement, the focus districts: Negelle Arsi in West Arsi zone and South Ari in South Omo zone. In both zones where the focus districts are located, WASH system strengthening support has happened (e.g., strengthening WASH monitoring system at South Omo zone). In both districts, IRC WASH Ethiopia has supported the establishment and facilitation of district WASH learning alliances, and the [district WASH master plans](#) which were developed through training and coaching until their endorsement by the respective district councils. All targets for 2021- 2030 for WASH services in the districts are included in the respective [district WASH master plans](#).

South Ari District is in South Omo Zone of Southern Nations, Nationalities and People's (SNNPR) Region, Ethiopia. Administratively, the district is divided into twenty-eight (28) rural and three (3) urban kebeles. The district's total population in 2019 was 177,136 (163,911 rural and 13,225 urban). The annual population growth rate of the district is 2.9%. The principal town of the district is Gazer with a total population of 5442 in 2019.

With only 24% having at least basic water services in 2019, we envision the entire population of South Ari district to have at least basic WASH services by 2030 (i.e. for the 2019 baseline population of 177,136). Access to improved sanitation was only 32% with 13% of the total population practising open defecation; institutional WASH services are the worst off with only 35% and 19% of schools having access to basic water and sanitation services respectively; and similarly, only 21% of the HCFs have access to basic water supply and none have access to basic sanitation services. The 2025 targets are 81% of households have access to at least basic water services and 84% have access to at least basic sanitation services . The targets for HCF are 81%, 65%, and 100% for basic water, basic sanitation, and basic hygiene respectively. Similarly, the targets for school WASH are 79%, 57%, and 42% for basic water, basic sanitation, and basic hygiene respectively.

Located in West Arsi zone of Oromia National Regional State, Negelle Arsi district is subdivided into thirty-six (36) rural and five (5) urban kebeles (lowest administrative structure). The capital of the district, Negelle, is 225km south of Addis Ababa on the way to Hawassa; the district is in the Rift Valley. In 2019, the district had a total population of 312,799 (288,995 rural and 23,804 urban), excluding the population of the capital Negelle which had an estimated population of 43,000. The annual population growth rate of the district is 2.7%. The population density is 6 persons per km². There are 62,560 households (HH) in the district, with an average household size of 5 people.

The district is in the Rift Valley where rural people rely on springs emerging from beneath the rift escarpment and shallow and deep groundwater for their water supply. Water supply technologies include hand dug wells, motorised shallow wells, deep wells with distribution, on-spot springs, and springs with distribution.

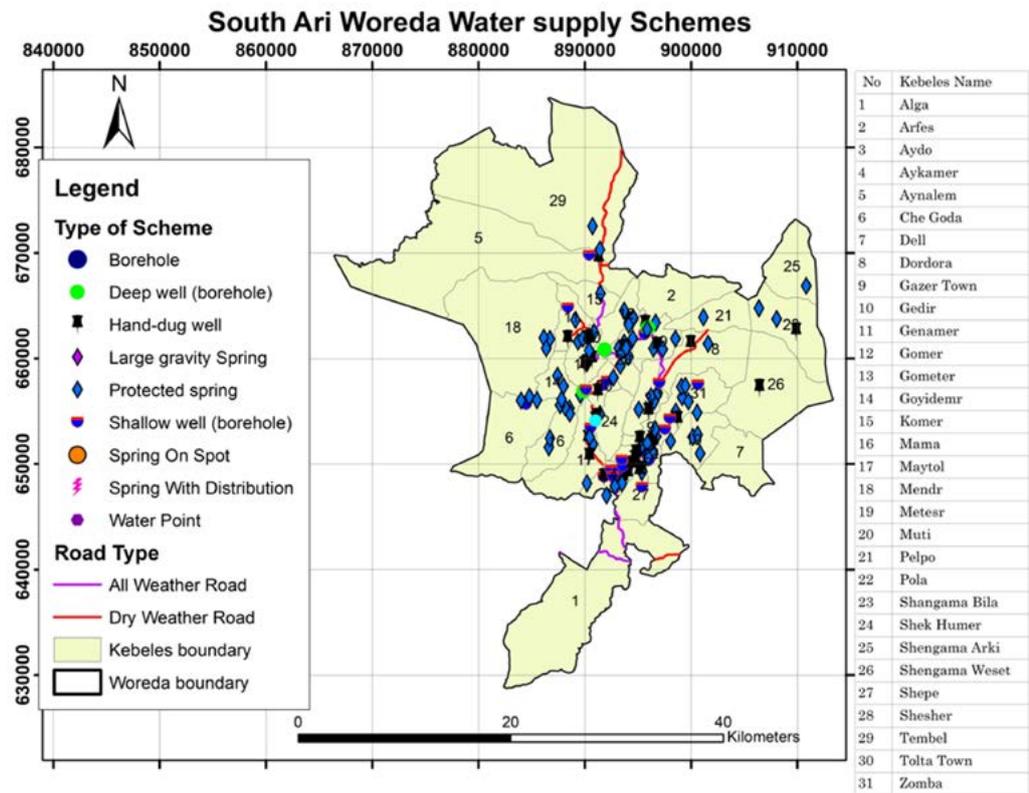
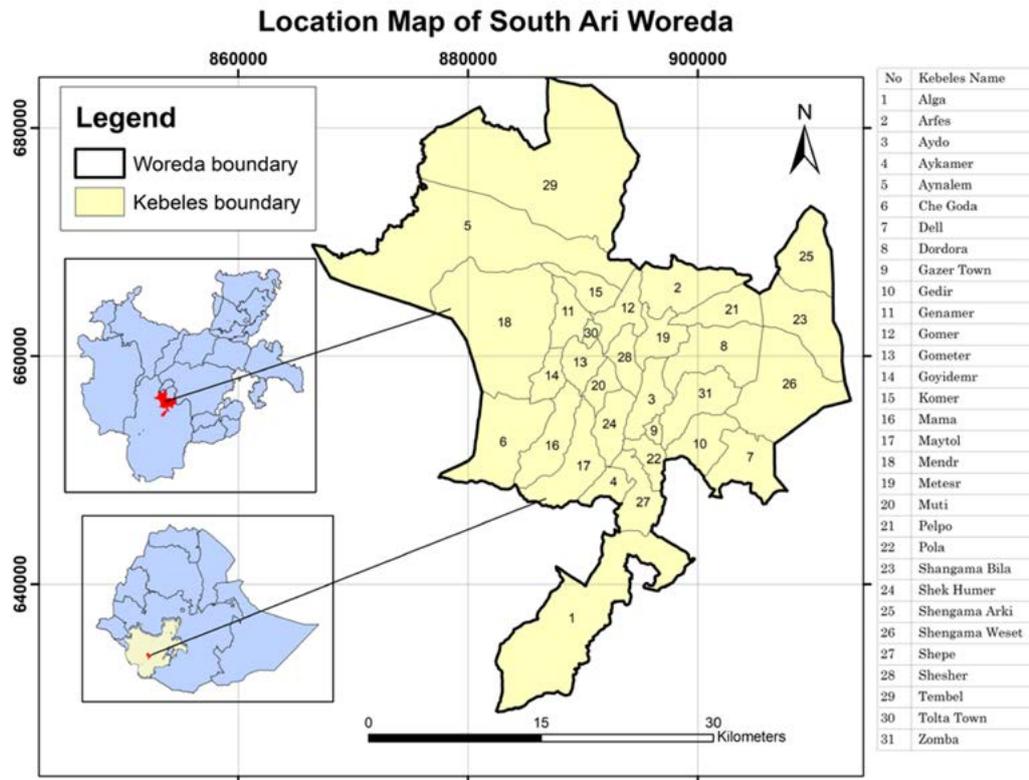


Figure 3. Location maps of South Ari district and South Ari district supply schemes (based on Ethio GIS base map)

The district has a target of reaching 89% (11% safely managed and 78% basic) at least basic water services by 2025 from a 57% baseline in 2019; the target for basic sanitation at household level is 84% from a 56% baseline. The targets for school WASH are 27%, 91% and 100% for at least basic water, sanitation, and hygiene services respectively. Similarly, the targets for HCF by 2025 are 78%, 80% and 100% for at least basic water, sanitation, and hygiene respectively.

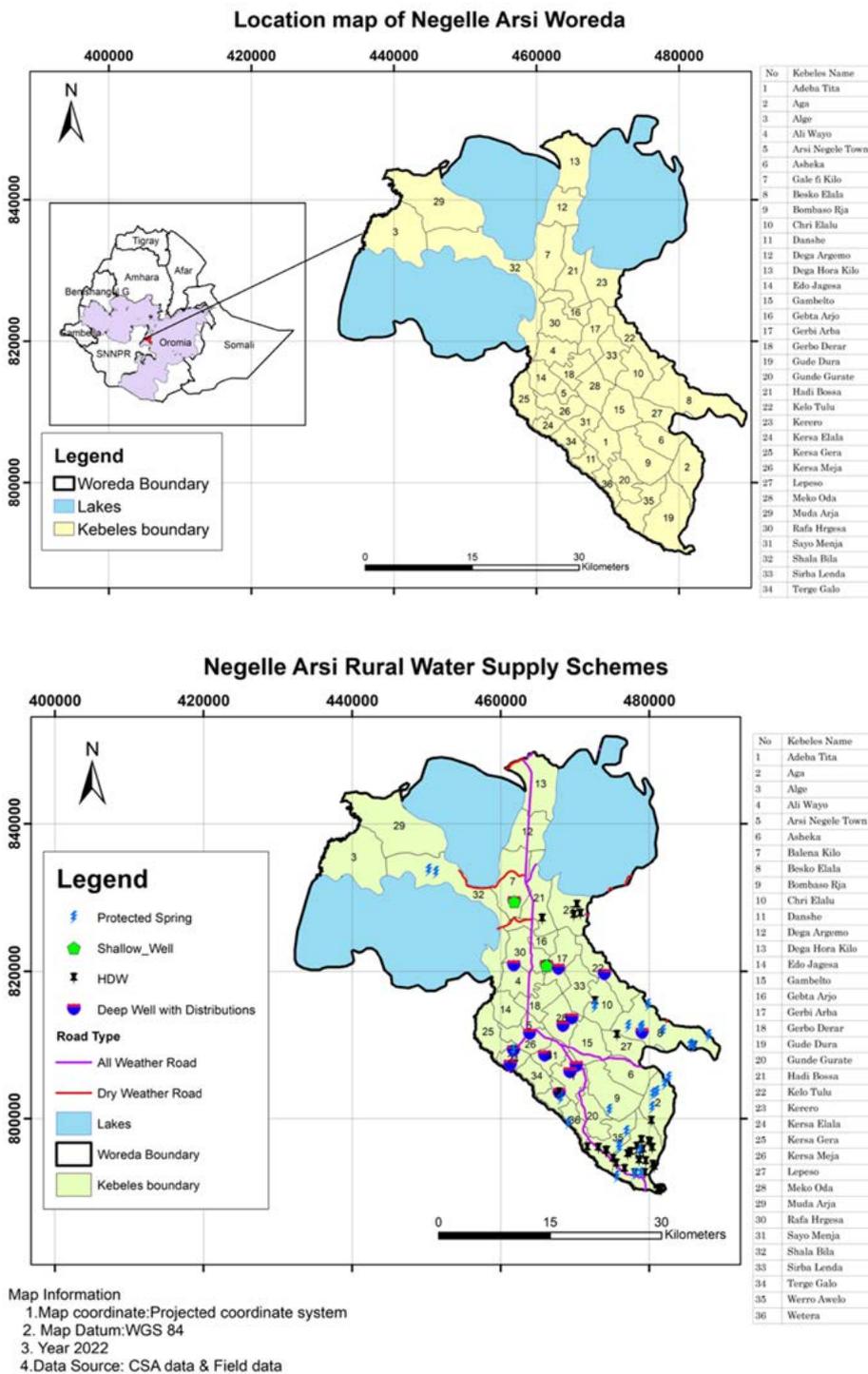


Figure 4. Location map of Negelle Arsi district and Negelle Arsi district rural water supply schemes

Table 1. Overview of focus districts

District Name	Start Year of partnership/commitment	Total Population (Year 2019)	Number of HCF in district (clarify public/private/both)	Number of schools in district (clarify public/private/both)	Major city/town within this district, its population. Indicate if the urban centre has been counted in population and service level baselines, HCF/schools numbers listed in previous columns
South-Ari	2017	177,136	38 (public)	57 (public)	Three urban centres including Gazer, which is the capital: Gazer, Tolta and Metser with total population 5442, 4200, and 3583 respectively. All included in the baseline
Negelle Arsi	2018	312,799	44 (public)	98 (public)	There are six urban centres including the capital Negelle (43,000 population in 2019), Dole (population size 4500), Basaku (population size 5304), Lepis (population size 5000), Qalo (population size 4000), and Gode (population size 5000). The baseline did not include Negelle town.
Total Population of partner districts		489,935			

Table 2. Strategic objectives- Baseline (2020) and targets (2025) for focus districts

Strategic Objectives	Baseline (2020)	Progress towards objective by 2025 (int. outcome statement)
O1: Build and sustain political will to achieve universal access to WASH	37%	75%: <ul style="list-style-type: none"> The districts will have endorsed resource mobilisation strategies District leaderships realised tangible political and financial commitment for WASH master plan implementation in the districts
O2: Actor capacity to plan, provide, and regulate services	56%	80%: <ul style="list-style-type: none"> Minimum staffing, skills and budgets are fulfilled to plan, implement, monitor, and report WASH activities in district WASH offices
O3: Finance and increasing value of investments	35%	65%: <ul style="list-style-type: none"> The district endorsed costed master plan, and resource mobilisation strategies for master plan implementation
O4: Demand for higher levels/ Civil society voice	50%	80%: <ul style="list-style-type: none"> At least 75% of citizens appreciate the value of improved WASH services At least 65% of WUAs in the district are aware of their roles and responsibilities, and deliver accordingly
O5: Collective action and multi-sector partnerships	77%: <ul style="list-style-type: none"> Multi-sector WASH partnership established at district level 	85%: <ul style="list-style-type: none"> Strong multi-sector WASH partnership fully led by district government Multi-sectoral catchment based WRM through water safety planning practised by at least 50% Water User Associations (WUAs)
O6: Changing ourselves	50%: <ul style="list-style-type: none"> The district is supported by one local facilitator hosted by local government, and backup support from both national and international staff 	75%: <ul style="list-style-type: none"> The district is supported through local IRC WASH Ethiopia branch office at least in South Omo/South Ari

2.4 National level impact targets

The IRC WASH Ethiopia country programme is working with government and other WASH actors from national through regional/subnational to district level for strengthening WASH systems towards realising sustainable WASH services as part of SDG 6. We have various ways to bring impact to national level.

The detailed targets for each scaling area are included in the annex.

- **Replication ‘districts’:** where proven ideas are taken to other districts by partners or through uptake of ideas by state or non-state actors (IRC offers in-kind (unpaid) or indirect support only).
- **Sanitation market systems development:** stimulating and supporting the strengthening of systems for demand-driven sanitation innovation and service development.
- **Working at a higher administrative level:** supporting specific subnational institutions or actors working at a larger scale. This includes zone, regional, and national level actors. This could be work with a utility, basin authorities, and training institutions such as the Ethiopian Water Technology Institute (EWTI) but excludes general support to central government. Sanitation market systems development is also included here.
- **Contracted technical assistance:** where IRC offers technical support in response to demand from others— through consultancy or other contractual work, e.g., a project or programme in a different location in the country.
- **National systems strengthening (Federal government):** efforts to change sector building blocks and/or sector reforms, for national capacity development. These include the facilitation of different sector platforms for coordination, learning and sharing, tailored trainings, technical and financial support on policy, strategies, and guideline development.

2.5 Regional vision and targets

Our ambition is to contribute to and support (through partnership and technical assistance) the African Ministers’ Council on Water (AMCOW) and its sanitation initiative – AfricaSan and African Union at large, especially in East Africa sub-region, using our network as well as our strong partnership with the Ethiopian national government, the WASH sector and regional academic and research institutes. We can also contribute to regional progress by joining other IRC country programmes in Africa, such as exploring opportunities with neighbouring countries like Kenya and Somalia.

2.6 Global vision

IRC WASH Ethiopia aspires to generate local and national evidence on approaches, models and tools that can be shared globally and bring impact; and adapt models, tools and approaches that work in other countries to bring impact at national and local level in Ethiopia. We will do this through active engagement in global networks such as Agenda for Change (A4C), and Sanitation and Water for all (SWA), and others. IRC WASH Ethiopia is now coordinating the A4C in Ethiopia. On behalf of the Agenda for Change country collaboration, IRC WASH Ethiopia is a member of the Global A4C General Assembly. We will keep on being active in the network to bring real change in the WASH sector. Similarly, we have been engaged in other networks that contribute to global networks such as SWA; in collaboration with the One WASH National Program Coordination Office and other sector actors, we will strengthen the SWA Ethiopia country team to realise the country's commitments.

Photo: Private enterprises maintain water schemes to enhance the quality of water service in South Omo Zone.



3. Organisational change and business development

3.1 Changing ourselves

The country programme will position itself to deliver its roles and responsibilities for the envisaged IRC network¹ by 2024/2025. Some priority activities include strengthening the workforce through new recruitment, taking into account gender and internal capacity development (training), opening of a branch office (at least in one of our focus districts) to provide intensive follow-up support to our local partners; and reviewing the current organogram. Therefore, the current organogram shown below will be modified to accommodate the intended set-up.

¹ The IRC network is an ambition which requires us to better anchor ourselves in the respective societal and institutional systems we need to transform to deliver effective public services that last. To support that, we are changing from one organisation headquartered in The Netherlands into an international federation of country, regional and global members.

3.2 Staff and Office

IRC WASH Ethiopia had gone through different phases before being fully registered as an International NGO subsidiary of IRC the Netherlands in 2019. Initially, IRC worked through partners before being registered as a liaison office in 2012, and then to fully registered INGO in 2019.

With the current 19 people (staff, associates, and consultants) including two local facilitators based in Bahirdar and South Omo zone, the country programme works in almost all regions in Ethiopia on water and sanitation in both urban and rural settings. The number of staff has been increasing over time. In addition, IRC WASH Ethiopia is supported by staff and associates from the Netherlands office both on programme content and finance and administration.

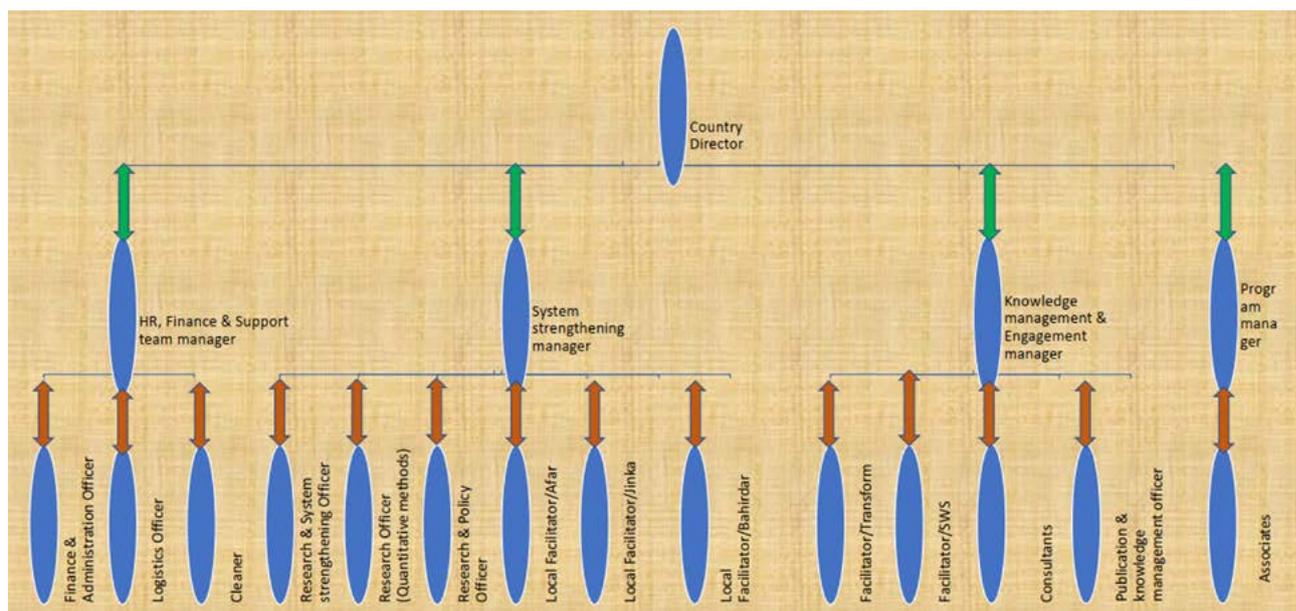


Figure 5. Current Organogram of the country programme/IRC WASH Ethiopia

3.3 Our investments

The IRC WASH Ethiopia country programme aspires to meet an annual investment of 1,850,000 USD (about 1.6 million Euros) by 2025 of which about a third will be used for national level activities and replication of models and approaches to other districts/towns. During 2021, the country programme's investment was about 1,400,000 USD. Ninety percent of the country programme's ambition of about 1.3 million USD has been fulfilled at the beginning of 2022. However, this is only about a third of the required budget for the focus districts.

Table 3 – Programme Investment at local level

Focus Areas/ type of spending (District, Towns, Cities)	Investment by IRC US\$					
	2020	2021	2022	2023	2024	2025
Partner district 1/South Ari (total)	200,000	280,000	350,000	375,000	500,000	550,000
CapEx, CapManEx (Partner district 1 (South-Ari))			100,000	100,000	150,000	150,000
Direct Support and systems strengthening – TA and capacity building (Partner district 1 (South-Ari))			150,000	150,000	200,000	200,000
IRC operational costs, staffing, office costs (Partner district 1 (South-Ari))			100,000	125,000	150,000	200,000
Partner district 2/Negelle Arsi (total)	100,000	180,000	250,000	325,000	400,000	500,000
CapEx, CapManEx Partner district 2 (Negele-Arsi)			50,000	100,000	100,000	150,000
Direct Support and systems strengthening – TA and capacity building Partner district 2 (Negele-Arsi)			100,000	200,000	150,000	150,000
IRC operational costs, staffing, office costs Partner district 2 (Negele-Arsi)			100,000	125,000	150,000	200,000
Sanitation focus area (e.g., town or city)	100,000	100,000	100,000	100,000	150,000	150,000
CapEx, CapManEx Sanitation focus area (Gazer and Negelle)			30,000	30,000	50,000	50,000
Direct Support and systems strengthening – TA and capacity building Sanitation focus area (Gazer and Negelle)			50,000	50,000	80,000	80,000
IRC operational costs, staffing, office costs Sanitation focus area (Gazer and Negelle)			20,000	20,000	20,000	20,000
Total	450,000	610,000	700,000	800,000	1,050,000	1,200,000

Table 4 – Programme Investments in in-country scaling and National Impact

Type of scaling/national work	Investment by IRC US\$					
	2020	2021	2022	2023	2024	2025
District WASH replication support to others (Amhara region, South-Omo & West-Arsi Zone support towards scaling to other districts)	50,000	50,000	50,000	50,000	50,000	50,000
Market based sanitation at National Scale	50,000	50,000	50,000	50,000	50,000	50,000
Subnational institutions / influencing (e.g. utility or WRM zone)	10,000	10,000	40,000	40,000	40,000	50,000
Contracted TA / market-driven work	180,000	700,000	400,000	400,000	400,000	400,000
WASH sector strengthening at national scale	40,000	40,000	40,000	40,000	40,000	50,000
Internal/operational spending, staff costs, admin	40,000	40,000	40,000	50,000	50,000	50,000
Total	370,000	790,000	620,000	630,000	630,000	650,000

3.4 Fundraising strategy

Looking back at our funding of the 2017-2021 strategy, it was dominated by a mix of short- and long-term technical assistance to different partners; programmatic funding was only about 20% of the total funding we received. In 2022, this ratio has improved, and the programmatic funding is just over a third of the total funding we have. However, still we have a big funding gap for our programme, both at district (focus district) and national level though the aggregate funding (programmatic and technical assistance) for the year is almost there. Since there is less funding for our partner district activities, there is less funding for replication to other districts/zones through a call/technical assistance, so this needs attention.

Therefore, it is a priority in this strategy to raise funding for focus district work in collaboration with the Growth Hub. Reaching out to potential philanthropic organisations and showcasing the support we have been providing to those districts and the critical gaps those districts have as well as the gaps that IRC can fill in are key to raising programmatic funding. In addition, we will explore funding opportunities for technical assistance in our focus districts including the towns. Below are the strategies to raise funds for the three aspects of our country programme:

Focus districts

- Identifying bi- and multi-lateral donor programmes that have geographical flexibility. Whereas most of these funders have pre-defined geographical priorities that do not align with IRC’s focus districts, this may not always be the case or that strict. We will therefore review these programmes and identify those that have such flexibility. Based on that review, we will adapt our approach to fall within their criteria.
- Given the (geographical) constraints in obtaining funding from bi- and multi-lateral donors in response to calls for proposals, the most likely source of funding for focus district work is programmatic funding from foundations, where we can define geographical priorities and have the highest degree of flexibility. To approach those, cases for support will be developed for the focus districts. These will then be used to identify potential foundations.

Scaling up districts and towns

- Proactively developing partnerships with like-minded organisations for joint fundraising. This would include other INGOs (particularly A4C members). These organisations would need our support or are keen to work with us in their priority districts/towns.
- Responding to calls for proposals from bi- and multi-lateral funders, including USAID, the British Foreign, Commonwealth and Development Office (FCDO), and UNICEF. IRC WASH Ethiopia is well-positioned to follow this strategy, as it is on top of funding calls, and has adequate networks to form partnerships and consortia.
- Responding to requests for technical assistance and support.

National systems strengthening

- Including a national level component in proposals to both foundations and bi- and multi-lateral donors. This approach has proved successful in the past, though may also face project-type constraints. Nevertheless, it is considered that this is a main approach through which we can proactively define national systems strengthening components. FCDO and USAID programmes and other expected calls that include programmes eligible for this type of funding. In addition, further explorations could be undertaken with other bi- and multi-lateral donors, including the Dutch Embassy. This will require a more systematic review of bi- and multi-lateral donors.
- Advisory and consultancy. Besides proposing areas for national systems strengthening, potential funders are also likely to request technical assistance and advisory through consultancy assignments. We are therefore actively tracking opportunities as they arise and respond to those accordingly.

4. Implementation of this plan

We will build on our existing partnerships at different levels, use different existing and contextualised tools, models, and approaches, strengthen our internal implementation capacity (skills and staffing), and mobilise financial resources and implement the strategy in focus districts, at the national level and in districts and cities outside the focus districts. These are of course based on the detailed annual plans that will follow the five-year strategy.

Both focus districts, Negelle Arsi and South Ari, have long-term life-cycle costing and resource mobilisation strategies for WASH master plan implementation endorsed by the district councils. These two documents are key tools in implementing community and institutional WASH activities to meet the targets for improved services and universal coverage. These two districts were selected as entry points to their respective zones, and our focus will now be to gradually reach 22 districts in the two zones.

District WASH learning alliances, joint monitoring and supportive supervision of these alliances, on-the-job and tailored trainings, and ad hoc district events are the main platforms to realise the targets of the strategic objectives. The district WASH learning alliances also monitor progress towards the intermediate outcomes/strategic objectives, service levels, and the strength of the WASH building blocks on an annual basis.

At national and subnational (region) level, we will broaden and strengthen our networks to connect different actors inside and outside the sector to bring the sector (WASH) to the forefront, both for investment purposes and to attract the attention of influential actors.

Annex 1. Detailed targets

Table 5. WASH Systems Strengthening Goals in Partner District (WASH combined) – South Ari

District Name	Baseline (2017)	2020 (see 12M)	2025 target (number and description of target or desired outcome)	2030 target (Number and description of target or desired outcome)
Policy and Legislation	1.7/5	3.5/5	e.g. 4.5 the district by-laws for water are reviewed to account for a range of service delivery models 5/5: <ul style="list-style-type: none"> WUAs, as main service providers for rural water, have written by-laws in place The roles and responsibilities of WUAs are clearly understood by districts and the WUAs; WUAs have water safety plans 	5/5: <ul style="list-style-type: none"> Requirements of the regional proclamation on WASHCO legislation are clearly understood at district and WASHCO level
Institutions and coordination	2.5/5	3/5	4/5: Vacant staff positions are filled in district Water Office <ul style="list-style-type: none"> All rural water schemes are managed by WUAs Regular follow-up support is in place for WUAs by district, and to district by zone Active and all-inclusive WASH sector platform is in place 	5/5: <ul style="list-style-type: none"> The district has a full capacity (HR, budget and material) to plan, implement, monitor and report WASH services Vacant staff positions are filled in district Water Office All rural water schemes are managed by WUAs Regular follow-up support is in place for WUAs by district, and to district by zone Active and all-inclusive WASH sector platform is in place
Planning	1.6/5	3.5/5	5/5: <ul style="list-style-type: none"> Inclusive, updated and costed district WASH master plan is in place The master plan is implemented by all actors in the district 	5/5: <ul style="list-style-type: none"> Inclusive, updated and costed district WASH master plan is in place The master plan is implemented by all actors in the district
Finance	No data	1.6/5	3/5: <ul style="list-style-type: none"> Water is prioritised in district budget allocation Clear budget line is in place and the district allocated proportional budget for major maintenance 	5/5: <ul style="list-style-type: none"> At least 75% of the district WASH budget need is met and utilised
Infrastructure Development	1/5	2.5/5	4/5: <ul style="list-style-type: none"> Clear procurement guidelines and standards for capital investment are in place The district has the capacity to implement capital investment procurement as per the guidelines and the standards 	5/5: <ul style="list-style-type: none"> Clear procurement guidelines and standards for capital investment are in place The district has the capacity to implement capital investment procurement as per the guidelines and the standards; and practised it

District Name	Baseline (2017)	2020 (see 12M)	2025 target (number and description of target or desired outcome)	2030 target (Number and description of target or desired outcome)
Infrastructure Maintenance	2.3/5	2.5/5	4/5: <ul style="list-style-type: none"> District has up-to-date and reliable asset data Service providers (WASHCOs or WUAs) received planned and systematic support on infrastructure management Preventive maintenance got due attention both from service providers and service authorities 	5/5: <ul style="list-style-type: none"> District has up-to-date and reliable asset data Service providers (WASHCOs or WUAs) received planned and systematic support on infrastructure management Professionalised services are fully implemented in the district
Monitoring	1.5/5	2.5/5	5/5: <ul style="list-style-type: none"> Comprehensive monitoring system is in place Monitoring data is fully used for planning and decision making 	5/5: <ul style="list-style-type: none"> Comprehensive monitoring system is in place Monitoring data is fully used for planning and decision making
Regulation and Accountability	1/5	2/5	4/5: <ul style="list-style-type: none"> WASH sector budget and expenditure is tracked regularly Mechanisms and platforms to inform and consult the public about WASH services is in place District service authority is knowledgeable about national and regional/subnational policy and regulation to protect WASH service users rights Platforms and mechanisms are in place for the public to make service providers accountable 	5/5: <ul style="list-style-type: none"> WASH sector budget and expenditure is tracked regularly Mechanisms and platforms to inform and consult the public about WASH services is in place District service authority is knowledgeable about national and regional/subnational policy and regulation to protect WASH service users rights Platforms and mechanisms are in place and fully used by the public to make service providers accountable
Water Resource Management	1.2/5	1.8/5	3.5/5: <ul style="list-style-type: none"> Planning for water infrastructure development considered the impact on water resources. Water safety plan is in place and implemented for 25% of WUAs 	5/5: <ul style="list-style-type: none"> Water infrastructure development considered impacts in can pose on water resources Water safety plan is in place and implemented including water source monitoring for 100% WUAs
Learning and Adaptation	1/5	3/5	4/5: <p>District-led regular and active learning platform is in place with light external support</p> <p>Best practices of WASH planning, implementation, monitoring, and reporting are partially adapted based on learnings</p>	5/5: <p>District-led regular and active learning platform is in place without external support</p> <p>Best practices of WASH planning, implementation, monitoring, and reporting are fully adapted based on learnings</p>

Table 6. Destination 2030 Strategic Objectives and targets for partner districts

Strategic Objective	Baseline (2020)	Progress towards objective by 2025 (int. outcome statement)	Progress towards objective by 2030 (int. outcome statement)	Suggested indicators for annual tracking (Quantitative or Qualitative)
O1: Political will	37%	75%: <ul style="list-style-type: none"> • Districts endorsed resource mobilisation strategies • District leaderships realised tangible political and financial commitment in the district • Districts partially implement resource mobilisation strategy • Clear accountability mechanism for WASH services is in place 	100%: <ul style="list-style-type: none"> • WASH is a priority in all departments even beyond WASH offices in the district • Districts fully implement resource mobilisation strategy • Clear accountability mechanism for WASH services is fully in place 	<ul style="list-style-type: none"> • 25%= District leaderships agreed on WASH master plan and supported it • 75% = There is tangible political and financial commitment in the district • 100% = WASH is a priority in all departments even beyond WASH offices in the district
O2: Actor capacity to plan, provide, and regulate services	56%	80%: <ul style="list-style-type: none"> • Minimum staffing, skills and budgets to plan, implement, monitor, and report WASH activities in district WASH offices 	100%: <ul style="list-style-type: none"> • Service authorities and service providers have the required capacity to regulate and provide WASH services respectively 	
O3: Finance and increasing value of investments	35%:	65%: <ul style="list-style-type: none"> • The district has endorsed costed master plan, and resource mobilisation strategies for master plan implementation 	100%: <ul style="list-style-type: none"> • District WASH investment is efficient • Public WASH investment is pro-poor and inclusive 	
O4: Demand for higher levels/ Civil society voice	50%	80%: <ul style="list-style-type: none"> • At least 75% of citizens appreciate the value of improved WASH services • At least 65% of WUAs in the district are aware of their roles and responsibilities, and deliver accordingly 	100%: <ul style="list-style-type: none"> • All citizens in the district appreciate the value of improved WASH services • The voice of all citizens are heard in district WASH planning, implementation, and services 	

Strategic Objective	Baseline (2020)	Progress towards objective by 2025 (int. outcome statement)	Progress towards objective by 2030 (int. outcome statement)	Suggested indicators for annual tracking (Quantitative or Qualitative)
O5: Collective action and multi-sector partnerships	77%: <ul style="list-style-type: none"> Multi-sector WASH partnerships established at district level 	85%: <ul style="list-style-type: none"> Strong multi-sector WASH partnerships fully led by district government Multi-sectoral catchment-based WRM through water safety planning implemented by at least 50% WUAs 	100%: <ul style="list-style-type: none"> Strong multi-sector WASH partnerships fully led by district government Multi-sectoral catchment based WRM through water safety planning implemented by 100% WUAs 	
O6: Changing ourselves	50%: <ul style="list-style-type: none"> The district is supported through one local facilitator hosted by local government, and back-up support from both national and international staff 	75%: <ul style="list-style-type: none"> The district is supported through local IRC WASH branch office in South Omo/ South Ari 	100%: <ul style="list-style-type: none"> The district is supported through local IRC WASH branch office in South Omo/South Ari with required additional staff 	

Table 7. Replication ‘districts’: Districts Impacted through Replication by Partners

Number of Districts or other admin area	Aspect of our approach to be replicated	Year the replication started/will start: e.g. current, by 2025, by 2030	Population Reach of the replication work (end population)	Partner(s)
7 districts in South-Omo zone (total 10 districts minus South Ari, Baka-Dawla & Woba Ari)	Master planning, asset monitoring and management system	2021	550,000 (2017 population projection – CSA)	SNNPR Water Bureau and South Omo zone (Finance, Water, Health, and Education departments)
10 districts in Oromia region, West Arsi zone (11 districts minus Negelle Arsi)	Master planning and monitoring system	2022	2,300,000 (2017 population projection – CSA)	Oromia WMERDB, Bureau of Health, Bureau of Education and West Arsi Zone; WASH SDG consortium members (Amref, BBBC, Wetland and Akvo)
3 districts in Amhara region	District WASH Master planning and monitoring system	2019	958,922 (2017 population projection – CSA)	Farta, Dera and North Mecha district Government Offices, MWA members, Amhara Regional Water Bureau
Amhara Region-wide	Monitoring system	2022	18,119,000 (2022 population projection for rural Amhara region- CSA)	Amhara regional government (Bureau of Finance and Economic Cooperation, Water, Health and Education)

Table N3b/N4 Market-systems development: Reach by promoting/scaling specific sanitation/WASH products and services

Name of product or service	Start Year (current/by 2025/by 2030)	Geography	Potential reach by 2025 (in terms of people, geographic area, numbers of products, size of market etc.)	Potential reach by 2030 (in terms of people, geographic area, numbers of products, size of market etc.)
Dissemination of Transform WASH research outputs and learnings on quality, affordable and sustainable sanitation services, and products- e.g., Sato-pans	By 2024	IRC focus districts including 2 capital towns districts: Gazer & Negelle Arsi. Potential NGO partners in Negelle Arsi are Habitat Ethiopia, and Amref	5,000 people (Start with towns, 1,000 households or 1,000 products)	50,000 people (10,000 households or 10,000 products)
Self-supply and/or Household Water Treatment and safe storage (HWTS) promotion in IRC focus districts to ensure “leave no one behind” for scattered population	By 2024	South-Ari & Negelle Arsi districts	5,780 people (1% of the population of two districts, which is 1156 households) for both products- Self-supply and HWTS	33,095 people (5% of the population of two districts, which is 6619 households) for both products- Self-supply and HWTS

Table 8. Influencing and support to specific subnational institutions or actors working at a larger

Key actor or institution	Scope of partnership or goal for influencing	Number of districts or other admin areas where actor has influence	Estimated population reach through this type of work by 2025 (indirect reach)	Estimated population reach through this type of work by 2030 (indirect reach)
Water, Health, and Finance bureaus in SNNP, Oromia, and Amhara regions	<ul style="list-style-type: none"> • Government-led monitoring & asset management • Scaling up of district WASH roadmap development • Local level learning and adaptation • Improved WASH financing, proportional allocation (infrastructure vs management), and efficient use of finance 	100 districts or towns (direct and indirect)	20,000,000	50,000,000

Table 9. Contracted technical assistance (opportunistic, market-driven) work

Means of acquiring work (e.g., IRCC, national tenders, international tenders, etc.)	Number of districts or other admin area	Estimated population reach through this type of work by 2025 (population of this area, indirect reach)	Estimated population reach through this type of work by 2030 (indirect reach)
IRC Consult	10 districts/towns	1,000,000	2,000,000
National tenders	5 (local contracts) districts/towns	500,000	1,500,000
International tenders	20 (in various regions) districts/towns	1,000,000	3,000,000

NATIONAL SERVICE OUTCOMES

Table 10. Characteristics of National System Strengthening Programme

Characteristic of National System Strengthening Programme	Year achieved/expected to achieve
Government has endorsed common plan for national sector strengthening and provides basis for mutual accountability	Expected to achieve
National sector assessment baseline has been completed	Yes achieved
Organisational programme of support to national sector strengthening has been designed and responds to the national assessment (baseline) and related national plans	Expected to achieve
Partnerships with other actors have been established e.g. government and 2-3 main collaborating partners (aside from government)	Yes achieved
Dedicated organisation staff exist (in IRC/WFP teams) with annual investments of at least US\$ 250K for national systems strengthening work.	Expected to achieve

Table 11. National Service Level Targets

	Baseline (2020)	Target medium term (2025)	Target long term, e.g. 2030 (year)
National Government Target for water supply services as per GTP2 ¹ standard	55.7%	78.2%	100%
National Government Target for urban water supply services	58.9% per GTP-2 service standard	80.3% per GTP-2 standard (58% safely managed)	100% per GTP-2 service standard; at least basic services for all with piped water supply
National Government Target for rural water supply services	54.88% per GTP-2 standard	77.59% per GTP-2 standard (22% safely managed)	100% per GTP-2 standard of which at least basic services for all, 50% of them with piped water supply
Reduce non-functionality of rural water facilities	19%	14%	7%
Reduce non-revenue water for urban areas	39%	29%	20%
National Government Target for urban sanitation (in terms of basic and safely managed)	5% Open defecation (OD) 20% basic sanitation	0% OD (or 100% ODF)	- 0% OD - 100% improved sanitation facilities - Increase sanitation awareness

1. Growth and Transformation Plan (GTP) 2 standard for urban water services is 40- 100 lit/capita/day depending on the size of the town within 250 meter radius: for rural water services 25 lit/capita/day within 1 km radius.

	Baseline (2020)	Target medium term (2025)	Target long term, e.g. 2030 (year)
National Government Target for rural sanitation (in terms of basic and safely managed)	27% Open defecation (OD)	0% OD (or 100% ODF)	100% ODF in all rural villages. Increase sanitation awareness
National Government Target for WASH in HCF	20% safely managed WASH services in HCF	No specific target by 2025	100% safely managed water supply in HCFs
National Government Target for schools	22% safely managed water supply	No specific target by 2025	100% safely managed water supply & 100% clean & unisex toilets for around 32,000 schools in the country
National Government Target for waste management		No specific target by 2025 <ul style="list-style-type: none"> Promote waste recycling (solid & liquid waste) 	<ul style="list-style-type: none"> 100 towns to have basic integrated sewer systems. Promote waste recycling (solid & liquid waste)
National Government Target for water resource management	Integrated basin development coverage = 2.25m hectares	<ul style="list-style-type: none"> Strengthening WRM and develop WRM mapping database 	<ul style="list-style-type: none"> Strengthening WRM and develop WRM mapping database Integrated basin development coverage = 10m hectares
	Climate resilient WASH (there is no full demonstration district)		100 drought-prone districts to have climate resilient water systems
Other priority WASH targets:	Emergency WASH	<ul style="list-style-type: none"> Early warning systems monitoring Partnership and MoU signing with emergency focused orgs in our target areas 	<ul style="list-style-type: none"> Linking monitoring system supported by IRC to existing early warning systems for emergency use Data sharing with emergency focus partners

Information source: 10 Years National development plan; The Federal Democratic Republic of Ethiopia Ministry of Water, Irrigation and Energy Ten Year (2013-2022 EC) Strategic Plan

NATIONAL SYSTEM OUTCOMES

Table 12. National WASH System Strength Assessments – Water

	Baseline (2017)	2020 (see 12M)	2021	2025 target (number and description of target or desired outcome)	2030 target (Number and description of target or desired outcome)
WATER					
Policy and Legislation	2.3/5	2.8/5	3.3/5	4/5	5/5
Institutions and coordination	2.5/5	2.5/5	2.5/5	3.5/5	5/5
Planning	1.8/5	1.8/5	2.2/5	4/5	5/5
Finance	1.4/5	1.8/5	2.6/3	3.5/5	5/5
Infrastructure Development	1.6/5	2.4/5	2.6/5	3.5/5	5/5
Infrastructure Maintenance	1.3/5	1.3/5	2.8/5	4/5	5/5
Monitoring	1.2/5	1.2/5	2/8	3/5	5/5
Regulation and Accountability	1/5	1/5	1.7/5	3/5	5/5
Water Resource Management	1.7/5	1.3/5	2.7/5	3.5/5	5/5
Learning and Adaptation	1.8/5	2/5	2/5	3.5/5	5/5

Table 13. National WASH System Strength Assessments – Sanitation

	Baseline (2017)	2020 (see 12M)	2025 target (number and description of target or desired outcome)	2030 target (Number and description of target or desired outcome)
SANITATION				
Policy and Legislation	3/5	3/5	4/5	5/5
Institutions and coordination	3/5	3/5	3.5/5	5/5
Planning	2/5	3/5	3.5/5	5/5
Finance	2/5	2.5/5	3.5/5	5/5
Infrastructure Development	2/5	2.5/5	3/5	5/5
Infrastructure Maintenance	1/5	2/5	3/5	5/5
Monitoring	1.5/5	2/5	3/5	5/5
Regulation and Accountability	No data	2/5	3.5/5	5/5
Water Resource Management	N/A	N/A	N/A	N/A
Learning and Adaptation	2/5	3/5	4/5	5/5

Table 14. National WASH System Strength Assessments – Hygiene

	Baseline (2017)	2020	2025 target (number and description of target or desired outcome)	2030 target (Number and description of target or desired outcome)
HYGIENE				
Policy and Legislation	No data	3/5	4/5	5/5
Institutions and coordination	No data	3/5	3.5/5	5/5
Planning	No data	3/5	4/5	5/5
Finance	No data	2.5/5	3.5/5	5/5
Infrastructure Development	N/A	N/A	3/5	5/5
Infrastructure Maintenance	N/A	N/A	3/5	5/5
Monitoring	No data	2/5	3/5	5/5
Regulation and Accountability	No data	2/5	3.5/5	5/5
Water Resource Management	N/A	N/A	N/A	N/A
Learning and Adaptation	No data	3/5	4/5	5/5

Table 15. National WASH System Strength Assessments – WASH in HCF

	Baseline (indicate year)	2020 (see 12M)	2025 target (number and description of target or desired outcome)	2030 target (Number and description of target or desired outcome)
WASH IN HCF				
Policy and Legislation	No data	3/5	4/5	5/5
Institutions and coordination	No data	3/5	3.5/5	5/5
Planning	No data	3/5	4/5	5/5
Finance	No data	2.5/5	3/5	5/5
Infrastructure Development	N/A	N/A	3.5/5	5/5
Infrastructure Maintenance	N/A	N/A	3/5	5/5
Monitoring	No data	2/5	3/5	5/5
Regulation and Accountability	N/A	N/A	3.5/5	5/5
Water Resource Management	N/A	N/A	N/A	N/A
Learning and Adaptation	No data	3/5	4/5	5/5

Table 16. National WASH System Strength Assessments – WASH in Schools

	Baseline (indicate year)	2020 (see 12M)	2025 target (number and description of target or desired outcome)	2030 target (Number and description of target or desired outcome)
WASH IN SCHOOLS				
Policy and Legislation	No data	3/5	4/5	5/5
Institutions and coordination	No data	3/5	3.5/5	5/5
Planning	No data	2.5/5	3/5	5/5
Finance	No data	2.5/5	3/5	5/5
Infrastructure Development	N/A	N/A	3.5/5	5/5
Infrastructure Maintenance	N/A	N/A	3/5	5/5
Monitoring	No data	2/5	3/5	5/5
Regulation and Accountability	N/A	N/A	3.5/5	5/5
Water Resource Management	N/A	N/A	N/A	N/A
Learning and Adaptation	No data	3/5	4/5	5/5

NATIONAL STRATEGIC OBJECTIVE OUTCOMES

Table 17. Strategic Objective Priorities

Strategic Objective	Progress toward objective by 2025 (outcome statement)	Progress toward objective by 2030 (outcome statement)	Specific targets or suggested indicators for annual tracking (Quantitative or Qualitative)
O1: Political will	<ul style="list-style-type: none"> WASH sector is a priority within any development activities <ul style="list-style-type: none"> In terms of budget allocation, follow up by leaderships, etc. Institutionalisation of WASH priority <ul style="list-style-type: none"> Irrespective of changes in leaderships (turnover) Accountability for WASH service delivery: <ul style="list-style-type: none"> Budget and expenditure tracking Cabinet positions at all levels are filled, with WASH sector leaders are present in planning and decision-making platforms and processes 		<ul style="list-style-type: none"> 50% and 100% National WASH sector budget increase by 2025 and 2030 respectively Clear guideline on budget allocation for WASH developed and practiced by 2025, fully institutionalised WASH as a priority Different WASH service delivery accountability mechanisms are in place, and practiced by 2025
O2: Actor capacity to plan, provide, and regulate services	<ul style="list-style-type: none"> WASH institutions have a functioning sub entity (Teams, Directorates or Departments) with full capacity and right mix of personnel to plan, implement/deliver and regulate WASH services Service authority ensures sustainable service delivery with adequate resources and accountability National monitoring system up-to-date and accessible by the sector actors including private actors 		<ul style="list-style-type: none"> Institutional capacity <ul style="list-style-type: none"> 75% Staff positions (national and regional) for WASH are filled by qualified personnel by 2025 An agreed and operational monitoring system is fully in place by 2025
O3: Finance and increasing value of investments	<ul style="list-style-type: none"> Diversified WASH finance increased (public, donor, privates, etc.) Flexible and practical tariff and tariff management system in place 		
O4: Demand for higher levels/ Civil society voice	<ul style="list-style-type: none"> Consumers value quality WASH services, and willing to pay for better services Civil societies and consumers make service authorities accountable for WASH services 		
O5: Collective action and multi-sector partnerships	<ul style="list-style-type: none"> OWNP fully operationalised in a collective action approach National MSP becomes the key platform for learning and sharing as well as influencing WASH actors and beyond on sanitation and hygiene More national WASH actors joined Agenda for Change collaboration, and uptake of the initiatives 		<ul style="list-style-type: none"> OWNP coordination office took a lead in coordinating key sector platforms that feed into global networks such as SWA, AMCOW Key national WASH actors and government scaled up district/ area-wide approaches
O6: Changing ourselves	<ul style="list-style-type: none"> Reliable and timely national WASH database in place and accessible Hard but smart working like never to fully achieve the goals from 1-5 		

Note: please refer to the [D30 framework](#) for more information on the strategic objectives.

Table 18. Programme Investments in in-country scaling and national impact

Type of scaling/national work	Investment by IRC US\$										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
District WASH replication support to others (Amhara region, South-Omo & West-Arsi Zone support towards scaling to other districts)	50,000	50,000	50,000	50,000	50,000	50,000	150,000	150,000	150,000	150,000	150,000
Sanitation MSD at National Scale	50,000	50,000	50,000	50,000	50,000	50,000	100,000	100,000	100,000	100,000	100,000
Subnational institutions / influencing (e.g. utility or WRM zone)	10,000	10,000	40,000	40,000	40,000	50,000	50,000	50,000	50,000	50,000	50,000
Contracted TA / market-driven work	180,000	600,000	400,000	400,000	400,000	400,000	300,000	300,000	300,000	300,000	300,000
WASH sector strengthening at national scale	40,000	40,000	40,000	40,000	40,000	50,000	60,000	60,000	60,000	60,000	60,000
Internal/operational spending, staff costs, admin	40,000	40,000	40,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total	370,000	790,000	620,000	630,000	630,000	650,000	710,000	710,000	710,000	710,000	710,000

Currency: USD

Additional information and assumptions: All IRC Ethiopia country programme activities during and before 2021 were more technical assistance (TA) since we had no focus districts until the end of 2021. The current market driven technical assistance (TA) to utilities/towns and other districts are assumed to continue enhancing, influencing and scaling up. Under the subnational level institution/influencing, regions are considered.

GLOBAL IMPACT – Global transformation and achieving the SDGs

Table 19. Global Influence Ideas

Questions or Concepts	Country Response or Ambition
<p>What is your ambition to offer consultancy services in nearby countries?</p>	<p>Our ambition is to support (through partnership and TA) the African Ministers' Council on Water (AMCOW), its sanitation initiative – AfricaSan and African Union at large, especially in East Africa sub-region, using our network as well as our good relationship with the Ethiopia national government WASH sector and regional academic and research institutes. This can also be done by joining our country programmes in Africa for more influence. In addition, we aspire to explore opportunities in neighbouring countries such as Kenya and Somalia for future expansion.</p>
<p>In terms of key actors for influencing, which is more important for you, regional or global level? (e.g. 70% emphasis on Africa regional bodies, 30% emphasis on global/multi-region/international agencies). Which ones?</p>	<p>Influencing regional actors looks more impactful than global actors though it depends on whether they are political or financial institutions. However, we will work on/with both regional and global actors with 60% and 40% emphasis respectively. For regional influencing, we will collaborate with other IRC country programmes in Africa through the regional programme and explore opportunities on how to partner with/influence the African Union, based in Addis, for more impact in the region.</p>
<p>What is your ambition to participate in collaborations and platforms like Agenda for Change and SWA, etc.?</p>	<p>IRC Ethiopia is active in Agenda for Change; and we are coordinating the network from our country now. On behalf of Agenda for Change country collaboration, IRC Ethiopia is a member of the Global A4C General Assembly. We will remain active in the network to bring real change in the WASH sector. Similarly, we have been engaged in other networks that contribute to global networks such as SWA; in collaboration with One WASH National Coordination Office and other sector actors, we will strengthen SWA's Ethiopia country team to realise the country's commitments.</p>
<p>What is your ambition for contributing to and producing research publications, white & policy papers?</p>	<p>We need to raise our capacity to engage in more research beyond data collection and reporting. We will have a target for (annual) publications and policy papers to push ourselves to deliver. The country programme's key research activities will be documented in different forms and disseminated professionally both to national and global audiences in collaboration with the Change Hub.</p>
<p>What is your ambition to use the WASH Systems Academy, as a capacity building resource for sector professions in your country?</p>	<p>Since 2021, the WASH Systems Academy is our key resource for capacity building efforts for sector professionals. We are planning and working on how we can avail customised resources (language, context) for offline settings in collaboration with IRC's Change Hub. Our key national partner in rolling out the WASH Systems Academy training is the Ethiopian Water Technology Institute/EWTI.</p>
<p>Do you have other similar capacity building approaches or goals?</p>	<p>In Ethiopia, we do not have a functional monitoring system at any level (National, Regional, Zone or District). We will capitalise on our experiments towards government-led monitoring using the mWater platform and build their capacity (especially at national and regional levels) around the platform and processes as one of our other goals. The second thematic area that we envisage to build the sector actors' capacity on is District WASH master planning. Our approach will include tailored trainings, on-job training, and coaching.</p>

Questions or Concepts	Country Response or Ambition
<p>How many concepts/models/approaches developed in districts/country could be adopted globally? How much effort to you put into documenting national experiences for the purpose of scaling to other countries?</p>	<p>We have piloted and documented some concepts/models/approaches through SWS and Transform WASH partnerships. They include facilitation of district WASH learning alliances, establishing monitoring systems and asset management, and district WASH master planning. However, they still need further work to refine and scale up beyond the country. We will work further on them, document and disseminate nationally and globally for scaling up. Of course, we will not wait until everything is proven, but start to scale up those we have already confidence in.</p>
<p>How many influencing ambitions could be achieved globally, what is the scope of influence we wish to have?</p>	<p>We need to influence to get more resources globally and also consider support to countries that are very poorly performing in the sector.</p>
<p>Is there a certain part of IRC’s global work and thought leadership that your programme would be well suited to lead on? If so, which?</p>	<p>The country programme can play roles in/ contribute to cloud-based monitoring systems, sector monitoring, district WASH master planning and asset management. In addition, the country programme has developed experiences in rolling out trainings on the WASH systems approach using the WASH Systems Academy.</p>
<p>Other comments or suggestions for regional/global work.</p>	<p>The Africa Regional Programme work needs concrete collaboration and alignment with the country programmes. There should be two-way collaborations between global and country, and the country and the Africa Regional Programme as part of IRC’s envisaged network.</p>

Annex 2. Key partners for implementation of the plan

Table 20. Key partners for implementation of the plan

Partner	Type of entity	Relationship to your organisation	Collaborator role in this strategic plan	Resources brought by the partner to the strategic plan
South Ari district: Administration, Finance, Water, Health, Education, Agriculture, and Women and Children Affairs offices	Local Government	Sub-grantee/ Collaborators	<ul style="list-style-type: none"> Political leadership and oversight of district master plan implementation Technical leadership in implementation, monitoring, and reporting of district WASH master plan 	Leadership and staff for WASH implementation in the district
South Omo zone: Administration, Finance, Water, Health, Education, Agriculture, and Women and Children Affairs offices	Local Government	Sub-grantee/ Collaborators	<ul style="list-style-type: none"> Political leadership and oversight of district master plan implementation Ensure the implementation of IRC country strategic plan in South Ari district on behalf of the district 	Leadership and follow-up support
Negelle Arsi district: Administration, Finance, Water, Health, Education, Agriculture, and Women and Children Affairs offices	Local Government	Sub-grantee/ Collaborators	<ul style="list-style-type: none"> Political leadership and oversight of district master plan implementation Technical leadership in implementation, monitoring, and reporting on district WASH master plan 	Leadership and staff for WASH implementation in the district
South Omo zone: Administration, Finance, Water, Health, Education, Agriculture, and Women and Children Affairs offices	Local Government	Sub-grantee/ Collaborators	<ul style="list-style-type: none"> Political leadership and oversight of district master plan implementation Ensure the implementation of IRC country strategic plan in Negelle Arsi district on behalf of the district 	Leadership and follow-up support
National regional governments (Oromia, SNNPR and Amhara): Water, Irrigation and Energy Resources Development Bureau, Health Bureau, and Finance and Economic Cooperation Bureau	Regional Government	Sub-grantee/ Collaborators	<ul style="list-style-type: none"> Political leadership and oversight of the implementation of the plan in the region Ensure the implementation of IRC country strategic plan in the region 	Leadership and follow-up support
Federal Ministries: Ministry of Water and Energy Resources Development, and Ministry of Health	Government	Collaborator	<ul style="list-style-type: none"> Leading national financing of sanitation and hygiene (subsidy, tax exemption, loan) Leading WASH financing working group Leading water sector working group Leading national initiative on RWS management strengthening 	Leadership and follow-up support

Partner	Type of entity	Relationship to your organisation	Collaborator role in this strategic plan	Resources brought by the partner to the strategic plan
Ethiopia Water Technology Institute/EWTI	Government	Collaborator	<ul style="list-style-type: none"> Rolling out training on the WASH Systems Academy Leading innovations and training on low-cost WASH products and technologies 	Leadership, follow-up support
UNICEF	UN agency	Partner Funder	<ul style="list-style-type: none"> Support national WASH financing working group Partner with IRC on urban water utility, and urban sanitation systems strengthening 	Fund, and expertise/staff
Hilton	Foundation	Donor partner	<ul style="list-style-type: none"> Fund both national and subnational WASH systems strengthening activities 	Fund
Vitol Foundation	Foundation	Donor partner	<ul style="list-style-type: none"> Fund A4C both at national and subnational levels 	Fund
USAID	Bilateral	Donor partner	<ul style="list-style-type: none"> Fund both national and subnational activities for long-term technical assistance 	Fund
DGIS/EKN Addis Ababa	Bilateral	Donor partner	<ul style="list-style-type: none"> Fund both national and subnational activities through WASH SDG 	Fund
Habitat Ethiopia	INGO	Collaborator	<ul style="list-style-type: none"> Potential for local level collaboration in Negelle Arsi district 	Staff and network
WaterAid	INGO	Collaborator	<ul style="list-style-type: none"> Collaborate on WASH systems strengthening at subnational and national level 	Staff/expertise
Millennium Water Alliances	INGO	Funder partner and collaborator	<ul style="list-style-type: none"> Collaborate on WASH systems strengthening at subnational and national level 	Staff and funding
Amref Health Africa	INGO	Funder partner and collaborator	<ul style="list-style-type: none"> Collaborate on WASH systems strengthening at subnational and national level 	Staff and funding
Welthungerhilfe	INGO	Funder partner and collaborator	<ul style="list-style-type: none"> Collaborate on district WASH systems strengthening/A4C 	Staff and funding
Population Service International (PSI)	INGO	Funder partner and collaborator	<ul style="list-style-type: none"> Collaborate on market-based sanitation 	Staff and funding
Vitens Evides International/VEI	Corporate	Collaborator	<ul style="list-style-type: none"> Collaborate on urban utility systems strengthening 	Expertise/Staff

Annex 3. Reference documents

- [Destination 2030](#)
- [South-Ari masterplan](#)
- [Negele-Arsi masterplan](#)
- [One WASH National Program | UNICEF Ethiopia](#)
- [Ethiopia national 10-year development \(2021-30\)](#)

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