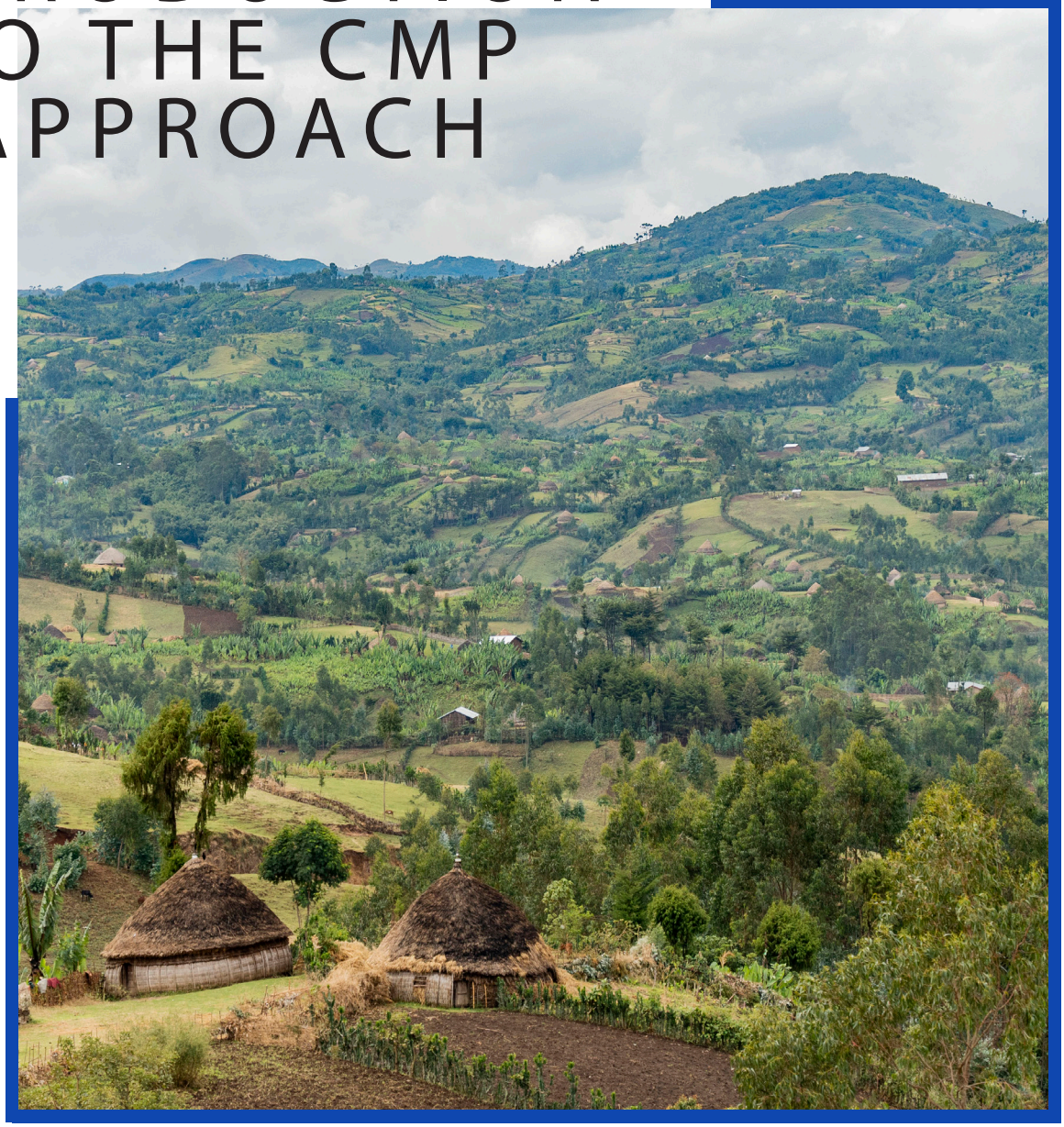
COMMUNITY-LED ACCELERATED WASH (COWASH)

VOL A

VOLUME A

AN INTRODUCTION TO THE CMP APPROACH



JANUARY, 2025

COWASH IV FTAT

COWASH

NIRAS

PROJECT DATA SHEET

Project Title	Community-led Accelerated WASH Project, Phase IV (COWASH IV)	
Sector	Natural Resources	
Sub-sector	Water Supply, Sanitation and Health	
Project Area	104 Woredas (Districts) of eight administrative regions of Ethiopia: Amhara, Benishangul-Gumuz, Central Ethiopia, Oromia, Sidama, South Ethiopia, South West Ethiopia Peoples and Tigray	
Duration	01 April 2021– 30 September 2025 (Ethiopian Fiscal Year, EFY 2013 Q4 – EFY 2018 Q1)	
Project Financing	Total Grant	EUR 44,441,257
		ETB 2,399,827,878
	Government of Finland (GoF) Grant	EUR 21,182,888 (EUR 20.8 million plus EUR 382,888 rolled over from the Phase III regions and GoF budgets)
		ETB 1,143,875,952
	Government of Ethiopia (GoE) Grant	EUR 21,819,480
		ETB 1,178,251,897
	Beneficiary Communities in kind and in cash	EUR 1,438,889
		ETB 77,700,000
Competent Authorities	Ministry of Finance (MoF)	
	Ministry for Foreign Affairs (MFA) of Finland	
Lead Implementing Agencies, Programme Oversight and Technical Assistance	Ministry of Water and Energy (MoWE), Water Resources Development Bureaus of Amhara, Benishangul-Gumuz, Central Ethiopia, Oromia, Sidama, South Ethiopia, South-West Ethiopia Peoples and Tigray National Regional States in association with regional WASH partners: Bureaus of Health (BoH), Bureaus of Education (BoE), Bureaus of Finance (BoF) and Bureaus of Women Affairs (BoWA).	
	National WASH Steering Committee, Regional WASH Steering Committees, Zone WASH Teams and Woreda WASH Teams.	
	Federal Technical Assistance Team (FTAT)	
Impact Statement	Improved public health and well-being, social development and climate resilience in the communities in the Project area.	
Outcome Statement	Increased and sustained coverage of safe water supply, sanitation and hygiene in rural areas of selected Woredas.	

ACRONYMS

Acronym	Interpretation
ASCA	Accumulating Savings and Credit Associations
BMC	Business Model Canvas
BoE	Bureau of Education
BoF	Bureau of Finance
BoH	Bureau of Health
BoW	Bureau of Water
CBE	Commercial Bank of Ethiopia
CHC	Community Health Committee
CLTSH	Community-Led Total Sanitation and Hygiene
CMP	Community Managed Project
CMPS	CMP Supervisor
COWASH	Community-Led Accelerated WASH in Ethiopia
DPO	Disabled Peoples Organization
FTAT	Federal Technical Assistance Team
GIS	Geographic Information System
GoE	Government of Ethiopia
GoF	Government of Finland
HEW	Health Extension Worker
HH	Household
IEC	Information, Education and Communication
KWT	Kebele WASH Team
M&E	Monitoring & Evaluation
MBS	Market Based Sanitation
MFI	Microfinance Institution
MHM	Menstrual Hygiene Management
MoE	Ministry of Education
MoF	Ministry of Finance
MoH	Ministry of Health
MoLSA	Ministry of Labor & Social Affairs
MoWE	Ministry of Water & Energy
MoWSA	Ministry of Women & Social Affairs
MSE	Micro and Small Enterprise
MSP	Multi Stakeholders Platform
NGO	Non-Governmental Organization
NWCO	National WASH Coordination Office
NWSC	National WASH Steering Committee
O&M	Operation and Maintenance
ODF	Open Defecation Free
OWNP	One WASH National Program
PMU	Project Management Unit
PTA	Parent Teachers Association
PTSA	Parent Teachers and Students Association
PWDs	People with Disabilities
RPMU	Regional Program Management Unit
RSU	Regional Support Unit
RWCO	Regional WASH Coordination Office
RWMU	Regional Water Management Unit
RWSC	Regional WASH Steering Committee
RWTT	Regional WASH Technical Team
SBC	Social and Behaviour Change
SDG	Sustainable Development Goal
SECRSM	Social, Environmental and Climate Risk Screening and Management
SLA	Saving and Loan Association
SLTSH	School-led Total Sanitation and Hygiene
ToT	Training of Trainers
TVED	Technical, Vocational and Enterprises Development
TVET	Technical and Vocational Education and Training
UAP	Universal Access Plan
VIP	Ventilated Improved Pit
VSLA	Village Saving and Loan Association
WASH	Water, Sanitation & Hygiene
WASHCO	Water, Sanitation & Hygiene Committee
WASH SLA	WASH Saving and Loan Associations
WAT	Woreda Appraisal Team
WIF	WASH Implementation Framework
WMP	Woreda Managed Project
WoE	Woreda Office of Education
WoF	Woreda Office of Finance
WoFED	Woreda Finance and Economic Development Office
WoH	Woreda Office of Health
WoLSA	Woreda Office of Labor and Social Affairs
WoW	Woreda Office of Water
WHO	World Health Organization
WSP	Water Safety Plan
WUA	Water Users Association
WWT	Woreda WASH Team

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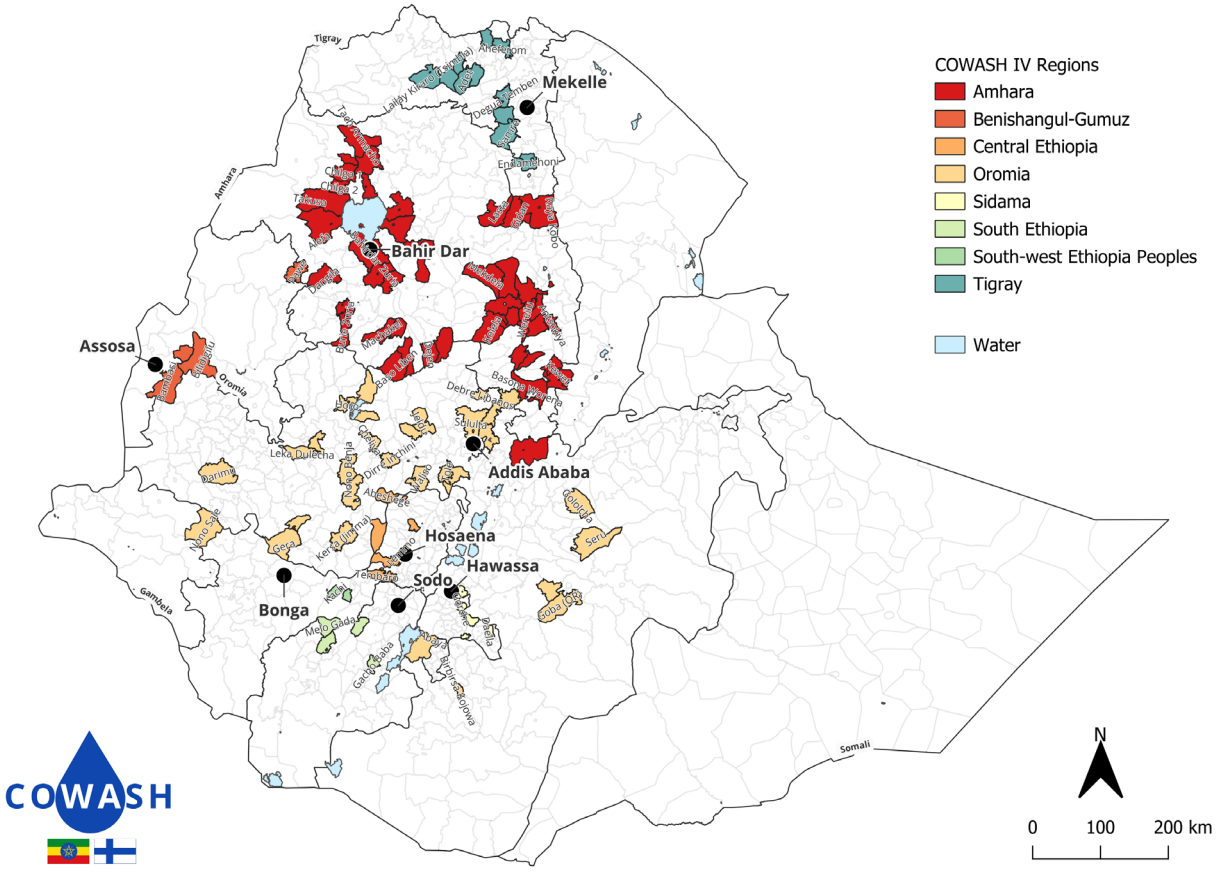
1. INTRODUCTION

The Community-led Accelerated WASH Project, Phase IV (COWASH IV), is a bilateral initiative between the Governments of Ethiopia and Finland, conducted under the umbrella of the One WASH National Program (OWNP). Its overarching goal is to improve public health and well-being, social development, and climate resilience in rural communities of the project areas. The objective is to increase and sustain safe water supply, sanitation, and hygiene coverage in the selected woredas.

The first three phases of COWASH, launched in 2011, provided rural communities with over 15,000 water points and 1,900 institutional Water, Sanitation, and Hygiene (WASH) facilities. They also rehabilitated nearly 2,000 water schemes, benefiting almost 5 million beneficiaries.

COWASH IV, which commenced in April 2021 and will continue until 30 September 2025, targets an additional 1.1 million people. The project is working in an expanded project area covering 104 Woredas in eight regions: Amhara, Benishangul-Gumuz, Central Ethiopia, Oromia, Sidama, South Ethiopia, South West Ethiopia Peoples and Tigray, as shown below:

Figure 1.1: Map of COWASH IV Project Woredas



Volume A of the COWASH IV guidelines describes the project's background, objectives, key stakeholders, and funding mechanisms and summarises the main components. Volumes B to H provide separate guidelines for each component, including explanations of the required procedures and practices, supporting information, and training modules.

2. BACKGROUND

With a population of over 120 million, Ethiopia has significant diversity in its terrain, climate, soils, natural resources and water availability. Over the past 15 years, the country has experienced strong economic growth, averaging about 10% annually, primarily driven by public infrastructure investments. This growth has led to a reduction in poverty, with the percentage of the population living below the national poverty line decreasing from 30% in 2011 to 24% in 2016 (the most recent data collection date).

Around 80% of Ethiopians reside in rural areas primarily dependent on mixed farming or pastoralism. These areas are often characterised by low productivity and vulnerability to climate change and natural disasters like droughts and floods. Consequently, rural populations tend to experience relatively higher levels of poverty.

Regarding WASH, approximately 74% of rural households have improved water sources, but only around 5% are considered 'safely managed'. Access to water in schools and health facilities is even more limited, with about 50% achieving only 'limited' access. Sanitation and hygiene conditions within households, schools, and health facilities are significantly worse.

Finland has been a key supporter of the WASH sector in Ethiopia since 1994 and has pioneered the Community-Managed Project (CMP) approach to improved WASH services. The Rural Water Supply and Environment Programme began in Amhara in 1994 and was conducted until 2011. The first phase of COWASH was implemented from 2011 to 2014, the second from 2014 to 2016 and the third from 2016 to July 2021.

Ethiopia initiated the OWNP in 2013 as a unified sector-wide approach that integrates the work of the water, health, education, and women's affairs ministries. OWNP is the GoE's flagship program designed to accelerate and improve WASH access for all people in an integrated and coordinated manner, as per Ethiopia's Growth and Transformation Plan and the Sustainable Development Goals.

OWNP has five components covering: (i) Rural WASH, (ii) Urban WASH, (iii) Institutional WASH, (iv) Climate Resilient WASH and (v) Enabling Environment, Program Management and Capacity Building. OWNP Phase II started in 2019 and will run to 2025. COWASH is a part of OWNP and is the lead implementer for CMPs. Under Phase IV, it also implements Woreda Managed Projects (WMPs) for Institutional (School and Health) WASH.

COWASH IV is also developing or strengthening some new innovative areas in its program, including water safety planning, gender and disability inclusion, social behaviour change, sanitation marketing through micro and small enterprises (MSE), and community savings and loan association (SLA) piloting.

Table 2.1 shows the number of Woredas supported through phases I to IV. COWASH IV supports 104 Woredas, 36 of which were carried over from the previous phases, with 68 new ones added.

Table 2.1: Number of Regions, Zones and Woredas supported under COWASH

Region	No. of Woredas				
	Phase I-III	Phase IV			Total All Phases
		Carried Forward	NEW	Total Phase IV	
Amhara	40	16	24	40	64
Benishangul-Gumuz	9	3	1	4	10
Central Ethiopia*	-		7	7	7
Oromia	12	12	18	30	30
Sidama*	-		3	5	5
(SSNP)*	8	2	-	-	6
South Ethiopia*	-		4	4	4
South-West Ethiopia Peoples*	-		2	2	2
Tirgay	7	3	9	12	16
Total	76	36	68	104	144

* Central Ethiopia, Sidama, South Ethiopia, and South-West Ethiopia Peoples were part of Southern Nations, Nationalities and Peoples (SNNP) for Phases I-III.

3. OBJECTIVES OF THE PROJECT

COWASH IV aims to improve public health and well-being by constructing or rehabilitating sustainable community water supplies, latrines, and hand-washing facilities and adopting positive hygiene behaviour. A key principle is to emphasise community ownership, operation, and maintenance wherever feasible. A further guiding principle is to support the integrated ("full") WASH service package approach, with water supply, sanitation, and hygiene working together to improve health and well-being.

The project has three core outcomes for the water supply, sanitation and institutional WASH intervention areas:

Outcome 1: Community Water Supply: "Increased & sustained access to safe climate-resilient community water supply in rural areas of Project Woredas".

For this, investment finance is provided for the construction or rehabilitation of various water supply types, such as spring protection and hand-dug or shallow (borehole) wells. This generally follows a CMP approach, with funds put into a community WASH Committee (WASHCO)-controlled Microfinance Institution (MFI) account or a Woreda Office of Finance and WASHCO-controlled bank account. A community contribution is also required, which is typically given in-kind.

Outcome 2: Household Sanitation: "Increased access to and usage of improved household latrines & increased practice of handwashing with soap in COWASH IV water supply beneficiary households of Project Woredas".

The project supports this in communities that have benefited from improved water supplies by using Social Behaviour Change (SBC) communication materials and methods, together with community health workers. It also has pilot efforts in latrine slabs and soap MSEs. Communities are expected to construct their own latrines and handwashing facilities. WASH SLAs are promoted to help communities achieve this.

Outcome 3: Institutional WASH: "Improved institutional WASH by narrowing the gap in improved institutional latrine, climate resilient and safe water supply, and Menstrual Hygiene Management (MHM)".

For this, investment finance is provided for rural schools or health centres to construct or rehabilitate their water supply facilities, safely managed latrines and handwashing facilities. MHM blocks are also provided to schools. These projects are managed through the Woreda Education or Health offices but involve communities through the Parent-Teacher Associations (PTAs) or Community Health Committees (CHCs) as far as possible.

An overarching higher-level outcome covers integration, inclusion and sustainability across all three core outcomes; Outcome 4 requires "Sustainability and inclusivity of achieved WASH outcomes enhanced". The activities for this outcome focus on human and physical capacity building, women's empowerment and disability inclusion and private sector support. Additional cross-cutting objectives are human rights, gender and inclusivity, climate resilience and the environment.

A fifth supporting outcome covers implementation management, documentation, and dissemination, which are more activity/output-focused. Outcome 5 requires "COWASH IV implementation effectively managed, lessons learnt, documented, communicated and shared and put into action." Planning, monitoring, evaluation, and reporting activities are used to achieve this, with media outreach through sharing news articles, photos, and multimedia content highlighting the project's main events and activities to enhance public awareness and engagement, elevate the project's visibility, and garner support.

The overall goal and targeted outcomes for COWASH IV are presented in Figure 4.1 below.

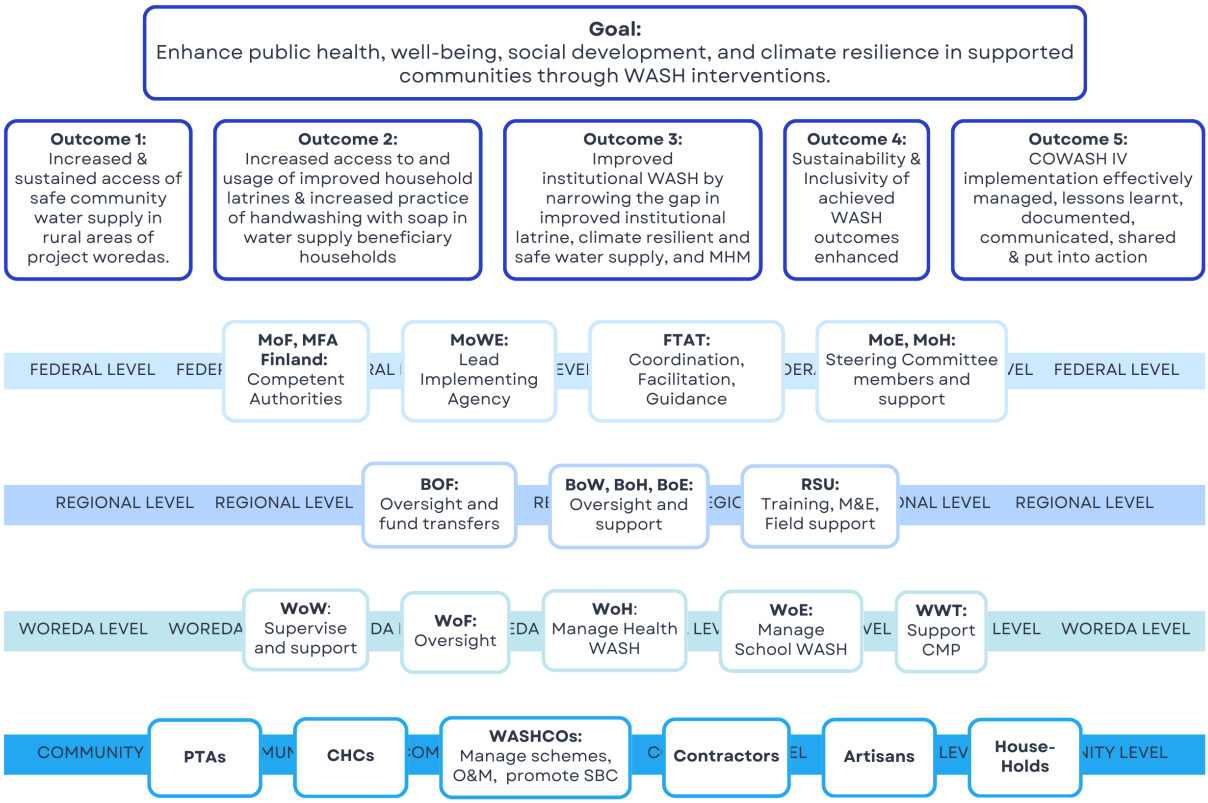
4. ELIGIBILITY FOR CMP FUNDING

COWASH is a component of the OWNP umbrella that uses community-led or managed projects to implement WASH interventions. The OWNP institutional framework involves the Ministries of Water, Health, Education, and Finance and their equivalent offices at regional, zonal, and woreda levels. These ministries work independently and have different steering committees, technical teams, and management units at each administrative level for coordination and implementation.

The Ministry of Finance (MoF) and the Ministry of Foreign Affairs of Finland (MFA) are the Competent Authorities for COWASH IV. The lead Implementing Agency is the Ministry of Water and Energy (MoWE), supported by its regional Bureaus of Water (BoW). Partner implementing agencies are the federal Ministries of Health (MoH) and Education (MoE) and the regional Bureaus of Finance (BoF), Health (BoH), Education (BoE), and Women Affairs (BoWA).

COWASH works within the OWNP framework but focuses primarily on regional, woreda, and kebele/community levels. The National and Regional WASH Steering Committees and the zonal and woreda WASH Teams provide oversight and coordination. The leading organisations involved at federal, regional, woreda and community levels are summarised as follows:

Figure 4.1: COWASH IV Goals and Implementing Agencies



Note: See 'Acronyms and Abbreviations' at the beginning of this Volume.

Implementation is focused mainly at the woreda and community levels. The woreda offices of Water, Health, and Education all have key roles in implementation, which is coordinated through the Woreda WASH Teams (WWT). The Woreda Labour and Skills office provides support in establishing MSEs, capacity building, and other related activities.

At the community level, WASHCOs lead the implementation of water supply projects, with oversight and support from the Woreda Office of Water (WoW). Individual households (HHs) are at the heart of the construction of sanitation facilities and the adoption of positive hygiene behaviours, together with support from community health workers (under WoH) and WASHCOs. The WoE and WoH engage contractors and manage the construction of the WASH school and health facilities, respectively, with the local school PTAs and CHCs.

In addition to these government and community structures, technical assistance is provided by the Federal Technical Assistance Team (FTAT) at the federal level, and Regional Support Units (RSUs) in each supported region. FTAT provides intellectual leadership, overall project management support, training, capacity development, technical support, coordinating, outreach, monitoring and evaluation (M&E), and reporting.

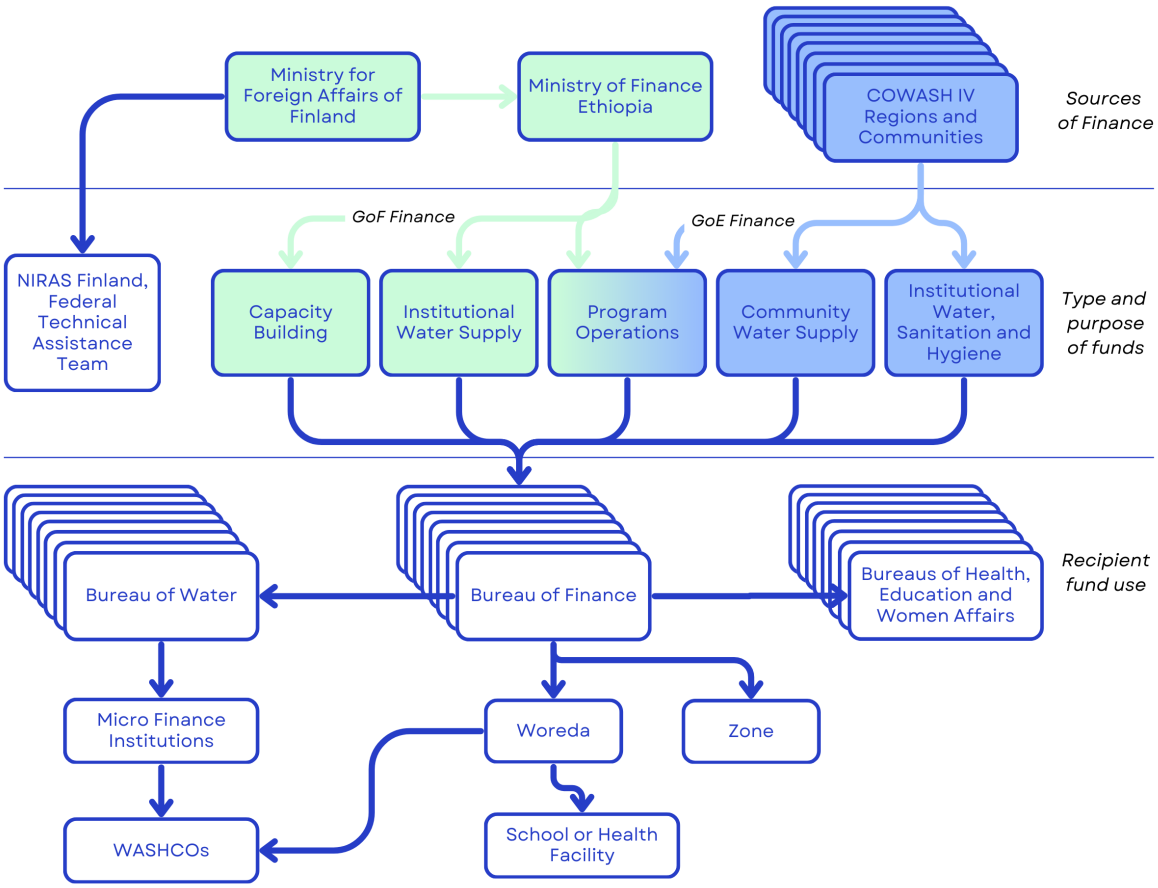
The RSUs provide similar functions at regional levels but with greater emphasis on field-level technical guidance, support, M&E, and reporting. Both FTAT and the RSUs have several experts covering the various disciplines required. FTAT is housed in the MoWE but financed directly from the MFA Finland budget. The RSU teams are employed for the project by the BoWs (using project funds) and are responsible to them in each region.

The ultimate beneficiaries of the project are the community households and members who benefit from increased access to improved WASH facilities.

5. FUNDING MECHANISMS

Figure 5.1 outlines how the project funds are distributed between agencies and components and how funds are channelled to the WASHCOs for their water supply projects.

Figure 5.1: COWASH IV Funding Pathways



The total funding for COWASH IV is €44.44 million. The GoE contribution to the project is €21.82 million. The total grant contribution of the GoF is €21.18 million, which includes the initially allocated €18.4 million, an additional €2.4 million allocated in early 2025, plus €0.38 million rolled over from Phase III.

The communities participating in the project are also expected to contribute, commonly through in-kind provisions such as materials or labour. Generally, the GoE contribution to the regions funds the construction of community water points and institutional WASH facilities,

while the GoF contribution builds physical and human capacity and constructs institutional WASH facilities.

In Ethiopia, several funding modalities, termed 'Channels', are available to direct funds to the implementing agencies. These are:

Channel 1: This is the mainstream GoE system with two sub-channels:
- **Channel 1A:** Known as the Consolidated WASH Account (CWA), this is a basket fund managed by MoF, into which donors contribute without earmarking the use of their funding. CWA II started with OWNP Phase II in 2019.
- **Channel 1B** is the mainstream GoE financing channel. Funds are 'on budget', earmarked by donors, and managed by the MoF.

Channel 2: Development Partners, NGOs, or other organisations directly transfer funds to government implementing partners in the water, health, and education sectors.

Channel 3: Development Partners, NGOs, or other organisations implement projects directly according to project agreements with the respective WASH sector offices.

COWASH MFA funding in Phases I to III mostly used Channel 2, with MFA funds sent directly to the regional bureaus. In COWASH IV, the modality was changed to Channel 1B, with MFA funds sent to the MoF and then to the regions with earmarking.

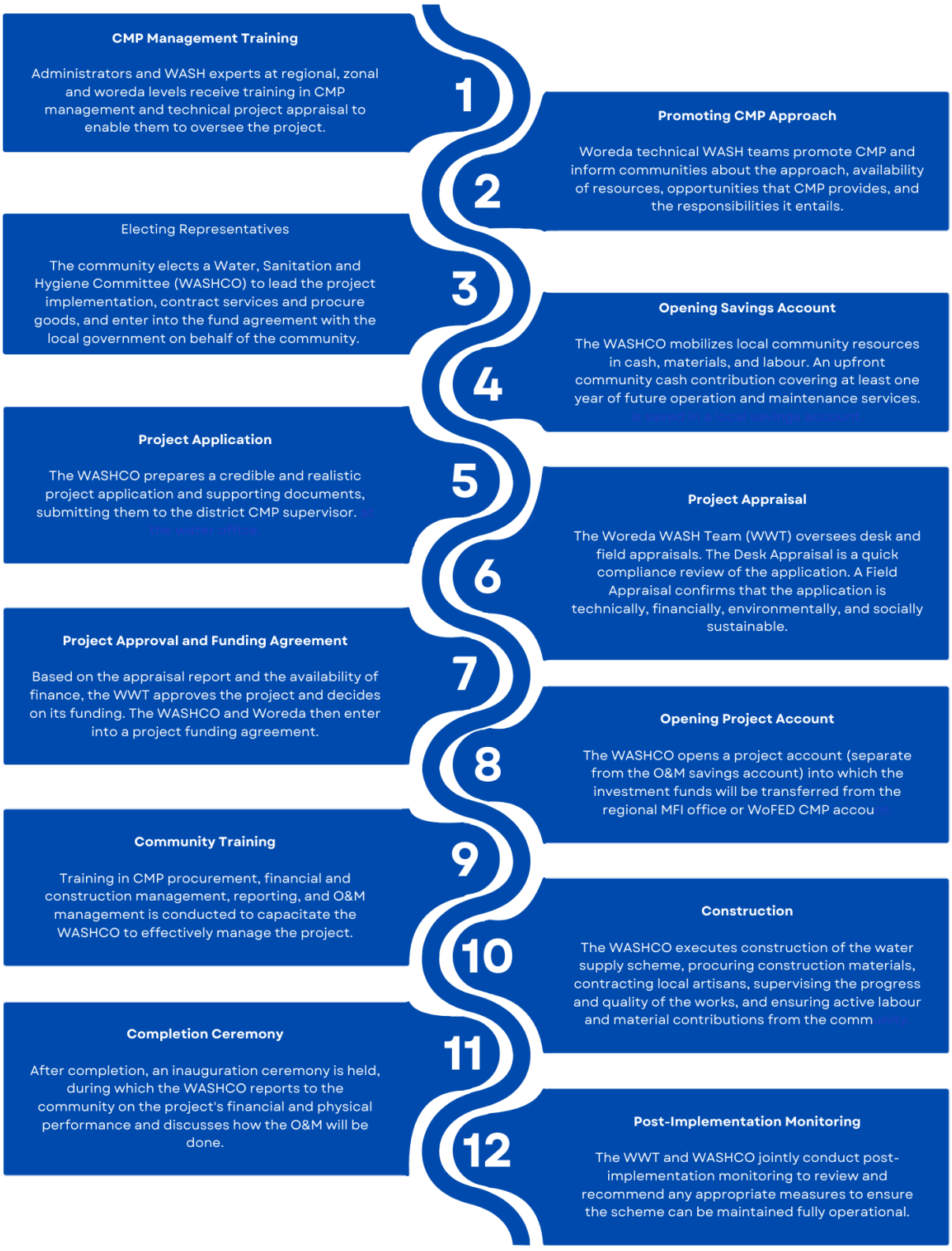
Appendix 1: Financial Management Manual for COWASH IV Program sets out the procedures by which financial transactions of the project should be recorded and reported by implementing agencies at federal, regional, zonal, and woreda levels, from the initial identification of transactions to the final financial reporting. It discusses the detailed procedures for receiving funds (from GoF), spending them, recording the expenditures, reporting to the appropriate bodies, and safeguarding the assets acquired.

6. MAIN COMPONENTS OF THE PROJECT

6.1 COMMUNITY WATER SUPPLY

Community water supply is implemented following the CMP approach, designed to build and maintain the capacity of the community to implement, operate and manage their WASH projects sustainably. The process involves the following implementation steps:

Figure 6.1: CMP Implementation Steps for Community Water Supply



The unique element of the CMP approach is that it makes communities responsible for developing, managing, and operating their water schemes. Funds for physical construction are transferred to the communities from woredas, with the communities responsible for the complete development process, including planning, financial management, implementation (including procurement of most materials and labour), and O&M.

Representatives of the communities become the project managers, allowing the government structures at woreda and regional levels, freed from managing the implementation of a large number of individual projects, to focus on facilitating progress through channelling funds, administration, training, supporting community capacity building, and monitoring and managing the woreda WASH programme.

Communities that wish to apply for CMP funding must comply with specific criteria, such as establishing a WASHCO to take financial and operation responsibility, contribute to the scheme in labour, kind and cash, and commit to covering the costs for O&M of the completed scheme. CMP financing tends towards low-cost technologies such as hand-dug/shallow-drilled wells, hand pumps, and rural piped schemes.

Volume B: CMP Management Guideline for Community Water Schemes presents the major principles, procedures, and formats for promoting, preparing applications, evaluating, approving, financing, implementing, monitoring, and evaluating the CMP approach to implementing community water supply schemes.

Appendix 2: Forms for CMP Application, Administration, and Reporting provides the CMP application and administration forms.

6.2 SCHOOL AND HEALTH WASH

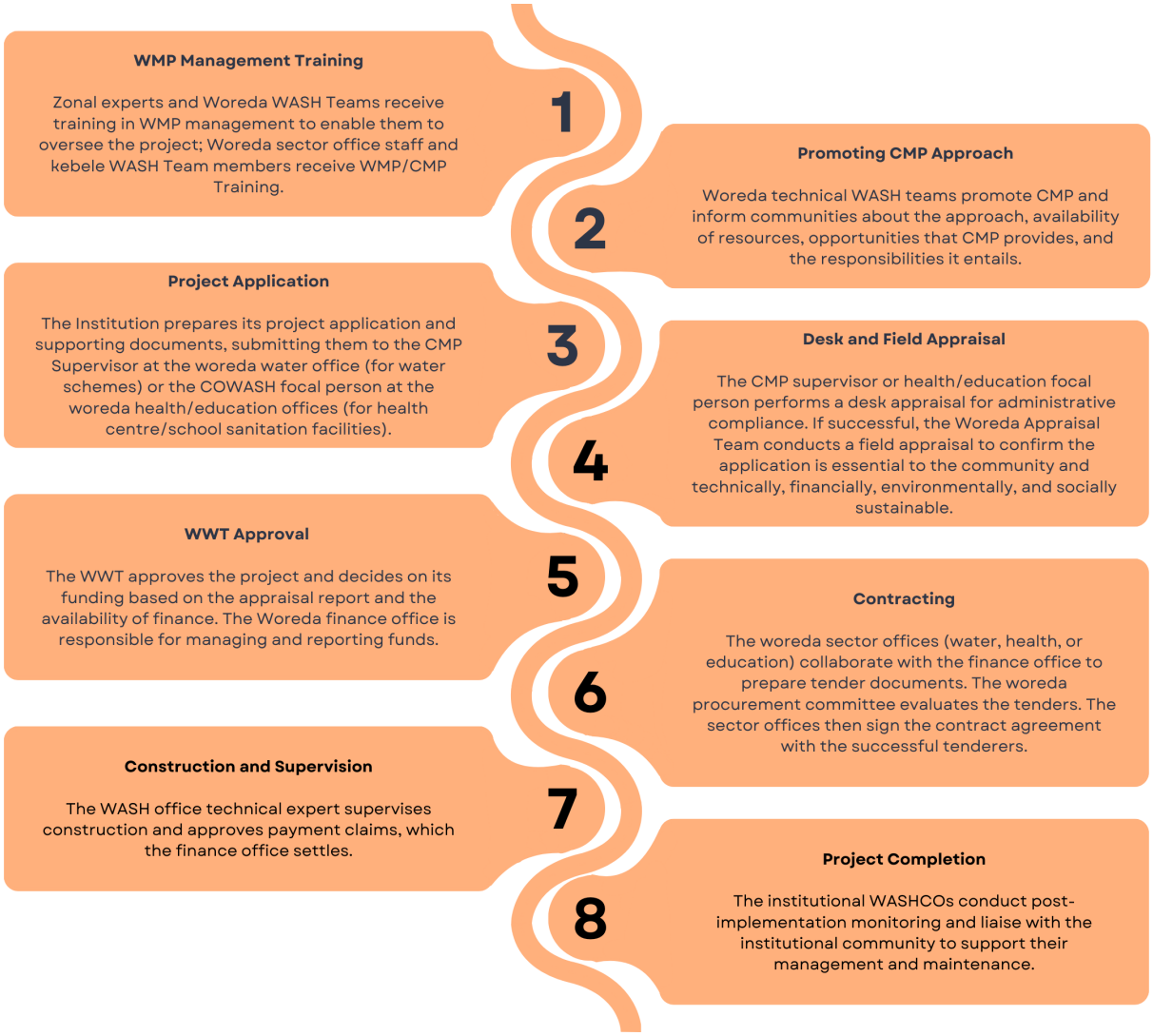
Whereas community water supplies are implemented under the CMP approach, Institutional WASH in schools and health institutions is implemented under a WMP approach, where the woredas are responsible for project implementation.

School WASH facilities include latrine blocks, MHM buildings, handwashing stations, and water supply, with designs and construction following MoE standards. Health WASH facilities include latrine blocks, handwashing stations, incinerators, and placenta pits, following MoH standards.

Implementation depends on the institutions' initiatives, organised through committees such as PTAs or CHCs. These committees are responsible for making the applications, following the construction progress, and covering the finance for O&M of the WASH facilities after construction. The woreda sector offices provide technical and material support during and after construction.

The process involves the following implementation steps:

Figure 6.2: WMP Implementation Steps for School and Health WASH



Volume C: School and Health WASH presents the major principles, procedures, and formats for promoting, preparing applications, evaluating, approving, financing, implementing, monitoring, and evaluating the WMP approach to water supply, latrines, and MHM in schools and health institutions.

Appendix 3: Forms for Institutional WMP Application, Appraisal, and WWT Approval provides the WMP application and administration forms.

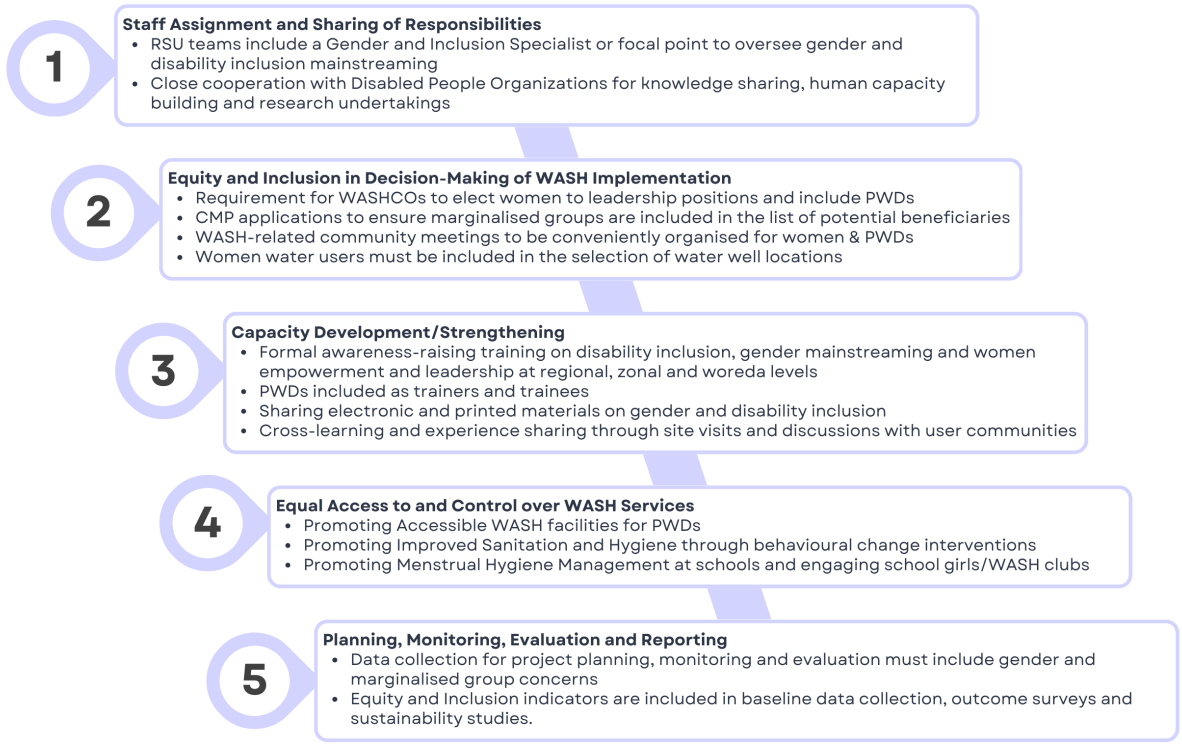
Appendix 4: School Latrine and Health Centre Standard Designs and BoQs provides the designs to be followed for the construction of the various boy/girl/teacher latrine blocks, MHM buildings and incinerators for schools and latrine blocks, incinerators and placenta pits for health centres. Bills of quantities for the designs facilitate the purchase of materials and the cost of the construction works.

6.3 GENDER AND DISABILITY INCLUSION

A vital component of COWASH's goal of improving public health and social development is increasing relevant stakeholders' awareness, understanding, and capacity in the WASH sector regarding gender and disability issues.

The COWASH gender transformative and disability-inclusive WASH strategy strives to scale up the practice of mainstreaming women's empowerment, gender equality, and disability inclusion by improving the awareness and capacity of WASH experts and communities on equity and inclusion issues. From a design point of view, the target is to ensure that all WASH facilities built are accessible to all and that people with disabilities are increasingly included in community WASH activities. The following figure shows the main approaches:

Figure 6.3: Strategic Undertakings for Gender and Disability Inclusion



Volume D: Gender and Disability Inclusion presents the COWASH strategy for Gender and Disability Inclusion, providing an overview and barriers to inclusion, the audiences to be reached, the goals and objectives, and the methods adopted to achieve those goals.

Appendix 5: Training Guideline on Women's Leadership in WASHCO Management provides the training modules to help build leadership capacity within WASHCOs.

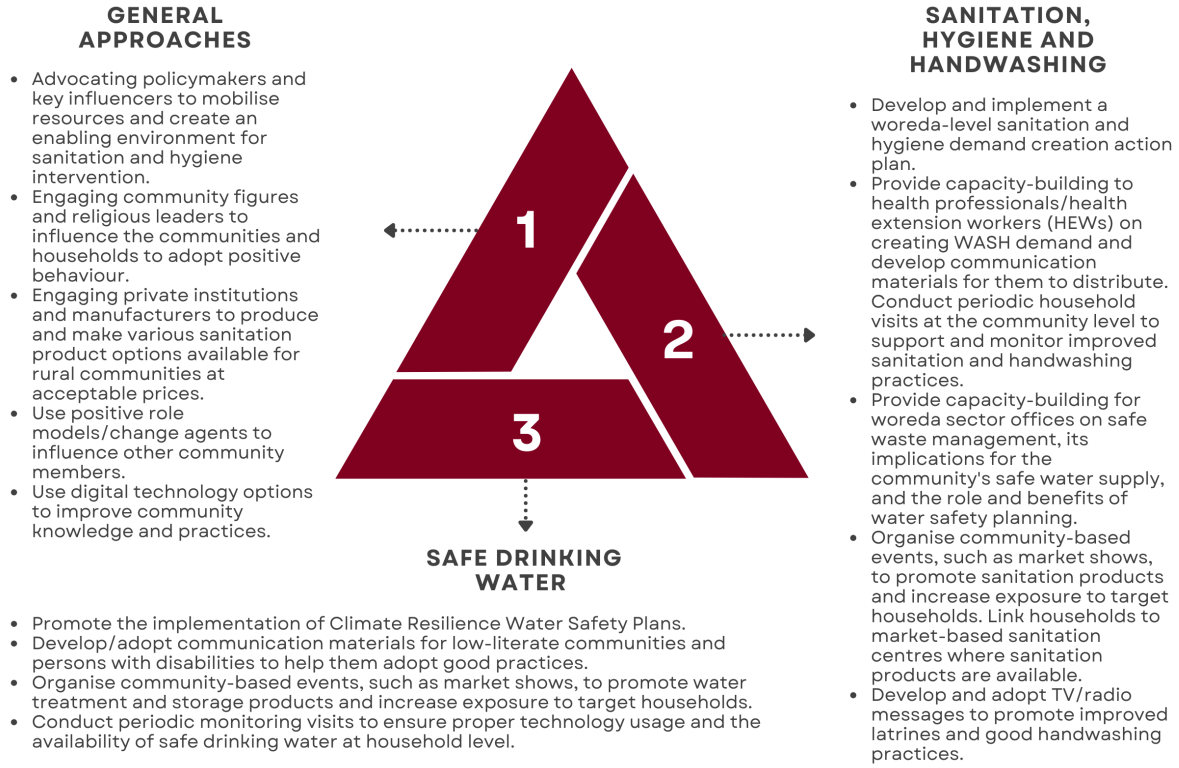
Appendix 6: The COWASH Disability Inclusion Guideline provides comprehensive general and background information on disability inclusion and contains the modules used to train staff.

6.4 SOCIAL AND BEHAVIOUR CHANGE

An essential component of improving public health and well-being is increasing access to and use of improved household latrines and handwashing with soap in the COWASH water supply beneficiary households. SBC is fundamental to achieving this; it affects changes in knowledge, attitudes, and practices at individual, community, and societal levels, enabling people to adopt and sustain positive behaviour towards sanitation and hygiene.

SBC aims to create awareness, demand, and acceptability for its WASH products and services through a multi-level approach that harmonises interpersonal communication, community mobilisation, direct consumer contact, and mass media through the following approaches:

Figure 6.4: Approaches used for Social and Behaviour Change



Volume E: Social and Behaviour Change presents the COWASH strategy for SBC, describing its concept and needs, the barriers faced, the audiences to be reached, the goals and objectives, and the methods adopted to achieve those goals.

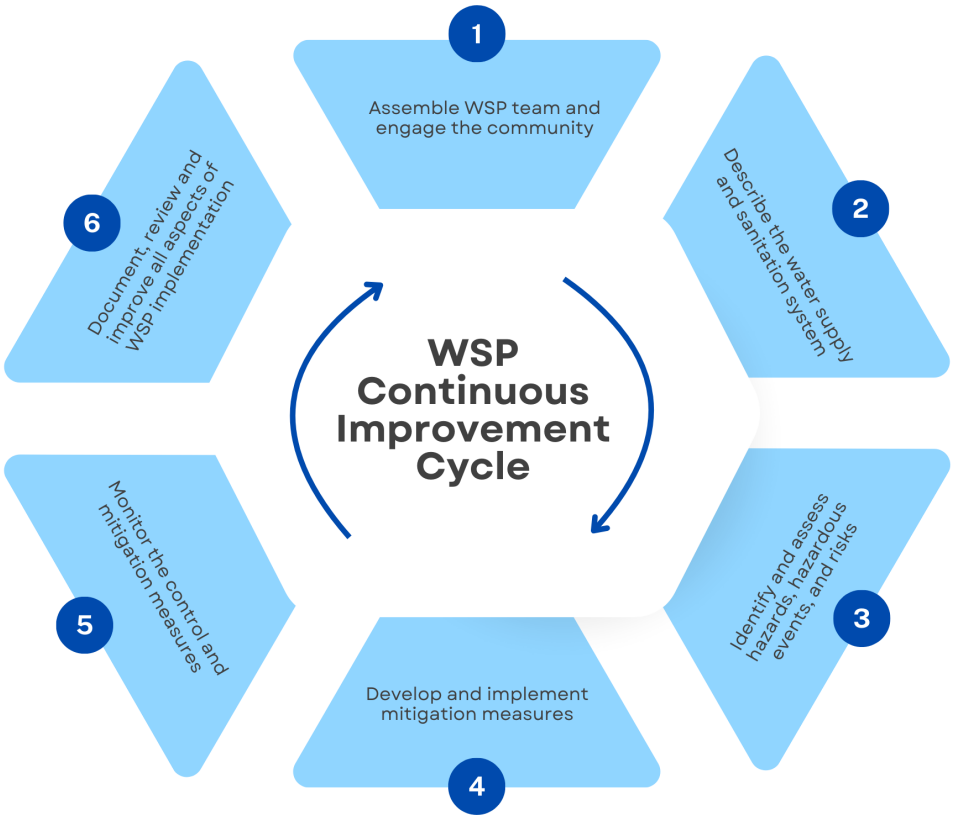
Appendix 7: Training Manual for Frontline Health Workers provides the training modules used to help frontline health workers, health extension workers, and other stakeholders to plan, develop, implement, monitor and evaluate appropriate SBC activities to promote positive water, sanitation and hygiene behaviours.

6.5 WATER SAFETY PLANNING

Safe, adequate, and equitable drinking water and sanitation are basic human needs. Climate change, climate variability and environmental degradation present several challenges to water supply and sanitation, including increased frequency and duration of droughts, floods associated with intense precipitation events, and decline in water quality. Addressing these hazards can help maintain resilient water resources and WASH service delivery. Social issues related to WASH service provision must also be addressed carefully to ensure sustainability.

Under COWASH IV, a Water Safety Plan (WSP) model has been developed to help assess and manage these risks when planning, implementing and operating WASH facilities. WSP involves the following six cyclical tasks, conducted over a continuous improvement cycle:

Figure 6.5: The Water Safety Plan Cycle



Volume F: Water Safety Planning outlines the tasks to develop and implement the WSP.

Appendix 8: Guideline on Social, Environmental, and Climate Risk Screening and Management (SECRSM), provides a complete guidance note on water resource sustainability and environmental risk elements in rural Ethiopian water supply (to be used during field appraisals).

Appendix 9: WSP4+ Working Manual for COWASH Project provides the procedures and methodologies for planning and implementation of WSP4+ (with the 4+'s denoting climate resilience, O&M and Water Fee Collection, Inclusion, and Sanitation), a more wide-reaching WSP than the simplified one given in Volume F.

6.6 MARKET-BASED SANITATION AND HOUSEHOLD SANITATION

One of the priorities for COWASH is increasing sanitation and hygiene coverage, which remains very low, and eradicating open defecation. In addition to government/public efforts, the private sector can and should help achieve this goal. MSEs are considered particularly well-placed to operate in this sector, as they are already engaged in construction, installation, and O&M and have connections to local markets.

Under COWASH, the aim is to encourage the establishment and operation of WASH business MSEs. Under COWASH III, 24 WASH enterprises in 20 woredas were established; support continues for 18 of them. An additional 8 enterprises in 8 woredas have been established under COWASH IV.

COWASH's approach is to support entrepreneurs who want to start businesses in the WASH sector. This approach involves training the entrepreneurs and ensuring that FTAT, the RSUs, and relevant government, regional, and woreda-level agencies provide as much support as possible. For new MSEs, support may include funding for the construction of shades or stores to use as production or selling centres. A prerequisite for support is that the MSEs must be women-led and provide opportunities for people with disabilities.

As part of a campaign to strengthen sanitation product supply chains, entrepreneurs operating in other businesses, such as construction or supply shops, are linked to sanitation enterprises and companies manufacturing sanitation products. As a result, more sanitation product options will be available to the target communities with potentially more affordable prices.

Volume G: Micro and Small Enterprises Development sets out the procedures for establishing new WASH business enterprises and the COWASH strategy for enabling their start-up and supporting their operation.

Appendix 10: Business Skill Development Training Manual provides the training modules to support new COWASH entrepreneurs in basic skills of business start-ups.

6.7 SAVING AND LOAN ASSOCIATIONS

To encourage an increase in sanitation and hygiene coverage, COWASH IV includes a drive for integrated water supply and sanitation, whereby financing for water supply schemes in woredas is linked to progress in developing household sanitation and hygiene facilities.

While the water schemes are conducted through the CMP approach, households are expected to finance the development and construction of their own sanitation and hygiene facilities. Whereas households can choose any form of sanitation financing, COWASH has developed a model for formulating WASH SLAs to inspire communities to raise money for their sanitation facilities. COWASH encourages and supports communities and project beneficiaries in adopting this mechanism.

The concept and implementation procedures for WASH SLAs are summarised as follows:

Figure 6.6: WASH SLA Concept and Implementation Procedures

WASH SLA Concept

- ***Membership***: representatives of community households benefiting from the water supply component of the project
- ***Size***: 15-30 household representatives, all voluntary
- ***Cycle***: 12 months
- ***Organisation***: The SLA is self-managed, with an elected Management Committee
- ***Rules***: Members to all agree on their constitution
- ***Non-Credit Based***: The loan fund comprises only money contributed by members in the form of shares
- ***Share Purchases***: Members purchase 1-5 shares at each weekly/biweekly/ monthly meeting. Attendance at meetings is compulsory
- ***Share Value***: agreed and fixed by the members at the beginning of the cycle
- ***Lending***: Members can borrow up to 3 times the value of their purchased shares, with loans to be paid back within 3 months
- ***Social Fund (Optional)***: to be agreed in the constitution, and kept separate from the loan fund
- ***Service Charge (Optional)***: Borrowers to pay a service charge on their loans at a percentage rate decided by the members
- ***Fines***: (for non-attendance/lateness/ late repayments) to be agreed in the constitution, and added to the loan fund
- ***Group Savings***: kept in a bank account or secure box held by the treasurer.
- ***Passbooks***: Share purchases, social fund contributions and loans are all recorded and stamped in passbooks, which are locked away between meetings
- ***Cycle End***: all loans are repaid, with the loan fund shared in proportion to the number of shares purchased.
- ***Disputes***: Majority rule prevails.

WASH SLA Implemention Procedure

Concept Introduction & Preparatory Stage:
- Concept explained to the community
- Community must commit to improving their sanitation facilities as a condition for receiving water supply
- Community decides whether to form a WASH SLA

Intensive Phase
- Training and support provided
- Roles of the Assembly and the Management Committee explained
- General rules, policies and procedures explained
- Community forms and names their SLA
- Election of Management Committee (Chairperson, Secretary and Treasurer) conducted
- Constitution developed and written, covering the SLA rules, share price, social fund, lending, service charge, fines, and share-out procedures
- First savings meetings: Shares are purchased and contribution to social fund
- First loan disbursement meetings: SLA members to discuss and agree loan amounts (not more than three times the purchased share value for any individual)
- First loan repayment meeting (including any service charges)

Development Phase
- Demand-based support provided
- Community continues to operate SLA

Maturity Phase
- Final training provided
- Closing of first cycle
- All loans repaid
- Sharing out of loan fund
- Preparation for new 12 month cycle

Volume H: Saving and Loan Associations explains the design of the WASH SLAs and the process for introducing them to and operating them by the beneficiary communities.

6.8 PLANNING, MONITORING AND REPORTING

Two databases were used in COWASH Phase III: an MS access-based (offline) database for the "Planning, Monitoring, and Reporting" of the COWASH interventions and a web-based database for managing the COWASH "WASH Facilities (water supply schemes and institutional latrines)", for which project woreda staff collected data at grassroots levels.

Under COWASH IV, a new web-based Planning, Monitoring, Reporting, and WASH Facility Database was introduced, combining and replacing the two COWASH III databases. It is designed to receive and manage real-time data on the COWASH IV interventions, prepare performance reports, and generate maps of the facilities constructed with the support of COWASH IV.

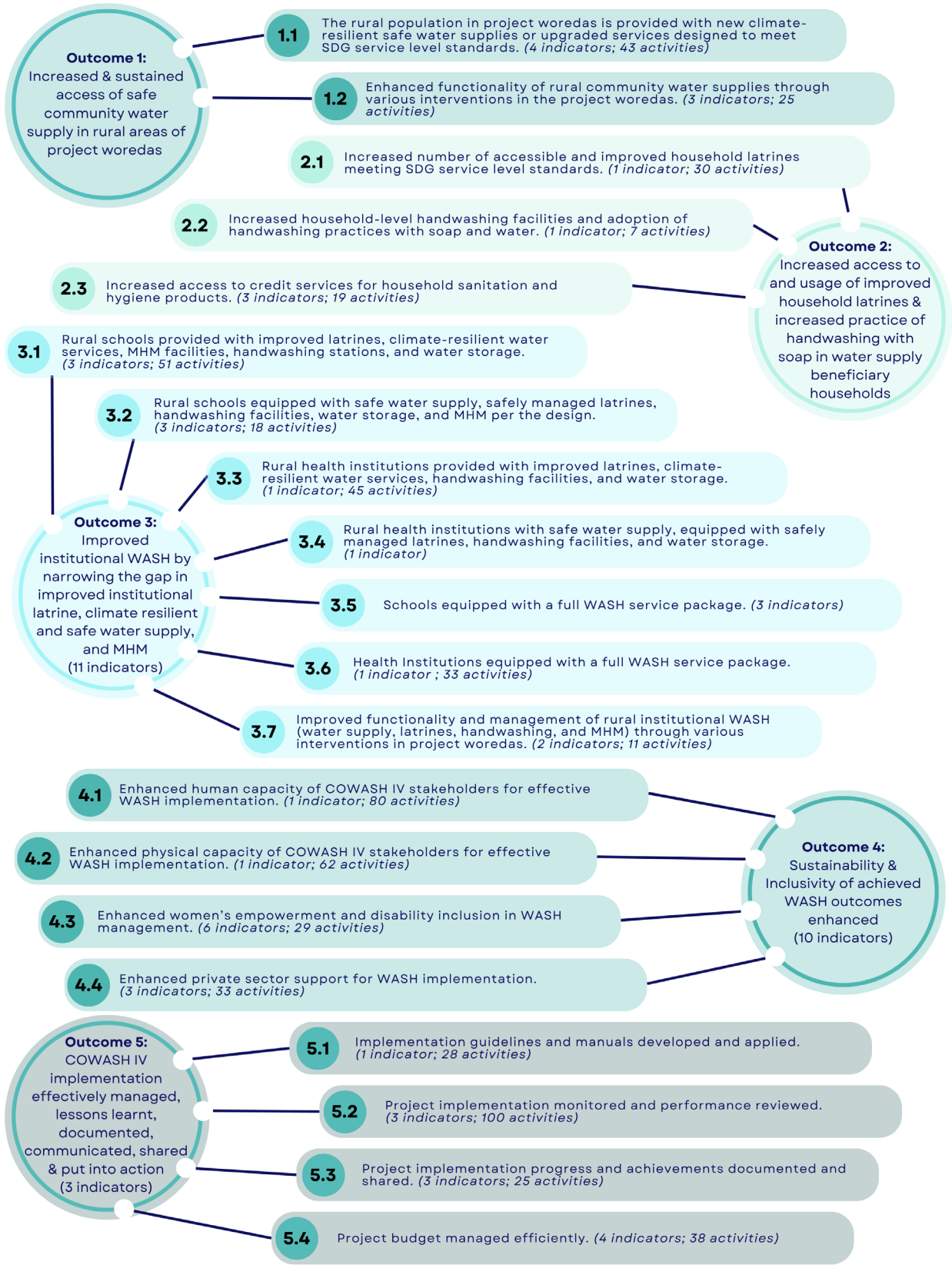
The database includes a list of project regions, zones, sites, partners, project activities, indicators, and planning and accomplishment recording templates (activity and indicator). Users can download lists and templates in MS Excel format, use them for planning and accomplishment recording, and then import them to the database.

Appendix 11: The COWASH IV Planning, Monitoring, Reporting, and WASH Facility Web-Based Database User Manual provides instructions for using the database. Due to the nature of the data entered into and analysed in the database, the manual is divided into two parts:

- The first section deals with the "Planning, Monitoring, and Reporting" of COWASH IV interventions at federal, regional, zonal, and woreda levels.
- The second section is related to the entry, management and processing of COWASH IV "WASH Facilities" data collected at the grassroots level using three data collection templates: Rural Community Water Supply Inventory Format, Health Institution WASH Facility Inventory Format, and School WASH Facility Inventory Format, and entered by the project woreda experts.

Users of the manual will need to understand the COWASH IV Results Chain, Activities and Indicators to get meaningful outputs of processes executed by the online database. The COWASH IV Results Chain is presented as follows:

Figure 6.7: COWASH IV Results Chain



6.9 TRAINING AND CAPACITY BUILDING

The central process in implementing COWASH is the cascading of training and knowledge, which is done based on a Training of Trainers (ToT) model. FTAT first trains the RSUs and other regional experts, who then train specialists in the zones and woredas, and they cascade the key information down to the kebele and community levels. It is not practical to conduct training from FTAT directly to the woredas due to the time, distance and number of training sessions required for the limited number of FTAT staff based in Addis Ababa. The main training activities conducted by FTAT are as follows:

Table 6.1: Training Activities Conducted by FTAT

Activity ID (Outcome/ Output/ Series Nos.)	Training Activity
4.1.1	Train regional, zonal and woreda WASH Team and experts on CMP management, disability inclusion and women leadership in WASH
4.1.2	Train regional, zone & woreda technical experts on WASHCO CMP management, SLA and women leadership in water point management
4.1.5	Train regional, zonal & woreda experts on CMP appraisal, climate risk screening & reporting
4.1.61	Train woreda, zonal and regional sector office experts on COWASH IV online database
4.1.63	Train regional financial personnel on COWASH IV financial management
4.1.64	Train FTAT & regional teams on communications, advocacy, branding and team building
4.1.66	Conduct annual advocacy training to bureau heads of all regions
4.1.68	Train federal level media professionals on WASH reporting and documentation
4.1.69	Train regional experts on MSE establishment & entrepreneurship
4.1.70	Train regional M&E staff on COWASH IV result framework and COWASH databases
4.1.71	Train the baseline data collectors and supervisors on the data collection questionnaires
4.1.72	Train the endline data collectors and supervisors on the data collection questionnaires
4.1.73	Train regional experts on WSP4+
4.1.74	Train regional experts on SECRSM
4.1.76	Conduct SBC training for BoH, WoH, WoE, and WoW experts
4.1.77	Train RSU staff & WASH sector focal persons on SLA establishment
4.1.78	Train RSU staff in school WASH design and construction guidelines of MoE
4.1.79	Train RSU staff and health and education bureau experts in institutional WASH O&M
4.1.80	Provide basic training on SBC for FTAT, federal WASH ministries and RSU staff
4.1.81	Overseas training for NWSC members on WASH implementation
4.1.83	Train regional WASH partners & RSU staff on women Leadership in WASHCO management
4.1.84	Train regional staff on water quality testing and monitoring
4.1.85	Conduct ToT training to BoE, BoW and Bureau of Women, Children and Youth Affairs on "Home-made re-usable sanitary pads production"
4.1.86	Conduct refresher training on women in leadership and disability inclusion in WASHCOs
4.1.90	Train existing WASH MSEs on business strengthening

To ensure the cascading approach to training remains effective, the quality and content of the training must not be diluted as it is passed along the chain. Therefore, the RSUs' knowledge

and experience are vital components of the process, as they are best placed to judge whether the implementing personnel at woreda/kebele levels have the requisite abilities.

Regular reviews of the training being conducted should be carried out to ensure that:

- The initial training between FTAT and the RSUs is suitable
- All of the trainers (both FTAT and RSU) are effective at presenting their training
- Enough time is spent conducting the training
- The FTAT team and RSUs have had sufficient ToT training
- The training materials are concise, understandable and of optimum use for the trainees
- The training is suitable to the knowledge levels of the trainees at the grassroots level.

6.10 COMMUNICATION AND DISSEMINATION

COWASH IV has developed a communication and visibility strategy outlining the overall communication approach to increase awareness and disseminate project knowledge among partners, project staff, beneficiaries and other stakeholders. This strategy aims to enhance stakeholder communication, promote engagement, successful project implementation, and increase visibility. It includes tailored approaches, identifies target groups, and outlines activities and tools designed to meet the needs of the various stakeholders. The specific objectives of the strategy are:

- Showcase and disseminate project achievements and successes
- Develop and implement a standardised communication tool for the project
- Foster common understanding and coordination among COWASH IV implementers
- Strengthen collaboration among stakeholders
- Promote COWASH IV project approaches
- Mobilize additional resources to support project activities and sustainability
- Facilitate effective internal communications
- Enhance access to safe water, sanitation facilities and hygiene practices.

Communication and media outreach is achieved through storytelling, reporting, multimedia production, social media engagement, community engagement events and the project website (https://cowash.org/). By effectively communicating progress, impact, and successes, COWASH IV aims to inspire and motivate others to join efforts to improve WASH services and enhance the lives of rural Ethiopians.

Refer to Appendix 12: The COWASH IV Communication and Visibility Strategy Plan for details of the strategy.