Terms of Reference

AI-Enhanced WASH Programme Management and Coordination

November 2026

AI-Enhanced WASH Programme Management and Coordination

1. Background

The One WASH National Program – Consolidated WASH Account Phase II (OWNP-CWA-II, World Bank Project P167794) is the Government of Ethiopia's flagship pooled-financing mechanism supporting the broader One WASH National Program (OWNP). Implemented since 2019 under the guiding principles of "one plan, one budget, and one report," the Program outlines governance, financial management, procurement, and monitoring arrangements to deliver climate-resilient and safe water supply, sanitation, and hygiene services across federal, regional, zonal, woreda, and town levels.

Under Phase I of the Modernizing and Enhancing ONE-WASH Project Management Systems initiative, funded by the World Bank, the Ministry of Water and Energy (MoWE) partnered with UNOPS to assess existing institutional capabilities, deliver targeted capacity building, and establish a digital foundation for program management. Despite these efforts, previous reviews, including the Phase II Mid-Term Review, highlighted persistent implementation and capacity bottlenecks across program levels, including procurement delays, low financial utilization, inconsistent reporting, weak M&E, delayed MIS operationalization, and high staff turnover. Additionally, two critical cross-cutting challenges cut across all program functions: ensuring the long-term operational sustainability of WASH schemes post-construction, and mainstreaming climate resilience so infrastructure survives extreme drought and flood events.

To systematically overcome these operational and capacity constraints, UNOPS and MoWE signed an agreement to understand in depth and address these capacity gaps taking a phased approach, and this training is part of that effort.

This training, AI enhanced WASH management is one of the series of training planned. To support MOWE's ambition of leveraging artificial intelligence (AI) and modern digital tools to modernize program execution. AI-enhanced management approaches offer transformative potential to streamline multi-sector coordination, automate routine progress and SitRep reporting, accelerate data analysis, optimize risk and resource tracking, and facilitate evidence-based decision-making.

This TOR defines the scope for developing and delivering a comprehensive training package in **AI-Enhanced WASH Programme Management and Coordination**. By integrating responsible AI tools with core results-based management, climate resilience, and operational sustainability practices, the intervention aims to equip OWNP-CWA-II coordinators, PMU staff, and regional teams with actionable competencies to accelerate implementation before program closure and build lasting institutional capacity.

2. Objectives

2.1 Overall Objective

To strengthen the institutional and individual capacities of OWNP-CWA-II implementing entities at federal, regional and woreda levels in AI-Enhanced WASH Programme Management and Coordination, enabling participants to apply the acquired competencies to immediate Programme priorities and to sustained, climate-resilient WASH service delivery.

2.2 Specific Objectives

The training provider is expected to:

- Design and assemble a fully contextualized and comprehensive instructional suite consisting of session plans, trainer manuals, visual decks, participant handbooks, OWNP-CWA-II scenario studies, practical assignments, and evaluation instruments designed to support both direct workshop delivery and subsequent autonomous cascade activities.
- Deliver one high-quality, participatory 15-day course to the designated target participants: Coordinators, RWCO, Regional Water PMU and MoWE PMU coordination staff.
- Build practical competence in multi-sector WASH programme management, results-based management, institutional coordination, change management, risk management, responsible AI applications and late-stage programme transition.
- Integrate a cascade/Training-of-Trainers component covering simplified coordination, results-based planning and basic risk and climate awareness for woreda WASH teams.
- Mainstream service sustainability and climate-resilient WASH so participants can identify and apply the contribution of their function to sustained services. Mainstream components are annexed to this TOR.
- Support practical action planning and institutionalization so learning translates into improved Programme performance before and beyond project closing.

3. Scope of Work

This training builds advanced competencies in strategic and operational management of multi-sector WASH programmes under a pooled-fund, multi-donor arrangement. It integrates results-based management, inter-agency coordination, climate resilience, and the responsible use of artificial intelligence tools to enhance productivity, decision-making and reporting. Bidders are expected to tailor content to the institutional architecture of OWNP-CWA-II (NWCO, RWCO, PMUs, WWTs) and the demands of late-stage programme implementation and transition. The selected trainer shall develop, validate and deliver the training package for **Coordinators, RWCO, Regional Water PMU and MoWE PMU coordination staff**, together with the required cascade, sustainability, climate-resilience and institutional-embedding components.

The training will be conducted in English and all training materials will be prepared in English.

The assignment end date is 7 January 2027, being the current end date of the UNOPS–MoWE agreement. If the agreement is extended, the end date will be extended by written amendment. Activities and payments after 7 January 2027 are conditional on that extension, and the Consultant shall have no claim if it is not granted

Target Participants and Grouping: To ensure optimal interactive engagement, the training shall be delivered across two distinct cohorts, accommodating up to 20 attendees per session (targeting an aggregate enrollment of 40 participants, ±5).

3.2 Topics to be covered

The selected firm shall ensure comprehensive coverage of the requisite subject areas detailed herein. Bidders may suggest complementary content where appropriate, provided no mandatory thematic areas are omitted or substantially modified. Each module for this round is required, but modules must be designated as either core or optional, guaranteeing that future facilitation can be prioritized effectively under time constraints. Bidders shall explicitly integrate and justify the selection of sustainability and climate-resilience topics drawn from the cross-cutting module annexed to this TOR.

A. Foundations of WASH Program Management

- WASH sector overview in Ethiopia: policy, institutional and financing landscape; relationship between OWNP and CWA Phase II.
- Program cycle management: identification, design, implementation, monitoring, evaluation and closure.
- Results-based management (RBM): theory of change, results frameworks, indicators, and linking activities to outcomes and impacts.
- Stakeholder analysis and engagement strategies at federal, regional, woreda and community levels.
- Roles and responsibilities of coordination structures (NWSC, NWTT, NWCO, RWSC, RWTT, RWCO, WWTs, Multi-Stakeholder Forum, town water boards and utilities) and sector PMUs.

B. Strategic Planning and Coordination

- Coordination mechanisms under the One WASH National Program governance architecture and the WASH Implementation Framework (WIF): the National and Regional WASH Steering Committees and Technical Teams, the Multi-Stakeholder Forum (MSF) and the Joint Technical Review (JTR); sector-wide approach (SWAp) principles and pooled-fund coordination practice.
- Inter-agency and inter-sectoral collaboration (Water, Health, Education, Finance) and government alignment.
- Development and operationalization of Program Operations Manuals (POM) and related procedures.
- Annual and multi-year planning processes; prioritization under resource constraints; regional performance disparities and corrective strategies.
- Practical exercises: stakeholder mapping; designing a coordination meeting agenda and follow-up mechanism; reviewing a sample annual work plan.

C. AI for Program Management (I & II) - As the core pillar of this course, this module requires at least 35% of total instructional time.

- Foundational overview of artificial intelligence deployment in WASH sector management, addressing key operational capabilities and constraints across low-bandwidth environments.
- Leveraging advanced language models and digital productivity platforms for rapid text synthesis, analytical processing, technical drafting, and institutional knowledge management (vendor-neutral approach; proposed equivalent platforms subject to technical evaluation).
- Application of specialized and general-purpose artificial intelligence solutions to streamline sectoral coordination, record processing, task assignment, and language translation.
- Practical deployment of AI tools to accelerate Situation Report (SitRep) generation, advocacy communication, donor profiling, and evidence synthesis.
- Ethical deployment frameworks, algorithmic bias mitigation, institutional data confidentiality, and mandatory human-in-the-loop verification protocols.
- Regulatory and legal compliance under Personal Data Protection Proclamation No. 1321/2024, enforcing statutory obligations for data controllers and restrictions on cross-border cloud processing.
- Applied practical laboratories focusing on SitRep drafting, executive briefing preparation, and advanced prompt engineering, utilizing exclusively anonymized and synthetic data.

- Practical exercises on source verification, output auditing, and operationalizing human oversight mechanisms.

- Practical laboratory sessions on automated action tracking from proceedings, alongside risk monitoring and resource allocation tracking.

- Institutional AI governance frameworks, including approved software registries, acceptable usage standards, data classification protocols, software licensing, and procurement clauses for sustained institutionalization.

D. Resource Mobilization

- Donor landscape for WASH in Ethiopia and the Horn of Africa; understanding partner priorities and financing instruments.
- Proposal development: problem analysis, results frameworks, budgets, risk matrices and sustainability sections.
- Budgeting for proposals and resource tracking against commitments and disbursements.
- AI-assisted donor intelligence, competitive analysis and proposal drafting support (with quality control).
- Practical exercises: preparing a concept note outline; reviewing a sample budget; mapping potential financing sources for a gap area.

E. Risk Management

- Risk identification, assessment, prioritization and mitigation planning at programme and sub-project levels.

- Security management planning and duty-of-care considerations for field operations.
- Conflict sensitivity analysis and do-no-harm approaches in fragile or contested areas.
- Adaptive management: using monitoring data and feedback to adjust plans and resource allocations.
- Practical exercises: developing a risk register for a regional portfolio; designing adaptive management triggers.

F. Climate-Resilient Programming

- Climate-smart WASH concepts and the Climate Resilient WASH (CR-WASH) component of OWNP-CWA-II.
- Climate risk assessments and vulnerability analysis for water supply and sanitation systems.
- Resilience planning: multiple water sources, adaptive design, community preparedness, and institutional capacity.
- Adaptation strategies and integration of climate considerations into annual plans, designs and budgets.
- Mainstreaming entry points across the programme cycle: annual planning and budgeting; feasibility and design terms of reference; design review; bidding documents, specifications and evaluation criteria; contract clauses; supervision checklists; ESMP integration; results-framework indicators; and operation and maintenance plans. Participants shall be able to name, for each entry point, the responsible officer and the document in which the climate decision is actually recorded.
- The national and programme policy frame: the Climate Resilient Green Economy (CRGE) strategy, Ethiopia's Nationally Determined Contribution and National Adaptation Plan, the CR-WASH provisions of the One WASH National Programme and the WASH Implementation Framework, and the resilience commitments in the Programme's own results framework.
- Climate finance literacy for coordinators: how adaptation and mitigation co-benefits are identified, evidenced and reported in World Bank operations; the climate rationale expected by the vertical climate funds and by the CRGE Facility; and what this requires of programme documentation during preparation of successor operations.
- Practical exercises: climate risk screening of a sample scheme; identifying costed adaptation measures. Drafting the climate-resilience section of a regional annual work plan and defending a cost adaptation measure in a budget discussion.

G. Stakeholder Engagement and Communication

- Communication strategies for different audiences (government, donors, communities, media).
- Community engagement approaches and Accountability to Affected Populations (AAP) frameworks.
- Grievance Redress Mechanism (GRM) oversight from a coordination perspective.
- Internal communication, knowledge sharing and documentation of decisions and lessons.
- Practical exercises: drafting a communication plan; designing a community feedback loop.

H. Performance Management

- KPI development and results frameworks aligned with OWNP-CWA-II indicators and SDG 6.

- Performance dashboards and the use of data for decision-making at coordination and PMU levels.
- Linking financial absorption, physical progress and results achievement; addressing under-performance.
- Practical exercises: designing a simple performance dashboard; analyzing a sample progress report and recommending corrective actions.

I. Synthesis and Action Planning

- Integrated exercise applying RBM, coordination, AI tools, risk and climate lenses to a realistic OWNP-CWA scenario.
- Development of individual and institutional action plans focused on improved coordination, planning quality and use of AI/productivity tools.
- Training evaluation and recommendations for continuous improvement.

J. Cross-Cutting Mandatory Module: Sustainability of WASH Services and Climate-Resilient WASH (CR-WASH) Mainstreaming: This compulsory module occupies at least 1.5 days of the 15-day training duration. It covers the core themes outlined in Sections A–M of the Annex, alongside stream-specific applications. This should be facilitated by the Sustainability and Climate-Resilient WASH Specialist to maintain consistency across other trainings, this module fits within the existing 15-day timeframe without extending the assignment overall. In the Inception Report, the Consultant must specify and justify which curriculum content/topic is going to be included based on core and optional designations.

4. Deliverables and tasks

The assignment shall be implemented in three sequential phases. Each phase will conclude with specific deliverables subject to UNOPS review and approval. The Consultant may proceed to the next phase only after incorporating the UNOPS's consolidated feedback and receiving approval of the relevant deliverables.

4.1 Phase I: Inception, needs refinement, and curriculum development

During this phase, the Consultant shall review the relevant program documents provided by the Client, consult relevant stakeholders and refine the content and delivery approach based on participants' roles, existing capacities and Programme priorities. The Consultant shall then develop and validate a complete, contextualized and ready-to-deliver training package. This phase will have the following deliverables:

Deliverable 1: Inception report

The Consultant shall submit an inception report that further develops the technical approach presented at the bid submission stage. The report shall include:

- The Consultant's understanding of the assignment and expected results.
- The proposed methodology for training-needs assessment, curriculum development, delivery and evaluation.

- A detailed work plan specifying activities, responsibilities, milestones, review periods and submission dates.
- A quality-assurance and risk-management plan.
- The proposed composition and deployment schedule of the consulting team.
- The findings of a desk review of relevant OWNP-CWA-II documents and existing capacity assessments.
- Consultations with relevant federal and regional stakeholders.
- A pre-training survey or other diagnostic assessment of participants' existing knowledge, experience, expectations and digital readiness.
- Identification and prioritization of competency gaps.
- An annotated curriculum framework specifying the purpose, learning objectives, core content, delivery methods and expected competencies for each module.
- Classification of modules and topics as core or optional.
- A tentative 15-day agenda covering practical exercises, AI laboratories, assessments, synthesis and action planning.
- Training shall be tailored to beginner, intermediate, and advanced proficiency levels based on a pre-training assessment, with practical exercises appropriate to each group.
- A curriculum mapping matrix demonstrating how the TOR objectives and competencies, including programme management, responsible AI, climate resilience, operational sustainability, gender, inclusion and conflict sensitivity, will be integrated and assessed throughout the course.

Deliverable 2: Complete Training Package and Delivery Plan

Building on the approved high-level blueprint for this 15-day stream, the Consultant shall develop a full, ready-to-deliver training package. The package must include:

- Comprehensive training module covering all topics including identified sustainability/crosscutting elements from selected items
- Detailed daily lesson plans with learning objectives, timing, methods and materials.
- Facilitator guides with facilitation tips, suggested questions, and troubleshooting notes.
- Slide decks (or equivalent visual aids) and participant workbooks/handouts.
- Ethiopia- and OWNP-CWA-II-specific case studies, exercises and group activities drawn from Program experience.
- Pre- and post-training assessments, competency checklists and evaluation tools.
- Guidance on responsible AI use, data protection and offline/low-connectivity adaptations, consistent with the Personal Data Protection Proclamation No. 1321/2024 and the AI data-handling rules at section 3.7.
- Gender, inclusion, conflict-sensitivity and climate lenses mainstreamed across all modules.
- Explicit sustainability and climate-resilience learning outcomes for every module, stated in the lesson plan, assessed in the post-training test, and traceable to the Cross-Cutting Compulsory Module set out at the end of section 3.2 and to the mainstreaming matrix annexed in this TOR.
- An explicit designation of each module as core or optional, so that facilitators and the Client can prioritize coverage where the 15-day envelope proves insufficient.
- A complete draft training package sufficiently detailed to allow another qualified facilitator to deliver the course. The package shall include detailed session and daily lesson plans specifying

learning objectives, duration, methodology, activities, materials and expected outputs; a comprehensive facilitator guide containing facilitation instructions, discussion questions, exercise guidance, model responses and troubleshooting notes; editable presentation slides and other visual materials; participant handbooks, workbooks, handouts and reference materials; and OWNP-CWA-II and Ethiopia-specific case studies, simulations and group exercises.

- Practical AI laboratory exercises using only synthetic or fully anonymized data; pre- and post-training assessments, competency checklists, participant evaluation forms and scoring guidance; individual and institutional action-planning templates; a cascade/Training-of-Trainers toolkit for delivering simplified sessions to woreda WASH teams; guidance for offline or low-connectivity delivery; and a list of required software, equipment, licences and logistical arrangements.
- All materials submitted in editable formats suitable for future adaptation, translation and institutional reuse.

UNOPS shall review the draft package and provide consolidated comments. The Consultant shall incorporate the comments and submit:

- The final training package together with a final 15-day agenda.
- A delivery plan confirming the allocation of sessions among experts and national co-facilitators.
- A participant engagement and facilitation plan.
- The finalized assessment and evaluation methodology.
- A readiness checklist covering facilitators, materials, equipment, software, data protection, accessibility and logistical requirements.

UNOPS's approval of the final package and delivery plan shall constitute authorization to proceed with training delivery.

Phase II: Training Delivery and Practical Application

During this phase, the Consultant shall deliver one participatory 15-day course to the designated participants. Delivery shall combine concise technical inputs with practical exercises, group work, OWNP-CWA-II case studies, simulations, peer learning, AI laboratories and action planning.

Deliverable 3: Completion of the 15-Day Training

The Consultant shall:

1. Administer the pre-training assessment and use the findings to make final adjustments to delivery.
2. Deliver all approved modules within the approved agenda.
3. Conduct practical exercises and AI laboratories using synthetic or fully anonymized data.
4. Apply participatory and competency-based adult-learning methods throughout the course.
5. Mainstream climate resilience, service sustainability, gender, inclusion and conflict sensitivity across the training.
6. Facilitate the preparation of individual and institutional action plans.

7. Deliver the cascade/Training-of-Trainers component and allow participants to practise selected cascade sessions.
8. Administer the post-training competency assessment and participant evaluation.
9. Maintain signed attendance records and daily delivery records.
10. Provide participants who meet the agreed attendance and assessment requirements with certificates of completion.

Phase III: Final Reporting, Institutional Handover and Follow-Up

During this phase, the Consultant shall consolidate and assess the results of the training, document the delivery process and formally hand over the complete and finalized training package to the Client.

Deliverable 4: Final Training Report and Handover Package

The Consultant shall submit a final report and handover package containing:

- An executive summary of the assignment, activities completed and principal results.
- The final agenda and a record of the sessions delivered.
- Signed attendance records, disaggregated by sex, institution, role and administrative level, where appropriate.
- Participant profiles and attendance analysis.
- Comparative analysis of pre- and post-training assessment results, including changes in participant knowledge and competencies.
- Assessment of the extent to which the training objectives and expected competencies were achieved.
- Participant evaluation results and analysis of feedback.
- Completed practical assignments and selected anonymized examples of participant work.
- Individual and institutional action plans and cascade delivery plans developed by participants.
- Assessment of the quality, relevance and feasibility of the action and cascade plans.
- Facilitator observations, including areas requiring further support.
- A record of deviations from the approved curriculum, including the reasons and corrective measures taken.
- Key challenges, corrective actions, lessons learned and recommendations for improving future delivery.
- Final versions of all training materials, revised to the extent possible to reflect lessons from delivery.
- A complete electronic handover archive containing all approved materials in editable native and open, non-proprietary formats, accompanied by a documented folder structure, file index and version history.

The assignment shall be considered complete only after the Client has approved the final report and confirmed receipt of a complete, organized and usable handover package.

5.Training duration and location

The training shall be held for 15 working days.

The training shall be delivered at an international location outside of Ethiopia. The proposed venue and host country must satisfy two core requirements:

- **Technical Relevance:** The host country must demonstrate established institutional excellence, advanced infrastructure, and operational best practices in multi-sector WASH program management, climate-resilient water infrastructure, and modern utility operations relevant to the OWNP-CWA Phase II objectives.
- **Visa Accessibility:** The proposed location must present **minimal or no visa restrictions** for Ethiopian nationals (e.g., visa-free entry, e-Visa eligibility, or visa-on-arrival status with predictable processing timelines not exceeding 10 business days). Bidders must provide a detailed visa facilitation protocol in their proposal.

Should international travel become unviable or restricted due to emergencies, or force majeure events, the training shall be relocated to a suitable, fully equipped venue within Ethiopia.

6. Responsibility matrix

No.	Task	UNOPS/partner	Consultant
1	Provide relevant program documents, existing capacity assessments and other available background materials. Provision of the approved high-level training blueprint, the CWA Program Operational Manual (POM) and related volumes, recent progress reports, Joint Implementation Support Mission Aide-Mémoires, safeguards instruments (ESMF, RPF, etc.), and other relevant Programme documents required for contextualization of the stream.	X	
2	Facilitate access to relevant federal and regional stakeholders and designate the target participants	X	
3	Submit the inception report, including the methodology, work plan, needs assessment findings, competency-gap analysis, curriculum framework, tentative agenda and curriculum mapping matrix		X
4	Develop and submit the complete draft training package and delivery plan		X

	Facilitation of access to key stakeholders (federal and regional PMUs, coordination offices, selected implementing entities) for consultations, needs refinement, case-study development and validation of materials.		
	Review documents at each phase including inception note, tentative agenda, and training curriculum and provide comments .	X	
5	Incorporate consolidated comments and submit the final training package, 15-day agenda, facilitation plan, assessment methodology and readiness checklist		X
6	Nomination, mobilization and confirmation of training participants for this stream, ensuring appropriate technical profiles and achievement of the participation targets set at section 3.4, and timely communication of participant lists and any special requirements, including accessibility requirements, no later than three weeks before each course	X	
	Cover participants travel cost to the training and daily subsistence allowance for each participant for the duration of training		
7	Deliver the participatory 15-day training, including practical exercises, AI laboratories, action planning and the cascade/Training-of-Trainers component		X
9	Administer the pre- and post-training assessments and participant evaluation; maintain attendance and daily delivery records; and issue certificates to eligible participants		X

10	Prepare and submit the final training report and complete electronic handover package, including finalized materials, assessment results, action plans, t and lessons learned		X
11	Provide timely payments upon submission of deliverable approval of the same by UNOPS focal point/PM	X	

7. Payment schedule

This assignment will be implemented in three phases

Phase and description	Deliverable	Payment
Phase I: Inception, needs refinement, and curriculum development Technical approach, methodology, work plan, quality-assurance and risk-management plan, consulting-team deployment schedule, desk review and consultation findings, participant needs assessment, competency-gap analysis, annotated curriculum framework, tentative 15-day agenda, and curriculum mapping matrix. Complete training package, lesson plans, facilitator guides, presentation slides, participant materials, contextualized case studies and exercises, AI laboratories, assessment and evaluation tools, action-planning templates, cascade/Training-of-Trainers toolkit,, final 15-day agenda, facilitation and engagement plan, and readiness checklist.	**Inception Report** **Complete Training Package and Delivery Plan**	20% 30%
Phase II: Training Delivery and Practical Application Delivery of the approved 15-day course, , pre- and post-training assessments, practical exercises and AI laboratories, competency-based learning, cross-cutting themes, individual and institutional action plans, cascade practice, attendance and delivery records, participant evaluations, and certificates of completion And **Phase III: Final Reporting, Institutional Handover and Follow-Up**	**Training Delivery and Practical Application and Final Training Report and Handover Package**	50%

Final report, delivery and attendance records, assessment and participant-feedback analysis, participant assignments, action and cascade plans, facilitator observations, deviations and corrective actions, lessons learned, finalized training materials,and a complete electronic handover archive.		

8. Evaluation Criteria

Evaluation Stage / Criterion	Minimum Requirement / Evaluation Standard	Required Evidence / Documents
Eligibility and Qualification criteria	The bidder must have a renewed business license issued by their country of origin. Where bidders are submitting their offers as a joint venture all joint venture members must meet this requirement	a renewed business license issued by their country of origin
	Bidder confirms that it has not previously participated in drafting the High-Level Blueprint for Stream 1.	Signed Conflict of Interest Declaration Form confirming compliance.
	Bidder discloses all active OWNP-CWA Phase II contracts held by the firm at the time of submission.	Active OWNP Contracts & Disclosure Statement, listing client, contract title, contract value, start/end dates and current status.
	Bidder commits to mobilize personnel to all required regional training locations.	
	Bidder has an active organizational policy addressing Protection from Sexual Exploitation, Abuse and Harassment.	Current official organizational PSEA/SH Policy.
	Bidder confirms that it is not subject to World Bank debarment or other applicable ineligibility restrictions.	Signed World Bank Non-Debarment Declaration.

	Bidder commits that all AI laboratories/exercises will use only synthetic or fully anonymized data and comply with applicable cloud-AI restrictions under Proclamation No. 1321/2024.	Signed Data Protection & Ethics Compliance Statement describing proposed safeguards and controls.
Experience and capacity	General WASH Capacity-Building Experience: Minimum 7 years of demonstrated experience designing and delivering competency-based WASH capacity-building programmes in Ethiopia or comparable contexts.	Profile & Portfolio Summary plus assignment evidence showing dates, client, scope and role.
	RBM/WASH Coordination: At least 4 completed assignments/training programmes covering results-based management and/or WASH coordination.	Assignment list identifying the 4 assignments (UNOPS may request, completion certificates and/or client reference letters.)
	At least 2 completed assignments/training programmes involving responsible AI integration in programme management, preferably in WASH.	Assignment matrix identifying the 2 assignments, supported by completion certificates and/or client references.
	Demonstrated experience implementing assignments under World Bank or multi-donor programmes, preferably pooled-fund or sector-wide arrangements, including familiarity with programme manuals and fiduciary/safeguards requirements.	Relevant assignment evidence describing programme, client, role and applicable fiduciary/safeguards requirements.
	Demonstrated experience in adult-learning design, participatory facilitation, competency-based curricula, Training-of-Trainers and cascade approaches for government and/or community actors.	At least 2 relevant assignment examples demonstrating these capabilities.
	At least 2 relevant assignments demonstrating experience in institutional strengthening and multi-sector WASH programme management, including relevant experience in RBM, institutional coordination, change management, risk management, responsible AI and/or programme transition.	Credentials Matrix mapping each assignment to the required areas, supported by completion certificates/reference letters.

	Sustainable & Climate-Resilient WASH: Demonstrated experience supporting sustainable rural or small-town WASH services and mainstreaming climate-resilient WASH in contexts relevant to Ethiopia.	Relevant assignment descriptions
Methodology	Submission of an inception note with methodology and indicative workplan.	Inception note with detailed methodology and training agenda submitted.
	The inception note must address the key components of the assignment, detailing the implementation approach and technical delivery. Specifically, it should address the following requirements: ● Practical AI Labs: Include hands-on, practical AI laboratories relevant to programme management and assignment objectives. ● Low-Connectivity Delivery: Ensure training can be delivered effectively in low-connectivity or offline environments. ● Adult Learning Methodology: Employ appropriate adult-learning and participatory facilitation techniques. ● Cascade / ToT: Provide a practical approach for transferring knowledge and skills to Woreda WASH Teams. ● CR-WASH Mainstreaming: Clear approach for how how climate-resilient WASH and sustainability components will be integrated into TORs, designs, ESMPs, and O&M plans ● Participant Action Planning: Incorporate the development of individual and institutional action plans into the training. ● Institutionalization: Approach for embedding learning and actions within participating institutions following the training.	AI Laboratory Work Plan specifying objectives, exercises, tools, outputs and safeguards.
Key team members		CV

	Team lead/trainer 1: Postgraduate qualification in adult learning, curriculum design, or related field. ● Minimum 10 years' relevant professional experience. ● A minimum of 8 years' relevant experience in competency-based curriculum design, participatory adult-learning methods, and cascade/ToT materials. Trainer 2: CR WASH specialist - Postgraduate qualification in WASH, environmental science, or related field with a minimum of 8 years' relevant experience in rural and small-town WASH sustainability, O&M systems, life-cycle costing, and climate-resilient WASH mainstreaming. At least 5 trainings delivered in a relevant topic. of relevant experience in M&E, MIS/data systems, digital data collection platforms, and practical AI applications in programme management. Trainer 3 (AI): Postgraduate qualification in computer science, information system, IT, software engineering, or related fields with 3 years of relevant experience in practical AI application in program management. Or a bachelor's degree with 8 years of relevant experience is acceptable. A minimum of 2 years experience in generative AI, advanced prompt engineering, AI-assisted data analysis, reporting automation, and API integration with existing MIS platforms, with a sound understanding of RAG, AI agents, workflow automation, AI governance, and data protection. Relevant projects should be indicated in respective CVs. At least 3 trainings delivered in responsible AI applications for programme management, preferably in the WASH sector, with the ability to train participants at beginner, intermediate, and advanced levels and	CV.

	demonstrate a functional AI integration using a One WASH MIS test environment or a simulated equivalent.	

Annex- Cross-Cutting Compulsory Module: Sustainability of WASH Services and Climate-Resilient WASH (CR-WASH) Mainstreaming

This module is compulsory in all five streams advertised separately. It shall occupy not less than 1.5 of the 15 training days in each stream, comprising the common core set out at A–M and the stream-specific application session at N, and it shall be facilitated by the Sustainability and Climate-Resilient WASH Specialist so that the treatment is identical across cohorts. The module sits inside the existing 15-day envelope and does not extend the assignment; the Consultant shall state in the Inception Report which content is displaced in each stream and shall justify the choice against the core/optional designation required.

Part 1 — Sustainability of WASH services

A. What sustainability means and why schemes fail

- The four dimensions of sustainability — technical, financial, institutional and environmental — and the social and governance conditions on which each depends; why a scheme built to standard and handed over correctly can still be non-functional within three years.
- The distinction between coverage and sustained service: access counted at construction against service delivered over time; slippage; and the effect of non-functionality on reported coverage and on the Programme's results framework.
- Evidence from Ethiopia and comparable countries on rural scheme non-functionality, its principal causes, and the interventions with the best record of reducing it.
- The sustainability chain from planning to post-construction support, showing where each of the five specialisms trained under this TOR intervenes and what each can decide.

B. Operation, maintenance and post-construction support

- Management models for rural and small-town services: community management through WASHCOMs, woreda-supported community management, water boards, town utilities, association-based and private-operator models, and delegated management; what each requires in order to work, and where each characteristically fails.
- Maintenance tiers — preventive, corrective and major repair — and who performs each; the role of woreda maintenance teams, private mechanics, artisans and suppliers; response times and their effect on downtime.
- Spare-parts supply chains: demand aggregation, standardisation of pumps and fittings, stocking points, pricing, the viability of local dealerships, and the particular difficulties of remote and pastoralist woredas.

- Professionalisation of rural service delivery: service contracts, performance monitoring, circuit-rider and area-mechanic models, and the indicative cost of each scheme per year.
- Post-construction support in practice: what the woreda WASH team is mandated to do, what it is actually resourced to do, and the realistic options for closing the gap.

C. Financial sustainability of services

- Life-cycle costing: capital expenditure, operating and minor maintenance expenditure, capital maintenance expenditure, cost of capital, and direct and indirect support costs; the common error of budgeting only for the first of these.
- Tariff setting and cost recovery: tariff structures, affordability analysis, willingness to pay, collection efficiency, ring-fencing of revenue, and the level of cost recovery that is realistic under each management model.
- Asset renewal: replacement reserves and sinking funds, the treatment of major repairs, and the practical arrangements for holding, protecting and accounting for community funds.
- Subsidy design: where subsidy is justified, how it is targeted, and how it is made predictable enough for a service provider to plan around. Detailed treatment sits in Stream 4 section I; this core establishes the common vocabulary for the other four streams.

D. Institutional, legal and regulatory sustainability

- Ownership and asset transfer: who legally owns a Programme-financed scheme, how transfer is documented, and what must be completed before the closing date of 7 February 2027.
- Mandates and staffing: the roles of the woreda WASH team, the regional bureau, water boards and utilities in sustaining services, and the effect of staff turnover on institutional memory.
- Service agreements, performance monitoring and the regulatory function for rural and small-town services.
- Handing Programme functions to permanent government structures, and the risk of a hand-over that transfers responsibility without transferring resources.

E. Environmental sustainability of services

- Source sustainability: yield, recharge, abstraction permitting, competing use, and monitoring obligations.
- Catchment and wellhead protection, and the link between them, water quality and treatment cost.
- The sanitation service chain — containment, emptying, transport, treatment, disposal and reuse — and the sustainability of faecal sludge management arrangements in small towns.
- Energy for water: fuel, grid and solar options, their recurrent cost profiles, and the maintenance and spare-parts implications of each.

F. Measuring and verifying sustainability

- Functionality definitions and their consistent application: what separates a functional scheme, a partially functional scheme and an abandoned one, and why inconsistent definitions destroy trend data.
- Sustainability checks and sustainability audits: what they examine, how they are scored, and how findings are converted into corrective action and budget.

- Sustainability indicators for the Programme results framework and for regional performance reporting, chosen against the data the monitoring system can actually produce.
- Sustainability obligations in works, supply and service contracts, and how compliance with them is verified by the supervising engineer and recorded.

G. Exit, hand-over and transition

- The hand-over package: as-built drawings, operation and maintenance manuals, asset registers, warranty and defects liability status, training records and spare-parts inventories.
- Transition planning against the closing date: what must be completed, by whom and by when, for schemes completed late in the Programme.
- Continuity into successor operations and national programmes, and the documentation needed so that what OWNP-CWA-II built remains visible, attributable and maintainable under whatever follows it.

Part 2 — Climate-Resilient WASH (CR-WASH) mainstreaming

H. Climate risk in the Ethiopian WASH context

- Observed and projected hazards relevant to WASH in Ethiopia: rainfall variability and seasonal shifts, drought and multi-season failure, flash and riverine flooding, and temperature rise and its effect on demand and on water quality; regional differences, with particular attention to lowland and pastoralist areas.
- How each hazard damages a WASH system: source failure and falling water tables, inundation and contamination of wells and latrines, damage to intakes and pipelines, power and access interruption, and demand surges from displacement.
- The policy and programme frame: the CR-WASH component of OWNP-CWA-II, the Climate Resilient Green Economy strategy, the Nationally Determined Contribution and the National Adaptation Plan, and the resilience commitments in the financing agreements.
- The distinction between adaptation, resilience and mitigation as those terms are actually used in appraisal, reporting and climate finance documents.

I. Climate risk screening and vulnerability assessment

- A workable screening method for schemes and for woreda plans: hazard, exposure, sensitivity and adaptive capacity; scoring; and the decision rule that connects a score to a design, operational or budget response.
- Data sources and their limits: national meteorological records, satellite-derived rainfall products, groundwater monitoring, hazard maps and existing vulnerability assessments — and what to do when the data are thin, which is the normal case.
- Screening at the right moment: at identification, at feasibility, at design review and at annual planning; and the cost of screening only after the design is fixed.
- Recording the result so that it survives staff turnover: the screening record, its place in the project file, and its use at appraisal, supervision and audit.

J. Climate-resilient design, technology and operation

- Water supply: source diversification and conjunctive use, siting and depth decisions, storage sizing for dry spells, wellhead and pump-house flood-proofing, materials and corrosion, solar and hybrid pumping and its maintenance profile, and emergency interconnections.
- Sanitation: flood-resilient latrine and containment design, high-water-table solutions, resilient faecal sludge management, and the protection of school and health-facility WASH.
- Operation: dry-season operating rules, demand management, leakage and non-revenue water control as a drought measure, water quality surveillance during floods, and pre-positioned repair capacity.
- Nature-based and catchment measures: soil and water conservation, managed aquifer recharge, gully and flood control — their realistic contribution, their cost and their limits.

K. Mainstreaming CR-WASH into the programme cycle

- The entry points in sequence, with the responsible actor and the document of record at each: annual planning and budgeting; feasibility and design terms of reference; design review; bidding documents, specifications and evaluation criteria; contract clauses; supervision and quality checklists; ESMP and safeguards instruments; results-framework indicators; operation and maintenance plans; and emergency preparedness arrangements.
- What mainstreaming is not: a paragraph in a report, a training attended, or a climate label applied to an unchanged activity. Participants shall be able to distinguish a mainstreamed activity from a relabelled one, and to say what evidence would prove the difference.
- The CR-WASH mainstreaming matrix required by section 3.3(6): for each stream, the decisions that must change, the artefact in which the change appears, and the point at which it is verified.

L. Emergency preparedness and institutional resilience

- Early warning information and its use in WASH planning; links to disaster risk management structures at federal, regional and woreda level.
- Drought and flood contingency planning for WASH: trigger levels, pre-agreed measures, pre-positioned spares, and how a contingency response is financed.
- Emergency water supply, including water trucking: when it is justified, its true cost per cubic metre against permanent alternatives, and how an exit from it is planned.
- Institutional resilience: continuity of service provision and of monitoring when staff, fuel, funds or access are disrupted.

M. Climate finance and evidencing the climate rationale

- How adaptation and mitigation co-benefits are identified and reported in Bank-financed operations, and what documentation supports the figure reported.
- The climate rationale expected by the vertical climate funds and by the CRGE Facility, and the difference between a climate rationale and a general statement of vulnerability.
- What this means for successor operations, whose resilience claims will have to be substantiated from OWNP-CWA-II records that are being created now.

N. Stream-specific application sessions (mandatory)

The common core shall be followed in each stream by an applied session of not less than half a day, worked on that stream’s own instruments. The Consultant shall develop five distinct sessions:

- Stream 1 — building sustainability and climate screening into the annual planning and budgeting cycle; setting resilience and functionality indicators in the results framework; coordinating with disaster risk management structures; and defending a cost adaptation measure in a budget discussion.
- Stream 2 — carrying functionality, sustainability and climate exposure data in the WASH MIS; defining and calculating a sustainability score; designing a post-construction monitoring round; and building a dashboard view that shows service levels and vulnerability together.
- Stream 3 — converting a screening finding into a specification clause, an evaluation criterion and an enforceable contract obligation; procuring spare-parts framework agreements and performance-based maintenance; and structuring hand-over so that the asset can actually be operated.
- Stream 4 — life-cycle costing of a real scheme; testing a tariff against capital maintenance requirements; securing recurrent operation and maintenance budget lines; and tagging and reporting adaptation expenditure.
- Stream 5 — integrating climate hazards into the ESMP and into water safety planning; source and catchment sustainability; and the differentiated exposure of women, persons with disabilities, pastoralists and other vulnerable groups, together with the measures that reduce it.

O. Required outputs of the module

Each participant shall leave the course with, and the Consultant shall include in the hand-over package under Deliverable 4:

- A completed climate and sustainability screening of a scheme or plan drawn from the participant's own area of responsibility, not from a generic case.
- A cost set of adaptation and sustainability measures arising from that screening, with the entry point and document of record identified for each measure.
- A section of the personal action plan required at section 3.4 setting out what the participant will change within six months and how completion will be evidenced.
- The generic tools underlying the above — screening template, adaptation options menu with indicative costs, sustainability check instrument, mainstreaming matrix and hand-over checklist — supplied in editable form and in the languages specified at section 3.6.