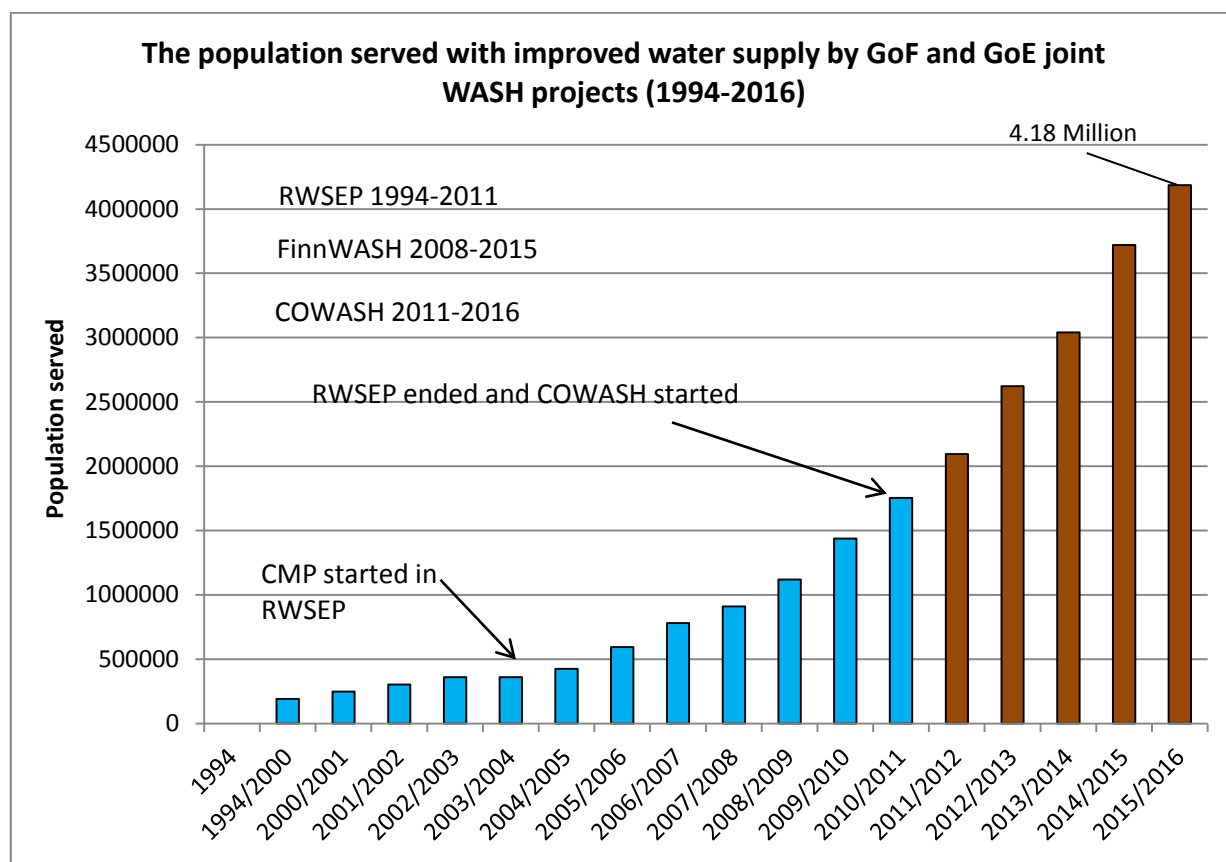


# COMMUNITY-LED ACCELERATED WASH (COWASH) PROJECT



## PHASE I & II COMPLETION REPORT (07/07/2011-31/07/2016)



### Competent Authorities:

Ethiopia: Ministry of Finance and Economic Cooperation

Finland: Ministry for Foreign Affairs

ARTO SUOMINEN (CTA), ADDIS ABABA, NOVEMBER 2016



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## LIST OF ABBREVIATIONS

Abbreviation	Interpretation
AfDB	African Development Bank
BoE	Bureau of Education
BoFED	Bureau of Finance and Economic Development
BoH	Bureau of Health
BSc	Bachelor of Science
BSGR	Benishangul-Gumuz Region
CB	Capacity Building
CH	Channel
CMP	Community Managed Project
COWASH	Community Led Accelerated WASH in Ethiopia
CR	Climate Resilient
CSA	Central Statistic Agency
CSO	Civil Society Organization
CWA	Consolidated WASH Account
DFID	Department for International Development (UK)
ETB	Ethiopian Birr
EUR	Euro
FinnWASH-BG	Rural Water Supply, Sanitation and Hygiene Programme in Benishangul-Gumuz Region
FTAT	Federal Technical Assistance Team
GIS	Geographic Information System
GLOWS	Guided Learning of Water and Sanitation
GoE	Government of Ethiopia
GoF	Government of Finland
GTP	Growth and Transformation Plan
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HRD	Human Resource Development
IEC	Information, Education and Communication
M&E	Monitoring and Evaluation
METB	Million Birr
MEUR	Million Euros
MFA	Ministry for Foreign Affairs (of Finland)
MFI	Microfinance Institution
MoE	Ministry of Education
MoFEC	Ministry of Finance and Economic Cooperation
MoH	Ministry of Health
MoWIE	Ministry of Water, Irrigation & Electricity
MSc	Master of Science
MSF	Multi-Stakeholder Forum
NBE	National Bank of Ethiopia
NGO	Non-Governmental Organization
NWCO	National WASH Coordination Office
NWI	National WASH Inventory
NWSC	National WASH Steering Committee
NWTT	National WASH Technical Team
ODF	Open Defecation Free
ODI	Overseas Development Institute
O&M	Operation and Maintenance

<b>Abbreviation</b>	<b>Interpretation</b>
O&MM	Operation and Maintenance Management
ORDA	Organization for Rehabilitation and Development in Amhara
OWNP	One WASH National Program
PhD	Doctor of Philosophy
PIM	Project Implementation Manual
POM	Program Operational Manual
RPS	Rural Piped Scheme
RSU	Regional Support Unit
RWCO	Regional WASH Coordination Office
RWSC	Regional WASH Steering Committee
RWSEP	Rural Water Supply and Environment Programme
SM	Sanitation Marketing
SNNPR	Southern Nations & Nationalities Peoples Region
TA	Technical Assistance
TOFED	Town Office of Finance and Economic Development
UNICEF	United Nations Children’s Fund
ZOFED	Zone Office of Finance and Economic Development
WASH	Water Supply, Sanitation and Hygiene
WASHCO	Water Supply, Sanitation and Hygiene Committee
WB	The World Bank
WIF	WASH Implementation Framework
WOFED	Woreda Office of Finance and Economic Development
WP	Water Point
WRDF	Water Resource Development Fund
WSP	Water Safety Plan

## PROJECT PROFILE

Project Title	Community-Led Accelerated WASH(COWASH)	
Sector	Social Development	
Sub-sector	Water, Sanitation and Hygiene	
Project Area	76 Districts of five Administrative Regions of Ethiopia (Amhara, Tigray, SNNPR, Oromia & BSGR)	
Duration	Phase I from June 2011 to July 2013, Phase II from July 2013 to June 2016	
Project Financing	Total	EUR 50 Million
		ETB 1,100 Million
	Government of Finland(GoF)	EUR 22 Million grant
		ETB 484 Million grant
	Government of Ethiopia(GoE)	EUR 23 Million
		ETB 503 Million
Beneficiary Community	EUR 5 Million	
	ETB 110 Million	
Competent Authorities	Ministry of Finance and Economic Cooperation(MoFEC)	
	Bureau of Finance and Economic Development (BoFED) of Amhara, Tigray, Oromia, Southern Region and Benishangul-Gumuz National Regional States	
	Ministry of Foreign Affairs of Finland(MFA)	
Lead implementing agencies and programme oversight	Ministry of Water, Irrigation and Electricity(MoWIE)	
	Water Resources Development Bureaus of Amhara, Tigray, Oromia, Southern Nations & Nationalities Peoples and Benishangul-Gumuz National Regional States in association with regional WASH partners: Bureau of Health (BoH) and Bureau of Education (BoE) and Women Affairs Bureau (BoWA)	
	National WASH Steering Committee, Regional WASH Steering Committee, Zone WASH Team, Woreda WASH Team	
Overall Objective	To achieve universal access to WASH in the rural areas of Ethiopia	
Project Purpose	To support the acceleration of Universal Access Plan-rural water, sanitation and hygiene targets attainment through the establishment of an enabling environment and the implementation of CMP interventions in selected rural areas of Ethiopia	
Exchange rate	1 EUR equals to 22 ETB in 2011 to 2016	

## EXECUTIVE SUMMARY

Finland's support to the Ethiopian WASH sector started with the introduction of Rural Water Supply and Environmental Program (RWSEP) in Amhara region in 1994. After 17 years of intervention, benefiting 1.7 million people in 20 districts of Amhara region, RWSEP was replaced with Community-Led Accelerated WASH (COWASH) project in 2011. COWASH Phase I and II (2011-2016) was tasked to further develop and scale up Community Managed Project (CMP) approach to national level. CMP was developed in 2003 in RWSEP.

In the last 22 years, RWSEP, COWASH and FinnWASH-BG project, another bilateral WASH project between the two governments, have provided safe water supply to 4.12 million rural Ethiopians in five regions. From this, COWASH alone in the last 5 years has contributed safe water to more than 2.29 million rural Ethiopians. This impressive success was cited as one contributing factors for Finland to continue COWASH for another 3 years until the end of 2019. Furthermore, Finland decided to join the group of donors (World Bank, DFID, African Development Bank and UNICEF) contributing to the One WASH National Program-Consolidated WASH Account (OWNP-CWA) Program starting in 2016.

The method deployed by the project to transfer finance for construction of safe water supplies and institutional sanitation services is in line with Finland's assertion and decision to continue supporting COWASH. In COWASH, investment funds are generated from the regional government budget coffers and these funds flow directly to the target communities through micro finance institutions (MFIs). Government of Finland support is channelled to capacity building through the government structure. The model has been found to be innovative, transparent and effective.

COWASH has been recognized by WASH actors as an important partner in the WASH sector development and sector coordination at federal and regional levels. COWASH's contribution to the WASH sector development and coordination at all levels has been marked as "remarkable" by the COWASH evaluators.

The CMP institutionalization into One WASH National Program (OWNP) progressed through the finalization of the CMP implementation manual as part of Program Operational Manual of the OWNP-CWA program. The manual was submitted for the Ministry of Finance and Economic Cooperation (MoFEC) approval by the Ministry of Water, Irrigation and Electricity (MoWIE) in 2015. MoFEC has not yet officially responded to this request and the scaling-up of CMP approach is still pending.

COWASH project expanded from 3 regions in 2011 to 5 regions in 2014 and from 31 woredas in 2011 to 76 woredas by 2015. In each region, the Regional Support Units (RSU), employed from the GoF fund contribution and hosted by the Regional Water Bureaus, are established, capacitated and functional for COWASH implementation.

COWASH has been assisting financially and technically the Government of Ethiopia in the development of the National Rural Water Supply Operation & Maintenance (O&M) Management Strategic Framework and Technical Manuals. The documents were completed in early 2016.

COWASH has also introduced the Kebele Water Safety Planning (WSP) concept and developed WSP guideline and these efforts were integrated into national Climate Resilient WSP Strategic

Framework and urban and rural WSP guidelines in 2015. COWASH has trained all five regions to scale-up the rural WSP implementation.

COWASH initiated the development of Climate Risks Screening Guidelines for new water point selection jointly with the British Overseas Development Institution (ODI). These guidelines were further developed by COWASH into Water Supply Social, Environmental and Climate Risks Screening Guidelines and related training manuals applicable for old and new water supplies and their catchment areas.

Besides the O&M, climate resilience and WSP development, COWASH has played active role in many other WASH sector development and coordination at Federal level through active participation and support in the development of WASH Implementation Framework, One WASH National Program document, Sanitation Marketing, Institutional WASH guidelines, Self Supply development, WASH Monitoring and Evaluation (M&E) and sector coordination.

In M&E development, COWASH has initiated the Quantum GIS based (using free and open-source softwares) water point mapping and data management and has trained already staff of all COWASH woredas and regions to maintain and manage their own WASH data and water point maps.

COWASH was evaluated in April-May 2015 by a consultant company (Finnish Consulting Group) selected by the Ministry for Foreign Affairs (MFA) of Finland. The evaluation revealed that many of the targets of the project have been met. As indicated in Table 1 below, nearly all main targets set for the five years were attained.

**Table 1:** Progress in achievement of the major COWASH 5-year targets

Indicator	Unit	5-year target	5 years achieved	Achieved in %
Community water supply construction	Number of WPs	8,071	10,022	124 %
Actual Community water supply beneficiaries	Rural population with access to water supply	1,757,000	2,290,613	130 %
Institutional water supply construction	Number of WPs	828	606	73 %
Institutional latrine construction	Number of latrines	333	217	65 %
Freeing Kebeles from Open Defecation(OD)	Number of ODF Kebeles	215	813 <sup>1</sup>	378 %

The main reasons for good achievements of the targets are due to CMP approach, strong technical assistance, remarkable regional Government contributions and important strategic decisions to facilitate community participation and community contribution effectively into practical implementation. In Amhara region, the community contribution for the water supply investment costs was over 30 %.

COWASH has contributed a lot in the improvement of water supply access coverage of the project woredas. The COWASH average cumulative contribution to the increase of the rural water supply access coverage in COWASH woredas in GTP I period (2011-2015) was 21.7 % and COWASH cumulative contribution at the end of the first year GTP II (7/2016) was 22 %.

<sup>1</sup> Not all ODF achievement due to the COWASH inputs. The ODF campaigning is a joined effort. This figure represents the total number of ODF Kebeles supported by all WASH actors in COWASH intervention woredas.

Another remarkable impact of COWASH was the achievement in water supply functionality. Nearly in all COWASH woredas, the non-functionality rate is below the GTP 1 target of 10 % by June 2016. This good result was achieved due to all WASH actors contribution in the project woredas where the major actor is COWASH. COWASH contribution to this good non-functionality result was due to the strong CMP approach creating ownership, provision of intensive community level trainings and rehabilitation of old water supplies.

The 5-year plan of COWASH was to declare 215 kebeles as Open Defecation Free (ODF) in collaboration with other WASH actors in the project woredas. At the end of COWASH 5<sup>th</sup> year, 813 kebeles have been declared ODF thus giving an achievement of 378 %.

The achievements in institutional water supply and sanitation are less than the targets due to the priority in investments given to community water supply, challenging hydro-geological conditions of the institutions' locations and expensive technical solutions required to solve the institutional WASH problems. COWASH managed to construct and made accessible improved latrines to 217 institutions. This constituted 65% of the 5-year target set by the project.

### **Component 1 (federal TA) financial utilization**

A total of EUR 3,730,392 was allocated for Component 1 for five years. The total Component 1 five years usage at the end of July 2016 was EUR 3,730,063, representing 100 % of budget utilization.

### **Component 2 (regions) financial utilization**

A total of EUR 18,269,590 was allocated by the Government of Finland for Component 2 (five regions). During the five years, the five project regions have received a total of EUR 16,505,119 from Government of Finland (GoF). The transferred percentage is therefore about 90.3%. Total cumulative ETB amount received by the five regions in five years from the Government of Finland is ETB 401,919,927. Total amount used from this sum in five years is ETB 372,234,466 representing 93 % usage from the transferred amount.

A total of ETB 502,827,227 was allocated by the Government of Ethiopia for Component 2 (five regions). During the five years of implementation, the project has received funds from the five Regional Governments totalling ETB 452,561,012. The transferred percentage is therefore about 90 %. The total amount used from this amount in five years by the five regions is ETB 421,147,787 representing 93 % usage.



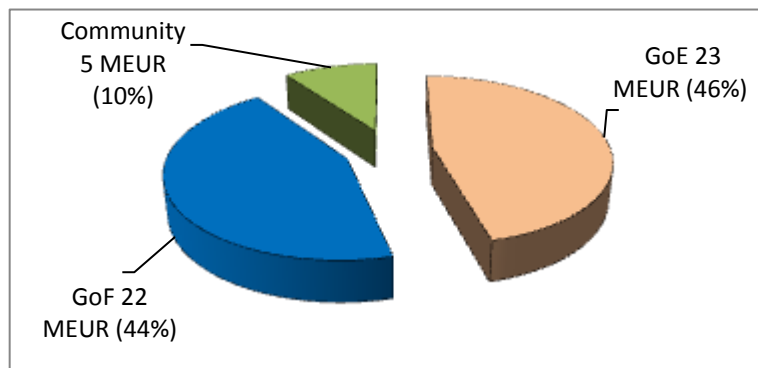
## 1 PROJECT DESCRIPTION

The overall objective of COWASH is to “Achieve the Universal Access to WASH in selected rural areas of Ethiopia according to the 1<sup>st</sup> Growth and Transformation Plan (2010-2015) standards”.

The project purpose is to “Support the acceleration of Universal Access Plan-rural water and sanitation targets attainment through the establishment of an enabling environment and the implementation of CMP interventions in selected rural areas of Ethiopia”.

Resources provided to achieve the set objective are contributed from three sources: Government of Finland 22 MEUR (44 %), Government of Ethiopia 23 MEUR (46 %) and communities 5 MEUR (10 %). These figures include about 3.73 MEUR federal level technical assistance support.

The competent authorities of Ethiopia are the Ministry of Finance and Economic Cooperation (MoFEC) and Bureaus of Finance and Economic Development (BoFED) of Amhara, Tigray, Oromia, Southern Region and Benishangul-Gumuz National Regional States. The competent authority of Finland is the Ministry for Foreign Affairs of Finland. Implementing agencies are the Ministry of Water, Irrigation and Electricity (MoWIE) and Water Resources Development Bureaus of Amhara, Tigray, Oromia, Southern Nations & Nationalities Peoples and Benishangul-Gumuz National Regional States in association with regional WASH partners of Bureau of Health (BoH), Bureau of Education (BoE) and Finance (BoFED).



**Figure 1:** COWASH budget shares

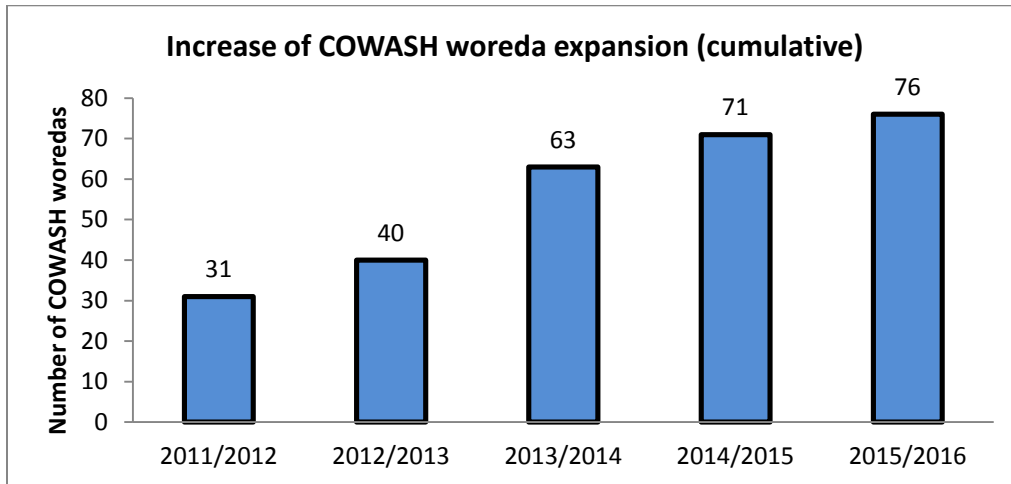
COWASH project was established in 2011 in Amhara, Tigray and SNNP regions. Oromia joined COWASH in 2012 and Benishangul-Gumuz region joined COWASH in 2014. The growth of COWASH is presented in Table 2 below.

**Table 2:** Regional expansion of COWASH in the 5 years (2011-2016)

Regions	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
<b>BSG</b>				4	9
<b>Oromia</b>		5	8	12	12
<b>Amhara</b>	27	27	40	40	40
<b>Tigray</b>	2	4	7	7	7
<b>SNNP</b>	2	4	8	8	8
<b>TOTAL</b>	<b>31</b>	<b>40</b>	<b>63</b>	<b>71</b>	<b>76</b>

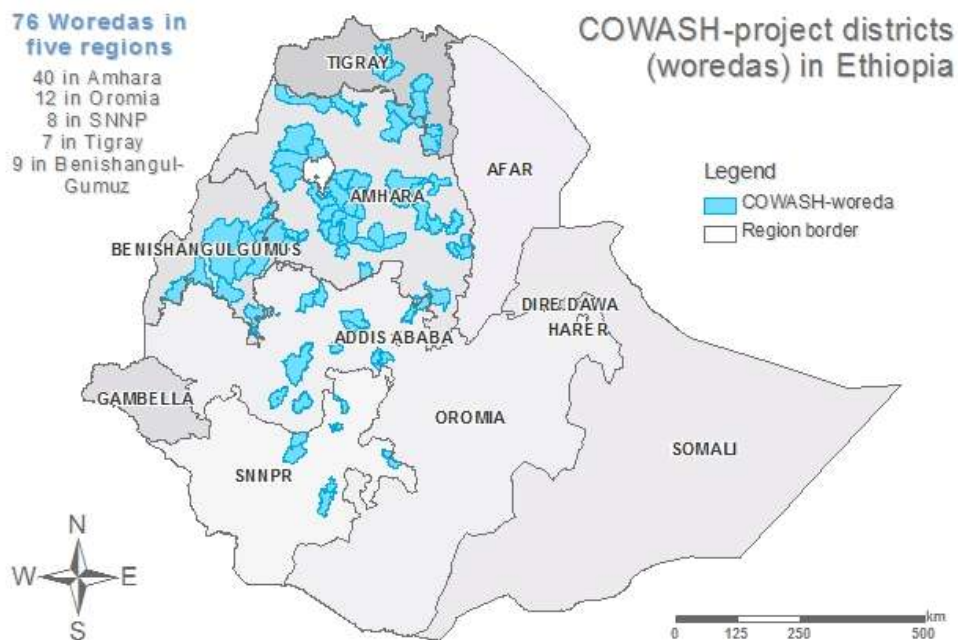
**Note:** Numbers in the cells indicate the number of COWASH woredas implementing CMP

New woredas joined COWASH every year. In 7/2011-6/2012 fiscal year, 31 woredas of three regions were implementing CMP. In 2013-2014 COWASH got 23 new woredas. The number of COWASH/CMP woredas increased to 76 in the beginning of the 2015/16 fiscal year when the 5 woredas of FinnWASH-BG project joined COWASH. The number of COWASH woredas has increased 250 % in 5 years. The COWASH growth in the five project regions is illustrated in Figure 2 below.



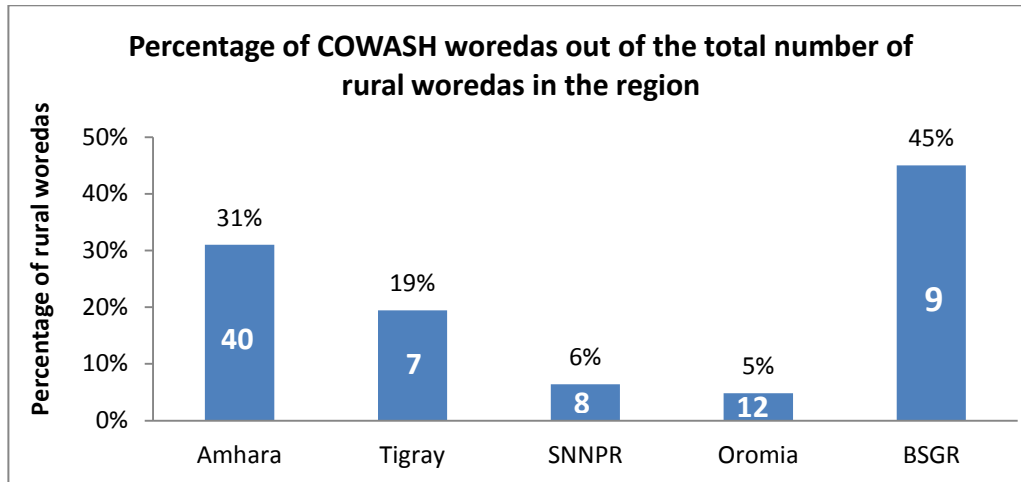
**Figure 2:** COWASH/CMP approach woreda expansion in Ethiopia

The map below (Figure 3) presents the distribution of COWASH woredas in the five regions of Ethiopia in July 2016. As the CMP focuses in the demonstration of CMP, the woredas are not evenly distributed in Ethiopia.



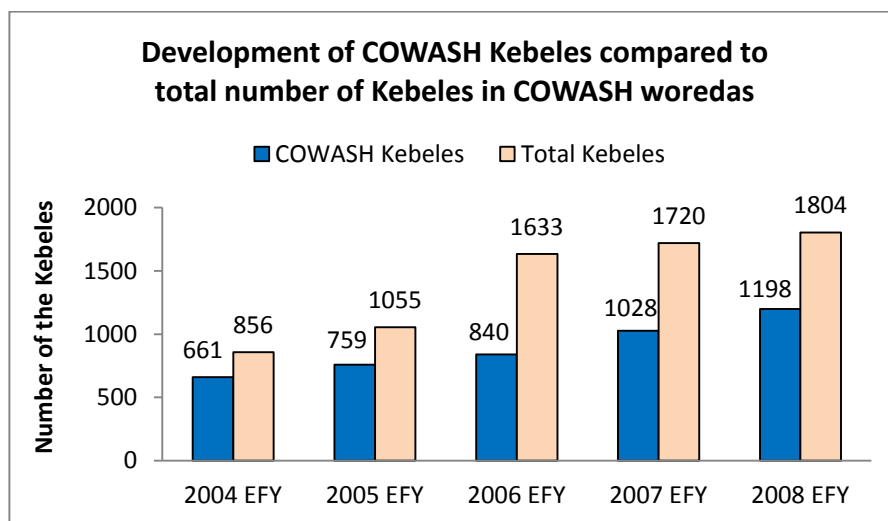
**Figure 3:** Map of COWASH Woredas in Ethiopia at the end of Phase II

The coverage of COWASH Woredas implementing CMP approach in the 5 regions is illustrated in Figure 4 below. COWASH covers 45 % of BSGR, 31 % of Amhara and 19 % of Tigray region rural woredas. This shows that COWASH is an important WASH contributor in these 3 regions. COWASH coverage is minor in SNNPR and Oromia regions where the project intervened in 6% and 5% of the rural woredas of the regions, respectively. In total, COWASH woredas cover 13 % of all rural woredas of the 5 regions based on the 2007 census data.



**Figure 4:** Percentage of COWASH Woredas implementing CMP approach in 5 regions in July 2016 (Rural woredas per region calculated from 2007 CSA census data)

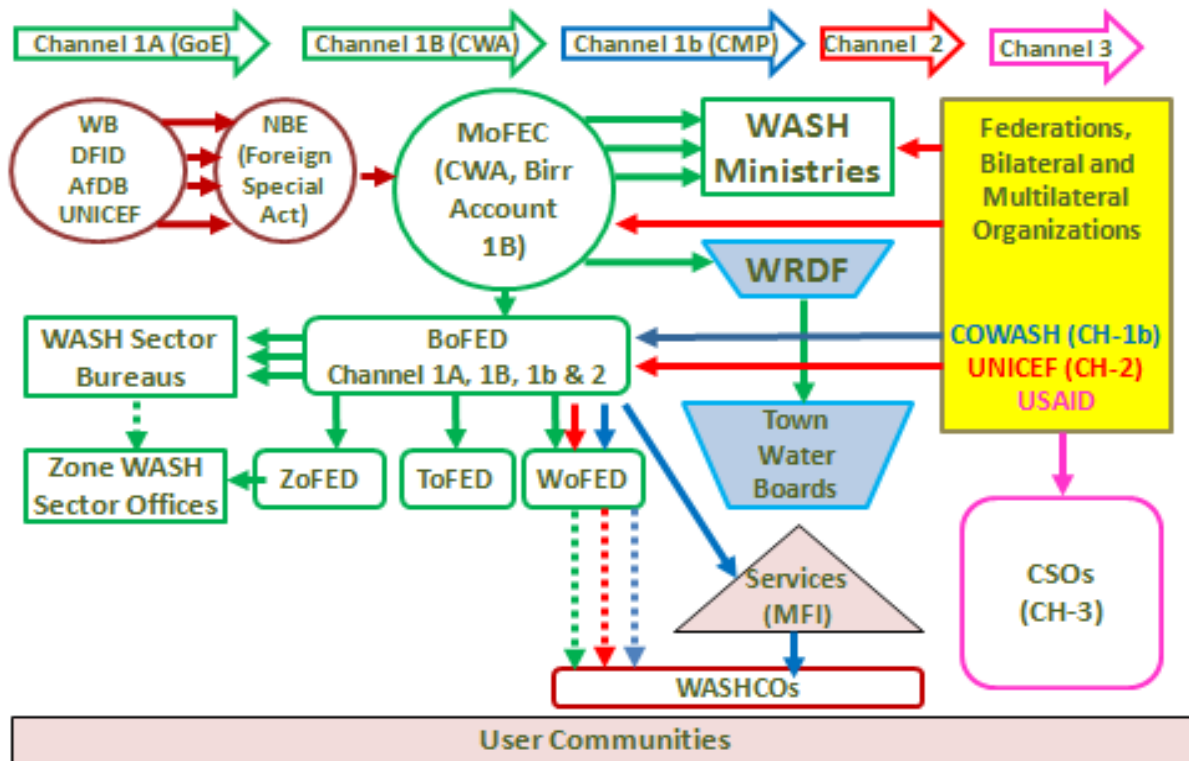
COWASH expansion in the COWASH woredas has been increasing from 661 kebeles in 2011/2012 fiscal year to 1,198 kebeles in the last year of the project period (2015/2016). COWASH planned to expand five new kebeles per woreda annually. Figure 5 below illustrates the increase of COWASH kebele coverage in the project woredas. COWASH has been expanding to new woredas every year. Therefore, the COWASH kebele coverage increase has not been constant. The number of kebeles in COWASH woredas has increased from 856 in 2011/2012 to 1,804 in 2015/2016. At the end of Phase II, COWASH kebele coverage is 66 %.



**Figure 5:** Increase of COWASH Kebeles compared to total number of rural kebeles in COWASH woredas

The specific feature of COWASH is the implementation of Community Managed Project (CMP) approach. In this approach, the community is the project manager responsible for project's procurement, construction management, financial management and operation and maintenance. Projects are approved for financing by the local government based on community's demand and needs. In order to facilitate this decentralized implementation modality, the funds for construction are channelled to the community through Micro-Finance Institutions (MFI) as MFIs are the closest community banks. This approach is part of the National One WASH financing modalities approved in the National WASH Implementation Framework. Figure 6 below illustrates the OWNP financial sources and fund flows including the COWASH and CMP fund flows.

## OWNP Financial Sources and Flows

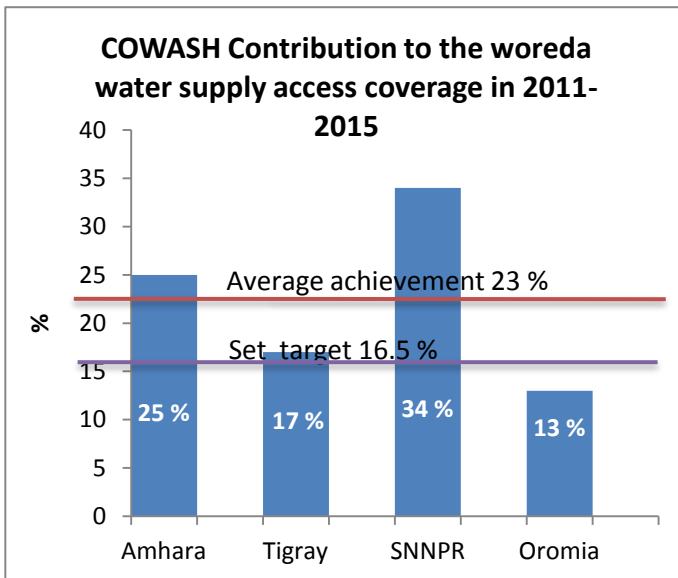


**Figure 6:** COWASH and CMP fund flow as part of the OWNP financial sources and flows

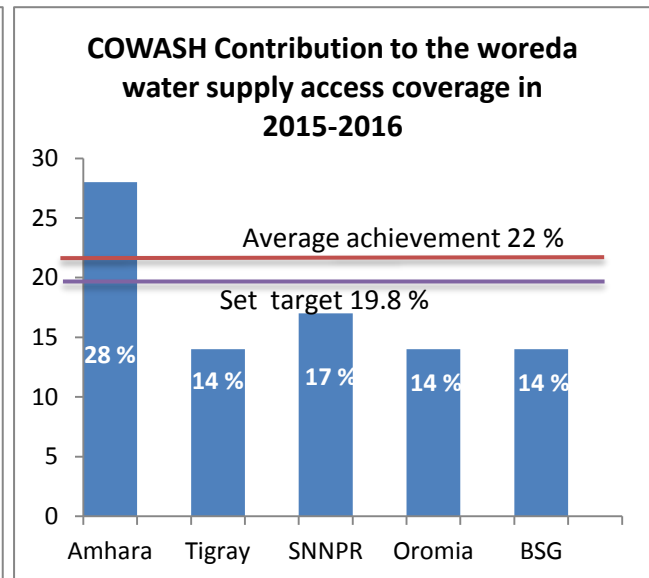
## 2 ACHIEVEMENT OF THE EXPECTED RESULTS

### 2.1 CONSTRUCTION OF WATER SUPPLY SCHEMES AND COMMUNITY WATER SUPPLY ACCESS

The water supply access increase in COWASH woredas provides the best information on the achievement of the project objective of achieving Universal Access to WASH in the rural areas of Ethiopia. The COWASH contribution to the woreda rural water supply access coverage in 2011-2015 is illustrated in Figures 7 & 8 below.



**Figure 7:** COWASH contribution to the woreda rural water supply access of coverage GTP I

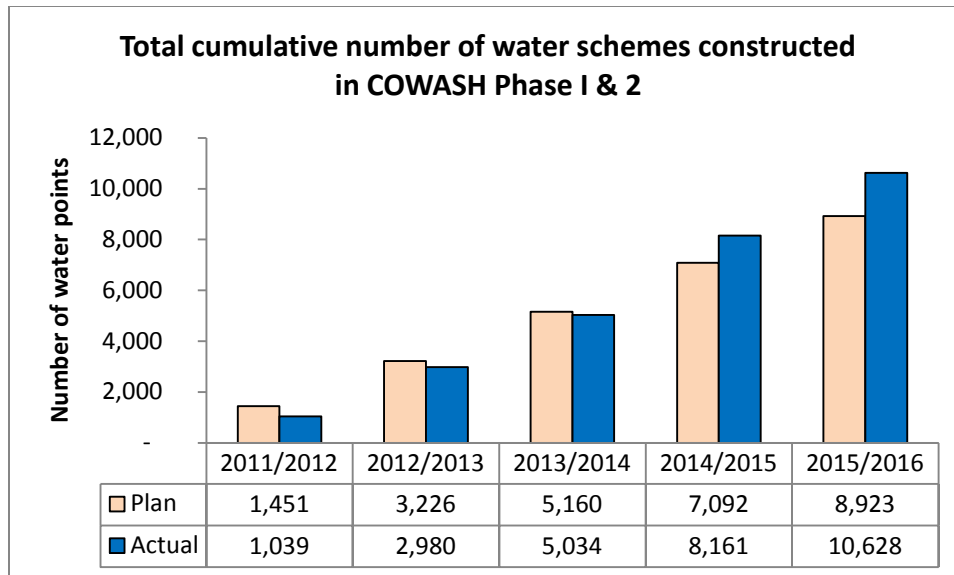


**Figure 8:** COWASH contribution to the woreda rural water supply access coverage of GTP II (first year)

Figure 7 on left illustrates COWASH's contribution to the rural water supply access coverage as per the GTP I standard in 2011-2015 while Figure 8 on the right shows the COWASH contribution to the rural water supply access coverage as per the GTP II standard in 2015-2016. The access coverage contribution has been changing every year due to the gradual inclusion of new woredas by COWASH. Practically, the above graphs tell that COWASH was playing a very important role in the increment of target access and in the achievement of the GTP I targets in the COWASH woredas.

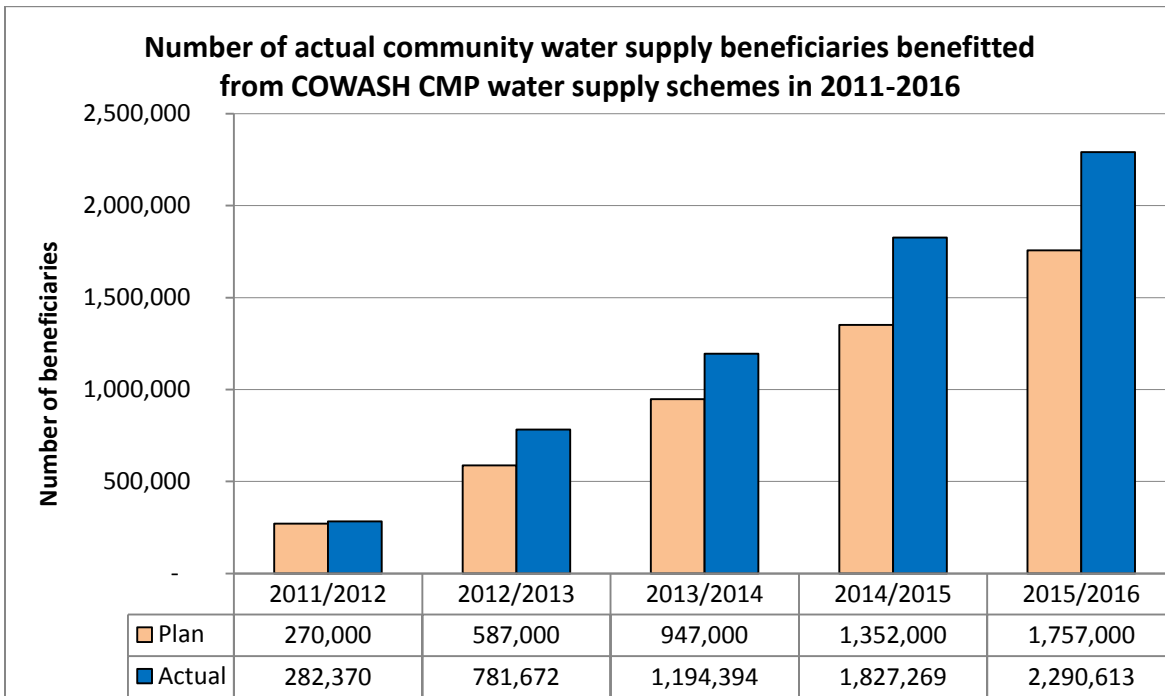
The highest contribution (>30 %) to the rural water supply access coverage has been achieved in woredas which joined COWASH by 2011.

The total number of water supply schemes (communal + institutional) planned to be constructed by COWASH in 5 years of 2011-2016 was 8,923. The total number of water supply schemes actually constructed in the same period was 10,628 as illustrated in the figure 9 below. The achievement was 119 %. Most of this contribution came from Amhara region where 8,208 water supply schemes were constructed.



**Figure 9:** Total number of constructed water supply schemes in COWASH phase I&II

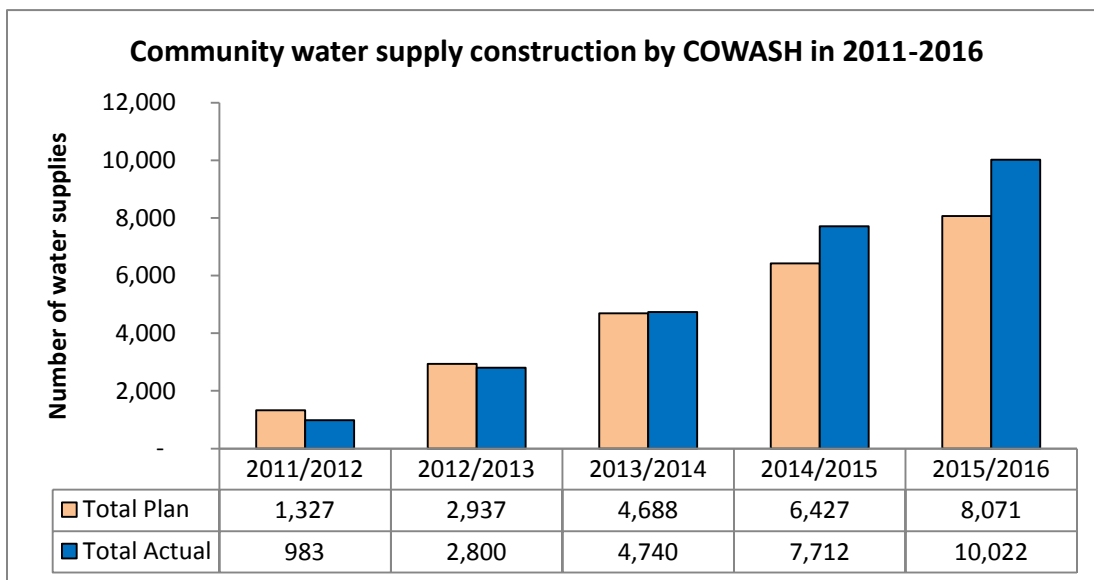
The increase of community water supply actual beneficiaries was also higher than planned (Figure 10). The 5-year target of 1,757,000 actual rural water supply beneficiaries was already achieved at the end of the fourth year of implementation of the project mainly due to the aggressive progress made in Amhara region.



**Figure 10:** Cumulative increase of access to community water supply built by COWASH

Over 2.29 million rural people in the COWASH project woredas of Amhara, Tigray, SNNPR, and Oromia have benefitted (actual beneficiaries) from the 10,022 communal water supply systems constructed in five years of COWASH when the target was 1.7 million. The total 5-year

community water supply beneficiary target was already exceeded in June 2015. This result was achieved through aggressive construction of rural water supply systems especially in Amhara region. The 5-year target number of community water supplies was also achieved at the end of the 4<sup>th</sup> year of implementation (Figure 11).



**Figure 11.** Cumulative number of Community water supplies constructed in 71 COWASH Woredas

## 2.2 RURAL WATER SUPPLY FUNCTIONALITY

Ethiopia planned to improve the functionality rate of rural water supplies to 90% at the end of GTP I period (June 2015). According to the GTP II Plan, some 88.8% of the rural water supplies were functioning at the end of June 2015. This figure was planned to increase to 89 % at the end of the first year of GTP II period (June 2016).

COWASH has contributed to the reduction of malfunctioning rural water points over the last five years. Based on the data available from the project woredas and regions, the average rural water supply functionality rate was about 93% at the end of GTP I period in COWASH woredas. This exceeds the GTP I target of 90%<sup>2</sup>. The achievement is remarkable when compared with the national average of rural water supply functionality rate (89%) registered at the end of GTP I period.

As shown in Table 3 below, the rural water supply functionality rate has improved significantly in the different groups of woredas that joined COWASH in different budget years. According to the WASH reports of the project woredas, and when compared with their status in the base years, the average rural water supply functionality rate has shown increment of 3 to 17%. The average rural water supply functionality rate of 2<sup>nd</sup> and 3<sup>rd</sup> year woredas have shown slight decline in the first year of GTP II mainly due to drought in some parts of Tigray and Amhara project woredas. But still the average functionality rate registered in the COWASH woredas is well over the target (89%) set for end of the first year of GTP II.

<sup>2</sup> Timing and factors considered for functionality are not uniform and consistent

Project Region	No. of Project Woredas	Average functionality rate(%) at the end of June 2015	GTP I functionality rate (%) target at, end of June 2015	Average functionality rate(%) at the end of June 2016	GTP II first year functionality rate (%) target at end of June 2016
Amhara	40	94	90	93	89
Tigray	7	98	90	97	89
SNNPR	8	85	90	86	89
Oromia	12	97	90	95	89
BSG	4	86	90	87	89
<b>Average</b>		<b>93</b>	<b>90</b>	<b>93</b>	<b>89</b>

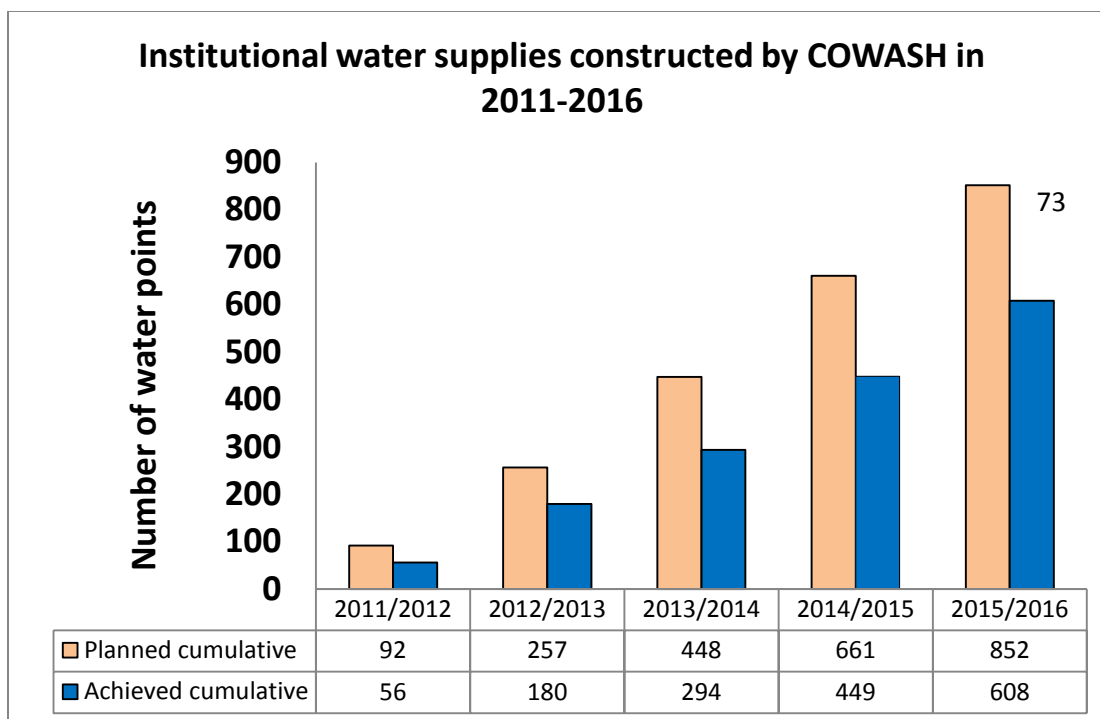
**Table 3:** Average Rural Water supply Functionality Rate improvements in COWASH woredas during 2011-2016 (Due to all WASH actors in the Woredas)

It should be noted that the good functionality indicated in Table 3 is due to all WASH actors in the project woredas. COWASH contributed into this achievement through efficient CMP implementation, woreda physical capacity building, trainings, awareness creation workshops and rehabilitations of old water points.

### 2.3 INSTITUTIONAL WATER SUPPLY

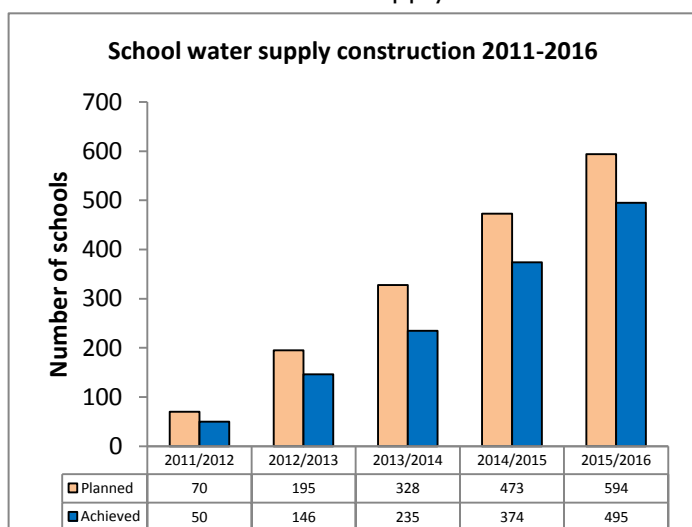
A total of 495 schools and 111 health facilities have got access to potable water supply as a result of COWASH. Accordingly, 229,337 students, teachers and school administrative staff and 44,318 staff of health institutions including some clients are benefiting from the newly constructed institutional water systems. The progress of institutional water supply construction is presented in the Figure 12 below. This activity has not progressed as planned. Out of the planned 808 institutional water supplies only 606 water supplies were constructed. This represents only 75 % achievement. The main reasons for not meeting the target were partly financial or technical and partly political. Many institutions are located in the hill-tops where the hydrogeology requires high-tech construction techniques, eventually drilling of boreholes. Borehole drilling technique requires time due to the hydro-geological investigations as well as high investments. Secondly, the woredas give financing priority for the community water supply construction due to the high demand from the non-served communities thereby attaining the GTP I/WASH targets.



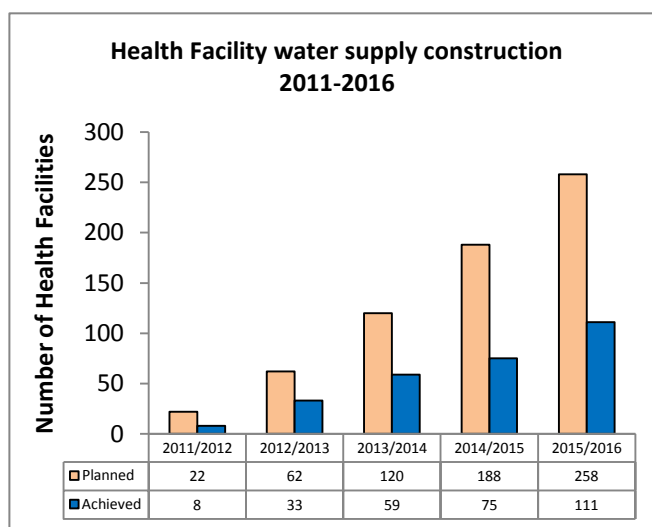


**Figure 12:** COWASH institutional water supply construction achievement

Figures 13 and 14 provide information disaggregated into school water supply construction and health institution water supply construction.



**Figure 12:** COWASH school water supply construction



**Figure 13:** COWASH health institutions water supply construction

Data obtained from the project woredas revealed that out of the total 4,393 schools in 71<sup>3</sup> COWASH woredas, only 1,655 (38%) have access to improved water supply. Some 30% of the school improved water supply access coverage achievement was contributed by COWASH.

<sup>3</sup> The data available only from the 71 woredas. 5 Metekel zone woredas not included as they joined COWASH in the last year.

With regards to health facility water supply access, only 430 (18%) of the 2,379 health facilities in the 71 COWASH project woredas have access to improved water supply. COWASH contribution to this achievement amounts to 26%.

As can be derived from the above water supply access figures, 62% of schools and 82% of health facilities in the project woredas are still without improved water supply. Many health facilities and schools are sharing improved water from the neighbouring communities and institutions. This clearly shows the amount of effort required in the upcoming years to improve the water supply access of institutions.

## 2.4 HOUSEHOLD LEVEL HYGIENE AND SANITATION

The improvement of hygiene and sanitation situation is measured through achievement of ODF status in the COWASH woredas<sup>4</sup>. Table 4 below illustrates that ODF coverage in COWASH intervention Kebeles is 69 % by July 2016. The overall ODF coverage of all kebeles in COWASH woredas is 61 %. This illustrates that COWASH has made an impact in ODF increase in COWASH intervention Kebeles. Actually, nearly all ODF achievements were done during the last 5 years. It has to be stated that all ODF achievements are not due to the COWASH inputs only as other actors also play a role in the COWASH woredas. The ODF campaigning is a joined woreda effort where COWASH hygiene and sanitation support is directed to the local government interventions.

The 5-year overall plan (in project document) was to declare 215 kebeles ODF in collaboration with other WASH actors in the project woredas. At the end of COWASH 5<sup>th</sup> year a total of already 813 kebeles have been declared ODF in COWASH intervention Kebeles thus giving an achievement level of 378 %.

Region	Total number of rural Kebeles in COWASH woredas	Total number of COWASH intervention Kebeles	Number of all kebeles declared ODF in COWASH woredas	Number of COWASH intervention Kebeles declared ODF	ODF coverage of all kebeles of the COWASH woredas	ODF coverage of COWASH intervention Kebeles
Amhara	1,064	831	747	626	70%	75%
Tigray	147	62	122	49	83%	79%
SNNP	260	123	132	83	51%	67%
Oromia	263	125	61	42	23%	34%
BSGR	90	42	45	13	50%	31%
<b>TOTAL</b>	<b>1,824</b>	<b>1,183</b>	<b>1,107</b>	<b>813</b>	<b>61%</b>	<b>69%</b>

**Table 4:** ODF situation in COWASH woredas by July 2016.

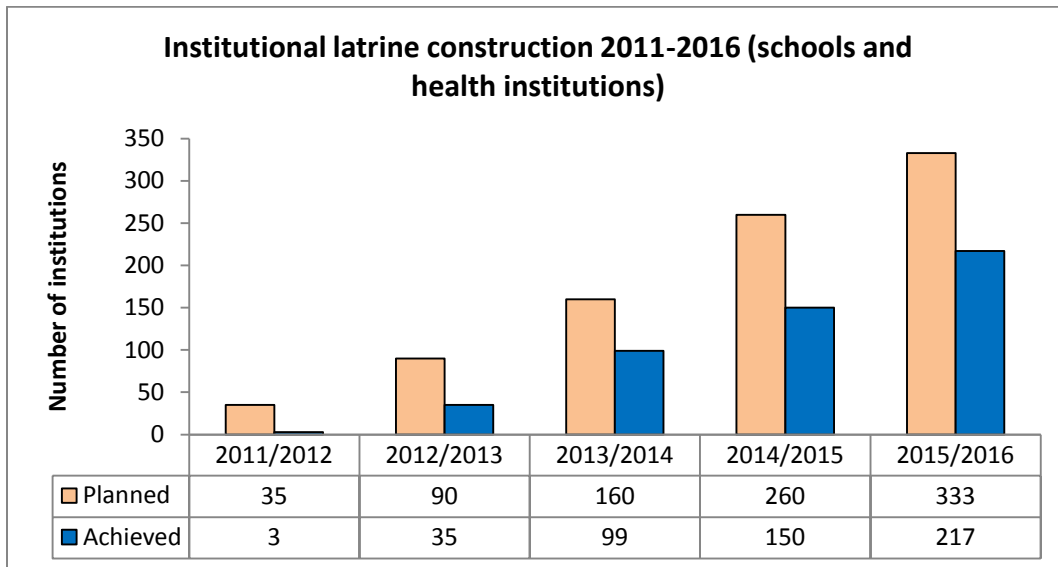
We could not get reliable data on household latrine access coverage.

## 2.5 INSTITUTIONAL SANITATION AND HYGIENE

The COWASH institutional latrine construction has not progressed as planned. The main reason is that woredas have given more priority to the community water supply construction than institutional sanitation construction. Secondly, institutional sanitation solutions require big budget. Low interest of health and education sectors, in regions other than Amhara, to provide

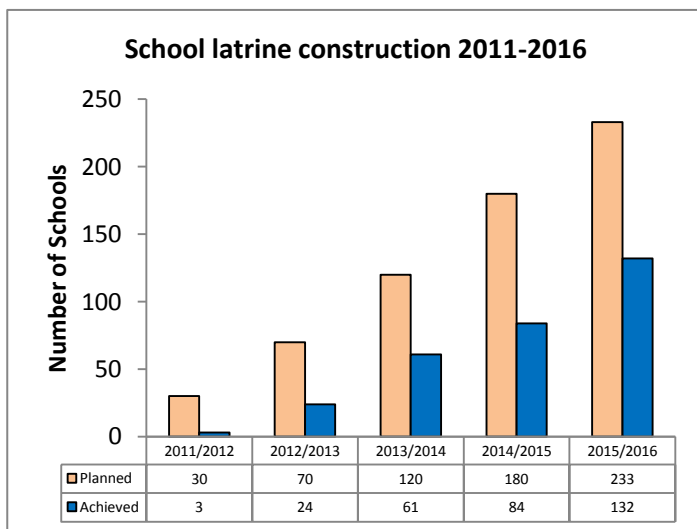
<sup>4</sup> The hygiene and sanitation data received from regions and woredas lacks reliability

investment funds for COWASH has also hindered the institutional sanitation construction. Though the attention to institutional sanitation has improved gradually the improvement was not enough to achieve the 5-year targets. Figure 14 below illustrates the overall progress of institutional latrine construction.

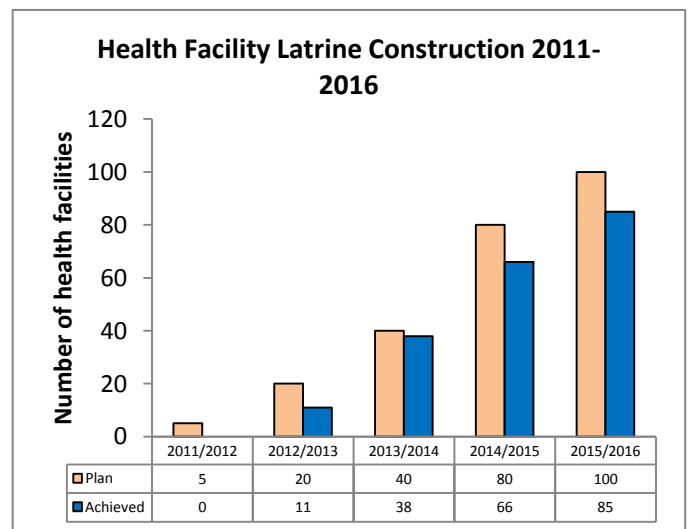


**Figure 14:** COWASH institutional latrine construction progress

The school latrine construction progressed less than the health facility latrine construction. In many cases, the COWASH contribution was to deliver additional latrines so that the standard to have equal latrines for boys and girls (or men and women) was fulfilled. This was easier to achieve in health facilities as the number of latrines units are less than in schools. See Figures 15 and 16.



**Figure 15:** COWASH school latrine construction.



**Figure 16:** COWASH health facility latrine construction.

According to the project woredas, out of the total 4,393 schools in 71 COWASH woredas, only 1,727(40%) have access to improved latrines. Some 8 % of the school improved latrine access coverage achievement was contributed by COWASH.

Concerning health facilities access to improved latrine, the number of health institutions having access to improved latrines is much higher than those with water supply. Out of the total health facilities in the 71 project woredas, some 46% (1,096) have access to improved latrines. About 8 % of this achievement was due to COWASH through the construction of 85 health facility latrines.

It can be deduced that 60% of the schools and slightly more than half of the health facilities (54%) in the project woredas are still without access to improved latrine. This requires concerted effort of the WASH actors to work aggressively on improving the sanitation and hygiene situation of institutions thereby improving the ODF status of rural areas.

### **3 THE RESULT AREAS OF COMPONENT 1**

#### **3.1 COMMUNITY MANAGED PROJECT APPROACH SCALED-UP AT NATIONAL LEVEL**

The following major outputs and outcomes in CMP scaling up have been achieved during COWASH implementation of 5 years:

- a) CMP financing increased from 11 MEUR to total of 50 MEUR (22 MEUR by GoF, 23 MEUR by GoE and 5 MEUR by the community) due to the high demand from the regions.
- b) CMP approach has been included as part of WIF, OWN Program Document and One WASH Program Operational Manual (POM).
- c) CMP approach is well known nationally at Federal, Regional and Woreda levels in Ethiopia. CMP approach is also promoted internationally.
- d) CMP awareness increased through different IEC instruments developed in COWASH (calendars, brochures, videos, photos, case studies, workshops, conferences, horizontal and vertical experience sharing visits, exhibitions, experience sharing forums, web-site updates, hosting of national and international visitors, etc)
- e) CMP coordination has been strengthened at Federal level by assigning a Focal Person from MoWIE for the CMP and COWASH.
- f) Inclusion of CMP implementation as part of CWA Program Operational Manual has been developed and submitted for MoFEC approval by MoWIE and to be included as part of the POM.
- g) Knowledge of CMP benefits and performance has increased through evidence-based PhD, MSc and BSc researches. The PhD research still ongoing.
- h) Guideline on how to implement high technology water supply projects with CMP approach has been developed by COWASH.
- i) Guideline for Climate Risks Screening for new water supplies and Social, Environmental and Climate Risks Screening guideline for existing water supplies with related training manuals have been developed by COWASH.

#### **3.2 CMP IMPLEMENTATION CAPACITY DEVELOPED**

The following major outputs in capacity development have been achieved in COWASH to-date:

- a) All five RSUs' capacity to facilitate CMP implementation at region level has been developed through the

- a. Development and dissemination of CMP implementation manuals
  - b. Development and dissemination of technical guidelines for high technology CMP implementation
  - c. CMP management trainings conducted at woreda levels
  - d. Development of planning and reporting instruments and guidelines and training woreda, zone and regional people for their use. Overall, 1,630(87%) people were trained for 2 to 7 days by the COWASH FTAT in the five years and the trainings were cascaded down to the woreda level.
  - e. Planning and M&E training at woreda level
  - f. Data management and GIS water point mapping trainings for all COWASH woredas and MoWIE staff
  - g. Technical trainings on O&M and capacity development instruments developed to facilitate the WASH and CMP implementation in the regions and woredas carried out at region level
- b) COWASH inputs to the sector development have been incorporated into Institutional WASH Implementation manuals used nationally.
  - c) GLOWS training manual was translated into Amharic to be used nationally.
  - d) Assessment of COWASH community level training impacts through two Training Impact Researches have been carried out so far providing good base for the sector to take up.

### **3.3 DEVELOPMENT AND IMPLEMENTATION OF ONE WASH NATIONAL PROGRAM SUPPORTED**

COWASH contribution to the sector development have been delivered through technical and financial assistance in

- a) The development of WIF, OOWNP document and POM;
- b) The planning, organizing and implementation of WASH sector coordination, joint technical reviews and annual Multi-Stakeholder Forums(MSFs);
- c) The design of the Climate Resilient Water Safety Planning (CR-WSP) Strategic Framework and urban and rural CR-WSP guidelines;
- d) The testing of the smart phone based water point inventory in Somali region and in the data collection for NWI updating;
- e) The assistance of Water Credit development;
- f) The design and development of the Sanitation Marketing (SM) training manuals and latrine technology manuals;
- g) The development of the Water Sector working group capacity development initiative
- h) The development and planning of the WASH sustainability check instruments and tools
- i) The development of the combined Rural Water Supply O&MM Manual for Rural Piped Schemes (RPS) and Pastoralist areas and Generic Rural Water Supply O&MM Strategic Framework

## **4 THE RESULT AREAS OF COMPONENT 2**

### **4.1 TARGET REGIONS, ZONES AND WOREDAS CAPABLE TO PLAN, MANAGE, MONITOR AND IMPLEMENT RURAL WASH INTERVENTIONS USING CMP APPROACH**

All project regions have hired adequate staff for COWASH implementation. Furthermore, RSUs of the five COWASH regions have prepared and submitted the annual plans and performance reports to COWASH Federal Technical Assistance Team.

Regional WaSH Steering Committee (RWSC) on COWASH meetings were conducted and in these meetings annual regional plans and reports were approved and challenges discussed.

The project has been trying to fulfill the physical and human capacity building needs of the project regions, zones and woredas. Between 7/2011 and 7/2016, a total of 186,896 people (103% of the planned) have received trainings on CMP promotion, management, appraisal, reporting and other related issues in the five COWASH project regions. Of these trainees, 71,112 (38%) are female. Among the people trained, 3,543 (24% female) are artisans trained or refreshed by trained woreda experts.

### **4.2 FINANCIAL AND PROCUREMENT SERVICES DELIVERED FOR COWASH INTERVENTION AT ALL LEVELS IN SELECTED REGIONS**

Seventy one COWASH woredas (excluding 5 FinnWASH woredas) have opened bank accounts for CMP implementation. In Phase I & II a total of 43 fund transfer requests have been submitted to Embassy of Finland by the five project regions. The main reasons for not submitting fund requests in each quarter were two: i) delay of annual plan preparation, which in turn delayed the approval of plans and in turn resulted in low fund utilization and ii) availability of leftover funds from preceding quarters of implementation years. Busyness of the Steering Committee members with other competing activities has also contributed for the small number of GoF fund transfer requests.

So far, 21 audit reports of 2011-2016 implementation years were expected to be submitted to Embassy of Finland, of which 12 were accomplished by the five regions. While Amhara and SNNPR have conducted the auditing of three implementation years (2004-2006 EFY) and submitted the reports, Tigray and Oromia regions are left with one audit report.

Regions have been transferring investment funds to WASHCOs through MFIs as per the fund transfer agreements signed between WASH sector bureau(s) and MFIs in the respective regions. Hitherto, investment fund amounting to Birr 471.00 million has been transferred to WASHCOs in the 71 woredas of five regions. Of this amount transferred to WASHCOs, approximately Birr 430.10 (92.0 %) was settled by WASHCOs until end of July 7, 2016. The remaining investment fund is to be settled in the first half of 2009 EFY of COWASH Phase III.

### **4.3 SUSTAINABLE COMMUNITY AND INSTITUTIONAL ACCESS TO SAFE WATER, SANITATION AND HYGIENE IN THE TARGET WOREDAS INCREASED**

Trained woreda staff have been conducting promotion in the kebeles. Following the promotions over the five years of implementation of COWASH, a total of 15,136 water supply construction applications (14,097 community, 732 school and 307 health facility), which is about 170% of the plan, were submitted by WASHCOs. Of these applications, 12,522 (11,641 community, 634 school and 247 health facility), accounting to 82 % of those submitted, were approved by WWTs of the respective project woredas. As a result, 10,628 Water Points (10,022 community, 495 school and 111 health facility) were constructed in 5 years by COWASH. This accounts 119 % of the 8,923 WPs planned to be constructed by COWASH in the same period. The 5-year achievement exceeded the target due to the aggressive effort of Amhara region and improvement in community contribution in the same region.

## **5 RESOURCES AND BUDGET**

### **5.1 COMPONENT 1 FINANCIAL PERFORMANCE**

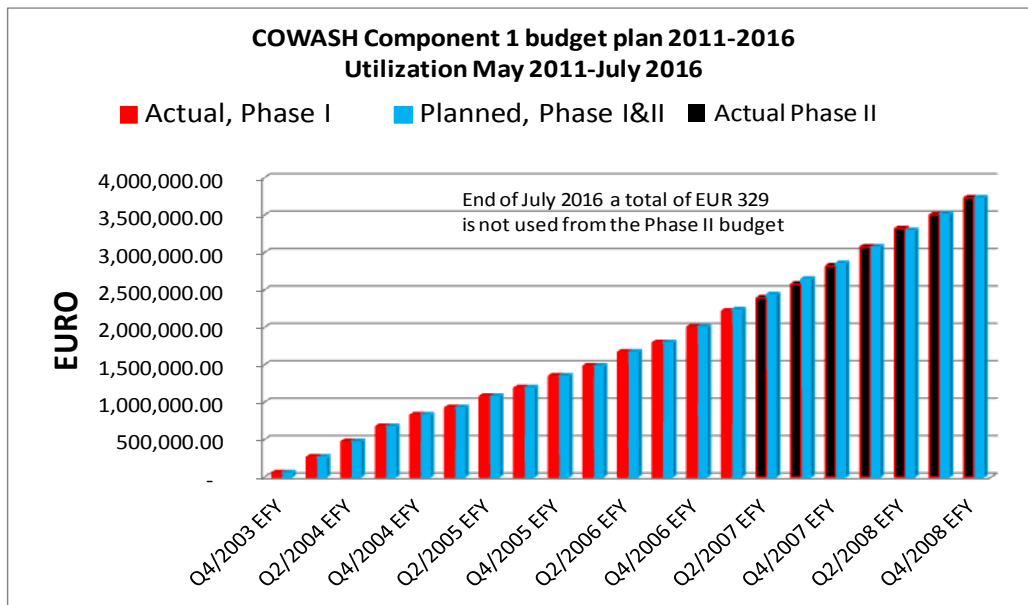
The COWASH expenditures started to build-up already during 2003 Ethiopian Fiscal Year (June 2011). The financial plan and usage of Component-1 until the end of the Phase II (July 2016) are presented as follows.

The total budget allocated for Component 1 for five years (June 2011-July 2016) was EUR 3,730,392. During the same period, EUR 3,730,063.90 was utilized for the implementation of Component 1 activities. This represents 100 % utilization rate.

When compared the Component 1 budget utilization to the COWASH Phase II budget, the situation is as follows:

- Component 1 budget of COWASH Phase II (October 2015-July 2016) was EUR 1,513,547.
- The use of this budget by July 2016 was EUR 1,513,218. That is 100 % budget utilization as the unutilized budget is only EUR 329.

Figure 17 below illustrates the cumulative COWASH Component 1 allocated budget and usage from June 2011 to July 2016.



**Figure 17:** Illustration of the Component-1 Budget Utilization in the 5 years implementation period (5/2011-7/2016).

Table 5 below provides more detailed information on the usage of COWASH Component 1 budget. The total 5-year budget usage at the end of July 2016 is 100 %.

As can be seen from the table, the national short term consultant budget line and reimbursable budget line was slightly overused. This overuse was corrected in mutual agreement with the MFA as the cause for national short term consultant overuse was mainly caused by extended O&M consultancy. The international short term consultancy budget line is underused and it was agreed to transfer the adequate budget from international short term consultancy to national short term consultancy to balance the budget. The same balancing was also agreed between the reimbursable budget and sector support budget lines.

The entire 5-year Fee budget utilization was 100 %.

DEFINITIONS	Phase I use	Phase II Budget	Total Budget for Phase I +II	Total Phase II Budget use	Total 5-year Project use	Balance at the end of July 2016	Phase II usage	Usage from the total original 5 year budget
	EUR	EUR	EUR	EUR	EUR	EUR	%	%
<b>FEES</b>	<b>1,239,302</b>	<b>925,350</b>	<b>2,164,652</b>	<b>916,082</b>	<b>2,155,385</b>	<b>9,268</b>	<b>99.0%</b>	<b>100%</b>
International Long Term TA	848,548	366,000	1,214,548	361,952	1,210,500	4,048	99%	100%
Home Office Coordination	36,400		36,400	-	36,400	-		100%
International Short Term Consultants	84,648	105,000	189,648	69,684	154,331	35,316	66%	81%
National Short Term Consultants	120,794	57,000	177,794	105,230	226,024	48,230	185%	127%
National Long Term TA	134,873	299,250	434,123	286,200	421,073	13,050	96%	97%
Junior Expert	14,040	98,100	112,140	93,017	107,057	5,083	95%	95%
<b>REIMBURSABLE COSTS</b>	<b>740,283</b>	<b>359,100</b>	<b>1,099,383</b>	<b>391,438</b>	<b>1,131,721</b>	<b>32,338</b>	<b>109%</b>	<b>103%</b>
<b>SECTOR SUPPORT</b>	<b>237,260</b>	<b>229,097</b>	<b>466,357</b>	<b>205,697</b>	<b>442,958</b>	<b>23,400</b>	<b>90%</b>	<b>95%</b>
<b>TOTAL</b>	<b>2,216,845</b>	<b>1,513,547</b>	<b>3,730,392</b>	<b>1,513,218</b>	<b>3,730,063</b>	<b>329</b>	<b>100%</b>	<b>100%</b>

**Table 5:** COWASH Component 1 budget follow-up



The use of Technical Assistance days in Component I of Phase I and II are illustrated in Tables 6 and 7 below.

**Technical Assistance follow-up in COWASH Phase I (7/2011-9/2014)**

Definition of TA	Days Allocated for Phase II	Days used up to end of July 2016	Days not used	Usage of TA days in %	Usage of time in %
<b>Long Term International TA</b>	1,553.0	1,515.0	38.0	98%	100%
Chief technical Advisor	779.0	781.0	- 2.0	100%	100%
HRD Specialist	378.0	338.0	40.0	89%	100%
Junior Expert	396.0	396.0	-	100%	100%
<b>Short Term International TA</b>	126.0	76.0	50.0	60%	100%
<b>Short Term National TA</b>	828.0	828.0	-	100%	100%
<b>Long Term National TA</b>	1,059.0	1,049.0	10.0	99%	100%
CMP Specialist	350.0	356.0	- 6.0	102%	100%
CB Specialist	359.0	356.0	3.0	99%	100%
M&E Specialist	350.0	337.0	13.0	96%	100%
<b>TOTAL</b>	<b>3,566.0</b>	<b>3,468.0</b>	<b>98.0</b>	<b>97%</b>	<b>100%</b>

**Table 6:** Technical Assistance usage of working days of Phase I in COWASH Component 1

**Technical Assistance follow-up in COWASH Phase II (10/2014-7/2016)**

Definition of TA	Days Allocated for Phase II	Days used up to end of July 2016	Days not used	Usage of TA days in %	Usage of time in %
<b>Long Term International TA</b>	777.0	758.0	19.0	98%	100%
Chief technical Advisor	399.0	400.0	- 1.0	100%	100%
Junior Expert	378.0	358.0	20.0	95%	100%
<b>Short Term International TA</b>	312.0	305.0	7.0	98%	100%
GIS Expert	270.0	269.0	1.0	100%	100%
HRD Specialist	42.0	36.0	6.0	86%	100%
<b>Short Term National TA</b>	252.0	314.0	- 62.0	125%	100%
<b>Long Term National TA</b>	1,995.0	1,908.0	87.0	96%	100%
CMP Specialist	409.5	405.0	4.5	99%	100%
CB Specialist	409.5	411.0	- 1.5	100%	100%
M&E Specialist	409.5	395.0	14.5	96%	100%
Crosscutting Specialist	378.0	334.0	44.0	88%	100%
Communication Specialist	388.5	363.0	25.5	93%	100%
<b>TOTAL</b>	<b>3,336.0</b>	<b>3,285.0</b>	<b>51.0</b>	<b>98%</b>	<b>100%</b>

**Table 7:** Technical Assistance usage of working days of Phase II in COWASH Component 1

These tables clearly illustrate that the technical assistance work-time use has been efficient and is in balance with the project implementation. The total days allocated for technical assistance was 3,566 days in Phase I and 3,336 days in Phase II. The usage was 3,468 (97%) and 3,285 (98%) work-days, respectively.

## 5.2 COMPONENT 2 FINANCIAL PERFORMANCE

The five COWASH regions have committed to allocate more than half a billion ETB (503 METB) for the implementation of the project activities until end of June 2016 (2008 EFY). Euro 18,269,590 (401 METB) was allocated by the Government of Finland for the five years implementation of the project in five regions. The detailed region by region transfer balance is presented in table 8 below.

The total cumulative Regional Government budget received by COWASH project at the end of June 2016 was ETB 452,561,012 (90 % transferred out of the total planned budget) as illustrated in figure 18 below. Out of this transferred amount, about 421.15 METB was used for the implementation of COWASH. This means that 93 % of the transferred funds were used as illustrated in the figure 20 below.

Over the last five years, EUR 16,564,212.86 was transferred from Finland to the five COWASH regions in Phase I&II. This represents 90.7 % transfer efficiency from the total planned budget as illustrated in figure 19 below. The EUR transferred is equivalent to ETB 401,919,926.6 received by the regions. Out of this received amount, ETB 372,234,466.40 was used until July 6, 2016. This corresponds to 93 % utilization efficiency as illustrated in figure 21 below.

The total balance of EUR 1,705,377.20 was not used in Phase I&II and was therefore transferred to the new Phase III of COWASH.

**Government of Finland Fund Transfers and Use**

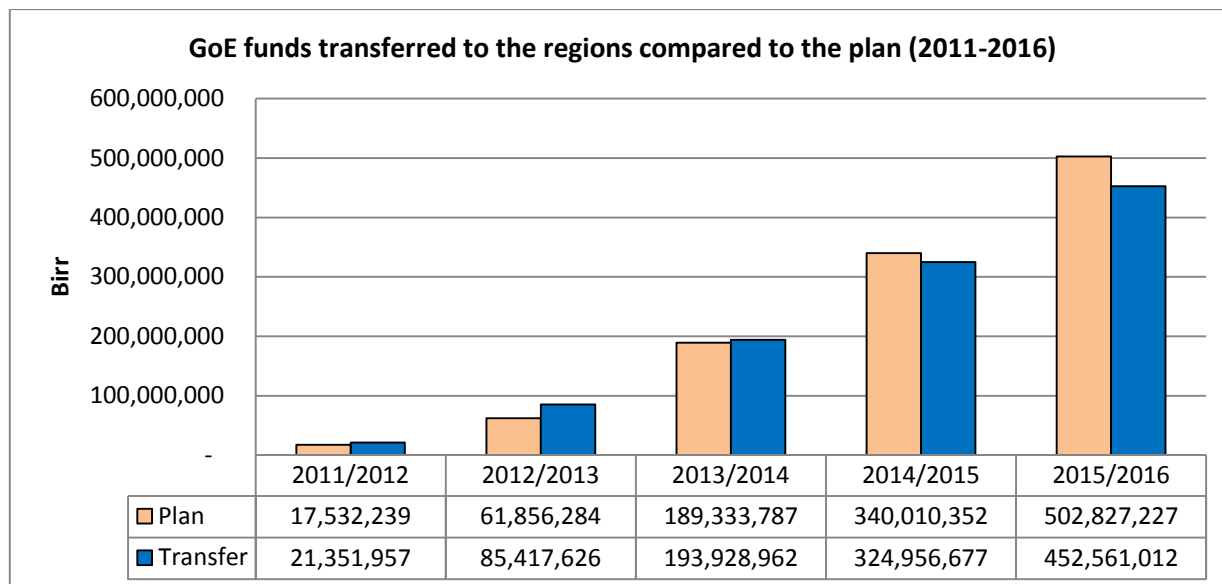
Region	Agreed	Transferred to COWASH regions	Balance	Transfer rate	Use from transferred
	EUR	EUR	EUR	%	%
Amhara	10,310,578.00	10,310,577.71	0.29	100.0%	96.1%
Tigray	2,184,299.06	1,478,285.53	706,013.53	67.7%	98.7%
SNNP	1,746,084.00	1,500,919.00	245,165.00	86.0%	88.5%
Oromia	1,766,000.00	1,628,940.00	137,060.00	92.2%	85.0%
BSGR	2,262,629.00	1,645,490.62	617,138.38	72.7%	75.9%
<b>TOTAL</b>	<b>18,269,590.06</b>	<b>16,564,212.86</b>	<b>1,705,377.20</b>	<b>90.7%</b>	<b>92.6%</b>

**Government of Ethiopia Fund Transfers and Use**

Region	Agreed	Transferred to COWASH	Balance	Transfer rate	Use from transferred
	Birr	Birr	Birr	%	%
Amhara	239,634,780.00	301,087,638.60	+61,452,858.60	125.6%	95.5%
Tigray	92,838,635.30	48,325,861.00	44,512,774.30	52.1%	97.1%
SNNP	77,400,261.53	48,231,139.00	29,169,122.53	62.3%	77.3%
Oromia	72,153,550.00	48,561,573.62	23,591,976.38	67.3%	90.1%
BSGR	20,800,000.00	6,354,800.00	14,445,200.00	30.6%	91.1%
<b>TOTAL</b>	<b>502,827,226.83</b>	<b>452,561,012.22</b>	<b>50,266,214.61</b>	<b>90.0%</b>	<b>93.1%</b>

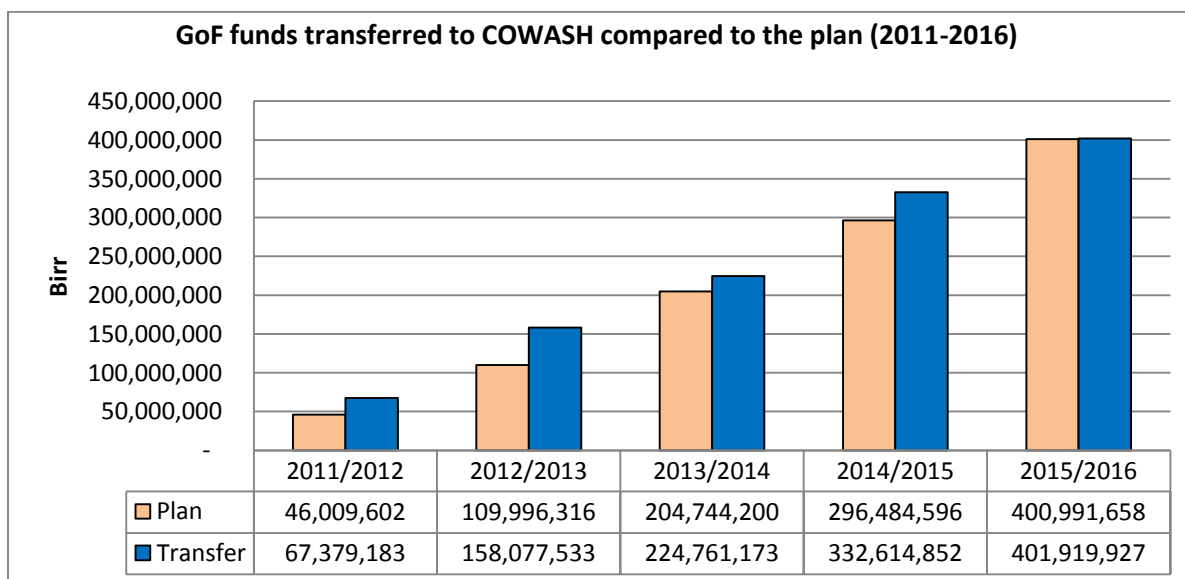
**Table 8:** Government of Finland and Ethiopia funds transfer and usage efficiency by region

Figure 18 below illustrates the total cumulative amounts of GoE funds transferred in Phase I&II from the regional governments to COWASH compared to the committed (plan).



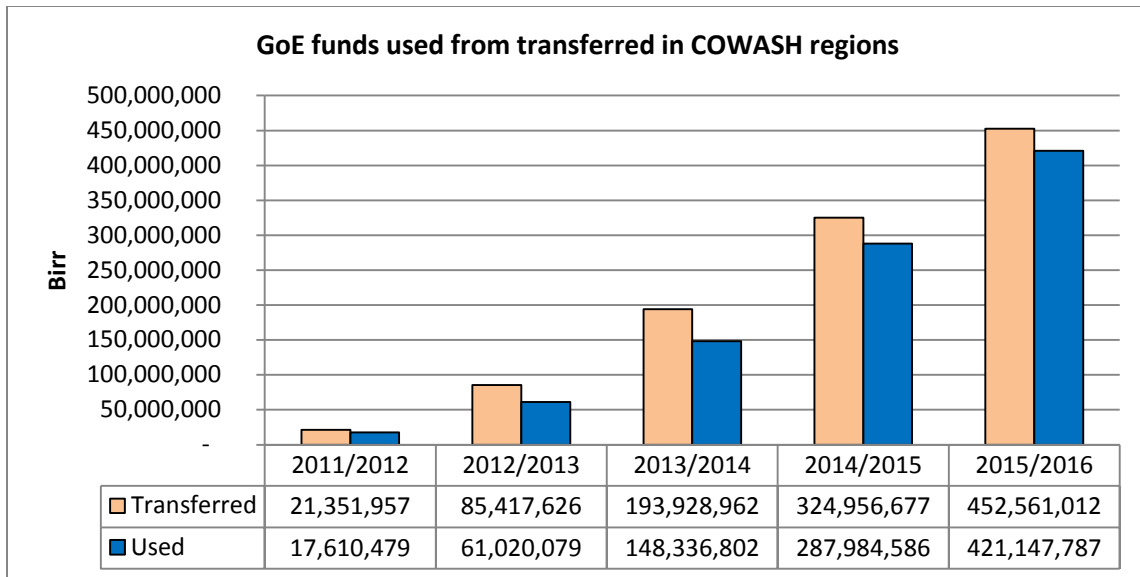
**Figure 18:** Total GoE funds transferred to COWASH by regions in Phase I&II

The total cumulative amounts of GoF funds (in Birr) transferred to the regions in Phase I&II is presented in Figure 19 below.



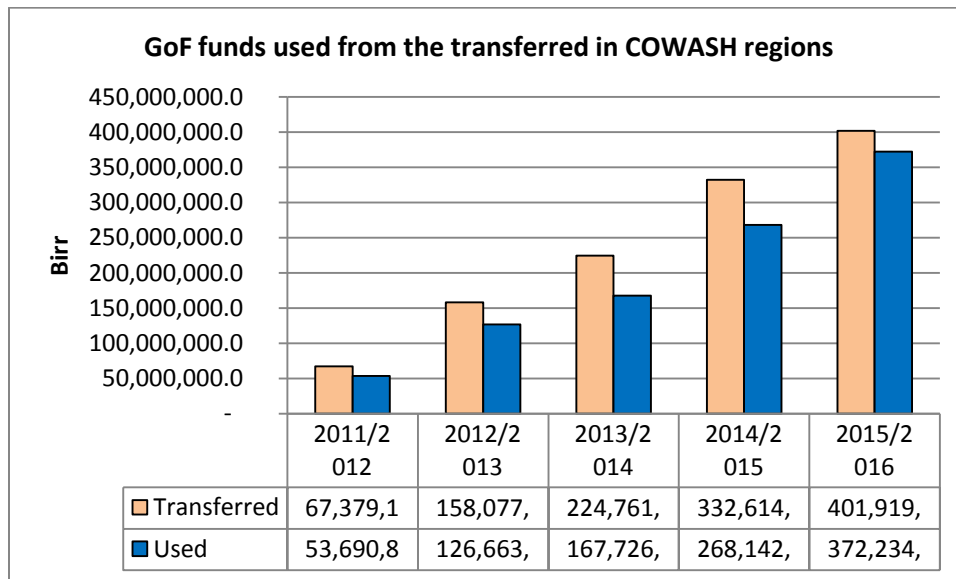
**Figure 19:** Total GoF funds transferred to the COWASH regions in Phase I&II

The cumulative Regional Government fund utilization to-date compared to transferred funds is presented in Figure 20 below.



**Figure 20:** Regional Government fund utilization from the transferred in Phase I&II

The total cumulative Government of Finland fund utilization from the transferred funds is presented in the Figure 21 below.



**Figure 21:** Government of Finland fund utilization from the transferred funds to the regions in Phase I&II

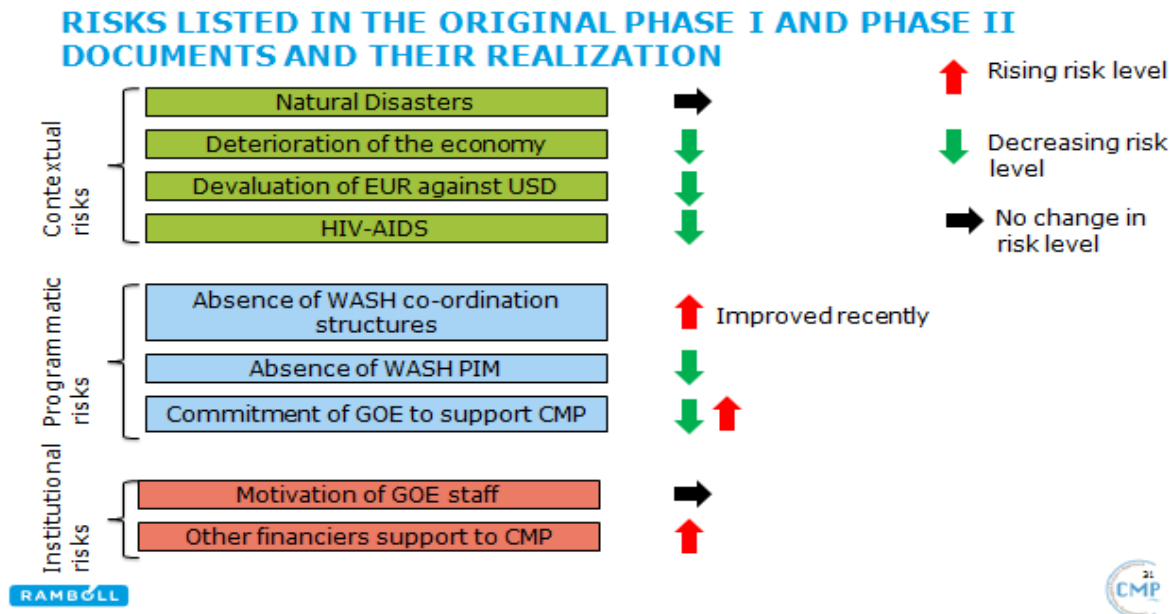
The fund utilization varies between the regions and the difference between the regions can be observed in Annex 2 for GoE and GoF fund sources.

## 6 ASSUMPTIONS AND RISKS

Figure 22 below concludes the realization of risks and assumptions from the original and revised Phase I&II documents. It can be concluded that most of the risks assumed in the

beginning of the project were not realized. Although Ethiopia experienced severe drought in 2015/2016 the risks associated were not serious in majority of the COWASH woredas. Only area where risk level was increasing during the Phase I&II period was the absence of WASH coordination. The negative impact of the coordination absence was mitigated through active COWASH-led coordination by the FTAT and RSUs and Woreda WASH team trainings.

The commitment to support CMP implementation was extremely high in the COWASH woredas and regions. Major challenge was to get the MoFEC's commitment for CMP implementation modality. This was not achieved in Phase I&II. The delay in MoFEC's approval of the CMP manual affected the scaling-up of the CMP approach. UNICEF withdrawal from the CMP implementation approach was another backlash in CMP development. Anyhow, it was compensated with the inclusion of CMP approach in the Plan International projects and cobblestone projects in Jimma Zone.



**Figure 22:** Development of assumed risks in Phase I&II

## 7 SUSTAINABILITY

In Phase I&II, COWASH conducted several research with BSc, MSc and PhD level students on COWASH and especially CMP sustainability. The research was also supported by Finnish Maa- ja vesiteknikan tuki ry (the unofficial translation is Finnish Society of Soil and Water Technology).

Some of the main conclusions of the researches are:

- Due to intensive and strong community participation in the planning phase, and due to community empowerment in the implementation phase, water supply schemes under the CMP modality tend to achieve higher reliability and functionality, better management performance, and optimum utilization of funds, as compared to water supply schemes implemented under Woreda Managed Project modality.
- The functionality rates of the rural water schemes in the studied woredas were 98.6 %. This reflects that the efficiency of CMP approach has spread deep root in the rural communities and communities are willing to pay and have sense of ownership for the water supply service.

The strengths of the CMP approach are summarized as follows:

- The fund flow mechanism adopted in CMP implementation is very efficient and ensures the timely delivery of resources.
- CMP approach develops strong empowerment of community members in terms of organization, management, control and supervision.
- CMP implementation enhances effective construction supervision and control by the beneficiary communities.
- CMP approach develops increased sense of ownership among the beneficiary groups.
- CMP water supplies tend to have high functionality rates.
- The procurement procedures are fast and efficient in CMP. Moreover, direct community level procurement reduces project costs due to the improved efficiency of material and labor usage.
- CMP facilitates high budget utilization
- CMP has an influence for increased community commitment for covering operation and management and cost recovery

Weaknesses of the CMP approach as presented in the researches are summarized in the following:

- The working procedures involve administration of a number of application and recording forms, which are difficult to be computed by the local communities. This furthermore increases the amount of paper work at the woreda offices.
- In some rare cases, material suppliers take advantage of the local communities in matters associated with price and quality of materials.
- There is not enough emphasis given on water quality and the monitoring of water quality is inadequate.
- There are very few local spare parts suppliers and construction material service providers (cement, reinforcement bars, etc.) in remote areas.
- Although WASHCOs' funds are available in microfinance institutions' savings accounts for operation and maintenance, the amount that is saved would not cover the cost if there was major breakdown of water points.
- Even though the cost recovery system seems to be meeting program objectives (i.e. communities make financial contributions for O&M at the savings account in the microfinance institution), it is not moving towards a financially sustainable future which would allow the beneficiaries to:
  - conduct a major maintenance in case of sudden breakdown,
  - replace the system when it reaches the end of its economic life, and/or
  - expand the system so as to accommodate additional users with increase in population and demand.

## **8 CHALLENGES, LESSONS LEARNED, CONCLUSIONS AND RECOMMENDATIONS**

The major challenges faced over the five years of implementation of COWASH, lessons learnt and the main conclusions and recommendations for future interventions are indicated hereunder.

### **8.1 CHALLENGES FACED, MEASURES TAKEN AND RECOMMENDATIONS**

The main challenges faced during the implementation of COWASH Phase I&II and the associated measures taken or recommendations are indicated below:

1. Coordination at region level.  
This challenge was mitigated through strong coordination effort by FTAT and RSU staff at region and woreda levels. In future, this can be mitigated by ensuring RSU support to the establishment of the new RWCO structure and by following same Chairing system Steering Committees in One WASH and COWASH.
2. Limited Woreda human capacity  
This challenge was mitigated through formal training, on-the-job training, close supervision, experience sharing implemented by FTAT and RSUs. The same has to continue in Phase III.
3. Lack of or weak agreed and accepted systems (O&M procedures, target setting, data accuracy and definitions, planning and reporting formats)

Strong leadership, training and follow-up in implementation of developed systems were and will be the mitigation measures in all COWASH phases.

4. Low number of women in leadership positions

Main mitigation measures to address this challenge is to empower men & women through trainings and experience sharing, increase woreda staff awareness in women leadership and bring Women Affairs as an official partner to WASH.

5. Weak Education and Health Bureau support to woredas

This challenge can be mitigated through the empowerment of the Regional WASH Steering Committee members on the issue and by including the COWASH activities into performance evaluation through accountability system.

## 8.2 MAJOR LESSONS LEARNT

COWASH learnt a lot from the processes and the results achieved over its five years implementation. The major lessons learned in the implementation of COWASH Phase I&II are:

- **When CMP is fully understood by the woreda, it can make a big change in WASH** implementation and achievement of targets as CMP empowers, innovates and releases un-tapped resources;
- **Each step of CMP cycle contributes to the sustainability.** The process and follow-up of the process is very important in CMP implementation. Each process step has been designed to contribute to the sustainability in WASH.
- **CMP is excellent tool in community empowerment.** Through the CMP process the community is in the driving seat. Transfer of funds to the community and authorizing the community to manage the funds, carry out the procurement, execute the project management and take the leading role in operation and maintenance are the tools of CMP which empower community members and thus ensure high ownership.
- **Women empowerment in WASH implementation will increase the achievement of results.** Phase III design has been done based on this lesson. The WASH program as a whole is a women's empowerment program. Nearly all WASH activities focus on women and improving their life and livelihood, on decreasing women's workload, on increasing women's health and economical status. There is a strong belief that once women assume responsibility in WASH implementation and operation and maintenance, the systems will not perish, but rather flourish.
- **CMP approach cycle steps replicated by many other projects and NGOs.** CMP approach and the CMP cycle are becoming more familiar in Ethiopia. If the financial regulations of project implementers prevent the transfer of funds to the community, still many other parts of CMP approach and its project cycle steps are replicated by different organizations in various projects as these have been found out to be important steps in ensuring sustainability. For instance, Plan Ethiopia is fully replicating CMP in its projects in Amhara through ORDA. Regional governments have adopted the labor based contracting from CMP to reduce the costs. In Jimma Zone, the cobble stone project has flourished and increased community contribution once the implementation and fund management was transferred to the community. Organizations start to realize that also in urban water supply, the CMP approach will contribute greatly to the ownership and sustainability.



## 9 ANNEXES

1. Result reporting matrix
2. Cumulative financing reports by regions
3. Summary of evaluation

## COWASH PHASE I &amp; II RESULT REPORTING MATRIX

Impact / Outcome / Output	Indicator	Unit	Link to Partner's Result Framework	Baseline (2003 EFY)	2007 EFY Target (Cumulative)	2007 EFY Achievement (Cumulative)	2008 EFY Target (Cumulative)	2008 EFY Achievement (Cumulative)	Means of verification (MoV)	Assumptions
<b>Overall Objective:</b>										
To achieve universal access to WaSH in the rural areas of Ethiopia	<i>Rural Potable Water Supply Access Coverage within 1.5 km radius (by All Actors)</i>	%		73.0	98.0	81.6	64.0	65.1	Woreda WASH Progress Reports	The assumptions made to contribute to the attainment of the GTP I targets hold. Government of Ethiopia implemented MoU, WIF, UAP II and GTP I.
	<b>Ob1.1:</b> Contribution of COWASH in Rural Potable Water Supply Access Coverage within 1.5km radius in the targeted woredas increased (average of 71 Woredas)	%			16.5	21.7	19.8	22.0		
	<b>Ob1.2:</b> Rate of functionality of rural water supplies in the targeted woredas improved (By All Actors)	%		82.0	90.0	93.4	89.0	91.2		
	<b>Ob1.3:</b> Proportion of rural ODF kebeles in the targeted woredas (By All Actors)	%			18.0	52.1	33.0	60.5		
	<i>School Potable Water Supply Access Coverage (All Actors)</i>	%				35.7		63.9		
	<b>Ob1.4:</b> Contribution of COWASH in schools Potable Water Supply Access Coverage increased	%				19.9		17.7		
	<i>Health Facilities Potable Water Supply Access Coverage (All Actors)</i>	%				16.1		20.0		
	<b>Ob1.5:</b> Contribution of COWASH in health facilities Potable Water Supply Access Coverage increased	%				16.5		23.4		
	<i>School Improved latrine access coverage (All Actors)</i>	%				34.9		37.8		
	<b>Ob1.6:</b> Contribution of COWASH in schools Improved Latrine Access Coverage increased	%				4.7		8.3		
	<i>Health Facility Improved latrine access coverage (All Actors)</i>	%				42.5		49.6		
<b>Ob1.7:</b> Contribution of COWASH in health facilities Improved latrine Coverage increased	%				5.1		6.9			

Impact / Outcome / Output	Indicator	Unit	Link to Partner's Result Framework	Baseline (2003 EFY)	2007 EFY Target (Cumulative)	2007 EFY Achievement (Cumulative)	2008 EFY Target (Cumulative)	2008 EFY Achievement (Cumulative)	Means of verification (MoV)	Assumptions
<b>Purpose:</b>										
Support the acceleration of UAP-rural water and sanitation targets attainment through the establishment of an enabling environment and the implementation of CMP interventions in selected rural areas of Ethiopia	P1: Percentage of Regions implementing CMP approach through COWASH increased	%		22	55	55	55	55	Woreda WASH reports	The assumptions have hold during the project mplementation period. Regional and woreda staff retained in their posts; adequate amount of ground water available in the intervention areas; GoE policies and strategies motivate staff;MoU and WIF signed at federal level and partners abide the signed documents; Regional MoUs signed between WaSH partners and MoUs abide by partners; Euro value to Birr do not decline remarkably. However, scaling up of the CMP approach to non-COWASH regions has not been possible due to delay in the approval of the National CMP implementation guideline by MoFEC
	P2: Percentage of Woredas of targeted regions implementing CMP approach increased	%		5	12	12	12	12		
	P3: Percentage of Kebeles of targeted woredas implementing COWASH/CMP	%		22	59	61	80	67		
	P4: Percentage of rural population that has accesses to potable water through CMP under COWASH increased	%			17.7		12.1			
	P5: Amount of regional budget allocated for COWASH (Birr in Million)	Birr					502.83	452.62		

Impact / Outcome / Output	Indicator	Unit	Link to Partner's Result Framework	Baseline (2003 EFY)	2007 EFY Target (Cumulative)	2007 EFY Achievement (Cumulative)	2008 EFY Target (Cumulative)	2008 EFY Achievement (Cumulative)	Means of verification (MoV)	Assumptions
<b>COMPONENT 1: Strengthening the Federal Capacity to Implement Community Managed Projects alongside with a Support to the Establishment of the One WaSH Program.</b>										
Output 1.1.1: Manuals & Guidelines Reviewed & Developed for Standardizing the CMP implementation within the WaSH Implementation Framework	OI1.1.1.1: Generic CMP Implementation guidelines harmonized with WIF and incorporating crosscutting issues developed and implemented	No			17	14	17	17		
	OI1.1.1.2: Tested higher technology options reviewed (with women and vulnerable groups opinions included) and incorporated into CMP manuals and guidelines.	No			3	3	3	3		
Output 1.1.2: Tools and Mechanisms Reviewed & Developed for Standardizing the Planning, Implementation & Monitoring of CMPs	OI1.1.2.1: Federal level annual plans prepared as per outline and formats	No			4	4	5	5		
	OI1.1.2.2: Federal level quarterly & annual reports prepared and disseminated to stakeholders	No			15	15	18	18		
	OI1.1.2.3: Federal steering committee meetings on COWASH conducted	No			8	4	10	5		
Output 1.1.3: CMP Approach within the Rural WaSH Scientifically Researched	OI1.1.3.1: Number of CMP researches completed (1 Doctoral, 4 Masters and 3 Bachelor levels)	No			7	5	7	6		
	OI1.1.3.2: CMP related research result presentations given in international conferences	No			2	1	2	2		
	OI1.1.3.3: Publish articles on reputable journals on CMP related research results	No			3	1	3	2		
Output 1.1.4: Information, Education & Communication (IEC) on CMP Implementation Modality Enhanced	OI1.1.4.1: Number of major international & national events (workshops, seminars, conferences, symposiums) where CMP awareness is raised through COWASH participation	No			25	25	30	30		
	OI1.1.4.2: Number of CMP related IEC materials prepared and published; 5 Table Calendars, 3 short films	No			9	9	14	13		

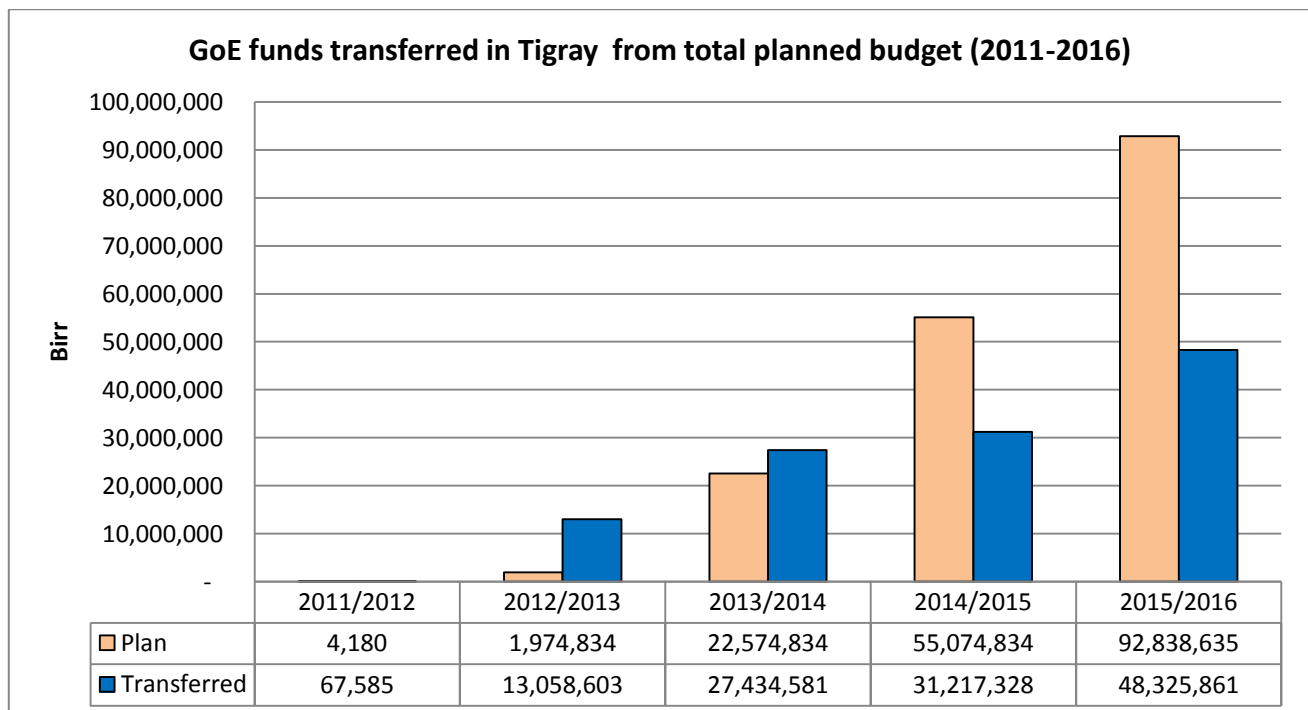
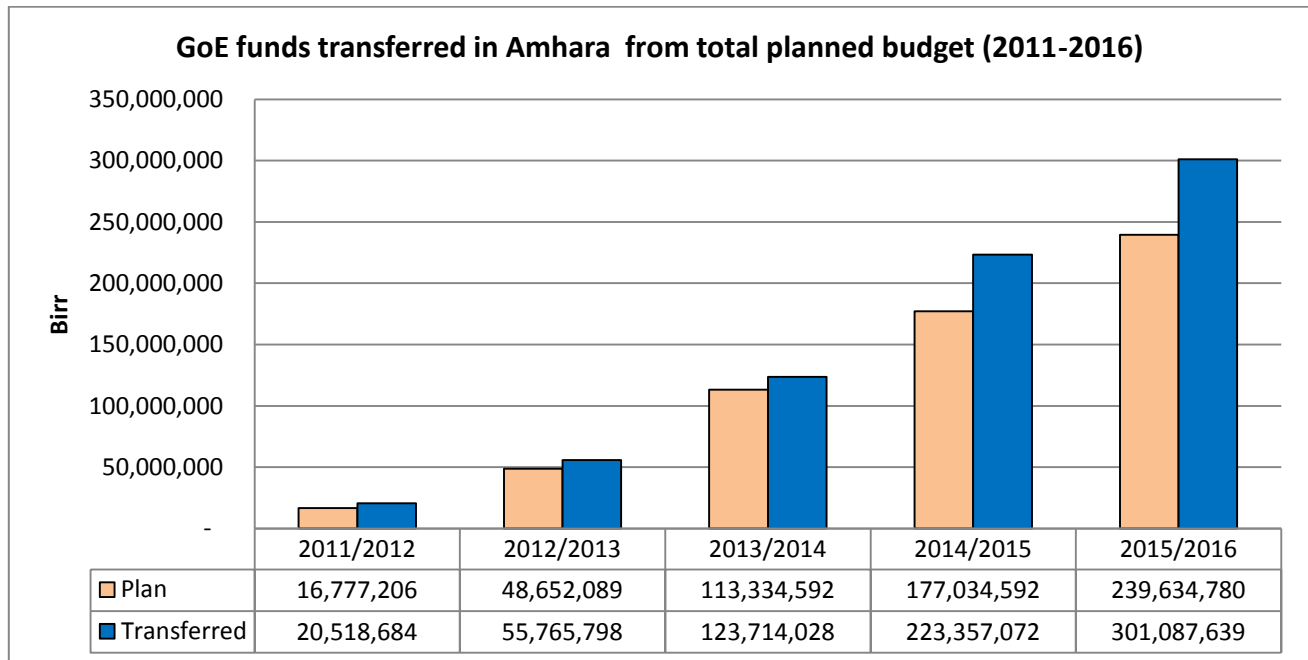
Impact / Outcome / Output	Indicator	Unit	Link to Partner's Result Framework	Baseline (2003 EFY)	2007 EFY Target (Cumulative)	2007 EFY Achievement (Cumulative)	2008 EFY Target (Cumulative)	2008 EFY Achievement (Cumulative)	Means of verification (MoV)	Assumptions
Output 1.2.1: Capacity building instruments reviewed and developed	OI1.2.1.1: Generic CMP capacity building strategy developed and implemented	No			1	1	1	1		
	OI1.2.1.2: Generic woreda level capacity building package developed and implemented	No			1	1	1	1		
	OI1.2.1.3: Impact assessments made on CMP related trainings	No			2	2	2	2		
Output 1.2.2: Capable & adequate personnel in place for CMP implementation at National and Regional Levels	OI1.2.2.1: Number of people hired by Ramboll at the federal level for COWASH	No			12	12	12	12		
	OI1.2.2.2: Number of people trained by COWASH Federal Technical Assistance Team (COWASH FTAT)	No			1,700	1,416	1,878	1,630		
Output 1.3.1: COWASH Support Provided in preparing One WaSH National Program	OI1.3.1.1: Number of short term consultancy days provided by COWASH for the development & implementation of One WaSH National Program documentation	No			896	861	896	861		
	OI1.3.1.2: Financial support provided for the development & implementation of One WaSH National Program	Euro			25,000	11,530	25,000	11,530		
Output 1.3.2: COWASH Support Provided in Implementation of One WaSH National Program	OI1.3.2.1: Number of people trained in CMP implementation in non-COWASH regions by federal COWASH staff	No			400	0	400	0		
	OI1.3.2.2: Federal level advisers assigned in the One WaSH National Program management	No			8	0	8	0		

Impact / Outcome / Output	Indicator	Unit	Link to Partner's Result Framework	Baseline (2003 EFY)	2007 EFY Target (Cumulative)	2007 EFY Achievement (Cumulative)	2008 EFY Target (Cumulative)	2008 EFY Achievement (Cumulative)	Means of verification (MoV)	Assumptions
<b>Component 2: Establishing and Strengthening the Capacity in Regions to scale-up Implementation of CMP.</b>										
<b>Output 2.1.1:</b> Regional Support Units (RSU) established and functional	<b>OI2.1.1.1:</b> Annual COWASH work plans produced and implemented	No			16	16	17	17		
	<b>OI2.1.1.2:</b> 80 COWASH quarterly and annual reports produced as per the annual plans	No			78	78	82	82		
	<b>OI2.1.1.3:</b> Technical assistance staff hired to RSUs	No			29	29	29	29		
<b>Output 2.1.2:</b> Regions, zones and woredas capacitated to implement Rural WaSH through CMP	<b>OI2.1.2.1:</b> People trained in the regions, woredas and zones about CMP and related issues	No			137,196	135,173	181,588	186,898		
	<b>OI2.1.2.2:</b> Number of water points (community & institutions) and institutional latrines built as per plan (proxy indicator)	No			7,100	8,298	9,256	10,828		
<b>Output 2.2.1:</b> Flow of funds for CMPs functional	<b>OI2.2.1.1:</b> Fund transfer requests done to the financier	No			55	37	70	43		
	<b>OI2.2.1.2:</b> BoFED audit reports produced	No			11	9	21	12		
	<b>OI2.2.1.3:</b> Amount of investment funds transferred to WASHCOs (in Million)	Birr			364.07	351.91	514.67	471.00		
	<b>OI2.2.1.4:</b> Amount of investment funds settled by WASHCOs (in Million)	Birr			351.91	327.14	471.00	430.10		

Impact / Outcome / Output	Indicator	Unit	Link to Partner's Result Framework	Baseline (2003 EFY)	2007 EFY Target (Cumulative)	2007 EFY Achievement (Cumulative)	2008 EFY Target (Cumulative)	2008 EFY Achievement (Cumulative)	Means of verification (MoV)	Assumptions
<b>Output 2.2.2:</b> Linkages created with private sector in the supply of materials, equipment, tools &	<b>OI2.2.2.1:</b> New artisans trained by COWASH for WASH facility construction in the project woredas	No			445	1,906	550	2,216		
<b>Output 2.3.1:</b> Access to new improved water sources for Communities & Institutions increased	<b>OI2.3.1.1:</b> CMP Water Supply Scheme construction applications received from communities and institutions	No			6,649	11,450	8,923	15,136		
	<b>OI2.3.1.2:</b> Community and institutions Water Supply Scheme construction applications approved by WWT	No			11,450	9,604	15,046	12,522		
	<b>OI2.3.1.3:</b> New Water Supply Schemes constructed for communities and institutions	No			6,649	8,161	8,923	10,628		
<b>Output 2.3.2:</b> Access to Sanitation for Households and Institutions increased and hygiene behaviour improved	<b>OI2.3.2.1:</b> Number of new institutional latrines constructed	No			221	137	333	217		
<b>Output 2.3.3:</b> Sustainability of Communal & institutional water schemes in the targeted woredas strengthened	<b>OI2.3.3.1:</b> Number of old water schemes rehabilitated	No			650	449	800	535		
	<b>OI2.3.3.2:</b> Number of Community Water Supply Schemes with trained pump attendants and	No			7,712	NA	10,022	NA		
	<b>OI2.3.3.3:</b> Percentage of Community WASHCOs with at least 50% women members	%			2,314	NA	3,007	NA		
<b>Output 2.3.4:</b> Potable water quality ensured in targeted woredas	<b>OI2.3.4.1:</b> Number of water quality tests made on CMP water schemes	No			8,000	NA	10,000	NA		
	<b>OI2.3.4.2:</b> Number of chlorinations made on CMP water schemes	No			15,400	NA	20,000	NA		
	<b>OI2.3.4.3:</b> Number of COWASH Water Points with Water Safety Plan(WSP)	No		0	300	5	1,500	10		

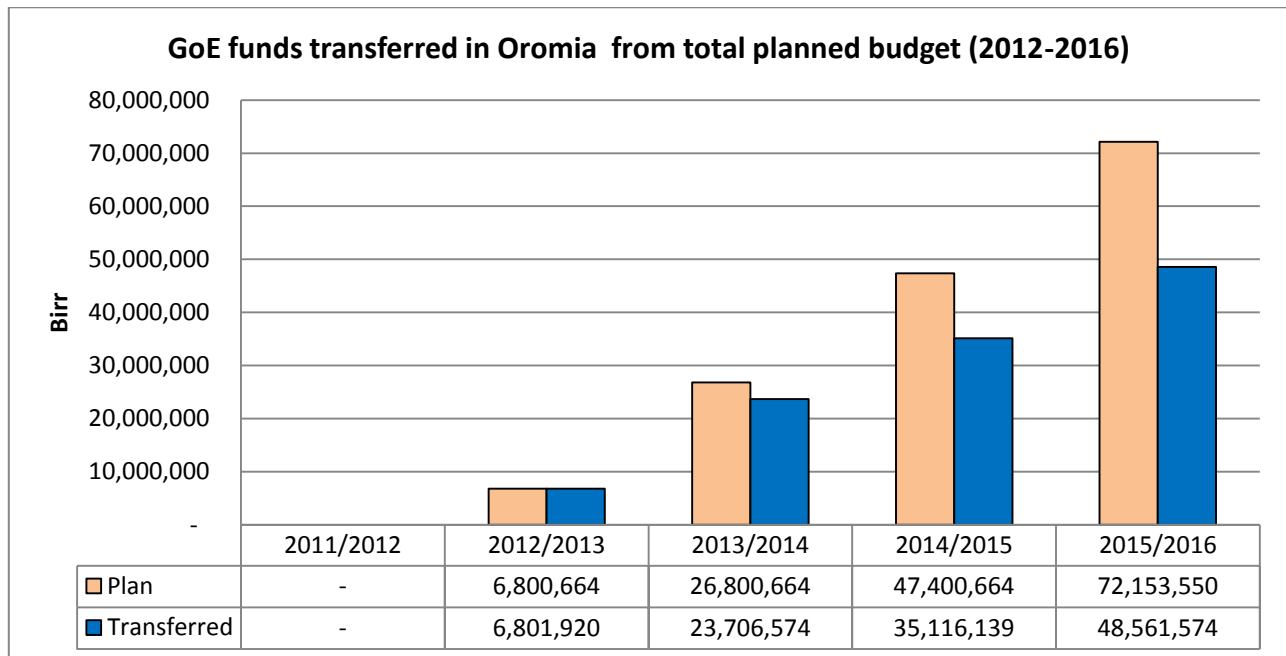
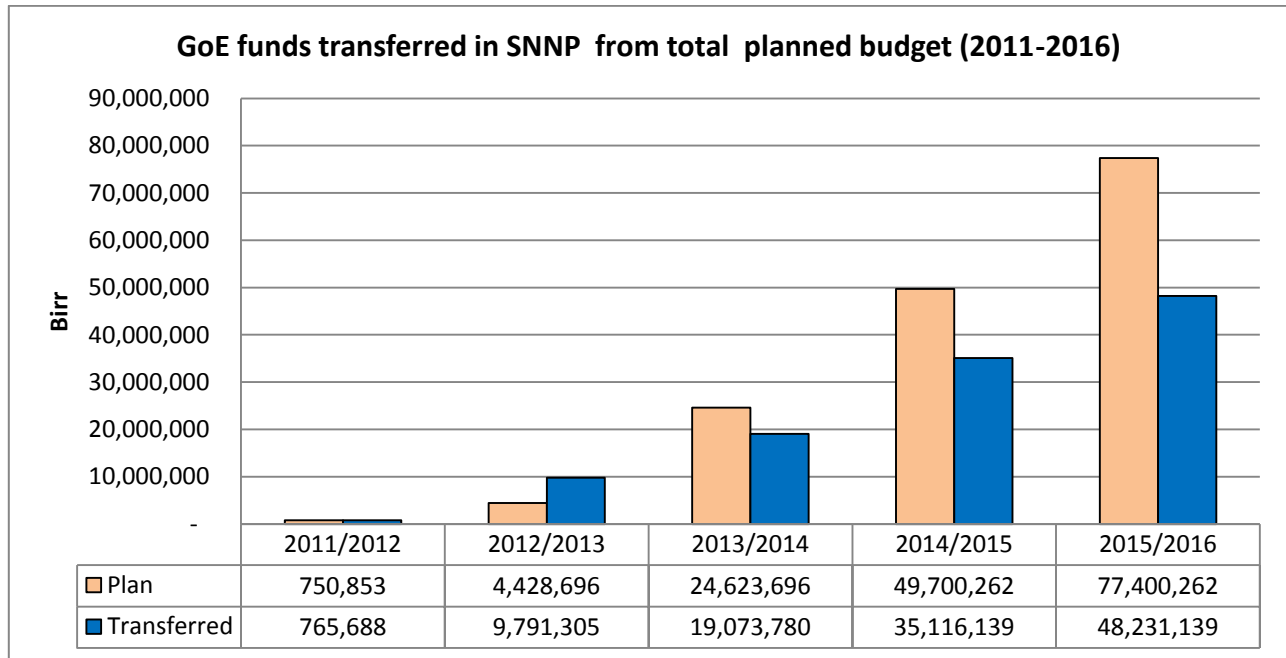
## COMULATIVE FINANCIAL RESULTS (REGIONS)

### GoE and GoF funds transferred to COWASH by the regional governments in 2011-2016

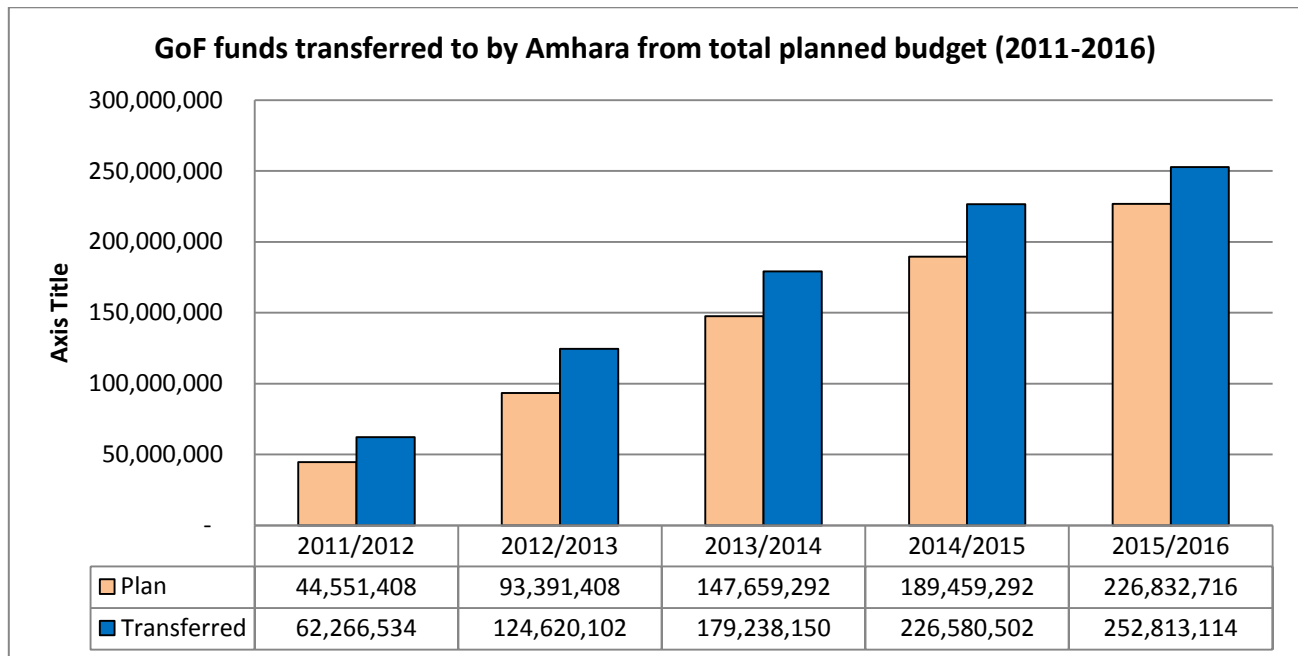
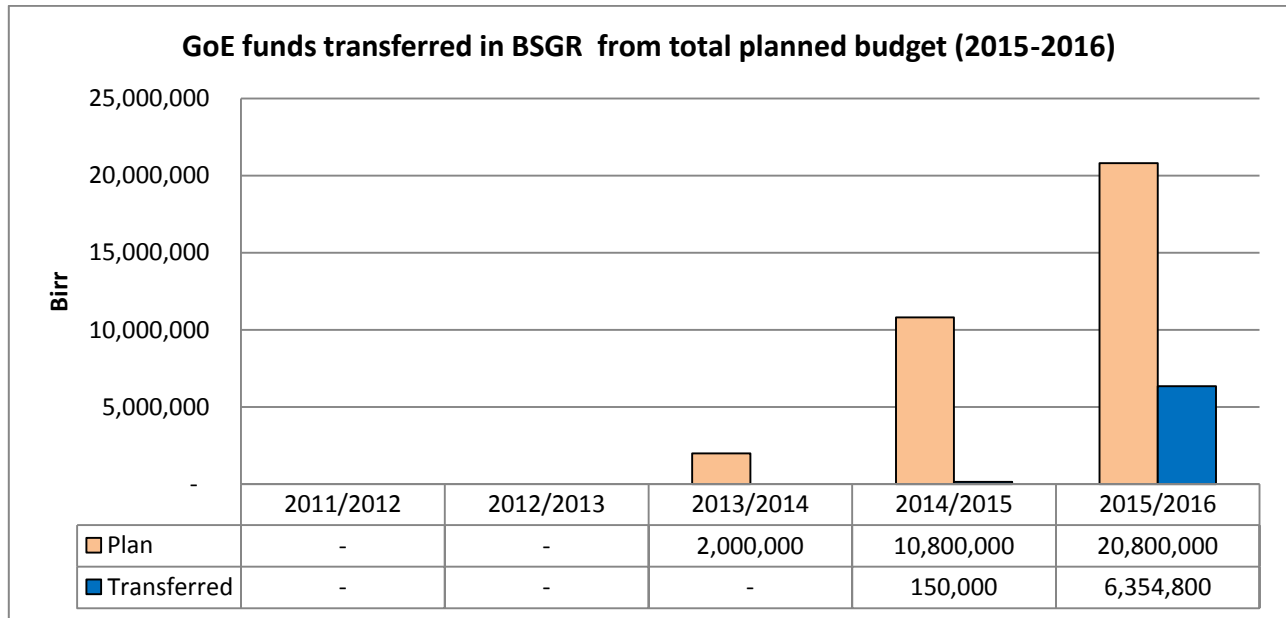




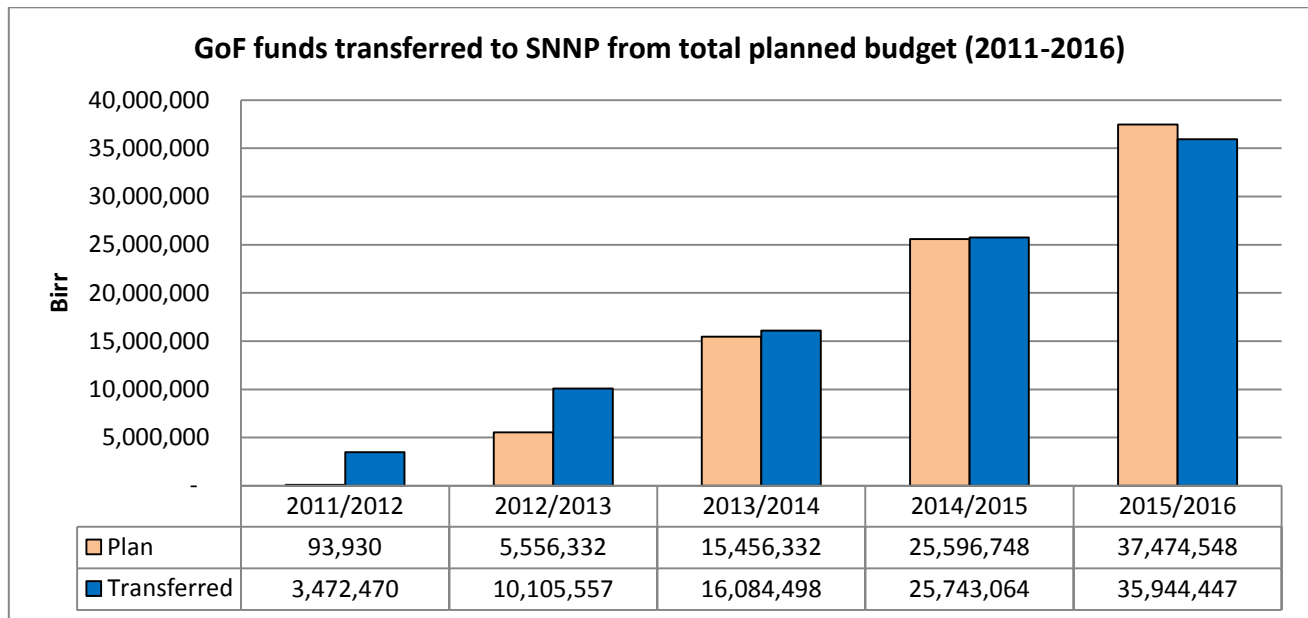
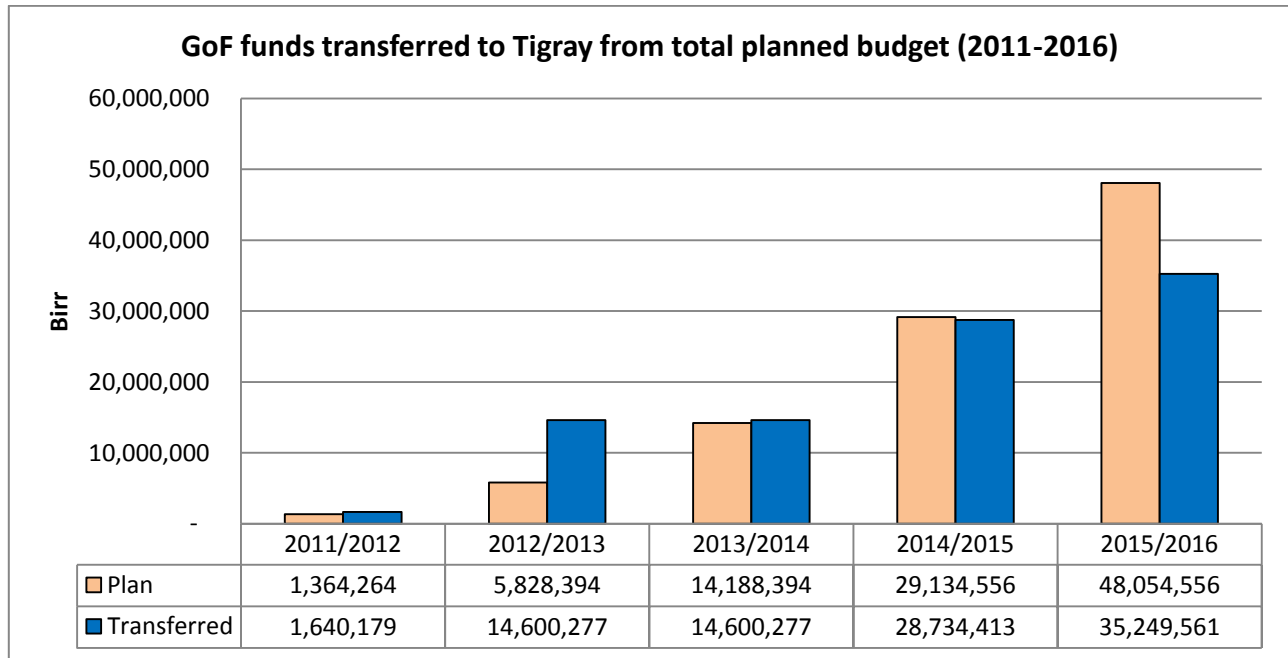
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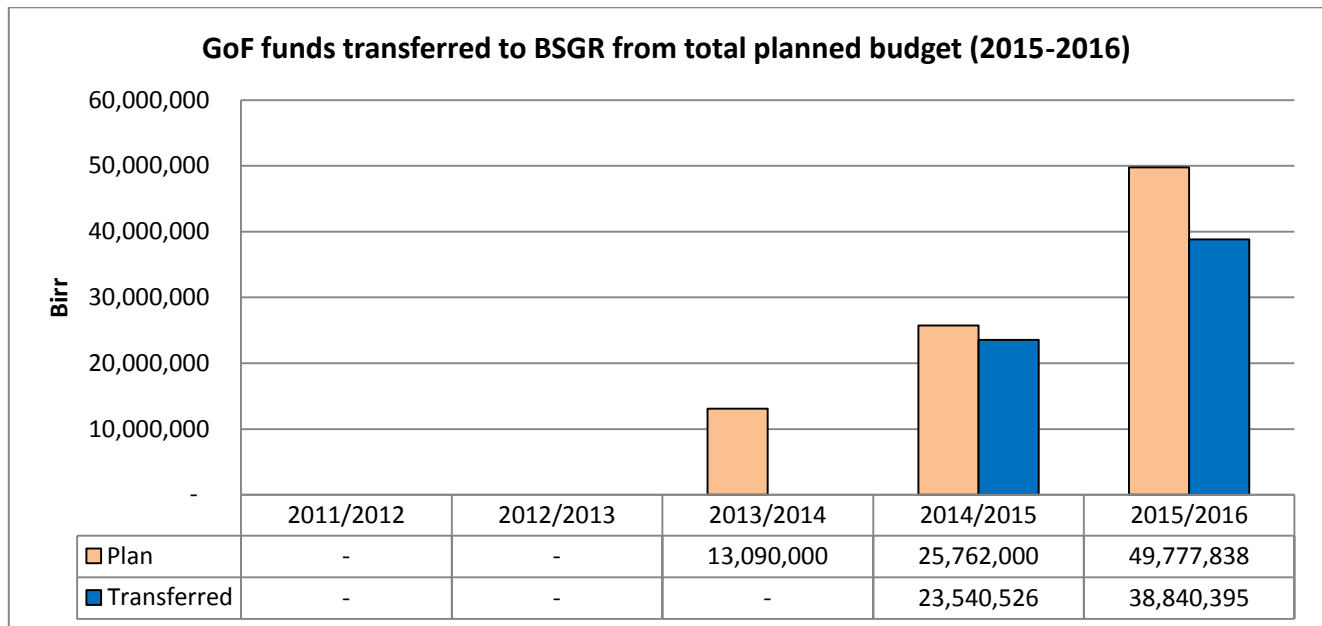
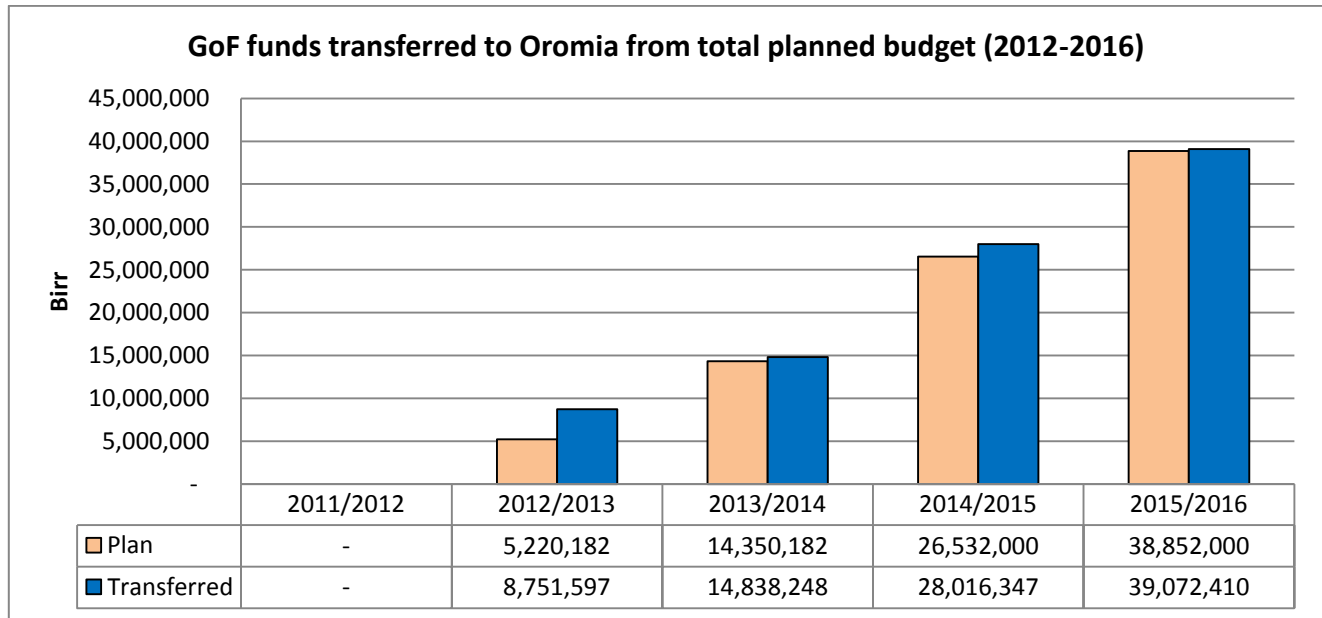
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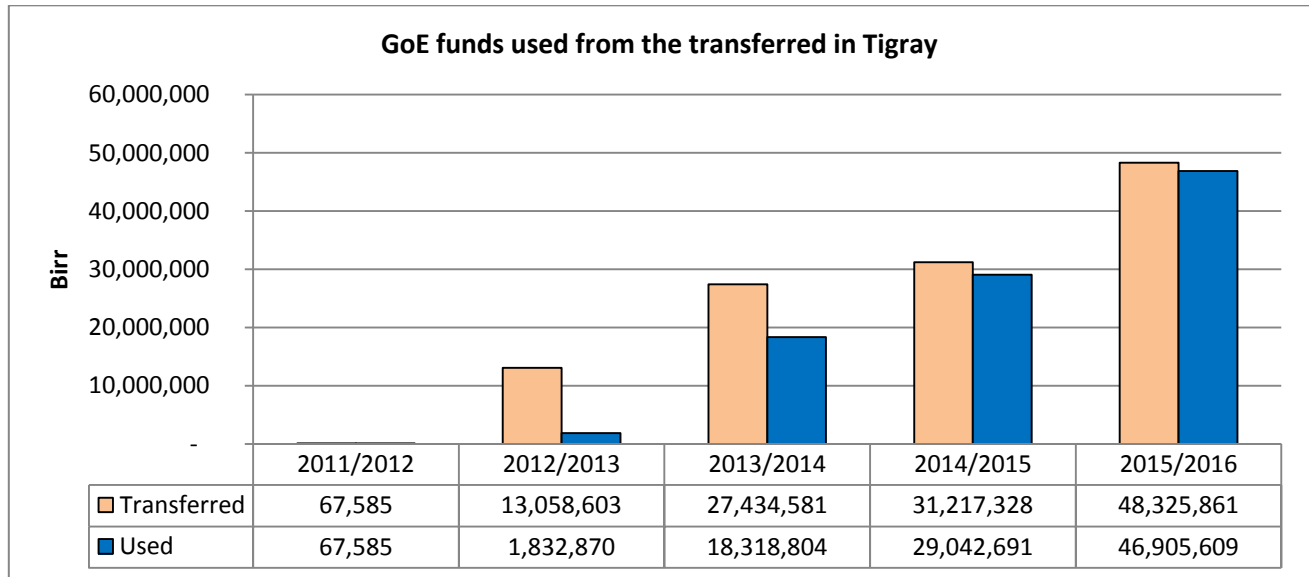
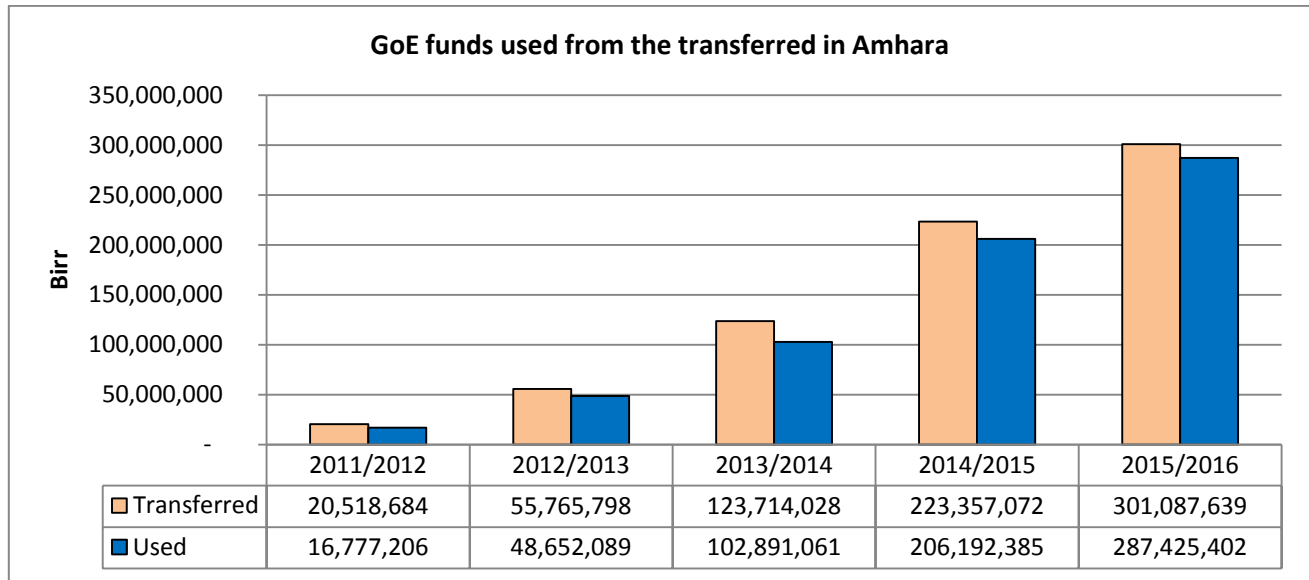


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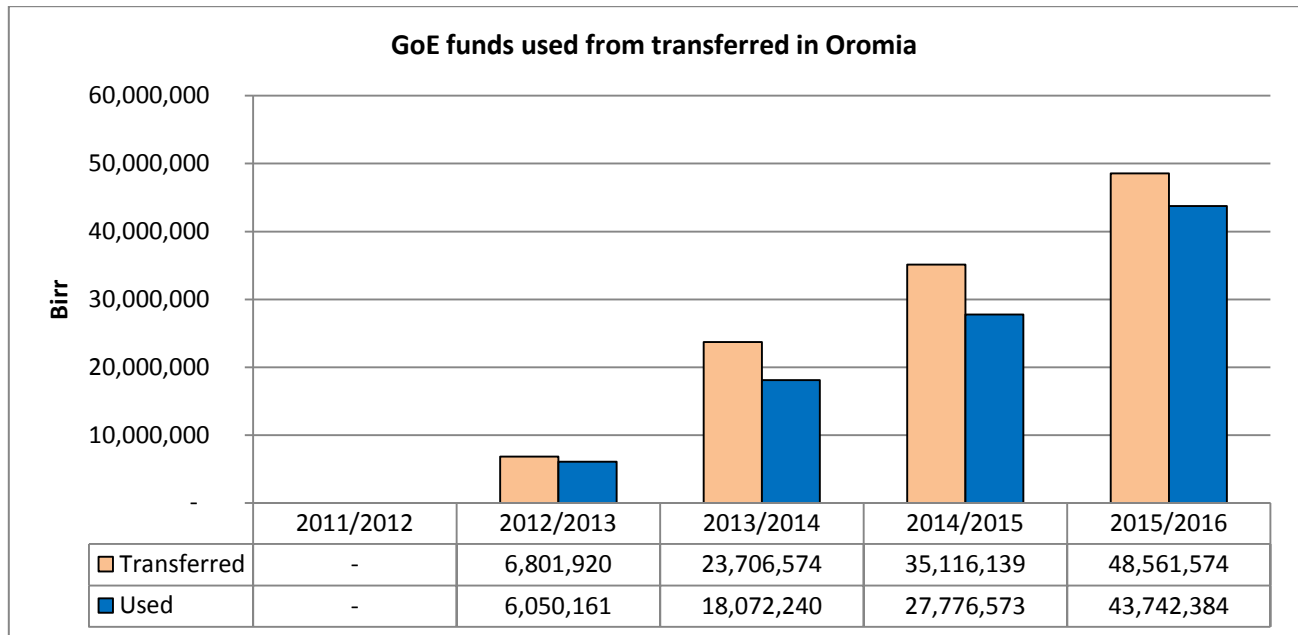
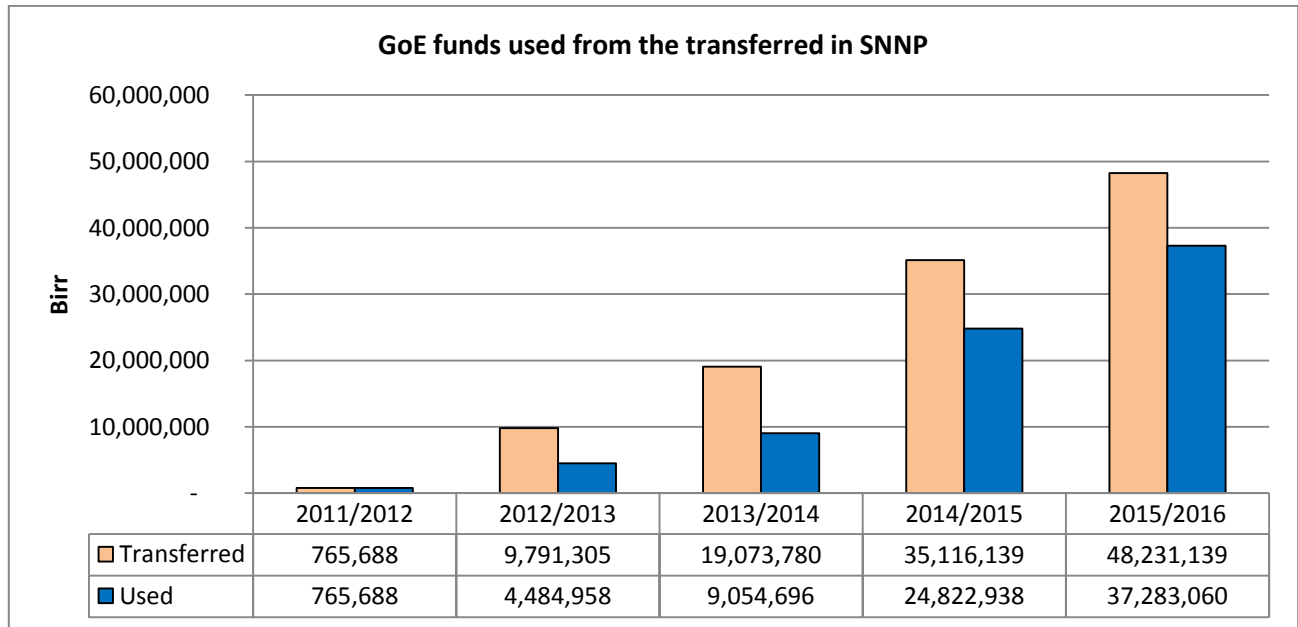


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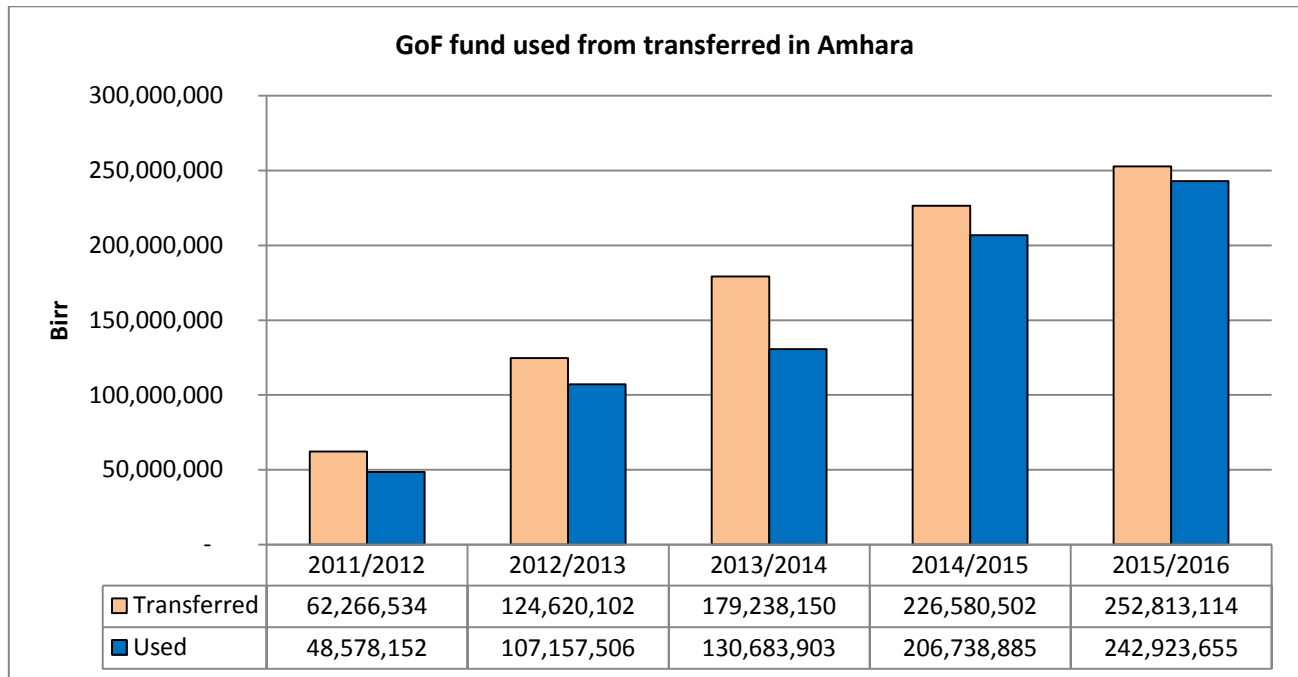
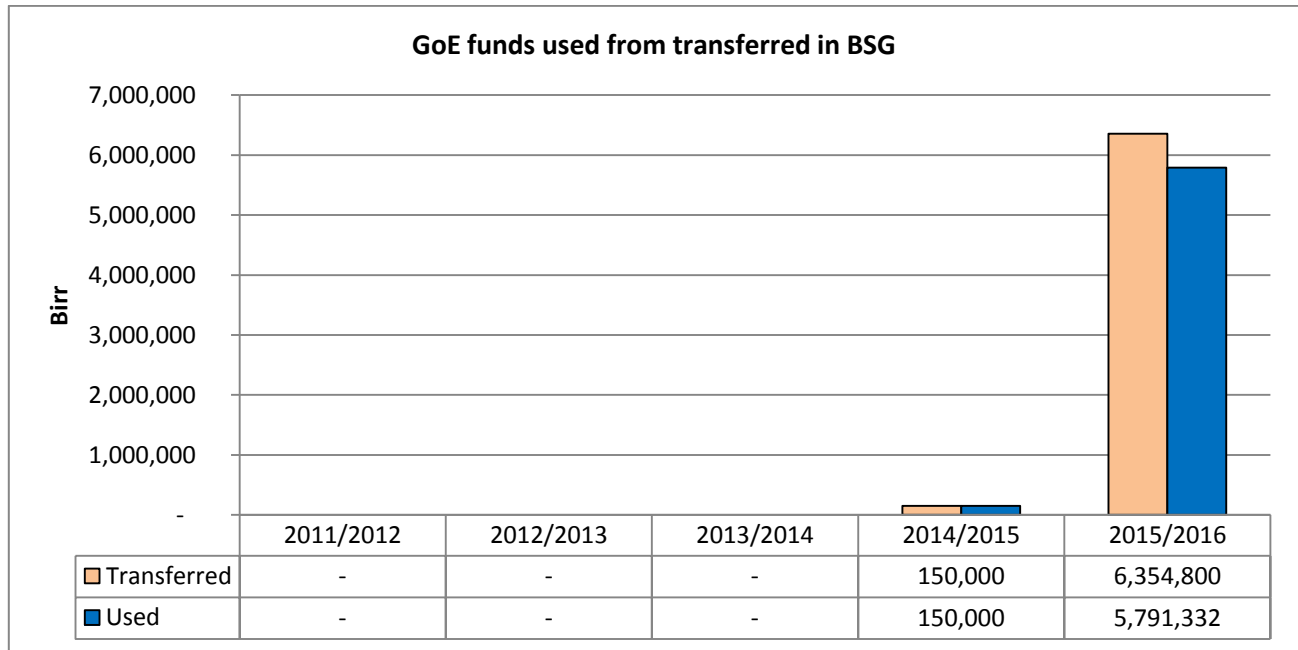
### GoE and GoF funds use from the transferred in regions in 2011-2016



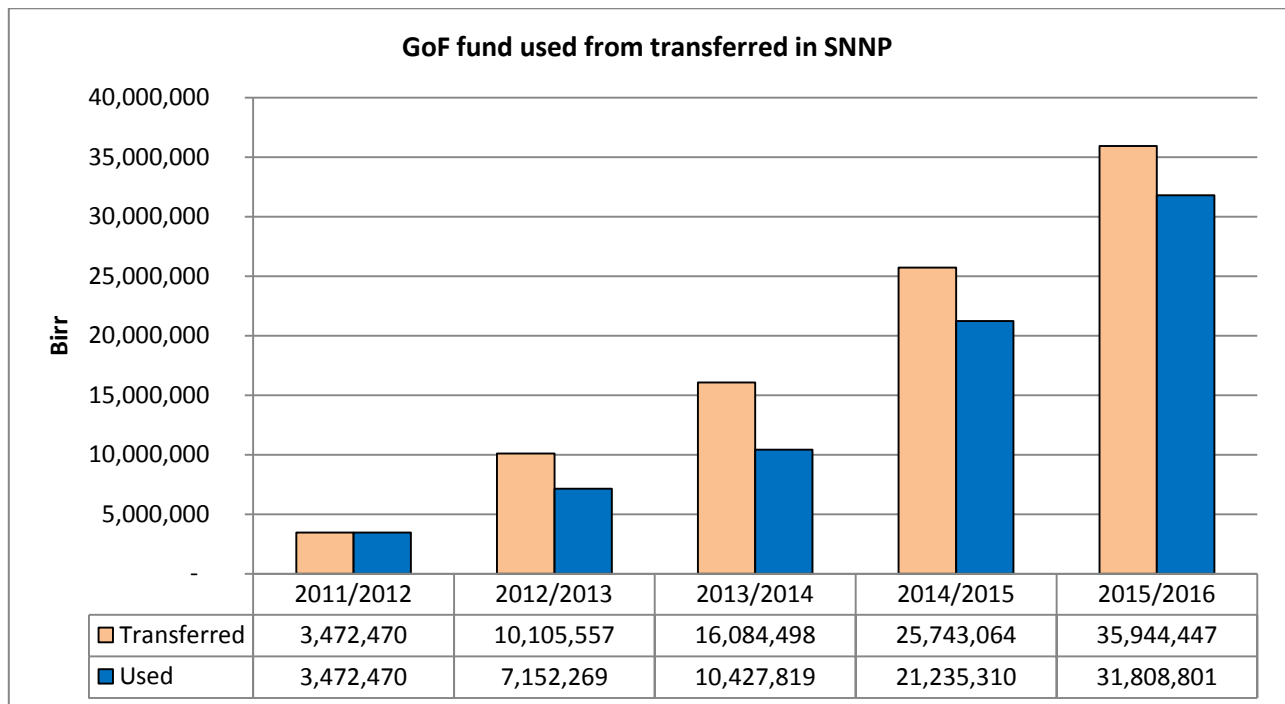
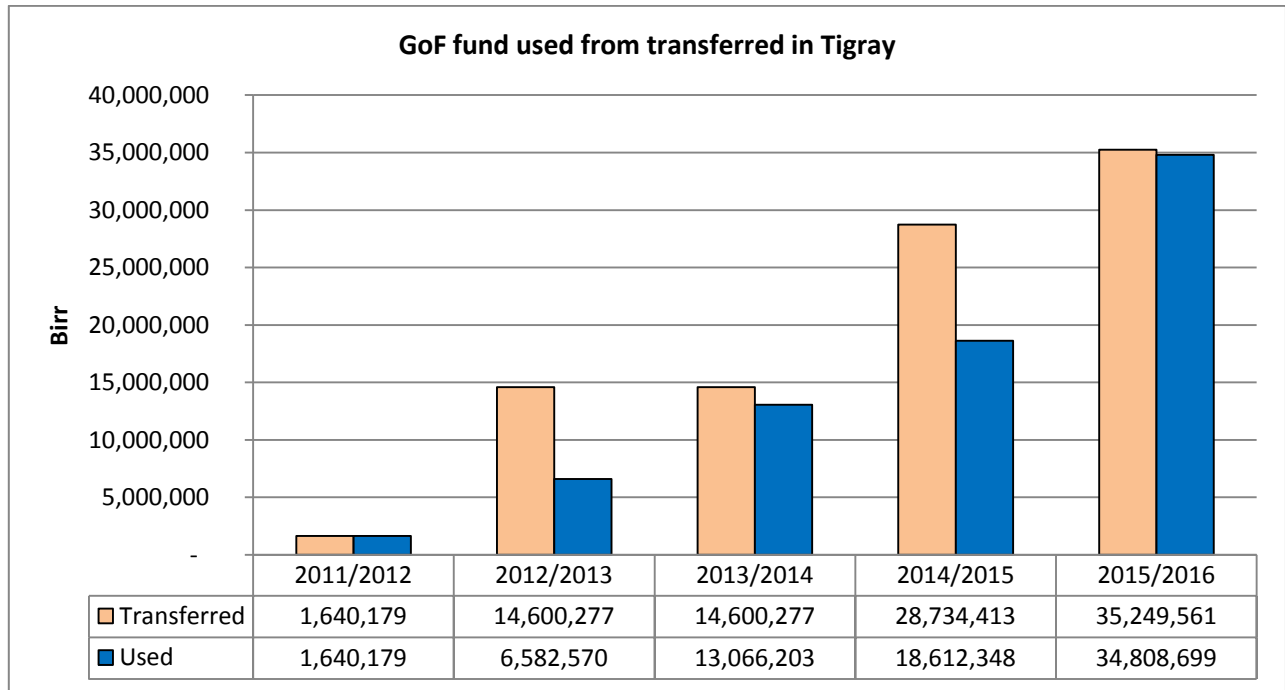
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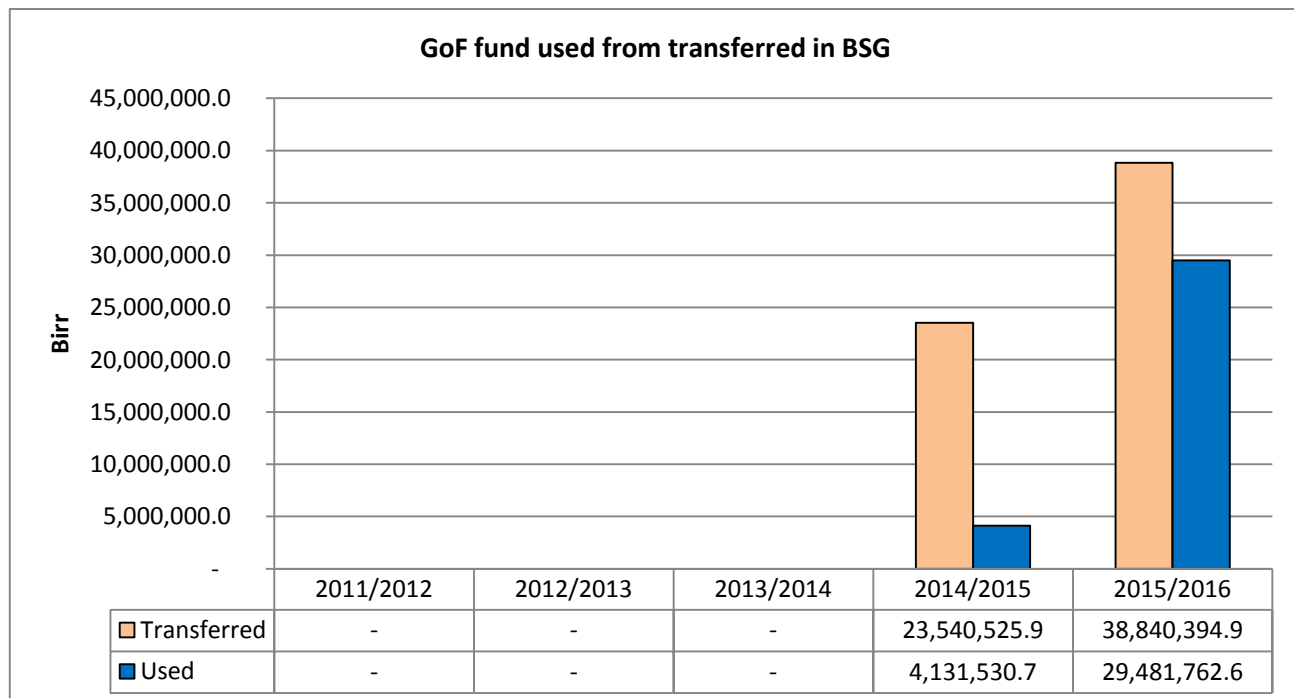
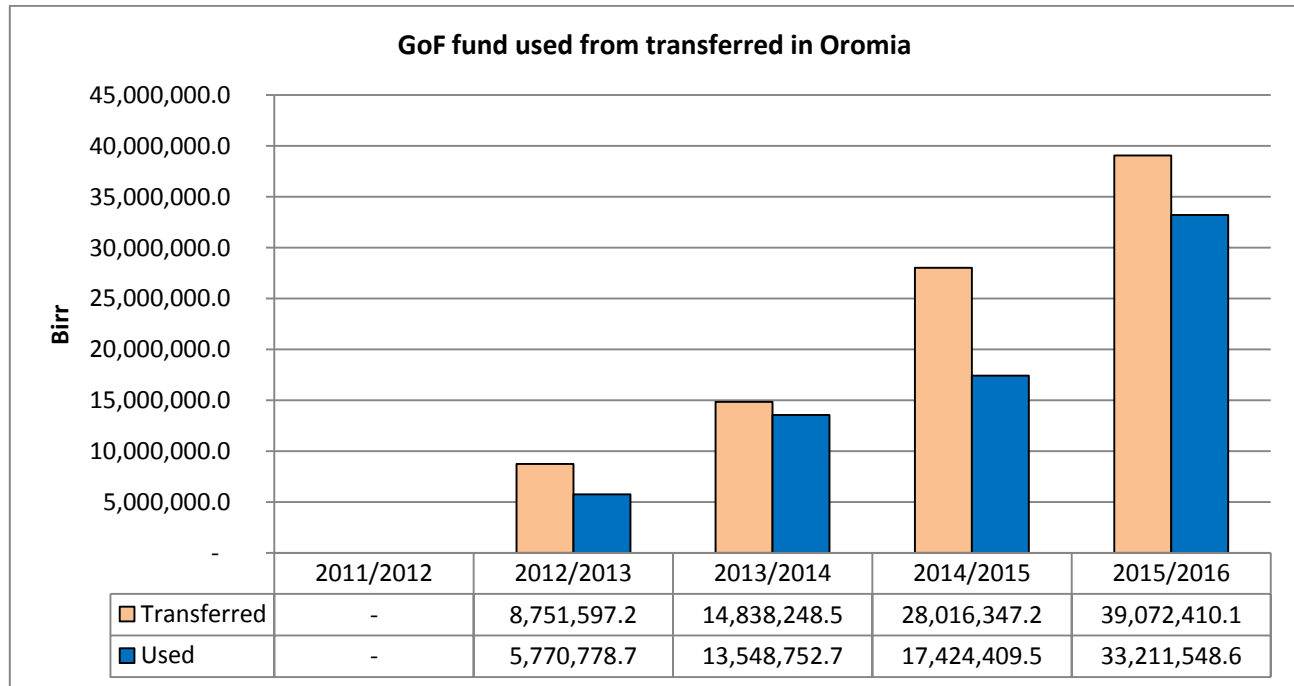


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## Annex 2 (10/10)



### SUMMARY OF COWASH MID-TERM EVALUATION RESULTS

COWASH was evaluated in April-May 2015 by a consulting company (Finnish Consulting Group) selected by the Ministry for Foreign Affairs (MFA) of Finland. The major conclusions of the evaluation were:

- **COWASH demonstrates relevance at national & community levels.** In order to further enhance the relevance of the support, Finland should be part of CWA. That would improve harmonization with the partners
- **The CMP approach is considered to be highly relevant.** The increasing level of investment funds allocated by regions to implement the CMP approach indicates that water supply and sanitation are a high priority for regions and woredas.
- **Unsolved issues with MoFEC make it questionable moving fully to support programmatic approach** by using CWA as the present COWASH funding channeling mechanism is a major empowering factor.
- **COWASH is generally performing well and effectively.** Some regions need further guidance to achieve targets and Project is mainly progressing as planned.
- **The COWASH Project and the CMP approach are widely known and appreciated at both national, regional and woreda levels** due to active promotional activities and the commitment and performance of its staff at all levels. The CMP is recognized as an effective approach that maximizes participation and ownership at community level.
- **There is a need for more effective engagement with the health sector at federal and regional levels** to develop effective procedures for verifying ODF status and post-ODF follow up to ensure the sustainability of ODF status at household and kebele levels.
- While general capacity building is effective, **there is a need to improve the quality of training provided lower levels.** In addition, it is important to ensure uniform length, content and appropriate participants, in order to further improve the effectiveness of the provided training and capacity development support.
- **The current RSU support is quite strong, but their support varies by region** and there are different needs which need to be taken into consideration.
- **COWASH is implementing water points at considerably lower unit cost per water point** than other modalities.
- **COWASH has several unique elements which support Human Rights Based Approach.** In the CMP approach, accountability and transparency are in-built. A unique feature is that the accountability structure is closest to the final beneficiaries/users with an exceptional element of fund management by communities.
- **CMP implemented schemes are highly sustainable compared to other approaches.** Ownership and commitment of the community and WASHCOs for supervision of construction quality and for O&M and protection of the scheme contributes to sustainability.
- **Environmental sustainability and climate change related risks and reliance are well covered** in the Climate Risk Screening procedures and the Climate Resilient-Water Safety Planning developed by the project.