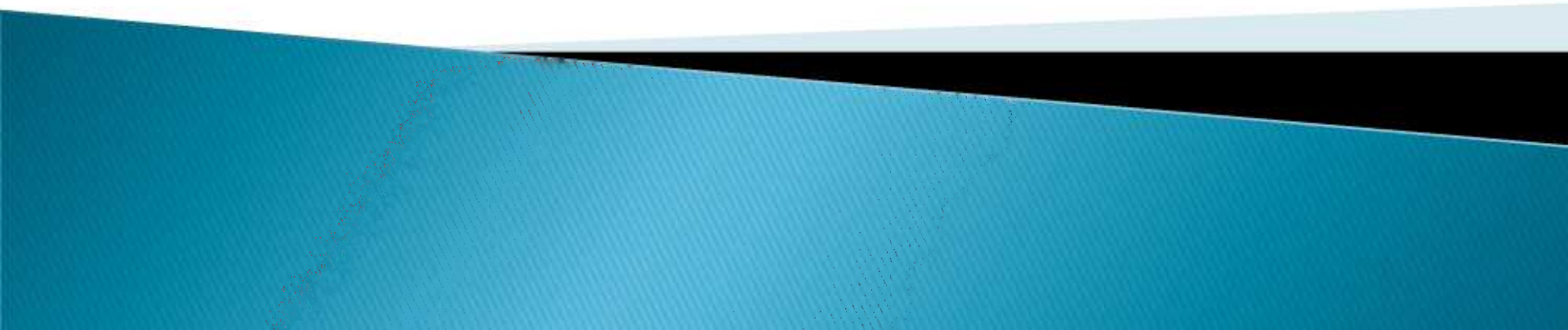


PART II

Training Impact Research

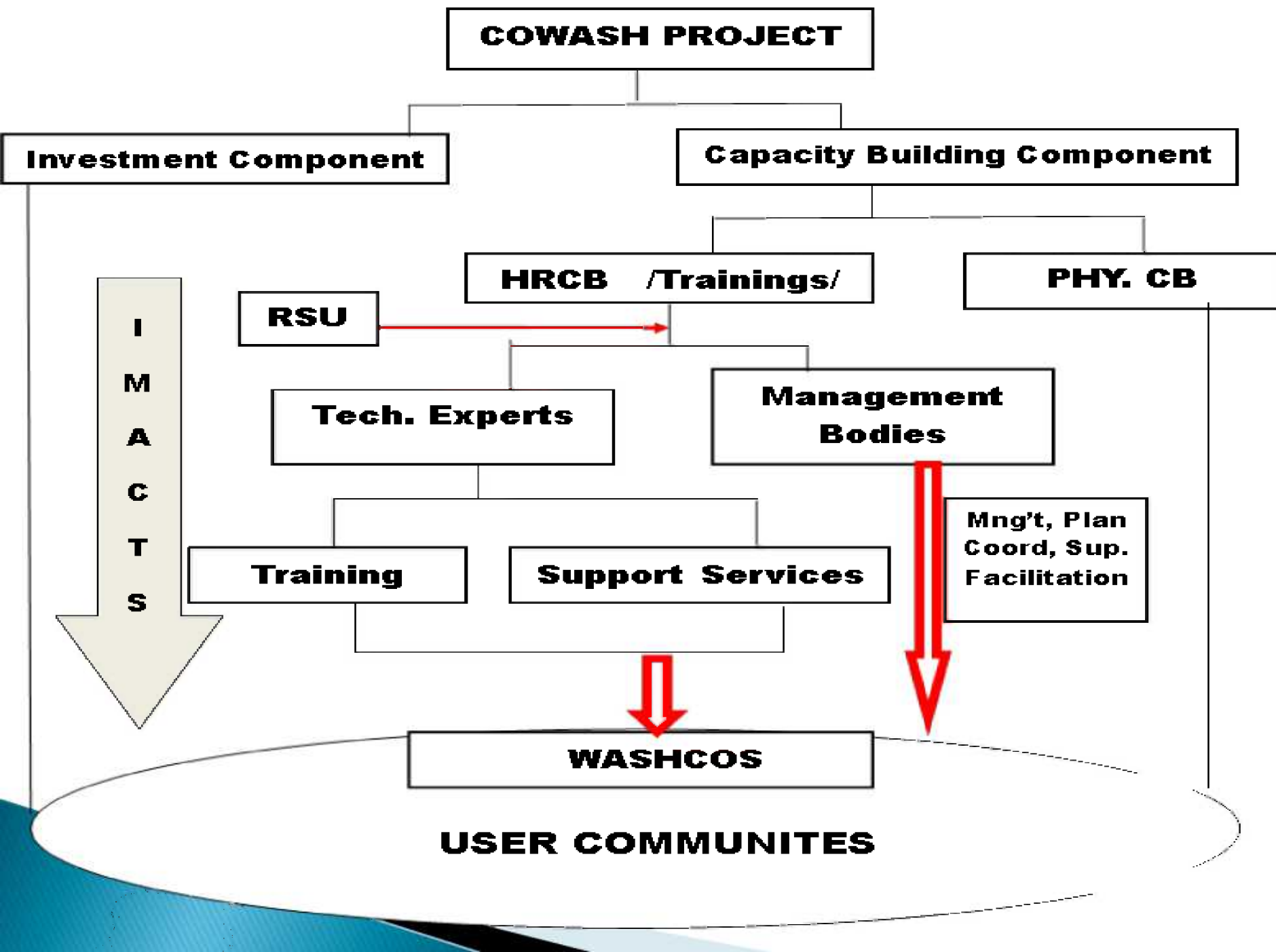
Findings and

Reflections



CONTENTS

- 1 CMP Capacity Building Training Programs**
 - 2. Delivery of CMP Trainings**
 - 3. Effectiveness of CMP Trainings**
 - 4. Training Impact on Job Performances**
 - 5. Reflections**
 - 6. Conclusions & Recommendations**
- 





1. CMP Capacity Building Training Programs

Training Organization:

- Training programs that are **cascaded** from federal level to woreda level
- They have been grossly well planned, organized, integrated and implemented at all levels;
- CMP Training programs provide vital link to secure **COWASH project outputs** by **capacitating relevant stakeholders** to work towards the realization of sustainable rural rural water supply
- All training programs under focus greatly contribute to **enhancing community management, ownership and self support among user communities**
- **Observed difficulties:-**
 - In earlier times there have been pockets of deviations from the training plans set and agreed upon
 - ✓ Adjustment in woreda priorities /emergencies

Selection of Trainees:

- Selection is done on the basis of **significance of stakeholders roles** in CMP
 - ❖ **RSUs, Zonal, Woreda experts** were trained to provide training (TOT) and support CMP implementation
 - ❖ **ZWT, WWT, KWT** get training to coordinate, facilitate and provide effective leadership to CMP implementation
 - ❖ **WASHCOs** get training to develop the capacity to coordinate, plan, implement their WASH facilities include CMP construction, procurement, property and financial management
- **Problems:** There were complaints over selection of trainees at woreda level where same individuals have been sent for same training repeatedly;

Training Duration:

- There are mixed feelings regarding training durations
 - ✓ some in favor of more time for all CMP trainings while the **majority in favor of keeping them intact** but improve efficiency in the use of time;
 - ✓ A very serious issue with training time has been the issue of **the variations with training time** from woreda to woreda for same training occasions (Training programs for WASCHCOs for instance)

Training Methodology:

- Trainers with the exception of RSU specialists have not received methodology skill training at all – a major capacity gap

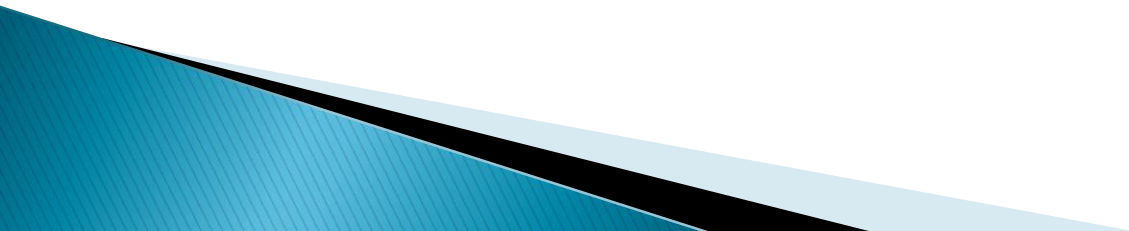
Relevance of Training Manuals:

- CMP training manuals for all sorts of training occasions **were found relevant** to enhance skill & knowledge;
- Training manuals **provide clear guidance**, step by step, to actual work on the ground. This is more so in the case of WASHCO training manuals;

BUT,

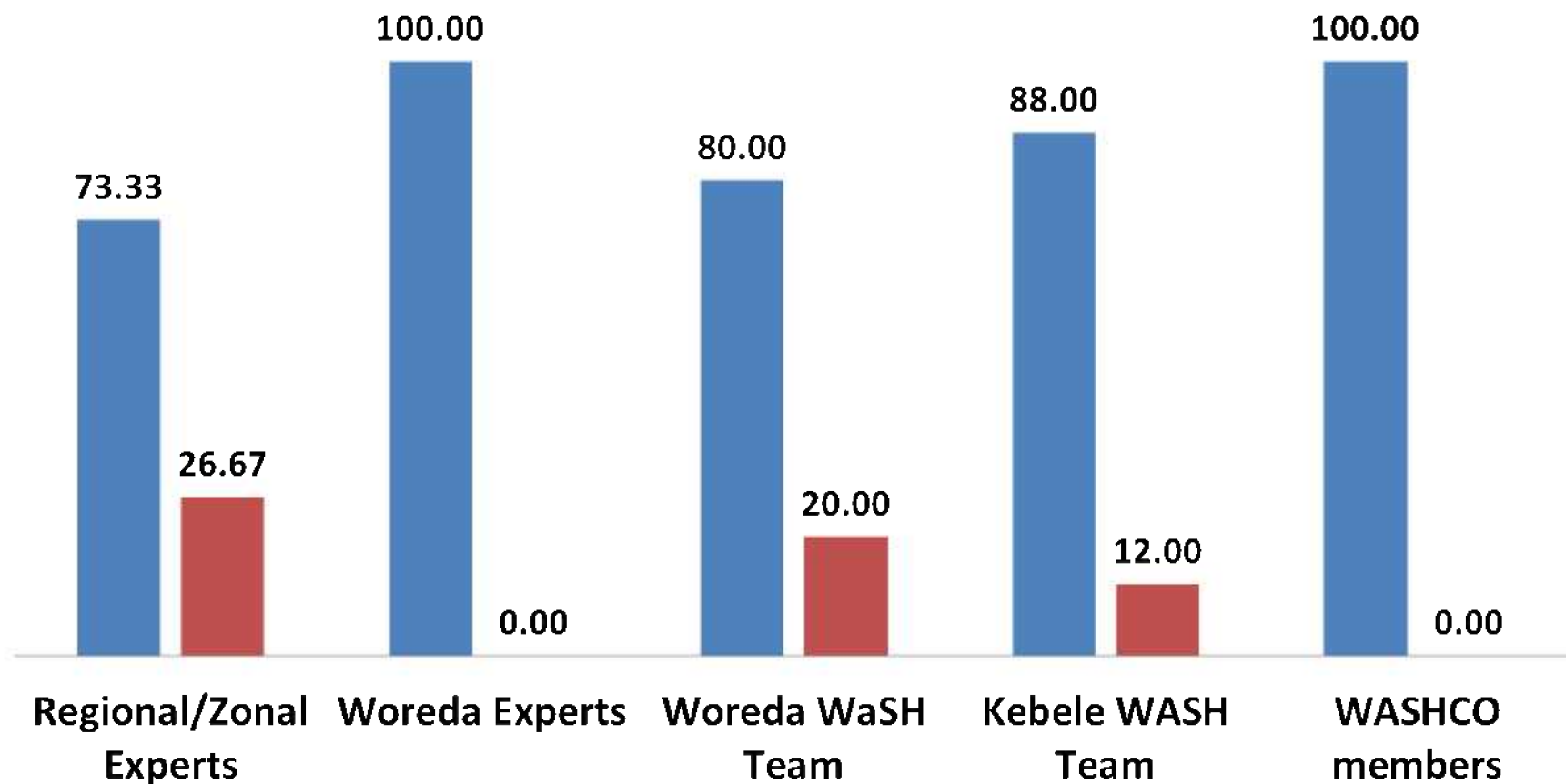
- Some formats prepared for use by WASHCOs, financial for instance require revision to **make it simple for use**
- **Fund and Contract Agreements** to be signed by WASHCOs are more complex for WASHCOs ..

2. Delivery of CMP Trainings

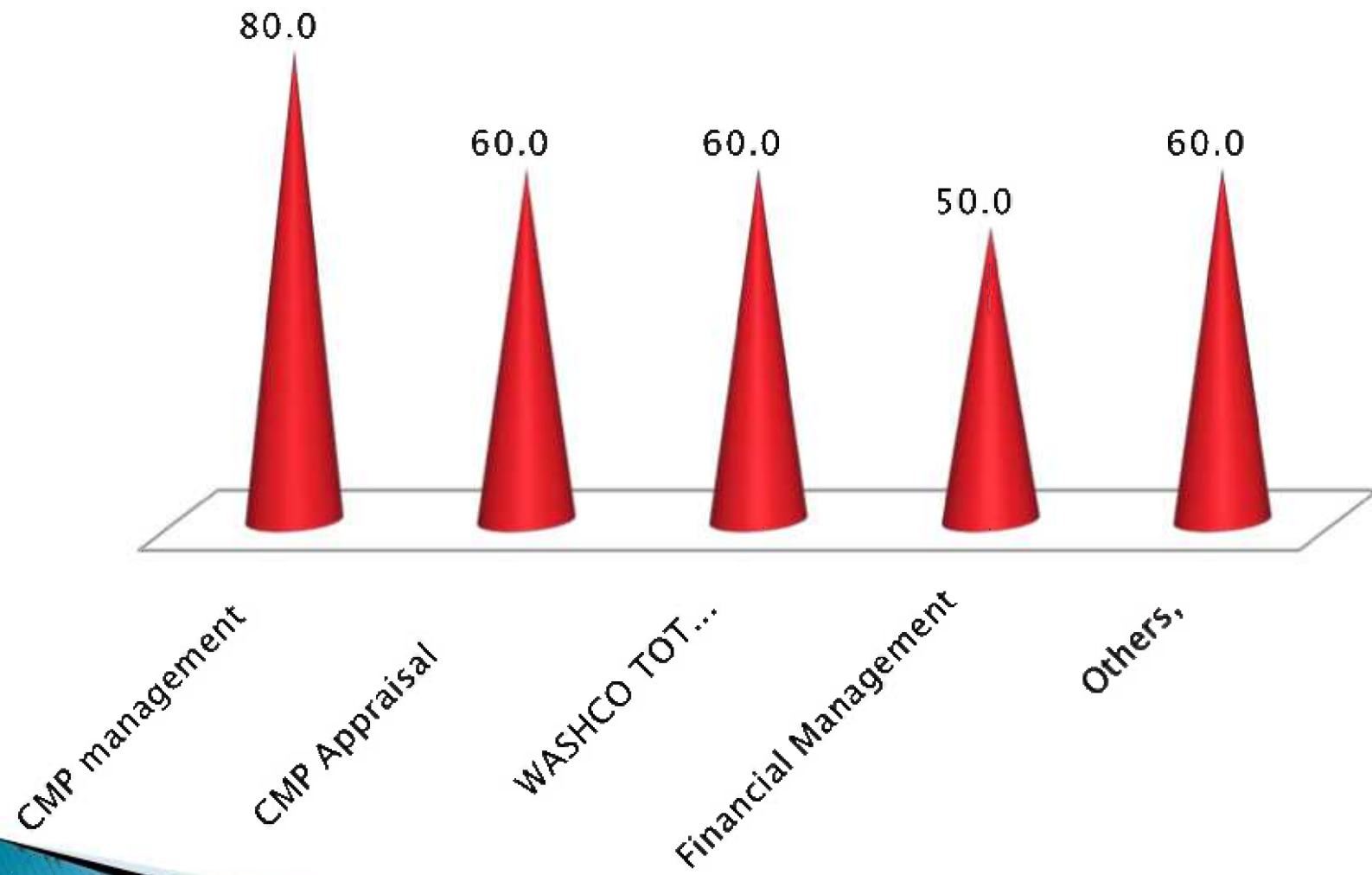


CMP Trainings Recieved in 2005 EFY

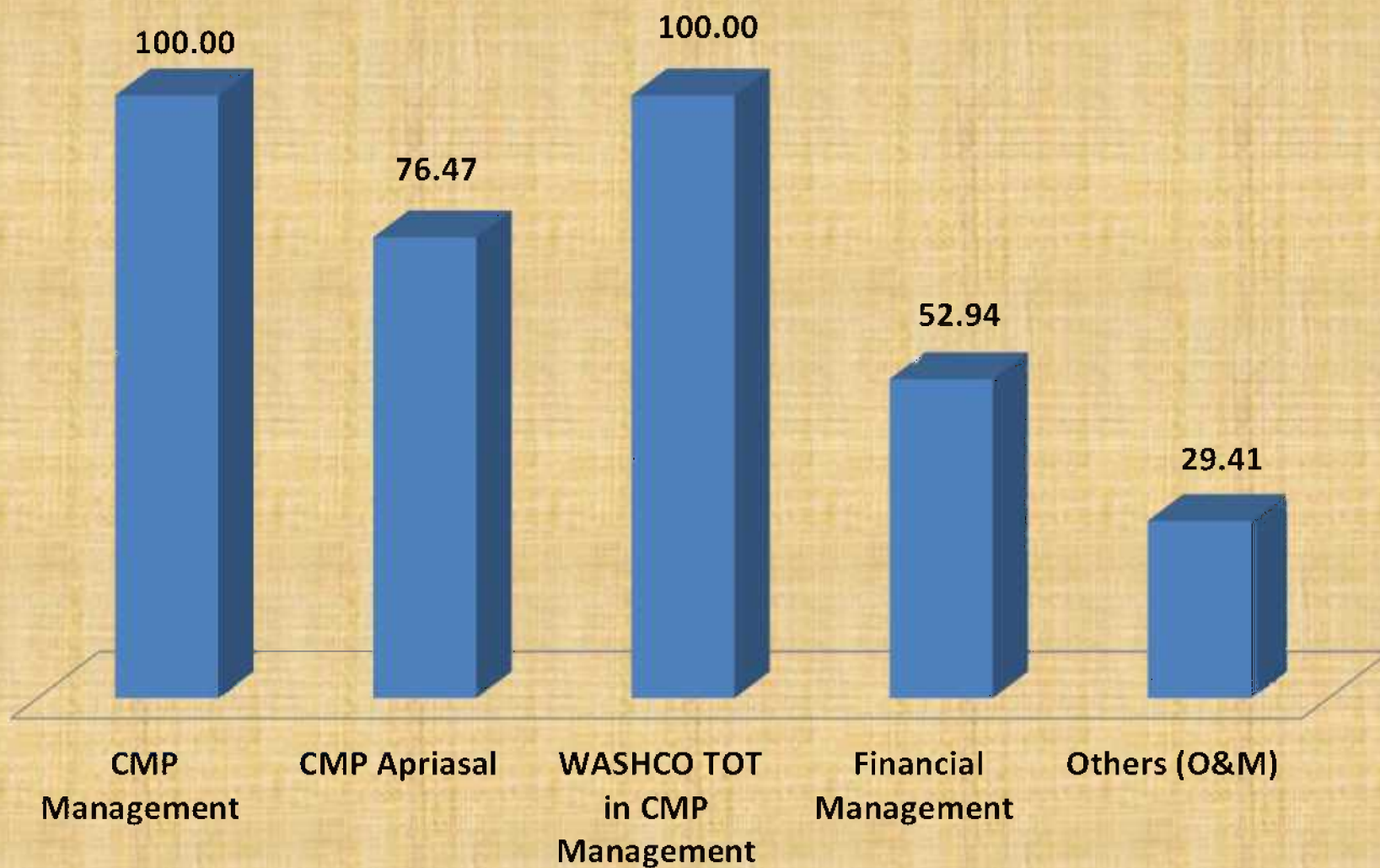
■ Yes ■ No



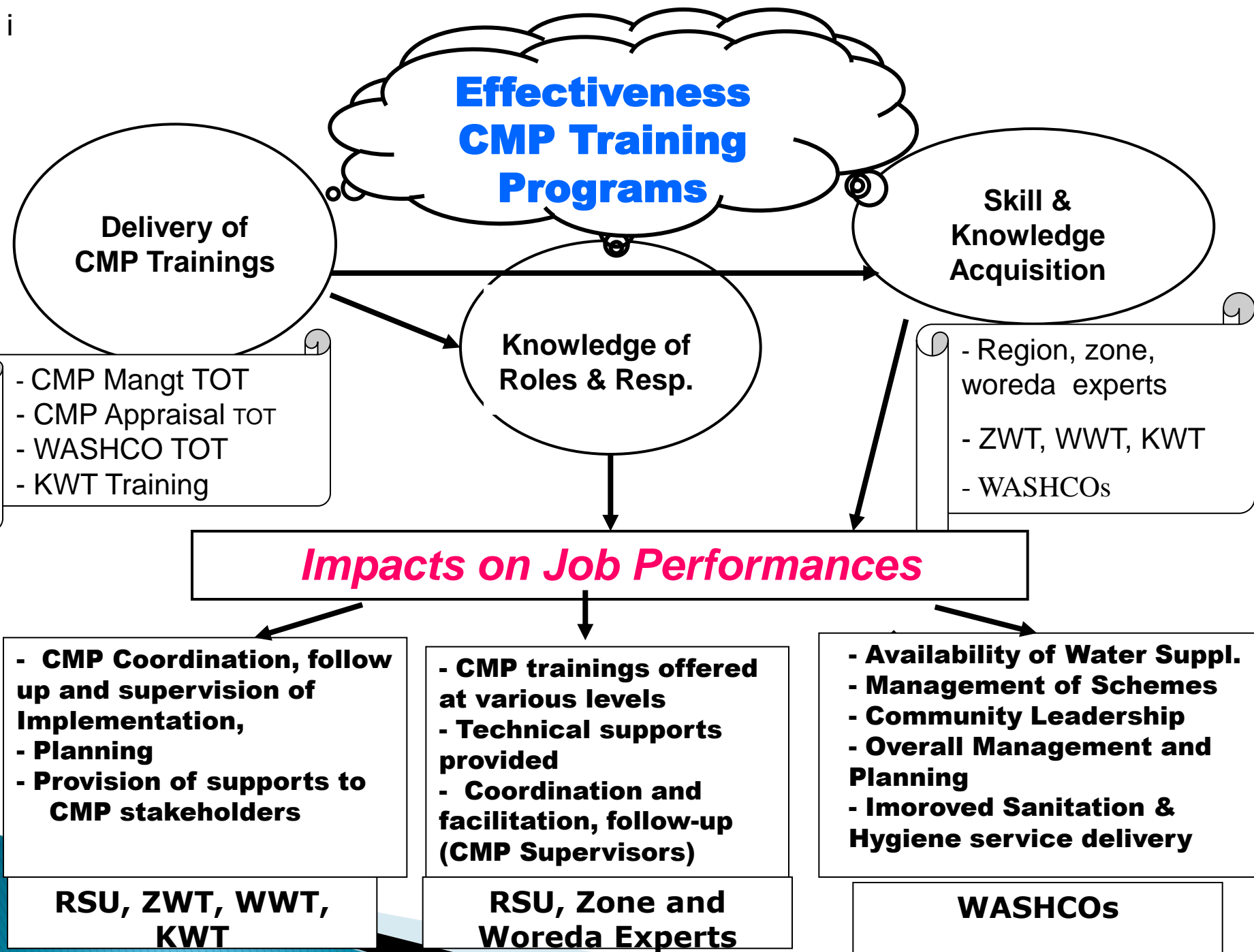
Regional and Zonal Experts by type of Trainings **Attended** (%)



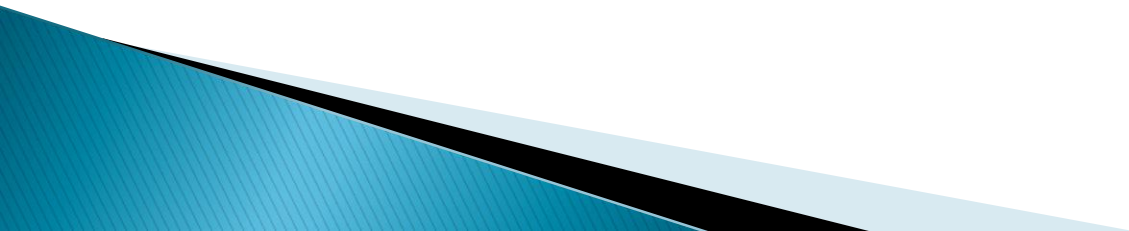
Trainings Attended by Woreda Technical Experts (in %)



3. Effectiveness of CMP Trainings

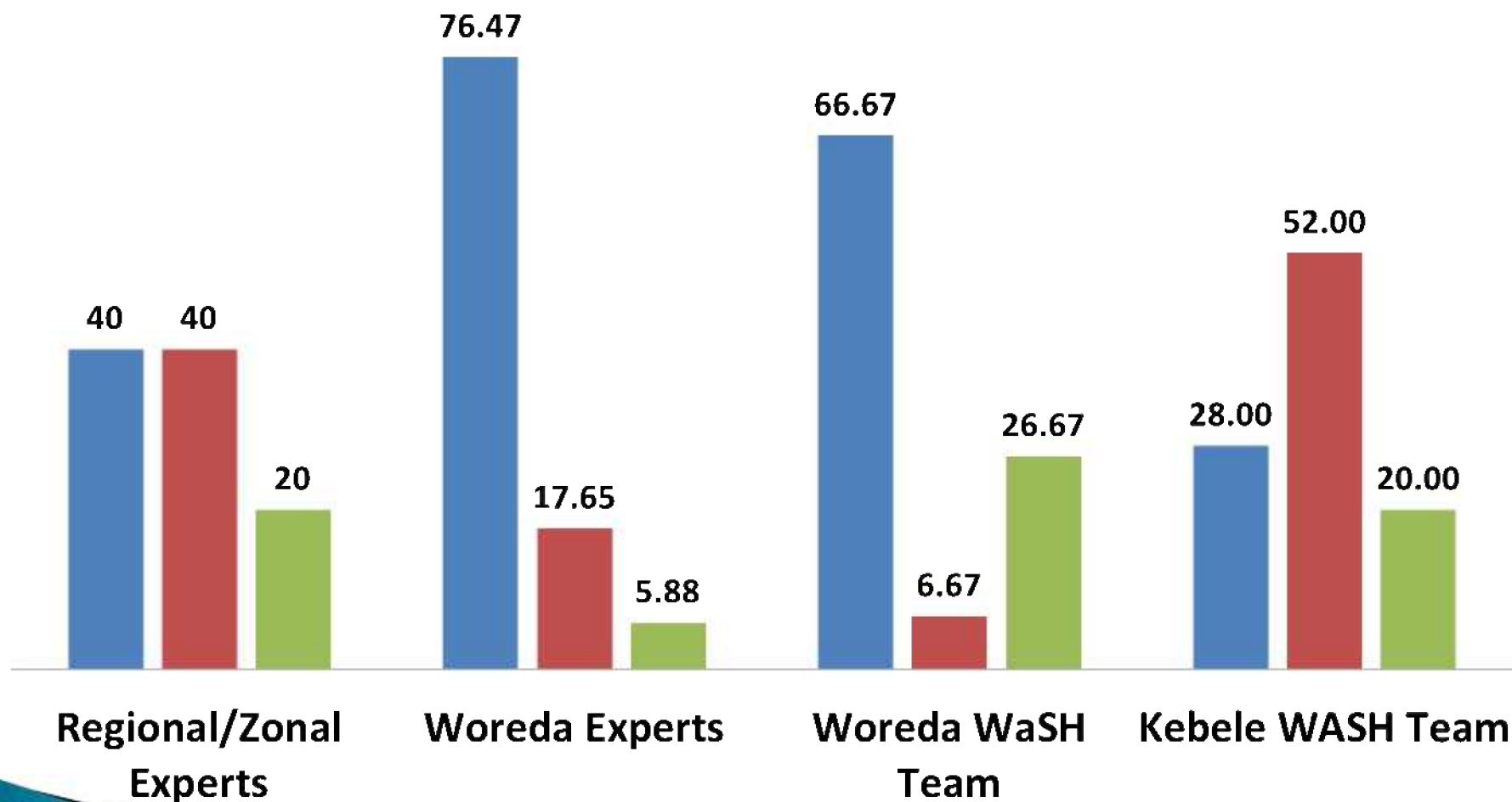


3.1 Skills & Knowledge Acquired by Stakeholders



Skills and knowledge Acquired

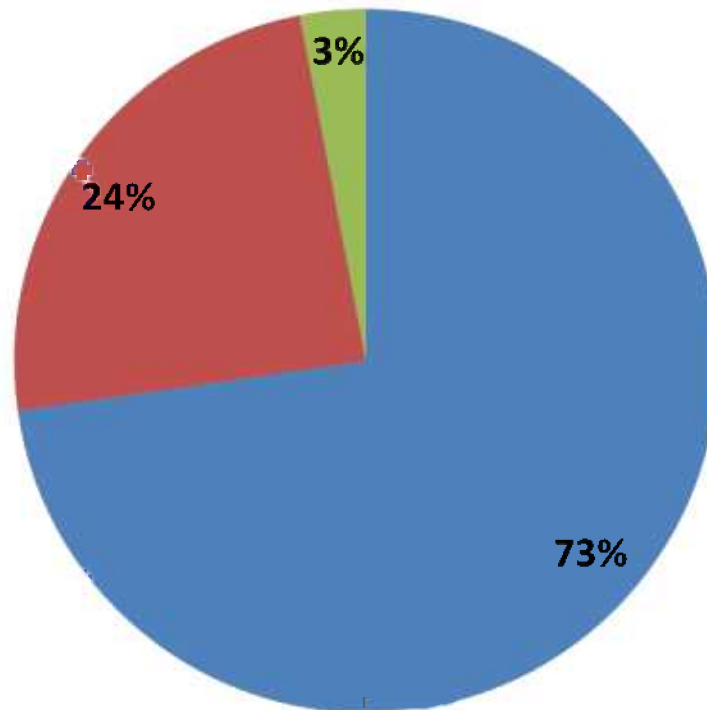
■ High ■ Medium ■ low



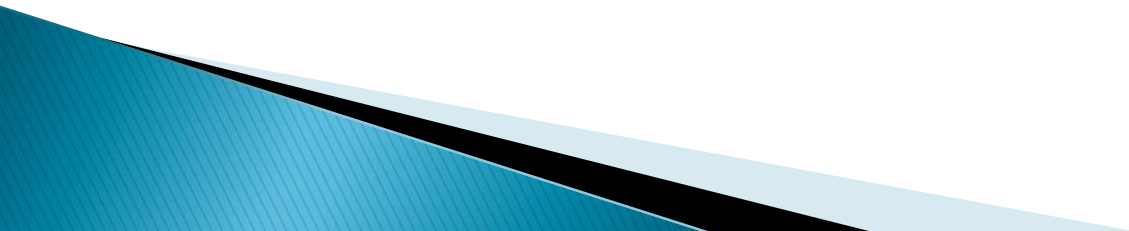
WASHCOs Skill & Knowledge Acquisition

Skill & knowledge Acquired by WASHCOs

■ High ■ Medium ■ Low

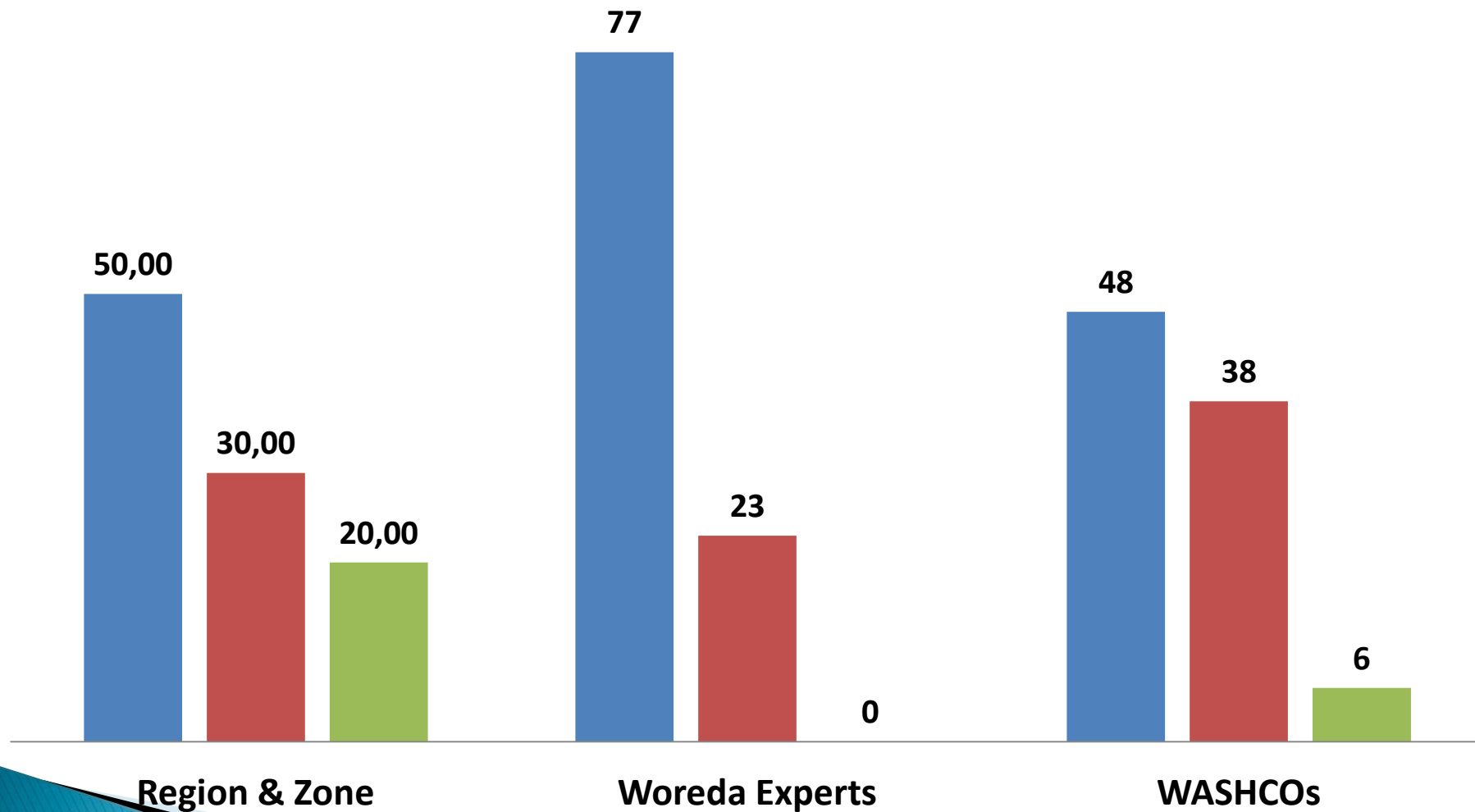


3.2 Stakeholders' Knowledge of Roles & Responsibilities



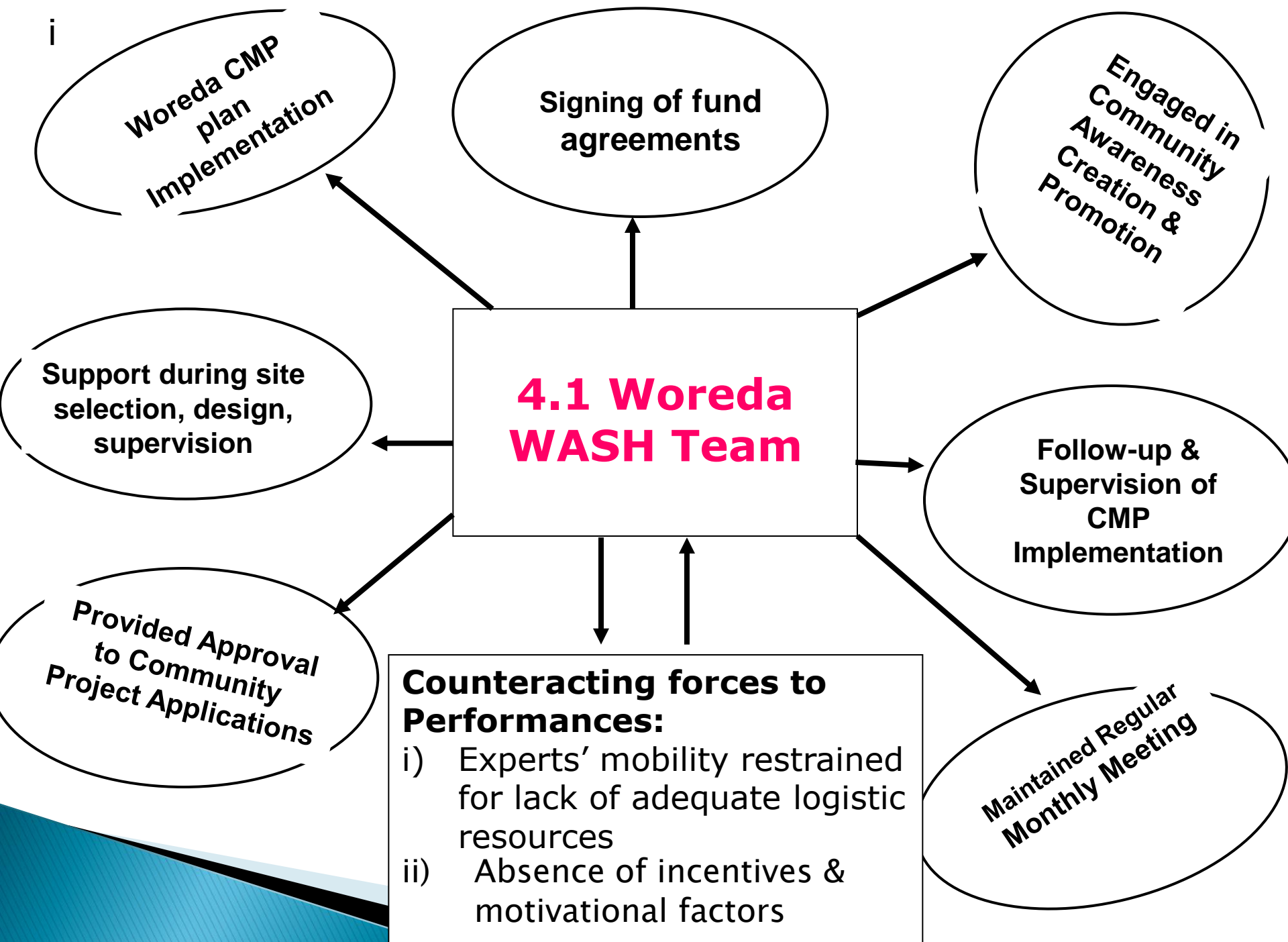
Knowledge of Roles & Responsibilities in CMP (in %)

■ High ■ Medium ■ Low



4. Impacts of Trainings on Job Performances

i



Woreda WASH Team in Session, Estie, S. Gondar



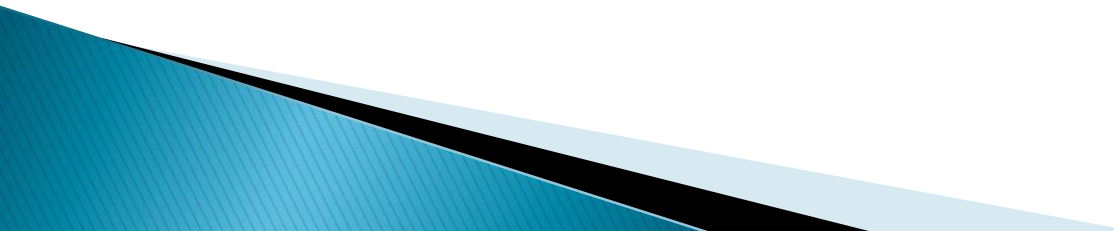
4. 2 Technical Experts:

Technical experts at regional, zonal and woreda levels do have two primary duties in CMP:

- ❑ Provide wide range of support to WASHCOs
- ❑ After having received TOT trainings, they provide, in turn, CMP trainings at zonal and woreda levels.

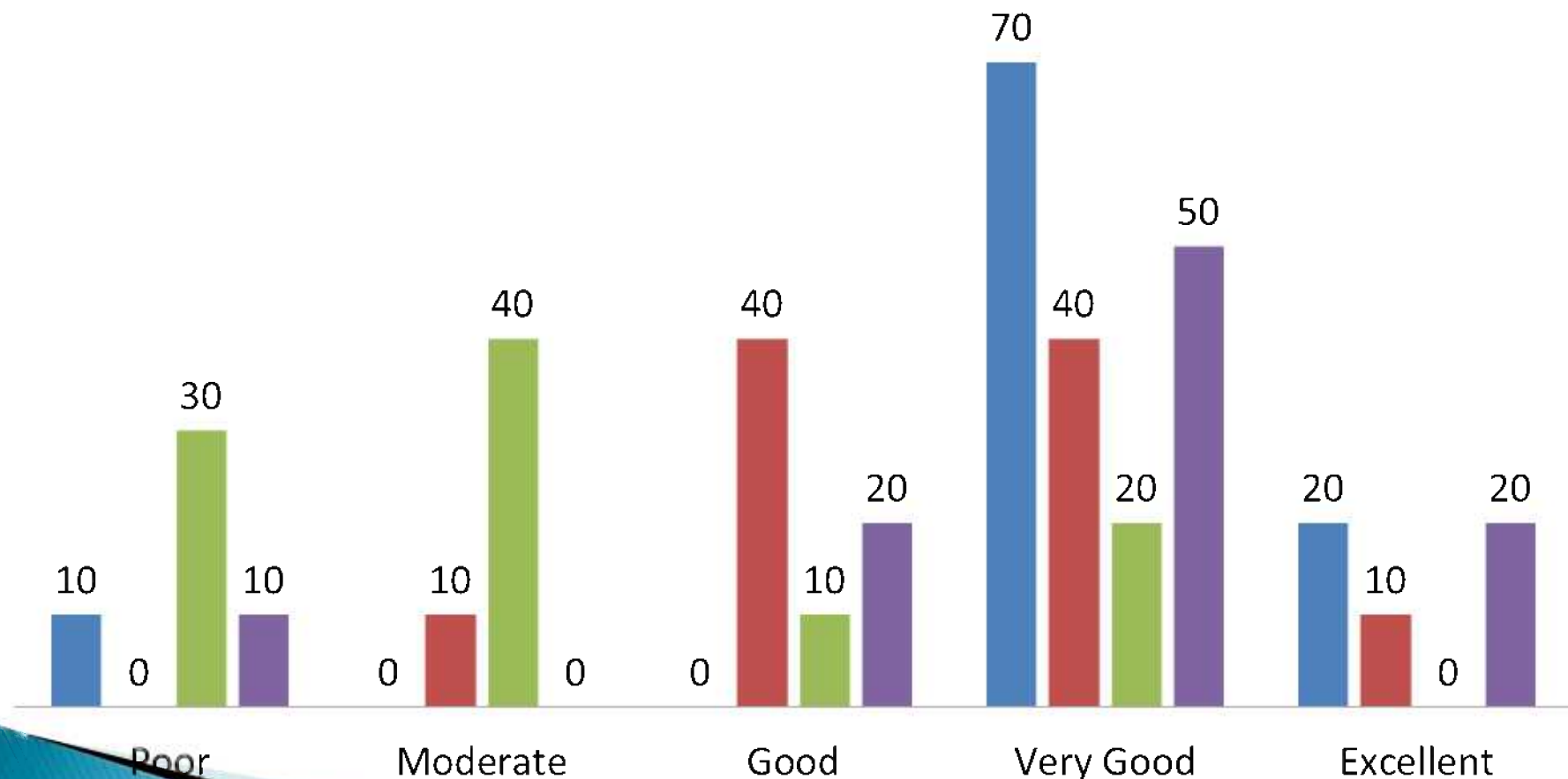
Hence they play decisive roles in CMP implementation

4.2.1 Regional & Zonal level Experts


- ❑ All have taken CMP trainings, (See graphs)
 - ❑ They have sound understanding of **CMP approach, funds transfer, financial and procurement systems**
 - ❑ Experts have been actively engaged in providing training to Woreda WASH Teams and Woreda experts and were **rated very good** in terms of their performances in training processes
 - ❑ These experts were involved in **supervision and follow-up** when trainings were provided to WASHCOs
- 

Evaluation made on Regional & Zonal Experts on Selected Parameters (Fig in %)

- Adequacy of skill & knowledge acquired
- Methodology of training
- Adequacy of the training duration
- Usefulness of the training manuals



4.2.2. Woreda Level Experts

- Have been engaged in providing various supports to WASHCOs on-site:
 - * Have Supported during promotion and preparation of project applications for funding,
 - * Provided trainings to WASHCOs and KWT
 - * Supported in appraising applications for funding
 - * Participated in Site selections
 - * Supported during Procurement
 - * Supported during Artisan Agreement and Payment certificate preparation,
 - * Provided on-site support in data recording during construction period,
 - * Involved in monitoring and follow up the existing water schemes,
 - * Supported in the use of financial formats and financial settlements
- 

4.3 Kebele WASH TEAM:

- ❑ Involved in promoting WASH at their communities
- ❑ Provided support letter for Communities' project application to Woredas;
- ❑ Assisted communities during preparation of project application for water scheme construction,
- ❑ Supported during WASHCO election,
- ❑ Helped in settling disputes arising among community members over land & water use
- ❑ Assisted with follow-up of scheme construction (Tigray)

NOTE: Kebele support to WASHCOs has excelled in Tigray for the very reason that there are water experts working with Kebeles

4.4 WASHCOs' PERFORMANCES

Activities Accomplished

**Community Promotion, Initial contributions
Procuring Materials**

Community Contribution accountability, transparency

Follow-up, Support and overall Project Management

Scheme Management

Preparatory Phase

Construction Phase

Post Construction Phase

**W
A
S
H
C
O
S**

- Usage & water point safety
- Fencing of water points
- Keeping proper record of money collected and spent
- Overseeing the utilization & management of water points
- Ensure damages of WP are reported

4.2.5 The Private Sector

WaSH service providers such as artisans play important roles in WaSH service delivery in COWASH Project.

Capacity building of artisans are included in the CMP approach as it has always been the case.

- * Artisan training is part of woreda CB plan
- * Artisan training of new recruits takes +45 days with more practical training

Pump Attendants

- * There are also pump attendants/care takers who took training in O & M to work with WASHCOs

5. Reflections

5.1 On CMP Trainings:

- ❑ COWASH Project has **identified appropriate training modules** which have bridged very well the capacity gaps of stakeholders' so that CMP implementation can become effective at all levels;
- ❑ Training programs which were the focus of the impact research have embodied and were able to transfer the **required skills and knowledge** effectively to relevant stakeholders;
- ❑ CMP trainings have been **well organized and cascaded** smoothly from federal down to local level;
- ❑ Every training occasion has been supported by a **carefully prepared training manual** that can effectively **guide trainees and trainers alike**, through the process step-by-step until a particular task elements are well grasped within the classroom

- ❑ Hence it was observed that **CMP trainings are more practical** than theoretical which meets the most notable requirement of any short term job oriented training.
- ❑ **Training methodology skill** seems to be non-existent among trainers below the Regional RSU specialists

Observed Difficulties:

- The **decision to fix the number of training participants** seems to be left to the discretion Woredas.
- Variations have been observed in the **length of training** for same level and type of CMP trainings
OR, there observed tendencies to downsize training duration to save funds to finance other trainings that the training plan does not include in the initial plan
- complaints over **selection of trainees** at woreda level where same individuals have been sent for same training repeatedly;

5.2 Capacity Building of Stakeholders


Woreda WASH Team:

- The role WWT plays is very decisive to accelerate or retard progress of CMP implementation. As observed from field survey, there is **turnover** of members WWT and that one can find roughly 20% to 30 % of members without any CMP training.
- **Woreda CMP Supervisor**, who is also secretary to WWT, is really the force behind CMP coordination and Implementation at woreda level. However the high work load from the regular office work as well as the CMP duties together seem to suggest for a better option to use her/him effectively.

Technical Experts:

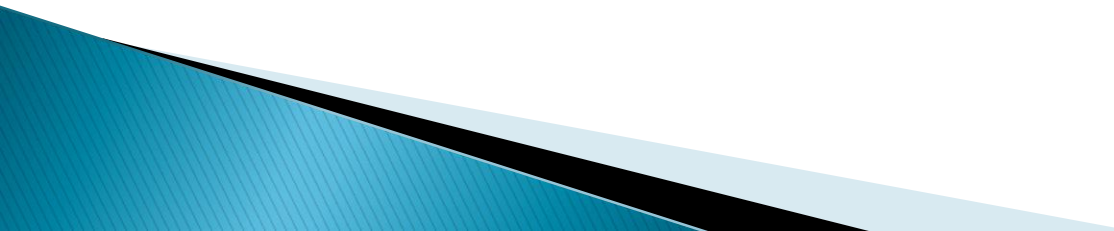
- The **performances** of technical experts as trainers as well as providers of supportive supervision and services through CMP approach at woreda and community levels **have been found high** given the adequacy of the skills and knowledge acquired and their readiness.
- There is **high turn** over among these groups particularly those with long service and experience at woreda level.
- Given the already meager number of these experts and recruitment of staffs a critical bottleneck for WASH development at woreda level, care needs to be given to retain the exist. staff
- The concern of COWASH with regard to the availability of appropriate staffing especially at woreda level as an important factor for CMP implementation is evident. The effort in having **CMP supervisors assigned at Zonal and Woreda levels demonstrates the concern of COWASH.** The project has gone as far as recommending one **hydrogeologist** for every woreda.

Kebele WASH Team:

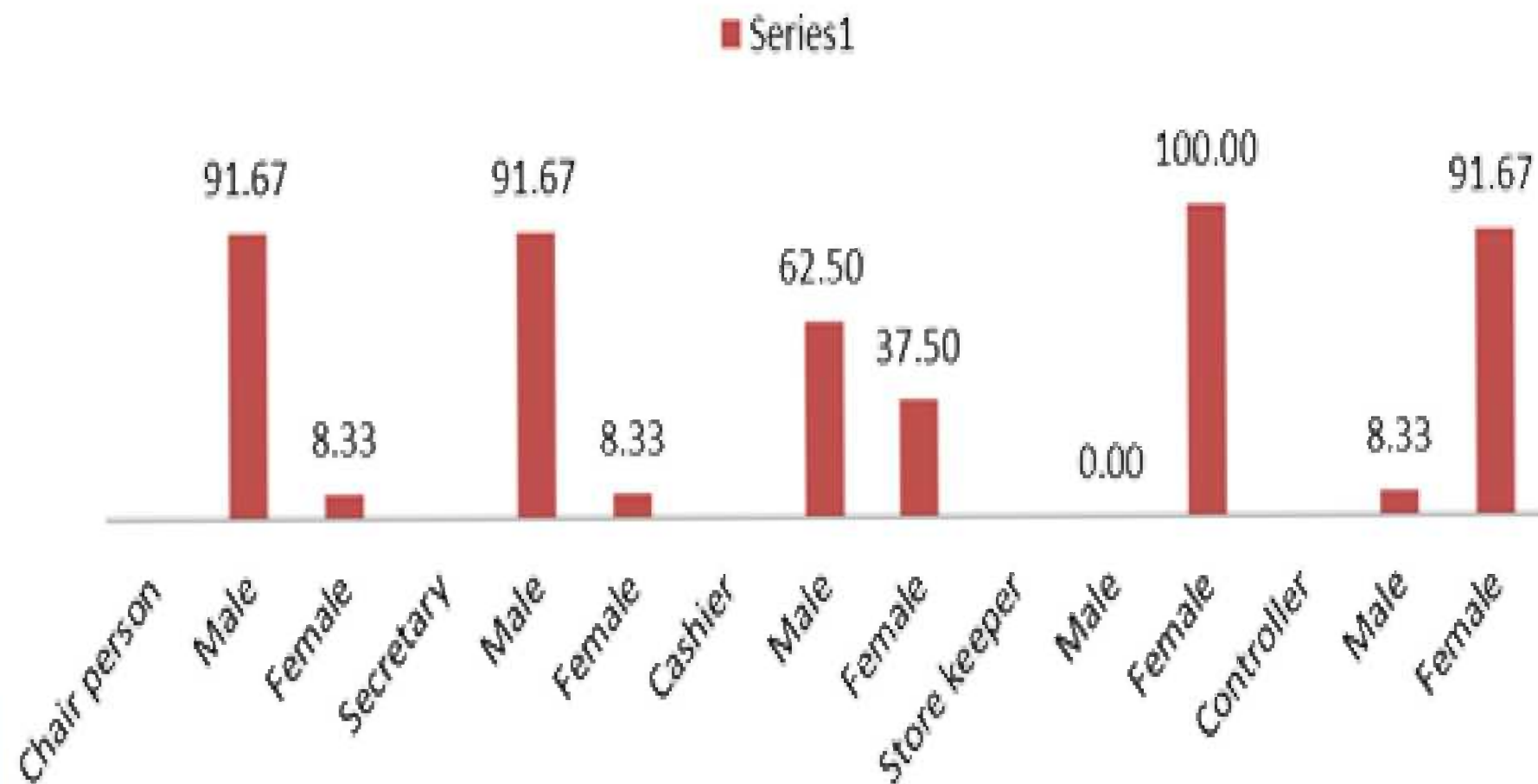
- Kebele is the nearest government organ to WASHCO.
 - By virtue of its proximity, its follow-up and support is very vital; could exert strong influence at WASH service delivery at community level;
 - The level of **supports extended to WASHCOs have been comparatively negligible** in Amhara region than in Tigray
 - One of the main factors that caused the problem has been the **absence of water expert** at kebele level. Furthermore the lack of **budget to support kebeles to conduct review meetings** with which they can evaluate progress with plan implementation.
 - **Staff turnover** at kebele level is also high and there were members without any CMP trainings.
- 

WASHCOs

- ✓ WASHCOS as the major beneficiaries of the project, have **received relevant trainings** that best fits their needs to construct water points, HDW or Spring and manage water points. The impacts on their day to day duties as WASHCOs – management, planning, leadership has been extremely great.
- ✓ It was gathered that user communities under the leadership of WASHCOs have been actively involved in making all the needed **contributions** to realize their aspirations for WASH services.
- ✓ What is most important has been that **ownership feeling** among communities/WASHCOs has developed profoundly. This kind of feeling could contribute to **sustainability of WASH** services in rural settings.
- ✓ The **CMP funds flow modality** involves MFIs which can reach remote villages and communities. This has a number of multiple impacts:
 - ❑ Easy access to finance institutions by communities expedite procurement process and other related activities for short construction period – **Time Impact**

- ❑ Communities could learn the habits of going to banks when and if idle money at hand – **economic Impact**. This in turn promotes personal savings and through it on-farm investment or side line occupations could triumph.
 - ❑ The **social impact** of participation of females in WASHCOs is great.
 - ❑ WASHCOs membership does include a female member for environmental and hygiene protection (Tigray Region) demonstrated by keeping water points clean and safe – **Environmental and Health Impact**
 - ❑ Separate cattle trough adjunct to water points built to conserve water
- 

WASHCO members by their positions in WASHCO





Amhara



Tigray






6. Conclusions and Recommendations

6.1 Conclusions:

The training impact research that has been carried out in Amhara and Tigray regions have produced the following results:

I. On the Overall CMP Training Program Execution:

- A. The CMP capacity building trainings conducted in 2005 at various levels and to various stakeholders have generally been well organized and no significant problems have been detected;
 - B. The training manuals prepared have adequately embodied the kind of skills and knowledge stakeholders need to take to work places and apply without difficulties.
 - C. The timings allocated for delivery of the various CMP training programs have been enough to allow participants get the required skill and knowledge without too much strain.
- 

- D. The CMP training programs have captured relevant individuals and organizations that could contribute to smooth implementation of CMP.

II. On Effectiveness of Training Programs

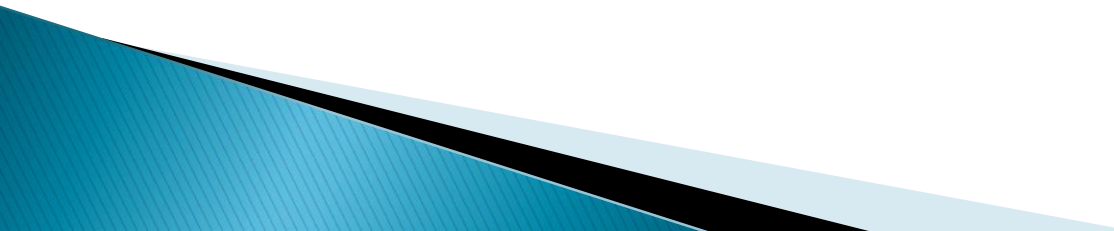
- E. The significant majority of stakeholders which were invited for training have received CMP trainings relevant to their CMP responsibilities;
- F. The various stakeholders have quite comfortably described their CMP roles and responsibilities
- G. The skills and knowledge relevant to stakeholders to carry out their respective CMP responsibilities have been acquired and no major skill gaps detected

III. Impacts on Stakeholders' Job Performances

- H. Performances of WWT in CMP coordination, implementation of woreda CMP plans and supervision have been largely significant
- 

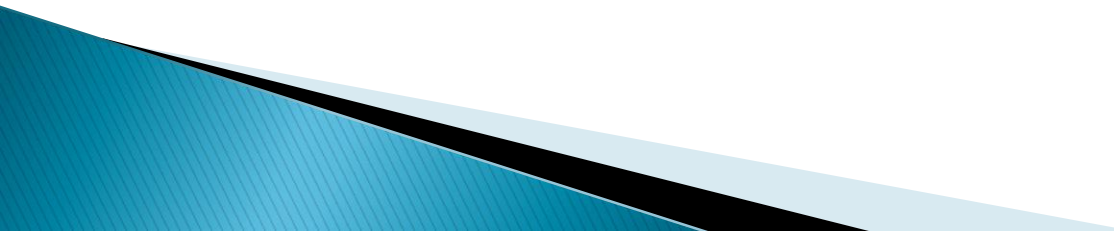
- I. The performances of KWT in supporting Water projects has been marginal as there are no water extension workers at kebele level. In the case of Tigray, the supports of KWT have been very encouraging;
- J. Technical experts at all levels have been performing well in terms of providing CMP trainings to relevant stakeholders. Moreover the technical supports provided in CMP implementation have also been very good. This is more so with woreda experts.

Training Impact on Performances of WASHCOs

- K. The performances of WASHCOs is more evident as it is highly reflective of the trainings received. The activities of WASHCOs right after training ranges from their active involvement in community mobilization for the subsequent scheme construction and collection of community contribution to that of water point safety and scheme management and leadership.
- 

- i) In CMP WASHCOs are not implementers but also managers of the WASH facilities – the training has given them the skill to discharge this big responsibility
- ii) WASHCOs are directly involved in procuring materials for their scheme construction. The training has offered the skill to do it; do it faster than ever before
- iii) WASHCOs are responsible to manage funds deposited in their name at nearby local MFI. The training has given the skill to manage funds.
- iv) WASHCOs do protect their schemes – fencing, selecting pump attendants and care takers and send them to training so that they can perform minor maintenance works.

Generally, the training impact at improving stakeholders performances on CMP implementation and at enhancing WASH delivery of iWASH services at community level has been great.



6.2 Recommendations

A. Training plans:

- * Woredas must strictly observe and act as per the plan drawn and agreed upon initially;
- * Training duration, size of training participants and other essential training program components need not be changed without prior consent of RSU.

B. Methodology skill training (Pedagogy): This must be organized to all CMP trainers. The easiest way to do it would be to arrange and follow a ToT model that are cascaded to an appropriate level;

C. Physical capacity:

i. Training resources:

Focus has to be given at lower levels where impacts are felt more

ii. For supportive supervision: Supply of **motor bikes** need to be in place

iii. Support of Office Facilities - shelves for documentations (CMP Supervisors), **computers**, and related items

In most woredas working rooms are not conducive for work and **office furniture** are in short supply which demotivates employees to stay at work places



D. Tasks Ahead:

- ❑ WASHCOs should not be left to conclude that **CMP trainings are over once communities get water points** around.

As the focus is not only to have clean and safe water supply at reasonably close location but also to get the services **sustainably** under the leadership of WASHCOs.

Hence more works in the area of capacity building trainings need to be accomplished. (List not Exhaustive)

- * Further training to reinforce management and planning capacity of WASHCOs – Refresher etc.
- * Experience sharing workshops among WASHCOs
- * Undertake **capacity needs assessment** at appropriate interval, say once in two years, to find out emerging needs and demands at community level.
- * **Data management** works need to be well organized at all levels to

E. Water sector Structure in Amhara Region

There is no representation of water sector in the kWT although there are a lot of water and water related activities.

Hence the task is entirely left to Woreda Water Office/WWT and kWT have very limited roles to play.



In the Long Run:

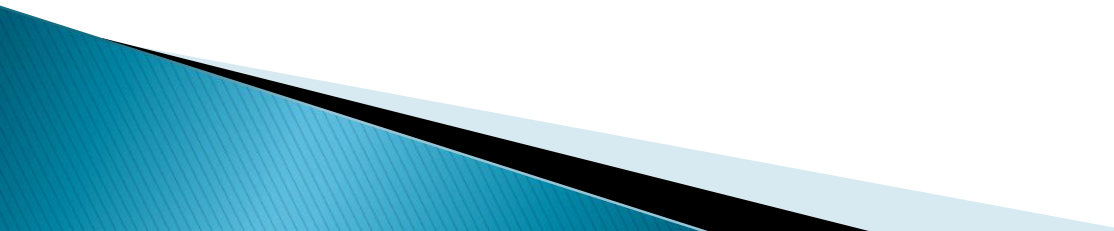
- F.** Evaluation of CMP training events are indispensable and be part of the CMP training component:
- i) Trainers' performances in transferring skill & knowledge during training processes (methodology used) and efficiency in the use of time
 - ii) Training program effectiveness:- the adequacy of the contents of the training program in terms of what they expect to achieve; whether or not the objectives of the training programs are met; relevance of the training manuals/formats used;
 - iii) Level of participation of trainees and impact in fulfilling expectations including suggestions for future improvements.

This can be achieved by developing evaluation tools /feedback forms

G. Training Manuals:- The CMP training manuals that are in use currently have been found relevant to actual work on the ground. However, it can help if these manuals are broken down into two categories:-

i) Trainers Guide:- it is a more detailed manuals in the hands of trainers that guides them through the training process – details on participatory learning tools and exercises, simulations, group works are contained

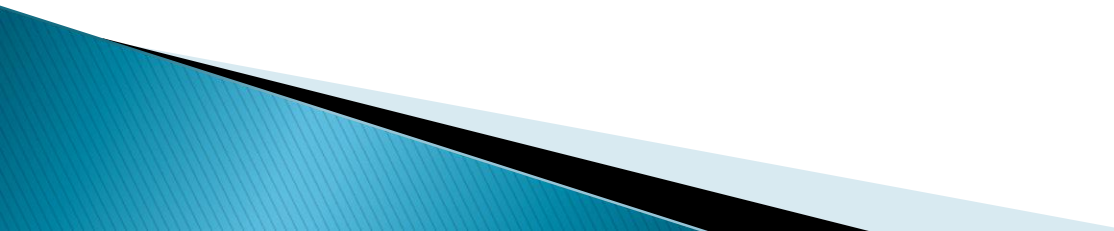
ii) Trainees Operational Manuals:- trainees can make use of these manuals both within the training room as well as at work places. These manuals need to be made user friendly and be retained by individual WASHCOs.



H. The option of using **private sector trainers** of zonal and woreda experts in collaboration with or under the supervision of RSUs seems to be feasible.

This measure can provide opportunities to fill **expert gaps**, if any, and make effective use of zonal and woreda experts for supervision, on-site support at community level.

It creates good avenue for the project to inject into its training system the **rich experiences and skills of the private sector trainers.**



Thank You all for Listening !

