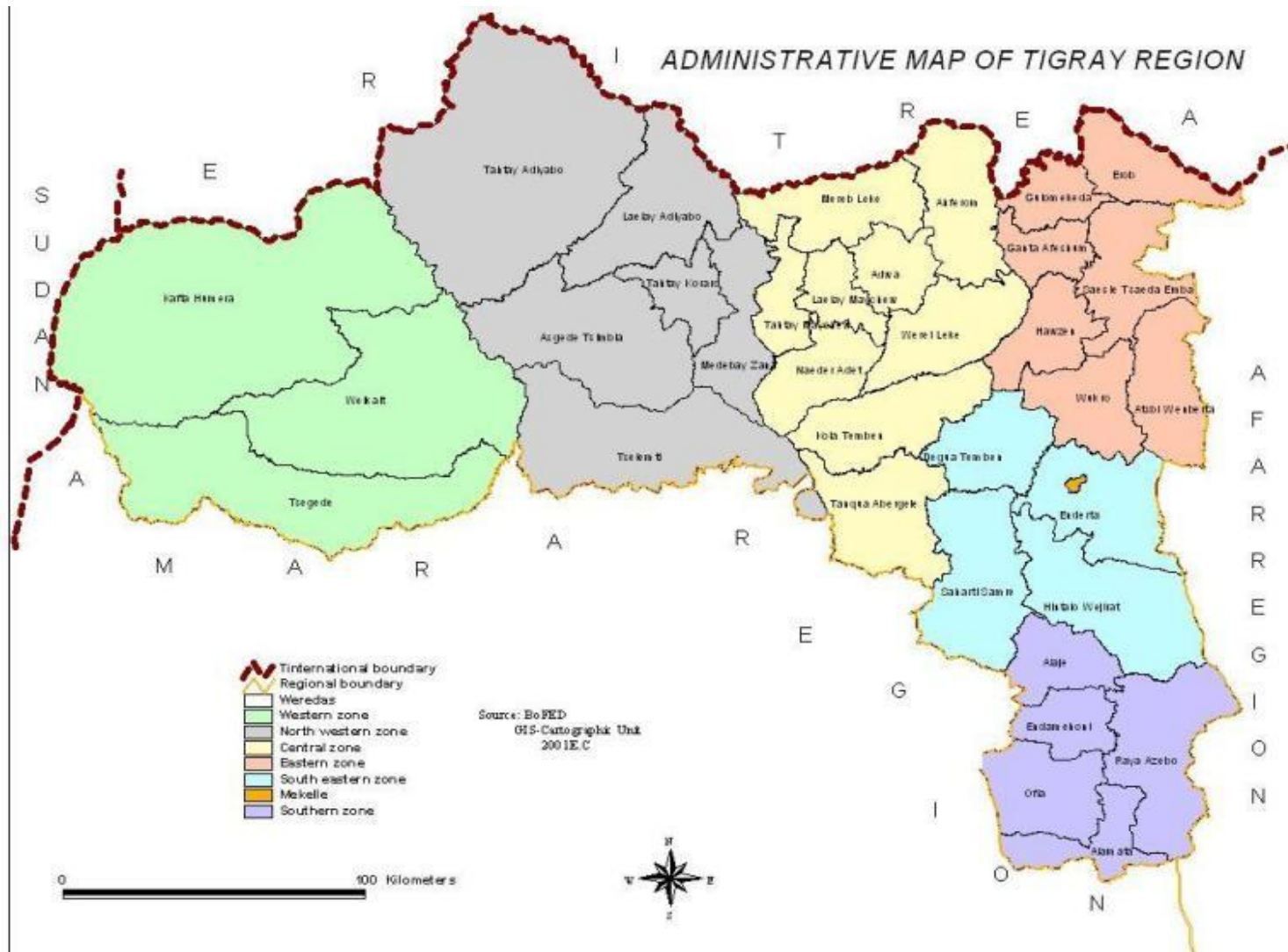


# BASELINE SURVEY OF ENDAMEHONI WOREDA OF TIGRAY REGION

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## 1 ACRONYMS

AfDB	African Development Bank
CDF	Community Development Fund
CFTs	Community Facilitation Teams
CMP	Community Managed Project
COWASH	Community-Led Accelerated WASH
CWA	Consolidated WaSH Account
DFID	Department for international Development UK
EFY	Ethiopian Fiscal Year
EUR	European Euro
GoE	Government of Ethiopia
GoF	Government of FINLAND
GTP	Growth and Transformation Plan
HDW	Hand Dug Well
HEWs	Health Extension Workers
HHs	Households
IDA	International Development Agent of the World Bank
KAP	Knowledge, Attitude and Practice
LIG	Local Investment Grant,
MoE	Ministry of Education
MoFED	Ministry of Finance and Economic Development
MoH	Ministry of Health
MoU	Memorandum of Understanding
MoWE	Ministry of Water and Energy
M & E	Monitoring & Evaluation
NGOs	Non-Government Organizations
O & M	Operation & Maintenance
ODF	Open Defecation Free
REST	Relief Society of Tigray
R-WaSH	Rural Water Supply, Sanitation & Hygiene
SP	Spring
SW	Shallow Well
UAP	Universal Access Plan
UNICEF	United Nations Children's Emergency Fund
WaSH	Water Supply, Sanitation and Hygiene
WASHCOs	Water Supply, Sanitation and Hygiene Committee
WB	The World Bank
WHO	Woreda Health Office
WIF	WaSH implementation Framework
WMP	Woreda Managed Project
WOFED	Woreda Finance & Economic Development
WVO	Woreda Water Office
WWTs	Woreda WaSH Teams

## 2 INTRODUCTION

### 2.1 BACKGROUND

To achieve the ambitious goals laid out in the Growth & Transformation Plan (GTP) for safe water and improved hygiene and sanitation, the Government of Ethiopia (GoE) is poised to launch the new National Water Supply, Sanitation & Hygiene (WaSH) Program. The strategies to achieve GTP target and set up for the National WaSH Program are described in the WaSH Implementation Framework (WIF). The WIF recognizes that safe water and improved sanitation and hygiene are not separate pursuits and that coordination efforts are required among governmental agencies, civil society organizations and the private sector if targets are to be achieved. It also recognizes that results will only be sustainable if responsibilities and resources are devolved and communities are empowered to manage their own transformation.

The WIF incorporates the lessons learned from a number of water, sanitation and hygiene projects implemented in Ethiopia over the past decade and builds on the foundations these projects have laid. An example of this is the wider application of the highly decentralized Community Management Project (CMP) formerly called Community Development Fund (CDF) approach that empowers communities to manage funds and to directly manage the construction of water points and school and health post sanitation facilities. The WIF also engages non-governmental organizations (NGOs) as partners in WaSH ensuring that their high level of motivation, innovative work and their readiness and capacity to respond to the needs of the marginalized and most vulnerable people imbues the program as a whole. The WIF has four main features; integration, harmonization, alignment and partnership.

A major feature of WaSH Implementation Framework (WIF) is that it has the leadership of four government Ministries (MoFED, MoE, MoH & MoWE) that are pledged, through a Memorandum of Understanding (MoU) to support an integrated National WaSH program that addresses the needs of individuals, communities, schools and health posts more holistically and reduces bureaucratic compartmentalization of services.

A further feature of the National WaSH Program is the harmonizing of donor inputs in terms of programming and financial support. Major donors have agreed to support one program rather than a variety of time and geographic specific projects, with the objective of harmonizing their financial contributions through a single Consolidated WaSH Account (CWA) allowing greater flexibility in planning and budgeting and greater efficiency in financial management.

In the WaSH Implementation Framework the principles and basic procedures of the CDF approach are mainstreamed into the National WaSH Program and the approach is now called, the *Community Managed Project* (CMP) approach. It is presented as a clear and more than acceptable, alternative funding mechanism to the conventional Woreda Grant which is in WIF known as the *Woreda Managed Project* (WMP) funding mechanism.

The CMP approach is *demand-driven*. However, in order to foster this demand it is necessary for regions and woredas to include the introduction and application of CMP in their strategic planning and to undertake CMP awareness building. As CMP is “taken up” and appears in Woreda WaSH Annual Plans, the Region will transfer the required funds to the Financing Intermediary or Micro Finance Institution from the investment budget line.

The GoE and the Government of Finland (GoF) in consultation with several sectoral stakeholders initiated a new project for mainstreaming the CMP approach into a national model, scaling up the CMP approach into new regions and further strengthening the CMP implementation in Amhara Region. The new project is called “Community-Led Accelerated WASH” (COWASH) in Ethiopia. COWASH has three components: Component 1 is to provide scaling-up support at the Federal level, Component 2 is to support CMP scaling up in new regions and component 3 is to support Amhara CMP scaling up. The first Phase was launched in July 2011 and will end on July 2014. Total contribution from Finland is 11 Million EUR.

The overall objective of the project is accelerated implementation of the Universal Access Plan (UAP) through the adoption and application of CMP approach. The project purpose is to establish CMP as an efficient mechanism for rural water supply development in Regions suitable for its introduction.

## 2.2 OBJECTIVE OF THE STUDY

The overall objective of the study, as very clearly described in the ToR, is to collect necessary baseline information from the Tigray region and selected 7 woredas so as to establish required benchmarks for future analysis of progress, outputs, outcomes and impact of the project intervention. And we understand that the main objective of the consultancy work will be to collect secondary baseline information in the following areas:

- Practised multiple use systems in water supply and liquid waste management
- Knowledge of the people and instruments already in use in making people aware of forthcoming climate change impacts and how people are ready to face these new challenges in the future.
- Favorable hydro-geological conditions where simple hand-dug well and spring protection technology can be used. Therefore there is a need to map the areas where this technology is used and analyze the possibility of CMP approach used in achieving the GTP targets in 2015.

- The present situation of WaSH implementation in order to plan and budget the WaSH services.
- The availability of finance for CMP in Tigray taking into account Regional Government resources and resources available from other WaSH stakeholders.
- To know the existing WaSH governance in Tigray and include analysis of the efficiency of the existing governance.
- Short analysis of the functionality and non functionality of the existing water schemes.
- Short analysis of existing strategic WaSH plans at woreda level need to be analyzed in order to assess the need to additional strategic planning training.
- The availability of private sector for drilling works for shallow well and government budget for drilling works.
- Short summary of the existing household and institutional sanitation facilities.

### 2.3 SCOPE OF THE STUDY

The scope of work include assessing the socio economic profile, overview of the water supply, sanitation & hygiene situation, institutional capacity assessment of WaSH actors & assessment of the WaSH program implementation of the selected seven woredas for COWASH program in the Tigray region.

### 2.4 METHODOLOGY

The methodologies employed for this study are:

- a) Document Review  
Document review policy & strategy documents of the government in the water, sanitation & hygiene sector, legal frameworks and reports in the water, sanitation & hygiene sector.
- b) In-depth interview & Focus Group Discussion  
Undertake in-depth interview & focus group discussion with Regional WaSH Technical Committee & Woreda WaSH Team to gain a better understanding for the study.
- c) Data Analysis  
Collection and analysis of data from the Four Regional Sector Offices (BOFED, BOH, BOWE, BOE) and the Seven Selected Woreda Sector Offices (water, finance, health & education) in the Tigray Region.



### 3 OVERVIEW OF THE WOREDA

#### 3.1 SOCIO ECONOMIC SITUATION

Endamehoni is one of the eight rural woredas in South Zone of Tigray region that has 18 *tabias*: 16 rural *tabias* & 2 urban *tabias*. Its geographical location is in between 39°32' N longitude & 12°47' N latitudes. It is bordered with Alaje woreda in the North, Ofla woreda in the South & Raya Azebo woreda in the East. The woreda capital is called Michew & is located 120 km from regional capital. Its area is approximately 612.33 sqkm. The land use pattern of the woreda shows that 17992 ha is cultivated land, 16910 ha is covered with forest and 1094.5ha is covered with bushes & shrubs.

According to 2007 census, the woreda has 92690 (89086 in rural & 3604 in urban) population in 2010. The total population in 2010 can be disaggregated by gender as follows, Rural: Male 44431, Female 44655; Urban: Male 1543, 2063 Female. The total number of rural HHs & villages in the woreda is 20,737 & 70 respectively. Other than the woreda capital Meswaeti & Megesgo are small towns inhabited by urban population. The woreda's climatic zones are lowland/kola/, temperate/weina dega/ & highland/dega/with proportion of 5%, 30% & 65% of the woreda's area respectively. The altitude of the woreda capital is 2432 meter above sea level. The daily weather condition runs from 12°C to 18°C. The annual amount of rainfall ranges from 600 – 800mm. The main rivers in the woreda are Gereb Ayni, Hara, Nai Muq, Awdey & Mai Chumachil.

Agriculture is the mainstay of the economy in the woreda. The internal revenue of the woreda in 2003 EFY was Birr 4.345 million. With regard to communication the woreda has one post office, automatic telephone, mobile telephone, internet & fax services in the woreda capital & 18 satellite telephones in the rural *tabias*. The woreda capital has 24hrs electric service from hydropower source of energy. Two urban towns & two rural *tabias* have electric service from the national grid hydropower source of energy. As accessibility of the woreda town is all weather roads, there is public transport facility to the woreda capital. Dedit Credit & Saving Institution is the main micro finance institution in the woreda. Its branch offices are located at G/Michew, Neksen & K/Michew.

The number of health institutions in the woreda is 1 hospital, 3 health centers & 15 health posts. The total number of elementary schools & students in the woreda in 2003 EFY was 46 & 20713 respectively. Out of these schools, 22 (48%) schools have water supply facilities in their compound. There are no significant natural & other disasters which have impacts on the delivery or management of water & sanitation services in the woreda.

### 3.2 OVERVIEW OF THE WATER SUPPLY

The water supply situation of the woreda shows remarkable improvement from recent years. The woreda has currently (end of 2003 EFY) 46 hand dug wells equipped with hand pumps, 69 shallow wells equipped with hand pumps, 1 motorized borehole and 118 springs; from which 2 hand dug wells, 7 shallow well, and 6 springs are non functional (*source: Woreda water office*). The woreda is highly potential for spring development as can be observed from the existing data. Except two schemes all the water schemes serve for domestic use. Shibta and Tahtay Haya springs have multi use purpose for domestic use and irrigation purposes. The total water supply coverage of the rural and urban in 2003 EFY is 77.8% and 76.39% respectively, as reported from the Woreda Water Supply and Energy Office.

From the total schemes in the woreda 6.4% are non functional at the end of 2003 EFY. This shows the woreda maintenance capacity and the WaSHCO are relatively at a better position. The major reason for the non functionality of the schemes is due to poor construction, lack of spare parts & hand tools for maintenance at the community level, shortage of trained technicians in the woreda and poor management of water supply schemes due to lack of awareness at the community level. Besides, shortage of trained technicians at the woreda level contributed for the existence of non functional water supply schemes.

All water schemes have WaSHCOs who are trained at the time of WaSHCO establishment. The duration & quality of training for WaSHCOs differs from project to project. The WaSHCOs in the rural communities supported by AfDB have got training in community WaSH plan preparation, construction & operation and maintenance phases of the project cycle. As some projects have not given training properly for WaSHCOs in each project cycle, the woreda has tried to fill the gap by conducting training for WaSHCOs who were not trained. Although there are some communities who have well organized WaSHCOs who can maintain the schemes by themselves, most of the schemes are maintained by the woreda technicians. The WaSHCOs trained by the AfDB WaSH program have better knowledge and technical capacity in maintaining water supply schemes as O & M training is given to WaSHCOs after construction of water supply schemes completed.

User communities contribute 5% of the project cost in cash for construction of new schemes prior to construction. They also contribute for operation and maintenance as proposed by WaSHCOs and have got approval by user communities. All communities in the woreda contribute money for operation and maintenance of their schemes as reported from the woreda Water Supply & Energy Office. Some scheme users contribute on consumption basis; some contribute at fixed rate on monthly basis.

The average walking distance to fetch water is about 20 minutes with few minutes waiting time at queue. The average water consumption is about 11 liters/day/capita as explained by the woreda water office. This is below the standard due to the highland nature of the woreda.

### 3.2.1 AREAS OF INTERVENTION FOR CMP IMPLEMENTATION

The selection of rural water supply sources will be determined depending on the objective assessment of each place. As Community managed project (CMP) is a new approach mainly implemented and managed by the user community themselves, the scale of the project is most likely low cost and simple technology. Hand dug wells and spring developments are the most common practices which can be easily managed and implemented by the user communities. The survey group tried to identify the potential *tabias* for CMP intervention. The major technical criterion for selection is the availability of shallow ground water and availability of springs.

During discussion conducted with water office experts the future possible domestic water supply source is prioritized for spring development, shallow well and hand dug well as 1<sup>st</sup>, 2<sup>nd</sup> & 3<sup>rd</sup> respectively.

The following table shows *tabias* which are the most feasible intervention areas for CMP in the woreda.

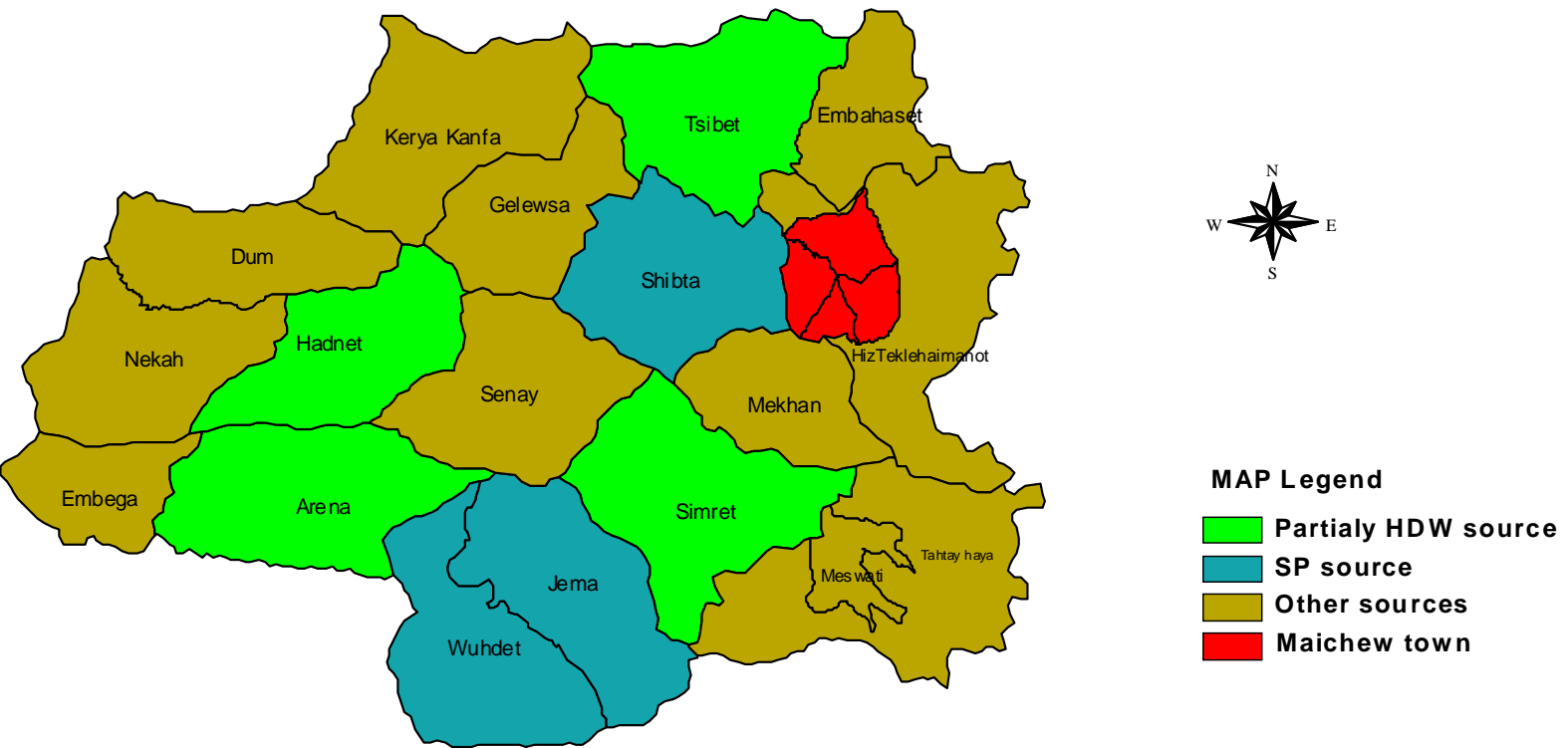
Table 1 Possible intervention *tabias* for CMP

No.	Tabia	Possible source for CMP	Remark
1	Tsibet	HDW + SP	Partial
2	Hadinet	HDW	"
3	Arena	HDW + SP	"
4	Shimta	SP	
5	Wuhdet	SP	
6	Jema	SP	
7	Simret	SP	Partial

The above data are not based on detail hydrogeological study; the data is collected only by interviewing the woreda experts observed from their experience and field practice. Hence, one can expect that the possible source of potable water for villages in the above *tabia* may not be only limited to the above mentioned sources. There might be also some villages, with deep groundwater occurrence which needs high cost technologies within the *tabia*.

The following map depicts major possible intervention areas for CMP in the woreda.

Fig.1 Possible intervention tabias for CMP



### 3.2.2 AVAILABILITY OF PRIVATE ARTISANS IN THE WOREDA

There are no individual private artisans in the woreda who can work on the construction of small scale water supply projects. The private artisans are in the form of association which is named as small and micro cooperatives established by the regional proclamation. The associations are not certified technically by relevant institutions like the construction bureau and water bureau. But, they have legal entity by the proclamation. They are entitled to work any construction in the woreda including small scale water supply projects. One cooperative association could have 10 to 15 members; members of the association are from different disciplines. There are water related experts within the association. As most of the association members are university graduates, they can be offered higher level of education which will be a base for local consultancy & contractor. The following table shows tabias which are the most feasible intervention areas for CMP in the woreda. (Woreda Water Resources, mines & Energy Office).

Table 2 List of Artisans

No	Name of Cooperative Association	Are they trained	Training Period/Days
1	Edget WWC Cooperative Association	Yes	45 days
2	Kidist Arsema WWC "	"	"
3	Riese Jema " "	"	"
4	Cherer " "	"	"
5	Awot " "	"	"
6	Yichalal " "	No	-
7	Daero " "	No	-
8	Batasha " "	No	-

From the 8 available cooperatives, 5 of them are trained in construction of hand dug wells and spring development by WSG for 45 days. However, the training was not given to all members of the association; only one member of the association is trained. There are no private spare dealers, consultants & drilling companies in the woreda.

The estimated average cost of hand dug well construction is about 45,000.00 Birr, spring development 60,000.00 Birr and 150,000 Birr for shallow well drilling having an average depth of 60 meters (the cost of HDW & SW includes supply & pump

installation). The cost of construction of the schemes is expensive in this woreda due to inaccessibility problem of the *tabias*, materials should be transported by labor.

### 3.3 OVERVIEW OF HYGIENE AND SANITATION

The hygiene and sanitation situation of the woreda which is focused to key behavior indicators shows that from a total of 20,737 rural HHs in the woreda, 20,250 HHs (97.6% of rural HHs) have latrine facilities regardless of its quality and proper management at the end of 2003 EFY. So far, there is only indicative of 3 *tabias* or 14 villages open defecation free (ODF) out of 16 rural *tabias* or 70 villages respectively are available in the Woreda.

From the total number of rural HHs accessed to latrine facilities in the woreda, 16,403 HHs (81 % of HHs accessed to latrine facilities) reached at proper utilization. From the total number of rural HHs, 415 HHs (2%) have well practiced hand washing facilities. The hand washing facilities are made locally with water supply, soap or alternative cleaning materials such as ash.

From the total number of rural households, 19,908 HHs (96 % of rural HHs) completed 16 packages of health extension program and graduated. Similarly these graduated HHs are ensured a proper HH level safe water supply storage and use treatment practice.

Out of 18 Health facilities (3 Health centres and 15 Health posts) found in the woreda only 2 health centres are with water supply service in their compound and owned by the health centre, 3 health centres are with improved ventilated pit latrine. These three health centres are functional and have separated rooms for males and females improved ventilated pit latrine with hand washing facilities. The Woreda has provided Jerikans (water containers) for this purpose collaborated with UNICEF. It is reported that all 18 health facilities are with functional infectious waste disposal pits. Two health centres are with functional incinerators and placenta pits in their compound.

From the total 46 schools in the woreda, 22 schools (48%) are found with improved pit latrines. Out of these 22 schools, 6 schools have separate block latrines for girls and boys using at a proportion of 1: 79 (263 holes for a total of 20,713 students) and 16 schools have shared latrine facilities. Out of 46 schools in the woreda, 37 schools (80%) have functional waste disposal pits in their compound. There are no separate latrine facilities for teachers. Moreover, out of 46 schools, 22 schools (48%) have water supply service and 25 schools (54%) have established school WaSH clubs.

In regard to Knowledge, Attitude and Practice (KAP) towards hygiene and sanitation of the woreda's community, it was explained that progressively there is significant improvement but still it requires more efforts by all actors to this sector. Based on

the discussion conducted with Woreda WaSH stakeholders, we have observed a gap in coordination and implementation capacity.

## 4 INSTITUTIONAL & WASH PROGRAM IMPLEMENTATION CAPACITY

### 4.1 INSTITUTIONAL CAPACITY

The Water Resource Management Policy and the Water Sector Strategy have explicitly stated that every citizen has the fundamental right to access safe water for his/her basic needs. The overall objective of the Water Resource Management Policy is to enhance the well-being and productivity of the people through sustainable development of water resources for equitable social and economic benefits.

To implement WaSH program successfully, capacity of WaSH stakeholders should be strengthened.

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#### 4.1.1 VISION & OBJECTIVE OF THE WOREDA

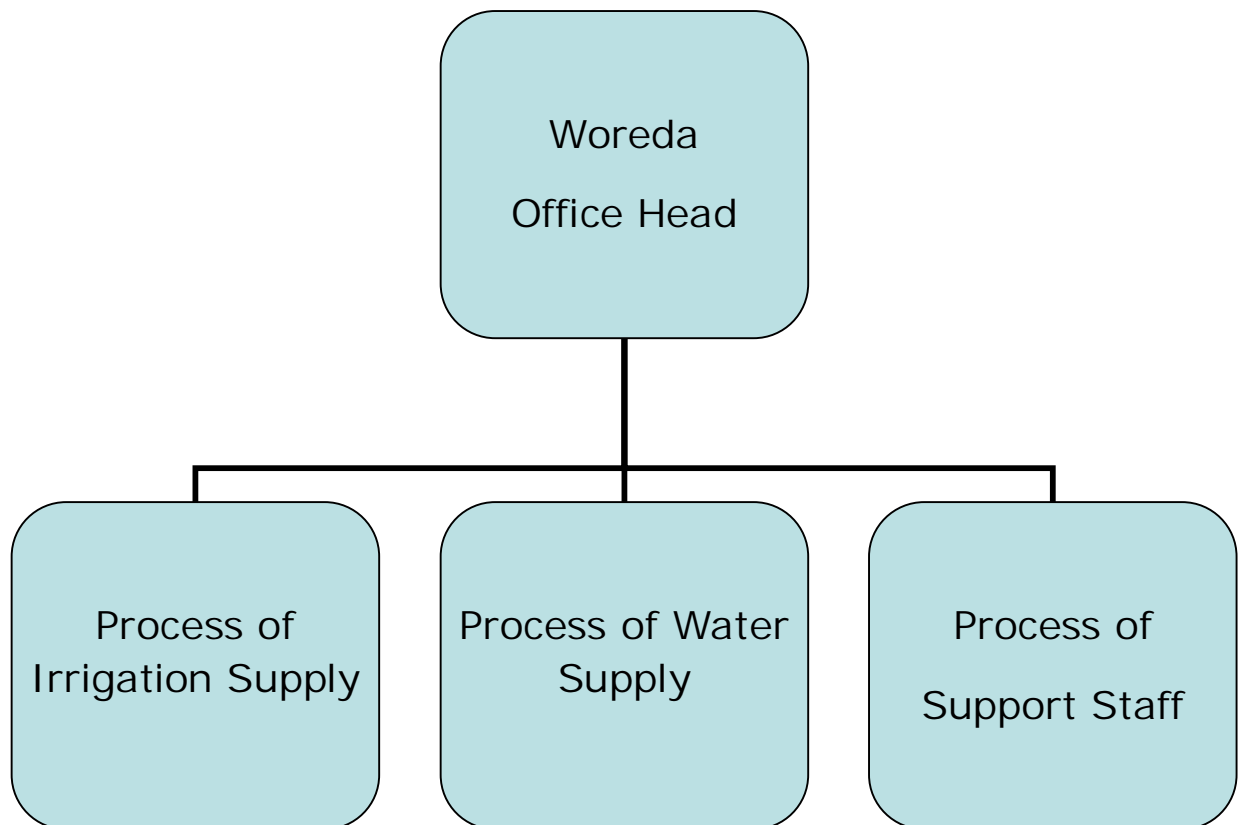
Vision: To improve the health & quality of life of the rural community through provision of water & sanitation services on a sustainable basis.

Objectives of the woreda in implementing WaSH Program

- To improve woreda level capacity demand-based Rural WaSH Program
- To improve access of rural communities to water & sanitation services operated and maintained by the community.
- To improve health & hygiene practice

4.1.2 ORGANIZATIONAL STRUCTURE FOR WATER, ENERGY & MINES OFFICE/ONLY WATER SECTIONS/

Fig.2 Organizational Structure for Water, Mines & Energy Office, Water Section Only





## Roles and Responsibilities of the Water Office at Woreda Level

- Undertake identification of water sources
- Study and design of small micro dams
- Study and design for HDW construction, spring development
- Undertake shallow well and deep well studies
- Support WaSHCOs on the provision of spare parts availability
- Support WaSHCOs on operational works
- Undertake electromechanical maintenance
- Undertake rehabilitation of HDW and SP sources which are beyond the capacity of WaSHCOs
- Undertake training of WaSHCOs on operation, maintenance and financial management.

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### 4.1.3 HUMAN RESOURCE FOR SECTORS

The recognition, organization and strengthening of the woreda WaSH sectors is an important step for bringing the service closer to the beneficiaries. Reasonable number of staff should exist at woreda offices. However, compared to their responsibility the woreda offices need to be strengthened with the necessary human resources.

Table 3 Water Office Human Resource /Only Professionals Involved in Related to Water Supply and Irrigation

No	Name	Sex	Age	Position	Education Level	Salary	WaSH Experience in years	Trained on R-WaSH Y/N
1	Yalem Adhana	F	28	Head	Degree	3558	1	N
2	Redae Berhe	M	30	Vice head	"	3251	2	N
3	Temesgen Haftay	M	28	WS Engineer	"	2751	2	N
4	Ruta Teka	F	22	Geologist	"	2751	2month	N
5	Getachew Nega	M	30	Water shade exp	"	2934	1	N
6	Goitom Mehari	M	26	Environment	"	1499	2	N
7	Haftu Kabsay	M	26	Electromechanic	Diploma	1499	2	N
8	Cherkos Seyum	M	42	Supervision Eng	"	2571	3	N
9	Amanuel Girmay	M	20	"	"	1499	3	N
10	Aklilu Amare	M	28	Geologist	"	3751	3	N
11	Michael Tesfay	M	28	"	"	3751	1	N
12	Awot G/Mariam	F	29	Water mgt.	"	1499	3	N
13	Biti Seged	F	20	secretary	Certificate		3	N

Table 4 Water Office Manpower

Level	Approved Post	Existing Man power
Degree	14	6
Diploma	11	6
Others	4	4

Table 5 Health Office Manpower

Level	Approved Post	Existing Man power
Degree	5	3
Diploma	11	9
Others	7	7

- o 34 Health extension workers in 18 rural kebeles of the woreda

Table 6 Education Office Manpower

Level	Approved Post	Existing Man power
Degree	9	13
Diploma	4	2
Others	8	6

Table 7 Plan & Finance office Manpower

Level	Approved structure post	Existing man power
Degree	17	10
Diploma	14	10
Others	8	6

Human resources are not sufficient at the woreda level. The number of posts is small and posts are not filled with required manpower. The staff has limited experience & needs updating their knowledge & skills in technical matters as well as in promoting

WaSH program at community level. The woreda staffs are not also providing good support for O & M. The hygiene & sanitation experts at woreda level also lack training to promote hygiene & sanitation.

The newly employed staffs for WaSH stakeholders need updates & training on the national WaSH objectives, policies, arrangements, etc. Once they have received adequate training, they will play a significant role in the implementation of the WaSH program.

The institutional structure of the woreda water office focuses mainly in the study, design, contracting out construction, supervision and maintenance of water supply schemes.

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#### 4.1.4 Office Facilities for Sectors

Table 8 Water Office Equipments

Equipment Type	Total No.	No. of functional	No. of Non-functional
Desk top Computer	1	1	-
Lap top Computer	-	-	-
Printer	1	1	-
Photocopy machine	-	-	-
File cabinet	3	3	-
GPS	4	4	-
Surveying equipment	-	-	-
Mold	-	-	-
Dewatering pump	6	6	-

Table 9 Water Office Vehicles

Vehicle/motor bicycles	Total No.	No. of Functional	No. of Non-Functional	primary user	Who authorizes the usage?
Motorbike	5	2	3	Water Office	Office Head

Table 10 Woreda Health Office Equipment

Equipment Type	Total No.	No. of Functional	No. of Non-Functional
Computer	3	2	1
Printer	3	1	2
File cabinet	4	4	

Table 11 Woreda Health Vehicles

Vehicle/motor bicycles	Total No.	No. of Functional	No. of Non-Functional	primary user	Who authorizes the usage?
Car	1		1		
motorbike	3	2	1		

Table 12 Education Office Equipment

Equipment Type	Total No.	No. of Functional	No. of Non-Functional
Computer	9	4	5
Printer	3	3	
Photocopy	1		1
File cabinet	0		

Table 13 Plan & Finance Office Equipment

Equipment Type	Total No.	No. of Functional	No. of Non-Functional	Remark
Computer	10	8	2	
Printer	3	2	1	
Photocopy	2	-	2	
File cabinet	3	3		

## 4.2 WASH PROGRAM IMPLEMENTATION CAPACITY

### 4.2.1 SITUATION OF WASH PROGRAM

Endamehoni Woreda is Africa Development Bank(AfDB) supported WaSH woreda since 2007. From the total of 16 tabias in the woreda, only seven tabias are getting support from World Bank. List of tabias supported are Mekhan, Meswati, Tahtay haya, Hiz Teklehaimanote, Nekah, Embahaset & Shibta.

The AfDB WaSH support effectively contributed in the improvement of water supply and sanitation issues. The woreda WaSH team members nominated from 5 sectors / Women, Water, Education, Health & Finance sectors/ have good awareness on the program. At the time when the program was launched they were meeting every two weeks then after every month. The woreda recruited CFTs for community support.

The WWT has regular meeting and evaluates the program at different stages. The WaSH project cycle starts at coordinating communities to appeal formal request about their need on WaSH aspects. The WWT undertakes community selection through CFTs, project management, and monitoring and evaluation tasks until hand over. Communities can submit their request through either tabia administration to woreda cabinet or through the civic societies. The WWT evaluates the appeal from different perspectives and gives final decision on the request based on the selection criteria.

WaSHCOs are elected by direct community participation after sensitization is done by CFT members. Each selected user communities select five people /50% and above women/ for WaSHCO member. The selected WaSHCO members are trained and know well their roles and responsibilities at all levels of WaSH project cycle; planning, implementation/construction and O & M phases. The selected community contributes 5% for capital cost in cash & 100% for O & M. The amount to be contributed is decided by WaSHCO with the participation of the user communities.

Community WaSH plan is prepared after the establishment of WaSHCO and clear identification of their real problem is done with the help of CFT. The support given by CFT is indispensable. They assist communities on everyday operational activities of the WaSH projects with WaSHCO. The role of CFT is assisting communities to formulate their formal application, assist in fulfilling the requirements of the program, monitors WaSHCOs closely and they serve as bridge among WWT and the communities. Therefore, their presence is highly recommendable.

The woreda follows government procurement and tendering system though the WB has its own procurement guideline. The woreda WaSH team gives priority to local contractors to compete among themselves. The woreda administration gives final approval on the selection proposal made by the woreda WaSH team.

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#### 4.2.2 ORGANIZATIONAL STRUCTURE FOR WASH PROGRAM

The woreda WaSH team/WWT/ is established at the woreda level so as to plan, manage & monitor WaSH program activities. The following figure shows the WaSH coordination structure established at the woreda level.

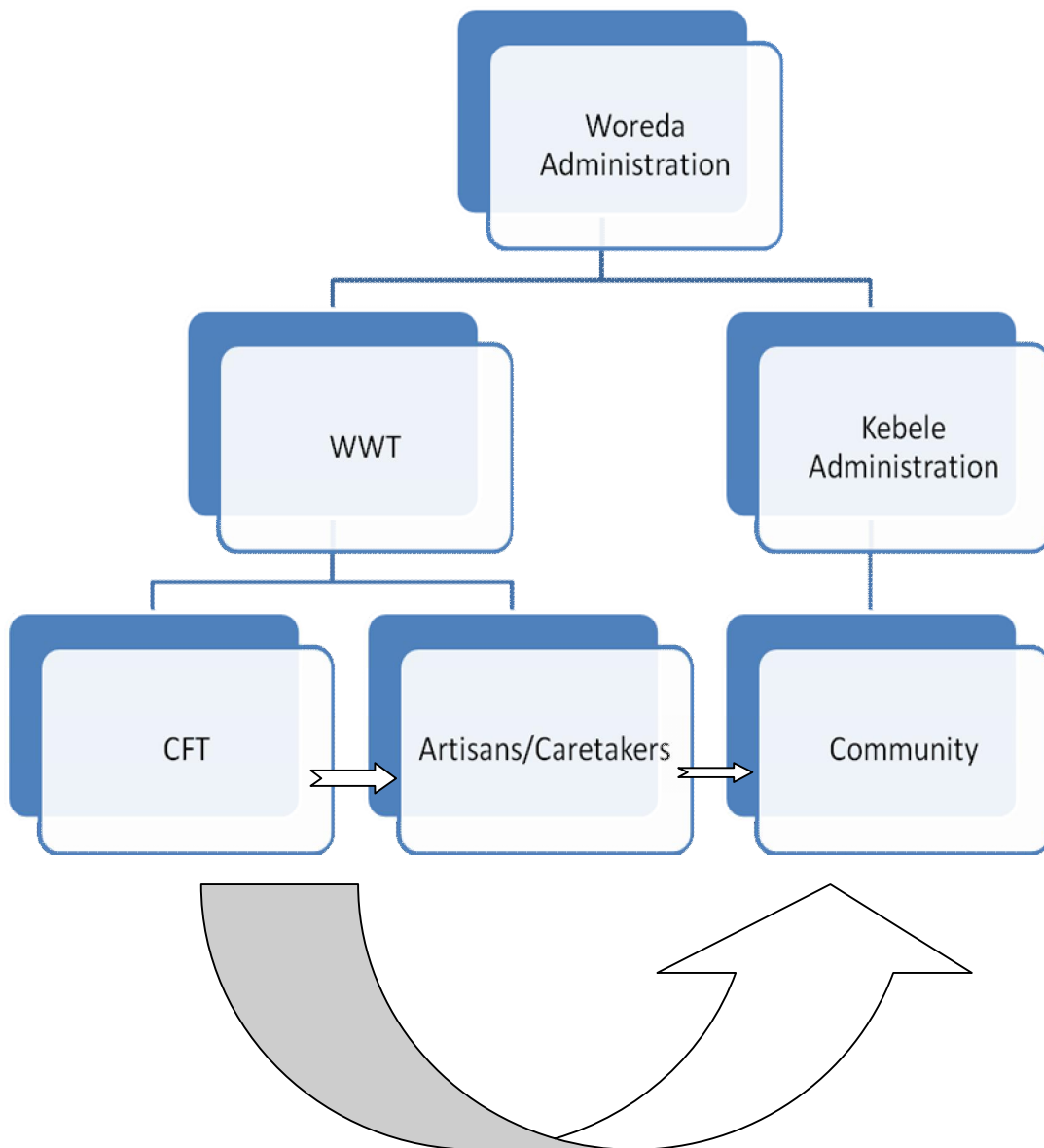


Fig.3 Woreda WaSH Structure



#### 4.2.3 HUMAN RESOURCE FOR WASH PROGRAM

Table 14 WWT Members

No	Name	Sex	Age	Position	Education Level	Membership Experience in years	Trained on R-WaSH Yes/No
1	Haftu Wolamo	M		Woreda Head	Degree		N
2	Yalem Adhana	F		Water head	"		N
3	Semahegn Mola	M		Education head	"		N
4	Goitom Alene	M		Health head	"		N
5	Abeba Ayanlem	F		Women affairs	"		N
6	Amarech Hiluf	F		Women asson	"		N
7	Amanuel Teka	M		Finance head	"		Y

Table 15 CFT Members

No	Name	Sex	Age	Education Level	Salary	WaSH Experience in years	Trained on R-WaSH Yes/No
1	Azmera Kahsay	F	26	Diploma	900	3	N
2	Moges Mengistu	M	23	"	900	9 month	N
3	Shiwaynesh Abreha	F	26	"	900	"	N
4	G/Kidan Tesfay	m	23	"	900	"	N

#### 4.2.4 OFFICE FACILITIES FOR WASH PROGRAM

Table 16 WWT Office Equipments

Equipment Type	Total No.	No. of functional	No. of Non-functional
Desk top Computer	2	1	1
Lap top Computer	2	1	1
Printer	1	-	1
Photocopy machine	1	-	1
File cabinet	2	2	-

Table 17 WWT Vehicles

Vehicle/motor bicycles	Total No.	No. of Functional	No. of Non-Functional	primary user	Who authorizes the usage?
Car	-	-	-	-	-
Motorbike	3	1	2	experts	head

#### 4.2.5 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS IN IMPLEMENTING WASH PROGRAM

➤ Strengths

- Existence of WWT, CFTs, health extension workers & artisans.
- Woreda budget allocation for WaSH sectors
- Existence of national WaSH strategy
- High demand for WaSH services
- Demand based & participatory planning process
- Existence of woreda WaSH program implementation manual
- Existence of CFT & WaSHCO guide book which can go in line with CMP approach

➤ Weaknesses

- Lack of human resource in water sector
  - Lack of capacity to coordinate WaSH stakeholders
  - Lack of technical skill in water supply project implementation
  - Less budget allocation to S & H
  - Lack of integration in resource utilization/like vehicles
  - Lack of effectiveness in WaSH program implementation
  - Lack of updated data in WaSH services
  - Poor monitoring & supervision
  - Weak participation mechanism
- Opportunities
- Utilization of human resource
  - Availability of labor & construction materials for WaSH projects
  - Existence of community participation in planning, implementation & follow up stages for water supply projects
- Threats
- Quality service delivery
  - Program sustainability
  - Proper management of existing resources
  - Technology sustainability
  - Skill transfer
  - Delay in completion of water supply projects
  - Poor community participation in planning, implementation & follow up stages of WaSH projects

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#### 4.2.6 WASH PLAN FOR 2003-2007 EFY

As the woreda is WaSH program woreda financed by ADB, the woreda prepared integrated woreda WaSH strategic plan for 1997-2002 EFY. The woreda water sector & health sector strategic plans for 2003-2007 EFY was prepared independently by each sector & submitted to WOFED. The WOFED has consolidated sectors' strategic plan and produced one woreda development strategic plan. The woreda planning is constrained by limited technical skill, lack of information on available resource for investment and limited understanding of the WaSH program.

The woreda 2003-2007 EFY WaSH plan shows that in 2007 EFY the rural water supply coverage reaches 100% by constructing 36 HDWs, 96 on spot springs, 21 shallow wells & 2 boreholes/deep wells.

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#### 4.2.7 PARTNER ORGANIZATIONS IN WASH

Organizations active in WASH program are AfDB, UNICEF, Local Investment Grant (LIG), REST, Productive Saftey Net Program and Save the Children (USA).

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#### 4.2.8 PARTICIPATION & COORDINATION

The guiding principles of the water policy focus on decentralized service delivery, participation and community management. Promotion of the participation and community management of all stakeholders and user communities, particularly women's participation in the relevant aspects of water resources management is essential.

All stakeholders to WasH have obligation to comply with governments' plans, policies and laws intended to respect, protect and fulfill the human right to water. In recognition of the multi-sectoral nature of WaSH and Memorandum of Understanding (MOU) was signed between MoWR, MoH and MoE at national level to facilitate their cooperation in joint planning, implementation, and monitoring of water supply, sanitation and hygiene education in communities. The MOU sets out broad institutional responsibilities for ministries, bureaus and woredas to work on their sector mandate & more importantly coordinate across their sectors.

To implement all water supply and sanitation projects in a coordinated way, the WWT has been formed at the woreda level. The chairperson of WWT is the woreda administrator. The woreda Water Office head is the member secretary. This WWT coordinates all WASH projects at the woreda level.

Although there is clear mandate in the implementation of the water supply, sanitation & hygiene education activities, the woreda water, health & education offices lack coordination in WaSH activities at the community level. The committee is found to be inactive. There is a need to activate the committee to effectively achieve objectives.

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#### 4.2.9 ACCOUNTABILITY & TRANSPARENCY

Transparency and accountability is vital for just and equitable delivery of services by public institutions. The woreda WaSH plan and the community WaSH plan, which is prepared annually, could be considered a living example of transparency at the woreda & community level.

Like any other projects or regular program each WWT member is accountable for program implementation. In depth discussion is conducted in planning and budget allocation process. If any member of the WWT is not participating actively, the sector office is obliged to change its representative.

Citizens may have to contribute financially and in other ways to ensure the realization of their rights to water. They may have to pay an affordable fee for connection to safe water.

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#### 4.2.10 CITIZEN VOICE

The woreda administration has given high priority to incorporating citizens' voice in planning, implementing and monitoring & evaluation of development activities in the

woreda. Community level organizations are formed at kebele & Gott level. These organizations are empowered for voicing their development needs. Besides this, formation of WaSHCO could be considered as efforts in establishing mechanism for listening to citizens' voice.

The WaSHCO on behalf of the community request the community needs to the Woreda WaSH Team. Usually the WWT & CFT conduct discussion with community members at planning, implementation and O & M phases of the project cycle.

## 5 BUDGET UTILIZATION

The water sector policy and strategy clearly put high priority in resource allocation to water supply and sanitation for human, livestock and industrial needs. The policy and strategy envisions a move towards partial cost sharing and full O & M cost recovery for rural water supply schemes as well as promotion of domestic commercial and micro finance institutions in financing water investments.

From the table below we can understand that from 2001-2003 EFY, the allocated capital budget for water sector from the total woreda capital budget was 4.9%. In 2003 EFY, the utilized budget for AfDB was higher than the allocated due to balance brought forward.

### 5.1 GOVERNMENT BUDGET ALLOCATED TO WOREDA FOR THE PAST THREE YEARS:

Table 18 GOVERNMENT BUDGET ALLOCATED FOR THE PAST THREE YEARS

Years/Sector	Capital	Recurrent
	Allocated Birr	Allocated Birr
2003	803,611	20,221,002
2002	272,899	17,336,989
2001	109,100	15,936,131

### 5.2 LOCAL INVESTMENT GRANT (LIG) BUDGET ALLOCATED TO WOREDA AND WASH FOR THE PAST THREE YEARS

Table 19 LIG BUDGET ALLOCATED TO THE WOREDA

Years/Sector	Allocated Birr to Woreda	Allocated Birr to WASH
2003	-	-
2002	2,025,000	2,025,000
2001	-	-

### 5.3 GOVERNMENT BUDGET ALLOCATED AND UTILIZED FOR WASH FOR THE PAST THREE YEARS

Table 20 GOVERNMENT BUDGET ALLOCATED TO WASH

Years/Sector	Capital		Recurrent	
	Allocated Birr	Utilized Birr	Allocated Birr	Utilized Birr
2003	-	-	405,981	405,981
2002	58,565	58,565	422,542	422,542
2001	-	-	382,992	382,992

### 5.4 ADB BUDGET ALLOCATED AND UTILIZED FOR WASH FOR THE PAST THREE YEARS

Table 21 AfDB BUDGET ALLOCATED FOR WASH

Year	Allocated Birr	Utilized Birr
2003 Water Supply	264,000	655,936
2002 Water Supply	688,592	148,632
2001 Water Supply	415,221	246,807

### 5.5 UNICEF BUDGET ALLOCATED AND UTILIZED FOR THE PAST THREE YEARS

Table 22 UNICEF BUDGET ALLOCATED TO HYGIENE & SANITATION

Year	Allocated Birr	Utilized Birr
2003	1,289,589	1,289,589
2002	441,273	441,273
2001	-	-

The woreda encountered problem in utilization of released fund from region due to delays of local contractors in performing their contract and cost increment through time.

## 6 MONITORING & EVALUATION

The WWT members undertake close follow up and support to CFTs and WaSHCOs on the WaSH program implementation. The WWT members meet every two weeks to discuss on the program status. The Woreda Cabinet as whole took responsibility for supporting WaSH program while going to Kebeles for development follow up and support. The woreda WaSH team gives support to CFTs and WaSHCOs every quarter in their catchment. The WWT undertakes supportive supervision at the community level, on site handover, at the beginning, middle and completion time of the water supply project. The RPCU rarely supervises woreda & gives support.

Monitoring and evaluation system in the woreda is inadequate. The woreda water office produces consolidated report for the sector which does not incorporate reports on sanitation and School WASH progress reports from health and education reports.



## 7 INSTITUTIONAL CAPACITY GAP

Indicator	Standard	Situation of Woreda	Capacity Gap
WaSH Vision and objectives	Clearly defined vision and objectives of organization and communicated properly to stakeholders	Water sector strategic plan prepared, vision & objectives have been defined, targets for the water sector development has been defined	Developing integrated sectoral WaSH plan is necessary, needs to give orientation on WaSH objectives to all woreda WaSH stakeholders
Situation of WASH	Have data to understand situation by updating periodically	77.8% rural water supply coverage  97.6 % of rural HHs have latrine facilities	Lack of WaSH updated data, no database system/MIS, lack of awareness in the decision makers and staff regarding the WaSH program objectives and implementation modalities for effective service delivery
Organizational capacity and staffing for WASH service	Have defined organizational structure based on the WaSH objectives. Ensure adequate number of right staff with right skill in right time at minimum cost	The organization has defined organizational structure, WWT established for WaSH	Lack of qualified & experienced staff in the water sector, WWT lacks capacity to coordinate

		to fulfill objectives. Adequate physical capacity and mobility to implement WaSH programs.	program implementation, lack of well experienced human resource in Water sector, woreda allocates budget for WaSH sectors, REST & UNICEF are working in WaSH service delivery	WaSH stakeholders in WaSH service delivery, limited budget allocated for S & H, WaSH sectors lack necessary office equipment & furniture and vehicles for supervision
Implementing programme	WASH	Effective discharging of WASH related service to the end users; Monitoring of the WASH project	WaSHCO established at community level, WaSH inventory undertaken	Lack of human resource at community level, WWT lacks knowhow on WaSH program implementation procedures, WaSH inventory analysis not completed, lack monitoring capacity of the WaSH projects
Plans and programs on WASH		Database planning system; integrated sectoral planning system; feasibility study; peoples participation at all stage; plan based on demand	More attention given to construction of water supply projects, less budget allocated to S & H, participatory approach undertaken in planning, implementation and monitoring process	Poor database in WaSH services, low experience in utilization of database for planning purpose, lacks progress review of WaSH plan, , lack of coordination during planning period, less attention to S & H, lack of periodic plan at community level,
WaSH capacity		Developed individual, organizational,	Less budget allocated for	less attention in human

development efforts	sect oral capacity as per need; support to create enabling environment	capacity building activities	resource capacity development
Participation and coordination	Ensured all levels of participation; Effective and functional district level coordination committees related to WaSH	WWT established, REST & UNICEF are working in WaSH sector, CFTs recruited at community level for WaSH services, WaSHCO and women development army established at community level	WWT is not effectively coordinating WaSH stakeholders, no focal person for WaSH program, different approach in WaSH implementers
Gender and social inclusion and citizen voice	More than 33% women participation in user committees; Gender sensitive and inclusive staffing. Information about services and service providers, feedback mechanisms, formal complaints processes	50% WaSHCO members are women, considered women participation at all levels, women development army established at community level, CFTs, WaSHCOs & kebele development committees are established to hear citizen voice	poor women participation in WaSH projects, slow action in responding citizen voice
Service delivery protocol	Clear protocol for implementation process of water supply projects, sanitation projects and hygiene program	WaSHCOs implement WaSH service delivery protocol	There is a gap in WaSH service delivery protocol, needs training in WaSH service delivery protocol, provide all working

			procedures and protocols
Monitoring and evaluation	Periodic monitoring of ongoing and completed program by mobilizing committees concerned; established monitoring and evaluation system Information utilized for managerial decision making purpose	monthly, quarterly and annually progress reports are prepared, quarterly integrated supportive supervision undertaken, periodic review meetings undertaken	Lack of monitoring plan, no planned field monitoring, no proper M & E system established

## 8 RECOMMENDATION FOR THE NEW CMP PROGRAM IMPLEMENTATION

- The CMP program shall give priority for *tabias* where there is no other donor intervention.
- WWT should develop integrated sectoral WaSH strategic plan by incorporating WaSH sectors strategic plan prepared by their own
- Assess need based human resource
- Assign WaSH focal person for WaSH program and necessary human resource for WaSH sectors
- Undertake assessment of training needs of staffs
- Capacitate woreda staffs skill by providing different trainings
- Strengthen coordination and communication with WaSH stakeholders
- Undertake orientation on WaSH program objectives & implementation modalities for WaSH stakeholders
- Provide necessary office equipments & furniture and vehicles for WaSH sectors
- Strengthen WWT members to undertake their assignments
- Undertake updating data regularly
- Undertake supportive field supervision
- Allocate sufficient budget for S & H
- Provide technical, supervisory and monitoring guidelines for WWT
- Utilize existing artisans for construction of WaSH facilities
- Establish performance monitoring system
- develop monitoring plan for WaSH projects