



COMMUNITY MANAGED PROJECT (CMP) Approach Scale up, Conversation note with Ato Yimer Habtie, Deputy Head of Water, Irrigation & Energy Resources Development Bureau and COWASH Project Director.

INTRODUCTION AND BACKGROUND OF CMP EVOLUTION

Community Managed Project (CMP) approach is one of the rural WASH implementation approaches recognized in the WASH Implementation Framework

Community Managed Project approach is one of the accepted rural WASH implementations approaches with unique track record in promoting functionality and sustainability of water facilities. In CMP approach communities are responsible for the full development process, through planning, implementation, operation and maintenance. In CMP, the community is the project manager who manages the project implementation, finance and procurement from the beginning to the end. The approach was started in 2 woredas in Amhara region in 2003/2004 as Community Development Fund

(CDF) by the then Rural Water Supply and Environmental Programme (RWSEP) in Amhara - a bilateral WASH programme between the government of Finland and the Amhara region. Based on the good results observed in the two piloted woredas, the approach was scaled up to 19 Woredas in the region till Mid 2011. Out of the 19 woredas 14 were funded by the Government of Finland and 5 by the Amhara Water Resource Development Bureau.

Due to the good lessons and results of CDF in RWSEP, Government of Finland decided to scale up CDF implementation to another region. As a result, FinnWASH-BG project was implemented in 5 woredas of Metekel Zone in Benishangul Gumuz Region during a period of 2009-2015. The FinnWASH Project included the following five Woredas of Metekel Zone, namely Bullen, Dibate, Mandura, Pawe, and Wombera. After successful implementations, the project goals were met and the project phased out in October 2015. Due to the good results achieved in Amhara and Benishangul Gumuz regions the CDF approach was thoroughly evaluated by the World Bank's Water and Sanitation Program (WSP) in 2010. Evaluators strongly recommended the Government of Ethiopia to scale up the CDF approach. Please find the below link of the evaluation report for further information.

https://www.cmpethiopia.org/media/cdf_evaluation_by_wsp_africa_on_2010

Furthermore, the Ministry of Finance and Economic development together with the Ministry of Water Resources conducted as well an independent CDF assessment in 2010 (link below) also recommending CDF scaling up to the national level

https://www.cmpethiopia.org/media/mofed_mowie_joint_report_of_cdf

After these events a CDF summit was organized in Amhara on 2010. This summit came also into the conclusion that CDF should become a national approach.

In early 2011 the Government of Ethiopia initiated a WASH Implementation Framework (WIF) design and later in the same year, the WIF was finalized and officially launched in 2013. CDF was included into the WIF with a new name as Community Managed Project (CMP, Please find link below).

[https://www.cmpethiopia.org/media/signed_summary_wif_2013/\(language\)/eng-GB](https://www.cmpethiopia.org/media/signed_summary_wif_2013/(language)/eng-GB)

In the meantime, the CDF implementation modality created great interest among the implementers of the WASH. It was adopted by new partners. For example, UNICEF allocated substantial funds for testing the CDF in seven woredas in Amhara region and German Agro-action started CDF implementation in Eastern part of Amhara with Organization for Rehabilitation and Development in Amhara Region (ORDA). In addition to the above, Plan Ethiopia also supported ORDA in CDF/CMP implementation in Lalibela and Bahir Dar Zuria woredas.

Thanks to the Government of Finland, later in 2010, a National WASH Project with CDF/CMP approach was initiated by the Government of Finland. As a result, in July 2011 a bilateral WASH project named Community-Led Accelerated WASH (COWASH) project between the GoF and GoE was established to scale up the CMP approach into 5 regions. Currently, the approach is being implemented in 76 woredas in 5 regions namely Amhara, Tigray, SNNP, Oromia and Benishangul Gumuz.

Below, we are pleased to share our conversation with COWASH Project Director in the Amhara region who is also Deputy Head of the Water Bureau in the region.

Question: How do you see the scaling up the CMP approach in the Amhara region?

Ato Yimer: "The region started the approach during the fiscal year 2003/2004 in two pilot woredas of the RWSEP programme. We saw that CMP demonstrated various benefits, which were not achieved through the conventional water supply implementation approach. The unique attributes of CMP approaches were increased community ownership, relatively faster implementation rate, better community readiness for O&M, greater financial contribution by the local community, and enhanced rate of functionality of WASH facilities.



Ato Yimer Habtie, Deputy Head of Water, Irrigation & Energy Resources Development Bureau and COWASH project director. Ato Yimer is an engineer by profession and he has been working in the Amhara region in the water sector for more than 20 years in different positions from woreda to bureau/regional level. Ato Yimer has been working as a COWASH project director since 2015. Yimer has been also a Chair of the regional WASH technical committee since 2014 to Mid-2018.

Because of these achievements underscored at the community level, we requested the then RWSEP and later COWASH, to increase the number of CMP woredas from time to time. When we started COWASH project in 2011/12 fiscal year, the CMP approach was in use in 27 woredas located in 5 zones of the region. Since then we have succeeded to increase the number of woredas in the region to 40. These woredas are located in all the 10 zones of the region and they account close to 30% of the rural woredas in the region".

Question: What were the opportunities when scaling up the CMP approach?

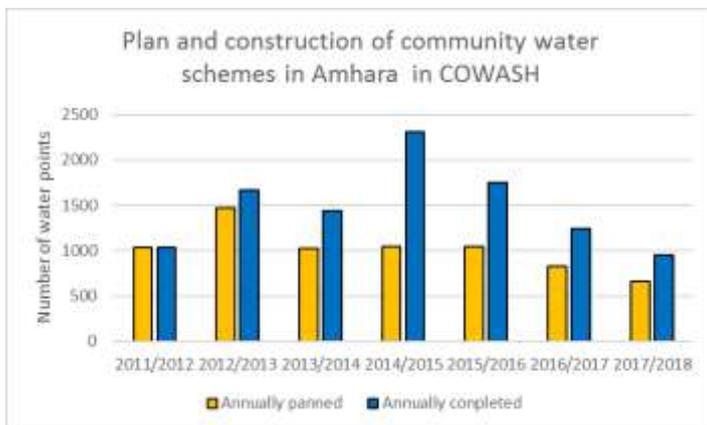
Ato Yimer: "One of the opportunities we had in scaling up of the CMP approach to more Woredas was the continued support of the Government of Finland in the WASH sector. This ensured the continued allocation of capacity building budgets for the Woredas which implement the approach. To make CMP successful, capacity building of different stakeholders in general and the community members in particular is a vital prerequisite. From the Bureau's perspective, the interest and readiness of the region to increase the WASH coverage, allocation of more budgets for investment and increased concern for sustainability of WASH facilities were pertinent issues for scaling up of the approach".

CMP approach increased the commitment of the region to the sector and mobilized more budget than planned.

Question: How much has the Regional Government committed or actually transferred funds for CMP implementation?

Ato Yimer: "I do not have all the figures available from the beginning, but in RWSEP Phase IV (2008-2011) our regional commitment was close to 7 Million ETB. In COWASH Phase I&II (2011-2016) we committed to contribute Birr 240 Million. Actual funds used in the same period were Birr 287 Million ETB. The commitment of the regional government in financing the COWASH Phase III (2016-2020) is Birr 248 Million. In two years we have already used Birr 199 Million. In order to give response to more demands which came from the community our planned contribution for the Phase III has increased to Birr 258 Million".

CMP approach has increased the commitment of the region to the sector and region is ready to mobilize more budget than planned.



Question: What about the community's contribution for CMP implementation?

Ato Yimer: "2011 the region decided to have minimum 30% community contribution for all low-tech water supply schemes implementation (hand dug wells and non-motorized springs). Actually, CMP approach demands minimum of 15% community contribution. The reports from non-CMP woredas reveal that most projects could not attain the minimum 30%. However, the reports from CMP woredas

CMP approach mobilizes more resources from the community for project implementation.

informed the opposite. Most CMP projects' beneficiaries contribute even more than 30%. We have even cases where community contribution has gone above 50% from the investment cost. Because of this encouraging news, the region has been able to implement more projects than originally planned. I have understood that the major reason for the

progressive increase of community's contribution in CMP approach is related to its project approach which commences with community awareness activities from the very beginning to the end of the construction. The community therefore, makes all the effort to contribute its labour, construction materials and even cash for construction. It is important to note that there is no handover in CMP as the project is owned and implemented by the community itself. I have prepared chart for you to illustrate what impact the community contribution really means for us. In this chart every year in COWASH we have been able to increase the number of water points constructed due to community contribution".

Question: In your view, what are the major challenges and barriers for not-scaling the CMP approach in to more Woredas in the region?

Ato Yimer: "In the CMP approach the WASHCOs are the entity responsible for procurement and financial management with the technical support of the Woreda. At the moment, only bi-lateral and NGO projects have been able to use WASHCO procurement procedure. In Government projects this is not allowed. Therefore, the main barrier is Government's procurement system that does not recognize WASHCOs as responsible entities for procurement and financial management in the public finance and procurement system. Second barrier in scaling up the CMP has been the limitation of the regional government in allocating capacity building budgets. For successful implementation of CMP approach, enhanced capacity of WASHCOs to manage the project management, finance and procurement is a key success factor in demand".

Question: What kind of recommendations can you provide us for scaling up the approach to non-COWASH woredas in Amhara Region?

Ato Yimer: "First of all the region has recognized CMP approach as one of the most successful project approaches that contributes for community ownership and sustainability of WASH facilities. We believe that this needs to be scaled up in other Woredas of the region. For the scaling up the approach I recommend the following:

First, we need to include the WASHCO procurement system into the Government Financial and Procurement guidelines and manuals. This requires that the Ministry of Finance to approve these guidelines and cascade them down to regional Finance Bureaus to implement them. The fastest step to demonstrate this is to include CMP into the OWNPN CWA Project. Through this project we could scale up CMP to nearly all Amhara woredas.

Second, the region and other financiers need to give more emphasis to allocate adequate capacity building and operational budgets. Through this the Woredas can build WASHCO's management capacity in project management and Woreda staffs would have enough resources to provide technical support to WASHCOs".

Story drafted by Yohannes Melaku, CMP Specialist and revamped by Arto Suominen, COWASH Chief Technical Adviser in May 2019.