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of the Czech Republic

REPORT FROM THE COMPLEX EVALUATION OF THE DEVELOPMENT COOPERATION OF THE CZECH REPUBLIC IN THE SECTOR WATER SUPPLY AND SANITATION IN ETHIOPIA

Capacity Development in the Field of Engineering Geology and Hydrogeology in Ethiopia
Sustainable Management of Water Schemes in Alaba Special Woreda
Establishment of a Sustainable System of Drinking Water Supply in Small Towns of
Sidama Zone, SNNPR, Ethiopia I
Establishment of a Sustainable System of Drinking Water Supply in Small Towns of
Sidama Zone, SNNPR, Ethiopia, II /Geophysical Investigation in Sidama Zone
Resources Survey of Thermal and Mineral Waters in Southern Ethiopia

November 2014



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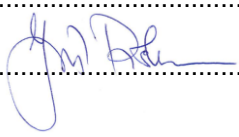
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| Project title and working title | Years | Location | Coordinator | Implementer | Total utilization of funds (in CZK) | |
|--|-----------|---------------------------------|-------------|--|-------------------------------------|---------|
| | | | | | CZDC | Other |
| Capacity Development in the Field of Engineering Geology and Hydrogeology in Ethiopia (GSE Mapping) | 2010-2012 | Addis Ababa SNNPR Oromiya | CZDA | Aquatest a.s. | 6,769,120 | 0 |
| Sustainable Management of Water Schemes in Alaba Special Woreda (ASW PIN) | 2011-2013 | SNNPR, ASW | CZDA | People in Need o.p.s.(PIN) | 7,150,000 | 720,000 |
| Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone, SNNPR, Ethiopia (Sidama I) | 2011-2014 | SNNPR, Sidama Zone | CZDA | Consortium "Sidama Water Supply I" Consortium leader IRCON | 27,578,544 | 0 |
| Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone, SNNPR, Ethiopia, II Geophysical Investigation in Sidama Zone (Sidama II) | 2013 | SNNPR, Sidama Zone | CZDA | Consortium "Sidama Water Supply II" Consortium leader Aquatest a.s. | 1,934,000 | 0 |
| Resources Survey of Thermal and Mineral Waters in Southern Ethiopia (Thermal) | 2012 | Addis Ababa SNNPR Oromiya | CZMOIT | Aquatest a.s. | 798,480 | 201,000 |
| Sustainable Management of Soil, Forest and Water Resources as a Pilot Model for Community Development in Southern Ethiopia, WASH Component (MENDELU) | 2010-2012 | SNNPR, ASW | CZDA | Mendel University Brno (MENDELU) | 12,635,034 ¹ | 734,000 |

| | |
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¹ The amount includes the cost for both project components: WASH as well as soil and water conservation

1 SUMMARY

1.1 The Programme and evaluation context

The *Development Cooperation Programme, Ethiopia, 2012-2017* is the basic strategic document for development cooperation coordination in the Federal Democratic Republic of Ethiopia (FDRE). It is attached to and forms an integral part of the Memorandum of Understanding between the Ministry of Foreign Affairs of the Czech Republic and the Ministry of Finance and Economic Development of the Federal Republic of Ethiopia concerning Development Cooperation has been signed in Addis Ababa on 04 October 2011. The Programme is based on the *Development Cooperation Strategy of the Czech Republic for 2010-2017* approved by the Czech government in May 2010 where the Federal Democratic Republic of Ethiopia (FDRE) is defined as one of the priority (Programme) countries.

Development cooperation Programmes between the Czech Republic and the priority countries are the cornerstone of bilateral development cooperation, and are to be carried out through bilateral development projects. Within development cooperation, the Czech Republic has had significant presence in Ethiopia since 2001. Ethiopia had been one of the most significant African trade partners of former Czechoslovakia. Priority sectors for development cooperation for the period 2012-2017 as defined in the Programme include: Education, Health, Water supply and sanitation, Agriculture, forestry and fishing and Disaster prevention and preparedness. The geographical focus of the Czech Development Cooperation (CZDC) is the Southern Nations, Nationalities and Peoples' Regional State (SNNPR). Coordination and some development activities also concentrate in Addis Ababa and its vicinity.

Mid-term evaluation of the whole Programme has been foreseen for 2014, with the results of this evaluation becoming a part of a document to adjust and modify mid-term development cooperation.

This evaluation focused on the sector Water supply, sanitation and hygiene (WASH) in Ethiopia is based on six projects implemented under the coordination of the Czech Development Agency (CZDA) and the Ministry of Industry and Trade of the Czech Republic (CZMOIT) (*Resources Survey of Thermal and Mineral Waters in Southern Ethiopia* under the Aid for Trade programme), implemented until the middle of 2014 about half of the programming period). The main purpose of the evaluation is to obtain objectively substantiated and consistent conclusions that can be used in the decision making of the Ministry of Foreign Affairs of the Czech Republic (MFA CZ) in coordination with the CZDA on the future direction of the CZDC in Ethiopia in the WASH sector (with focus on drinking water). Conclusions inferred from the obtained information can be used for improving the implementation of the WASH sector Programme in Ethiopia and prospectively also as the basis for the formulation of sector strategy and the synergic orientation of future projects, or for decisions concerning the implementation of similar projects in other partner countries.

The methodological approach reflects the purpose and objectives of this evaluation as defined in the tender documentation and follows the requirement for evidence-based assessment. Evaluation design has been non-experimental (descriptive). Evaluation matrices prepared for each individual project and for the Programme including evaluation questions have been consulted with the Reference Group and accepted by the contracting authority. The evaluation approach was participatory. Information gathered from different sources and with the use of different data collection instruments has been compared (triangulation of methods and instruments for improved accuracy). Information recorded in questionnaires by each team member has been consolidated in a sequential manner (triangulation of evaluators). Briefings and debriefings were held with the Embassy of the Czech Republic in Addis Ababa, relevant institutions and implementers. Two case studies from Alaba Special Woreda (ASW) illustrate the problems encountered with the management and operation of the water supply systems.

Main methodological obstacles faced during the evaluation include:

- Limited availability of secondary data before the field phase
- Additional demands on resources due to increasing scope of work during the preparatory phase from four to five projects
- Diversity of projects, locations, implementers and partners.
- The portfolio of projects has been enlarged when Ethiopia became a priority country in 2010. Subsequently, four of the six projects included in this evaluation started before 04 October 2011 when the Memorandum of Understanding (MOU) on development cooperation between Ethiopia and the Czech Republic was signed.
- The time lag between Ethiopia becoming a priority country in 2010 and the signing of the MOU in October 2011 resulted in some fluctuation between identification of the projects and their sectoral allocation.

- The identification of AfT projects coordinated by CZMOIT differs from projects coordinated by the CZDA. Aid for Trade projects are overseen by the Ministry of Trade and Industry in consultation with the Ministry of Foreign Affairs and coincide with the priorities of Czech development cooperation.
- Effective communication with partners required translations of documents from Czech to English. Translations from English to Czech were required for preparing outputs of the evaluation.
- Due to the project context, the evaluation design is relatively weak and does not allow convincing demonstration of causality between interventions and the result.

The evaluation has been implemented in three phases. *The inception phase* focused on the preparation and presentation of Inception Report. *Fieldwork* has been implemented in accordance with the evaluation questions and methodology and in compliance with the objectives of the evaluation and expectations of the contracting authority. During the *final phase*, the information from the preparatory and field phases has been consolidated, processed, analyzed, and interpreted in relation to the evaluation questions and the evaluation report has been drafted.

1.2 Key findings and conclusions

Below is a summary assessment in relation to the evaluation questions based on evaluation of six projects and on sector evaluation matrix. Assessment of **relevance** is based on relevance of the Programme with respect to relevant national policies and strategies and on conclusion on relevance of the individual projects. **Effectiveness** has been assessed on the basis of findings on actual contributions of the individual projects to the Programme objectives and outputs. **Sustainability and impacts** have been assessed on the basis of findings and conclusions from evaluations of the individual projects. **Efficiency** has been assessed for the individual projects but not for the sector as such since there is no Programme budget. While assessing **visibility of the CZDC**, conclusions on visibility from the individual projects at the local level as well as findings on visibility of the CZDC at the national level have been taken into consideration. **Cross cutting principles** were assessed on the basis of conclusions from individual projects and the Programme document. The proposed revision of the Programme LFM served as the basis for assessment of **consistency** between Programme objectives/outputs and the anticipated objectives/outputs of the individual projects as specified in their respective LFMs. **Linkages and synergies** among projects implemented under the Programme have been evaluated on the basis of mutual comparison of their objectives and outputs. Conclusions about **possibilities of grouping** development activities and on the **level of communication and coordination** among actors of the CZDC and level of communication and coordination between actors of the CZDC and other stakeholders result from the analysis and interpretation of questionnaires based on the sector evaluation matrix. The same applies for the **cooperation with the private sector** and **development strategies and modalities**.

Major findings and conclusions from evaluations of the projects are included in Annexes D1-D5 and in the Evaluation Report for *Sustainable Management of Soil, Forest and Water Resources as a Pilot Model for Community Development in Southern Ethiopia*, available on http://www.mzv.cz/file/1024093/EZ_MENDELU_text.pdf.

Table 1.2.1 Summary based on conclusions from the evaluated projects

| Evaluation criteria | | Rate of fulfillment | | | | | | |
|---|-------------------------|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | | Mapping | ASW PIN | Sidama I | Sidama II | Thermal | MENDELU | Programme |
| Relevance | | High | High | High | High | Rather low | High | High |
| Effectiveness | | High | Rather high | Rather low | Rather high | Rather high | Rather high | Rather high |
| Efficiency | | Rather high | High | Rather low | Rather low | Rather high | Rather low | Rather high |
| Sustainability | | Rather low | Rather low | Low | Rather low | Low | Rather low | Rather low |
| Impacts | | Rather high | Rather high | Rather low | Rather high | Low | Rather low | Rather low |
| Visibility of CZDC (projects) | | High | Rather high | Rather high | Rather low | Rather high | High | Rather high |
| Cross-cutting principles | Good governance | Rather high | High | Rather low | Rather high | Rather low | Rather low | Rather high |
| | Human rights & gender | High | High | Rather high | Rather high | High | High | High |
| | Environment and climate | High | High | Rather high | High | High | High | High |
| Consistency of project and Programme objectives | | Rather low | High | Rather low | Rather low | Low | High | Rather low |
| Linkages among the evaluated projects | | Rather low | Rather high | Low | Rather low | Rather low | Rather low | Rather low |
| Synergy with other evaluated projects | | Low | Rather high | Low | Rather low | Low | Rather low | Rather low |

Table 1.2.2: Summary of conclusions based on the sector evaluation matrix

| | |
|---|-------------|
| Possibilities for grouping development activities | High |
| Level of communication and coordination among CZDC actors in Ethiopia | Rather high |
| Level of communication and coordination with other stakeholders: local level | Rather high |
| Level of communication and coordination with other stakeholders: national level | Rather low |
| Visibility at national level | Low |
| Potential for cooperation with the private sector | High |
| Option under the existing sector development strategies and modalities | High |

Relevance: High

The objectives of the Programme in relation to national strategies were assessed as highly relevant. The team also assessed each project separately. Five out of six evaluated projects scored high on relevance. By supporting sustainable access to drinking water within a reasonable distance and improved sanitation and hygiene practices the Programme decreased the drudgery of women and children who are mainly responsible for fetching water. It also increases the potential for decreased incidence of WASH related disabilities and deaths (Disability-Adjusted Life Years - DALYs²) and thus for increased productivity of the population. Access to drinking water poses a problem particularly in the lower areas of SNNPR and the Programme addresses a top priority of the population. This potential could be better utilized by coordinated planning and grouping of interventions and by improved management and maintenance of the water supply sources.

Effectiveness: Rather high

The overall assessment of effectiveness of the individual projects is rather high. However, since effectiveness of the Programme has been evaluated on the basis of actual contributions of the individual projects to the Programme objectives and outputs and consistency of *Capacity Development in the Field of Engineering Geology and Hydrogeology, Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone, SNNPR, Ethiopia, II Geophysical Investigation in Sidama Zone and Resources Survey of Thermal and Mineral Waters* has been assessed as *rather low* and *low* respectively, the result is *rather high*.

Efficiency: Rather high

The overall efficiency has been assessed as rather high although conclusions on three projects are “rather low”. CZDA is floating tenders on the basis of the Law of Public Tenders of the Czech Republic. The lack of transparency of budgets and expenditure reports based on activities and outputs rather than inputs and ultimately their evaluability however remains an issue.

² http://www.who.int/healthinfo/global_burden_disease/metrics_daly/en/

Sustainability³: Rather low

For projects that have been completed only recently or are still ongoing, only the likelihood of sustainability could be assessed. Continuation of their benefits can also be influenced by follow up projects of the CZDC. Insufficient preparatory activities, quality of infrastructure works and lack of funds have been identified as the main reason for low sustainability. Preparatory activities are main prerequisites for sustainability and include:

- Socio-economic mapping (establishment of priority needs including technical solutions and ability/willingness to pay).
- Calculation of full cost recovery tariffs for each WSS. Hydrogeological mapping including detailed survey of existing functional and non-functional WSSs. Participatory selection of sites and appropriate technologies.
- Assessment of gaps in capacities to implement, operate and manage the newly created/rehabilitated WSSs, defining appropriate organizational solutions and capacity building interventions based on identified needs.
- Supply chains for spares. Pre-selection of competent partners for the implementation of community facilitation, infrastructure and health/hygiene education components.

Impacts: Rather low

Impacts (measured as contribution to overall Programme objective) have been assessed as rather low mainly due to low sustainability and low impact of *Resources Survey of Thermal and Mineral Waters in Southern Ethiopia* that is unrelated to the objectives of the Programme.

Visibility: Rather high

Although visibility is rather high at the local level, it is rather low at the national level (as a result of personnel limitations); key partners such as the WASH TWG, the Water Sector Working group or the WASH NCU are not aware of the Programme and of CZDC activities in the sector. MOFED signed the MOU on Cooperation is familiar with the Programme, but expressed its interest to receive information about the implementation plan, financial flow, physical and financial performance, project progress and evaluation reports for each of the projects. (Most of these documents are in Czech.)

Cross cutting principles:

- Good governance: Rather high
- Human rights and gender equity: High
- Environment and climate: High

Good governance has been assessed as rather low in three evaluated projects, mainly due to low involvement of project partners. In the Programme, cross-cutting principles are included implicitly, by reference to the *Development Cooperation Strategy of the Czech Republic for 2010-2017* where they are anchored and by conformity of the Programme with the GTP which is based on the MDGs and where good governance, social equity and promoting women and youth empowerment are explicitly mentioned. Protection of natural resources is the overall objective of the Programme for support to the Agriculture, forestry and fishing sector.

Consistency of projects and Programme objectives: Rather low

The Programme logic could be improved by including indicators and budget. One of the projects did not contribute to the WASH Programme at all, one only indirectly. With the exception of ASW PIN and MENDELU, the projects did not include capacity building of WSSs managers (WASHCOs, WSSEs) or of the Woreda Water Offices.

Linkages among the evaluated projects: Rather low

Ideally, all or most projects within a country Programme should be related to each other for improved effectiveness and efficiency. Although the majority of projects have been implemented in the same target area, determined by the demand of regional authorities in the programming phase, they are not effectively connected or synergic. Existing links between evaluated projects were based primarily on the initiative of implementers. CZDA prepare projects on the basis of identification, which consists on verifying information on the site and results from the ongoing monitoring.

Synergies: Rather low

Real synergy has been created only between ASW PIN and the MENDELU/Sidama I projects. ASW PIN and Sidama II complemented and contributed to one follow up project each.

³ OECD/DAC defines sustainability as the likelihood of the continuation of the benefits of an activity after donor funding has been withdrawn. Sustained benefits concern the project beneficiaries

Possibilities for grouping development activities: High

There are several options for grouping activities: Geographically, within the WASH sector, between CZDA and CZMOIT Aid for Trade (AfT) as well as between CZDC and other donors that would contribute to synergies and improved effectiveness, sustainability and impacts.

Level of communication and coordination among CZDC actors in Ethiopia: Rather high

Since 2012, PIN has been organizing annual meetings of Czech implementers working in Ethiopia attended also by the Embassy and CZDA. Such meetings could take place more frequently, perhaps on a semi-annual basis. The Embassy currently does not have the staffing capacities to organize additional meetings or workshops on specific topics.

Level of communication and coordination with other stakeholders:

- At the local level rather high
- At the national level rather low

Communication and coordination with local partners (ASW, Sidama Zone, SNNPR) during planning and implementation of projects has been good, although some gaps in reporting have been reported. The partners however have not been involved in the preparation of the Programme, and do not receive evaluation reports. Partners at the national level, with the exception of MOFED, have been involved to a lesser degree. The previously good communication with the MOWI&E has decreased and the main coordination bodies in the WASH sector (TWG WASH and the Water Sector Working Group) are not aware of the Program and Czech projects. Neither MOFED nor MOWI&E receive evaluation reports (or their English summaries). Both reported that they have not been involved in the formulation of the Programme, and the MOWI&E does not have the MOU (to which the Programme is attached). CZDA does not have a permanent representative in Addis Ababa and is therefore not in the position to participate in relevant coordination activities at the national level; focus during semi-annual planning and monitoring visits remains on the local level.

Potential for cooperation with the private sector: High

There are private workshops, local technicians and vendors in ASW that could support the operation and maintenance of WSSs. The TVET in Alaba could contribute to their capacity building. Their involvement could improve cost effectiveness and decrease the time of non-functionality of the 39 WASHCO managed schemes of which some 13 broken at any given time. Typical reasons include: broken down pumps, generators and transformers. Provided the WASHCOs would have the required funds, the private sector could provide the required technical services and spare parts. The Embassy, Woreda Administration and PIN expressed their support to piloting such approach. Cooperation with the private sector could complement services provided by the government and increase access to drinking water.

Options under the existing sector development strategies and modalities: High

The existing sector strategies and modalities offer a wide enough spectrum for the choice of modalities appropriate for the CZDC: One WASH, programme approach or project approach with the options to implement thru a Czech company or thru a local partner. The project approach with implementation thru local partner already used by JICA in the Gurage Zone has been discussed during debriefings and is supported by DWM&E and BOFED. The MOU could accommodate legal framework and procedures governing the CZDC.

1.3 Recommendations

Scale for degree of importance: 1 = the most important, 3 = the least important

| Recommendations related to the Programme and continuation of CZDC | Main addressee | Degree of importance |
|---|------------------|----------------------|
| Moving from project to programme approach based on common understanding of partners' priorities and modalities and procedures of the CZDC | MFA CZDA | 2 |
| Creating a database of WSS in Sidama Zone as a pilot | CZDA | 1 |
| Pilot implementation by local partners (the DWM&E) in priority Woredas of the Sidama Zone, SNNPR | CZDA | 1 |
| Strengthen linkages and synergy between projects under the Programme by geographical grouping and coordination | CZDA | 1 |
| Strengthen cooperation with the private sector for maintenance of WSSs and the provision of spare parts in Alaba Special Woreda | CZDA PIN | 1 |
| Support the GSE in the completion of hydrogeological mapping | CZDA Aquatest | 1 |
| Continued support to the WASH sector | MFA | 1 |

| Recommendations to processes and mechanism | Main addressee | Degree of importance |
|---|-------------------------------|----------------------|
| For enhanced effectiveness and impact of the Programme, only requests consistent with its objectives and outputs should be considered | CZDA | 2 |
| Full time development expert to support the identification, monitoring and evaluations of projects and Programme as well as the communication and coordination among CZDC actors in Ethiopia and with other stakeholders in the WASH sector | MFA | 1 |
| Objectives of a WASH project need to include at least (i) functional and sustainable administration and technical management of water supplies; (ii) improved public awareness and practices on hygiene and sanitation | CZDA | 1 |
| Full cost recovery tariffs should be calculated and sources of funding established for each WSS | CZDA, local partners | 1 |
| Modified monitoring of progress and financial utilization | CZDA | 1 |
| Clarification of responsibilities and obligations during retention period of implemented projects | CZDA, project implementers | 1 |
| Implementers of evaluations are provided with complete relevant documentation | MFA | 2 |

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2 INTRODUCTION

Mid-term evaluation of the whole *Programme for Development Cooperation, Ethiopia 2012 -2017* has been foreseen for 2014. The results of this evaluation will become a part of a document to adjust and modify mid-term development cooperation priorities in Ethiopia under the current Programme until 2017. In accordance with the Contract between 4G consite s.r.o. and the Ministry of Foreign Affairs of the Czech Republic, signed on 24 April 2014, this Complex Evaluation of the Czech Development Cooperation in the Sector Water Supply and Sanitation in Ethiopia with emphasis on water supply has been prepared. The evaluation is based on five projects implemented under the coordination of the Ministry of Industry and Trade of the Czech Republic (CZMOIT) and the Czech Development Agency during 2010 – 2014:

- *Capacity Development in the Field of Engineering Geology and Hydrogeology in Ethiopia* (public tender), implemented by Aquatest a.s
- *Sustainable Management of Water Schemes in Alaba Special Woreda* (grant), implemented by People in Need o.p.s
- *Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone, SNNPR, Ethiopia* (public tender), implemented by the consortium Sidama Water Supply formed by companies Ircon s.r.o. (consortium leader), Aquatest a.s. and GEOtest a.s.
- *Resources Survey of Thermal and Mineral Waters in Southern Ethiopia* (public tender – Aid for Trade Programme⁴) implemented by Aquatest a.s.
- *Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone, SNNPR, Ethiopia, II, Geophysical investigation in the Sidama Zone* (public tender), implemented by the consortium Sidama Water Supply II formed by Aquatest a.s. (consortium leader) and Ircon s.r.o.

To enable a more complex assessment, the evaluation team also included a project evaluated by 4G consite s.r.o. in 2013:

- *Sustainable Management of Soil, Forest and Water Resources as a Pilot Model for Community Development in Southern Ethiopia* (public tender), implemented by the Mendel University Brno

The main purpose of the evaluation is to obtain objectively substantiated and consistent conclusions that can be used in the decision making of the Ministry of Foreign Affairs of the Czech Republic (MFA CZ) in coordination with the CZDA on the future direction of the CZDC in Ethiopia in the WASH sector (with focus on drinking water). Conclusions inferred from the obtained information can be used for improving the implementation of the WASH sector Programme in Ethiopia and prospectively also as the basis for the formulation of sector strategy and the synergic orientation of future projects, or for decisions concerning the implementation of similar projects in other partner countries.

3 INFORMATION ABOUT THE PROGRAMME

3.1 The Development Cooperation Programme in the development context of Ethiopia

The Development Cooperation Programme, Ethiopia, 2012-2017 is the basic strategic document for development cooperation coordination in the Federal Democratic Republic of Ethiopia (FDRE). It is attached to and forms an integral part of the Memorandum of Understanding between the Ministry of Foreign Affairs of the Czech Republic and the Ministry of Finance and Economic Development of the Federal Republic of Ethiopia concerning Development Cooperation has been signed in Addis Ababa on 04 October 2011. The Programme is based on the Development Cooperation Strategy of the Czech Republic for 2010-2017 approved by the Czech government in May 2010 where the Federal Democratic Republic of Ethiopia (FDRE) is defined as one of the priority (Programme) countries. Development cooperation Programmes between the Czech Republic and the priority countries are the cornerstone of bilateral development cooperation, and are to be carried out through bilateral development projects⁵. Within development cooperation, the Czech

⁴ According to the Development Cooperation Strategy of the Czech Republic 2010–2017, the Aid for Trade Programme primarily entails assistance for the formation of trade policies, supporting conditions and a regulatory trade framework, with particular assistance for state administration in setting rules and strategies and in removing administrative barriers. This leads to progressive, beneficial trade liberalization. In a broader sense, it also covers the development of the domestic market and local production capacities and the building of infrastructure to support trade. At the same time, support targets the business climate and the development of market institutions through the transfer of experience and know-how.

⁵ Metodika projektového cyklu dvoustranných projektů ZRS ČR (z roku 2011), www.czda.cz

Republic has had significant presence in Ethiopia since 2001. Ethiopia had also been one of the most significant African trade partners of former Czechoslovakia.

Priority sectors for development cooperation for the period 2012-2017 as defined in the Programme include: Education, Health, Water supply and sanitation, Agriculture, forestry and fishing and Disaster prevention and preparedness. This reflects the priorities of the Government of Ethiopia described in the Growth and Transformation Plan (GTP) for 2011-2015 and based on the Millennium Development Goals (MDGs). Development activities also consider the relevant Ethiopian sector strategies for the priority sectors.

The geographical focus of the Czech Development Cooperation (CZDC) is the Southern Nations, Nationalities and Peoples' Regional State (SNNPR) where the majority of Czech development projects have been carried out, particularly the Sidama and Kembata Tambaro Zones and the Alaba Special Woreda (ASW). Coordination and some development activities also concentrate in Addis Ababa and its vicinity. Humanitarian projects are carried out in the Somali National Regional State. Regional development strategies are taken into consideration when planning bilateral development projects. The Czech Republic coordinates its activities with other donors in accordance with the Paris Declaration on Aid Effectiveness.

The Programme is consistent with the objectives of the GTP. Enhancing expansion and quality of infrastructure development including better access to safe water and sanitation, building capacities to strengthen implementation capacities and deepening good governance are among the strategic pillars of Plan (Section 5.5.5). Potable Water Supply and Irrigation Development section of the Plan includes increased access for rural population as well as the reduction of non-functional rural WSSs. Implementation strategies for potable water supply should ensure dependable and sustainable water supply based on demand and efficiency measures, with active management and operational mechanism and capacity building of local WSSs management. GTP targets for rural water supplies: increased access from 65% (baseline 2010) to 98% at 15 l/person/day within the radius of 1.5 km. Targets for urban water supply: increased access from 91.5% to 100% at 20 l/person/day within the radius of 0.5 km.

Other major donors in the WASH sector include: WB, AfDB, FINNIDA, DFID (One WASH account), JICA, USAID, SNV, UNICEF (CO-WASH), AFD (urban WASH). IDA+AFD+EU Investment bank consider the allocation of some 50-60 million USD for urban WASH with focus on small towns. Some of this money may also be allocated to the SNNPR. Major donors operating in the SNNPR include JICA, AfDB, DFID, IDA/WB, SNV, UNICEF, DFID, and Finnida. JICA also provides technical support to GSE in hydrogeological mapping on a larger scale including assessment of fluoride levels in selected basins in Rift Valley (not in SNNPR) and also make risk analysis of different geohazard.

3.2 The logical Programme structure

The Programme includes overall and specific objective as well as "partial objectives" - outputs. These outputs should correspond with the objectives of the individual projects; the Programme specific objective becomes their overall objective. The theory of change of a country Programme should also include indicators against which the Programme achievements are measured, and an indicative budget. An outline of proposed modification of the Programme LFM is presented below.

Figure 3.2.1: Outline of proposed modification of the Programme LFM

| | Intervention logic | Objectively verifiable indicators | Sources of verification | Risks and assumptions |
|-----------------------------|--|---|--|--|
| Overall objective | Contribute to improving health of the population in the SNNPR | Decreased WASH related DALYs in the Programme areas | Statistics from health institutions | |
| Programme objectives | Sustainable improvement of access to drinking water and sanitation and hygiene practices | <p>Number of people with sustainable access in Programme areas increased from (baseline in 2012) to (Programme target)</p> <p>Share of trained staff in management positions increased from (baseline 2012) to (Program target)</p> | <p>Records of the Woredas,</p> <p>Records from DWM&E</p> <p>Records of the BWM&E</p> | <p>Participation of communities and local government</p> <p>Financial, organizational and technical capacities required for sustainable operation of WSS</p> <p>Functional mechanism for emptying and maintaining latrines</p> <p>Adoption of good</p> |

| | Intervention logic | Objectively verifiable indicators | Sources of verification | Risks and assumptions |
|-----------------|---|---|--|--|
| | | | | hygienic and sanitation practices Fluctuation of staff in local institutions |
| | Access to hydrogeological maps | Hydrogeological maps available for the whole country and accessible on the GSE websites | The GSE website | Ability of the GSE to present the results – maps and explanatory notes to the wider public |
| Output 1 | Functional and sustainable administration and technical management of water supplies in the Programme area | Full cost for operation, maintenance and rehabilitation calculated and their payments from tariffs, taxes and transfers ensured | Records of collected payments (local institutions) | Operators have sufficient capacities and resources |
| Output 2 | Strengthened administrative and technical capacities for administration and technical maintenance in the Programme areas | Number of trained staff in relation to their total number | Project documentation (reports) | Local administration has sufficient technical, financial and administrative capacity |
| Output 3 | Construction of new and rehabilitation of existing drinking water supply sources with emphasis on sustainable, low cost solutions | Share of functional WSSs (including boreholes, shallow wells, springs, gravity system and other) in the Programme areas increased from X% to Y% | Project documentation (reports) Feasibility studies | Availability of quality materials Cooperation of local communities |
| Output 4 | Improved public awareness and practices on hygiene and sanitation in the Programme areas | Condition of sanitary zones Condition of the environment | Baseline and end line surveys | Adoption of improved practices by the local communities |
| Output 5 | Improved public awareness and practices on economic use of water in the Programme areas improved | Repair of leakages in the water supply systems Understanding the link between NRW and tariffs | Records on repairs Baseline – end line surveys | Tariffs reflect actual cost of exploitation and distribution |
| Output 5 | Hydrogeological maps for areas that have not yet been covered | 14 maps covering the remaining area of 200,000 km ² not yet covered by existing maps | GSE archives | GSE capacities to prepare the maps and to make them accessible |

Indicative budget for 2012-2017 (this can be expressed as a lump sum or allocated to the individual outputs)

3.3 Key assumptions and risks

Assumptions and risks should also be assessed and monitored. Risk analysis may include sensitivities and may therefore remain an internal document. Major risks identified during the evaluation include:

Assumptions

- Absorption capacities of project partners
- Availability of baseline information including inventory of existing functional and non-functional WSSs and maps of appropriate scale
- Information about the cost of O&M to calculate cost recovery tariffs
- Cooperation from local partners and their commitment

Risks

- Fluctuations of staff in the cooperating organizations – loss of institutional memory and transferred know-how
- Lack of coordination between infrastructure, support to administrative, financial and technical management of water supplies and increasing awareness and practices on hygiene and sanitation

- (Staffing) capacities of the Czech Embassy for coordination and monitoring

3.4 Implementers

Detailed information about the implementers and their profiles can be found for example on: www.aquatest.cz, www.ircon.cz, www.geotest.cz, www.peopleinneed.cz, www.mendelu.cz and www.justice.cz.

4 METHODOLOGY

The **approach to the evaluation** was participatory, aiming at close involvement of key stakeholders and other informants from both the public and the private sectors. Briefings and debriefings were organized with the Czech Embassy in Addis Ababa, relevant institutions, representatives of the beneficiaries and implementers. Preliminary findings, conclusions and recommendations were formulated during the field work in Ethiopia and discussed with stakeholders. Feedback from discussions and briefings/debriefings has been reflected in the formulation of final conclusions and recommendations.

The proposed **evaluation questions** were mainly descriptive (seeking to determine what is). Where information/indicators on target values (for objectives, outputs) has been available, also normative questions were used (comparing what is with what should be). In some cases, missing benchmarks were determined by the evaluation team and in discussions with independent experts. **Design** was non-experimental, *one-shot* (situation during the evaluation) or before-and-after design without comparison group: information on areas of intervention and beneficiaries were compared before and after the project implementation. Baseline information was compared with information after the project completion. This design is insufficient to demonstrate that the intervention (project) alone caused the change (causality), but was the only option available in the absence of a reference group or area. Causality between resulting changes and the projects was assessed on the basis of time difference – the desired effect should come only after the beginning of the project. Information for each question has been gathered from different sources and with the use of different data collection instruments; findings of the individual team members were compared (**triangulation of methods and sources** for improved accuracy of information). **Reliability of data collection instruments** (questionnaires etc.) has been verified during discussions within the evaluation team.

4.1 Methodology of gathering data

The evaluation has been implemented in three phases. **Preparatory phase** focused on gathering information from secondary sources and discussions and on the consolidation and approval of evaluation questions. During this preparatory phase, the evaluation team compiled available information, prepared methodological tools and formulated hypothesis for the evaluation on the individual projects and topics at the programme level. During the **field phase** (project and programme level) the hypothesis were tested and the preliminary findings and strategic information verified. Further information has been gathered using the agreed methodology, with the help of the evaluation matrices on specific results and impacts of the individual projects and factors influencing their success. In the **final phase**, findings from the preparatory and field phases were compiled, sorted, analyzed and interpreted in relation to the evaluation questions. The evaluation report including findings, conclusions and recommendations has been drafted.

4.2 Division of tasks among the members of the evaluation team

The evaluation team comprised four members:

Marie Körner, Lead Evaluator, socio-economist and M&E expert with over 30 years of experience in all aspects of project cycle management. She worked for over 10 years on short- and long-term assignments in East Africa of which over nine years in Ethiopia and participated in 14 evaluations, in seven as a team leader, of which 8 were in the WASH sector. Areas of expertise include rural and urban water supplies and sanitation, rural and community development, theory of change, organization and management of projects, institutional and corporate development, budgeting and financing modalities, strategies for phasing out and handing project results over to intended beneficiaries. Her tasks in this evaluation included the management and organization of the evaluation team, conceptualization of the strategic approach and methodology as well as analysis and interpretation of the evaluation findings.

Yemarsheet Yemane Mengistu is an expert in evaluation of WASH projects with over 30 years of experience in programme and project cycle management in the WASH sector in Ethiopia for which she has developed national strategies and policies and contributed to their implementation. Yemarsheet has considerable

experience with the evaluation and assessment of urban and rural WASH projects and programmes and participated in the preparation of the national WASH monitoring and evaluation framework. She contributed to the approach and methodology of this evaluation, structuring of questionnaires and check lists, analysis of data gathered during the field work, as well as the organization and management of meetings.

Alemeshet Tsegaye is an expert in management of water resources and sanitation, with over 28 years of practical experience in the preparation, planning, implementation, monitoring and evaluation of urban and rural WASH projects. He has extensive professional experience from working in the SNNPR and from evaluating projects on their relevance, effectiveness, efficiency, sustainability and impacts as well as in mainstreaming cross cutting principles (gender, good governance, environmental aspects). He contributed to the evaluation methodology, structuring interviews and discussions, analysis of data during the field work, management of meetings and discussions and logistical arrangements.

Jiří Pištora is a senior hydrogeologist and water resource management and environmental protection specialist with over 23 years of practical experience in these subjects with focus on planning, management, monitoring and evaluation of projects (assessment of relevance, effectiveness, efficiency, impacts, sustainability and cross cutting issues. He has worked on several WASH projects in Ethiopia and co-authored the *Assessment Report on Development Cooperation of the Czech Republic in the Water Supply and Sanitation Sector in Southern Nations, Nationalities and Peoples Region in Ethiopia*. Within the evaluation team, Mr. Pištora cooperated on preparing the methodology, developing the MIS, secured and reviewed secondary data and project documentation, organized meetings in the Czech Republic and the analysis and interpretation of intermediate results in outputs of the evaluation.

4.3 Limits of the evaluation

Main methodological obstacles faced during the evaluation include:

- Limited availability of secondary data before the field phase - major share of documents has been obtained electronically, in the form of drafts without signatures or dates. There were several duplications and in some cases the documents were incomplete. Although this has not been a methodological issue, it increased the time required for the completion of the preparatory phase.
- The TOR stipulates that the evaluation should be based on the assessment of four projects and the proposal has been prepared accordingly. During the preparatory phase, the scope of work has been enlarged and additional, fifth project added (*Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone, SNNPR, Ethiopia, II, Geophysical investigation in the Sidama Zone*). This posed additional demands on available resources (funds and time) included in the technical proposal/contract.
- Diversity of projects, locations, implementers and partners. The projects included rural and urban water supplies, hydrogeological mapping, manual for management of natural geodynamic risks and a study of geodynamic risks, geophysical investigation, as well as the investigation of commercial opportunities for the exploitation of hot springs. The five evaluated projects located in Addis Ababa, Oromiya region, Sidama zone and ASW were contracted to four different implementers. Key partners included the GSE in Addis Ababa, ASW administration, WWO and WASHCOs, Sidama DWM&E and partners in eight Woredas of the Sidama zone. This diversity put strain on financial resources and time.
- The formulation of the Development Cooperation Programme started when Ethiopia became a priority country for the CZDC, in 2010. Consequently, the project portfolio has been enlarged and new projects identified. Thus two from the six projects included in this evaluation started already in 2010 (GSE Mapping and MENDELU) and two projects started in 2011 but before the signature of the MOU (ASW PIN and Sidama I); the MOU on *Development Cooperation between the Czech Republic and the Federal Democratic Republic of Ethiopia, 2012-2017* (with the Programme as its integral part) was signed on 04 October 2011. The above negatively influences the clarity of measures used for assessments.
- The time lag between Ethiopia becoming a priority country in 2010 and the signing of the MOU in October 2011 resulted in some fluctuation between identification of the projects and their sectoral allocation. GSE Mapping for example belongs in the Water Supply and Sanitation sector (according to the CZDA official website), to the Environment and Water Resource Management (according to the Project Document) and in Disaster Prevention and Preparedness (According to the Programme for Development Cooperation, Ethiopia, 2012-2017). According to the *Development Cooperation Strategy of the Czech Republic 2010-2017*, all AfT projects belong to the Economic Development. In

the *Overview of CZDC projects in Ethiopia*, the project *Resources Survey of Thermal and Mineral Waters in Southern Ethiopia* is listed under Trade Policy and Regulation. The Identification Form submitted by the GSE as a request for support of this project places it in the Environment sector.

- Identification of AfT projects coordinated by CZMOIT differs from projects coordinated by the CZDA. AfT projects are overseen by CZMOIT in consultation with MFA and coincide with the priorities of CZDC.
- To improve validity of information, findings of the individual team members for each evaluation questions were consolidated in a stepwise manner (each questionnaire circulated to each member of the team who participated in the interview, discussion or observation). The completed questionnaires were then disaggregated and findings included under the relevant sections of the reports. The working language of the team was English. The final evaluation report has subsequently been translated in to Czech.
- Due to the project context, the evaluation design is relatively weak and does not allow convincing demonstration of causality between interventions and the result. Findings are based mainly on review of secondary data, interviews and observations.

5 FINDINGS AND CONCLUSIONS

The conclusions presented below are based on conclusions from the six evaluations and from desk review of documents for the planned and ongoing projects. More details on the five projects evaluated under this assignment can be found in Annexes D1 – D5 to this report, for the MENDEL⁶ project on MFA CZ website: http://www.mzv.cz/jnp/cz/zahranicni_vztahy/rozvojova_spoluprace/dvoustranna_zrs_cr/evaluace/evaluacni_zpravy_etiopie_protierozni.html.

5.1 Consistency between the projects and the Development Cooperation Programme

Findings

Consistency between the Programme objective and outputs and (intended) contributions of the evaluated projects has been assessed on the basis of the existing Programme objectives, which should serve as a basis for the formulation of the evaluated projects. Results of the assessment are presented below.

⁶ Sustainable Management of Soil, Forest and Water Resources as a Pilot Model for Community Development in Southern Ethiopia, 2010 – 2012, Mendel University Brno

Capacity Development in the Field of Engineering Geology and Hydrogeology in Ethiopia (further also GSE Mapping)

| Overall objective: | Contribution |
|--|---|
| Sustainable improvement of access to drinking water and sanitation and hygiene practices | Contribution to improved access to drinking water by producing hydrogeological maps |
| Project objectives | Contribution |
| Functional and sustainable administration and technical management of water supplies identified in ASW and other Woredas in Sidama and Kembata Tambaro | No contribution |
| Strengthened administrative and technical capacities for administration and technical maintenance in the Programme areas | No contribution |
| Improved access to drinking water in small towns and rural areas in Programme areas | No contribution |
| Improved public awareness and practices on hygiene in the Programme areas | No contribution |
| Improved public awareness and practices on economic use of water in the Programme areas improved | No contribution |
| Assessment of consistency | Rather low |

Sustainable Management of Water Schemes in Alaba Special Woreda (further also ASW PIN), 2011-2013

| Overall objective | Contribution |
|--|--|
| Sustainable improvement of access to drinking water and sanitation and hygiene practices | Contribution by rehabilitating WSSs, improving capacities of WASHCOs and WWO for sustainable management and improving hygiene and sanitation habits |
| Project objectives | Contribution |
| Functional and sustainable administration and technical management of water supplies identified in ASW and other Woredas in Sidama and Kembata Tambaro | Contribution by improving the technical and administrative capacities of WASHCOs which should ultimately lead to decrease in the frequency of breakdowns and improved access in rural areas of ASW |
| Strengthened administrative and technical capacities for administration and technical maintenance in the Programme areas | Contribution by strengthening the technical, training and monitoring capacities of the WWO in ASW |
| Improved access to drinking water in small towns and rural areas in Programme areas | Contribution by rehabilitation of seven boreholes |
| Improved public awareness and practices on hygiene in the Programme areas | Contribution by hygiene and sanitation campaigns |
| Improved public awareness and practices on economic use of water in the Programme areas improved | No contribution |
| Assessment of consistency | High |

Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone, SNNPR, Ethiopia (further also Sidama I)

| Overall objective: | Contribution |
|--|--|
| Sustainable improvement of access to drinking water and sanitation and hygiene practices | Contribution by improved infrastructure and improved hygiene and sanitation habits |
| Project objectives | Contribution |
| Functional and sustainable administration and technical management of water supplies identified in ASW and other Woredas in Sidama and Kembata Tambaro | No contribution |
| Strengthened administrative and technical capacities for administration and technical maintenance in the Programme areas | No contribution |
| Improved access to drinking water in small towns and rural areas in Programme areas | Contribution by constructing new and rehabilitating existing water supply systems in urban areas |
| Improved public awareness and practices on hygiene in the Programme areas | Contribution by hygiene and sanitation campaign |
| Improved public awareness and practices on economic use of water in the Programme areas improved | No contribution |
| Assessment of consistency | Rather low |

**Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone, SNNPR, Ethiopia, II
Geophysical Investigation in Sidama Zone (further also Sidama II)**

| Overall objective | Contribution |
|--|---|
| Sustainable improvement of access to drinking water and sanitation and hygiene practices. | Partial contribution by geophysical investigations for infrastructure works |
| Project objectives/outputs | Contribution |
| Functional and sustainable administration and technical management of water supplies identified in ASW and other Woredas in Sidama and Kembata Tambaro | No contribution |
| Strengthened administrative and technical capacities for administration and technical maintenance in the Programme areas | No contribution |
| Improved access to drinking water in small towns and rural areas in Programme areas | Indirect contribution by geophysical surveys in preparation of a project for improved access to SNNPR, Sidama Zone, Woredas: Bensa, Melga, Aleta Wondo, Aleta Chuko, Aerbe Gona |
| Improved public awareness and practices on hygiene in the Programme areas | No contribution |
| Improved public awareness and practices on economic use of water in the Programme areas improved | No contribution |
| Assessment of consistency | Rather low |

Resources Survey of Thermal and Mineral Waters in Southern Ethiopia (further also Thermal)

| Overall objective: | Contribution |
|--|-----------------|
| Sustainable improvement of access to drinking water and sanitation and hygiene practices | No contribution |
| Project objectives | Contribution |
| Functional and sustainable administration and technical management of water supplies identified in ASW and other Woredas in Sidama and Kembata Tambaro | No contribution |
| Strengthened administrative and technical capacities for administration and technical maintenance in the Programme areas | No contribution |
| Improved access to drinking water in small towns and rural areas in Programme areas | No contribution |
| Improved public awareness and practices on hygiene in the Programme areas | No contribution |
| Improved public awareness and practices on economic use of water in the Programme areas improved | No contribution |
| Assessment of consistency | Low |

Sustainable Management of Soil, Forest and Water Resources as a Pilot Model for Community Development in Southern Ethiopia, 2010-2012 (further also MENDELU)

| Overall objective: | Contribution |
|--|--|
| Sustainable improvement of access to drinking water and sanitation and hygiene practices | Contribution by rehabilitation of boreholes, cooperating with PIN on capacity building of WASHCOs and hygiene and sanitation campaign |
| Project objectives | Contribution |
| Functional and sustainable administration and technical management of water supplies identified in ASW and other Woredas in Sidama and Kembata Tambaro | Contribution by cooperating with PIN on building managerial capacity of WASHCOs responsible for WSSs rehabilitated under the project in rural areas of ASW |
| Strengthened administrative and technical capacities for administration and technical maintenance in the Programme areas | No contribution |
| Improved access to drinking water in small towns and rural areas in Programme areas | Contribution by rehabilitation of seven WSSs in ASW |
| Improved public awareness and practices on hygiene in the Programme areas | Contribution by construction of latrines and hygiene and sanitation campaign |
| Improved public awareness and practices on economic use of water in the Programme areas improved | No contribution |
| Assessment of consistency | High |

Conclusions

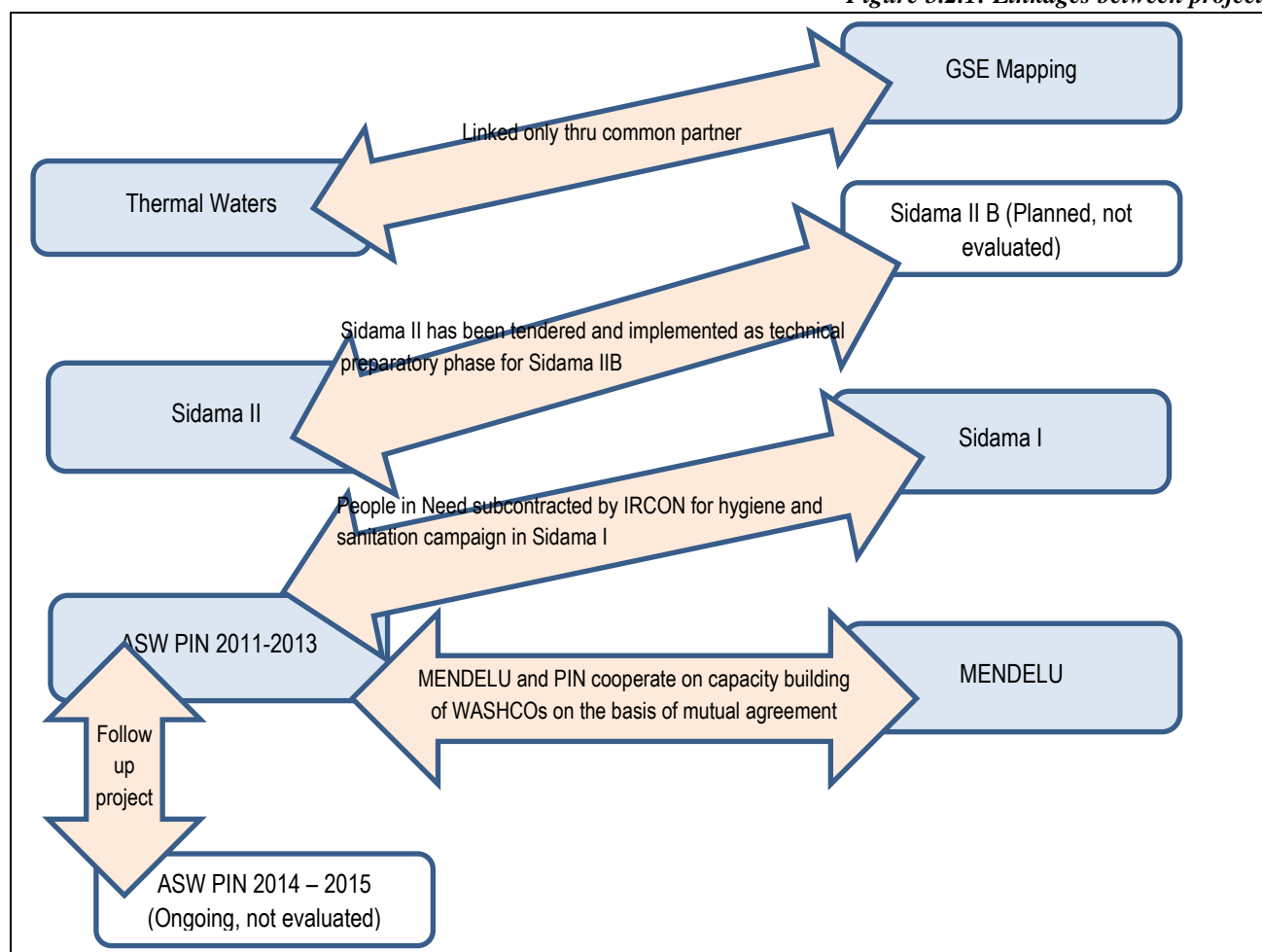
The Programme logic could be improved by including indicators and budget. One of the projects did not contribute to the WASH Programme at all, one only indirectly. With the exception of ASW PIN and MENDELU, the projects did not include capacity building of WSSs managers (WASHCOs, WSSEs) or of the Woreda Water Offices. To achieve the Programme objective, projects need to address the issue of financial, organizational and technical sustainability rather than focusing mainly on the rehabilitation and construction of boreholes which often stop working shortly after the project completion, sometimes already during implementation, or face serious problems already during their trial run.

Consistency between the evaluated projects and the Programme objectives is rather low.

5.2 Coherence of the evaluated projects

Findings

Figure 5.2.1: Linkages between projects



- *ASW PIN 2011-2013 – ASW PIN 2014-2015: The follow up project builds upon the foundation laid by the first “phase” for improved technical and administrative management of WSSs in ASW.*
- *Sidama I – ASW PIN: The implementer of Sidama I project, IRCON, subcontracted PIN for the implementation of the hygiene and sanitation component of the project. The link has been developed on a commercial basis.*
- *MENDELU – ASW PIN: WASHCOs managing the three boreholes and WSSs rehabilitated by MENDELU have been trained by PIN and the WWO and included in the WWO database/MIS system. This relationship and division of responsibilities is based on an agreement between MENDELU and PIN (the three sites were included in the plan of the ASW PIN project from its beginning).*
- *Sidama II – Sidama II B: Geophysical investigations were conducted as a preparatory phase for the infrastructure component of the following planned project. While GSE is trained in geophysical*

investigation from CZDC funding, it could not participate in the tender for Sidama II. The GSE does not produce maps of scale required for geophysical investigations that could be used.

- *GSE Mapping – Thermal waters:* The partner for implementation of both otherwise unrelated projects was the GSE. Both projects were implemented by Aquatest a.s.

Conclusions

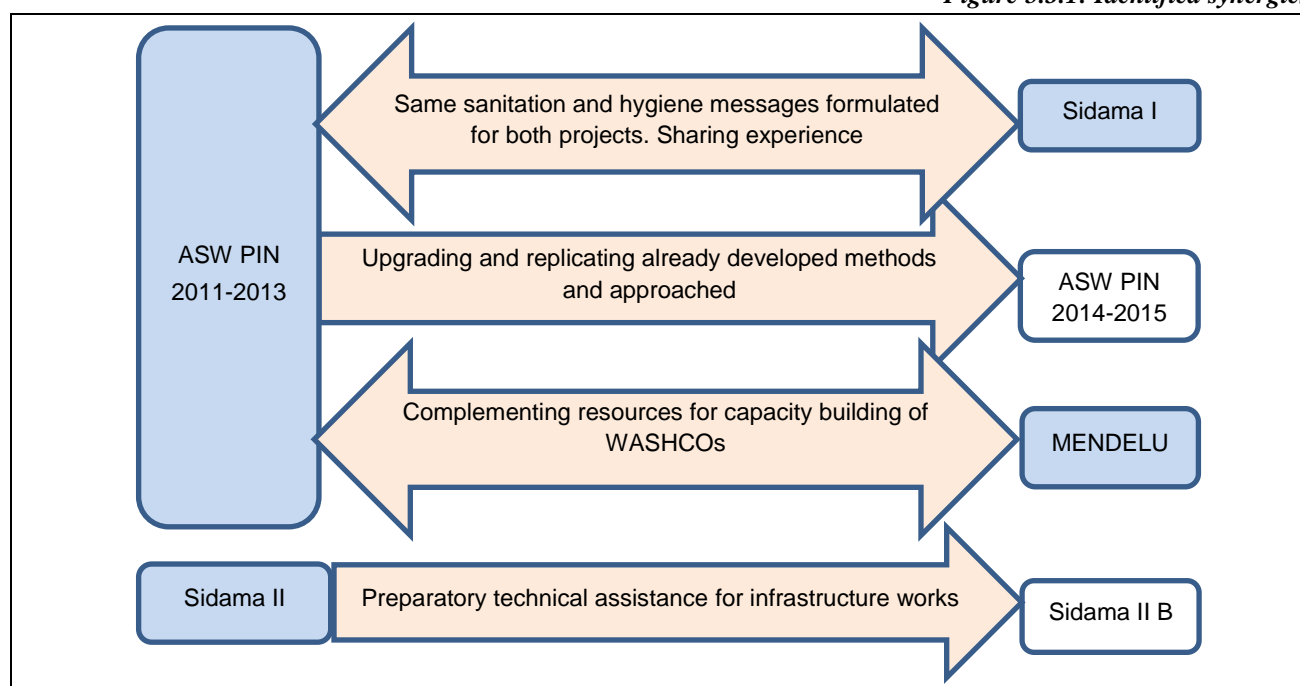
Most projects are not mutually linked. This does not improve the effectiveness and efficiency of the Programme. Linkages between the evaluated projects are few with the exception of ASW PIN 2011-2013/MENDELU and ASW PIN 2011-2013/Sidama I. CZDA prepare projects on the basis of identification, which consists on verifying information on the site and results from the ongoing monitoring.

Linkages among the evaluated and follow up projects are rather low.

5.3 Synergy effect of impacts of the projects

Findings

Figure 5.3.1: Identified synergies



- *Sidama I – ASW PIN:* The formulation of hygiene and sanitation messages was done for both projects; the methods and approach were coordinated. There was a learning effect for both projects
- *MENDELU – ASW PIN:* WASHCOs responsible for the three WSSs rehabilitated under the MENDELU project benefitted from the experience with capacity building accumulated under the ASW PIN project, potentially also from the enhanced capacity of the WWO.
- *ASW PIN 2011-2013 – ASW PIN 2014-2015:* The second “phase” builds upon the results achieved and lessons learnt during the first project
- *Sidama II – Sidama II B:* The preparatory technical assistance for infrastructure works should contribute to effective implementation of the engineering component.

Conclusions

Real synergy has been created only between ASW PIN and the MENDELU and Sidama I projects. ASW PIN and Sidama II complemented and contributed to one follow up project each.

Synergies within the sector Programme are rather low.

5.4 Relevance of the Programme in relation to Ethiopian policies and strategies

Findings

As a member of the European Union, the Czech Republic contributes through development activities to eradication of poverty as well as to economic and social development and environmental protection, while promoting democracy, human rights and good governance in partner countries. The *Development Cooperation Programme, Ethiopia, 2012-2017* focuses on the following priority sectors: Education, Health, Water supply and Sanitation, Agriculture, forestry and fishing, and Disaster prevention and preparedness. In the Water supply and sanitation sector, the focus of the Programme is on establishing sources of safe water in smaller towns as well as in rural areas in SNNPR. The access to safe water in sufficient quantity is a continued priority for the recipient and an essential pre-requisite for development, whereby its sector impacts strengthen the development of related sectors.

Enhancing expansion and quality of infrastructure development including better access to safe water and sanitation, building capacities to strengthen implementation capacities and deepening good governance are among the strategic pillars of the *Growth and transformation Plan 2010/11 - 2014/15* (GTP). Section 5.5.5 of this plan, Potable Water Supply and Irrigation Development sub-section, includes increased access for rural population as well as the reduction of non-functional rural WSSs. Implementation strategies for potable water supply should ensure dependable and sustainable water supply based on demand and efficiency measures, with active management and operational mechanism and capacity building of local WSSs management. This provides a clear indication of the priority for sustainable management of drinking WSSs which a pre-requisite for increased access for growing numbers of population. GTP targets for rural water supplies: increased access from 65% (baseline 2010) to 98% at 15 l/person/day within the radius of 1.5 km. Targets for urban water supply: increased access from 91.5% to 100% at 20 l/person/day within the radius of 0.5 km. *Universal Access Programme (UAP) 2011*. The UAP aligned with the GTP incorporates community led approaches to sanitation, hygiene and self-supply in the case of drinking water. Self-supply is a priority in areas with water potential to increase coverage. UAP emphasizes public participation and better coordination with the private sector and development partners including TVETs.

The *One WASH National Programme (OWNP), 2013* is the Government of Ethiopia's main instrument for achieving the goals for WASH set out in the GTP. The Program is implemented as a multi-sectoral approach involving the water, education, health, finance and economic development sectors as well as the private sector. The Programme foresees increasing alignment by partners with Government systems for planning, budgeting, procurement, financial management, and monitoring and reporting.

Conclusions

The Programme objective of sustainable improvement of access to drinking water and sanitation and hygiene practices is consistent with the national policies.

Relevance has been assessed as high.

5.5 Effectiveness

Effectiveness has been assessed on the basis of findings on actual contributions of the individual projects to the Programme objectives and outputs.

Most projects contributed to the output (partial objective) *Improved access to drinking water in small towns and rural areas in Programme areas*. Direct contribution came from projects ASW PIN, Sidama I and MENDELU. The contribution of project Sidama II is indirect (preparatory phase for a follow up project).

Projects ASW PIN and MENDELU contributed to *Improved public awareness and practices on hygiene in the Programme areas* and *Functional and sustainable administration and technical management of water supplies identified in ASW and other Woredas in Sidama and Kembata Tambaro*. Project Sidama I also contributed to *Improved public awareness and practices on hygiene in the Programme areas*.

Only ASW PIN contributed to *Strengthened administrative and technical capacities for administration and technical maintenance in the Programme areas*. None of the projects included in the evaluation contributed to *Improved public awareness and practices on economic use of water in the Programme areas*.

Findings and conclusions on consistency of the individual projects are included in section 5.1 *Consistency between the projects and the Development Cooperation Programme*. Effectiveness of the project *Capacity Development in the Field of Engineering Geology* has been assessed as *high*, but its consistency with the Programme objectives/outputs as *rather low*. Similarly, the *rather highly effective* Resources Survey of Thermal and Mineral Waters has weak link to the Programme.

For the above reasons, effectiveness of the Programme has been assessed as rather high.

5.6 Sustainability

Sustainability has been assessed on the basis of findings and conclusions from evaluations of the individual projects. Their consistency with the Programme objectives does not make any difference to the assessment since the sustainability of the two projects with high consistency (*Sustainable Management of Water Schemes in Alaba Special Woreda* and *Sustainable Management of Soil, Forest and Water Resources as a Pilot Model for Community Development in Southern Ethiopia, WASH Component*) has also been assessed as rather low. The identified reasons for low sustainability include:

- Insufficient preparatory activities (including socio-economic feasibility, calculation of tariffs, assessment of capacities and appropriate technical solutions, establishing sources of funding for operation, maintenance and repairs)
- Insufficient quality assurance of geophysical/hydrogeological investigations and infrastructure works
- Lack of funds for operation, maintenance, major repairs or extensions of the systems
- Lack of capacity for the operation and maintenance of boreholes

While the project *Sustainable Management of Water Schemes in Alaba Special Woreda* addressed all aspects required for improved access (improved financial, technical and administrative management along with the rehabilitation of boreholes), the two projects in Sidama and Sustainable Management of Soil, Forest and Water Resources as a Pilot Model for Community Development in Southern Ethiopia, (WASH Component) have focused on the construction/rehabilitation of boreholes. The “soft” components have been neglected and alternative technical solutions (upgrading of springs) have not been taken into consideration (according to CZDA not required by the partner). *Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone* included a sub-contract for hygiene and sanitation education, but without a proper coordination with the infrastructure works.

Sustainability of the Programme was strengthened mainly with respect to the output (partial objective) *Improved access to drinking water in small towns and rural areas in Programme areas* where some benefits can be expected to continue also after the CZDC funding has been withdrawn. Projects’ contributions to sustainability of the remaining results of the Programme are rather limited.

Sustainability of the Programme results has been assessed as rather low.

5.7 Impacts

Four from the six projects included in this assessment contributed to the Programme objective *Sustainable improvement of access to drinking water and sanitation and hygiene practices*. Project Capacity Development in the field of Engineering Geology and Hydrogeology contributed only indirectly, project Resources Survey of Thermal and Mineral Waters in Southern Ethiopia did not contribute at all to this objective. In view of the relatively short time difference between the completion of projects and the assessment, only anticipated impacts could be assessed. These can be strengthened during the remaining duration of the Programme (until 2017).

Impacts have been assessed on the basis of findings and conclusions from evaluations of the individual projects. (Findings and conclusions are available in Annexes D1 – D5 to this Report and on http://www.mzv.cz/file/1024093/EZ_MENDELU_text.pdf). Because of rather low effectiveness and sustainability of benefits (sustainable improvement of access to drinking water), ***impacts*** of the Programme on decreasing WASH related DALYs in the Programme areas ***have been assessed as rather low.***

5.8 Visibility

Visibility has been assessed on the basis of conclusions from the individual projects as well as findings on visibility of the CZDC at the national level. Findings and conclusions from the evaluated project indicate *rather high* to *high* visibility at the local levels. Information from key partners at the national level indicates that visibility at this level is rather low.

- *MOFED* signed the Memorandum of Understanding of which the (partial) translation of the Programme is an integral part. Memoranda of Understanding are available for the projects Sidama I, Sidama II and MENDELU. During a meeting on 19 June, the Ministry representative advised that *MOFED* is aware of the smooth implementation of the projects from the Czech Embassy and *BOFED*. He would however appreciate to be fully informed thru a regular reporting mechanism on issues such as the work plan, financial flow and financial performance. They would also like to receive project progress and evaluation reports. (Author’s comments: These documents have been required until now only in Czech language.) This would facilitate the preparation of reports and briefings for superiors. *MOFED* could also help with problem solving if they had full information about

the project. Information from completed/ongoing projects would be a useful feedback for new projects and initiatives. According to information from the MFA, the periodicity and extent of reporting on CZDC projects have been agreed during negotiations between the CZDA and MOFED. The CZDA informed that they are also the intermediary for submitting regular current reports on project expenditure with up-to-date narrative reports on implementation progress, as has been agreed with MOFED. CZDA informed that regular current reports on financial flow with narrative report on projects' progress are submitted thru the Agency as agreed with MOFED. The reports are physically handed over by the Czech Embassy in Addis Ababa in January and in July.

- *TWG WASH* is a forum for (informal) donor coordination currently co-chaired by JICA and UNICEF. During a meeting on 19 June, Takahashi Itsuro, JICA, Co-chair of the TWG WASH advised that he is not aware of the Programme and CZDC activities in the WASH sector but the Czech Republic would be welcome to join the TWG.
- The *Water Sector Working Group* under the MOWI&E is not familiar with the CZDC WASH Programme and projects.
- The *WASH NCU* is not aware of the CZDC Programme and activities in the WASH sector. The Head of NCU advised that interventions at the regional level are reported by the BWM&E in a cumulative way and the donor/source of funding is not always visible.

Visibility at the national level has been assessed as low.

5.9 Cross cutting principles

Cross cutting principles were assessed on the basis of conclusions from individual projects and the Programme document. In the Programme, cross-cutting principles are included implicitly, by reference to the *Development Cooperation Strategy of the Czech Republic for 2010-2017* where they are anchored as well as by conformity of the Programme with the GTP which is based on the MDGs and where good governance, social equity and promoting women and youth empowerment are explicitly mentioned.

5.9.1 Contribution of the Programme to good governance

Good governance has been assessed as *rather low* mainly due to low involvement of project partners in three evaluated projects: *Resources Survey of Thermal and Mineral Waters in Southern Ethiopia*, *Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone* and *Sustainable Management of Soil, Forest and Water Resources as a Pilot Model for Community Development in Southern Ethiopia*, *WASH Component*. However, in *Sustainable Management of Water Schemes in Alaba Special Woreda* good governance has been assessed as *high* and in the two remaining projects, *Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone II* and *Capacity Development in the Field of Engineering Geology and Hydrogeology in Ethiopia* as *rather high*.

The overall assessment of good governance is rather high.

5.9.2 Respect for the environment and the climate

Five of six evaluated projects scored high on environmental consideration. *Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone* scored as *rather high*, due to insufficient sanitation around the water points. Protection of natural resources is the overall Programme objective for the sector Agriculture, forestry and fishing.

The overall assessment of environmental and climatic considerations is high.

5.9.3 Respect for the basic human, economic, social and labor rights of project beneficiaries

The whole community benefits from improved access to drinking water. Women and children who are typically responsible for fetching water also benefit from shorter distances. Women spend less time caring for the sick and children can spend more time in the school. Respect for human rights and gender equity has been rated as *high* by four of the six projects. It has been assessed as *rather high* for *Sidama I* and *Sidama II*, because women were not involved in decisions about siting of water points and poverty has not been considered in selecting technical solutions. According to the CZDA, locations were selected jointly with Kebele representatives, in accordance with the Ethiopian legislation concerning their distances, as well as with consideration of economic aspects (likelihood of sustainability of the water point due to frequent use and sufficient income for the collectors).

Human rights and gender equity of the Programme have been assessed as high.

5.10 What are the possibilities for grouping development activities of CZDC

Findings

The evaluation team discussed the possibilities of geographical and/or sectoral grouping of activities internally as well as with different stakeholders, particularly for WASH projects. Closer linkages between projects would improve synergies and the overall effectiveness, sustainability and impacts in relation to the Programme specific and overall objectives as well as the visibility of the CZDC. Currently, some projects are implemented in isolation to each other and some bear no clear linkages to the Programme (more details are provided in sections 3. 5.1 and 5.2 above).

- The Embassy sees opportunities to group WASH, DPP, Education, Health, Agriculture Forestry and Fishing in SNNPR that have not yet been explored. In view of the limited resources of CZDA, such linkages could be best explored by **focusing on smaller geographical areas within the SNNPR** where projects are already implemented (for example ASW where PIN has already implemented projects in different sectors or in the Sidama zone). Such groupings could improve visibility of and synergies within the Programme.
- Other opportunity is **improved coordination between CZMOIT and CZDA**. The CZDA advised that in 2014, AfT activities are consulted with the CZDA.
- Reasons identified for low sustainability include the lack of capacity for the operation and maintenance of boreholes, insufficient preparatory activities and the lack of funds for operation, maintenance, major repairs or extensions of the systems. Systematic grouping and coordination of interventions aiming at improved infrastructure, hygiene and sanitation education, community facilitation, tariff calculations and collection, capacity building and business opportunities for the private and educational sector (TVETs) could improve the likelihood of sustainability. This could be done **in the form of well-coordinated individual projects or in the form of linked components** whereby competent **implementers for the individual projects/components should cooperate already during formulation and preparatory activities**. Such cooperation has already taken place between the MENDELU and Sustainable Management of Water Schemes in Alaba Special Woreda. CZDA advised that they are now to strengthen soft components in new tenders/projects with the idea to **combine “soft” and “hard” components composedly**.
- Another option identified during the evaluation is **closer cooperation with planned or existing projects in the sector implemented by the Government or other donors/NGOs** (trilateral cooperation). Such cooperation has taken place between *Anti-erosion measures in the surrounds of Lake Awassa, Ethiopia, 2008- 2010* and Comité Internacional de Rescate Espana. This cooperation initiated by PIN and Rescate contributed to increased effectivity by complementarity of resources and exchange of experience. PIN pointed out that the working language of other donors in Ethiopia is English while the working language of the CZDC is Czech. The Project Document and other documentation cannot be shared. This make trilateral cooperation difficult since involvement as a partner should be from the beginning, including in the preparation of the PD during the project planning phase. Cooperation could be for example in the form of consortium/association where different partners cover specific components of a project.

Conclusion

There are good opportunities for grouping and stronger focus of development activities of the CZDC. ***The potential has been assessed as high.***

5.11 Level of communication and coordination among actors of CZDC working in Ethiopia

Findings

In 2012, PIN, prompted by the CZDA and Embassy, started to organize annual meetings of Czech implementers working in Ethiopia. The meetings take place in October and are also attended by the Embassy and CZDA. Such meetings contribute to coordination and sharing of experiences. The CZDA therefore recommended to implementers visiting each-others projects and sharing project-related information.

There is also informal coordination. At the local level, PIN organized 2 meetings in Awassa with Caritas CZ and IRCON. Representative from the Czech Embassy also participated and visited the project area.

Conclusion

The current level of communication and coordination is assessed as rather high.

5.12 Level of communication and coordination between actors of CZDC and other stakeholders

This section is looking at communication and coordination with key stakeholders in the WASH sector during planning, implementation/monitoring and evaluation.

MOFED informed that they have not been involved in the formulation of the Programme, that information in the form of financial and progress reports for monitoring is lacking and that evaluation reports prepared by the Czech partner are not available to them. *CZDA* advised that *MOFED* receives current reports on the implementation of all projects falling under the MOU signed between the Embassy of the Czech Republic and *MOFED* in October 2011 on semi-annual basis. Information is also provided to *MOFED* on expenditure and progress of individual activities with a detailed description of implementation and issues.

MOWI&E has not been involved in the Programme formulation and does not have any evaluation or other reports. Reports should be sent by the Czech Embassy to *MOFED* with a copy to *MOWI&E*, the *SNNPR* as well as to the relevant Zone/Special Woreda (for information). The documents should be in English, reference to a website would be sufficient. *MOWI&E* conducts joint technical review meeting with bilateral donors and NGOs. (The Czech Embassy confirmed that the MOU signed with *MOFED* has not been distributed to line ministries.) Previously there has been contact with Mrs. Korbelova, the Directorate was well aware of the *CZDC* activities in the WASH sector (source: *YGRY Consulting Engineers PLC*⁷).

Water Sector Working Group under the MOWI&E. This group is chaired by the Minister and has some 70 members from Government institutions (*MOFED*, *MOH*, *MOE*, Ministry of Environment), Addis Ababa University, Water and Sanitation Forum (NGOs, currently chaired by World Vision), donors. It has several sub-groups:

- *Water Resource Management (WRM)* chaired by *JICA* and co-chaired by the *MOWI&E*
- *WASH* Chaired by *MOWI&E*, Co-chaired by *UNICEF*
 - *Urban water supplies*
 - *Rural water supplies*
 - *Emergency water supplies*
 - *Health hygiene and sanitation*

This Group is meant as a platform for coordination. Kick-off meeting was held on 01 April 2014. The evaluation team received the TOR for the Group and the Minutes from the kick-off meeting, shared them with the Embassy and informed about the next meeting scheduled for 19 June. The Embassy expressed interest in joining the Group.

WASH NCU does not know about the Programme; there is no communication with the Czech Embassy. (The Czech Embassy confirmed that they do not have any meetings with the *WASH NCU*.)

TWG WASH is a forum for (informal) donor coordination currently co-chaired by *JICA* and *UNICEF*. During a meeting on 19 June, the *JICA* Co-chair advised that he is not aware of the Programme and *CZDC* activities in the WASH sector but the Czech Republic would be welcome to join. The *TWG* meets annually, in April. (The Embassy advised that there are currently no plans to join the *TWG*.)

BOFED has not been involved in the Programme formulation but is familiar with the document. Also familiar with the two Sidama projects and the PIN project in ASW. *BOFED* participated in the joint evaluation of the *Sustainable Management of Water Schemes in Alaba Special Woreda* project in June 2014 but has not received any evaluation reports from the Embassy. PIN is audited by external auditor and evaluation of financial status by *BOFED* is based on the audit report. *IRCON* works directly with the *DWM&E*. *BOFED* has no financial reports on this project. *BOFED* is responsible for financial monitoring of all projects and should receive Formal Project Agreement with detailed Project Document including BOQ and other specifications for each project. According to information from *BOFED*, these documents are provided only sometimes.

WASH RCU works only in emergency situations as a coordinating body (*WASH Task Force Unit*). During emergencies, *WASH RCU* organizes meetings with *BWM&E*, *BOH*, sometimes *BOE*, as well as NGOs *DPPA* (*Disaster Preparedness and Prevention Agency*)

BWM&E receives periodic progress reports (but no evaluation reports). The Embassy, *CZDA* and implementers have regular meetings with the Bureau. Level of responsibilities for projects/MOUs (NGO projects): >5 million ETB -> Regional MOU; 3-5 million ETB -> Zonal level; < 3 million ETB -> Woreda level.

⁷ *YGRY Consulting Engineers PLC* – an Ethiopian company where the previous Head of the *WASH Directorate* of the *MOWI&E* is now working

Special Woredas and Zones report only in general terms (level of coverage). Information on individual projects/sources of funding is not included.

DWM&E (Sidama Zone) The CZDA, Embassy and Ircon have good communication and coordination with the Department. IRCON submits quarterly and annual project progress reports. PIN had no agreement with the Zone, worked as a sub-contractor to IRCON. Communicated with the Health Department – provided an orientation on activities and plans of the component. The Department was also invited to trainings in Awassa conducted for HEWs and school teachers.

The Embassy participates in meetings of the *EU (+ Norway) working group on development cooperation*, which meets every 2-3 months.

CZDA does not have a permanent representative in Addis Ababa and is therefore not in the position to participate in relevant coordination activities at the national level; focus during semi-annual planning and monitoring visits remains on the local level.

Coordination and communication with partners at the *Sidama Zone and ASW* have been reported by these partners as good.

Conclusions

Communication and coordination at the local levels have been assessed as rather high, although there is no sharing of evaluation reports and the partners have not been involved in the formulation of the Programme. **Communication and coordination at the national level is rather low**. The evaluation team sees a potential in increased communication and coordination at the national level, particularly with the MOWI&E, the TWG WASH and the Water Sector Working Group. These are strategic partners for capacity building, sharing of knowledge and experiences, opportunities for trilateral cooperation. Members of the coordination bodies would be informed about the CZDA. It is however appreciated that the limited staffing capacities of the Embassy and the CZDA pose a limitation.

5.13 Potential for cooperation with the private sector

Cooperation with the private sector is already practiced by the implementation of works and technical surveys in Sidama. Further opportunities include support to the operation and maintenance of WSSs in ASW.

The financial and technical capacities of WASHCOs, WWO, WSSEs and the BWM&E are not sufficient to cover the demand for repairs and spare parts, and this is not likely to change in the near future. Privatization and outsourcing of services and supplies of parts and materials, combined with focused training (involvement of TVETs) can prove a viable complement of their resources. The Embassy advised that cooperation with local businesses in ASW may be considered for the follow up project on *Sustainable Management of Water Schemes in Alaba Special Woreda*. This has been discussed with the Woreda Administration Office and is supported by PIN. There are a number of private workshops, technicians and vendors in the area that could be considered for such cooperation. Advantages include increased cost effectiveness and timely implementation/ shorter disruptions in the operation of the WSSs and ultimately improved access to drinking water.

Potential suitable partners would need to be identified in several steps including: Survey of existing workshops and vendors; Assessment and ranking; Selection of potential partners; Negotiations and contracts between service provider and client (WASHCOs); Capacity building and training.

Options for increasing capacities of the private service providers and supporting linkages with clients/WASHCOs:

- Supporting local private workshop that has staff with good practical experience with capacity building for maintenance of pumps and generators.
- Cooperation with the TVET in Alaba. The school could use WASHCOs for much needed practical training of graduates in repairing pumps and generators. (Arba Minch University for example takes students for on-site visits. This improves their effectiveness when they start working.)
- Open classes could be established at TVET for training of local technicians (this would require preparing a curricula).
- Linking WASHCOs with local suppliers. Suppliers get more business and know the potential demand. Currently connection and communication with WASHCOs is missing. WASHCOs go for spare parts to Awassa. If local trader brings them along with other supplied, the cost can be less.
- Training of local artisans in plumbing, tap maintenance (1 for each Kebele) and linking them with

WASHCOs. Their involvement would shorten the time for maintenance and make the WASHCOs less dependent on the WWO for smaller repairs.

Approach involving the private sector in operation and maintenance of the WSSs could be piloted in ASW and successful experiences replicated in other areas. The pilot should be accompanied by sharing experiences with SNV who has been introducing cooperation with the private sector in other areas and other donors and projects that have been using this approach.

Conclusion

There are private service providers in ASW that could support the operation and maintenance of WSSs as well as TVET that could contribute to their capacity building. On the average, some 13 out of the 39 existing schemes managed by WASHCOs are non-functional at any given time. The Embassy, Woreda Administration and PIN expressed their support to piloting such approach.

The potential for cooperation with the private sector in ASW has been assessed as high.

5.14 Assessment of different existing sector development strategies and modalities

The basic options for support to WASH sector and their respective advantages and disadvantages as identified during the evaluation are summarized below.

Table 5.14.1: Modalities for support to the WASH sector in Ethiopia

| Option | Advantages | Disadvantages |
|--|---|---|
| Support to One WASH National Program (OWNP) | Consolidated WASH account (support to the Federal budget for implementing One WASH) Direct support to government plans and priorities Integration, harmonization, uniform procedures Focus on institutional strengthening One plan-one account – one monitoring and reporting system Reduced administration cost | Low visibility at the local level No identity of funds Limited opportunities for Czech contractors Risk of malpractice, no control over efficiency |
| Sector Programme support to MOWI&E or with the BWM&E | Direct support to government plans and priorities Integration, harmonization, uniform procedures Focus on institutional strengthening Reduced administration cost | Limited funds, limited impact |
| Project based support | | |
| <i>Implementation by Czech contractors and NGOs</i> | Direct control of funds Visibility at the local level Selection of projects- targeting to needs | Relatively high cost Contractual responsibilities Cooperation with partners depends on the implementer Administratively demanding |
| <i>Implementation by local partners</i> <i>Option 1</i> Channelling resources directly to the SNNPR / ASW/ Sidama Zone. <i>Option 2</i> Financial management remains in the hands of CZDA. | Local ownership Simple administration Visibility Selection of projects- targeting to demonstrated needs Flexibility in specific project agreements. Lower cost Contractual responsibilities Selection of experts | Less opportunities for Czech contractors Increased demand on monitoring |

Support to One WASH National Program (OWNP)

Support to OOWNP by channeling funds thru MOFED is at this stage not considered appropriate for a relatively small donor such as the Czech Republic. This has also been accepted by local partners. BOFED advised that while OOWNP is preferred by the government, the way of Czech engagement in the region is appreciated and bilateral grants approach is also very important.

Sector Programme support to MOWI&E or BWM&E

Decision about this possible modality would require a review of the regional programme and discussions with the regional authorities that could not be covered by the evaluation team. It is possible that the CZDA could identify an opportunity where Czech support could be effective and visible.

Project based support

Findings from the evaluation indicate rather low effectiveness and efficiency of the urban water supply projects implemented in Sidama Zone. Issues such as performance of subcontractors or unclear retention obligations, combined with limited focus on organizational, technical and financial management capacities decreased the likelihood of their sustainability. Value added to local know how by the Czech experts has been limited. Implementation by a partner from the local government structure would alleviate some of these problems and possibly lead to better results. This option has also been discussed during debriefings in Awassa and in Addis Ababa.

BOFED advised that such approach fits within the general options for bilateral cooperation. Funds for the project could be transferred directly to account of the Sidama DWM&E in Awassa. DWM&E can implement the project and contract anyone suitable. The MOU can be flexible and can also be signed with BOFED. There already is precedence for such approach. JICA who works in the Gurage Zone has a direct Agreement with BOFED. The project account is in the Gurage Zone.

6 RECOMMENDATIONS

6.1 Recommendations related to the Programme and continuation of CZDC

| Recommendations | Main addressee | Degree of importance |
|---|-----------------------|-----------------------------|
| Moving from project to programme approach based on common understanding of partners' priorities and modalities and procedures of the CZDC | MFA CZDA | 2 |
| Creating a database of WSS in Sidama Zone as a pilot | CZDA | 1 |
| Pilot implementation by local partners (the DWM&E) in priority Woredas of the Sidama Zone, SNNPR | CZDA | 1 |
| Strengthen linkages and synergy between projects under the Programme by geographical grouping and coordination | CZDA | 1 |
| Strengthen cooperation with the private sector for maintenance of WSSs and the provision of spare parts in Alaba Special Woreda | CZDA PIN | 1 |
| Support the GSE in the completion of hydrogeological mapping | CZDA Aquatest | 1 |
| Continued support to the WASH sector | MFA | 1 |

Scale for degree of importance: 1 = the most important, 3 = the least important

Moving from project to Programme approach based on priorities of the partners and modalities and procedures of the CZDC

The "partial objectives" of the Development Cooperation Programme for Ethiopia are currently available only in the Czech version of the Programme. MOFED is familiar with the Programme (integral part of the MOU) but the knowledge of its overall and specific objectives at the national, regional and local levels is lacking. In spite of efforts by the Embassy, CZDC and implementers, understanding of the guiding principles and procedures governing the CZDC remains limited. As a result there is not sufficient number of requests consistent with the Programme and implementers are sometimes facing administrative and procedural obstacles.

It is recommended to present the translated Programme to/ and discuss it with the SNNPR Administration and relevant institutions to generate requests based on local priorities, develop a portfolio of potential projects to move from project to Programme approach and facilitate common understanding about the modalities and procedures governing the CZDC. This could be done in the form of a workshop organized by

the Embassy and the Regional administration, repeated on an annual basis. The follow up workshops could be organized by the partner Bureaus and include presentation of the projects and sharing plans and experiences with other donors active in the project areas.

Creating a database of WSS in Sidama Zone as a pilot

One of the problems encountered during the implementation of *Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone, SNNPR, Ethiopia (Sidama I)* were inconsistencies in the terms of reference due to lack of knowledge about water supply systems already existing in the project area. The availability of a complete inventory based on hydrogeological survey (limited to urban areas) would help with the planning of future urban support projects supported by the CZDC or other donors. The Czech Embassy proposed that such inventory could be a good example for joint venture with the private sector. The Ethiopian partner could support the DWM&E in the maintenance and updating of the inventory.

Pilot implementation by local partners (the DWM&E) in Sidama Zone of SNNPR in priority Woredas (Loka Abaya, Awassa Zuryia Woreda and Borecha Woreda)

Assessment of options for modalities of CZDC cooperation in the WASH sector is presented in section 2.14 above. The two evaluated projects supporting urban water supplies in Sidama were not very effective. In the project *Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone*, some 87% has been subcontracted to local contractors including drilling supervision, drilling works and civil works construction/supervision. The hygiene and sanitation campaign has been implemented by local staff of PIN and the timing has not been well coordinated with the infrastructure works. Value added by Czech experts was limited. It is therefore recommended to pilot implementation by local partner, the DWM&E.

DWM&E would be responsible for the identification of suitable contractors, the management of contracts and coordination of the project interventions. Funds could be released on semi-annual basis, according to verified implementation progress and expenditure. Support with design, planning, implementation and quality assurance could be done by a team of Czech experts contracted by the Department or by the CZDA, depending on the advantages and disadvantages of these two options. The Czech team should include at least: Hydrogeologist/geophysicist experienced with similar works in Ethiopia and other programme and project countries, community mobilization and capacity building expert experienced with community facilitation in WASH in Ethiopia, and an expert in hygiene and sanitation education and promotion campaigns.

This team would support the formulation of project document and visit Ethiopia twice a year for 3-4 weeks, depending on the status of the project.

Strengthen linkages and synergy between projects under the Programme by geographical grouping and coordination

Linkages and synergies among projects implemented under the Programme are weak (details are provided in sections 2.2 and 2.3 of this report). Funds that can be allocated by the CZDC are relatively limited. To achieve visible impacts, it is recommended to support projects that are geographically and thematically linked, complement each other and where new projects build at least partially upon the results of preceding project. This will increase their potential impact, possibly also the likelihood of sustainability. It will also contribute to visibility of CZDC. This requires coordination during project selection and formulation as well as improved coordination of implementers.

Attention also needs to be paid to synergies within a project. For example the impact of the hygiene and sanitation campaign under the *Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone* could have been enhanced if the timing of infrastructure works and the campaign would have been better coordinated.

Strengthen cooperation with the private sector for maintenance of WSSs and the provision of spare parts in ASW

The 39 deep wells providing water to rural population of ASW continue breaking down quite frequently (there are on the average 13 non-functional boreholes at any given time). This is partly due to improper rehabilitation, partly due to overuse and partly due to the lack of professional maintenance and operation. The systems are owned by the WWO but neither the Woreda nor the Region has sufficient funds and capacity to keep the systems functional. The local operators require additional training. The only system that has remained functional over the past years is privately owned.

It is recommended to strengthen to cooperation with the private sector for technical maintenance and the provision of spare parts. Open class in maintenance of WSSs could be introduced at the TVET in Alaba to improve knowledge of the operators and to provide relevant on-the-job training for graduates.

TVET would need guidelines/curricula, training materials and training of trainers/TVET teachers. (This has been discussed with the Woreda administration who considers it as an option). Private workshops and technicians are available and could also receive specialized training. Commercial management should also be considered as an option at least for some of the larger systems where it is apparent that the communities and the WWO cannot sustain them and the demand from communities is large.

Support the GSE in the completion of hydrogeological mapping

Before the Memorandum of Understanding for groundwater resources assessment and mapping has been signed by representatives of the Ethiopian and Czech governments in 2001, only some 27% of Ethiopia has been covered by hydrogeological maps (scale 1:250,000). Since then, additional areas have been mapped with the support of CZDC and today only some 200,000 km² remains to be covered. The project has been successful and the GSE expressed high priority for support to cover the remaining parts of the country. Mapping the remaining areas and producing maps would take about three years and create a good image for the Czech Republic as the sole supporter of this successful venture. In addition to mapping, support should also include the introduction of a data policy that would allow the publication of the maps on GSE publicly accessible website.

Support should focus on two areas:

- Assistance to the GSE with training of new staff of the Basic Geoscience Mapping Core Process and the Groundwater Resource Assessment Core Process
- Finalizing the maps and their interpretations for printing (graphical arrangement) and presentation for the internet. Publishing hard copies would require additional equipment and training, or cooperation with a graphic designer on a sub-contract basis. Publishing on the internet would require formulation of the data policy. *Strengthening the process of managing environmental information, 2013* (Aid for Trade) has already addressed this issue.

Neither of the recommended options is financially demanding. Their implementation would contribute to the planning and implementation of new water resource management projects in the whole country.

Continuation of support to the WASH sector

The overall and Programme objectives (WASH sector) are highly relevant for SNNPR and visible impacts can be achieved in selected priority areas. Czech development cooperation is appreciated by the relevant regional, zonal and Woreda institutions.

With the exception of the *Resources Survey of Thermal and Mineral Waters in Southern Ethiopia* all projects have been found relevant with respect to the policies, strategies and current priorities of the central, regional and local government authorities as well as to the priorities of the population – beneficiaries of improved sustainable access to drinking water. The objectives of the Programme for Development Cooperation, Ethiopia, 2015-2017 correspond with the priorities as stipulated in the current government policies and strategies. The description of the Program's overall and specific objectives and outputs for the WASH sector does not include target values (indicators) and indicative budget. Also missing in the Programme is the hydrogeological mapping.

It is proposed to review and to revise the sector matrix and to emphasize strategies for improved linkages and synergies in the text of the Programme. The geographical focus can be further narrowed to Zones and Woredas that can be covered and where tangible changes can be expected after five years of interventions.

6.2 Recommendations to processes and mechanism

| Recommendations | Main addressee | Degree of importance |
|---|----------------------------|----------------------|
| For enhanced effectiveness and impact of the Programme, only requests consistent with its objectives and outputs should be considered | CZDA | 2 |
| Full time development expert to support the identification, monitoring and evaluations of projects and Programme as well as the communication and coordination among CZDC actors in Ethiopia and with other stakeholders in the WASH sector | MFA | 1 |
| Objectives of a WASH project need to include at least (i) functional and sustainable administration and technical management of water supplies; (ii) improved public awareness and practices on hygiene and sanitation | CZDA | 1 |
| Full cost recovery tariffs should be calculated and sources of funding established for each WSS | CZDA, local partners | 1 |
| Modified monitoring of progress and financial utilization | CZDA | 1 |
| Clarification of responsibilities and obligations during retention period of implemented projects | CZDA, project implementers | 1 |
| Implementers of evaluations are provided with complete relevant documentation | MFA | 2 |

Scale for degree of importance: 1 = the most important, 3 = the least important

For enhanced effectiveness and impact of the country Programme, only requests consistent with the Programme objectives and outputs should be considered

The quality and impact of a Programme would be enhanced if projects were based on requests from partners prioritized according to their consistency with the Programme objectives and outputs. Information from evaluation indicates that selection of projects was not always based on the objectives of the Programme. For example *Resources Survey of Thermal and Mineral Waters in Southern Ethiopia* has been requested by the project partner but did not correspond with the sector objectives and outputs. *Capacity Development in the Field of Engineering Geology and Hydrogeology in Ethiopia* has not been included in the Programme.

Full time development expert to support the identification, monitoring and evaluations of projects and Programme as well as the communication and coordination among CZDC actors in Ethiopia and with other stakeholders in the WASH sector

The Embassy has been monitoring the projects closely and provided practical recommendations for their implementation. Available Embassy monitoring reports indicate comprehensive understanding of each project and its weak points. At the national level however, CZDC is not known.

There are two important coordination bodies: TWG WASH for (informal) donor coordination currently co-chaired by JICA and UNICEF and the recently established Water Sector Working Group under the MOWI&E which includes the Government, NGOs and donors. Participation in these bodies would contribute to visibility of the CZDC in the sector and contribute to understanding of current issues and coordination.

Over the past two years, PIN, on the initiative of the Embassy and CZDA, has been organizing annual meetings with implementers in Ethiopia, in which the Embassy and CZDA have participated. Such meetings enhance informal cooperation, sharing of experiences and contribute to team spirit. The Embassy should take a more pro-active role in bringing Czech implementers together.

More frequent visits of Czech representatives to the SNNPR and project locations would further improve mutual understanding and visibility of the CZDC. These issues have been raised in a meeting with former Embassy staff who explained that the demands on the Development Coordinator who is also responsible for the Consular sections are considerable and allow focus only on priority issues.

In view of the importance of proper coordination, monitoring and implementation support, it is recommended to assign a full time development expert responsible for development activities in each programme country.

Objectives of a WASH project need to include at least (i) Functional and sustainable administration and technical management of water supplies; (ii) Improved public awareness and practices on hygiene and sanitation

Findings from the evaluation indicate a rather low sustainability of both urban and rural water supply systems. *While the Sustainable Management of Water Schemes in Alaba Special Woreda* addressed sustainability of administration and technical management as well as improved hygiene and sanitation the

Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone focused on the construction of new boreholes and rehabilitation/extension of WSSs. The Programme objectives/outputs of building capacities for sustainable technical and administrative management have not been addressed. Subsequently, neither the organizations mandated with the management of the systems (WSSEs) nor the WWOs have the knowhow or the capacity to manage the newly created assets after their completion. The hygiene and sanitation component has been subcontracted, without proper coordination with the infrastructure components. Sanitation around the water points is poor, with animals grazing inside the enclosures.

Incorporating “soft” components in a project design and paying them proper attention are pre-requisites for sustainable access. This is even more important by relatively hi-tech technologies such as boreholes. CZDA advised that they are now to strengthen soft components in new tenders/projects with the idea to combine both components composedly.

Full cost recovery tariffs should be calculated and sources of funding established for each WSS

To improve the sustainability of the WSSs, it is most important to secure financial resources. The funds available with the Woreda, Zone and the BWM&E are limited. Calculation and collection of full cost recovery tariffs including losses, depreciation, inflation and reserve fund, as well as further improvements in managing the collected funds are required to improve the functionality and to decrease the current dependency on donor funding for repeated rehabilitations. Survey of ability to pay would help to establish the need for possible subsidies from the Woreda, Zonal and Regional budgets.

Modified monitoring of progress and financial utilization

Budgets based on activities/outputs are not transparent, verifiable and controllable. They do not allow drawing definite conclusions about efficiency or acceptable expenses (expenses that can be invoiced) during external monitoring or evaluation. Considering the necessity of efficient utilization of funds throughout implementation, it is recommended to require itemized budgets (based on inputs) and financial reports. This will allow continued control and monitoring and provide the flexibility necessary to establish financial status and to introduce possible modifications at any given moment.

Clarification of responsibilities and obligations during retention period of implemented projects

Infrastructure works under the project *Establishment of a Sustainable System of Drinking Water Supply in Small Towns of Sidama Zone, SNNPR, Ethiopia*, have not been always properly implemented.

For example the WSSs in Daye (Bensa Woreda), officially handed over to the recipient on 05 June 2014, has been out of order already on 16 June and no one knew when it will function again. Contracts with the implementer do not include retention period or retention amounts as a mechanism for financing repairs during the warranty period that are not done by the implementer. The WWO and WSSE are not aware of the possibilities and procedures for making claims.

Currently, no system for guarantee period and retention is applied for projects implemented under CZDC. It is recommended to unambiguously define responsibilities and obligations of implementer with regard to removing defects and work still to be done during the warranty period and to establish the retention amount and conditions for claims in the contracts. This information should be made available to key stakeholders, particularly to the intended beneficiaries, in an accessible form and language.

Implementers of evaluations are provided with complete relevant documentation

To facilitate the preparation of good quality proposals for evaluations, relevant documentation should be provided already with the call for proposals. To support effective and good quality evaluation, it is recommended to provide complex documentation for projects in accordance with requirements for project documentation stipulated in the *Methodology of Project Cycle Management* for bilateral projects of the Czech Development Cooperation in the commonly used formats. Documents need to be provided in signed and dated versions to enable unequivocal orientation by the implementers. The provided documentation should also include a list of documents with an indication of the language for each version.

7 ANNEXES

- A Acronyms and abbreviations
- B List of documents
- C List of interviews and meetings
- D1-5 Findings and conclusions from evaluated projects
- E Programme evaluation matrix, examples of questionnaires
- F Terms of Reference
- G Czech summary of the report
- H1 Settlement of comments from the Reference Group, Coordinator and Implementers
- H2 Settlement of comments received during the discussion at the presentation of the report
- I Case studies
- J Checklist of mandatory requirements of the evaluation contract