EVALUATION REPORT

CONSULTANCY SERVICES FOR THE

EVALUATION OF NETHERLANDS - UNICEF WATER INITIATIVE (NUWI)

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# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>3</td>
</tr>
<tr>
<td>List of Abbreviations</td>
<td>7</td>
</tr>
<tr>
<td>1  BACKGROUND</td>
<td>8</td>
</tr>
<tr>
<td>2  THE PROJECT</td>
<td>8</td>
</tr>
<tr>
<td>2.1 NUWI Objectives</td>
<td>10</td>
</tr>
<tr>
<td>2.2 Evaluation Objective</td>
<td>11</td>
</tr>
<tr>
<td>2.3 Evaluation Methodology</td>
<td>13</td>
</tr>
<tr>
<td>3  KEY FINDINGS FROM PROGRESS REPORTS AND FIELD VISITS</td>
<td>15</td>
</tr>
<tr>
<td>4  ANALYSIS OF FINDINGS</td>
<td>24</td>
</tr>
<tr>
<td>4.1 RELEVANCE</td>
<td>24</td>
</tr>
<tr>
<td>4.2 EFFECTIVENESS</td>
<td>26</td>
</tr>
<tr>
<td>4.3 EFFICIENCY</td>
<td>26</td>
</tr>
<tr>
<td>4.4 IMPACT</td>
<td>27</td>
</tr>
<tr>
<td>5  CONCLUSION AND RECOMMENDATION</td>
<td>31</td>
</tr>
<tr>
<td>5.1 Conclusions</td>
<td>31</td>
</tr>
<tr>
<td>Annex A</td>
<td>32</td>
</tr>
<tr>
<td>Terms of Reference for NUWI Evaluation</td>
<td>32</td>
</tr>
<tr>
<td>Annex B</td>
<td>38</td>
</tr>
<tr>
<td>List of Persons Consulted &amp; Kebeles Visited</td>
<td>38</td>
</tr>
<tr>
<td>1. List of Persons Contacted</td>
<td>38</td>
</tr>
<tr>
<td>2. List of Kebeles visited</td>
<td>40</td>
</tr>
<tr>
<td>Participants of Evaluation Review Meeting 24 September 2010</td>
<td>41</td>
</tr>
</tbody>
</table>
Executive Summary

On 12th October 2006, the Netherlands Government’s Directorate General of International Co-operation (DGIS) and UNICEF entered into a multi-country cooperation programme focusing on Water, Sanitation and Hygiene (WASH) in Eastern and Southern Africa. Originally established in four countries, the Netherlands / UNICEF WASH Initiative (NUWI) now covers seven countries: the Comoros, Ethiopia, Kenya, Malawi, Mozambique, Rwanda and Zambia. The multi country programme will contribute to the achievement of the Millennium Development Goal (MDG) 7, Target 10, by creating the conditions for at least 5,548,000 people in these countries to gain access to safe drinking water, and 5,028,000 to gain access to basic sanitation, by 2012-2013.

The NUWI project in Ethiopia commenced on 1st January 2007 and ended on 31st March 2010. It is focused in 8 Woredas (Districts) in the four most populous regions of Ethiopia: Amhara, Oromia, Southern Nations, Nationalities and People’s Region (SNNPR) and Tigray. The NUWI project is an important component of the National WASH programme, not only in terms of the magnitude on investment, but also because of its potential to pilot new thinking and inform the WASH sector accordingly. The project was implemented with the regional bureaus of water, education and health with additional support from a number of national and international NGOs.

Implementation of the project has now been completed. UNICEF commissioned this external evaluation to assess the project achievements in terms of strengthening the sector, the extent to which the project objectives were met, and the technical and strategic achievements in the introduction and scaling up of innovative and sustainable approaches to service delivery. The evaluation focuses on 5 areas: Relevance, Effectiveness, Efficiency, Impact and Sustainability, with Gender Equity a cross cutting issue. In overall terms, quantifiable targets and achievements are set out below.

<table>
<thead>
<tr>
<th>Description</th>
<th>Output Target</th>
<th>Outcome target (beneficiaries)</th>
<th>Output Achieved</th>
<th>%</th>
<th>Outcome Achieved</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community Water supply</strong></td>
<td>498 schemes</td>
<td>260,000 people</td>
<td>508 schemes</td>
<td>102%</td>
<td>297,110 people</td>
<td>114%</td>
</tr>
<tr>
<td><strong>Community Hygiene and Sanitation</strong></td>
<td>60,000 households</td>
<td>300,000 people</td>
<td>110,035 households</td>
<td>183%</td>
<td>550,175 people</td>
<td>183%</td>
</tr>
<tr>
<td><strong>Capacity Building</strong></td>
<td>498 WASHCOs</td>
<td>498 WASHCOs</td>
<td>508 WASHCOs</td>
<td>102%</td>
<td>Over 2500 persons trained</td>
<td>102%</td>
</tr>
<tr>
<td><strong>Integrated WASH in Schools</strong></td>
<td>72 primary schools</td>
<td>43,200 students</td>
<td>100</td>
<td>139%</td>
<td>60,000 students</td>
<td>139%</td>
</tr>
<tr>
<td><strong>Integrated WASH in Health facilities</strong></td>
<td>72 Health Posts</td>
<td>360,000 people in catchment area</td>
<td>110</td>
<td>153%</td>
<td>360,000 people in catchment area</td>
<td>153%</td>
</tr>
</tbody>
</table>

Table 1: Summary of Achievements

1 Estimated at 600 per school, based on UNICEF Education programme data and field observations.
As this indicates, key targets have been met and in fact exceeded. This is in itself a major achievement, taking into account the project’s short time frame and a start which was delayed by the 2007 Kiremt rains.

The information presented in Table 1 has been collated from the WASH inventory piloted in these Woredas. During the evaluation, the consultant visited 17 Kebeles in all 8 regions. In no case were reported results contradicted by observation. The inventory developed by NUWI is now being rolled out by the Ministry of Water Resources on a National Scale.

At Woreda level, NUWI also focused on developing local capacity to plan, implement and monitor WASH improvements. To augment technical facilitation in Amhara, SNNPR and Oromia, UNICEF enlisted the support of the Dutch NGO SNV to assist Woreda WASH Teams to plan interventions and monitor results. In Tigray, SNV was not used – not having a presence in the area, but from World Bank’s investment in the development of Woreda WASH Teams.

Other capacity building activities carried out by NUWI in Ethiopia include the preparation of the National School WASH Design and Construction Manual; support to the Ethiopian Groundwater Resource Assessment Programme (EGRAP); formative research linked to the development of a National Hand Washing strategy; the development of guidelines related to the scaling up of Community Led Total Sanitation (CLTS); support to the development and roll out of the National WASH Inventory; and support to the establishment of sustainable supply chains for hand pump spares.

The design of the NUWI project is particularly relevant – at Woreda, Regional and Federal level. This relates to local outputs and outcomes – improved access to and use of WASH infrastructure; but also to the contribution it has made to the wider WASH sector.

Furthermore, the project is effective: All major outputs have been achieved, noting that some activities were not completed, for example, the establishment of sani-marts. The project has been successful in establishing over 500 community managed water schemes – providing water to 297,000 people; promoting basic sanitation using CLTS – providing an estimated 550,000 with access to home built toilets, and establishing WASH facilities in 100 schools and 110 health posts – benefiting 60,000 students and a catchment population of about 550,000 people. Whilst some work is needed to complete piped water supplies in Oromia and SSNPR, the additional beneficiaries have not yet been counted.

Furthermore, the project has been efficient: achieving its results in a little over three years – remarkable given its slow start and the capacity constraints which affect the WASH sector, especially at local level. To achieve these results in a short time frame has only been possible with the support of government, NGOs, the private sector and participating communities. The project has demonstrated that by harnessing collective capacity, considerable progress can be achieved in a short time frame in a focused geographical area – despite initial weaknesses in absorptive capacity.
Assessing the **impact** of a recently completed WASH intervention, particularly in terms of health improvement, is difficult and expensive, typically requiring a sophisticated cluster sample survey. Accurate recall of diarrhea presents particular challenges. In general, there is sufficient evidence to justify WASH interventions without measuring health impact on a project basis: Studies indicate that 51% diarrhea reduction can be achieved with the use of latrine, 15% with the use of clean water, 35% with proper sanitation and 32% with the practice of hand washing.

In this case, inventory reports focus on the quality, functionality and use of facilities, not only access to infrastructure. Furthermore, during the field visits, Households and Health workers reported reductions in diarrhea. School teachers also reported a decline in absenteeism – presumably related to health and non-health impacts. These reports are anecdotal, but useful nevertheless when linked to the globally acknowledged relationships between WASH, and Healthy and Education.

The evaluation report refers to the **sustainability** of the results achieved. Different dimensions of sustainability are assessed. On the positive side, local Water and Sanitation Committees (WASHCOs) are managing the water supplies completed, and school committees have been established to care for institutional WASH facilities. There is a basic cost recovery system in place, and beneficiaries have been involved in the planning process. However, it is recommended that more be done in terms of legalizing WASHCOs, establishing sustainable supply chains and to market high levels of sanitation. In overall terms, although the short project timeline has limited opportunities for developing local capacity and systems over time, this has been counterbalanced by the sheer density of project inputs in just 8 Woredas, which enabled more intense capacity building interventions.

The project also addresses a number of **gender concerns**, with women and girls not only benefiting from the outputs, but also participating in their delivery. School WASH facilities, and the related guideline developed by NUWI, are gender sensitive. In general, it is recommended that UNICEF reinforce these efforts which an approach that does even more to empower women to take decisions about WASH services, and even lead this process.

**Recommendations**

Notwithstanding the positive outcomes of the NUWI project, it is recommended that UNICEF consider the following actions.

- Strengthen community facilitation and decision making in a phased approach to WASH service delivery, with particular emphasis on gender equity and empowerment. This may involve a process similar to that adopted by the innovative Community Development Fund, supported by Government of Finland and active in parts of Amhara and Benishangul Gumuz.
- In this context, strongly advocate for the full legalisation of WASHCOs with a clear mandate, constitution and responsibilities that extend to catchment protection, institutional WASH and ‘community’ sanitation.
• In this context, invest more time and resources to set up, pilot and demonstrate sustainable supply chains, probably using local private entrepreneurs to sell spares to WASHCOs.

• Continue to develop self supply as a viable family water supply option that the government can promote, taking into account safety concerns.

• In sanitation, link CLTS with the promotion of higher service levels (improved sanitation) and the supply of related goods and services through sani-marts or other appropriate outlets.

• Using the results of the formative work on handwashing, continue to work with the Government and other stakeholders to roll out a nation hand washing strategy, which could eventually be linked to improved home water management.

• Continue to advocate for and programme school and health facility WASH, ensuring that Woreda WASH Teams practice convergent planning and allocate budgets accordingly. In this respect, more emphasis should be placed on sustainability concerns, and the role of teachers and education officials in the use, care and management of WASH facilities.

• Continue to support the roll out of the National WASH inventory, emphasizing the importance of quality and the use of data by Woreda WASH Teams to inform strategic and annual plans.
### List of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>ADB</td>
<td>African Development Bank</td>
</tr>
<tr>
<td>BoFED</td>
<td>Bureau of Finance and Economic Development</td>
</tr>
<tr>
<td>CHAST</td>
<td>Child Hygiene and Sanitation Transformation</td>
</tr>
<tr>
<td>CCM</td>
<td>Church of Christ Mission</td>
</tr>
<tr>
<td>CLTS</td>
<td>Community Led Total Sanitation</td>
</tr>
<tr>
<td>DfID</td>
<td>Department for International Development of the UK</td>
</tr>
<tr>
<td>DGIS</td>
<td>Directorate General of International Co-operation</td>
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<tr>
<td>EGRAP</td>
<td>Ethiopian Groundwater Resources Assessment Programme</td>
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<tr>
<td>MIS</td>
<td>Management Information System</td>
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<tr>
<td>MDG</td>
<td>Millennium Development Goal</td>
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<td>NGO</td>
<td>Non Government Organisation</td>
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<tr>
<td>NUWI</td>
<td>Netherlands – UNICEF WASH Initiative</td>
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<tr>
<td>ODF</td>
<td>Open-defecation free</td>
</tr>
<tr>
<td>ORDA</td>
<td>Organization for Rural Development in Amhara</td>
</tr>
<tr>
<td>O&amp;M</td>
<td>Operation and Maintenance</td>
</tr>
<tr>
<td>PASDEP</td>
<td>Plan for Accelerated and Sustained Development to End Poverty</td>
</tr>
<tr>
<td>PHAST</td>
<td>Participatory Hygiene and Sanitation Transformation</td>
</tr>
<tr>
<td>RWSEP</td>
<td>Rural Water Supply and Environment Project (Amhara)</td>
</tr>
<tr>
<td>RWH</td>
<td>Rain Water Harvesting</td>
</tr>
<tr>
<td>SNNPR</td>
<td>Southern Nations, Nationalities and People’s Region</td>
</tr>
<tr>
<td>SNV</td>
<td><em>Stichting Nederandse Vrijwilligers</em></td>
</tr>
<tr>
<td>ToR</td>
<td>Terms of Reference</td>
</tr>
<tr>
<td>UAP</td>
<td>Universal Access Plan</td>
</tr>
<tr>
<td>UNDAF</td>
<td>United Nations Development Assistance Framework</td>
</tr>
<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
</tr>
<tr>
<td>WASH</td>
<td>Water, Sanitation and Hygiene</td>
</tr>
<tr>
<td>WASHCOs</td>
<td>Water Supply, Sanitation and Hygiene Committee</td>
</tr>
<tr>
<td>WOFED</td>
<td>Woreda Office of Finance and Economic Development</td>
</tr>
<tr>
<td>WSP</td>
<td>Water, Sanitation Program (World Bank)</td>
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<tr>
<td>WWT</td>
<td>Woreda WASH Team</td>
</tr>
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</table>
1 BACKGROUND

The Ethiopian Government endorsed the Universal Access Plan (UAP) for Water Supply and Sanitation in 2005. This aims to provide access to safe water for 98% of the rural population of the country by 2012, focusing on low cost technologies implemented at community level. Likewise the national sanitation goal, as set out in the UAP, is to ensure that all people to have access to basic sanitation 2012.

The UAP is in fact an important component of the Government of Ethiopia’s Plan for Accelerated and Sustained Development to End Poverty (PASDEP), which is a national plan for guiding all development activities of the country for 5 years from 2006 to 2010. The first 5 years plans of the UAP are aligned with the PASDEP.

UAP targets are rather more ambitious than those of MDG 7 - halving the proportion of people without access to safe water and sanitation by 2015. At the moment, Water supply Coverage is reported by the Government as 68%, with Sanitation Coverage 56%. These figures are significantly more than the latest projections of the Joint Monitoring Programme (JMP).

Two major developments that will help the achievement of UAP or MDG goals are improved harmonisation of development partners in terms of coordination, common strategies and processes; and alignment with Government programmes and processes. There is evidence that this is happening, albeit slowly, with an initial focus on Monitoring and Evaluation, Reporting, Funding Channels and Capacity Building.

Furthermore, improving coordination between the three WASH Ministries (Water Resources, Health and Education) and their Region and Woreda ‘arms’ is also important. The WASH Memorandum of Understanding was signed in 2006 by the three WASH Ministries, formalizing a commitment to collaboratively build a national Water Supply, Sanitation and Health Program (WASH).

The WASH program is a decentralized, integrated programme package that contains provision of safe and adequate water supply, provision of safe sanitary facilities and the promotion of improved hygiene behavior. The WASH program as it currently stands is financed mainly by development partners like ADB, DFID, FINNIDA, UNICEF and the World Bank. In the rural WASH program alone there are now about 446 woredas participating in the rural WASH program.

The NUWI project, although targeting just eight of over 800 Woredas, is an important component of the National programme, not only in terms of the magnitude on investment, but also because of its potential to pilot new thinking and inform the WASH sector accordingly. The next Section describes this project in more detail.

2 THE PROJECT

On 12 October 2006, the Netherlands Government’s Directorate General of International Co-operation (DGIS) and UNICEF entered into a multi-country cooperation programme focusing on Water, Sanitation and Hygiene in Eastern and Southern Africa. Originally established in four countries, NUWI now covers seven (Comoros, Ethiopia, Kenya, Malawi, Mozambique, Rwanda and Zambia). The multi
country programme will contribute to the achievement of the Millennium Development Goal (MDG) 7, Target 10, by creating the conditions for at least 5,548,000 people in these countries to gain access to safe drinking water, and 5,028,000 to gain access to basic sanitation, by 2012-2013.

The underlying principles agreed between UNICEF and the Government of the Netherlands include a rights-based, gender sensitive and pro-poor approach; working with governments to strengthen national plans, institutions and processes; innovation and scaling up; improving evidence based planning; the application of global learning to programme implementation; and strengthened accountability for results. All of these also underpin Ethiopia’s NUWI project.

It should be noted that UNICEF’s Regional Office in Nairobi has played a useful role in terms of bringing together NUWI stakeholders including Government Staff, NGO partners, UNICEF and DGIS. Meetings to share progress and sharing information on approaches, lessons learnt and best practice were convened in Nairobi each year (2007, 2008 and 2009). Whilst no project specific NUWI meeting has been arranged in 2010, progress and end of project reports were shared with the Regional Office, whilst specific information on the WASH inventory has been requested by and shared with Kenya and Mozambique country offices. Progress on CLTS will be discussed in a meeting being organized in New York in early November 2010.

**NUWI in Ethiopia**

The Netherlands - UNICEF Water Initiative was originally agreed as a very large, 100 million USD component of the multi-country cooperation programme. In late 2006, its scale was reduced to just less than 10 million USD, following a reallocation of funding priorities by the Government of the Netherlands. This change required a total redesign of the project, which was refocused on 8 Woredas in 4 Regions (Table 1) with a truncated 2.5 year time scale.

<table>
<thead>
<tr>
<th>Zone</th>
<th>Woredas</th>
<th>Estimated Population³</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amhara</td>
<td>East Gojam Baso-Liben &amp; Awabel</td>
<td>287,031</td>
</tr>
<tr>
<td>Oromia</td>
<td>East Harrarghe Gursum &amp; Chinaksen</td>
<td>270,085</td>
</tr>
<tr>
<td>SNNPR</td>
<td>Wolayta Hadiya Bolososore &amp; Shashego</td>
<td>331,409</td>
</tr>
<tr>
<td>Tigray</td>
<td>Central Tahitai Machew &amp; Naeder-Adet</td>
<td>225,754</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>1,114,279</td>
</tr>
</tbody>
</table>

Table 1: Location and Population of NUWI project Woredas

² Note that both Woredas in Tigray were also programmed by the Regional Government to receive WASH funds from the World Bank, due to delays in receiving NUWI funds after the original conception of the project in 2005. All results indicated are attributable to NUWI. In fact, the World Bank WASH initiative has only recently started in terms of infrastructure development with only less than 8 % of NUWI’s financial investment in these Woredas committed to date.

³ Estimated Population for 2010 is based on Census 2006 projected to 2010 at 2.6 pa growth rate.
The project was initiated in 2007, though work only really began following the end of the Kiremt rains in early October 2007.

In 2008, the Government of the Netherlands decentralized project management and accountability to its Embassies in the designated programme countries. In Ethiopia, the process involved the preparation and signing of a local agreement between the Netherlands Embassy in Addis Ababa and UNICEF Ethiopia.

The project was granted a no cost extension in early 2009, with a revised end date of 31 March 2010. The final report was to be completed by 30 September 2010, after the receipt of all accounts, complementing four successive technical updates produced for the Netherlands Embassy, the last of which was submitted in January 2010.

NUWI has been a critical element of the UNICEF and Government of Ethiopia’s current Country Programme. The 39 month project has focused on achieving tangible and sustained results at scale in eight Woredas in Ethiopia’s four populous regions: Amhara, Oromia, SNNPR, and Tigray. Due to its narrow geographic focus, the target Woredas have served as centers for innovation and learning, with lessons learnt being transferred throughout other parts of the country. Apart from the specific results achieved in the eight target Woredas, the NUWI Project has identified, developed and disseminated new thinking to the National WASH Programme supported by the Government, World Bank, African Development Bank, and DfID.

2.1 NUWI Objectives

As presented in the project document, the overall objective of the project is to improve child health, survival and well-being of the populations in eight Woredas of Amhara, Oromia, Tigray and SNNPR. The specific project strategies included:

- Community mobilization and empowerment;
- WASH service provision for communities, and school and health institutions;
- Development of technical and management capacities of communities and local government;
- Testing new and innovative WASH approaches; and
- Partnership building with Civil Society Organization and Private Sector.

The Project’s original Outcomes and Outputs are listed below.

Outcomes:

Community Level
- WASH service ownership and facilities use asserted in 120 Kebele communities (15 Kebele/Woreda) in 8 Woredas.
- WASH facilities managed successfully in their communities in 120 WASHCOs in 8 Woredas.
- Safe water and basic sanitation facilities used sustainably in 72 elementary schools and 72 Kebele level health institutions in 8 Woredas.
- Access to water supply improved for 418,000 beneficiaries in 120 Kebeles.
- Sanitation facilities used by 300,000 people.
Woreda level
- 8 Woredas developed strategic plans for planning, developing and management of WASH facilities.
- Supply chain for both water supply and sanitation facilities improved
- Service delivery at Woreda and community level became efficient and effective through the private sector involvement and Woreda WASH team support.
- WASH inventory containing data for supply and management set-up improved in 8 Woredas.

Regional Level
- Regional WASH plans, management and monitoring capacity strengthened.
- WASH programme approach harmonized with other cooperating partners.

National Level
- Universal Access Plan, WASH policy, strategies and protocols popularized.
- Harmonization of donor approaches supported.

Outputs:

Community Level
- WASH implementation and monitoring plans for communities in 120 kebeles developed.
- 120 WASHCOs successfully established.
- 72 elementary school and 72 kebele level health institutions water systems and latrines constructed.
- 498 community water supply schemes constructed for an estimated 418,000 beneficiaries.
- 60,000 HH latrines (5 people/HH/) constructed in 120 kebeles.
- Integrated Woreda plans informed by inventories.
- Sani centers established to support WASH supply chains.
- Partnership facilitated between Government and Civil Society.

NUWI project involves partnership with national, regional and woreda level Health, Education and Water sector offices, local and International Non – Governmental Organizations (NGOs) and private sector partners. The implementation strategy at Woreda level is based on the establishment of Woreda WASH Teams to steer, coordinate, plan, facilitate and supervise activities.

The original timeframe of the project was from November 2007 up to 30th June 2009. The project was extended with no increase in budget to 31 March 2010 from the originally planned end date of 30th June 2009, this being approved by the Netherlands Embassy on the 23rd April 2009.

2.2 Evaluation Objective

The evaluation is designed to assess:

4 Later changes to 260,000 beneficiaries after consultation with the Netherlands Embassy
• The role of NUWI in strengthening the sector and the extent to which the project objectives were met;
• The physical targets and outputs mentioned in the Technical Updates; and
• The technical and strategic achievements in the introduction and scaling up of a number of innovative and sustainable approaches to service delivery, such as: Community Led Total Sanitation (CLTS); support to self-supply of family water supplies; support to the establishment of supply chain; legalization of WASHCOs; and the WASH inventory to improve access to reliable data on access, use and sustainability.

With reference to the ToR (Annex A), this evaluation also considers the following:

1. The role of NUWI in the strengthening of Sector more in general and from a strategic point of view, based on the project proposal, technical updates and budget, in the current policy and economic environment as this affects the WASH Sector in Ethiopia.
2. The performance of the project to date by the project, based on the project proposal, activities and budget, in the current policy and economic environment as this affects the WASH Sector in Ethiopia.
3. Key lessons and propose practical recommendations for follow up actions.

In this context and in line the UN Evaluation Group’s evaluation criteria, the evaluation uses five evaluation criteria: relevance, effectiveness, efficiency, sustainability and impact (Section 4). Each of these is associated with a number of key questions which are addressed in this Section.

Relevance
- How relevant are the project objective’s in the context of the WASH Sector in Ethiopia, in this context, the fulfillment of the Universal Access Plan and PASDEP, sector policy and strategies, and the roles and actions of other actors in the sector?
- What is the added value of this project, given the sectoral context?
- To what extent are project plans and strategies aligned with those of government in the sector?

Effectiveness:
- How effective has the project been in terms of the delivery of its outputs to date, and specifically, the delivery of improved water supplies and sanitation services in targeted Woredas?
- What are the constraints or bottlenecks that are impeding the delivery of results?
- What could be done to improve overall effectiveness, in terms of the approach used by the programme?

Efficiency:
- How efficiently has these results been achieved, in terms of the different inputs (cash, human resources and supplies) invested, and the time taken to deliver results.

Impact
- How has impact been measured?
To what extent are project outputs resulting in the use of the services provided and the adoption of hygiene practices?
- What can be done to strengthen the impact of the investments being made?

Sustainability
- How sustainable are the services being provided (focusing on the upkeep, use and maintenance of water supplies provided, the use of toilets, the adoption of hygiene practices).
- How effective are local organizations (specifically WASHCOs) in terms of operation, maintenance and management of water supplies?
- What can be done to strengthen sustainability?

2.3 Evaluation Methodology

The evaluation exercise involved three interrelated stages as described below:

Phase I. Preparation:
- Briefing by UNICEF and partner Federal Ministries,
- Review of project related documents,
- Methodology design including sample selection and preparation of data collection instruments,
- Preparation of detailed action plan, and
- Preparation and submission of Inception report.

Phase II. Fieldwork/data collection:
- Visits to the four regions, the 8 project woredas and 17 kebeles, with interviews and discussions with relevant stakeholders at the various levels. List of Kebeles visited and persons contacted are annexed in Annex B.
- Spot checks/structured observations of WASH facilities in each Woreda to understand better the atmosphere of the study site, to familiarize self with the physical context and to obtain first hand information on WASH related practices in and around these locations.
- Holding spontaneous informal conversations and discussions on WASH related topics particularly in places where people normally gather.
- Conducting focus group discussion and key informant interviews with those who can provide valuable information at Federal, Regional Woreda, Kebele, and Community levels primarily to measure the effectiveness, relevance and sustainability of the project. The list of persons interviewed is summarized in Annex B.

Phase III. Analysis and reporting:
- Data organization, analysis and interpretation,
- Draft evaluation report preparation,
- Review and comments on the draft report.
The evaluation was concluded with a review meeting on 24 September. This involved Government participants from each Region, UNICEF staff, major NGO partners including SNV and the Organisation for Rehabilitation and Development in Amhara, and the Netherlands Embassy. The discussion points from the review and additional comments from the Netherlands embassy have been addressed in the final version of the Evaluation Report. A list of stakeholders who participated in the meeting on 24 September is Annexed to this report.

In terms of further dissemination, the Evaluation Report will be sent to all stakeholders, including those not represented in the meeting, together with the End of Project report.
3 KEY FINDINGS FROM PROGRESS REPORTS AND FIELD VISITS

The NUWI project was designed as an integral part of the emerging government-led National Rural Water Supply and Sanitation Programme implemented in collaboration with development partners. This broader programme is intended to achieve the Universal Access Plan targets, although it is severely constrained by lack of capacity and financial resources. According to the reports reviewed, the NUWI project had accomplished the following, expressed in terms of outputs (relating mostly to WASH infrastructure) and outcomes (numbers of users).

<table>
<thead>
<tr>
<th>Description</th>
<th>Output Target</th>
<th>Outcome target (beneficiaries)</th>
<th>Output Achieved</th>
<th>%</th>
<th>Outcome Achieved (beneficiaries)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Water supply</td>
<td>498 schemes</td>
<td>260,000 people</td>
<td>508 schemes</td>
<td>102%</td>
<td>297,110 people</td>
<td>114%</td>
</tr>
<tr>
<td>Community Hygiene and Sanitation</td>
<td>60,000 households</td>
<td>300,000 people</td>
<td>110,035 households</td>
<td>183%</td>
<td>550,175 people</td>
<td>183%</td>
</tr>
<tr>
<td>Capacity Building (Trained WASH Committees)</td>
<td>498 WASHCOs</td>
<td>498 WASHCOs</td>
<td>508 WASHCOs</td>
<td>102%</td>
<td>Over 2500 persons trained</td>
<td>102%</td>
</tr>
<tr>
<td>Integrated WASH in Schools</td>
<td>72 primary schools</td>
<td>43,200* students</td>
<td>100</td>
<td>139%</td>
<td>60,000 students</td>
<td>139%</td>
</tr>
<tr>
<td>Integrated WASH in Health facilities</td>
<td>72 Health Posts</td>
<td>360,000 people in catchment area</td>
<td>110</td>
<td>153%</td>
<td>360,000 people in catchment area</td>
<td>153%</td>
</tr>
</tbody>
</table>

Table 2: Reported Achievements of NUWI

It is important to note that the original outcome for community water supply was set at 418,000 people. With 498 schemes, this equates to 839 people per scheme. This may be possible in terms of a pipe water supply, but would not be practical nor sustainable for the more simple point sources (hand dug wells, drilled shallow wells and protected springs) emphasized by this project. It is understood that this matter was discussed with the Embassy and agreement reached to reduce the number of beneficiaries to 260,000 people – equivalent 433 users per scheme.

Further review of project reports adds to the data summarized in this table. This is presented below.

Community Water Supply

5 Five persons per household used as a conservative estimate for counting beneficiaries.

6 Estimated at 600 per school, based on UNICEF Education programme data and field observations.
Similar to other Rural Water Supply programmes implemented by World Bank/DfID, African Development Bank, and many NGOs, the NUWI supported community water supply schemes focused on low-cost, affordable technologies, in particular, drilled shallow wells fitted with Afridev or India Mark II handpumps, protected hand dug wells, fitted with Afridev pumps, and protected springs with or without limited pipework. Of these options, relatively few springs were developed as water supplies – either because they have been developed already, or because the safe yield is inadequate.

It should also be noted that in Chinaksen, East Hararghe, a piped water supply was completed with NUWI funds, reflecting the lack of accessible ground water in this area. A deep well has also been established in neighbouring Gursum, the distribution system in the process of being completed; there is also a deep well which has recently been completed in Shashego Woreda, SNNPR. The distribution system has not yet been completed; the pending work is to be completed using NUWI funds already transferred for this purpose, in accordance to the contractual agreement made between the Regional Water Bureau and contractor. The expected number of beneficiaries is around 6,000; this has not been included in the reported outcome, as the work is currently incomplete.

Comparing the reports reviewed with the findings of the field visits revealed the following:

- Rehabilitation of existing schemes and construction of new water schemes has been accomplished as planned. In the course of visiting 17 Kebeles in the 8 Woredas, the reported infrastructure was found to be in place and functional.
- It was confirmed that the water supply technologies used are typically spot sources, with relatively few piped water supplies. Drilled shallow wells are the most common technology used. This is different from the World Bank and ADB programmes which focus on protected hand dug wells.
- The relatively large budget allocated to community water supply in all 8 NUWI Woredas (compared to just about any other rural WASH programme in the country) has resulted in major increase in coverage from around 10% to around 40%. Over 40% of the project budget was allotted to community water supply. This has been achieved in less than three years, as the project effectively started in October 2007.
Communities’ perceptions include:

- An appreciation of improved access to water supply, both in terms of quantity and water quality. In a few cases, communities pointed out that the water supply was still not sufficient to meet their demands. This is also reflected by the average number of observed users per water supply being 584, significantly more than the recommended number which varies from 350 to 500 depending on technology type. This situation can be expected taking into account the fact that water supply coverage, though much improved, is still relatively low. Large numbers of users will inevitably result in an increased need for preventative maintenance to ensure sustainability. Most of the schemes are operational daily for at least for 6 hours.

- Whilst communities had made some contribution to support the construction of the water points, this was usually in the form of materials and labour, rather than cash. This contrasts to the World Bank / DfID programme where a cash contribution is expected.

- Community members participated in site selection and were consulted about the type of scheme and their responsibilities for operation and maintenance. However, it seems that no specific effort was made to consult with women separately from men.

- WASHCOs acknowledged that they were responsible for the operation and maintenance of the water supplies. They had received a three day training package. Funds for Operation and maintenance were being collected – in most cases, one birr per month per household, this tariff being set by the WASHCO. In most cases, collection for O&M had begun before construction.

- Whilst the new schemes seen are operational, the supply of spare parts remains a concern.

- In the NUWI Woredas in Amhara and Tigray, there was evidence of the Orthodox Christian taboo which prohibits the collection of water during the Sabbath (Saturday and Sunday). Very little water is used during this period.

Household Sanitation and Hygiene Education:

The NUWI reports describe how participatory household-based approaches to sanitation and hygiene (PHAST and CHAST), implemented by Health Extension Workers and Community Health Volunteers, had been subsumed since 2008 by a more collective, community based approach – Community Led Total Sanitation (CLTS). This is based on encouraging communities to abandon open defecation by engendering feelings of shame and disgust. Toilets are constructed by households without subsidy – and are typically rudimentary structures that may or may not be improved at a later stage.

The reports describe how UNICEF worked with Plan International and leading CLTS advocate Dr Kamal Kar to demonstrate CLTS to a range of senior national stakeholders (Ministry of Health) and Regional counterparts. This event really helped persuade government to adopt CLTS as a core strategy for its Health Extension Programme. CLTS was then introduced in a limited number of Woredas including the NUWI Woredas. It is now being introduced in many Woredas in every Region.

The field visits confirmed that:
Almost all HEWs working in the NUWI target woredas, most Woreda health staffs and Kebele supervisors had been trained on CLTS approaches and in training of trainers (TOT) in 2008.

As a consequence, the project has achieved a significant increase in household latrine coverage. It should be noted that the quality of toilets constructed was varied, with the great majority being basic. At this stage, there was not much evidence of upgrading. Basic toilets may be relatively safe, but rudimentary pit covers are difficult to clean and easily soiled.

The approach has led to an increase in toilet use. A number of villages have self declared ‘open defaecation’ free status. In these villages there was no evidence of open defaecation. At the same time, it was clear that not all toilets were being used – pits being empty or without odour. This reinforces the need to intensify ‘post triggering’ follow up to ensure that sanitation practices are sustained. CLTS is in itself a very useful tool for kick starting household sanitation but is not sufficient in itself to achieve the MDG target.

According to Health Extension Workers consulted, they regard CLTS as an effective, rapid way of achieving results compared to more time consuming household based interventions. However, there is a risk that the shift to CLTS has prioritized sanitation over the promotion of other hygiene practices, relating to the safe management of water in the home and handwashing.

Hygiene promotion remains a key responsibility for Health Extension workers. However, the recent inclusion of safe delivery, the treatment of acute respiratory infections and community based nutrition in their portfolio may result in hygiene being neglected. It is note that UNICEF is now developing a hand washing strategy based on mobilizing school children as change agents.

Institutional WASH:

Institutional WASH is an important component of UNICEF’s country programme, which supports multiple MDGs. This is reflected in the NUWI project, with 72 health and 72 school facilities being targeted to receive an integrated WASH package of water supplies, toilets (gender-separate), hand washing facilities and hygiene promotion (the latter particularly in primary schools).

UNICEF reports the completion of a full WASH package in 100 schools and 110 health posts – covering around half the schools and health posts in the 8 Woredas. In one Woreda, Awabel in Amhara, all health posts now have WASH facilities. It should be noted that in some cases, NUWI funds were used to ‘gap fill’, rather than providing a complete set of WASH infrastructure. This is good practice, building on what is already there. Typically, this could mean providing a second toilet block to ensure that girls have a separate facility.

The field visits to the 17 Kebeles confirmed the following:

- NUWI had successfully prioritized institutional WASH in all 8 Woredas (this being supported by the Netherlands Embassy in a number of visits). This involved occasionally difficult negotiations with Woreda Administrations keen to focus on community water supply.
- The work reported by UNICEF was seen on the ground.
In terms of the quality of work observed, it was noticed that this varied especially in one woreda in SNNPR, where the blockwork was poor. This relates to the capacity of local contractors and the need for better supervision. UNICEF has since produced a ‘School WASH Design and Construction Manual’ with support from NUWI, which details minimum technical standards. Its dissemination will help reduce problems of poor quality.

UNICEF reports that school WASH / Health / Environment clubs have been established in all intervention schools. At the time of the field work, most schools were closed, so this could be confirmed.

The teachers consulted during the visits were able to point out the importance of having separate toilets for girls and boys, and had been trained to manage the scheme – this typically being the responsibility of a school based management committee involving students, teachers and parents.

The school toilets seen were relatively clean compared to others visited by the consultant completed by different programmes in the past. This may relate to the fact that the facilities seen were relatively new. In general, it is a challenge to ensure that schools keep toilets clean.

WASH facilities in health posts tend to be cleaner. Of the two toilet stands provided, one tends to be locked, the other open, suggesting that the former is reserved for use by staff. Hand washing stands were seen in most but not all Health Posts.
Capacity Building:

The reports indicate that a wide range of activities were planned and completed under the Capacity Building component. These include a number of Federal based activities, including the preparation of the school WASH manual; support to the Ethiopian Groundwater Resource Assessment Programme (EGRAP); formative research linked to the development of a National Hand Washing strategy; the development of guidelines related to the scaling up of CLTS; support to the development and roll out of the National WASH Inventory; and supporting the establishment of sustainable supply chains for hand pump spares. Details are provided in the End of Project Report, and are also referred to below. In general, these activities and related outputs amount to a very important contribution to the National WASH sector – noting that there are still, inevitably, gaps to fill.

The capacity building component also focused on the 8 NUWI Woredas. UNICEF reports that a proportion of related funds supported hardware interventions – the procurement of vehicles, computers and office furniture. It is clear that the achievement of Woreda level results could not have been achieved without either this support, or the technical support provided by WASH consultants engaged by UNICEF for this programme.

To augment technical facilitation in Amhara, SNNPR and Oromia, UNICEF enlisted the support of SNV – a Dutch NGO with considerable strengths in capacity building. SNV filled an important gap by assisting Woreda WASH Teams to plan interventions and monitor results. This was done through an effective partnership, without NUWI funds. The importance of capacity building cannot be underestimated given the huge investments in the 8 Woredas and a relatively short time frame. In Tigray, SNV was not used – not having a presence in the area. At the same time, the World Bank had also invested in the development of Woreda WASH Teams in both Woredas, and this helped expedite progress.\(^7\)

SNV now operates not only in NUWI Woredas, but also in several other UNICEF Woredas in the same three Regions. SNV covers its own costs for the strategic capacity building work it undertakes in all woredas. It is understood from UNICEF that this relationship is likely to continue, not least in the context of adapting the Community Development Fund approach to WASH, the strengthening of supply chains for water supply and sanitation through mobilizing the private sector, the provision of water to support a number of small scale economic activities as well as for domestic use, and rolling out the National WASH inventory. In these circumstances, UNICEF and SNV may seek co-funding from a donor, taking out account the evident benefit of the partnership and the synergy that results.

Other than hardware and technical assistance, at Woreda level, capacity building interventions focused on orientation and training of WASHCOs (previously mentioned); health extension workers, school WASH committees and Woreda WASH Teams.\(^7\)

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\(^7\) Note: In Tigray, the two NUWI Woredas were also Woredas supported by the World Bank WASH programme. This overlap, usually avoided, occurred because of the delay in UNICEF securing NUWI funds. The results reported by UNICEF are only attributable to NUWI interventions. In fact, in terms of infrastructure, the World Bank programme has only recently begun to deliver results, as its initial focus was capacity building.
are made up from the Woreda Administration, the Water, Health, Education, Finance and other sectors as seen appropriate by the woreda. The Woreda WASH Teams were trained in the planning, implementation and monitoring of WASH activities. Assistance was also provided to them during the baseline survey and the preparation of a multi-year Strategic plan.

The field visits confirmed that capacity building as described above had taken place (noting that World Bank resources were used to train Woreda WASH Teams in Tigray).

In general, the Woreda WASH Teams were not as involved in detailed planning as they might have been, this responsibility being shared with the Regional Water Bureau in particular. To an extent, this can be explained by the project’s short time frame and the emphasis on shallow drilled wells (for which contracting is often undertaken by the Regional Water Bureau). By comparison, Woreda WASH teams were more involved in monitoring and reporting, relating to the inventory (see below).

Gender equity should be an important objective in any WASH programme. In terms of the NUWI programme, clearly, women stand to benefit from improved access to safe water and sanitation, and girls in particular stand to benefit from separate WASH facilities in schools. In terms of local management and participation, although at least 40% (and often half) the members of WASHCOs are women, it was apparent that women only rarely chair these committees. In general, more could have been done to empower women to play a key role in decision making. This implies the need to establish dedicated local capacity to facilitate this process, beyond the scope of UNICEF, Government and SNV interventions.

Equally, noting issues of supply chains (see below), WASHCO training needs to be seen as a regular activity, taking into account ‘turnover’ of members, and the need to shift gear towards maintenance, replacement and extension / expansion of water schemes, as these projects mature.

**Innovative Approaches**

One of the objectives of NUWI was to introduce innovation, using the opportunity of working at scale in just 8 Woredas, and also at Regional and federal level. UNICEF reports a number of innovations, many of which have already been mentioned. Clearly, ‘innovation’ in this context is not the same as invention. Usually, it concerns taking an existing idea – from another area or context, and adapting it for application in Ethiopia, typically at a National scale.

In particular, the project supported the following in this context:

**Self Supply**

Self Supply, in this case the unsubsidized establishment of water supplies for use by one or several families, is relatively common in parts of Ethiopia with a high ground water table and soil; conditions that facilitate well sinking. It is particularly common in parts
of Oromia and to a lesser extent in Amhara and SNNPR. Self supply is not formally recognized by the government, and does not ‘count’ towards the UAP.

NUWI supported an initial workshop in 2008 in which senior members of government discussed the potential of self supply to support the achievement of UAP, as well as a number of challenges that would first need to be overcome. Self supply was later incorporated into a revised UAP (February 2009). In the two NUWI Woredas in Amhara, where self supply is feasible, a range of stakeholders were orientated on self supply, with training given to Woreda WASH Officers to promote the concept. Local manufactures were also trained to produce rope and washer pumps. These are recommended in this context to improve water safety and reduce the risk of faecal contamination. The results of these activities have not yet been assessed and do not count towards the projects outputs. UNICEF is continuing to support the promotion of self supply with other funding sources.

**WASH Inventory**

The initial design of the NUWI project included a ‘sustainability check’. The WASH inventory was conceived as a way of monitoring the sustained use of water supply facilities established by NUWI. The idea was soon developed by UNICEF to fulfill an unmet requirement in an emerging National Water Supply M&E framework and MIS, being developed by WSP and the World Bank.

The WASH inventory was first demonstrated in the 8 NUWI Woredas with the help of NUWI consultants. It was linked to the development of Woreda report cards that basically summarise the data collected, enabling its use as a local planning and monitoring tool. The inventory has helped build woreda capacity and confidence in providing and using data. Annual updates have helped Woredas to check progress and prioritise future investments.

The inventory is now being rolled out as the National WASH Inventory by the Ministry of Water Resources, forming an important part of the National WASH MIS. Data collection and analysis has been simplified by a database developed for this purpose by SNV. Given the significant differences between government estimates for coverage, and those reported by other organizations such as the Joint Monitoring Programme, and the need to empower Woredas with knowledge they need to plan WASH improvements, the National WASH inventory is one of the most useful initiatives in the WASH sector. It also encourages convergence of Water, Health and Education, as the data itself is convergent.

**CLTS**

The last major innovation associated with NUWI is CLTS. This has already been referred to earlier.

It is also important to report other work undertaken with NUWI resources which may lead to future innovation. This includes the work being undertaken to establish a school based national hand washing strategy, and support to the establishment of sustainable supply chains for hand pump spares. Related activities are described in the Project Final Report. The formative research on handwashing (for a report is now available)
represents a starting point – additional work (and resources) is needed to develop a strategy from the data collected. UNICEF is confident that funds to support this will shortly become available.

In terms of supply chains, the various workshops supported with NUWI funds produced a number of recommendations. The most important concern the establishment of networks of private retailers of spare parts at Woreda level or below, linked by Regional Water Bureaus to local importers. This model, which to an extent has been demonstrated by the Finland supported RWSEP programme in Amhara, needs to be piloted at a larger scale. The shift of UNICEF away from offshore procurement undertaken by its Copenhagen Office to support Regional procurement is welcome.
4 ANALYSIS OF FINDINGS

4.1 RELEVANCE

Relevance with National Policy

The NUWI project has been implemented in line with national policy and common strategies. Implementation has been achieved through the Government with funds transferred to BoFEDs and thence to Regional Bureaus or Woredas, depending on the type of activities being supported. This arrangement is also employed by World Bank and other major development partners.

A demand driven approach, where communities are expected to contribute towards capital and O&M costs is also a major part of government policy. The fact that no cash is raised ‘upfront’ as part of a capital contribution is off-set by the early collection of O&M payments. This may in fact contribute towards sustainability (see below). The non–subsidised approach to sanitation and involvement of Health Extension Workers also reflects National Sanitation Policy.

Furthermore, the emphasis on school WASH and WASH in health facilities also demands greater attention to convergence than is typically the case, although at times this is difficult to achieve. The same components also support both the Education and Health sector development plans.

Association with UAP

The Universal access plan (UAP) is at the moment the only substantive WASH plan, although UNICEF is about to support the development of a sanitation and hygiene strategic action plan. Whilst NUWI has only being functional in 8 Woredas – 1% of the Woredas in Ethiopia, it has raised coverage levels by an estimated 30% on average, benefiting almost 300,000 people in terms of improved access to safe water, and 550,000 with basic sanitation. This is a useful contribution to the sector, more especially at local level. The improved situation of schools and health posts is even more striking. It should be noted that this contribution is only part of a multi-country initiative supported by the government of the Netherlands. It should also be noted that these results are real – reported in a comprehensive inventory which has been independently verified.

One aspect that could be improved in terms of this programme supporting the UAP concerns the preparation of Woreda ‘UAP Compliant’ 5 year strategic plans, with agreed targets and strategies.

To some extent, this relates to the fact that NUWI originally was conceived with a truncated 2.5 year timeframe. It also relates to UNICEF’s tendency to focus on supporting the development of annual work plans. The partnership with SNV, and with the World Bank project Management Unit in Tigray, ultimately resulted in the development of strategic plans, albeit some time after project activities had been
initiated. There was therefore some divergence in the planning approaches adopted by the national program and the project.

In terms of the annual planning process, in common with other UNICEF supported initiatives, basic plans developed by Woreda WASH Teams were then revised with inputs from Regional Bureaus, taking into account the resources available, the need to ensure that institutional WASH was prioritized, and the need to cluster certain activities to ensure cost savings, for example, related to well-drilling activities.

The need for this level of iteration is much less in WASH programmes that are less reliant on drilling shallow wells and have no specific focus on institutional WASH – the World Bank/DfID supported WASH programme being a good example. At the same time, it should be pointed out that such programmes may easily (and justifiably) spend 12 months or more developing Woreda capacity before work begins on improving infrastructure – time that was not available in the case of NUWI with its original 2.5 year timeframe.

Harmonization with Other Donor Programmes

The common channel used to disburse funds (Channel 1B) indicates a fair degree of harmonization with other major donors. The Woreda WASH Team, and WASHCO, are also common to other major WASH programmes, as is the use of local contractors. Indeed, in terms of output, it is fairly difficult to differentiate a water point established by NUWI, and one established by the World Bank. In terms of ‘added value’, NUWI has a stronger institutional WASH Component than other programmes, not least because Woredas are very much encouraged to allocate resources accordingly. The NUWI programme has also achieved an appropriate balance between water supply and sanitation, this being the result of UNICEF’s strong partnership with Regional Health Bureaus and Health Extension Workers.

Collaboration with Civil Society and Private Sector

One of NUWI’s objectives was to link civil society organizations and the private sector with the Government to implement the project. This is also in line with UAP policy. In practice, this was an essential component of the programme. The partnership with SNV to develop Woreda capacity has already been mentioned.

In terms of implementation, NGOs such as the Organisation for Rehabilitation and Development in Amhara; and the Church of Christ Mission and Norwegian Church Aid in SNNPR, played important roles.

In every case, Government was facilitated to establish MoUs with NGO partners; something that could also be introduced by the World Bank/DfID and ADB supported programmes. The NUWI project also made full use of the private sector, with the widespread outsourcing of construction and well drilling operations to Regional and local contractors, including Regional Water Works Construction Enterprises (using drilling rigs earlier donated by UNICEF, resulting in savings on unit costs). Government at woreda and Regional level was assisted to plan, supervise and monitor activities, with the obvious exception of sanitation and hygiene promotion undertaken by Health Extension Workers.
Notwithstanding these points, the relevance of NUWI to the sector has been further enhanced by the innovation and related ‘products’ previously referred to, including the School WASH guideline, and the work on inventories, CLTS and formative research on hand washing.

4.2 EFFECTIVENESS

Based on the reports produced and confirmed by this evaluation, the project has achieved its stated outputs and in terms of infrastructure, has exceeded these targets, and done this in a relatively short time frame. In this respect, the project has been highly effective. Project outcomes, expressed in terms of the use of the infrastructure established, have also been achieved or surpassed. This has been achieved by mobilizing local capacity (WASHCOs, Health Extension Workers and School Committees), together with civil society and the private sector, with government at Woreda and Regional level involved in planning and supervision rather than implementation. The role of UNICEF technical staff and consultants should not be overlooked.

In this respect, it is important to note that the WASH inventory has captured information on the observed use of community water supplies, and the use of household toilets (by at least one family member). Reports of a number of open defaecation free villages are also encouraging.

The project has been very effective in delivering and accomplishing almost all of the targeted outputs; this is especially true in terms of community supply, institutional WASH, the establishment and training of WASHCOs and sanitation promotion through CLTS. It should be noted that the focus on CLTS and home-built, unsubsidized toilets has been achieved without the planned investment in sani-marts, which would have been able to respond to demand for higher levels of service (which was earlier promoted through techniques such as PHAST). As described earlier, this gap has to be filled, linked to ‘post triggering’ follow up undertaken by health extension workers, community health volunteers and local leaders.

In theory at least, these results could have been further strengthened with an even greater emphasis (i) on empowering women to lead decision making. This not to say that women were ignored, they played an important role in WASHCOs, and were involved in the siting of water points, and the Health extension programme relies exclusively on female Health Extension workers; (ii) WASHCOs could also be given greater responsibility – backed up with legal recognition – extending to the management of funds used to improve WASH services and community contracting. Establishing these systems and necessary controls may not have been possible in such a short time frame, however.

4.3 EFFICIENCY

By and large NUWI project has been highly efficient in terms of fund utilization and the timely delivery of results, taking account of the delayed start. In practice, work could only get underway in early October 2007, after the agreement of the UNICEF/Government 2007-2011 Country Programme, the Annual Work plan, and the cessation
of Kiremt rains. The results were therefore achieved in about 30 months. It should be noted that whilst funds were fully obligated by 31st March 2010, full expenditure will only be achieved by the end of September. This is in line with UNICEF financial mechanisms and the agreement with the Government of the Netherlands.

As previously mentioned, this efficiency is related to a number of factors, including:

- The efficient use of HEWs and Community health volunteers to promote sanitation and hygiene
- The use of drilling rigs previously provided to Regional Water works construction enterprises by UNICEF – this relationship ensured that NUWI received a high priority for drilling work
- The effective use of NGOs such as SNV, ORDA, CCF and NCA, in full agreement with the government
- The relationship UNICEF enjoys with Regional Water, Health and education Bureaus, with local offices in all 4 NUWI Regions, and dedicated technical staff backed up with NUWI consultants
- The involvement of Woreda WASH Teams, WASHCOs and school committees to plan, oversee and monitor activities
- The efficient allocation of funds, with reasonably flexibility to reprogramme resources with the agreement of the Netherlands Embassy to maximize the achievement of results

One potential constraint to efficiency is the global UNICEF rule on financial disbursements which requires full liquidation of advanced funds before another can be effected, and that all accounts be settled within six months. If this is not done, no further transfers can be made. Taking into account that under Channel 1B, funds and routed through BOFED accounts before reaching Regional Bureaus or Woredas, this can leave little time for activities to be completed and accounted for back 'up the chain'. In practice, UNICEF managed the situation with the government, ensuring that major contracts were in place before payments were made to Regions, for example. The six month ruling remains a challenge, although in one way, it ‘forces’ rapid implementation.

4.4 IMPACT

Assessing the impact of a recently completed WASH intervention, particularly in terms of health improvement, is difficult and expensive, typically requiring a sophisticated cluster sample survey. Accurate recall of diarrhea presents particular challenges. In general, there is sufficient evidence to justify WASH interventions without measuring health impact on a project basis: Studies indicate that 51% diarrhea reduction can be achieved with the use of latrine, 15% with the use of clean water, 35% with proper sanitation and 32% with the practice of hand washing.

In this case, inventory reports focus on the quality, functionality and use of facilities, not only access to infrastructure. Furthermore, during the field visits, Households and Health workers reported reductions in diarrhea. School teachers also reported a decline in absenteeism – presumably related to health and non-health impacts. These reports are anecdotal, but useful nevertheless when linked to the globally acknowledged relationships between WASH, and Healthy and Education.
More obviously:

- Women and children are saving considerable time (and effort) due to improved access to safe water
- Women in particular benefit from access to convenient, relatively private, on site sanitation
- Boys, and particularly girls, are benefiting from WASH facilities in schools
- Patients, care givers, pregnant women and health staff are benefiting from WASH in Health posts
- WASHCOS are able to manage water points in terms of routine maintenance, notwithstanding important points about supply chains made in the next section
- The involvement of the Woreda Administration and Woreda WASH Teams in planning and monitoring of WASH activities has increased awareness of WASH, and related to this, their accountability
- The WASH inventory, demonstrated in all NUWI woredas, has helped reinforce local capacity to prioritize, plan and monitor WASH investments; scaling up of WASH inventory prior to intervention and updating them regularly is now being accepted by all sectors and development partners.

4.5 SUSTAINABILITY

Sustainability is a complex issue, made up of several different but interdependent factors with environmental, technical, financial, institutional social and cultural dimensions. Each of these dimensions is considered below.

In response to one question posed by the Netherlands Embassy during the Evaluation review: the relatively short time frame of the project inevitably reduced opportunities for a long standing capacity development programme with participating WASHCOs and Woreda WASH Teams. However, this was mitigated by the density of project inputs (staff and funding) – which resulted in an intense capacity development programme. As a result, WASHCOs were exposed to a similar level of capacity inputs that would be expected of, for example, a five year project. In general, however, a longer time frame would have further enhanced sustainability – there is no substitute for repeated interactions with communities over time. The ‘exit’ strategy envisaged for NUWI, involving the introduction of a CDF approach, is therefore important, as this would allow opportunities for further capacity strengthening.

Environment

The dominance of ‘shallow’ drilled wells – typically 45 to 60 metres deep, rather than other technologies that abstract water from more shallow aquifers, should enhance the sustainability of these water points in terms of the water resource. In some areas, springs and hand dug wells suffer from low yield during the end of each dry season. At the moment at least, relatively few shallow wells suffer from this problem in the NUWI area. However, given high rates of environmental degradation and increasing demand for fresh water (especially for productive use), more needs to be done in the short to medium term, to protect the micro-catchment around water points, especially those relying on shallow aquifers.
In terms of water quality, dispersed shallow toilet pits do not pose a significant threat to ground water quality unless there is a high water table within a few meters of the bottom of the pit. Where this is the case, contamination is possible. The advice provided by Health workers includes a minimum 10 meter horizontal stand-off between the toilet and a water point. This is generally observed. Clearly this rule needs strict observation in the context of self supply.

**Technology**

As mentioned, the water supply and sanitation technologies employed by NUWI project tend to be low cost and relatively simple to maintain with limited expertise and resources.

The weak link, for water supply, is the limited availability of spare parts, something that affects the WASH sector in general. In general, it has been challenging to establish a sustainable supply chain in the context of hand-pump spares and other items. This situation results from a number of factors: many Woreda Water Offices still tend to stock and provide hand pump spares free of charge; the financial capacity of the private sector in most rural Woredas in Ethiopia is also very low (they have little cash in hand to purchase spares). In addition, demand for spare parts in the NUWI Woredas is relatively small, taking into account the fact that most water supplies are newly constructed. Therefore, the private sector may not be interested in keeping in slow moving items in stock.

In this context, recognising that NUWI has made some inroads to establishing local suppliers, more must be done to demonstrate this concept at scale, linking local outlets with national importers. In this context, UNICEF’s shift in procurement from offshore purchasing undertaken by its Copenhagen office to onshore procurement undertaken by Regional Bureaus is especially useful.

The approach taken by CDF is a useful starting point to develop sustainable supply chains, involving as it does local artisans to construct water supplies, using decentralised contracting by WASHCOs. If WASHCOs could also purchase complete handpumps from local shops, then the latter may have more interest to supply spare parts as well. Clearly, this ‘business model’ would work better if there were an appreciable concentration of project inputs in each Woreda – a feature of the CDF approach as well as the NUWI project.

In terms of sanitation, whilst CLTS certainly helps people onto the bottom rungs of the sanitation ladder, sustainable use is linked to people upgrading facilities, and more must be done to enable this process through the establishment of sani-marts or alternatives.

**Socio-Cultural and Gender Issues**

Community participation is a major strategy of the NUWI project, not least secured through the establishment of community based WASHCOs. Consideration has been
made to incorporate the preferences and views of users in terms of the type and the location of water points, resulting in increased ownership.

The effectiveness of WASHCOs could be enhanced through securing their legal status – this being approved by the Regional Cabinet. Whilst this has been a long standing objective of WASH Development partners, legalisation of WASHCOs has only been approved in Oromia – and even there, this needs to be communicated and put into effect. The advocacy efforts of UNICEF, Water Aid and other organisations should be increased, linked to the development of a revised UAP, itself linked to the Growth and Transformation Plan.

Women generally are more enthusiastic about the WASH activities than men. Their involvement in all phases of implementation is crucial for sustainability as well as impact. In the NUWI project, women were involved in the siting of water points, and play an important role in WASHCOs – where they make up at least 40% of the membership. Women, trusted by men to look after funds, often hold the position of a treasurer.

Nevertheless, more can be done to empower women not only to participate in WASHCOs and related decision making, but to chair WASHCOs and lead this process. As mentioned, this requires the establishment of trained facilitators – from Government, NGOs or the private sector. It also requires much more time, and in this context, a phased approach to water supply where minimum capacity is build before planning and implementation starts.

Financial Sustainability

The fact that in all cases, WASHCOS are collecting a monthly tariff from most users is very important, implying that a minimum level of ownership and accountability has been established, together with a workable institutional arrangement. The typical tariff of one birr per household per month is notional, rather than sufficient, to secure long term sustainability, however.

It should be noted that communities continue to contribute in other ways, however. This may manifest itself as volunteer caretakers, who open and lock water points and ‘regulate’ withdrawals, and additional financial support when a water point fails. It is not uncommon for the Kebele Administration and Woreda Water Office to undertake more complex repairs either.

With this in mind, sustainability can still be enhanced by ensuring that WASHCOs have better information regarding the actual cost of maintaining schemes – linked to the improved local availability of spare parts.
5 CONCLUSION AND RECOMMENDATION

5.1 Conclusions

The NUWI project was designed not only to increase coverage significantly (albeit in only 8 Woredas) but also to strengthen the sector by introducing and demonstrating innovative and sustainable approaches.

The design of the NUWI project has turned out to be particularly relevant – at Woreda, Regional and Federal level. This relates to local outputs and outcomes – improved access to and use of WASH infrastructure; but also to the contribution it has made to the wider WASH sector. Furthermore, the project has achieved its results in a little over three years – remarkable given its slow start and the capacity constraints which affect the WASH sector, especially at local level.

All major outputs have been achieved, noting that some activities were not completed, for example, the establishment of sani-marts. The project has been successful in establishing over 500 community managed water schemes – providing water to 297,000 people; promoting basic sanitation using CLTS – providing an estimated 550,000 with access to home built toilets, and establishing WASH facilities in 100 schools and 110 health posts – benefiting 60,000 students and a catchment population of about 550,000 people. Whilst some work is needed to complete piped water supplies in Oromia and SSNPR, the additional beneficiaries have not yet been counted.

To achieve these results in a short time frame has only been possible with the support of government, NGOs, the private sector and participating communities. The project has demonstrated that by harnessing collective capacity, considerable progress can be achieved in a short time frame in a focused geographical area – despite initial weaknesses in absorptive capacity.

In terms of innovation, the project has focused on three areas which have been described in the preceding sections. These concern the WASH Inventory, CLTS, Self Supply, and a school focused hand washing strategy. The inventory and CLTS are now being rolled out by the Government, nationally, with support of most major development partners and NGOs. The hand washing strategy needs to be finalized based on the research just completed.

In terms of work in progress, other than the hand washing strategy, UNICEF continues to work on supply chains, the establishment on sani-marts, and the legalization of WASHCOs. These efforts should certainly continue.

5.2 Specific Recommendations

Notwithstanding the positive outcomes of the NUWI project, it is recommended that UNICEF consider the following actions.
Strengthen community facilitation and decision making in a phased approach to WASH service delivery, with particular emphasis on gender equity. This may involve a process similar to that adopted by the RWSEP Programme active in parts of Amhara and Benishangul Gumuz.

In this context, strongly advocate for the full legalisation of WASHCOs with a clear mandate, constitution and responsibilities that extend to catchment protection, institutional WASH and ‘community’ sanitation.

In this context, invest more time and resources to set up, pilot and demonstrate sustainable supply chains, probably using local private entrepreneurs to sell spares to WASHCOs.

Continue to develop self supply as a viable family water supply option that the government can promote, taking into account safety concerns.

In sanitation, link CLTS with the promotion of higher service levels (improved sanitation) and the supply of related goods and services through sani-marts or other appropriate outlets.

Using the results of the formative work on handwashing, continue to work with the Government and other stakeholders to roll out a nation hand washing strategy, which could eventually be linked to improved home water management.

Continue to advocate for and programme school and health facility WASH, ensuring that Woreda WASH Teams practice convergent planning and allocate budgets accordingly. In this respect, more emphasis should be placed on sustainability concerns, and the role of teachers and education officials in the use, care and management of WASH facilities.

Continue to support the roll out of the National WASH inventory, emphasizing the importance of quality and the use of data by Woreda WASH Teams to inform strategic and annual plans.

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**Annex A**

**Terms of Reference for NUWI Evaluation**

**Evaluation of Netherlands –UNICEF Water Initiative (NUWI)**

**Accelerating of Water Supply, Sanitation and Hygiene**

**Towards Ethiopia’s MDGs**
1. **Background**

In November 2007, UNICEF and the Royal Netherlands Embassy signed a contribution agreement with the title “Netherlands-UNICEF Water Initiative (NUWI), Accelerating of Water Supply, Sanitation and Hygiene towards Ethiopia’s MDGs”, with a maximum budget totaling USD 9,662,977. The project period started on 19th November 2007 and, after a budget-neutral extension of nine months from originally end date 30th June 2009, continues until 31st March 2010.

In accordance with the project proposal, an evaluation is now needed to assess what the project has achieved against agreed outputs and to appraise the role of NUWI in the strengthening of the sector more in general (policies, M&E, H&A, collaboration with NGOs, etc). This TOR sets out the activities and deliverables for an effective evaluation.

The Netherlands – UNICEF WASH Initiative – Ethiopia (NUWI) is designed to contribute to the achievement of the Millennium Development Goal 7, Target 10 – halving the proportion of people in Ethiopia without access to safe water supply and sanitation by 2015. The NUWI project is designed to enable 418,000 people to access and use safe drinking water supplies, with a further 300,000 people (60,000 households) using basic sanitation facilities and practicing safe hygiene by the end of the project period.

In summary, the WASH project extends to four regions of the country: Oromia, Amhara, Tigray and SNNPR region. The programme focuses on community participation, technological options, and the integration of water, sanitation and hygiene (WASH) services in communities, schools and health institutions. It also includes capacity building and monitoring and evaluation components (WASH Inventory) undertaken with the federal and regional government. By focusing interventions in eight Woredas (districts) with total population of 1,005,552 the project affords opportunities to introduce and scale up a number of innovative and sustainable approaches to service delivery.

The project is implemented with the Government of Ethiopia (Regional Water and Health Bureaus and Woreda Water and Health Offices), with additional support from Non-Governmental Organizations (NGOs) such as ‘Organization for Rehabilitation and Development’ (ORDA) in Amhara, ‘Church of Christ Mission’ (CCM) in SNNPR, and ‘Stichting Nederlandse Vrijwilligers’ (SNV- Netherlands NGO) in Oromia and is consistent with Ethiopian national targets, policies and plans, and UNICEF’s global WASH strategy.
The project objective is to contribute to the health of the population in selected eight Woreda’s of Amhara, Oromia, Tigray and SNNPR through WASH service provision and the development of technical and management capacities of communities and local government while testing new and innovative approaches.

More specifically, the following actions in the proposal are designed to achieve the outcomes:

**Community level**
- 120 kebele communities in 8 woredas assert ownership of the WASH services and use the WASH facilities;
- 120 Water and Sanitation Committees (WASHCOs) in 8 Woredas successfully managing WASH facilities in their communities;
- 72 elementary schools and 72 kebele level health institutions in 8 woredas are sustainably using safe water and basic sanitation facilities;
- Access to water supply improved for 418,000 beneficiaries (provision of 498 community water supplies);
- Promotion of hygiene and sanitation, resulting in 300,000 people (60,000 households) regularly using household toilets;

**Woreda level**
- 8 Woredas have developed strategic plans for planning, development and management of WASH facilities
- Supply chain for both water supply and sanitation facilities improved
- Service delivery at woreda and community level become efficient and effective through the private sector involvement and Woreda team support
- WASH inventory containing data for supply and management set-up improved in 8 woredas to contribute to regional and national data base.

**Regional level**
- Regional WASH plans, management and monitoring capacity strengthened
- WASH programme approach harmonized with other cooperating partners

**National level**
- Universal Access Plan, WASH Policy, strategies and protocols popularized
- Harmonization of donor approaches supported

Details of the project are set out in Annex A and B. This includes the project proposal providing details of the activities to be undertaken by the NUWI project, arranged in a number of sub-projects: community water supply, school WASH, home hygiene and sanitation, monitoring &
evaluation and capacity building (Annex A). To the extent possible, the expected results are quantified, sub-project by sub-project. The latest technical update detail the 6-month project status from 1\textsuperscript{st} July 2009-31\textsuperscript{st} December 2009 for each objective, together with performance at Activity level (Annex B).

2. Objectives of Evaluation
The evaluation is to assess the role of NUWI in the strengthening of the sector more in general and from a strategic point of view, based on the project proposal, technical updates and budget, in the current policy and economic environment as this affects the WASH Sector in Ethiopia. Reporting should be against the project proposal.

Besides evaluating against the physical targets and outputs mentioned in the Technical Updates (Annex B), the evaluation should emphasize the assessment of technical and strategic achievements in the introduction and scaling up of a number of innovative and sustainable approaches to service delivery, such as: Community Led Total Sanitation (CLTS); support to self-supply of family water supplies; support to the establishment of supply chain; legalization of WASHCOs; and the WASH inventory to improve access to reliable data on access, use and sustainability. This should be evaluated in respect of the project’s direction, focus, budgeting and staffing, based on the progress achieved and the projects original objectives and resource allocation, and its consistency with Ethiopian national targets, policies and plans.

The evaluation is to be conducted with the participation of UNICEF WASH staff, Government Counterparts at National, Regional and Woreda level, NGO partners, relevant local stakeholders on the ground, such as WASHCOs and HEWs.

3. Scope of Work
Based on the allocated budget and timeframe, the evaluation will necessarily involve (i) desk review of documentation, including progress reports submitted by UNICEF (ii) key informant interviews from Federal to Community level (iii) a ‘reality check’ undertaken in four rural Woredas in the four Regions (with visits to randomly selected intervention sites); and (iv) a stakeholder workshop in which initial findings are shared and discussed with key stakeholders. The draft evaluation report will be shared with UNICEF for comment before finalization.

4. Major Activities
Act. 1. Introduction to / orientation of key informants from UNICEF, Federal Government and NGOs
Act. 2. Undertake desk review of the project, based on the documentation provided by UNICEF (e.g. Annex A-B); based on this, finalize a detailed evaluation plan, including (i) key informant interview schedule and (ii) field visit plan complete with checklist and (iii) draft structure of final report.

Act. 3. Conduct key informant interviews with (i) UNICEF project staff in Addis Ababa (ii) Government partners at Federal level (iii) selected NGO partners (iv) in the four regions being visited, UNICEF, Government and NGO partners, using format developed in (2) above.

Act. 4. Conduct field visits in eight Woredas (two per participating region) using checklist developed in (2) above: visits to combine key informant interviews with visits to intervention Woredas selected using criteria developed in (2) including a random component.

Act. 5. Prepare draft report and presentation for national stakeholder review (workshop arrangements to be managed by UNICEF); conduct workshop, presenting initial findings and recommendations for discussion.

Act. 6. Reflect discussion and conclusions in final draft of evaluation document. Evaluation document to include (i) Results achieved and (ii) Recommendations in separate Annexes.

5. Deliverables and Timeframe
(Note linkages with the Activities set out above)
Del. 1. Detailed inception report based on initial introductions, desk review and meetings with UNICEF AA, Royal Netherlands Embassy, Government and SNV (10 pp excluding Annexes), delivered within five days in start of contract

Del. 2. Field work and field reports for consultants following each Regional consultation (four Regions, eight Woredas: 4 days of fieldwork and 2 travel days to and from region subject to evaluation), delivered within 29 days of start of contract

Del. 3. Draft evaluation report (20-25 pp excluding Annexes) detailing (i) results and (ii) recommendations, presented in one day National stakeholder consultation (the latter to be organized by UNICEF) within thirty-six days of start of contract

Del. 4. Final report (25-30 pp excluding Annexes), reflecting discussions and conclusions of National Stakeholder Meeting, delivered to UNICEF and Government within 40 days of start of contract.

(Overall timeframe: 40 days; four deliverables)

6. Authorised Travel
The following travel is authorized under this TOR
- Domestic flights: two return flight (to Mekelle and Bahar Dar)
- Vehicle Hire: Vehicle for 24 days within designated Regions (Oromia, Amhara, Tigrai and SNNPR)

7. **Supervision**
The consultants will be supervised by Chief WASH, UNICEF Addis Ababa

8. **Budget**
Estimated XXXX including fees, travel and DSA, based on one national consultant (Cat III rate).

9. **Source of Funds and Reference in Annual Work Plan**
Netherlands UNICEF Water Initiative Fund, PBA SC/2007/0985

10. **Minimum Qualifications**

    **National Consultant**
    - Advanced university degree (MSc) in water supply and sanitation, public health, social development, or a related area (note that we would prefer a qualification which complements rather than duplicates that of the international consultant).
    - Over eight years general experience in the design, planning and evaluation of major water supply and sanitation programs in Ethiopia
    - Specific experience of community based rural water supply programmes, including the promotion of low-cost and appropriate technology options.
    - Experience in mid-term and final evaluation of major WASH programmes based on logframe analysis. Exposure to UNICEF and EC supported programmes an asset.
    - Experience of project budgeting
    - First rate analytical, communication and writing skills
    - Knowledge of Amharic and or Tigrinya
Annex B

List of Persons Consulted & Kebeles Visited

1. List of Persons Contacted

1 Amhara Region

Ato Habtamu Alebachew  SNV- Northern Portfolio, WASH advisor
Ato Dagne  Health Bureau, UNICEF coordinator
Ato Takele Hunde  UNICEF health Program officer
Ato Haimanot Assefa  UNICEF water, program officer
Ato Mola Hunegnaw  NUWI-UNICEF water consultant
Ato Yimenu Adane  NUWI-UNICEF health consultant
Ato Getenet Kassahun  Water Bureau, UNICEF coordinator

Awebel Woreda

Ato Teshome Assefa  Woreda Vice Administrator
Ato Yehualaw Getahun  Head of Woreda Health Office
Ato Mezgebu Tadelle  WS Process head of Woreda Water Office
Ato Alemayehu Tsega  Representative of Woreda Education Office

Basoliben Woreda

Ato Abibaw Abebe  Woreda Education office expert
Ato Getnet Dessei  Woreda Education office expert
Ato Muluken Yifru  Woreda Water office O&M staff
Ato Dereje Mekonnen  Woreda Administration office expert
Ato Mekuriaw Zewdu  Woreda Health office

2 Oromia Region

Ato Kulule Abdeta  UNICEF health Program officer
Ato Mekonnen Dereju  UNESCO program coordinator
Ato Kifle Erena  UNV Finance officer

Chinaksun Woreda

Ato Mohammed Yayu Umer  Woreda Administrator
Ato Hussein Rudon  Head of Woreda health office
Ato Abibaw Girma  Head of Woreda Education Office
Ato Eliyas Ali  Technical team member from health office
W/rt Siyameregn Asrat  Woreda Women’s Affairs office Process head for Women Empowerment

Gursum Woreda
Ato Ferhan Abdulkerim  Woreda Administrator
Ato Adane Terefe  Head of Woredal Health Office
Ato Dawit Kebebew  Environmental Health Expert, Technical team member, WHO
Ato Muhamud Aminadem  Head of Woreda Water Office
Ato Endale Seleshi  Head of Education Office
Ato Fasil Zegeye  Procurement & Finance Expert, WOFED

3  Southern Nations, Nationalities and Peoples

Ato Getachew H/Michael  UNICEF water program officer
Ato Amare Workiye  UNICEF health program officer
Ato Melaku Asfaw  NUWI-UNICEF water consultant
W/ro Selamawit Tamru  SNV-Southern Portfolio

Borososore Woreda

Ato Bekele Besha  Woreda Administrator
Ato Moges Moliso  Woreda Health Office
Ato Bihanu Sheye  Woreda Water Office
Ato Meelese Melsew  Woreda Finance and Development Office

Tigray Region

Ato Leul Feseha  UNICEF water program officer
Ato Kinfe Zeru  UNICEF health program officer
Ato Girma Desta  Health Bureau, Program coordinator
Ato Haile Kidane  Water Bureau, Program coordinator
Ato Tesfa Aklilu  NUWI-UNICEF health consultant
W/rt Netsnet Kassa  NUWI-UNICEF water consultant

Nader Adet Woreda

Ato Aregawi G/Seilassie  Vice Woreda Administrator
W/ro Abeba Tesfaye  Head of Woreda Finance and Economic Development
Ato Maereg Berhe  Head of Education office
Ato Asmelash Araya  Health Extension program expert
W/ro Tigist Kassa  Deputy office head of Health
W/rt Haregewoin Shiferaw  Deputy office head of Water
Ato Bethel Mersa  WOFED finance coordinator

Tahetay Maychew Woreda

Ato Gebru Michael Yehuala  Woreda Administrator
Ato Solomon Teshome  Head of Woreda Health Office
Ato Berhan Tafere  Head of Woreda Water Office
Ato Tekele Aseghagne  Head of Education Office
Ato Yirgalem G/Yesus  Deputy Education office head,
Ato Tezazu Gidad  Vice head of Finance and Economic Development
Ato Wedajie Berhan  Electro-mechanic of Water office
Ato Hagos Gebre Michael  Head of Woreda Finance and Economic Development
Ato Arefer Ayne Tigabu  Environmental Health Expert
W/ro Yeshi Alemayehu  Woreda Women’s Affairs
## 2. List of Kebeles visited

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# Participants of Evaluation Review Meeting 24 September 2010

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<thead>
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<th>No.</th>
<th>Name</th>
<th>Organisation</th>
<th>Telephone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
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<td>Ghermai Tesfai</td>
<td>Tigray RWB</td>
<td>0914-720999</td>
<td><a href="mailto:Ghe_tes@yahoo.com">Ghe_tes@yahoo.com</a></td>
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<td>Dagnew Aweke</td>
<td>Amhara BoH</td>
<td>0918-702820</td>
<td><a href="mailto:dagnewaweke@yahoo.com">dagnewaweke@yahoo.com</a></td>
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<td>Ardarge Yitbarek</td>
<td>Amhara, RWB</td>
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<td>Mengesta Birhanu</td>
<td>Amhara RHB</td>
<td>0911-886305</td>
<td><a href="mailto:mengeba@yahoo.com">mengeba@yahoo.com</a></td>
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<td>Endale Mulugeta</td>
<td>SNNPR, REB</td>
<td>0912-106289</td>
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<td>Wondimu Tesfaye</td>
<td>Oromia, RHB</td>
<td>0911-707590</td>
<td><a href="mailto:wondimut@yahoo.com">wondimut@yahoo.com</a></td>
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<td>Ewnetu Gedif</td>
<td>ORDA</td>
<td>0920-761125</td>
<td><a href="mailto:Gedewu2000@yahoo.com">Gedewu2000@yahoo.com</a></td>
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