

*Gwanda District Integrated  
Rural Water Supply and Sanitation Project  
1995-2000*

# **Final Evaluation Report**

*Prepared for*

*The Government of Zimbabwe and UNICEF*

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Map showing location of Gwanda District



# List of Abbreviations

AGRITEX	Agricultural Technical and Extension Services
CAP	Community Action Project
CBM	Community Based Management
CEO	Chief Executive Officer
DA	District Administrator
DDF	District Development Fund
DWSSC	District Water and Sanitation Sub-Committee
EHT	Environmental Health Technician
EU	European Union
GoZ	Government of Zimbabwe
GRDC	Gwanda Rural District Council
HWF	Hand Wash Facilities
IRWSS	Integrated Rural Water Supply and Sanitation
IWSD	Institute of Water and Sanitation Development
KAP	Knowledge, Attitudes and Practice
LWF	Lutheran World Federation
MLGRUD	Ministry of Local Government Rural and Urban Development
MNAECC	Ministry of National Affairs Employment Creation and Co-operatives
MOHCW	Ministry of Health and Child Welfare
MOV	Means of Verification
NAC	National Action Committee for Water and Sanitation
NCU	National Co-ordination Unit for Water and Sanitation
NGO	Non-governmental Organisation
OVI	Objectively Verifiable Indicators
PA	Provincial Administrator
PCC	Provincial Co-ordination Committee
PHE	Participatory Hygiene Education
PWSSC	Provincial Water and Sanitation Sub-Committee
RDC	Rural District Council
RDDC	Rural District Development Committee
SEDARMP	Smallholder Dry Areas Resource Management Project
SWU	Shallow Well Unit
TOR	Terms of Reference
UNICEF	United Nations Children's Fund
VBCI	Village Based Consultative Inventory
VCW	Village Community Worker
VIP	Ventilated Improved Pit (latrine)
VPM	Village Pump Mechanics
WPC	Water Point Committee
VWSC	Village Water and Sanitation Committee

# EXECUTIVE SUMMARY

## INTRODUCTION

- ◆ Gwanda Integrated Rural Water Supply and Sanitation Project was launched in 1995 and completed in 2000. It sought to provide a range of new and rehabilitated water and sanitation facilities to the people living in 19 out of the 23 wards of Gwanda RDC. The approach was to involve and empower communities, decentralise management to the RDC and seek a flexible and innovative approach wherever possible. The project was supported by the Australian Government (AusAID) in the first instance and then UNICEF-Australia. UNICEF Zimbabwe played a key role in facilitating, supporting and monitoring the project.
- ◆ The Purpose of this Study is to provide an end of project evaluation that seeks to answer such questions as, “did the project achieve its goal and purposes?” “where project targets reached?”, and “did the project make a difference to the lives of the people it was intended to benefit?”.
- ◆ Gwanda District is situated in the dry and drought-prone Matabeleland South Province in south-west Zimbabwe. It has a population of approximately 150,000 and its economy is dominated by agriculture, with important mining operations in gold and cement to the north.
- ◆ The methodology of the work was based upon assessing performance in terms of stated goals, objectives and targets and undertook primary data research to supplement the existing records.

## PROJECT TARGETS AND OPERATIONAL PERFORMANCE

- ◆ Community Mobilisation and Training: Most of the targets under this component were either met or exceeded. Of particular note is that 613 WPCs were established and trained and 384 pre-site meetings were held. Land use planning was less successful and 27% of all villages were not covered, even by the reduced scanning procedure. There was some initial confusion as to expected roles of the MNAECC and DDF.
- ◆ Water Supply: Most targets were met or exceeded. Notable exceptions were in headwork construction, infiltration dams and piped water schemes. The provision of new water points was considerably in excess of the initial targets, partly due to the initiative of 261 households who commissioned the drilling of their own boreholes at their own expense. In addition to new water points 211 boreholes were rehabilitated and 80 deep wells deepened. Headworks construction was 18% below target. To promote community management a CBM strategy was adopted and 220 VPMS trained and 70 sets of CBM tools distributed at village and ward levels. Most water points were observed to be working well and to be well maintained but some did show a lack of local ownership having suffered neglect of vandalism.
- ◆ Hygiene Education and Sanitation: The programme of hygiene training is generally acknowledged to have been very successful and training targets were all exceeded. Part of the success story here is that this played a part in doubling the number of Blair

Latrines constructed for households, by prompting additional demand that was met by either NGO activity or private action. In all over 6,000 new Blairs were built. The protection of 131 shallow family wells was a welcome addition to the project and undertaken by an NGO. Stimulation of demand for good hygiene practice was also evident in the provision through self-reliance of potracks, handwashing facilities and refuse pits. A focus on schools though hygiene education led to increased demand for school squatholes and the establishment of 4 rainwater harvesting schemes. The operational performance of the new facilities was generally good, except in the provision of handwashing facilities, which often proved poor in design. Cyclone Eline destroyed several Latrines, but this was an unexpected factor.

- ◆ Project Management and Co-ordination: The targets set, such as monthly DWSSC meetings, look and learn visits, training of district team members, extension workers and councillors and the regular meetings of the PCC in the first phase were all met.

## **PROJECT MANAGEMENT AND FINANCE**

- ◆ Gwanda RDC assumed the role of manager and leader of the project under decentralised arrangements that were put into place by the end of Phase 1. This meant that the RDC received and managed the funds for the project, received and controlled the use of project vehicles and assumed the leadership of the key implementation and co-ordination body, the DWSSC. In all these roles the RDC performed well and practice demonstrated that this decentralised approach was efficient in fund disbursement, effective in keeping intact and in good condition the vehicle fleet and promoting a good team partnership approach. Moreover, the ability of the RDC to mobilise political support for the project from district through to ward and village levels assisted in promoting the project to the intended beneficiaries.
- ◆ The planning and co-ordination function was well undertaken by the DWSSC. The DWSSC proved an effective vehicle for bringing the various government and RDC agencies together. The role of the CEO and DA were crucial in achieving a good team harmony. The DWSSC should take credit for fostering a genuinely integrated approach by encouraging the participation of NGOs in allied work and applying the lessons learnt from their innovative approaches. The DWSSC also proved to be adaptable and to be able to resolve problems, such as bringing MOHCW and DDF together to solve the lack of progress in the headworks programme.
- ◆ The advice and support from provincial and national agencies was influential and helped to build the capacity of the RDC and the DWSSC. The NCU was able to provide advice and visit the district from time to time. The donors also maintained a close interest and visited the project twice a year during the first phase. UNICEF Zimbabwe proved especially important in facilitating progress through regular advice, visits and support of various kinds. The relationship between the district and the PWSSC took time to achieve a balance, due to a problem in understanding new roles under a decentralised approach. During the first phase of the project all the provincial and national bodies formed the PCC, which visited the district twice a year to view progress and help iron out any difficulties.

- ◆ The private sector played a mixed role. In the case of cement provision and fly trap availability services were less than anticipated and created problems. However, the innovative activity of one private drilling contractor helped to create a demand for a significant extension in water points. By offering to drill in return for payment by cattle the entrepreneur was able to make his services available to 276 families. However, the contracting out of DDF drilling services to another contractor proved less successful and work under this contract still remains to be done.
- ◆ The participation of several NGOs helped to make the Gwanda project a significant success and introduced fresh ideas. UNICEF facilitated the introduction of Mvuramanzi Trust into Gwanda and this led to significant improvements in the approach to Blair Latrine construction and shallow well protection. Other NGOs to be involved were the Red Cross, the LWF and Kip Keino Association.
- ◆ Donor contributions to the project amounted to US\$ 1.539 million, of which AusAID was US\$ 821,000. In terms of project components the lion share of the funds (64%) were spent on water supply. 14% was spent on hygiene education and sanitation, 9% on community mobilisation and training and 5% on management and co-ordination. The remaining 8% was spent on technical assistance, monitoring and evaluation.

## **CONCLUSION ON PERFORMANCE**

- ◆ The general and overwhelming judgement of our evaluation is that the Gwanda IRWSS project was a considerable success.
- ◆ The achievement of the Project Goal, “to reduce morbidity and mortality caused by lack of clean water, poor sanitation and poor hygiene practices”, is difficult to assess. Health statistics do not help assess the issue of mortality. In any event mortality rates have increased nationally due to the AIDS pandemic and increase in poverty. However, the key indicator for morbidity in this area, the occurrence of diarrhoea, shows a significant decline between 1994 and 1997.
- ◆ The purpose to increase the participation of the community in the project was undoubtedly achieved and we found a strong sense of community ownership in most of the wards visited.
- ◆ The purpose to improve hygiene practices is also met. We found strong evidence everywhere that the knowledge of good hygiene exists and that many improved practices take place.
- ◆ The purpose of providing safe and reliable water supplies within convenient location of villagers has also been met. The overall coverage of the district by the equivalent of 4,663 SWUs is 55% above the recommended national standard. The distance of most families to the nearest safe water point lies within the level 1 national standard.
- ◆ The purpose of rehabilitating existing water points to national standards including the provision of headworks was only weakly achieved. The construction of 357 headworks was short of the target and also seems to exclude many existing water points, perhaps as many as 400-500.
- ◆ The purpose of increasing the number of water points under the management of villagers was well achieved. Practically all water points have WPCs who have been trained under the programme. In a small minority of cases the management is obviously not effective and some re-training of the WPCs may be required. CBM has

been successfully introduced into the district and a large number of VPMs have been trained. Only 50 out of 108 villages have their own tool kit, but the others are able to call upon a ward-based kit. The downtime of boreholes with problems has been very much reduced.

## RECOMMENDATIONS

- ◆ The following recommendations were put forward in response to the focus required by the TOR.

- ◆ **Community Choice**

*All the facilities and technologies used in water and sanitation projects should be agreed with the beneficiaries. Information should be made available concerning the advantages and disadvantages of different equipment and communities engaged in the design of the water point and its headworks.*

- ◆ **Innovative Technologies**

*The scope for developing innovative technologies in rural water and sanitation schemes would be enhanced by adding a community review process at the end of each project. This review will engage the beneficiaries in discussions concerning the weaknesses of the technologies they have been given and drawing lessons for future alternatives or refinements. The results of these findings will be passed on to the appropriate public and private bodies for future development.*

- ◆ **Community Cost Sharing**

*Future water and sanitation projects should include a capacity building component to train and encourage villagers to open and maintain savings and bank accounts to secure the long-term survival of the water point and to develop ancillary projects.*

*Communities should also be encouraged to make monetary contributions to all new water points so that the basic level 1 provision may be maintained or even developed to level 2.*

- ◆ **Community Based Monitoring**

*A model system for community based monitoring of water and sanitation facilities should be introduced from the outset of any new project. The model will seek to establish formal ways of keeping records of key elements of the use and deterioration of the facility and actions designed to arrest such problems.*

- ◆ **School Water and Sanitation**

- a) *The ownership and responsibility for the care and maintenance of school-based water points need to be established at the outset and, if necessary, a written contract established.*
- b) *All sanitation facilities (blair latrines) being constructed at schools should have hand washing facilities.*
- c) *A school teacher should be designated with special responsibility for ensuring that hygiene related courses and activities are undertaken with other teachers and*

*pupils. Part of the duties would include monitoring the use of hygiene enabling facilities by the school community.*

◆ **Private Sector Involvement**

*Future Water and Sanitation projects should include a training component designed to equip RDCs with the necessary expertise in hiring and managing private contractors. Such training should be co-ordinated with the wider capacity building work of the RDCCBP.*

*Advice and information should be given by the RDC to communities in the contracting of private companies to provide services and parts in maintaining their water points.*

◆ **NGO Involvement**

*A study be made of the way NGOs contributed to the Gwanda IRWSS project so that recommendations can be made for future projects.*

◆ **Project Logical Framework and Monitoring**

*Future projects should utilise the Logical Framework as a tool of management and community participation. Targets should be clearly identified, together with the means of verification. The Logical Framework should be used as a flexible tool and adapted throughout the project as circumstance demand. All stakeholders, including the beneficiaries should be involved in the development and adaptation of the Logical Framework.*

# **1. INTRODUCTION**

## **1.1 The Purpose of this Study**

This evaluation study of the Gwanda Integrated Rural Water Supply and Sanitation (IRWSS) Project is intended to review the performance of the project and to make an assessment of how effective it was in reaching the targets set for it and to realising its goal and purpose. Since the project is now completed it is not the intention of this study to make detailed recommendations on the operational aspects of the programme. A mid-term evaluation in 1997 provided such a study and many of its recommendations were taken up and helped to make the project the success that it can be generally stated to have been. Where there are recommendations they are intended to point the way to improved practice in the future.

A second report accompanies this one and looks at the key lessons for good practice that are evident in the approach and experience of the Gwanda IRWSS project. The Terms of Reference for these studies are contained In Appendix 1.

## **1.2 Gwanda District: A Brief profile**

The project under review took place in Gwanda District, which is situated in the south-west of Zimbabwe in Matabeleland South Province. (see Map 1) Lying midway between Bulawayo and Beitbridge and abutting Botswana in the south, the district is situated within a hot, dry area that is subject to periodic droughts. The soils are generally light and sandy and the ecosystem is fragile. From an economic point of view the district is relatively poorly endowed and cannot support arable agriculture in a secure and sustainable manner. The primary source of income and wealth is cattle, either managed on a commercial basis or, more generally, as part of subsistence agriculture practised by the district's peasant population. There is some mining activity to the north of the district and a large cement factory. Otherwise the district is overwhelmingly agricultural and has few large settlements. Gwanda Town, the capital of the province is situated to the north of the district but is administratively separate.

The district's population was recorded as 113,179 in the last Census (1992) and may be estimated today as being approximately 150,000. The vast majority of this population live in communal land areas which, essentially, surround a belt of commercial farms around Gwanda Town and to the east around West Nicholson. There is one small-scale commercial farming area and one Safari area. The project operated in 19 of the district's 23 wards.

## **The Gwanda Integrated Rural Water Supply and Sanitation Project**

The Gwanda Integrated Rural Water Supply and Sanitation Project (IRWSSP), also known as the Robert Nestdale Memorial Project (named after a former Director of UNICEF-Australia), started in 1995 and was completed in 2000. The project formed part of a national programme of IRWSSPs with the financial support of AusAID and UNICEF-Australia, managed through UNICEF-Zimbabwe. Australian agencies have had a long association with Matabeleland South providing emergency drought relief action and supporting water and sanitation projects. Prior to their activity in Gwanda UNICEF supported a very successful sector programme in Beitbridge district.

The accent of the Gwanda project has been strongly oriented to a decentralised model whereby the local Rural District Council and community organisations played the key roles in the planning, management and implementation processes. The project operated in 19 of the 23 wards of the RDC, omitting only the commercial farming wards.

### **Project Goal**

The project goal was expressed as follows:

***To reduce morbidity and mortality of villagers in Gwanda District caused by lack of secure, clean water, poor environmental sanitation and unhygienic practice.***

### **Project Purposes**

There were six purposes established for the project as follows:

- 1. To increase village level awareness of the project for maximum community participation.***
- 2. To encourage improved personal, homestead and village hygiene practices in order to maximise the benefits of improved water and sanitation facilities.***
- 3. To have secure, safe and reliable water supplies within convenient location of the targeted villages by 1999.***
- 4. To rehabilitate existing water points to national standards including the provision of headworks.***
- 5. To increase the number of water points under the management of the villagers.***
- 6. To have a 50% total VIP toilet coverage in each of the 108 villages, with hand washing facilities.***

The activities of the project stem directly from these six purposes and provide the main basis for making an evaluation of the achievement of the project. It is important to note that the first purpose is a cross cutting one in that all aspects of the project were to be undertaken within a community participation approach.

The key physical components to be provided under the project included the construction of new boreholes and rehabilitating old ones, protecting wells and constructing Blair latrines. In order to ensure that these enhanced facilities would be used effectively and sustainably considerable community training components were also included in all aspects of the project, especially in the health and hygiene field.

The initial project was scheduled to run from 1994 to 1996. However, delays in funding on the Zimbabwean side, led to the project commencing in 1995. It was then extended to 1997. This initial period is generally referred to as Phase 1 and was supported financially by AUSAID and UNICEF Australia. Following a review the project was extended to the end of 1998. This period is referred to as Phase 2. Finally a further extension was agreed to the end of 1999, although some elements have continued into 2000. This is called Phase 3. UNICEF Australia financially supported both Phases 2 and 3. The detail of the funding provided in each of these stages is provided in Chapter 4. The main milestones of the project are shown in Appendix 2.

#### **1.4 Previous reports and studies**

The project has been well documented over the period of its existence. In terms of previous evaluation reports there are two that need to be mentioned. In April 1997 the Institute of Water and Sanitation Development (IWSD), then based at the University of Zimbabwe, undertook an evaluation exercise covering the first two years of the project. In May 1999 Groundwater Development Consultants assessed the quality of the DDF drilling service in the project. The key points from these reports are as follows:

##### *The 1997 Evaluation Report*

- The achievement of most targets in the early stages was beyond expectation and due to the initiatives of the district and the support of the donor, the NAC and sector agencies.
- There was a lack of institutional clarity among the partners in the project and the report recommended that the provincial level should confine itself to an advisory role, the DA to co-ordination and the RDC be recognised as the manager.
- The lack of a truck dedicated to the project was hampering progress and the report recommended various strategies to meet this need.
- CBM remained a weak element and needed a strategy for implementation.
- The construction of headworks needed to be speeded up.

Many of the recommendations were followed up and adopted in Phases 2 and 3.

##### *Quality Assessment of DDF Borehole Drilling*

- Whilst there were many weaknesses in the DDF operations these were found to be due to the way DDF operates nationally, rather than a localised situation.
- Some of the main criticisms of DDF work were: failure to submit activity completion reports; sticking rigidly to one borehole design; limited decentralisation within the organisation; poor quality parts; and late invoicing.
- Drilling was not the best option in some areas and family well upgrading offered a viable alternative.

In addition to the above, the record of the project includes numerous minutes, reports of workshops and progress reports. Reports and surveys have also been made available on

Health and Hygiene Knowledge, Attitudes and Practice (KAP) and Training issues. A full list of the documents made available for this study is attached as Appendix 3.

## **1.5 Methodology used in this Evaluation Study**

The main structural framework for the evaluation exercise was provided by the four major components set out in the project documents: community mobilisation and organisation; water supply; hygiene education and sanitation; and project monitoring and co-ordination. These four components formed the basis for project reporting and the recording of activities. The Logical Framework provided in the Project Design Document, which set out the goal, purposes, outputs, inputs and activities, was also used as an overall guide to what the project was trying to achieve. Where changes were made to the Logical Framework during the course of the project (as in April 1997) these were noted and the evaluation focus altered accordingly. However, the Logical Framework was never developed fully with OVIs and MOVs and so could not be the main tool for assessment.

In order to make an assessment of all of the intended outputs of the project it was necessary to go beyond the study of secondary documents and collect field data. Therefore, a fieldwork study was undertaken during August 2000 in Gwanda District. Formal interviews were conducted with local households to ascertain the attitudes to the project and to try and obtain views as to the impact of the project on their lives. Households were selected at random but with a mix of those who had constructed latrines under the programme and those who hadn't. Informal, but recorded discussions were held with some councillors, the Village Community Worker, members of the Water Point Committees, local pumpminders and other community members. In some cases these discussions became group discussions based at the water point. In all these discussions and interviews a structured checklist format was used so that comparative data could be obtained.

Structured interviews were held at the district level with the Chief Executive Officer, the District Administrator, the RDC Projects Officer and various officers of the District Water and Sanitation Committee. A group discussion session concluded these individual interviews. Direct contact with the Provincial Administrator, Matabeleland South, was not possible during the period of work in Gwanda but an extended telephone interview was conducted at a later date. Copies of the questionnaires used in the surveys and a full list of persons seen and communities visited is contained in Appendix 4. The details of the fieldwork is listed below:

### The Fieldwork

- Approximately 60 households were interviewed in the following areas.

Ward 1 (Matshetsheni)	Village: Masholomoshe
Ward 2 (Nkwidze)	Village: Dambashoko
Ward 5 (Enyandeni)	Village: 3 & 4
Ward 6 (Mtshazo)	Village: Gwakwe
Ward 8 (Sizeze)	Village: Makwe
Ward 9 (Lushongwe)	Village: Lushongwe West
Ward 12 (Gungwe)	Village: Gungwe, Mangweni
Ward 13 (Garanyemba)	Village: Garanyemba
Ward 14 (Sengezane)	Villages: Bethel, Sengezane and Nhlamba
Ward 16 (Kafusi)	Village: Mapate, Mbizo & Matanangombe
Ward 17 (Manama)	Villages: Humbani, Magaya, Mnyabetsi D and S
Ward 18 (Buvuma)	Villages: Buvuma, Majiya and Sukwi
Ward 19 (Mlambapele)	Villages: Halisupi, Mlambapele & Takaliawa
- The communities were selected, with the assistance of the RDC so as to reflect a balance of the different types of areas within the district and of sufficient spread to enable general conclusions to be drawn.
- Recorded discussions were held with 20 water point committees.
- More than 100 Blair latrines were inspected.
- 45 water points were also inspected.
- 2 piped water schemes were visited.
- Village Pump Mechanics were consulted.
- 4 schools were visited and discussions were held with some school health masters and the headmasters
- Interviews were also held with the Provincial Field Officer DDF Water and with members of the DWSSC individually and a meeting was also held with the whole DWSSC team. Chief Executive Officer, Former Project Officer, Project Officer, Assistant Projects Officer, VCWs and teachers at some of the schools visited.
- A one-day workshop was held with the district and provincial water and sanitation sub-committee. This was also attended by other GRDC staff, councillors, NAC, UNICEF. The purpose of the workshop was to discuss the initial findings of the work and provide an opportunity for participants to make amendments to the conclusions. Details of attendance are provided in Appendix 5.

## **1.6 The structure of the report**

The Report is divided into five chapters and contains an Executive Summary and several appendices. Chapter 1 is the Introduction, of which this is the last section. Chapter 2 considers the activities of the project by Component and assesses the achievements and operational performance. Chapter 3 looks at the Project Management, considering the issues of decentralisation, co-ordination, and the role of different sectors and agencies. Chapter 4 presents some conclusions on Performance by looking at performance against the Goal and Outputs. The final chapter presents Recommendations.

## 2. PROJECT TARGETS AND OPERATIONAL PERFORMANCE

### 2.1 Introduction

This chapter seeks to assess the achievements of the project in terms of the various targets set for the different activities undertaken. These activities are grouped according to the four main project components. They do not always neatly correspond to the activities listed in the Logical Framework but they are very similar. It is inevitable that with such a complex project activities become listed in different ways and new ones are added as the project progresses. The four components and their associated activities and targets are dealt with in turn. Specific details on these figures by the phase of the project are contained in Appendix 6. The operational performance of the project components is also discussed, drawing on the fieldwork surveys.

### 2.2 Community Mobilisation and Organisation

**Objective:** The overall aim of this component is to increase people's participation in all aspects of the project and in the improvement of their socio-economical and health conditions.

*Commentary*

*Our assessment is that the first part of the objective was realised. Communities have been engaged actively in the project and a great deal of local ownership has been achieved. The extent to which this has led to an improvement in socio-economic and health conditions is more difficult to judge. In general we feel that there has been some improvement but that this may be masked by the more general adverse factors of the macro-economic climate and the mounting AIDS crisis.*

**Output:** Village level project implementation strategy developed and implemented by the villagers for the water and sanitation development.

*Commentary*

*There has been some limited achievement of this output. Village Water and Sanitation Committees were established and were especially active in the sanitation aspects. The committees developed a strategic overview and sought to develop and implement village strategies for the sector as a whole.*

**Activities:** The main activities in this component were training oriented and related to village leaders, water point committees, ward meetings, and extension workers. In addition, this component included the mobilisation of communities for the discussions on the pre-siting of boreholes and later feedback sessions after the boreholes had been drilled. There was also a land use planning activity. Further activities included a Village Based Consultative Inventory and, what are termed, "look and learn visits".

## Key Achievements and Targets

- All 108 villages included in the VBCI.
- 613 Water Point Committees established, exceeding the target by 396 or 176%.
- 706 training sessions held with WPCs, exceeding the target by 486 or 220%.
- 6 workshops held to develop village leadership and extension workers, on target.
- 230 training sessions held for VWSCs, exceeding target by 48 or 17%.
- 170 training sessions held for extension workers, exceeding the target by 6.
- 384 pre-siting meetings held, exceeding the target by 129 or 50%.
- 255 post-borehole feedback meetings held, exceeding the target by 35 or 16%.
- 65 ward contact meetings held, exceeding the target by 9 or 16%.
- 11 look and learn visits undertaken, exceeding the target by 10 or 1000%
- 78 land use village scans were completed, covering 72% of all villages and 16% below target. (See Charts over page)

## Operational Performance

- Water Point Committees

In the first two phases of the project there was a much greater activity in Water Point Training than targeted. This was partly due to the lack of preparedness in the MNAECC in undertaking its training role, which necessitated return visits. Training by-passed school teachers in the first stages and this led to teachers being reluctant to contribute to the maintenance of water points that they used. This was later addressed and rectified.

In theory WPCs are in place at every community water point, but in some areas the committees are not active and this is reflected in the poor state of the water sources.

- Training at the Village level

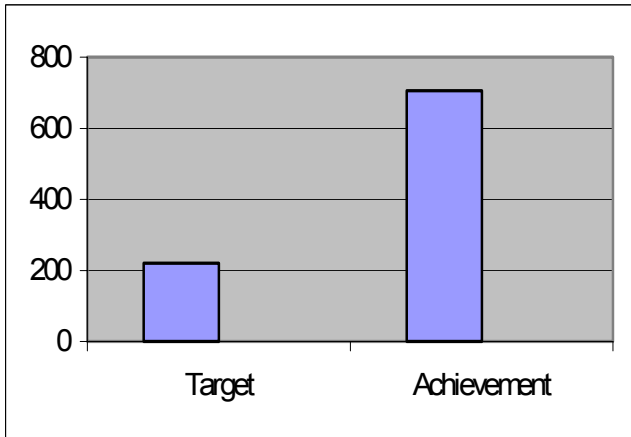
Considerable effort went into the training of village leaderships and extension workers under the programme. Whilst this work had some desirable effect, especially on community mobilisation for siting, the VWSSC did not assume the full strategic role that had been hoped. Rather they tended to operate mainly around the issue of household latrine construction.

- Co-ordination of agencies in siting

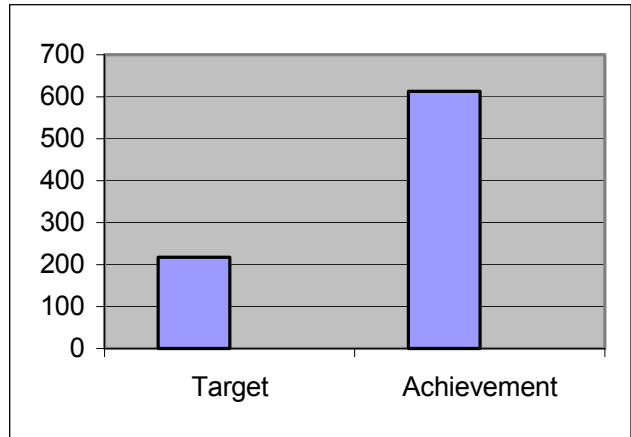
There was evidence that the surveyor did not co-ordinate well in the community mobilisation exercise. This was particularly evident in the borehole siting arrangements. Marrying the community desire for borehole location with hydro-geological factors requires careful co-ordination between mobilisation and technical agencies. This was not always achieved and led to re-visiting the siting process, thus delaying drilling.

**Community Mobilisation & Organisation**  
**Targets & Achievements**

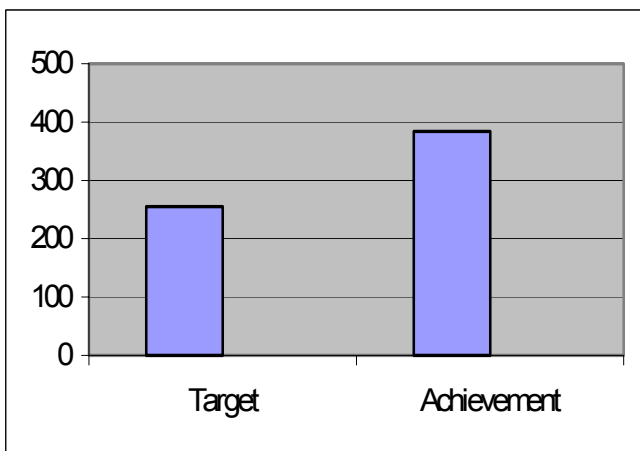
**Water Point Committees (WPCs)**



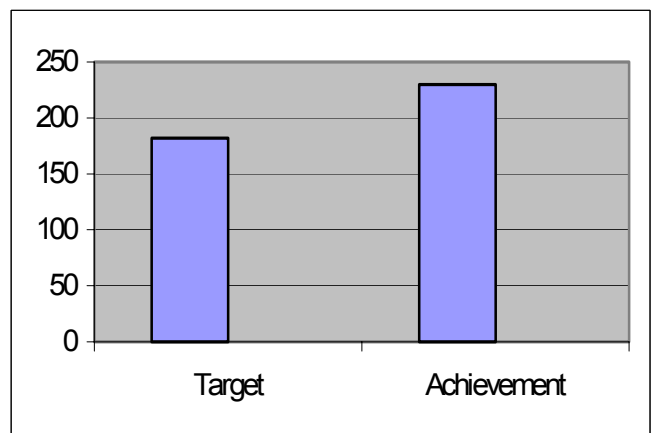
**WPCs Training Sessions**



**Pre-Siting Meetings**



**Training of VWSCs**



- Land Use Planning

The capacity of Agritex has often created problems in ensuring effective land use planning is put into place at the right time and with community participation. This proved to be the case in this project, where some special staffing problems also led to under achievement. The lack of capacity in Agritex to monitor and address emerging problems was also a matter for concern. In order to address this situation a more rapid and less detailed approach was used, known as land use scanning. This worked fairly well in Phase 1 but hardly at all in Phases 2 and 3.

## 2.3 Water Supply

**Objective:** To provide safe and accessible water to target villages.

Commentary

*This objective was achieved in all cases except where some boreholes were dry and others tapped salty water.*

**Output:** Population of approximately 125,750 (1995) served with new safe water supplies and approximately 60,000 having access to improved and rehabilitated water supplies.

Commentary

*This output has been achieved. Moreover the target population figures can be increased due to the population increases since the figures were established in 1995.*

**Activities:** The main activities under this component revolved around creating new boreholes, rehabilitating old ones and headworks construction. Apart from the physical processes these activities involved the activities also embraced training of headworks builders, Village Pump Mechanics and Engine Operators. Other activities included well deepening, rehabilitating piped water schemes, water harvesting and the provision of tools under CBM. The project activities were supported by households who decided to engage their own contractor to sink boreholes. In addition, to individual households some communities in some wards e.g. Mapate village (Ward 16) and Mahongola (Ward 11) and Buvuma contributed towards the sinking of some boreholes. This form of community self-help was supported by the project in terms of assisting with the provision of water pumps.

### Key Achievements and Targets

- 259 new sites for boreholes established, exceeding the target by 39, or 18%.
- 230 new boreholes sunk, exceeding the target by 10, exceeding the target by 5%.
- 261 new boreholes sunk through private initiative.
- 50 new boreholes sunk by an NGO, not originally envisaged in the programme.
- 211 old boreholes refitted with new pumps, 4 above target.
- 35 old boreholes rehabilitated and flushed, 30 down on the original target, or –60%.
- 357 headworks constructed, 77 less than envisaged or –18%.

- 2 piped water scheme under construction, not yet completed as envisaged.
  - 4 rainwater harvesting schemes completed. An additional element by an NGO.
  - 1 infiltration dam was construction.
  - 80 community wells deepened, 3 above target or 4%.
  - 220 village pump mechanics trained, 4 above target or 2%.
  - 27 engine operators trained, 5 less than the target, or -16%.
  - 70 CBM tool sets acquired and distributed as per original target.
- (See Charts over page)**

## **Operational Performance**

### ♦ Borehole Drilling

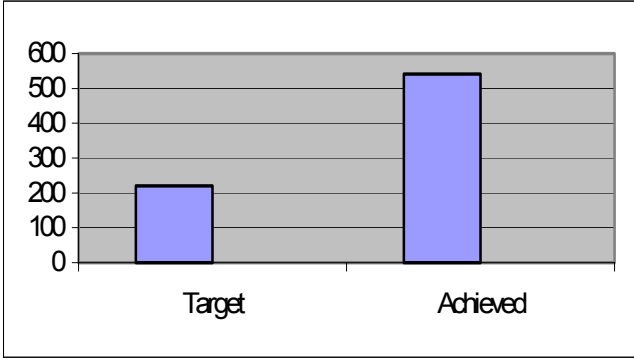
It is interesting to note that unlike many development projects the Gwanda scheme managed to achieve drilling targets in the first phase. Indeed, the actual target of drilling 100 new boreholes was exceeded, due to that DDF started drilling the boreholes before money was released resulting in them drilling more than the target. When payment was to be done the RDC had no option but to pay for the surplus boreholes as work had been done already. Phase 2 targets were also substantially met, although the problem of dry boreholes was experienced. In Phase 3 there was a small shortfall. This was largely due to the fact that after the RDC cancelled its drilling contract with DDF and engaged private contractors for both siting (Hydro Utilities) and drilling (Modern Technology). Despite the engagement of private contractors the drilling component lacked behind as a result of the heavy rains (cyclone) which made some areas earmarked for drilling inaccessible. In addition another major draw back, has been that the contractor sold his equipment without the RDC knowing that and before completing drilling the outstanding number of boreholes.

### ♦ Borehole Fitting and Headworks

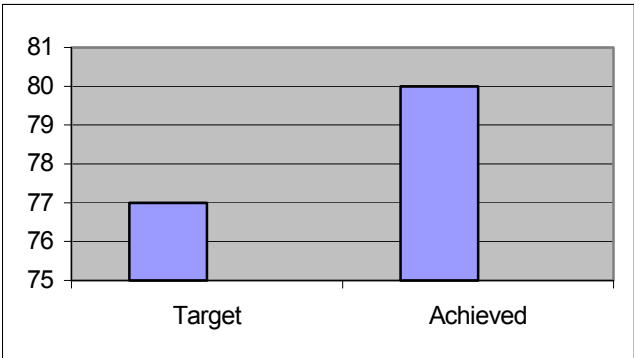
Only in the area of headworks construction were targets not met, although builder training targets were eventually exceeded. Here problems were experienced in a number of areas. Initially there was a lack of appreciation by DDF of the need to involve local communities in the process of headwork construction and they failed to train sufficient team members for this task. The RDC also took time to realise the problem. Eventually there was a general recognition of the issue and matters improved. However, other issues still delayed the completion of the boreholes. A major problem was the delay in the fitting of drilled boreholes leading to a delay in other related activities like headwork construction and water sampling. The reasons for delay in fitting ranged from the shortage of borehole equipment to delays in the distribution of equipment due to transport problems. Another problem was the time taken in the delivery of materials for headwork construction. The materials were delivered in bits and pieces instead of a complete set making it difficult to complete structures. An escalation in the costs of materials also affected progress.

**Water Supply**  
**Targets and Achievements**

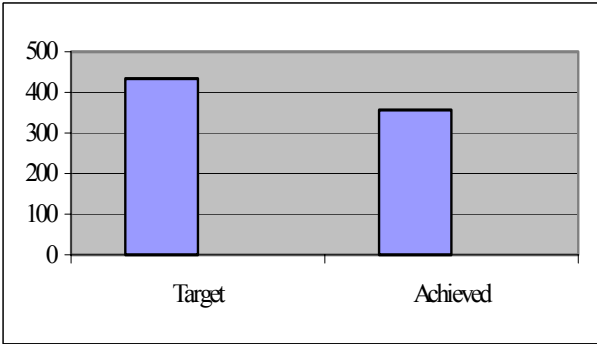
**New Boreholes**



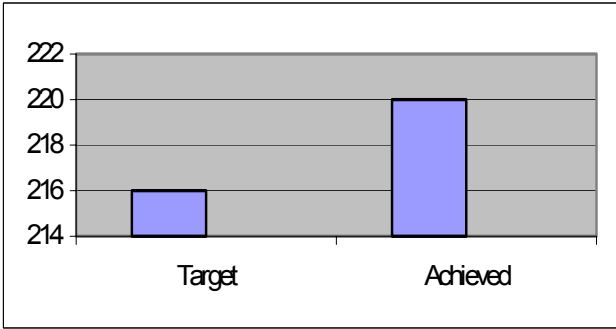
**Deepening Community Wells**



**New Headworks**



**VPMs Trained**



#### Additional non-project borehole activity

Of particular note is the fact that a considerable number of additional boreholes were sunk for individual families, who paid for the service themselves. Whilst this was not an activity of the project it was a direct consequence of the activity of the project through raising awareness of the need for safe and reliable water. An opportunity presented itself in the district through the activities of an entrepreneur, who offered borehole services in return for payment by cattle. Many villagers took advantage of this offer. Whilst such water supplies are not community ones they take the pressure off the local community boreholes and indicate a high level of community empowerment through the activities of the project. In addition some NGOs also provided additional boreholes in the first phase of the project.

#### ◆ Other Water Supply activities

Community well deepening was never intended as a major component of the project as the district is not suited to deep well construction. However, this activity was undertaken in Phase 1 of the project and exceeded the targets set. A family well activity was included under the next component. Two piped water schemes were targeted but neither had been completed by the end of the project. Mvuramanzi Trust undertook 4 rainwater-harvesting schemes at local schools in the last phase, an element that was not part of the original project design.

#### ◆ CBM Tools

The CBM element to the project has tended to lag behind the installation of new or rehabilitated equipment. Only 50 villages have a tool kit, and all the wards were served with ward tool kits, usually held by the Ward Councillor. In addition, DDF has distributed 12 more kits to some villages.

#### ◆ The condition of the Water Points in July 2000

- The vast majority of water facilities which were provided under this programme are still functional. In fact of the 45 water points visited in the fieldwork only 2 were non-functional (4.4%). Disturbingly though, they had been broken since January 2000. In another 9 cases (20%) water was found to be salty.
- There are some instances where the water facilities had become difficult to pump due to lack of greasing. Discussions with water point committee members indicated that although they were aware of the need for grease they had not purchased any.
- The new or rehabilitated facilities were also generally fenced although there were a number with inadequate fencing (16%) and 4 water points (8.8%) had no fence at all. In these cases some villagers had removed the fences so as to be able to bring scotch carts next to the borehole.
- Two water points (4.4%) had no headworks at all and another 8.8% lacked proper facilities for cattle.
- Some water facilities have suffered from poor practice or malpractice. Some pipes have rusted resulting from people closing the valves and pumping so that water is

drawn out through the top. Valves at some of the water sources have been stolen, resulting in water loss.

- The washing slab facilities are often not used, either because of poor design or because of other preferences.
- Generally downtime in the district has greatly reduced, due to the availability of local VPMs and pumpminders who were laid off by DDF, but still provide services for payment. Discussions with various committee members revealed that at the most, depending on the problem, down time is about a day only.
- Shallow wells, which were upgraded, are operating very well. They are well protected at the individuals are keeping them in a clean state.

◆ *Maintenance Issues*

- The demise of the pumpminders, normally retained by DDF but laid off during the course of this project due to lack of funds placed greater emphasis on training local village pump mechanics. This was a successful programme, involving significant numbers of women. The average downtime for boreholes with mechanical problems has been considerably reduced and is now measurable in days where previously it had been months.

## 2.4 Hygiene Education and Sanitation

**Objective:** To enhance hygiene behaviour changes in the village and increase demand for hygiene enabling facilities.

*Commentary*

*We are confident that this objective was met, although a full KAP baseline and follow up study should have been undertaken to provide the concrete evidence. However, there is evidence that the second aspect of the objective was realised and this would not have been achieved without progress in hygiene behaviour change. Our own fieldwork observations also lent support to the fact that there has been good progress in this field.*

**Output:** Increased demand for hygiene enabling facilities (latrines, hand washing facilities, pot racks etc) and their construction through self-help. More than 50% households have access to improved latrines.

*Commentary*

*This output has been realised and is one of the clear successes of the project. The development of an additional demand for sanitation and hygiene enhancing facilities, outside of the original project design, is a clear proof that the project had the intended impact.*

**Activities:** The main activities under this component contain both physical construction and training. Within the construction element are various types of latrine facilities, mainly household but with some school facilities. Within both these categories there are project activities and, what are termed, self-help activities. The self-help activities were

not supported by project funds, but were included as part of a genuinely integrated project.

### **Key Achievements and Targets**

- 2,790 Blair latrines, with hand washing facilities, constructed under the programme, 20 more than the target.
- 419 School Squat Latrines constructed, 193 or 31% under target.
- 38 hand washing facilities at schools, 33 or 46% under target.
- 2,601 Blair Latrines constructed by NGOs, outside the original project.
- 663 Blair latrines constructed through self-reliance, outside the original project.
- 377 Hand washing facilities through self-reliance, outside the original project.
- 232 School squat latrines through self reliance, outside the original project.
- 54 Hand washing facilities at school through self-reliance, outside the original project.
- 51 School squat latrines constructed by NGOs, outside the original project.
- 131 Family shallow wells upgraded under the programme, 220 below target, -49%.
- 58 Family shallow wells upgraded by NGOs, outside the original project.
- 4 Rainwater harvesting schemes at schools, outside the original project.
- 17,275 Refuse disposal pits dug, added to the programme.
- 3,662 Potracks constructed, added to the programme.
- 306 Potracks constructed under self-reliance.
- 423 Latrine Builders trained, 113, over target or 36%.
- 1,844 Trained for health hygiene, 594 over target, or 47.5%.
- 304 Teachers trained in health hygiene, 4 over target. **(See Charts over page)**

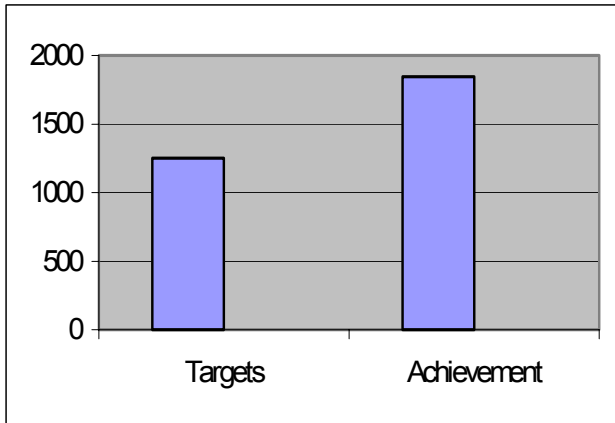
### **Operational Performance**

*In overall terms the latrine building activities were a considerable success. The project targets were met, but the real success lay in the activities of NGOs who pioneered a cheaper version of the Blair Latrine and increased a voluntary uptake. Whilst some of the project targets in constructing school latrines were not met this was offset by the activities of NGOs in this field. Targets for training latrine builders were exceeded as was Hygiene training numbers. This appears to have paid dividends in the later stages of the project by stimulating demand and improving attitudes to hygiene.*

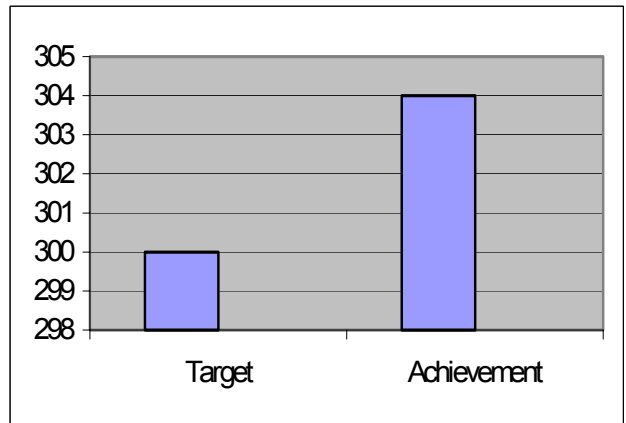
*The family well programme did less well and even some NGO activity in this area failed to offset a considerable shortfall in target achievement. Detailed issues are as follows:*

**Hygiene Education and Sanitation  
Targets and Achievements**

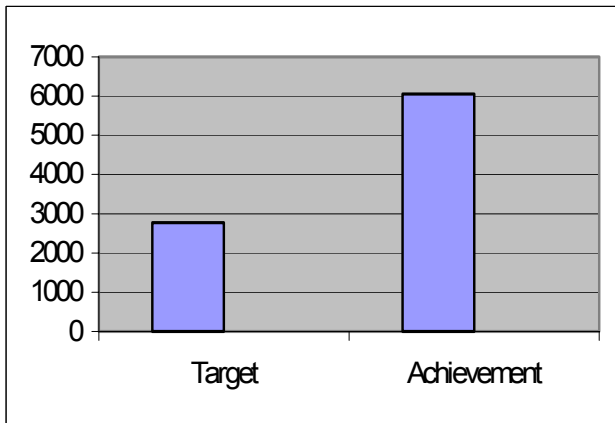
**Participatory Hygiene Education Training**



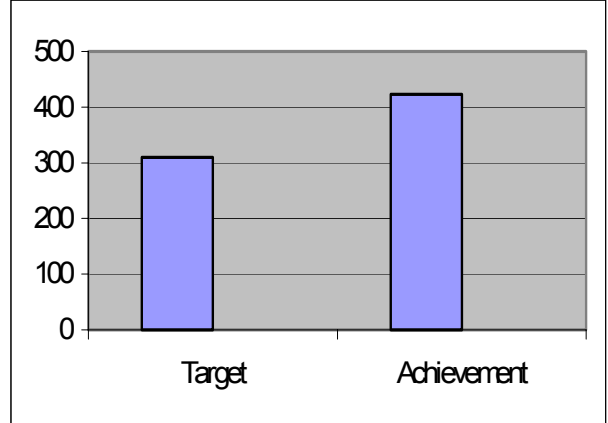
**Teachers Trained in Hygiene**



**Blair Latrines Constructed**



**Latrine Builders Trained**



♦ Latrine Construction

The targets for household Blair latrine and school latrine construction were fully met in Phase 1, as were the targets for training latrine builders. The associated hand washing facilities were also largely met. Phase 2 and 3 however, saw a significant shortfall in household latrine and washing facility construction. This was caused by problems in obtaining appropriate materials, especially cement. The work of four NGOs, Mvuramanzi Trust, LWF, the Red Cross and Kip Keino Trust was important in stimulating new ideas in latrine construction and helping households and schools develop their own demands outside the original project design.

♦ Family Wells

A family well component was not originally included in the project design. UNICEF supported Mvuramanzi Trust to develop such a programme, which proved successful. Household demand for support to protect their wells proved to be high in those areas where shallow wells play an important role in water provision.

♦ Hygiene Training

Hygiene training was conducted with communities in Phase 1 and initial targets were exceeded. At the same time Village Community Workers, School Teachers and Environmental Health Officers were also trained. This enabled a continuation of community training through these trained extension workers. Whilst a KAP Health and Hygiene Study was undertaken in Phase 1 the intended follow-up study in Phase 3 was not done thus making it difficult to monitor the degree to which the training had been effective.

♦ Other Component Activities

Continued promotion of general household cleanliness through safe refuse disposal methods as well as the hygienic keeping of plates and other utensils on potracks has been a success. The updating of the Village Based Consultative Inventory assisted the RDC to channel resources where they were needed most and to add more emphasis to community mobilisation where coverage was low. There has been an increase in refuse disposal pits and cement potracks. Community capacity building continued by giving the responsibility of identifying beneficiaries, material distribution and latrine construction with the community.

## **Operational Performance**

- Some of the households who have benefited from cement had purchased additional cement to put up bathrooms. Other, households preferred to bath from the toilet as they equated the disposal of water in the toilet to flushing.
- Observations during the fieldwork indicated that facilities, which had fly screens, are few.
- Whilst the facilities were of an approved standard one of the major setbacks has been the heavy rains which resulted in some of the toilet facilities collapsing. Several toilets in the district (Ward 2, 14 etc) collapsed and people have resorted to the use of the bush again. Whilst some of the households had started to mould bricks others were doing nothing about the situation, waiting for an external agency, an indication

of dependence. Of a total of 7 741 toilets in the whole district as per 1999 VBCI only 2 229 had hand wash facilities. Some of the toilets were built with hand wash facilities but other had hand wash facilities added to later after the hygiene educational sessions. Some households despite that the toilets did not have hand wash facilities had improvised by putting some containers with water to be used when one has used the toilet.

- However the majority of homesteads which were visited during the fieldwork who have handwash facilities did not have any water in the handwash facilities. In some instances the water taps would have broken down, or the pipes leading from the tank would be blocked. Where the households would have improvised buy putting ballpoint pen barrels in some instances the barrels are broken whilst in others the barrels are there but there are no caps. Incidences of children removing the barrels were very common and once they are removed the households do not bother replacing them.

## 2.5 Project Monitoring and Co-ordination

**Objective:** To provide effective management, administration and monitoring support.

### Commentary

*By and large this objective was achieved. Initial problems were overcome and by the end of the project management and administration was efficient. Monitoring support is less easy to judge. It is a difficult area, requiring considerable resources. However, the record of the project is generally good indicating that there was a good monitoring system in place.*

**Output:** Efficient and effective project implementation at village level.

### Commentary

*This output was largely achieved. The project targets for the implementation of the various activities were met in most areas, more than met in quite a few and below target in a small minority of areas.*

**Activities:** The activities under this component are rather different from the other three components. They are less easy to quantify as targets, involving regular meetings and the maintenance of operational systems. In the first phase project management and co-ordination was assisted by the regular support of the province, donor and the NAC. In addition, training of district team members and extension workers in project planning and management was undertaken. By the second phase, however, the management of the project was firmly under the direction of the RDC and the DWSSC. Under phases 2 and 3 some activities and targets were set. Workshops were held for Councillors and regular, monthly DWSSC meetings were established as a target. Further training for Councillors was provided in CBM and PHE.

## **Key Achievements and Targets**

- Monthly meetings of the DWSSC achieved throughout.
- DWSSC members trained in project planning and management
- Extension workers trained in project planning and management
- 2 workshops held for Councillors.
- 2 Project Co-ordination Meetings held, although 4 targeted.
- Training of Councillors in CBM and PHE

## **Operational Performance**

*The above figures do not provide a full picture of the way the project was managed and this will be dealt with in more detail in the next chapter.*

## **2.6 Conclusion**

From the point of view of meeting the various activity targets the project was a considerable success. Not only were all the major facilities installed in relatively good time but many additional facilities were constructed through the efforts of NGOs and through the initiatives of villagers through self-reliance. The fieldwork revealed that this is a very positive feature of the project story.

## **3. PROJECT MANAGEMENT AND FINANCE**

### **3.1 Introduction**

The degree to which the project met targets established under different project components does not tell the full story. A critical aspect of the Gwanda IRWSS project was the fact that it sought to operate as a decentralised model, endowing the RDC with the overall management responsibilities and to be participatory, thus empowering communities through the activities of the project.

Whilst the overall management and financial responsibility for the Gwanda IRWSS lay with the Gwanda RDC, the role of project planning and implementation lay with the District Water and Sanitation Committee (DWSSC). The success of such a project involves many different players and success will rest in no small degree in the extent to which the DWSSC can become an effective team to work alongside the beneficiaries to deliver the key components of the project. The team members also need to respect each other and appreciate their different roles in the team.

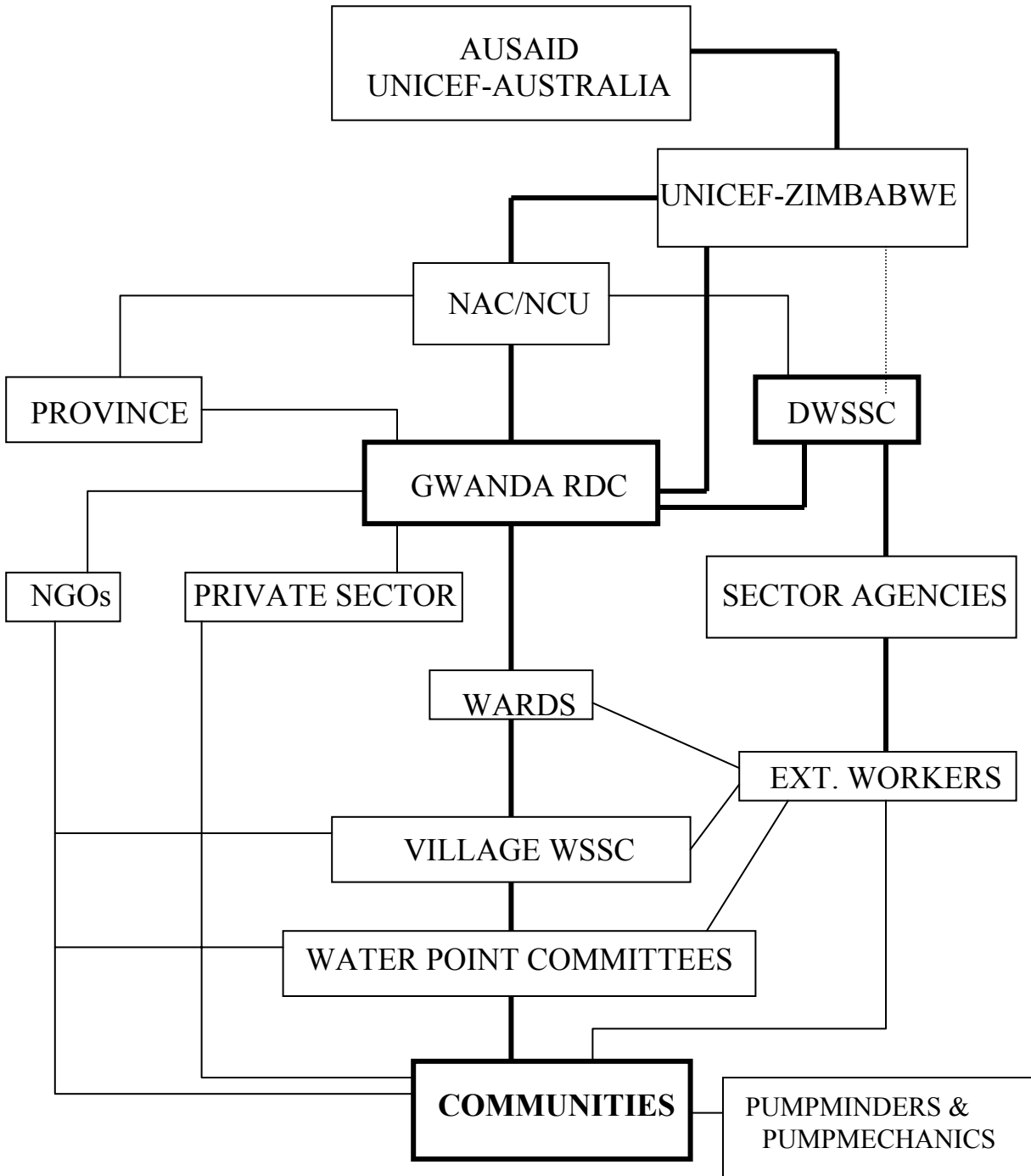
The donor, UNICEF, also has a critical role to play in ensuring that its own financial and managerial responsibilities are undertaken in a way which facilitates the progress of the project, protects its own requirements for probity and efficiency and provides guidance and support when it is required. Similarly the National Co-ordinating Unit for Rural Water Supply and Sanitation in the MLGNH has an overseeing and guidance role to ensure that national standards and policies are upheld. Finally the support and guidance of the provincial tier of government can also be a vital ingredient in project success.

The extent to which the Gwanda project performed well in managing, planning and implementing the project will be assessed in this chapter. The way the different organisations operated and co-ordinated their activities will be examined through a series of sub-headings looking at the overall management through the RDC, the co-ordination and planning of the DWSSC and the roles of the participating sector ministries, the advice and guidance of the PCC and the supportive role of the NGO and Private Sectors. Project Finance will be treated as a separate subject. Before that the overall institutional framework is presented in a diagram.

### **3.2 The Institutional Framework**

The diagram below seeks to illustrate the way the various international, national, district and community level organisations inter-acted in the Gwanda IRWSS project. The stronger lines indicate more powerful linkages and inter organisational responsibilities. The financial decentralised model is illustrated through the line of the donors to UNICEF Zimbabwe to NAC/NCU and then a direct link from there to the Gwanda RDC. Whilst this diagram does not illustrate some of the changes that occurred in this model during the period of the project these matters will be dealt with in the text.

**Diagram of the Gwanda IRWSS organisational relationships**



### **3.3 The Decentralised Model and the role of the Gwanda RDC**

A decentralised model for the water and sanitation sector is one where the key management role is given to the RDC. There were three key features to the Gwanda decentralised approach:

- Project funds were channelled through the NAC direct to the RDC, who placed the funds in a special account and subsequently managed and disbursed those funds.
- Project vehicles were ascribed to Gwanda RDC, who were responsible for their use, maintenance and security.
- The DWSSC committee was chaired by the CEO of the RDC and the Chairman of the Council and Committee chairmen in Finance and Social services were full participating members, thus giving the RDC a key leadership role.

These three key elements of decentralisation did not take place immediately. In the first instance funds were channelled in the traditional way through the Ministry of Finance, then to the NAC and then to the DA. This caused considerable delays and led to the adoption of a fully decentralised funding route. It was also the case that initially the DA chaired the DWSSC committee. But by the end of the first phase all the new elements were in place. The success of the three main decentralised components is discussed below.

#### *The RDC Management of Funds*

Gwanda RDC has demonstrated its capacity to handle very large sums of money under this project in an accountable and efficient manner. The Council established a current account, and later, following the recommendation of the 1997 Evaluation exercise, a savings account. Advice and support to the RDC in its financial management role was provided by UNICEF and the Project Co-ordinating Committee (PCC). In addition, the RDCCBP provided some general support.

The RDC made amendments to some of its standing orders to facilitate the quick disbursement of funds and in general the system worked well.

The proven track record of the RDC to manage funds for the IRWSS programme has influenced other programmes, such as CAP and SEDARMP, to direct their programme finance through the Council.

#### *The RDC Management of Vehicles*

It has been the tradition in past IRWSS projects to assign vehicles provided under the project to specific ministries. In this instance UNICEF purchased the vehicles and assigned them to the RDC. The RDC managed the vehicle pool and provided drivers. The various partner agencies applied to the RDC for vehicles to assist them in their activities. This arrangement worked well and prevented problems that had been experienced before, whereby project vehicles were used for all manner of purposes and were not always well maintained. To the credit of the RDC, as the manager, not one vehicle was lost through accident and all were regularly serviced.

### The RDC Leadership role

The RDC has proved to be an effective leader of the programme, adopting a co-operative and facilitatory role, rather than seeking to impose its will on partners. This provides an important lesson for the future. Most development programmes require considerable links between different agencies and careful leadership of this process. Gwanda RDC was able to provide just that leadership through the joint work of the Chairman of the Council and the CEO. The direct involvement of the Chairman of the Council in the day to day planning of the project was criticised by the 1997 Evaluation Report. However, there is little doubt that a strong political lead helps to gather community support and gives authority to the technical officers in pursuing the programme. The participatory style of the CEO in chairing the DWSSC Committee appears to have played a significant role in knitting the committee together as a team, an issue developed further below.

The strength of the RDC leadership role is also demonstrated in the fact that the Ward Councillors played an important local leadership role and received appropriate training in this project. The VWSSC were also linked through the Council system as sub-committees of the Vidcos and this helped to ensure clear links from the district to the grassroots.

### **3.4 Project Planning and Co-ordination: The role of the DWSSC**

The DWSSC was the key district level committee for the on-going operational management of the project. This involved planning the project, monitoring its progress, ironing out problems and co-ordinating the activities of the different agencies according to adopted workplans. The membership of the committee included the following:

- The CEO of the RDC as chair
- The Chairman of the RDC
- The DA
- The Chairman of the Social Services Committee
- Representatives of the following Ministries and Government Departments:
  - MOCW
  - MNAECC
  - DDF
  - Agritex

As the main organisation responsible for the implementation of the project the DWSSC must take the credit for what can be judged to be a relatively successful project. The Committee developed a very good team spirit and was well motivated throughout. All participating members must take credit for that, and especially the CEO, who chaired and the DA, who chaired initially and then supported the CEO in taking over that role. It is important to recognise the role of the DA in facilitating the co-ordination of the government departments and ensuring the committee was united. There are three main aspects to its performance that deserve some closer attention: effective planning and co-ordination, adaptability and resolving problems. These are discussed in turn.

### Effective Planning and Co-ordination

The achievement of most of the project targets, and in several cases the additional success beyond original targets, owes a great deal to the effective planning and co-ordination by the DWSSC. The use of the four components as the framework for planning seems to have worked well, as does the identification of activities under the logframe.

However, there were some teething problems in co-ordination, especially in the process of pre-siting and siting. Here the MNAECC and DDF did not fully appreciate their roles in the context of a participatory project. Having said that both organisations did learn from these mistakes in later stages.

The DWSSC was able to facilitate important co-ordination between NGOs and the government sector. This was especially the case between Mvuramanzi Trust and the MOHCW in latrine construction.

### Adaptability

Some organisations within the DWSSC showed some initial reluctance to abandon old formulas. In this context the MOHCW were reluctant to accept that communities would accept a reduced cement subsidy, which would release funds to build more latrines. The success of Mvuramanzi Trust in pioneering this approach led to the MOHCW accepting the change and this was endorsed by the committee. DDF also showed a reluctance to adopt different technologies, such as the use of plastic instead of steel piping, in appropriate areas.

In the field of maintenance the DWSSC proved able to embrace the CBM concept, although a little belatedly. The retrenchment of DDF pumpminders led to a strong accent on training village pump mechanics and to empower communities to buy in expertise were required. DDF engine operators became contractors to be hired out as demanded by the communities.

In land use planning it quickly became apparent that Agritex did not have the capacity to undertake the normal ward and village land use plans, as a precursor to siting. In order to address this problem the DWSSC endorsed the village scanning approach, under which it proved possible in Phase 1 to meet the target. However, manpower problems in Agritex led to a weakening of this activity in Phases 2 and 3.

One of the strong points of the Gwanda IRWSS project was the way the DWSSC embraced linked but separate activities in the sector, whether through NGOs or a private entrepreneur. Moreover, the committee sought to assimilate and use such lessons as were thrown up by this association. This helped to make the project truly integrated.

### Resolving Problems

The DWSSC developed a capacity to overcome problems. One of the early problems was the failure to construct headworks to match the programme of borehole drilling. This was overcome to a degree by MOHCW agreeing to adapting the latrine building training to

this wider role and thus ensuring an increase in the availability of builders for the headworks programme.

The perceived weakness of DDF in meeting its obligations under the project led to the decision of the DWSSC to seek private sector services in both siting and drilling operations. One of the problems experienced by the committee was the late billing by DDF for work undertaken. This is a national problem and stems from a failure of DDF headquarters to decentralise this procedure. The DWSSC resolved to replace DDF in its key functions of siting and drilling boreholes and awarded contracts to two separate companies. The siting activities worked well but the drilling company failed to deliver its services in the final stages of the project.

### **3.5 Advice and support to the project from National and Provincial levels**

The main actors at national and provincial level providing advice and support to the project were:

- The National Co-ordinating Unit (NCU)
- UNICEF-Zimbabwe (and UNICEF-Australia in Phase 1)
- Provincial Officers of the provincial WSSC, especially,
  - The Provincial Co-ordinator, Water & Sanitation, MLGNH.
  - The Provincial Officer Water, DDF.
  - The Provincial Officer, MNAECC.

The role of each agency in this project is discussed briefly below. However, for the purposes of this project these actors also came together at regular intervals in the Project Co-ordinating Committee (PCC). The role of the PCC is also dealt with below.

#### **National Co-ordination Unit (NCU)**

The role of the NCU of the Water and Sanitation Sector is to set national policy, provide standards and guidelines and to oversee the implementation of all water and sanitation projects, especially the IRWSS projects. The NCU provides the secretariat and operational activities of the National Action Council (NAC). Funding for IRWSS projects is also often channelled through the NAC. In the Gwanda case such funding was routed through NAC/NCU direct to the RDC (except for an initial arrangement when it was diverted through the DA's office in Gwanda).

The NCU made periodic visits to the project, attended relevant workshops and generally made such assistance and guidance available as necessary. The performance in this area is seen as satisfactory. The NCU was efficient in channelling the funding for the project to the RDC.

### **UNICEF Zimbabwe**

UNICEF-Zimbabwe played a critical role in the project. Among the specific activities they undertook, the following were the most important:

- Project design and development
- Technical support to Gwanda RDC and DWSSC for planning, managing and monitoring
- Providing budget advice to RDC, managing disbursements and ensuring financial reporting
- Frequent contacts and follow-up with district team for problem solving and accountability
- Facilitating periodic visits by donors in liaison with RDC
- Donor report preparation

### **UNICEF Australia**

The key roles played by UNICEF Australia were:

- Fund-raising with Govt of Australia and other donors in Australia
- Biannual monitoring visits to project area
- Reporting to donors on project progress and financial utilisation
- Obtaining donor approval for changes and extensions

### **Provincial Officers of the PWSSC**

The role of the provincial officers, brought together in a PWSSC, in a decentralised model of IRWSS projects, is to offer advice and support to the DWSSC. This role was not always well understood and led to some tension between province and district. The DWSSC felt that the provincial officers did not appreciate that they were there to advise rather than to direct and the provincial officers felt that their presence was resented. These matters became resolved towards the end of the project, when a harmonious relationship was achieved.

### **The Project Co-ordinating Committee**

The PCC was established at the beginning of the project and was active up until 1998 on a biennial base. It included representatives of the Australian Government, UNICEF Australia, UNICEF Zimbabwe, the NCU, members of the PWSSC and the DWSSC. The PCC usually undertook a field visit to witness first hand the results of the project on the ground. A subsequent meeting would review progress by project component, discuss any problems, and where appropriate agree changes to targets and other operational matters.

The PCC was a valuable institutional arrangement in that it provided the district with the benefit of direct contact with the funders and access to the expertise of national and provincial officers. It also provided a forum where decisions about the project could be made quickly by the main actors.

### **3.6 The Private Sector**

The private sector plays an important role in the project by providing goods and services on demand. Whilst private sector companies or agencies are not involved in the planning and management of the project they are called upon to supply building materials, equipment and services such as siting of water points and drilling. The following issues arose concerning the private sector contribution:

- Lack of cement supplies hampered the progress of the project at certain stages and led to a lot of effort to transport the material directly from the cement factory at Colleen Bawn.
- Difficulties in obtaining fly screens for latrines from the Blair Institute were solved by sourcing something similar from Bulawayo.
- The inability of DDF to meet its obligations for the pre-siting and drilling of boreholes was overcome by contracting such services from local companies. Whilst this worked reasonably well there are a number of outstanding boreholes remaining under the programme and the contractor has failed to fulfil his obligations.
- The availability of a borehole-drilling entrepreneur willing to drill for local households in an affordable manner led to a considerable increase in the number of boreholes drilled in the district. Three factors seemed to have played a part in this story. First the IRWSS scheme had sensitised local villagers to the value of having a clean and accessible water source in the neighbourhood. Second, a contractor appeared on the scene willing to drill boreholes in return for payment in cattle (usually 1 beast per borehole). The contractor used PVC pipes to reduce costs. Third, the project managers agreed to supply bushpumps to the villagers, under the IRWSS programme.

### **3.7 Non-Government Organisations**

The involvement of NGOs in the Gwanda IRWSS project was actively encouraged by support agencies, such as UNICEF and welcomed by the RDC and the DWSSC. The role of NGOs in the project was to provide additional facilities, outside, but linked to the project components. This greatly improved the overall coverage of safe water supplies and sanitation facilities in the district.

UNICEF supported Mvuramanzi Trust to introduce and demonstrate alternative water and sanitation technology designs; i.e. upgraded family wells, water harvesters and the 4 bag latrine model.

#### **Mvuramanzi Trust**

- The 4 bag version of the Blair latrine was widely adopted after a successful programme in Ward 19.
- The protection of shallow wells also encouraged other households to develop their own individual water sources. Mvuramanzi assisted in providing materials for the

protection of shallow wells. In some parts of the district Mvuramanzi complemented the efforts of LWF in protecting shallow wells.

- Mvuramanzi also constructed school squatholes and four school rainwater harvesting components.

#### **Lutheran World Federation**

- The Lutheran World Federation assisted in the construction of household toilets in wards one and two. 79 toilets were constructed by the LWF during Phase 1. Some of the water sources, which were constructed by LWF before the start of the IRWSSP, were also deepened during this programme.

#### **Red Cross**

- The Red Cross Association was also involved in the IRWSSP. During the second phase 58 household latrines with hand wash facilities were constructed by Red Cross.

#### **Kip Keino**

- Kip Keino assisted in the IRWSSP by drilling a borehole as well as constructing some school squatholes. One borehole was drilled and equipped in Makwe ward 8 and 12 squatholes were constructed during phase 2 and 17 during phase 3.

### **3.8 Project Finance**

#### **Financial Procedures**

It has already been stated that the RDC established two accounts for the purposes of this project. The Current Account was used for the day to day management and disbursement of funds. Apart from the RDC itself, the other implementing agencies were required to submit claims and the RDC would issue cheques direct to suppliers or the relevant ministry.

The RDC was required to write monthly financial returns for UNICEF, as well as half yearly reports and Statements of expenditure submitted to all PCC meetings.

#### **Financial gain from devaluation and the savings account**

The devaluation of the Zimbabwe dollar against the US dollar provided a windfall to the project that enabled additional infrastructure to be installed.

Interest payments on the savings account allowed the RDC to plough back the money into the project. A computer was procured for use in the project from Phase 2 onwards.

**Donor contributions to UNICEF Zimbabwe for Gwanda project 1994-1998\***

<b>Source</b>	<b>Years</b>	<b>Amount USD</b>
Phase 1		
AusAID	1995-97	821,106
UNICEF Australia	1994	144,927
Phases 2 & 3		
UNICEF Australia	1997	178,220
UNICEF Australia	1998	395,128
	<b>Total</b>	<b>1,539,381</b>

**Utilisation of donor contributions 1995-2000\***

<b>Project Component</b>	<b>Amount USD</b>	<b>Percentage</b>
Community mobilisation and training	142,076	9
Water supply	977,474	64
Hygiene education and sanitation	212,814	14
District management and coordination	81,688	5
Technical assistance, monitoring and evaluation	125,329	8
<b>Total</b>	<b>1,539,381</b>	<b>100</b>

\*Note: Estimates only. Confirmed figures can only be provided by UNICEF New York.

## 4. CONCLUSIONS ON PERFORMANCE

### 4.1 Introduction and Overview

The previous chapters have provided assessments on the extent to which the project achieved its targets, the operational performance of new facilities and the effectiveness of the management processes adopted. In all categories the overwhelming judgement is that the Gwanda IRWSS project was a considerable success. There were areas that fell short of expectations but these are relatively few and they did not affect the general success of the programme.

The question must be raised, having stated these general conclusions, as to whether the project has made a real difference to the lives of the beneficiaries in Gwanda. This is not an easy question to answer. The approach adopted below is to consider the goal and purpose statements made for the project and to assess the evidence from both our own surveys and secondary data sources. The limitations of our own survey must be stressed. Only 60 households were interviewed in 13 separate wards, due to resource limitations. The results from such a limited survey therefore need to be treated with caution.

The chapter concludes with a SWOT analysis.

### 4.2 The Project Goal

*To reduce morbidity and mortality of villagers in Gwanda District caused by lack of secure, clean water, poor environmental sanitation and unhygienic practice.*

#### Assessment

At the outset it should be stated that there are no statistics that help to assess the way mortality rates may have been influenced by this project. We know from national statistics that mortality rates, including child mortality rates, have increased over the period of the project but this is largely due to national factors of poverty and the HIV/AIDS pandemic. It is not known how many people die due to water related diseases.

However, health statistics are published which indicate disease prevalence through presentation at health centres. As indicated below the evidence for improvement is patchy and the figures can be easily influenced by sudden outbreaks of diseases, which may have a localised and specific cause.

Judgement on the Goal Performance is, therefore difficult. On balance there is evidence for significant reduction in diarrhoea in the district over the period of the project and this will have reduced both mortality and morbidity related to this disease. The provision of safe and secure water and the promotion of improved hygiene practices must have been important contributing factors to this improvement.

Among the households interviewed none of them said that they had experienced water related diseases in the last year or so.

#### The Statistics

- ◆ Diarrhoea decreased by 28% with 3 606 cases reported in 1997 as compared to 5 029 in 1994.
- ◆ Reported cases of bilharzia decreased from 606 in 1994 to 540 cases in 1997, a decrease of 11%.
- ◆ However, dysentery rose by 33% with 138 cases reported in 1997 compared to 104 in 1994. (However, these numbers are small)
- ◆ Scabies rose dramatically from 773 cases in 1994 to 6 418 in 1997.
- ◆ Cases of Malaria rose to 5 939 in 1997 compared to 1 546 in 1994, this due to climatic factors, rather than hygiene practice.
- ◆ Eye diseases cases rose marginally from 3 583 in 1994 to 3 840 cases in 1997.

Source: Gwanda Provincial Hospital

### **4.3 Project Purposes**

**A: To increase village level awareness of the project for maximum participation.**

#### Assessment

The evidence from the records of training and community mobilisation as well as our own field visits suggests that this purpose has been met. Village awareness of and participation in the project has been very considerable. The involvement of villagers in the siting of boreholes, in the construction of water and sanitation facilities and subsequent management of the infrastructure has led to a general sense of community ownership and responsibility. In addition, the message of improved hygiene practice was very successfully carried to the community through extensive Participatory Hygiene Education (PHE) programmes.

Our own investigations and other reports indicate a high level of knowledge of the project and the subsidies on offer. The increase in demand for facilities such as water points, Blair latrines, refuse pits, pot racks and hand washing facilities, as evidenced by self-reliance, is a powerful indicator that awareness of villagers for improved water and sanitation facilities was raised considerably by the project.

The fieldwork revealed a strong sense of local ownership among households interviewed, as well as among WPCs and local extension workers. However, this is not universal as 15% of the households interviewed indicated that they do not have knowledge about the programme. There is a need to re-visit some village level structures to raise awareness still further to ensure the sustainable management of water points and create new demands for improved sanitation and hygiene enhancing facilities.

**B: To encourage improved personal, homestead and village hygiene practices in order to maximise the benefits of improved water and sanitation facilities.**

Assessment

From the stated record and our own investigations it is apparent that hygiene practices have changed for the better in the targeted villages. This would seem to be due to the influence of the PHE programmes run under this project. Blair latrines looked clean and tidy and hand-washing facilities were mostly in use. The demand for such facilities through self-help schemes indicate a rise in awareness and desire for improved facilities. The large numbers of pot racks and refuse pits undertaken as an allied part of this project also demonstrate that the purpose has been achieved.

Some of the good indicators of improvements in hygiene education are the construction of Blair toilets with hand washing facilities on a self-reliance basis. In some cases households whose toilets were constructed without hand wash facilities have put up the facilities on their own.

There is evidence of a high knowledge levels on handwashing as all respondents knew the importance of washing hands, including those who did not wash their hands after using the latrine. Children were also taught at the early stages to use the toilet. During field visits it was established that knowledge levels for safe human excreta disposal were high, as 85% of the interviewed households knew about the programme and they had received training or instructions on water and sanitation this being probably attributable to the hygiene education programmes of the project.

Hygiene education has also resulted in improved behavioural change and a demand for hygiene enabling facilities. Squatholes and hand washing facilities have been constructed at some schools through community self-reliance.

Field visits also indicated that latrines are clean, and are being cleaned at least once a day. Pot rack use had increased in the communities. General observations during the fieldwork revealed that 15% of households had pot racks, the majority were built of poles but some were also built of cement and bricks. Refuse disposal pits have been dug by 17% of the homesteads to ensure the proper disposal of rubbish.

Generally people collected water from protected water sources. However there were cases of people still collecting water from the river or unprotected water sources in Nhwali, Sengezani, Mnyabetsi, Lushongwe West, Nhlamba (Ntepe) and Garanyemba. The major reasons, which were cited for collecting from, unprotected water sources were breakdowns and salty water from the protected water sources. Only in Masholomoshe it was noted that the community is collecting water from the river as a conservation measure as the borehole cannot supply water throughout the year. The communities indicated the need for the water to be boiled but it was realised that boiling is a difficult practice. Despite being a difficult task the communities are much aware of the risks associated with drinking unprotected water sources.

However, satisfactory knowledge levels on proper water storage were reflected as households kept their drinking water in covered containers. The message seems to be that if hygiene education is undertaken in a participatory manner and on a sufficient scale that behaviour change can occur.

**C: To have secure, safe and reliable water supplies within convenient location of targeted villages by 1999.**

Assessment

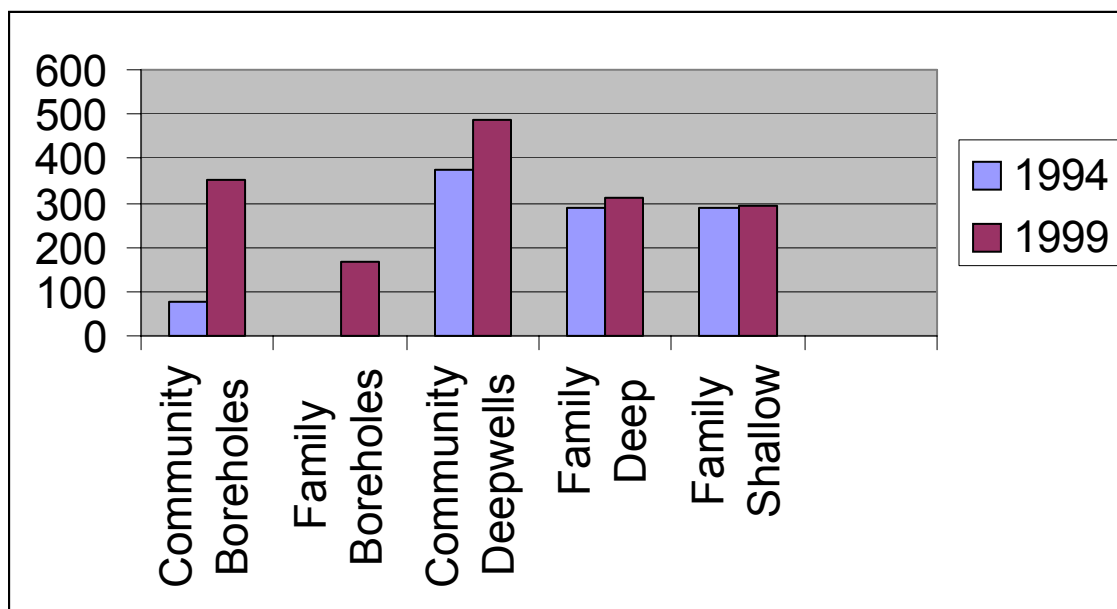
The project was targeted at the 19 most populated wards in the district and therefore, covered the vast majority of the district’s population of approximately 150,000. The addition of 280 new community boreholes (less 27 dry ones), the rehabilitation of 211 old ones, the deepening of 29 community wells represents a tremendous increase in the number of safe and secure community water points in the district. In fact, given the situation in 1994, as described by the VBCI of that time this represents a very considerable advance for the people of Gwanda. Comparing the figures given in the 1994 and 1999 VBCIs we find the following changes:

**The increase in Water Facilities in Gwanda District 1994-1999**

Facility	1994	1999	Increase 94-99	
			By Numbers	By Percentage
Community Boreholes	76	353	+ 277	+ 365%
Family Boreholes	--	166	+ 166	
Community Deep Wells	373	485	+ 112	+ 30%
Family Deep Wells	290	311	+ 21	+ 7%
Family Shallow Wells	287 (assumed)	295	+ 8	+ 3%
<b>TOTAL</b>	<b>1,026</b>	<b>1,583</b>	<b>+ 557</b>	<b>+ 54%</b>

These figures do not represent the final increase in all units as there was continuing project activity for 9 months after the 1999 VBCI. The figures also give a picture of the total number of facilities and not the number that are operational. Unfortunately there are not comparable figures between the inventories regarding the operational nature of the water point. Whilst almost all the shallow wells remain perennial a considerable proportion of boreholes and deep wells are seasonal. In 1994 33% of boreholes and 75% of deep wells were recorded as seasonal. This feature varies according the nature of the rainy seasons. This was not recorded in the same way in 1999, where water points were recorded as either operational or non-operational. 21% of boreholes and 38% of deep wells were recorded as non-operational in 1999. There is also a lack of comparability on the issue of private or family deep wells and boreholes. According to the project figures 276 boreholes were drilled under self-reliance, but according to the 1999 VBCI only 138 private boreholes existed. It is assumed that no new family deep wells were constructed during the project period.

The figures in the above table can be shown graphically as follows:



The national guidelines for overall water coverage are based upon the concept of a Shallow Well Unit (SWU), which is seen to serve 50 people. A Deep well is perceived as serving 150 people (3 SWUs) and a Borehole as serving 250 people (5 SWUs). Given Gwanda District's population of 150,000, there should be the equivalent of 3,000 SWUs. In fact according to the 1999 VCBI there are 4,663 SWUs, a significant improvement on national standards.

The average distance to the nearest water source after the project is about 1 to 1.5 kilometres compared to at least double that distance before the project. This falls within the level 1 national standard. In wards we visited 10% of the households distance to the nearest water point was within 500 metres, the level 2 national standard.

**D: To rehabilitate existing water points to national standards including the provision of headworks.**

The Assessment

Headworks construction was one of the weaker aspects of the project and fell short of the target of 434 by 77 or 18%. The reasons for that have been dealt with. The standard of work was generally good, but there were some problems, and these have also been raised in earlier chapters.

There is a major discrepancy between the project figures and the 1999 VBCI. According to the latter only 258 boreholes and deep wells had headworks, yet the project claims to have constructed 357, and presumably there must have been some in existence prior to the start of the project. It is therefore difficult to assess the overall coverage of headworks as a percentage of community water points. In either case there remains a shortfall of between 427 and 526, depending on which statistics are used.

The overall conclusion is that this purpose was not fully achieved.

**E: To increase the number of water points under the management of villagers.**

Assessment

From our own observations all community water points had WPCs. According to the VBCI there were 815 community water points in May 1999. The project figures show that 653 WPCs had been trained under the project. The shortfall may be explained by the fact that a number of water points were not operational. In any event the purpose as stated was certainly achieved. The degree to which water points could be said to be under *effective* village management is more difficult to assess. The fact that 11% of visited water points exhibited defects, such as destroyed fences, lack of greasing, blocked drains and so on indicates that there are some WPCs that are not operating effectively. Given the large numbers of WPCs it is hardly surprising that a small percentage is not effective. Our impression, coupled with the record of reports, suggests that most Water Points are effectively managed.

Reports given to us suggested that some villages had established their own bank accounts for water point maintenance but we did not find any examples of this. Rather monies were collected on an “as and when required” basis. There was a general willingness to pay for maintaining the borehole in good order, although in Sengezane there was a refusal of communities to pay the pumpminders for repairs to broken down boreholes, as they felt charges were too high.

The original concept of the project did not embrace CBM. However, NAC policy on this matter and the failure of DDF to continue to provide a service through their pumpminders led to the adoption of CBM at an early stage. A large number of villagers were trained as VPMs to undertake basic maintenance on behalf of the community, and to receive some payment from the community for such a service. To assist the VPMs tool kits were provided. Ideally every village should have its own tool kit but in practice only 50% of the villages have this direct facility. The other 50% must share a ward-based tool kit, usually held by the local councillor. The general indication is that this system is working well and downtime of water points has been considerably reduced.

**F: To have a 50% total VIP toilet coverage in each of the 108 villages with hand washing facilities.**

The Assessment

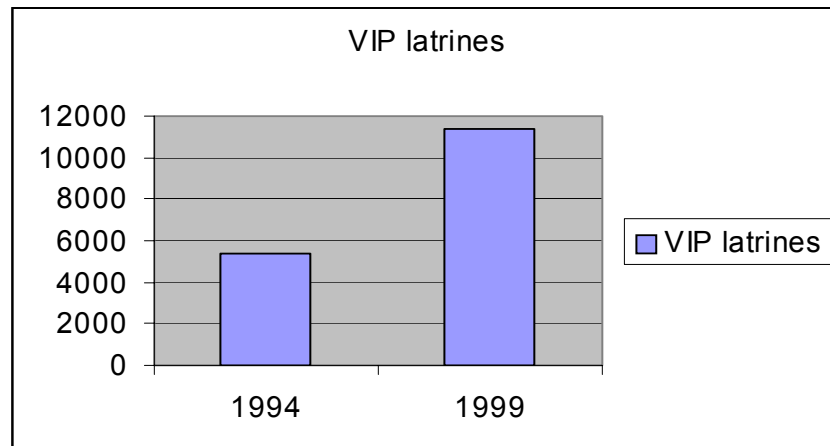
The standard adopted in this purpose is the level 1 national standard and refers to a 50% coverage of individual households. The population in the targeted 19 wards in 1994 was just over 100,000, which at the 1992 Census household size of 5.2 would yield 19,000 households. The number of household VIP latrines according to the 1994 VBCI was 5,358, or 28%. The target was estimated at that time to be 7 364, or just over 2,000 additional VIP latrines. According to the calculations above this would have resulted in less than a 50% coverage, even if the population had not increased. In fact the population

has been increasing by close to 3% per annum and households may have been increasing slightly more than that rate.

The 1999 VBCI calculates the population of the 19 wards under the project, as 132,889. If household size remains at 5.2 then the number of households will be approximately 26,000. A 50% VIP toilet coverage would require some 13,000 Blair latrines to exist.

There appears to be some serious discrepancy between the project records of Blair latrines built, under both project and self-reliance, and the results of the 1999 VBCI. According to the latter the total number of VIP latrines was 8 197 which would constituted only 31% of the total number of targeted households.

According to the project data 6,054 household VIP toilets were constructed under all aspects of the project, including 2,790 under the programme, 2,601 under Mvuramanzi Trust and other NGOs and 663 through self-reliance. If this is added to the existing numbers in 1994 the targeted areas of the project should have 11,412 VIP latrines. This represents a 43% coverage, up considerably from the situation in 1994 but below the target stated in the purpose. The growth of VIP latrines during the life of the project is illustrated below:



Gwanda's VIP coverage represents a considerable achievement in national terms, placing the district among the top 7 districts in the country.

Whilst the number of toilets with hand wash facilities constituted only 29% of the total number of Blair latrines in the district, this too represents a considerable achievement in that very few such facilities existed prior to the project. In addition, the project embraced the provision of Blair latrines to schools and nearly 800 squatholes were provided at the Schools.

## 4.4 SWOT Analysis

### GWANDA INTEGRATED WATER SANITATION AND SUPPLY – SWOT

<i>STRENGTHS</i>	<i>WEAKNESSES</i>
<p>1</p> <ul style="list-style-type: none"> <li>• Communities involved from the outset/community ownership</li> <li>• Communities demonstrate willingness to pay for basic maintenance e.g. latrines</li> <li>• Training delivered for communities, local leadership and other stakeholders</li> <li>• Development of “self-help” initiatives by households encouraged by project</li> <li>• Communities with both old and new boreholes (rehabilitated)</li> </ul> <p>2</p> <ul style="list-style-type: none"> <li>• Facilities provided promptly</li> <li>• Communities with both old and new boreholes (rehabilitated)</li> <li>• Good spatial distribution of water points</li> <li>• Availability of pump-minders as an additional resource</li> </ul> <p>3</p> <ul style="list-style-type: none"> <li>• Facilities provided promptly and targets exceeded</li> <li>• Training of local village pump-minders has aided quick repairs/reduced downtime</li> <li>• Demand for hygiene facilities (pot racks, refuse pits and hand washing facilities) generated</li> <li>• Focus on schools on hygiene education helps develop long-term good practice</li> </ul> <p>4</p> <ul style="list-style-type: none"> <li>• Good coordination among Govt. and RDC. Team spirit in DWSS</li> <li>• Alliances forged with NGOs</li> <li>• Good financial management by RDC</li> <li>• Good support from donor, NCU and province re-advice, visits etc.</li> </ul>	<p>1</p> <ul style="list-style-type: none"> <li>• CBM not achieved in all areas and often delayed</li> <li>• CBM tools not always held by village pump-minders</li> <li>• Insufficient dialogue/consultation with communities on technologies and design</li> <li>• Insufficient financial training of communities re: bank accounts etc for borehole maintenance etc.</li> </ul> <p>2.</p> <ul style="list-style-type: none"> <li>• CBM not achieved in all areas and often delayed</li> <li>• CBM tools not always held by village pump-minders</li> <li>• Greater clarity required on ownership of school water points</li> <li>• Pump-minders keeping knowledge to themselves rather than disseminating to villagers.</li> </ul> <p>3</p> <ul style="list-style-type: none"> <li>• Latrine building fell far below 50% of households target</li> <li>• Failure to follow up KAP study makes evaluation of hygiene education difficult</li> <li>• Insufficient resources (EHTs &amp; T&amp;S) to focus on hygiene education thoroughly</li> <li>• Inability to make effective intervention to improve family shallow wells.</li> </ul> <p>4</p> <ul style="list-style-type: none"> <li>• Lack of capacity in some agencies e.g. Agritex and DDF weakened elements of the programme</li> <li>• Lack of know-how in contracting and managing private operators</li> <li>• Poor log-frame less effective monitoring</li> </ul>
<i>OPPORTUNITIES</i>	<i>THREATS</i>
<p>1</p> <ul style="list-style-type: none"> <li>• Increased agricultural production               <ol style="list-style-type: none"> <li>1. Improved health and energy</li> <li>2. More time available</li> <li>3. Cattle quality increased</li> <li>4. Use of water for allied economic activities</li> </ol> </li> <li>• Increased community empowerment               <ol style="list-style-type: none"> <li>1. Greater self-help in social and economic development</li> <li>2. Improved governance: communities demand good services, accountability etc.</li> </ol> </li> <li>• Community based maintenance and management should lead to a sustainable service.</li> </ul> <p>2</p> <ul style="list-style-type: none"> <li>• Level of training and number of trainers could (given more resources) make a wider impact</li> <li>• Community based maintenance and management should lead to a sustainable service</li> </ul> <p>3</p> <ul style="list-style-type: none"> <li>• Level of training and number of trainers could (given more resources) make a wider impact</li> </ul> <p>4</p> <ul style="list-style-type: none"> <li>• RDC capacity enhanced for improved service deliveries.</li> </ul>	<p>1</p> <ul style="list-style-type: none"> <li>• Impoverishment of communities may reduce commitment to maintenance</li> <li>• Weakness in WPCs and CBM may lead to deterioration of facilities               <ol style="list-style-type: none"> <li>1. Extreme weather eg. Cyclones, flooding, drought</li> <li>2. Donor reliance</li> <li>3. Rising costs of building materials – affecting ability and willingness of community to self-build.</li> </ol> </li> </ul> <p>3</p> <ul style="list-style-type: none"> <li>• Morale decline due to HIV/AIDS and thus reduction in good hygiene practice.</li> </ul> <p>4</p> <ul style="list-style-type: none"> <li>• Reduced viability of RDCs may affect support to communities and services and monitoring the sector (e.g. lack of T&amp;S)</li> <li>• Other district programmes, needing attention of district/RDC staff.</li> </ul>

## 5. RECOMMENDATIONS

### Introduction

The Terms of Reference require a specific focus on the recommendations contained in this report. The issues raised in the TOR are listed below with the appropriate recommendations. However, in the course of the evaluation work some additional issues have come to our attention, which we feel could improve future projects of this nature, and these are also listed below.

### Community Choice

The main area of community choice in the project concerned the siting of the proposed new water points. These community choices had to be ameliorated by technical considerations. However, there are other aspects of the technology involved in water and sanitation projects that could be open to community choice. For instance, the community did not have a choice regarding the type of pump to be used. The fitted pumps were just brought to them without consultation and the merits and demerits of alternative types of pumps were not discussed. There have been some problems with the fitted pumps that might have been avoided by a process of community consultation and choice. For example the pump handles are often too high and difficult for younger members of the community to use and the tyre is easily worn out. There was also very little choice given to the communities on the design and configuration of the headworks. The design of the fencing often precluded the use of large containers or scotch carts and this led to the destruction of the fence in some cases.

### Recommendations

**All the facilities and technologies used in water and sanitation projects should be agreed with the beneficiaries. Information should be made available concerning the advantages and disadvantages of different equipment and communities engaged in the design of the water point and its headworks.**

### Innovative Technologies

The development of new and innovative technologies for rural water and sanitation requires an inter-active process with communities. The Gwanda experience shows that new approaches to both borehole drilling and VIP Latrine construction were achieved through the inter-action between service providers and the community. This lesson needs to be taken further so that the views of the community can be fed into a post-project assessment of the efficacy of technologies adopted and the need for modifications.

### *Recommendation*

**The scope for developing innovative technologies in rural water and sanitation schemes would be enhanced by adding a community review process at the end of each project. This review will engage the beneficiaries in discussions concerning the weaknesses of the technologies they have been given and drawing lessons for future alternatives or refinements. The results of these findings will be passed on to the appropriate public and private bodies for future development.**

### **Community Cost Sharing**

The Gwanda IRWSS project illustrates that communities are willing to contribute to the costs of water and sanitation infrastructure and to its maintenance. Moreover, there are also examples in the project of the community agreeing to a reduction of individual subsidies for sanitation in order to gain a wider coverage of beneficiaries.

However, more could be done to build the capacity of communities to establish their own bank accounts for the maintenance of community water points. Currently most communities collect agreed amounts to pay for the services of VPMs. There is a need to widen this perspective to cope with major breakdowns and also to develop small projects related to the provision of water, such as gardens.

Consideration in future should also be given to ways in which the community might contribute to the cost of new water points. The propensity of a significant number of households in the south of Gwanda to contract a private contractor to drill their own borehole suggests that there may be a broader capacity and willingness of communities to pay for water points than has been thought likely. The escalating costs of providing such infrastructure and the decline of donor support may mean that this is the only feasible option in the future to expand infrastructure to meet increased demand.

### *Recommendations*

**Future water and sanitation projects should include a capacity building component to train and encourage villagers to open and maintain savings and bank accounts to secure the long-term survival of the water point and to develop ancillary projects.**

**Communities should also be encouraged to make monetary contributions to all new water points so that the basic level 1 provision may be maintained or even developed to level 2.**

### **Community Based Monitoring**

Monitoring the progress and impacts of such schemes as the Gwanda IRWSS project is usually seen as an activity of the managing agency, in this case, the RDC, and other actors such as the donor. Whilst this is appropriate and needs to be maintained the lack of

community based monitoring weakens the sense of local ownership and thus immediate and direct action by the community to address observable and emerging problems.

Methods need to be explored for assisting the Village and Water Point Committees in self-monitoring their facilities, keeping records and regularly reviewing the current situation. Visits to some water sources during field visits indicated lack of proper maintenance of the facilities, drains were blocked and fences destroyed. A more involved and formalised system of community based monitoring may help to change such situations.

### ***Recommendation***

**A model system for community based monitoring of water and sanitation facilities should be introduced from the outset of any new project. The model will seek to establish formal ways of keeping records of key elements of the use and deterioration of the facility and actions designed to arrest such problems.**

### **School Water and Sanitation**

School water and sanitation has been an integral part of the project. Greater efforts could be made to ensure that schools become a prime factor in developing good hygiene practice. There remain some critical problems of the ownership of school water points, with competing claims and confusing responsibilities. The following two examples provide a measure of the difficulty.

Water sources such as boreholes or deep wells were drilled at some schools where the teachers and pupils were utilising unprotected water sources from rivers. In such cases the wider community was also allowed to collect water from the water point. In Dambashoko (Ward 2) the communities are aware that the facility belongs to the school and in the event of a breakdown it has been agreed that the community will contribute towards the repairs. In Gungwe (Ward 12) the water point was rehabilitated for the benefit of the school but the school denied ownership of the facility alleging that it is a community water point. Whilst the community is aware that the facility belongs to the school but they claim ownership for fear of being barred from using it. At the moment it seems the water point lacks clear ownership and in the event of a breakdown problems of repairing it are likely to surface.

Some schools in the district benefited from the programme in that they were issued with material for the construction of multi- compartments Blair toilets. The construction of school squatholes has been a major boost for schools as efforts were made to increase the number of squatholes thus reducing the pupil/squathole ratio from 25 to 20. In addition, some of the Blair latrines have hand-washing facilities.

A limited number of rainwater harvesting projects was also constructed at schools. This deserves a wider coverage in future so as to provide schools with the means to undertake

productive cultivation and other uses. It also provides a good lesson on water conservation.

### ***Recommendations***

- d) The ownership and responsibility for the care and maintenance of school-based water points need to be established at the outset and, if necessary, a written contract established.**
- e) All sanitation facilities (Blair latrines) being constructed at schools should have hand-washing facilities.**
- f) A schoolteacher should be designated with special responsibility for ensuring that hygiene related courses and activities are undertaken with other teachers and pupils. Part of the duties would include monitoring the use of hygiene enabling facilities by the school community.**

### **Private Sector Involvement**

The role of the private sector in Water and Sanitation projects is as providers of goods and services. Until recently the provision of services was limited as state agencies were utilised. However, as the capacity of state agencies to site, drill and equip boreholes has reduced there has been an increasing move to hire private contractors. RDCs require training and capacity building in how to hire and manage private contractors. The production of tender documents, the evaluation of returns and the subsequent management of companies all require expertise that is often lacking in the RDC. Communities also require advice and information in this area as they move, increasingly to directly contracting private servicing of their water points.

### ***Recommendation***

**Future Water and Sanitation projects should include a training component designed to equip RDCs with the necessary expertise in hiring and managing private contractors. Such training should be co-ordinated with the wider capacity building work of the RDCCBP.**

**Advice and information should be given by the RDC to communities in the contracting of private companies to provide services and parts in maintaining their water points.**

**Rural District Councils should liaise with suppliers and encourage their direct involvement in developing a distribution and sales network for the pumps and pump spares with easy access by communities.**

## **NGO Involvement**

The Gwanda IRWSS project was noticeable for the way in which several NGOs contributed to enhancing the components. Mvuramanzi Trust, The Red Cross, Lutheran World Federation and the Kip Keino Association all made valuable contributions. This provides valuable lessons for the future but some additional work is required to identify the strengths and weaknesses in the arrangements reached in the Gwanda case. It is noted that none of the NGOs were invited to send representatives to sit on the DWSS committee and this may have weakened effective co-operation.

### ***Recommendation***

**A study be made of the way NGOs contributed to the Gwanda IRWSS project so that recommendations can be made for future projects.**

## **Project Logical Framework and Monitoring**

Logical Frameworks provide an excellent discipline for providing focus and appropriate targets in any project. The Gwanda Project sought to include a Logical Framework at the outset but it was weak. It was apparent that this log frame was not used as tool of management, nor of community involvement during the first phase. The revised logical framework in the 1997 Project Proposal was a refinement of the original but again lacked completion. As a result the targets of the project, ascertained through OVIs are weak and not detailed. This hampers clarity in pursuing project programmes and makes data collection difficult and unsystematic.

### ***Recommendation***

**Future projects should utilise the Logical Framework as a tool of management and community participation. Targets should be clearly identified, together with the means of verification. The Logical Framework should be used as a flexible tool and adapted throughout the project as circumstances demand. All stakeholders, including the beneficiaries should be involved in the development and adaptation of the Logical Framework.**

## **APPENDIX 1: TERMS OF REFERENCE**

### ***TERMS OF REFERENCE FOR PROJECT FINAL EVALUATION AND DOCUMENTATION***

### ***GWANDA DISTRICT INTEGRATED RURAL WATER SUPPLY AND SANITATION PROJECT***

#### **1. INTRODUCTION**

UNICEF is seeking a consultant or consultants to provide evaluation services for the final evaluation of a water and sanitation project in Gwanda District, Matabeleland South Province. Also required is the preparation of an advocacy document lessons learned and best practices.

#### **2. BACKGROUND**

Gwanda Rural District Council implemented an integrated rural water supply and sanitation (IRWSS) with financial support from UNICEF and the Australian Government from April 1995 to December 1999. The district is one of the five districts implementing water and sanitation projects in Matabeleland South Province with financial and technical support from UNICEF.

The overall objective of the project was “increased access to improved water and sanitation facilities”, which contributes towards attainment of the goal of “improved the health status of the population of Gwanda District”. Project activities at community level included participatory hygiene education (PHE), drilling and rehabilitation of boreholes, construction of improved latrines with hand washing facilities at households and at schools, community based management and training of water and sanitation communities, village pump mechanics and latrine builders. For district staff, the project sought to enhance the knowledge and skills of district water and sanitation committee members and extension workers in the community empowerment. The project also sought to build the capacity of Gwanda Rural District Council (GRDC) to coordinate the various project activities in cooperation with the district-based line ministries and NGOs active in the district.

At the outset of the project, hygiene education and community-based management were considered to be integral components of the project because of the contribution to preventing and reducing water and sanitation related diseases. The Gwanda District water and sanitation project is one of the first in the country for which an RDC has had an overall responsibility of project coordination and management as part of the decentralisation process.

The quantitative outputs of the water supply component of the project were: 260 new boreholes drilled and operational, 195 boreholes rehabilitated and operational, 3 piped water schemes rehabilitated and 95 family wells upgraded. Quantitative outputs for the sanitation component included: 150 latrine builders trained, more than 2800 improved latrines constructed at household level and more than 200 squat holes at schools. Software activities of the project involved facilitation of PHE sessions at community level, conducting of knowledge, attitude, behavior and practices (KABP) studies and establishment of project management institutions at ward and community level. Besides the project financed infrastructure, the district recorded a number of new boreholes and latrines self-financed by families.

Despite these impressive achievements, very little documentation and sharing of project experiences have taken place. Documentation of lessons learned and best practices would contribute to sector strategy development. Some of the experiences that have become synonymous with the Gwanda project include: inclusion of ward councillors as members of DWSSC, efficiency in project deliverables, increased number of self-help water and sanitation facilities and integration of CBM and PHE.

Given the considerable investment in the district's water and sanitation programme, UNICEF, in collaboration with the National Coordination Unit (NCU) and GRDC, wishes to commission an end of funding evaluation to assess outcome and impact of the interventions undertaken to date. In addition, documentation of key lessons learned and best practices is to be done.

### **3. THE ASSIGNMENT**

The objectives are to:

1. Evaluate the outcome and impact of the IRWSS project in Gwanda District.
2. Document key lessons learned and best practices for sector wide sharing.

Specifically, the consultant(s) will:

#### Objective 1

1. Assess the extent to which the project achieved the overall and specific objectives as outlined in the project proposals.
2. Document project outputs and outcomes and constraints to implementation. Determine what processes and strategies worked or failed and the reasons for success or failure.
3. Assess the quality and operational performance of the improved water and sanitation facilities. Determine to what extent the facilities are being managed and maintained by communities.
4. Carry out a SWOT analysis on the sustainability of approaches adopted for community capacity development in the area of hygiene education, community management and overall project implementation.

5. Assess the performance of GRDC and implementing agencies in carrying out their functions under the project.
6. Based on Gwanda's experiences, make recommendations for ways to strengthen the performance and sustainability of IRWSS projects. Assess the extent to which the following issues were addressed through the project and suggest ways in which they could influence future project design:
  - Community choice and priorities
  - Community cost sharing
  - School water and sanitation
  - Private sector involvement
  - Innovative technologies
  - Community based monitoring

### Objective 2

7. Document the processes and strategies followed by the district for efficient and effective project planning and implementation, with special emphasis on promoting sustainable community management capacities.
8. In consultation with principal stakeholders at community, district provincial and national levels, identify key lessons and best practices and document them for advocacy purposes with sector partners.

## **4 METHODOLOGY**

Selection of the methodology for the evaluation of the project will be based on the three premises:

- Project beneficiaries are the best assessors of the project impact.
- Evaluation is learning process for all stakeholders.
- Evaluation is aimed at developing and improving project management capacity and capacity.
- Qualitative documentation brings more lessons.

This calls for use of a range of methods and techniques aimed at providing both quantitative and qualitative information on the project achievements, impact and lessons. Project records are available for review. Data collection techniques would be key informant interviews at national, district and community level and focus group discussions with different stakeholders, as well as utilisation of other participatory techniques. MOHCW has been involved in training district extension staff in the use of Hygiene Evaluation Procedures (HEP) which should also be considered for application by the consultant(s). Members of the district water and sanitation committee have to a limited extent documented some of the processes and best practices that need to be reviewed for further improvement. To get a fair representation of the project area, sampling of villages for the evaluation should be done in liaison with the district project team.

## **APPENDIX 2: MILESTONES IN THE PROGRESS OF THE PROJECT**

- October 1993 project proposal prepared in draft form by UNICEF Harare with assistance from NCU in consultation with UNICEF Australia
- May 1994 KAP survey is undertaken to cover 3 wards in Gwanda North
- July 1994 funds amounting to A\$1,124 000 are approved.
- Late 1994 Implementation started through UNICEF Australia contributions. The initial activities covered orientation, training programs for implementors, contact meetings with local leadership, community mapping of their areas and planing for the water and sanitation programme.
- 1994 Village Based Consultative Inventory undertaken
- September 1994 Project design document prepared
- UNICEF Australia contributed A\$ 200,000 for financial year 1994/95
- March 1995 contract signed
- April 1995 initial trench of AusAID A\$211,000 paid.
- May 1995 Environmental Health Staff EHTs and Health orderlies are trained in Hygiene education.
- Late 1995 Borehole drilling commenced on a small scale before the release of funds, implementation started after April 1996 after a cash transfer from UNICEF.
- December 1995 AusAID paid the 2<sup>nd</sup> trench of A\$447 000
- January 1996 district field visit to Kadoma where the decentralised approach has been under implementation for sometime.
- April 1996 Z\$ 1,6 million is received to start the programme.
- August 1996 the 3<sup>rd</sup> and final tranche of A\$ 466,000 was made available
- September 1996 Mid Term Review conducted.
- October 1996 the identification and training of VPM commences.
- April 1997 Proposal for the Project Extension Report is prepared
- April 1997 An evaluation of the Gwanda Integrated Rural Water Supply and Sanitation is undertaken.
- July 1997 Mvuramanzi Trust starts to promote low cost Blair latrines
- October 1997, Draft Project competition Report is discussed
- November 1997 final transfers of funds to GRDC made and had to be fully liquidated by March 1998 when the project comes to an end.
- Nov 1997 Draft project competition report.
- March 1998 the training of Village pump mechanics had been realised.
- 14 – 17 April 1998 A review workshop for District Water and Sanitation Subcommittee members on Community Based management is undertaken
- July 30 – August 10 1998 An evaluation of the Impact of PHE in Halisupi ward: Gwanda District is undertaken.
- October 1998 2<sup>nd</sup> completion report for the IRWSS project is completed.
- October 1998 a Proposal for funding consideration report is completed.
- December 1998 Report on Water and Sanitation related diseases surveillance 1994-1998 is produced

- May 1999 A Study of Quality Assessment of Borehole Drilling under the IRWSS project is undertaken.
- May 1999 a village based Consultative Inventory is undertaken in the district
- June 1999 Dambashoko in Gwanda North organised the commissioning of latrines and shallow wells funded by Mvuramanzi.

### **APPENDIX 3: LIST OF DOCUMENTS**

1. Outline of Project Proposal Phase 2
2. Gwanda DWSSC Workshop on Planning and management
3. Project Co-ordination Minutes
4. Gwanda District Progress Report Phase 2
5. UNICEF Project Completion Report (Phase 1) as at March 1998
6. Water and Sanitation related disease surveillance – MoH Gwanda 1994 to 1998
7. UNICEF Project Competition Report (Phase 2)
8. CBM Review Workshop
9. Health and Hygiene KAP Survey – Gwanda 1995
10. Health and Hygiene KAP Survey – Gwanda 1997
11. Evaluation of the Gwanda IRWSS project – IWSD April 1997
12. Extension Proposal – 2 April 1997
13. Quality Assessments of DDF Borehole Drilling – May 1999
14. Village Based Consultative Inventories 1994 and 1999
15. Project Co-ordination Committee (PCC) meeting
16. Project Completion Report (IRWSS) – Phase 1
17. Project Completion Report up to December 1998 – Phase 2
18. UNICEF Progress Reports, September 1996, April 1997
19. IRWSS Phase Three Progress – 2 as at December 1999
20. Participatory Hygiene Education Report for Gwanda District (3<sup>rd</sup> Quarter 1996)
21. An Evaluation of the Impact of PHE in Halisupi Ward
22. Gwanda RDC IRWSS Programme Report
23. Gwanda IRWSSP – Primary Water Supplies
24. Water and Sanitation in the Communal Lands
25. Programme for PCC Meeting No. 5 Gwanda Robert Nestdale Memorial Project:  
Water, Sanitation and Hygiene Education
26. Project Coordination Committee (PCC) meeting No. 6. Gwanda Robert Nestdale  
Memorial Project Water, Sanitation and Hygiene Education
27. Gwanda RDC – IRWSS Phase Three Progress 2 – Report as at 30/11/99
28. Gwanda RDC – Project Completion Report (IRWSS) April 1996 – October 1998

29. Gwanda RDC – Project Completion Report (IRWSS) – January – December 1999
30. Gwanda District IRWSS Workshop on Planning and Management – July 1994
31. Gwanda IRWSSP – Achievements, Benefits and Justifications under Community Mobilisation and Training
32. Gwanda RDC – Project Proposal for the extension of period from 1998 – 1999 for IRWSSP
33. IRWSS Boreholes drilled in Gwanda District by DDF
34. Gwanda IRWSSP – End of year Review meeting
35. Robert Nestdale Memorial Project – Water and Sanitation Project in Gwanda District
36. ANCP annual Program Outline – Robert Nestdale Memorial Project (Phase 2) Water Supply, Sanitation and Hygiene Education – A proposal for funding consideration.
37. Robert Nestdale Memorial Project – Water and Sanitation Project in Gwanda District – Draft Project Completion Report

**APPENDIX 4: ATTENDANCE AT GWANDA WORKSHOP 14/09/2000**

<b>Name</b>	<b>Designation</b>	<b>Address</b>
V. Ntini	E.O Administration	GRDC
S. Mpofu	E.O Health	GRDC
Cllr Chademana	P.E H.T	D.M.O
M. Henderson	UNICEF	Harare
Mawunganidze	UNICEF	Harare
H. Ncube	Projects Officer	GRDC
T. Dube	Planafric	Bulawayo
Dr Gunby	Planafric	Bulawayo
R. Sibanda	C.E.O	GRDC
P. Moyo	D.A	Gwanda
K. Ndlovu	P.T.L	Gwanda
S.M Mhambi	Councillor	GRDC
M.T. Dube	Councillor	GRDC
J. Moyo	Councillor	GRDC
Ncube	Councillor	GRDC
L.M Chimankire	Local Government	Gwanda
I. Chadambura	S.F.O	Gwanda
S.N Dube	DDF	Gwanda
F.B. Dube	DDF	Gwanda
K.B. Sibanda	MNEAC	Gwanda
H. Mtubuki	E.H.O	Gwanda
B. Majaya	Monitoring and Evaluation Officer	NCU/NAC
G. Nhunhama	National Coordinator	NCU/NAC

## APPENDIX 5: TABLES

### TARGETS AND ACHIEVEMENTS BY COMPONENT

#### Community Mobilisation and Training:

##### Phase 1: 1995-1997

Activity	Project Target	Achieved	Balance
Village Leadership Training Workshops	6	6	0
Water Point Committee Training	100	369	+ 269
Water Point Committee Established	105	329	+ 224
Pre-siting meetings	135	238	+ 103
Village W & S Subcommittee Training	108	117	+ 9
Ward Contact Meetings	19	26	+ 7
Village Community Workers Training on PHE	164	169	+ 5
Extension Worker Training on Water & Sanitation	1	1	0
Post Borehole Siting Feedback	139	135	- 4
Land use planning: village scans	70 (38)	68 + 6	+ 2
Land use planning: ward scans	18	11	- 7

##### Phase 2: 1997-1998

Activity	Project Target	Achieved	Balance
Extension Worker/VCW Refresher Course	1 Workshop	1 Workshop	0
VWSSC/WPMC Training	110	50	- 60
WPC Established	60	224	+164
WPC Training	60	269	+209
Pre-siting Meetings	60	86	+ 26
Ward Contact Meetings	19	20	+ 1
Post Borehole Siting Feedback	60	60	0
Land use scans	18	4	- 14

### Phase 3: 1998-2000

Activity	Project Target	Achieved	Balance
Water Point Committee Established	60	60	0
Water Point Committee Training	60	68	+ 8
Village Water and Sanitation Subcommittee	60	53	- 7
Training	60	60	0
Pre-siting meetings	60	60	0
Post Borehole Siting Feedback	19	19	0
Ward Contact Meetings	1	1	0
Councillors Refresher Course	1	1	0
Extension Worker Training	-	10	+10
Look and Learn Tours	17	14	- 3
Land use scans	5	0	- 5
Extension worker training (land-use)	3	2	- 1
Ward Scans			

### Water Supply

#### 1995-1997

Activity	Project Target	Achieved	Balance
Well Deepening 1	17	29	+ 12
H/Pump Rehabilitation	95	95	0
Pump Mechanic Training	218	190 ( <i>35 ladies</i> )	228
Infiltration Dams 2	1	1	0
Borehole Siting	100	139	+39
Borehole Drilling	100	124 (19 dry)	+ 5
B/hole drilling self reliance	-	201	+201
B/hole other	-	50	+ 50
H/works Builder Training	19	48	+ 14
H/Works Construction	219	126	2 93
Hydrological Investigation	1	1	0

**Phase 2: 1997-1998**

<b>Activity</b>	<b>Project Target</b>	<b>Achieved</b>	<b>Balance</b>
Borehole Drilling	60	51 (8 dry)	9
Borehole Drilling (Self Reliance)		60	+60
Hand pump rehabilitation	50	54	+ 4
Headwork Construction	115	137	+22
Purchase CBM Tools	50	50	0
Village Pump Mechanic Training	216	220	+ 4
Engine Operators Training	32	27	2 5
Rehabilitation of Piped water scheme	1	1	0
Installation and Rehabilitation	62	60	- 2

**1998-2000**

<b>Activity</b>	<b>Project Target</b>	<b>Achieved</b>	<b>Balance</b>
Borehole Siting	60	60	0
Borehole Drilling	60	55	2 5
Hand Pump Replacement	62	62	0
Headwork construction	100	94	2 6
Piped Water Scheme	1	-	2 1
Borehole flushing and rehabilitation	50	35	-15
CBM tools	39	-	-39
Refresher W/shop for VPMs	10	5	2 5
Water harvesters (Mvuramanzi)	-	4	+ 4
Borehole Drilling Self Reliance	-	15	+15

## Hygiene Education and Sanitation

1995-1997

Activity	Project Target	Achieved	Balance
Household Blair Toilets	1 360	1 360	0
Hand Washing Facilities	1 360	1 360	0
School Squatholes	252	252	0
Latrine Builder Training	200	289	+ 89
Hygiene Education	1 000	1532	+532
School Hand Washing Facilities	58	36	22
Village Community Worker Training	164	169	+ 5
School Health Master Training	300	304	+ 4
EHT refresher courses	2	2	+ 70
Households Toilets (Mvuramanzi Trust)	633	244	-384
Health/Hygiene KAP Study	2	2	0
Family Shallow Wells (Mvuramanzi Trust)	-	58	+ 58
Household Blair (Self Reliance)	-	389	+389
Self Reliance H/Washing Facilities	-	134	+134
School Squathole Self Reliance	-	127	+127
School HWF Self Reliance	-	42	+ 42
E.U. School Squatholes	-	70	+ 70
LWF Household Toilets	79	63	16
Water Sampling	139	139	0

**Phase 2: 1997-199**

<b>Activity</b>	<b>Project Target</b>	<b>Achieved</b>	<b>Balance</b>
Household Latrines	720	574	-146
Hand Washing facilities	720	574	-146
School Squatholes	110	131	+ 21
Water Sampling	60	41	2 19
EHTs Review workshop	1	1	0
VCW PHE Reviews	8	6	2 2
Family well upgrading			
Latrine Builder Training	300	98	-202
Hygiene Education	50	38	2 12
Subsidised Blair Latrine (Mvuramanzi)	100	124	+ 24
School Squatholes (EU)	-	462	+ 462
Household Blair Latrines (Self reliance)	-	10	+ 10
Household HWF (Self Reliance)	-	93	+ 93
School squatholes (Self reliance)	-	50	+ 50
School HWF (Self reliance)	-	12	2 46
School Squatholes (Mvuramanzi)	-	12	- 66
Schools HWF (Mvuramanzi)	-	10	+ 10
Household Blair Latrines (Red Cross)	-	2	+ 2
Household HWF (Red Cross)	58	12	+ 12
School Squatholes (Kip Keino)	58	12	+ 12
Potracks wooden		12	+ 12
Cement Potracks		3 600	+ 3 600
Refuse Pits		62	+ 62
		11 400	+ 11 400

### Phase 3: 1998-2000

Activity	Target	Achieved	Balance
Water Sampling	60	38	- 22
Household Blair Toilets	750	555	- 195
Household Hand Washing Facilities	450	555	+ 105
School Squatholes	250	36	-214
School Hand Wash Facilities	12	2	- 10
Hygiene Education Sessions	150	188	+ 38
EHT's Hygiene Evaluation Training	1	1	0
EHT's PHE Evaluation Study Review	1	0	- 1
Latrine Builders Training	60	96	+ 36
Village Based Consultative Inventory update	117	117	0
Family Wells Upgrading	151	33	- 118
H/Holds latrines (MvuraManzi)	1 300	909	- 391
Hand washing facilities (MvuraManzi)	1 300	909	- 391
KAPB	1	0	- 1
School squatholes (MvuraManzi)	-	12	+ 12
H/Hold latrines (self Reliance)	-	181	+ 181
H/Hold HWF (self reliance)	-	193	+ 193
School squatholes (self reliance)	-	93	+ 93
Cement Potracks (self reliance)	-	306	+ 306
Refuse Disposal Pits	-	5 875	+ 5875
E.U. Funded Squatholes	-	12	+ 12
Kip Keino School Squatholes	-	17	+ 17

### Project Management and Co-ordination

#### Phase 1: 1995-1997

Activities under this component were not recorded in the same way as subsequent end-of-phase completion reports. Rather a generalised report was made of progress. The key features of that report were that the decentralised model of placing financial and vehicle control in the hands of the RDC had been a great success. The RDC's ability to handle the management of the project in an accountable and efficient way had encouraged Government Departments and NGOs to co-operate and co-ordinate in the project in a meaningful manner. It also led to additional resources being made available by other organisations to complement the project activities.

However, some problems were recognised in the communication between different agencies involved in the project and this led to some delays.

Mid-term and end-of-year reviews were held that proved effective in revealing problems and finding solutions.

The supportive role of the NCU and UNICEF was noted and the way these organisations supported workshops and for a to discuss problems and share ideas was highlighted.

**Phase 2: 1997-1998**

<b>Activity</b>	<b>Project Target</b>	<b>Achieved</b>	<b>Balance</b>
Refresher Workshop for Councillors	1	1	0
Monthly Meetings	6	7	+1
PCC Meeting	2	1	-1
Update Village Water and Sanitation Profiles	1	0	-1
Look and Learn Visit to Maphisa	1	0	-1

**Phase 3: 1998-2000**

<b>Activity</b>	<b>Project</b>	<b>Achieved</b>	<b>Balance</b>
Monthly Meetings	12	12	0
Look and Learn Visits	10	10	0
PCC Meeting	2	1	1
Councillors workshop	1	1	0