ZAMBIA/MONZE D-WASHE PROJECT
1997 EVALUATION REPORT

The following summarises an evaluation carried out by independent consultants in November 1997 of work undertaken in Zambia by WaterAid

By Eric Abitbol

- Evaluation Methodology
- Process and Progress
- Water and Technology
- Sanitation
- Hygiene Education
- Capacity-Building of Partners
- Organisational links
- Community Management
- Programme Management

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Evaluations Methodology
An evaluation of the WaterAid Monze D-WASHE (Water, Sanitation and Hygiene Education) project, as well as more limited evaluation of the Siavonga D-WASHE Committee and project, was carried out over two weeks from 28 October, 1997. The aim of the evaluation was to review work carried out so far and make recommendations for future activities and strategies.

The evaluation aimed to elicit expertise of the WaterAid Community Development Advisor and the Department of Health Environmental Health Technicians (EHTs) in evaluating and making recommendations for future strategies. Evaluators gathered qualitative data from discussions and interviews with these sources as well as with community members. They also conducted a half-day evaluation workshop with EHTs, noted observations in the field and reviewed training materials.

The evaluation team comprised Annie Mubanga, Team Leader, Freelance Consultant and Vicky Blagbrough from WaterAid, UK. The Evaluation was overseen by Sarah Gelpke, Evaluation Manager, WaterAid UK.

This summary evaluation focuses primarily on activities of the Monze D-WASHE while reserving a space under each heading to reflect the more limited evaluation of the Siavonga D-WASHE Committee and its work.

Process and Progress
WaterAid started working in Monze District in response to requests for involvement from the Monze Catholic Diocese and Chivuna Development Education Project in Southern Province during the 1992-93 drought. WaterAid later established a permanent Zambia Country Office in April 1994 in Monze. These two partnerships with church-based NGOs were not successful and have left issues still to be resolved.

The Ministry of Health is responsible for delivering all preventative and curative health services in Zambia. Under the National Health Reform, the Government shift has shifted its prioritisation from government-managed to community-managed facilities through the co-ordination of National, District and Village Water, Sanitation and Hygiene Education (WASHE) Committees.

The Government of Zambia has set up an Inter-Ministerial co-ordination body, the Programme Co-ordination Unit (PCU) to spearhead the initiative "Reorganisation of the Water Supply and Sanitation Sector." Three separate organisations have been established as an executive arm and in support of the PCU: the Water and Sanitation Development Group (WSDG); the Community Management and Monitoring Unit (CMMU); and the National WASHE Co-ordination and Training Team (N-WASHE).

In 1995, WaterAid began working with the Monze District WASHE Committees, the District Health Department and the District Water Department in a programme of hand-dug well and latrine construction, community mobilisation, hygiene education and capacity-building. WaterAid has been gradually shifting its emphasis and Monze D-WASHE project objectives from that of provision of water supplies to one of capacity-building and community mobilisation. In designing and implementing its project objectives, WaterAid has identified the District Health Office (DHO) as the most effective member of the Monze D-WASHE Committee with which to partner.

WaterAid revisited and reset its objectives for a number of reasons including drought, inconsistency of strategy and methodology of organisations undertaking similar and/or complementary strategies in the region, as well as internal factors within WaterAid. Despite setbacks, the evaluators fully endorsed the work undertaken by WaterAid thus far while making recommendations on how to further develop the southern Zambia project.
Siavonga District WASHE Committee

GTZ, a limited company owned by the German Government, has been working with Zambian counterpart organisations for 20 years with an emphasis on water supply, sanitation, health and rural development. The GTZ planning advisor to Siavonga was unfortunately killed in a car accident in 1997 and WaterAid has developed its role in the region since then. WaterAid's Country Representative spent approximately two days in Siavonga per fortnight from April to October 1997 but has now appointed a Resident Advisor to the Siavonga D-WASHE.

WaterAid has worked closely with the Siavonga D-WASHE and sees its role as advisory, assisting the Siavonga D-WASHE to develop specific work plans that co-ordinate the activities of the Ministry of Health (MoH) Environmental Health Technicians (EHTs). The EHTs, based at the Rural Health Clinics (RHCs), have the same functions as in Monze project. WaterAid's Resident Advisor sees his role as providing technical and managerial advice, training for district and sub-district staff, and assistance to the committee in its role of planning and co-ordinating WASHE activities.

Water and Technology

According to national statistics available in 1994, there was only one safe water-point for every 900 people in Monze whose population totalled 157,451. The majority of households with access to WaterAid wells are now clearly walking shorter distances to fetch water than before implementation.

In Monze, WaterAid is funding only one technological option, that of hand-dug wells with windlass and bucket. This has facilitated the achievement of expertise in their construction. WaterAid provides costly construction materials (cement, reinforcing bars, digging/lining equipment, specialist tools) enabling the poorest communities to construct wells. Three spare kits are available at the WaterAid office in case an extra is needed in any RHC area.

Since the project started, 8 wells were dug between April and November 1995, 20 during the 1996 seasons and a further 35 were expected to be completed by the end of 1997. While the project has been effective where implemented, at the time of the evaluation, the project was behind schedule with only 63 of the planned 150 wells having been completed. The project has been extended to compensate for the delays which have been due in part to hydrological factors as well as constraints caused by activities of other agencies working in the same area.

Siavonga

From November 1997 to October 1999, WaterAid intends to assist the Siavonga D-WASHE Committee to secure sustainable supplies of potable water to needy communities in the District. WaterAid also intends to facilitate the rehabilitation or construction of 8 improved dug wells and the construction of 250 latrines. It aims also to strengthen the capacity of Siavonga D-WASHE member agencies to implement community-based water supply, sanitation and hygiene education improvements in rural areas.

Recommendations

Towards improving the delivery of water and associated technical services in Monze and Siavonga, Zambia it is recommended that WaterAid:

- Promote a wider choice of water supply and sanitation technology. This may necessitate obtaining more accurate hydrological data than is currently available; and
- Re-examine its practice of not providing hand pumps to any hand-dug wells.

Sanitation

According to national statistics available in 1994, latrine coverage at the time was less than 12 percent in Monze and demand for latrines in the district was found to be high. Since WaterAid became involved in the district, more than 50 latrine builders have been trained and many are becoming active in their catchment areas. In the year of the evaluation, it was expected that 250 VIP latrines would be completed, with one EHT...
exceeding his annual target of 25 one-bag VIP’s. Households pay for the builder and his work.

The 'One Bag' VIP latrine achieves a high standard of latrine at a small capital cost. A typical construction charge for a whole latrine, including vent pipe and slab, is K5,000 (£2.40). Since only one model is being promoted, it has been easy to achieve expertise in its construction. Each latrine is owned by one household, reducing the risk of poor maintenance or misuse in the future. Latrine builders are paid by householders, thereby ensuring commitment to its construction and future use. The VIP latrine is culturally acceptable and popular.

The project also promotes the 'One Bag' VIP latrine in communities already having an adequate supply of safe water in addition to those with a V-WASHE committee, whether or not the communities have a well provided with WaterAid assistance. Costly latrine construction materials (cement, reinforcing, mesh, fly screening) are provided by WaterAid. Though the project continues to be effective, there remains the risk of the poorest families being excluded because of their inability to either pay the latrine builder and/or provide burnt bricks necessary for vent pipe construction.

Trained latrine builders are monitored by EHTs to ensure consistent quality of work. This has not prevented some untrained people from setting themselves up as 'illegal' latrine-builders in the area.

Due to the lack of baseline data, it remains impossible to assess the effects or impacts of the project and whether project activities have resulted in a reduction in the prevalence of water-related diseases. However, demand for the 'One Bag' VIP latrine appears high with those community members interviewed who stated clear health improvement reasons for using latrines.

**Recommendations**

Towards increasing access to improved sanitation, it is recommended that WaterAid:

- Re-examine its practice of promoting only VIP latrines to the exclusion of lower cost models;
- Support the D-WASHE Committee in designing and implementing a latrine promotion strategy which informs communities of the range of latrines available from different agencies, their advantages and disadvantages, and relative costs and benefits;
- Carry out a "willingness to pay" study in respect to latrine construction; and
- In collaboration with Monze DHO, provide trained latrine-builders with a 'qualification certificate' on successful completion of their first latrine.

**Hygiene Education**

Supported by WaterAid, EHTs have played a critical role in providing hygiene education workshops for local people. Building on their effectiveness, VHM training was recently introduced to the Monze D-WASHE project. Two potential health educators (female) together with the chairman of the V-WASHE (male) are selected from and by each community for training as VHMs after well construction has started in their village. By the time of the evaluation, 40 VHMs had been trained to assume voluntary and unpaid positions.

WaterAid's project in Monze District has made use of hygiene education materials produced by the National Government’s Community Management and Monitoring Unit (CMMU). The evaluation team became aware of the incidence of Schistosomiasis (bilharzia) in two of the RHC catchment areas and there was no hygiene education materials in respect to Schistosomiasis intervention available locally.

- **Siavonga**

Over the 2-year period (Nov 1997 to Oct 1999), WaterAid intends to facilitate the provision of basic hygiene education at all new and rehabilitated water points. This will include hygiene workshops for village water committees and training of VHMs by EHTs. Two health motivators are planned per village and at least one
will be a woman. It is anticipated that VHMs will do house to house follow-up on hygiene behaviour, thus forming the basis of a monitoring system to track behavioural changes.

**Recommendations**

Towards expanding the reach and effectiveness of health and hygiene education in Zambia, it is recommended that:

- WaterAid continue its dialogue with CMMU staff regarding collaborative changes and improvement to hygiene education materials;
- In collaboration with the DHO, WaterAid investigate the feasibility of incorporating Community Health Workers (CHWs) into the project's hygiene education activities (e.g. as support to VHMs); and
- WaterAid arrange for exchange visits of EHTs to other WaterAid programmes where hygiene education is more highly developed (e.g. Tanzania, Uganda).

**Capacity-Building of Partners**

**WASHE Committees**

**National WASHE (N-WASHE)**

N-WASHE was set up to promote WASHE country-wide and develop D-WASHE Committees through a series of participatory workshops and meetings. N-WASHE would conduct workshops and training for district-level facilitators who would in turn conduct training for extension staff and community groups. In reality, the N-WASHE have not received the resources, funds, and staff to implement these wide-ranging objectives. The low capacity at national level is reflected in the frustrated ability of D-WASHE committees to carry out their duties and contribute towards a national strategy.

However, N-WASHE training materials have been useful in hygiene education and community mobilisation. Training on policy formulation and how to establish a D-WASHE Committee has been less effective.

**Monze D-WASHE**

WaterAid has provided Monze D-WASHE committee members with administrative support and training in strategic planning. This has been developed in response to the critical need of WASHE committees resulting from a lack of adequate skills to ably manage and operate water supply schemes in the country. There is also inadequate institutional and logistical capacity to put in place effective maintenance, material supply and cost recovery systems to operate water supply schemes.

WaterAid has facilitated the development of a D-WASHE District Plan in early 1997, and has also designed a form to help the committee to assess applications for water points. WaterAid also services the Monze D-WASHE in some administrative functions.

**Siavonga D-WASHE**

In October 1997, WaterAid appointed a resident advisor to the Siavonga D-WASHE Committee. The advisor's role has been to provide technical and managerial advice, training for district and sub-district staff and assistance to the committee in its role of planning and co-ordinating WASHE activities.

WaterAid has held three workshops with the Siavonga D-WASHE Committee covering community mobilisation and participatory methods for baseline surveying, including village mapping and hygiene education. Several lessons learnt from the Monze D-WASHE project have been usefully applied to the Siavonga project.

Over the 2 year period (Nov 1997 to Oct 1999), WaterAid aims to assist the D-WASHE Committee in its role of planning and co-ordinating all rural water and sanitation services in the district. It intends to facilitate the training of village pump caretakers teams in 78 communities, the training of 10 area pump menders, 39 V-WASHE Committees and 78 VHMs.
**V-WASHE Committees**

Under the N-WASHE policy, villages are supposed to elect committees to manage water points and provide hygiene education to the community. Most communities have not formed V-WASHE committees because of the previous perception of water and sanitation services as being provided and maintained by the government. This has also resulted in a lack of understanding of, and skills in, community self-mobilisation. However, V-WASHE Committees have been formed in all WaterAid/DHO village projects.

The evaluators expressed concern that tasks expected of V-WASHE Committees are not explicitly stated. An assessment of V-WASHE capabilities or strategies introduced to meet the capacity-building needs of V-WASHE Committees have also not been made.

**Environmental Health Technicians (EHTs)**

The Ministry of Health has set up village Rural Health Clinics (RHCs) (14 in the Monze District) which are responsible for administering an 'Essential Health Care package' which includes a water and sanitation component. In late 1995, WaterAid started working with the Department of Health and has provided EHTs with 3 main forms of support: transport; technical/managerial advice; capacity-building, including well construction equipment and materials.

WaterAid Zambia has now provided basic maintenance training as well as a motorbike to each of 10 EHTs. The increased mobility has proved unanimously popular with DHO managers interviewed as well as the EHTs themselves. The capacity-building of EHTs has become the major component of this project. To this end, WaterAid Zambia has organised a number of training courses for EHTs in 1996 and 1997 aiming to meet the skills needs of EHTs implementing WaterAid's Monze D-WASHE project, as identified by WaterAid. Workshops have included "Review and Planning Workshop for EHTs"; "Latrine Construction"; "Introduction to Monze D-WASHE Project"; "Participatory Techniques for Hygiene Education"; and "Community Mobilisation and Planning".

The programme is confronted with a few challenges. In Monze D-WASHE, EHTs have expressed the opinion that they should be receiving additional allowances from WaterAid for what they describe as 'extra' work. Although WaterAid and the DHO have already jointly decided that the allowances provided are sufficient and extra payments would not be sustainable once WaterAid withdrew its support, the EHTs were not party to these discussions.

By the time of the evaluation, WaterAid had worked with 12 out of 14 RHC-based EHTs, providing support in the form of transport, technical advice and capacity-building. This has led to some reported feelings of resentment on the part of the 2 remaining RHC-based EHTs not included in the WaterAid project.

Still, the technical support and training was found to be of a very high standard and a valuable component of the WaterAid project. It is anticipated that this support will slowly reduce over time as EHTs become more practised and confident in their roles. WaterAid has also begun to look beyond the immediate needs of its own project to respond to some of the more holistic needs of EHTs and communities. Plans are currently underway for WaterAid to address these training needs which, in the opinion of the evaluation team, can only benefit all stakeholders. With appropriate support, EHTs would undoubtedly be capable of expanding their role. Were this to be considered, their other responsibilities as employees of the Department of Health must be taken into account.

**District Health Office (DHO)**

DHO staff have received valuable managerial, planning and technical advice from WaterAid.

**Village Health Monitors**

VHMs are evolving as an important component of the WaterAid project in Monze. Selected community members attend a 3-day workshop at the local RHC, organised and led by the EHT who is supported by other
EHT colleagues and WaterAid's Community Development Advisor. Each workshop is run for 15 participants (representing 5 communities) who become VHMs and covers these two general themes, links between water, sanitation and disease, and disease prevention.

EHTs use a number of hygiene education tools to facilitate discussion during these workshops, although copies of the materials are not currently available for VHMs to take away with them. These hygiene education 'tools' are produced by CMMU for use nationally and also WaterAid Uganda. The EHTs interviewed and/or observed working appeared comfortable using the materials with community groups and showed good understanding of their main purpose. The evaluation team consider that these tools could serve to facilitate a participatory baseline study should EHTs be equipped with the skills for doing so.

Because the workshops are a recent activity carried out by EHTs, their effect is difficult to assess as of yet. Still, the evaluation team believes that VHMs could be central to achieving sustained hygiene behaviour changes within their communities. They could also be a valuable data-gathering/monitoring resource if provided with the necessary skills. Since they are unpaid, it is important that WaterAid consider other possible motivating factors.

Recommendations
In an effort to contribute to partner and local community capacity-building, it is recommended that WaterAid:

- Continue targeting activities and support at decentralised district levels and support, where possible, innovations to improve a national support strategy, in recognition of the limitations in resources and capacity of the N-WASHE to implement a nation-wide programme;
- Carry-out a review of training needs with D-WASHE and continue to support D-WASHE with its strategic planning, programme management, community mobilisation and other functions;
- Carry-out skills needs assessment and appropriate training of V-WASHE Committee members in collaboration with DHO, in hygiene education, planning, budgeting, skills transfer, leadership, team-building and problem-solving;
- Capacity-building of the water point managers together with a sound introduction to the hygiene issues associated with water to take place before any action plans are made;
- Respond to community demands for effective participatory learning and action (PLA) sessions. PLA team members should receive training in appropriate techniques and methodologies, facilitating development of a baseline checklist for use in each community when carrying out PLA;
- Involve or at least inform EHTs of higher level decisions that affect their work;
- Provide full-time transport to the Senior EHT;
- Fully incorporate the 2 remaining RHC-based EHTs into the project;
- Arrange feedback sessions with EHTs on technical issues so that appropriate support can be provided;
- Assist other development agencies to identify and meet training needs of EHTs in Monze District;
- Provide additional skills training to the EHTs in the use of participatory tools for gathering baseline data on knowledge, attitudes, beliefs and practice;
- Ensure the evaluation of future training courses;
- Provide VHMs training information on disease transmission routes;
- Provide VHMs with 'attendance certificates' and hygiene education tools on successful completion of the 3-day training workshop;
- Arrange regular monitoring visits from EHTs and/or WaterAid staff to VHMs, when additional 'tools', advice and support can be provided; and
- Arrange for refresher training of VHMs every 6 months or so.

Organisational Links
In addition to collaborating with UNICEF and various Government Departments (Dept of Water Affairs, Dept of Agriculture, Dept of Works, Dept of Health, Dept of Community Development, Dept of Education,
Dept of Central Statistics), WaterAid and its efforts overlap with those of various NGOs. These include Africare, World Vision International (WVI), Japan International Co-operation Agency (JICA), Monze Diocese, Development Aid from People to People (DAPP), and Family Farms. The activities of various groups are largely uncoordinated in D-WASHE due to difficulties experienced by the Monze D-WASHE in carrying out its functions.

UNICEF is funding the construction of boreholes in the Southern Province and is also providing funding and some advice to the Monze D-WASHE. While there is some complementarity between UNICEF's work and that of WaterAid, there are also discrepancies that need to be considered more closely. UNICEF's community mobilisation involves Area Community Organisers (ACOs) and not EHTs, and so involves the establishment of a parallel system, unlike WaterAid’s.

WVI operates principally as a contractor for UNICEF in the region and follows UNICEF dictates on approach and implementation of its health, water and sanitation activities. WVI does not work closely with WaterAid.

JICA recently placed a full-time representative on the Monze D-WASHE, which has led to plans being drawn up to collaborate with WaterAid on community mobilisation in Namwala, Siavonga and Monze District projects.

Africare plans to construct 10 boreholes in 1997 and rehabilitate 12 in Monze District. Africare and WaterAid/DHO have little involvement with each others' activities.

Danish-based DAPP and WaterAid both provide pit latrine construction services. At present, WaterAid promotes a circular pit design whereas DAPP uses a square pit. This has caused some confusion in communities where both agencies are operating. DAPP has a very good network at the village level through its field workers. This gives them greater insight into the problems faced by communities, and helps facilitate community mobilisation and information dissemination.

- **Siavonga**
  JICA is working in this area, planning to drill 24 boreholes using commercial contractors for 1998. Support for community mobilisation and hygiene education around their boreholes will be provided by WaterAid.

**Recommendations**
Towards maximising the efforts of organisations working in the area, it is recommended that WaterAid:
- Develop efforts to support the D-WASHE Strategic Plan in collaboration and effective co-ordination with other development agencies in the area;
- Continue developing its working relationship with JICA, with particular reference to the role WaterAid can play in providing effective community planning and management skills for water point and sanitation service provision;
- Through its Country Representative, WaterAid liaise with the UNICEF Country Representative to discuss a complementary strategy for future water, hygiene education and sanitation activities. The discussion should also involve relevant government departments;
- Liaise with the Department of Community Development, Education and Central Statistics to investigate their capacity to be actively involved in promoting water, hygiene education and sanitation in schools and communities; and
- Continue to seek suitable local NGO/CBO partners, in addition to the Monze DHO.

**Community Management**
A system of work or "Project Cycle" was introduced by WaterAid's WASHE Programme Advisor and implemented by EHTs. This cycle covers needs assessment, planning, implementation and monitoring and
evaluation stages. The Project Cycle appears fully understood by the EHTs and has enabled them to plan their work in a consistent and structured manner.

All water point applications are channelled through the D-WASHE committee, thereby reinforcing its district coordinating role. Uniformity of assessment criteria has been achieved across district by EHTs applying the Monze D-WASHE Committee's "Guidelines for allocating new water points". Overall responsibility for enabling informed choices by communities rests with the D-WASHE Committee.

EHTs have facilitated the formation of Village-WASHE (V-WASHE) committees, judged to be very important for the successful implementation and sustainability of the project. In consultation with villagers and with the assistance of village headmen, V-WASHE Committees are elected by the communities, preferred sites are selected for well construction through participatory mapping, facilitated by EHTs and conducted with women's and men's groups separately. Contributions are then collected and an action plan is developed for construction. As such, whole communities are consulted together on key components of the water delivery system, its management and implementation. EHTs request that at least 50 percent of V-WASHE members be women.

Thus far, WaterAid has facilitated the development of V-WASHE committees only when a WaterAid assisted water supply is requested - not when promoting sanitation and hygiene education only. This has assumed that latrine construction and hygiene education would only be subsequent to the provision of a safe water supply - an assumption that did not foresee the needs of communities already having adequate, safe water provided by other agencies. It should also be noted that hygiene education workshops takes place rather late in the project cycle and have the appearance of being added to the project rather than being integral to it.

It is too early to assess the long-term effectiveness of the V-WASHE committees, particularly in the area of hygiene education, but the opinion of the evaluation team is that time and effort invested in V-WASHE committees now will reduce the amount of EHT and WaterAid input required later. Strong, co-ordinated V-WASHE committees would also prove better able to provide future support and motivation to the VHMs.

With respect to construction, communities dig their own wells using specialist digging equipment provided by WaterAid and issued by RHCs. Local well construction materials are provided by the community, leading to an increased sense of ownership and limiting overall project costs. EHTs supervise the construction process and well-lining thus assuring consistent quality. Construction of the well-head and surrounding apron, final disinfection and testing of the water is carried out by a WaterAid-trained well supervisor. Communities in the Monze D-WASHE project make their contribution to well construction costs both in kind and in cash, following accepted WaterAid practice. It may be that the level of cash contribution fixed by WaterAid has no basis in the communities' ability or willingness to pay, and has no clear relationship to the costs of the project.

Gender issues and management
As water and sanitation projects impact significantly on the lives of women and girls, it is of great importance that their concerns are considered early in project planning. This is not currently happening in the Monze D-WASHE project. At present there is no separate forum in which women can freely express their views regarding the project. It is not surprising that gender issues have received a low priority in this project given that all 6 WaterAid staff members are men, as are 13 of 14 RHC-based EHTs.

- Siavonga
WaterAid's methodology in participatory planning and management of the Siavonga initiative has built significantly on the efforts in Monze. To begin with, WaterAid was approached by the Siavonga D-WASHE to see if they could work together. Before WaterAid committed itself, the Country Representative spent time on fact-finding. WaterAid attended meetings, talked to Committee members, determined expectations and
what inputs D-WASHE were prepared to put into the project. The Committee as a whole was involved from inception and agreed on who was going to work closely with WaterAid and what the project’s priorities would be.

Roles and responsibilities of WaterAid and Siavonga D-WASHE have been spelled out in a written management agreement. Siavonga D-WASHE will be responsible for community mobilisation, site selection, monitoring, overseeing pump installation, training of village caretakers and pump menders, and ensuring the supply of spare parts for sale. In addition, the D-WASHE will collaborate with the Department of Agriculture to encourage communities to plant trees downstream of the drainage and investigate the possibility of gardens irrigated by pump run-off. It is anticipated that men and women will work together on vegetable production, intended to boost nutrition levels and generate extra income.

Recommendations
Towards long-term community management of projects, it is recommended that:

- WaterAid ensure that communities are more completely involved in planning, monitoring and evaluating project activities, especially at the community level;
- Improve the long-term strategic planning, monitoring and evaluation skills of DHO staff and draw up a partnership agreement with Monze DHO;
- WaterAid further assist Committee members to develop their capacity to co-ordinate the planning, evaluation and monitoring of the WASHE activities being undertaken by different development groups in the district;
- WaterAid support the D-WASHE Committee in designing and implementing an appropriate water point development strategy;
- Greater efforts are made to assess the capabilities and role of the V-WASHE committees towards the establishment of such committees in all villages worked in, including those possessing a previous water supply which was not provided by WaterAid;
- PLA teams include members of D-WASHE and V-WASHE Committee, as well as the DHO to ensure community participation in all stages of the project planning, implementation and monitoring process;
- A small number (e.g. 5 or 6) of appropriate indicators be selected based on outcomes of the PLA, with which to regularly monitor effect of the project;
- Draw up an annual planning framework in order to assess annual progress, the process of work, and its effects and impacts. Impact assessment should also distinguish impacts on women;
- WaterAid, together with DHO, Monze D-WASHE and V-WASHE representatives review and reassess cash contributions paid by communities for their water points;
- EHTs be provided with a detailed job description within 3 months, clarifying their roles and responsibilities together with the proportion of EHTs’ time different activities are expected to take;
- WaterAid address gender issues in all aspects of its work, specifically with respect to employment, training, community-based PLA activities, and generally with respect to opportunities for women to express themselves and work in areas currently dominated by men;
- Information to communities, clearly stating the relative advantages and disadvantages of alternative technologies needs to arise from the D-WASHE committee, as the co-ordinating body, not from its individual members or other agencies who may have a vested interest; and
- Consider recruiting additional staff to provide further support to partners for training, monitoring and PLA activities.

Programme Management
WaterAid has played a "valuable and necessary" role in mobilising required resources to curb the effects of droughts which have adversely affected the Southern Province of Zambia. WaterAid has a specific niche to fill in Zambia due to its emphasis on community development aspects of its projects. By acting only upon requests initiated by the communities, WaterAid is assured that the project is demand-led rather than service-led.
WaterAid's office in Zambia is based in Monze, which makes it difficult for WaterAid to access the Government of Zambia, thus limiting its influence on national policies, offering it a relatively low public profile and few opportunities for advocacy and publicity. The distance from Lusaka also increases postal and transport costs.

**Recommendations**

Towards more effective management of the Zambia programme, it is recommended that WaterAid:

- Continue considering the implications of National Health Reform in Zambia in designing and planning future programming;
- Plan to remain in Monze for three more years to further establish the programme and ensure that the good start they and their partners have made can be sustained in the future;
- Further develop its relationship with the Siavonga D-WASHE Committee.
- Expand its efforts to regions of Zambia other than Monze and Siavonga and collaborate with other agencies to ensure an integrated approach to D-WASHE activities;
- Build on its work and exploit the hygiene education, committee building and sanitation niche it has developed; and
- Consider moving its head office to Lusaka within the next 3 years while keeping a field office in Monze.