

External Evaluation
Zimbabwe Water, Sanitation and Hygiene Project: ‘A sustainable approach based on development of local management capacity’

Funded by ECHO

Wim Klaassen March 2011

Table of contents

Map Zimbabwe	3
Acronym	5
Executive Summary	6
1. Background information	15
1.1. ACF's aim and target areas	15
1.2. Main objectives of the project.....	15
1.3. Development of the project: the Zimbabwean context	15
1.4. Timeline of main events	17
2. Evaluation methodology	19
3. Impact	20
3.1. Achievements against overall and specific objectives and indicators	20
3.2. LFA amendment March 2010	24
3.3. Results and impact from improved access to water and sanitation and health and hygiene awareness	24
3.4. The additional value of the ACF approach.....	24
3.5. Reporting systems and indicators used to monitor and self-evaluate impact.....	27
3.6. Coverage under the amended LFA	27
4. Coherence of the different project components	30
4.1. Training for improved Capacity development and management.	30
4.2. Coherence within the project cycle.....	31
4.3. Coordination with other national bodies and policies, international agencies and i/NGOs... ..	32
4.4. Operational Strategy & context: Appropriateness/Relevance	33
4.5. The objectives, results, activities in relation with the needs assessment.	33
4.6. Appropriateness of the implementation approach in view of the objectives	34
5. Effectiveness of WASH operations	36
5.1. Planned action and those realized	36
5.2. Rationale and timeliness of adaptations throughout the project.....	36
5.3. Comments on project efficiency.....	37
5.4. Measures to improve cost efficiency	37
5.5. Quality assurance	38
5.6. Program output and beneficiary satisfaction	39
6. Sustainability	41
6.1. Technical sustainability	41
6.2. Financial sustainability	41
6.3. Organisational sustainability.....	41
6.4. Exit strategy and stakeholder preparation	42
6.5. Project monitoring BEKI	43
6.6. Financial and logistics monitoring and standard procedures (SOP)	43
7. Cross cutting issues	44
8. Conclusions and Related Recommendations	45

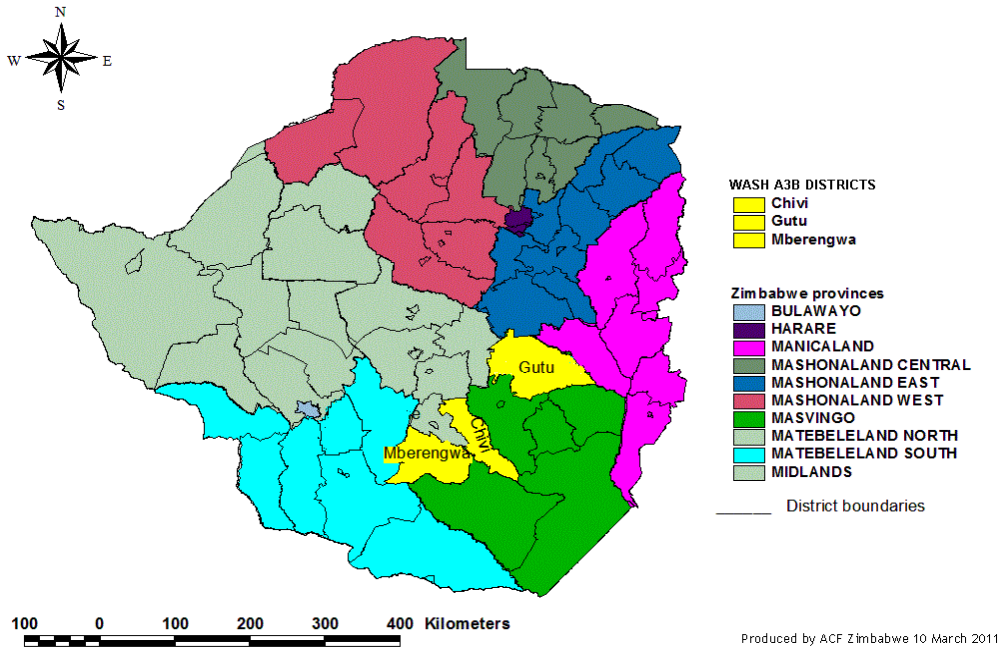
Image 1: Worksheet copied from MS Project (through MOOS Project viewer):	41
Table 1: Summary of the project achievements and ranking in accordance to DAC criteria	7
Table 2: Beneficiaries for Water supply	9
Table 3: Beneficiaries for Sanitation	9
Table 4: Overview of project activities	16
Table 5: Beneficiaries per ward/per water source	22
Table 6: Overview of training activities	31

Annexure:

Annex 1:	Mission/Work plan EC Water Facility A3B WASH evaluation
Annex 2:	Documents and resources
Annex 3:	Persons met during the mission
Annex 4:	Table of projects and beneficiaries as visited during the field trip
Annex 5:	Indicative assessment of costs of current A3B internal monitoring
Annex 6:	Summary of changes LFA dd. March 2010
Annex 7:	Key findings from KAP/PHHP/Water Quality monitoring
Annex 8:	Summary budget for dual evaluation of ACF WASH Projects in Zimbabwe
Annex 9:	Topics and issues for meeting with PM A3B, Masvingo, dd. 28-01-'11
Annex 10:	Topics and issues for discussion with ACF WASH Coordinator/AssWASH Co
Annex 11:	Appraisal Feedback WASH Co-ordinator
Annex 12:	PP Presentation Project Evaluation A3B Management & Executive 070211
Annex 13:	PP Presentation Project Evaluation A3B Programs 060211

Map of Zimbabwe

WASH A3B DISTRICTS OF OPERATION- MBERENGWA, GUTU AND CHIVI



Produced by ACF Zimbabwe 10 March 2011

Acronyms

ACF:	Action Contre la Faim
MoHCW:	Ministry of Health & Child Welfare
DDF:	District Development Fund
DA:	District Administrator
PWSSC:	Provincial Water Supply & Sanitation Sub Committee
DWSSC:	District Water Supply & Sanitation Sub Committee
NCU:	National Coordination Unit
RDC:	Rural District Council
RHC:	Rural Health Centre
AGRITEX:	Agricultural Research and Extension services
i/NGO:	international Non Governmental Organisation
EHT:	Environmental Health Technician
DEHO:	District Environmental Health Officer
PHHP:	Participatory Health & Hygiene Promotion
VPM:	Village Pump Mechanic
PM:	Pump Mechanic
PM:	Project Manager
WPC:	Water Point Committee
IGA:	Income Generating Activity
HH:	Household
MoU:	Memorandum of Understanding
WQO:	Water Quality Officer
CBO:	Community Based Officer
WT:	Water Technician
WS:	WASH Supervisor
SB:	Senior Builder
IGAO:	IGA Officer
WP:	Water Point
WARDCO:	Ward Development Committee
VIDCO:	Village Development Committee
NFIs:	Non Food Items
MYEC/MWA:	Ministry of Youth & Employment Creation/Ministry of Women's Affairs

Executive Summary

Evaluation of Zimbabwe Water, Sanitation and Hygiene project: A sustainable approach based on development of local management capacity.

A mission was fielded to evaluate the project, that started in September 2007, for duration of 3 years, that included a no-cost extension until 31/12/10, and activities concluded in February 2011. It was implemented in 25 wards in Midlands and Masvingo provinces, South Zimbabwe. The project comprises the following components: Water Supply, Sanitation, Capacity Building, Income Generating Projects (IGAs) and Water Quality Monitoring and Hygiene promotion.

Historical progression

To assess the project rightly one has to understand the conditions which prevailed in Zimbabwe during the implementation period and the consequences for the project implementation.

Over 2007-'08: The first year of the project saw a strong emphasis on stakeholder appraisal, technical assessment of the existing water points and sanitation infrastructure (over 800) and needs assessment. Preparations of MoUs with district authorities delayed the commencement of the activities in the field. Operational work did not commence in October 2007 as planned but only in January 2008 (3 months delay). The NGO field activity ban lasted 3 months but interrupted activities for around 6 months (including three months pre-election from March to May 2008 before the official ban). The response to a cholera outbreak utilized key program staff for up to 3 months, delaying the project activities.

Increasingly conditions normalised over 2009/'10. Internal discussion on technical issues reduced momentum with approx. 3-4 months. Regular project preparation and implementation was not consistently addressed due to short-term contracts for expatriate WASH coordinators with vacant periods up till 4 months.

The amendment of the LFA and budget including request for now cost extension became unavoidable due to a number of interrelated conditions, namely: devastating socio-economic conditions with uncontrolled inflation; confused coexistence of formal and informal exchange rates, leading to increased unit costs and budget shortfalls; incorrect calculations re beneficiaries and actual coverage (2006 data) as quoted in the initial proposal; delays in implementation built up from the onset of the project. (Lodged January 14, 2009 and formally approved on March 26, 2010)

A consequence of processing the amended budget was that no contracts based on it could be launched until the EC validated (May/June 2010). Operations were taken over from Mvuramansi Trust after a second cost extension request (nearly 100% of the original contract value) after ACF decided to terminate the contract with MT. ACF had to take on the activity themselves.

Contracts launched for new water points were relatively late, though of improved management of well sinking contracts and amendments to include 'wet-hole' installation, using geophysics for more accurate siting and to stipulating a larger number of teams to increase the rate of progress. ;

Delays occurred in the allocation of the Japanese embassy co-funding grant, and due to earmarking of funds for 'materials only'. This meant that contracts for drilling and pump installation only were signed in November 2010(!) – at the beginning of the rainy season leading to further delays of some weeks.

Project planning and log frame amendment.

Project implementation took place in the context of a serious economic downturn that was characterized by hyperinflation (which led ultimately to the demise of the national currency), profound shortages of materials and GoZ restrictions on NGO activities related to national instability around the 2008 elections. In view of budget management and procurement, this caused large increases in unit costs for items and services, unpredictable tender validity and uncertain availability upon procurement. These conditions have been detrimental and seriously limiting for sound project development and implementation.

Over the course of implementation in 2008-09, it became apparent that inaccurate beneficiary calculations had been entered in the log frame and that ACF had overestimated in terms of realistic objectives. Budget limitations and increased unit costs exacerbated the feasibility of the original design. Therefore, a modified LFA was submitted to and approved by EC, including granting of a no-cost extension to December 2010. The geographical coverage of access to safe water' was not affected but the total number of people served was reduced.

Table 1: Summary of the project achievements and ranking in accordance to DAC criteria

Criteria	Rating (1 low, 5 high)					Rationale
	1	2	3	4	5	
Impact				x		Strong positive impact on reduction of water related/born diseases frequencies and behavioural change through effective health education. Much improved access to water/sanitation at appropriate standards improved in communities, clinics and schools.
Sustainability			x			Strong CBM base and capacity development, considerable support by local stakeholders. Sound technology choices but observable early breakdowns of hand pumps. Masonry hand washing facility inappropriate.
Coherence			x			Well connected & integrated with local and national level stakeholders, internal coherence of project components well related and balanced;
Coverage		x				Geographical coverage not affected, numbers of beneficiaries reduced in amended LFA;
Relevance/Appropriateness				x		The problems of beneficiaries and stakeholders were well appraised/assessed. Needs assessed in participatory way and adequate. Capacity development approach and operations much in line with locally felt priorities.
Effectiveness			x			The (amended) results have been achieved to a large extend, some details not verifiable. Results have addressed effectively to the overall objective.
Efficiency		x				Due to (Zim) external and (ACF) internal conditions, time and means available have not always been managed efficiently. Measures could sometimes have been more proactive.

Identified best practice

Income Generating Activities to produce financial revenue for water point O&M is an interesting and promising innovation. The IGA is in most cases operated by the same committee who runs the water point. The activities can be multiple, including broilers or layers, pigs or goats while others had a bakery. The IGA groups showed in all cases profound ownership and interest to operate their activity for the benefit of the community but also as beginning entrepreneurs. The majority of the groups visited made profit in the first year. Several IGAs invested already in the maintenance or repair of the water point. In several interviews mention was made of other groups in the area now beginning to duplicate the IGA activities.

The IGA is yet to be regarded as a pilot in developmental stage, as several questions prevail in view of further development. Examples are the membership composition of the WPC/IGA, a trend of privatisation of the IGA while also financial and economic studies to ensure sustainability will have to be carried out.

IMPACT AND COVERAGE

Project delivery

The project has had positive impact on water and sanitation conditions in the project area:

Concerning Objectives:

Objective 1: to improve the living conditions of the remote rural populations (...)

Objective 2: to increase access to potable, affordable, properly used and stored, sustainable water and sanitation services (...)

Evaluation: The project has given considerable contribution to both objectives.

Concerning Result 1: (...) Community-based stakeholders (...) have the knowledge, technical and financial capacity to run/maintain water supply and sanitation systems and to promote hygienic knowledge, attitudes and practices.

Evaluation: Well-focused and extensive training has been carried out with all stakeholders regarding hygiene and health-related knowledge and practices as well as local management of water point O&M. Convincing improvements have been identified in health and hygiene behaviour. The broad based O&M training is likely to have a positive impact on water point functioning and sustainability.

Concerning Result 2: 78,100 people of the target area (...) have access to potable, sustainable and affordable water.

Evaluation: A profound improvement has been achieved by the project. When using the sector standards in Zimbabwe the calculated number of beneficiaries for water supply is as shown in the table below. The total is more than what was proposed (78 100), notably 79 750 persons. The project has limited monitoring data available which takes the actual numbers of beneficiaries on the ground into account.

Table 2: Beneficiaries for Water supply

activity	item	quantity of units	sector average: number of beneficiaries/unit	total direct beneficiaries
Existing water points	boreholes	139	250	34.750
	wells	97	125	12.125
New water points	boreholes	81	250	20.250
Construction/drilling	wells	91	125	11.375
	sand abstraction	5	250	1.250
Total water supply				

Concerning Result 3: 11,700 people (...) especially vulnerable households, pupils in schools and patients going to rural health centres have access to affordable and properly used sanitation facilities.

Evaluation: There is much evidence of achievement. When using general sector figures the calculated number of beneficiaries with access to improved sanitation facilities would amount to 11 730 as shown on the table below this section. The project has limited monitoring data available which takes the actual numbers of beneficiaries on the ground into account.

Table 3: Beneficiaries for Sanitation

activity	quantity of units	sector average: number of beneficiaries/unit	total direct beneficiaries
Construction of House Hold Latrines	227	10	2.270
Construction of Institutional Latrines	473	20	9.460
Total for sanitation			11.730

Concerning Result 4: 141,503 people (minimum) demonstrate safe hygiene behaviours and increase their knowledge regarding the prevention of water, sanitation and hygiene-related diseases.

Evaluation: According to internal (PHHP) reporting and KAP studies, this has been achieved.

COHERENCE

On basis of previous experience prior to 2008 and through their articulation by communities via stakeholder appraisals, need assessments, PRAs the different project components – Water Supply, Sanitation, Capacity Building, IGAs and Water Quality Monitoring – were coherent and well chosen, where reinforcing each other and did address urgent the needs. There was a sound balance in the approach between water-quantity and water-quality, the balancing of water supply and sanitation has been effective.

The following issues prevail in view of coherence:

- Community Based Management and ownership: The strategy of community-based management, operationalised by local stakeholder capacity development, has had positive results. The project has met with full support and acceptance from all stakeholders and a high degree of ownership was expressed and shown.
- Complementarity of water point development and food security gardens: The linkage of WASH with the Food security program (USAID) has certainly created added value for both – in terms of increasing quality of life, upgrading of local diet and accruing income from sales of products.

- Income Generating Activities (IGA) in support of water point O&M: The IGA initiative to produce financial revenue for water point O&M deserves praise. Further development and strengthening is required, however.
- ACF has coordinated well at local and national government level, and has played an active, enterprising role in networking and coordinating stakeholders at provincial and national level. WASH Strategic Advisory Group (SAG) and the Technical Task Force dealing with national policy matters and high level technical vision development are examples where ACF staff have contributed with their expertise;
- A number of pilot schemes have been implemented: Elephant pump installation, C-type Bush pump installation, construction of sand abstraction, establishment of IGAs, pilots which were certainly appropriate for the sector, but altogether they overburdened project implementation and did not yield pilot information.

RELEVANCE/APPROPRIATENESS

With reference to previous comments it is noted that the implementation strategy does follow the provincial and local administrative lines through to community level. Stakeholder appraisal, needs assessment and prioritisation was a joint exercise leading to MoUs for agreement and understanding. The approach aiming at CB management has certainly been well implemented.

Indeed, the PRAs and technical assessment – although too widely and voluminously implemented – were properly designed for a water, sanitation and environmental health interventions project. From discussions with users and local and district leaders, the strategy of the intervention – CBM, IGA and linkage with food security – was well understood and appreciated.

EFFECTIVENESS

Major reprogramming since December 2009 has been important and useful but done late. It did bring better balance between comprehensive project tasks and the implementing capacity of ACF in a very constrained and volatile environment. The reprogramming intervention was driven by budgetary considerations – and did not at the same time strengthen the operation or the administrative capacity of the organization – it did actually add new delays of around 3 months to the already disrupted project timeline.

Areas which should have been included: development of a critical path for implementation linked to using project management/administration software, establishment of monitoring capacity and reporting efficiency, cutting back on the 5 pilot projects which were implemented without a specific approach and monitoring. Due to the time stress in the final year of implementation – the need to implement 50 IGAs, boreholes and water wells alongside the required CBM activities contributing to delays which continued beyond the no-cost extension – the community-based approach suffered.

Reference is also made to: Impact and Coverage, above.

Contract management of partners and contractors has steadily improved. By the completion of the project a number of competent and reliable partners and contractors had been identified. Contracts were improved so that they were based on results (wet-holes clause) rather than on activity and spending. Partners/Contractors who performed well include Dabane Trust, Pump AID Zimbabwe, Agua Projects, Marblelite Contractors and Tandamanzi Drilling and Ground Water Development consultancy (GWDC). Cooperation with government departments, e.g. MoH, DDF developed well regarding training as well as technical assignments.

EFFICIENCY

Improved project efficiency would result from better planned field operations and ensuring that other –emergency- operations do not affect the main flow of work in the developmental WASH program as it did in the current program. Less day-to-day planning but application of project planning and management software (MS-Project or similar) would improve operational and administrative efficiency. Measures to improve the functioning of the M&E activity would also strengthen efficiency through feed back and feed forward.

The Logistics department moves towards professionalizing itself, developing systems and procedures and applying them too the benefit of the whole organisation. Coordinators and their managers are advised to describe their professional domains well and to agree on modes of and procedures of communications to let –both- departments reinforce each other. Furthermore inventory of standard operation procedures as far as they exist, especially as practices are often internalised to be transformed into explicit SOPs with periodic review.

Within the project administration, there is information on unit costs or the make-up of actual costs per unit but is not used optimally. Individual activities, which make up for the unit costs, are not systematically costed and monitored against market prices. Activity-based costing is recommended in order to optimise operational processes and determine direct and indirect costs.

Notwithstanding the successful operations of ACF it is recommended that partners, such as MoH and DDF could be contracted more while ACF assumes increasingly a managerial and admin role.

Contract management has already improved but should continue to be given utmost attention, e.g. more decisive contract management of the drilling contract with delayed the project in December 2010.

Concerning Quality assurance it is a strengths that each district team has a WASH Technical Supervisor to overview ongoing fieldwork, who reports to the Deputy Program Manager. Work is organised on basis of weekly planning and related reports of the previous week in one format. The design and technical standards of the water points and the latrines observed are good, it is recommended that the project follows up to early break downs for understanding the factors of success and failure regarding sustainability.

Other matters regards quality includes the question whether all hand washing facilities at schools have been constructed as planned. It should not be continued with in the current design as it is expensive and inappropriate. A more suitable technology choice would be, for instance, the Tippy Tap.

SUSTAINABILITY

Technical sustainability

Generally technology choices for the water points is appropriate, subject to the comments regarding the rope and washer pump (elephant pump) and the sand extraction. Strengthening of DDF involvement and equipping the district workshops with a set of tools and implements in order to provide training to the technicians on approaches and techniques for support of the local Pump minders.

Water point database

It is recommended to further communication with PRP (Protracted Relief Program) to facilitate uploading of CF WASH database information and in future be directly linked to a national level.

Financial sustainability

The project strategy to enable the WPC to develop IGA projects to cover O&M costs is most likely an appropriate extension of the capacity of the communities to fund the cost of the water point: the capacity of the IGA groups should not be underestimated is to be derived from the fact that all of the 9 IGA projects visited did have positive financial results, although in varying degrees. The financial and economical bedding of the IGAs needs to be studied and clarified as need risks and opportunities of privatization and withdrawal from committees' responsibilities as a support agent for O&M need to be discussed.

Organisational sustainability

For reasons of organisational sustainability it is recommended that ACF study the factors that determine success and failure. This would help to identify potential threats and risk factors in future programs and address these in the project design phase. This is in particular relevant as a trend is observed that the IGA develops under a different committee than the water committee. It is recommended to evaluate in the near future whether the capacity that has been instilled in stakeholders is kept active and utilised by, for instance, Village Mechanics, Caretakers, village VHWS, Health and Hygiene clubs, the Health and Hygiene Technician in the District office, Water point committees and IGA committees.

The linkage of water points development to IGA development and Food Security gardening is most likely the right choice to strengthen organisational – and financial – sustainability. The choice of gardening as IGA project should be encouraged. An observation from the field visits is that both IGAs and gardening suffer from discontinuity – a slowing down during the early rainy season, when labour is short in most rural families due to the work in the fields. This is a threat to sustainability.

It is suggested to develop a sense of competitiveness between the wards by supporting competitions about who is best in developing IGAs or Food gardens, in cooperation with radio and newspapers. This would create visibility for achievements.

Exit strategy and stakeholder preparation

The objectives of the project have a strong focus on capacity development of the stakeholders with the ultimate aim to operate the projects without direct involvement of ACF. This enables ACF to move out and to hand over to stakeholders. Such exit strategy of ACF is however not explicitly worded in the project proposal. This should be done, especially as there are a number of tasks now carried out by ACF – coaching, capacity development, problem solving – which will be phased over while it is may be questionable whether local government will be able to implement these tasks.

MONITORING

From the onset of the project monitoring has been regarded as an important support activity for project management and executive management. For the M&E unit in order to fulfil its tasks, consultative workshops for standardization of the M&E tools, guidelines and structure were held (a.o. September 2010). Within the project, two M&E Officers are embedded and responsible for monitoring using agreed procedures. The M&E officers report to the Program manager and the M&E Advisor. The Harare M&E Advisor is autonomous and provides for an independent 'outside eye' for all projects. This 'formula' may need review as M&E staff face dual loyalties which may limit effectiveness of all involved and the M&E Advisor is not assured access to the monitoring process.

Validation of the outcome of the September 2010 workshop endeavours was delayed and the position of the unit in the organisation – and its relationship with projects and managing staff at all levels that it was supposed to serve – became uncertain. The position, the mandate and the authority of the unit to function as an -internal and independent- monitoring instrument for the departments became the subject of dispute and is still unresolved. It is urgent for ACF to decide on future monitoring capacity and structure.

The tools of the M&E unit are statistical data analysis (Sphinx survey/SPSS) without specific monitoring software. Operational reporting is through filling monthly Activity Progress Reports (APRs) with a synthesis and the Budget Follow Up (BFU) form for financial reporting, both global ACF tools. These are globally used by ACF and effective for their purpose. For the tasks of project management and coordination the APR/BFU are not adequate.

Strengthening of M&E in ACF: steps forward from organisational development perspective

The way forward in view to revitalizing the functions of the M&E unit would possibly be:

- i) to carry out an appreciative enquiry which identifies factors that underpin best M&E performance;
- ii) to look ahead and create vision on what to expect from Monitoring new-style in ACF;
- iii) how is the ACF-Zimbabwe program portfolio envisioned to shape up;
- iv) to discuss and agree on a structural and functional modality for M&E;
- v) express route for valuation and commitment (M&E' structural position and functionality);

In future endeavours to develop the M&E unit, it is important that the M&E procedure harmonises with the APR/BFU.

CROSS-CUTTING ISSUES

Gender

The needs assessment did have a strong community focus and a lesser gender focus, not to be expected being related to health and hygiene. Interestingly at project level, gender is mainstreamed very well in water point and the IGA committees. The VHW are always female and the VHHC is all female too, although not with a large membership.

In school sanitation gender is very relevant as teenage girls belong to a vulnerable group that requires attention. The team is predominantly male despite a strong female PM. Explicit gender policy is suggested, both in the organisation as well as in programs.

Women constructing a water point at Mashawi village, Chivi, ward 4



HIV/AIDS mainstreaming Amongst the beneficiaries, poverty and HIV/AIDS status are criteria for assistance by provision of household latrines and the project has been a great support to those served. The number of latrines is however limited (227) to make significant impact. A stronger profile on this target group is recommended for future programs.

Environment

There is no explicit environmental component in the project. Future projects could possibly include –deep- ground water conservation, construction of life-fences in order to conserve vegetation, et cetera.

1. Background information

1.1. ACF's aim and target areas

In this program ACF aimed at improving the living conditions of the remote rural populations through the achievement of the specific MDGs and WSSD targets on water and sanitation and through a sustainable control and prevention of the water, hygiene and sanitation related diseases. The project was supported by a specific objective of increasing access to potable, affordable, properly used and stored, sustainable water and sanitation services for rural vulnerable through the reinforcement of a local network of community based stakeholders.

The organization had been involved with emergency water and sanitation development in Zimbabwe since 2002 and saw long term water and sanitation development as consistent with its mandate for emergency assistance. In June 2006, it was proposed to implement the project in the following target areas:

- Masvingo province: Mberengwa district, Wards 10, 11, 14, 18, 23, 24, 25, 31, 33
- Midlands South province: Chivi North district, Wards 2, 4, 12, 18, 20
- Midlands South province: Gutu district, Wards 5, 8, 10, 21, 22, 23, 24, 27, 30, 32, 35, 36

The initially proposed and approved project duration was 36 months, with completion by September 31, 2010. A 3-month no-cost extension was granted by EC (letter dated March 26, 2010) and the project was complete in February 2011.

1.2. Main objectives of the project

After the project was approved in September 2007 in 2009 it became clear that the initially approved Logical Framework Analysis could not be fully implemented. Due to the economic crises in Zimbabwe with high inflation the budget became insufficient due to large increases in unit costs for certain items and services, unpredictable tender validity and uncertain availability upon procurement. Increasingly it had become apparent that inaccurate figures were entered in the log frame, especially numbers of consumers for each of the water source types (boreholes, deep wells and shallow wells) were not correct and data and information provided in 2006 by different government sources were found inaccurate. Guided by comments and recommendation in the ROM reports, October 2009) and after intensive re-planning sessions with consult of the district authorities, a modified LFA was extended to EC on January 14, 2010, replacing the initial log frame which was no longer viable to lead the implementation process under the than prevailing conditions. The changes – which were approved by EC in March 2010 – are summarized in section 3.1.2.

Although the above argument does hold sway, it is also noted that the initial log frame was highly ambitious – for instance, the intention to increase coverage from 40% to 100% and that the backlog of Sanitation coverage at vulnerable homes would be eradicated by the end of the project. While this shows an underestimation (by ACF) of the gravity of such a task, it is also surprising that the donor at the time of approval essentially concurred with the planning. Clearly the set of objectives as approved by EC in March 2010 are realistic – and indeed, under a no-cost extension arrangement, have been achieved by February 2011.

1.3. Development of the project: the Zimbabwean context

The project area is located in the Masvingo and Midlands provinces and implemented from the ACF Masvingo field office and coordinated from ACF Harare. The provinces, which lie in region 4, are dry and have limited water and sanitation coverage compared to other provinces. The project's timeline shows a number of unique features that need to be taken into account in order to understand the conditions under which ACF implemented it. Upon project commencement (September 2007), an intensive process of needs assessment was

carried out and the project components implemented. Increasingly, however, the tremendous economic crisis in Zimbabwe was unfolding, leading to uncontrolled price increases, shortages of project materials and fuel scarcity – mostly unavailable or only purchasable from a coupon book which was to be procured abroad. The inflation was unprecedented, with a rate in the tens of thousands percent per month. Quotations for materials to be procured were often essentially symbolic – most often they were only valid on the day of quotation and had lost validity the next day. Daily and social life had lost their regularity and predictability, major societal stress was prevalent, public services had virtually come to a standstill and large numbers of Zimbabweans were leaving the country, accelerating the ‘brain drain’.

The 2009 elections added considerably to the stress, leading to a paralysis in most quarters of society. In the pre-election period during the first half of 2008 insecurity prevailed and for as long as 4 months only minimal project activities could be implemented. Post-election, the GoZ called for a 2-3 month period during which NGOs could not implement projects and serious delays built up. In the course of 2009, foreign currencies began to play an increasing role in the Zimbabwean economy and after its formal dollarisation the economy did show improvement over 2009; however prices were mostly higher relative to the years before. Economic stabilization continued into 2010 although cost levels remained high in comparison to neighbouring countries. Most of these conditions were unforeseeable in 2007 during the formulation stage of the project – and entirely beyond control of the implementing NGOs in Zimbabwe, or indeed of ACF for that matter.

Project development: achievements in view of the overall objective

The project comprises 5 components: local institutions and users capacity building (PHHP); sustainable water supply; sanitation development; income-generating activities (IGA); and water quality monitoring. Four pilot projects were integrated with the project: Income Generating Projects to support water point O&M, installation of C-type Bush pump, Sand abstraction and installation of elephant pump. The following activities have been implemented to contribute to the overall objective and achieve the results of the project:

Table 4: Overview of project activities

WASH and PHHP/CBM activities carried out	Units	
CBM Training (WPC & VPMs)	session	612
Community Leadership Training	session	818
PHHP Training of Village Workers	session	1.032
PHHP Training of Health & Hygiene Clubs	session	1.025
PHHP Training of School Health Masters	session	111
MoH Training	session	26
IGA Implementation	group	100
Local craftsman training (DDF)	person	9
Development of water and sanitation infrastructure		
Rehabilitation of existing water points	water point	236
Drilling of new boreholes	bore hole	81
Digging of new wells	wells	91
Construction of latrines in Schools & RHC	latrine	473
Construction of house hold latrines	latrine	227
Monitoring and data collection		
KAP surveys	survey	2
PHHP & CBM Monitoring	survey	2
Water quality monitoring (household level samples)	sample	3.198
Water quality monitoring (water points samples)	sample	413

1.4. Timeline of main events

To assess the project rightly one has to understand the conditions which prevailed in Zimbabwe during the implementation period and the consequences for the project implementation. This section highlights the main events which impinged most prominently on the project development.

Over 2007-'08

- ⇒ The first year of the project saw a strong emphasis on technical assessment of the existing water points and sanitation infrastructure. Relations were established with local authorities and ward and community leaders. Lengthy processes to draft and agree on MoUs with district authorities, which are seen as a requirement, delayed the commencement of the activities in the field. Mberengwa and Chivi districts were complete by mid-December 2007, Gutu district by early January. Operational work did not commence in October 2007 as planned but only in January 2008 (3 months delay);
- ⇒ Detailed technical assessments, stakeholder assessment and community consultation were carried out on water and sanitation points (over 800) and stakeholder/community meetings were conducted. The intention was to ensure CBM and optimize BoQ as the procurement had not been done on such a scale. The scale of the program plus the political situation at the time made this a long process;
- ⇒ The NGO field activity ban lasted 3 months but interrupted activities for around 6 months (including three months pre-election from March to May 2008 before the official ban);
- ⇒ ACF response to a cholera outbreak (in the interim period before ACF established its emergency unit) utilized key program staff for up to 3 months, delaying the project activities.

Over 2009-'10

- ⇒ Internal discussion, dilemma and stalemate in ACF (HQ and field) over whether to fit Elephant pumps to domestic wells (not in proposal) or to abandon the pumps, following an National Coordination Unit (NCU) letter stating that elephant pumps cannot be used for community use. After a meeting with NCU (November 2009) the technology was piloted. Delay: approx. 3-4 months;
- ⇒ Delay also in regular project preparation and implementation, compounded by need to address and resolve the above and irregularity in project coordination due to short-term contracts for expatriate WASH coordinators with vacant periods up till 4 months. During the project life span the project was coordinated by 3 expatriate WASH coordinators;
- ⇒ Internal procurement generated delays of up to 6 months for materials (procurement held up at Harare level for items such as cement for latrine construction);
- ⇒ The amendment of the LFA and budget became unavoidable due to a number of interrelated conditions, namely: devastating socio-economic conditions with uncontrolled inflation; confused coexistence of formal and informal exchange rates, leading to increased unit costs and budget shortfalls; incorrect calculations re beneficiaries and actual coverage (2006 data) as quoted in the initial proposal; delays in implementation built up from the onset of the project;
- ⇒ A request for amendment of the LFA and budget and a no-cost extension was lodged on January 14, 2009 and, after verbal acceptance by EC, formally approved on March 26, 2010. It reduced coverage and beneficiary targets, based on reduced number of water points;
- ⇒ A consequence of processing the amended budget was that no contracts based on it could be launched until the EC validated (e.g. the tenders for wells and boreholes);

- ⇒ International and national tender processes for borehole and well sub-contracting added time; contracts were not signed until May/June 2010;
- ⇒ Mvuramanzi Trust (MT), responsible for latrine construction, received a cost extension on the partnership works – covering the 3-month delay they incurred waiting for ACF to deliver cement – and a time extension to December 2009. In January, with 93% of the budget used, there had been 43% achievement. A further cost extension request (nearly 100% of the original contract value) was not approved and ACF decided to terminate the contract with MT. ACF had to take on the activity them selves;
- ⇒ Contracts launched for new water points were relatively late and ambitious, particularly in regard to the wells. Slow progress led to improved management of well sinking contract and amendments to include ‘wet-hole’ installation, using geophysics for more accurate siting and to stipulating a larger number of teams to increase the rate of progress;
- ⇒ Delays occurred in the allocation of the Japanese embassy co-funding grant, and due to earmarking of funds for ‘materials only’. By the time the grant was received, the hand-pumps had already had to be procured, and the original borehole contractor was not keen to take on more holes. Therefore the scope of the original proposal for the Japanese grant (US\$100,000) changed. A request to change the funding to finance only 8 boreholes (at higher unit cost using a new contractor, Gansu) and to replace bush pumps with rope and washer pumps, led to a bureaucratic process. ACF had to assume the financial risk of non-eligibility of these items if audited, and eventually agreed to back it. This meant the MoU with Pump Aid (elephant pumps installation) were only signed in November 2010(!) – at the beginning of the rainy season;
- ⇒ The drilling contract for construction of the remaining boreholes (8) was established with delay in November and due to poor contractor performance (delays in getting to the field during December prior to the early January rains, refusal to carry out works during Christmas break while ACF staff was held operational, no geophysical survey capacity, poor communication and coordination with the field staff and Masvingo office) the drilling contractor delayed completion beyond the NCA.

Peak hours at the village water point!!



2. Evaluation methodology

The methodology consisted of document study prior to departure and upon arrival subsequent rounds of discussions with WASH staff in Harare, Masvingo and the field. In Harare, the EC was visited as well as National Action Committee (NAC) staff. Several interviews with ACF coordinator and managers were held as required. In Masvingo and Central provinces, fieldwork was carried out. 36 sites were visited – in the three districts, Mberengwa, Chivi and Gutu – and users who were benefiting from the water, sanitation and IGA projects as well as committee members were interviewed (annex 3). Prior to meeting with the communities, the offices of the DA and the Rural Councils were visited and, in Mberengwa the CIO was met with in view of wards and projects visits. Due to heavy rains, access in Mberengwa was restricted: a number of projects could not be visited as roads were impassable, others could not be reached by car and sometimes distances to the projects had to be travelled on foot.

The projects selected and visited are not a statistically representative sample due to the impossibility of covering three districts fully within the available time. The places selected for visits were along passable roads, especially relevant in Mberengwa, and included the spectrum of projects (new and rehab boreholes and wells, different types of pumps, latrine construction at several schools, different types of IGAs etc.) At virtually all project sites visited, contact was made with the committee members, users and also with the Ward Councillor or Headman.

The document study has been an important element for the evaluator to obtain the required information. It appeared that there is a tremendous amount of information within ACF – resulting from its long and profound fieldwork – but it is located in different computers with different persons, making it difficult to get comprehensive overviews, databases etc. Although there was every willingness by the project to make information available, most often it was rather untagged, unstructured and difficult to get an overview from. Hence, the recommendation to provide for adequate management information systems, inclusive of monitoring.

Findings and discussion

3. Impact

The impact of the project has been looked at in line with the results in the log frame. However, as the project was in the final stages of completion during the evaluation it is also fair to note that this impact short term and that for the longer term only the potential impact can be formulated. The potential impact, although not yet achieved at present, is an important parameter as this is decisive for sustainability of the project.

3.1. Achievements against overall and specific objectives and indicators

This section provides comments on the achievements assessed in view of impact from the overall objective, specific objectives, results and indicators. The assessment has been carried out on basis of reports, discussions with staff, beneficiaries, local government and field visits. To a large extent the targets from the revised LFA have been met as formulated in the objectives and results below.

There was, however, a considerable constraint in the evaluation process in that, despite the reporting schedule and routine in the program Activity Progress Reports (APR) and Budget Follow Up sheets there is a lack of systematic M&E procedures and related information in the program. This implies that the generally accepted evaluation approach – to first evaluate the M&E procedure itself and subsequently the monitoring information– could not be applied. The large narrative volume of APR reports and related syntheses documents could not all be read. Due to this it has been difficult to verify the information beyond the contents of the midterm evaluations and draft final reports and a limited number of APRs.

Overall objective

The Overall Objective of the project is: *to improve the living conditions of the remote rural populations through the achievement of the specific MDGs and WSSD targets on water and sanitation and through a sustainable control and prevention of the water, hygiene and sanitation related diseases.*

The overall objective is contributed to by achieving 4 categories of Results:

Result 1: The following list of community based stakeholders: Water point committee, Pump minder, Village pump mechanic, Craftsperson, Village health worker, Health and Hygiene club and Teacher have the knowledge, technical and financial capacity to run/maintain water supply and sanitation systems and to promote hygienic knowledge, attitudes and practices.

Result 2: 130,200 people of the target area including vulnerable households, pupils in schools and patients going to rural health centres, have access to potable, sustainable and affordable water.

Result 3: 11,700 people of the target area especially for the vulnerable households and for pupils in schools and patients going to rural health centres have access to affordable and properly used sanitation facilities.

Result 4: 141,503 people (minimum) demonstrate safe hygiene behaviours and increase their knowledge in the prevention of water, sanitation and hygiene related diseases.

Below the achievement towards these Results is reflected upon using the indicators. This was done on basis of data and information obtained from reports, discussions and field visits. Where the evaluator was of the opinion that the indicators did reflect the reality the expression 'confirmative' is used. Otherwise a comment has been added.

In view of the overall objective it is confirmed that:

1. The living conditions of 198.289 indirect beneficiaries have improved. Water coverage in average has been increased to 60% water the project;
2. The KAP and PHHP data, taken into account comments made in section 3.1.3 about the need to benchmark with other NGO projects, are supporting strong reduction in diarrhoeal related diseases and scabies in all districts with 2008 & 2009 while epidemiological data show positive trends;
3. Sanitation services for rural vulnerable families 227 latrines for HIV/AIDS affected, poverty stricken families and child headed families- have been made available with support of the community based stakeholders;
4. Community based stakeholders were established or revitalised and trained so as to improve management of water & sanitation services. This includes Village Health workers, Health & Hygiene Clubs, Village Pump Mechanics, Pump Minders & Local Builders.

It should be noted that the information at file on VHHCs does not provide insight into the membership of women at village level, as members are not registered in the project. Only those trained are registered. Women meet on weekly or bi-weekly basis and discuss health related issues most often jointly with the VHW.

Result 1: *The following list of community based stakeholders: Water point committee, Pump minder, Village pump mechanic, Craftsperson, Village health worker, Health and Hygiene club and Teacher have the knowledge, technical and financial capacity to run/maintain water supply and sanitation systems and to promote hygienic knowledge, attitudes and practices.*

Comments:

- i) Confirmative in view of the targeted community based stakeholders (Water point committee, Pump minder, Village pump mechanic, Craftsperson, Village health worker, Health and Hygiene club and Teacher) were reached and participated in the program;
- ii) Confirmative regards the percentage stakeholders who passed the knowledge and practice tests prepared and evaluated by ACF and district authorities was 93% against a target of 80%;
- iii) Confirmative concerning all stakeholders having their constitutions arranged for (612 according to ACF reports, verbally agreed by districts), with objectives and planned activities. Although districts authorities are fully involved, the claimed supportive reporting system of stakeholders to the districts can not be confirmed;
- iv) The percentage of 100% of the funds collected and/or generated by the Water point committees/IGAs planned and reported as invested in the water point can not be confirmed. From discussions with IGA committees met in the field it is assessed that between 50% and 75% of its profit is used for operation, maintenance and repair. This is a positive result;
- v) It is confirmed that 100% of the stakeholders are recognised, registered and monitored by the district authorities. Although the district does fully express its willingness to support to the stakeholders and their activities, it lacks monitoring systems, transport and sometime competence and may not meet its objective;
- vi) It is confirmed that 100 functional IGAs are established and registered and that maintenance costs of 100 rehabilitated water points (out of 413) are met from proceeds of the IGAs (44 IGAs in Gutu, 20 in Chivi and 36 in Mberengwa districts). See item iv.

Result 2: *130,200 people of the target area including vulnerable households, pupils in schools and patients, going to rural health centres, have access to potable, sustainable and affordable water.*

Comments:

- i) In line with the 2010-LFA amendment this result been achieved: 79 750 which is lower than the original result. Beneficiaries including vulnerable households, pupils in schools and patients going to rural health centres in all districts, were served by 413

- constructed/rehabilitated water points. (Gutu: 196wp, 1 sand abstraction, Chivi 88 wp, 2 sand abstractions, Mberengwa 129 wp, 2 sand abstractions);
- ii) Unconfirmed: number of beneficiaries/water point in accordance to national (and SPHERE) standards not supported by surveys or statistics as there are no beneficiary statistics per water point.
 - iii) The project takes a positive confirmative approach regards coverage, assuming that the sector standards do apply to the water points upon completion. As this is questionable detailed beneficiary monitoring on the ground during construction and upon completion is recommended.
 - iv) Confirmed on basis of reports: water quality meets Zimbabwean & WHO standards.

Table 5: Beneficiaries per ward/per water source

DISTRICT	WARD	NEW WATER POINTS			REHABILITATED WATER POINTS		TOTAL BENEFICIARIES
		BORE HOLES	WELLS	SAND ABSTRAC TION	BORE HOLES	WELLS	
CHIVI	2	2	6	0	8	4	3750
	4	1	8	1	1	0	1750
	12	3	13	0	4	0	3375
	18	0	0	1	8	9	3375
	20	0	6	0	12	1	3875
SUB TOTAL	5	6	33	2	33	14	16125
GUTU	5	4	2	0	3	3	2375
	8	1	5	0	6	11	3750
	10	8	4	0	5	16	5750
	21	2	2	0	3	6	2250
	22	4	6	0	8	0	3750
	23	5	4	0	8	3	4125
	24	3	4	0	3	3	2375
	27	4	1	0	5	1	2500
	30	3	5	0	3	6	2875
	35	2	7	0	5	3	3000
36	6	5	1	7	0	4125	
SUB TOTAL	11	42	45	1	56	52	36875
MBERENGWA	10	0	3	0	3	9	2250
	11	1	7	0	3	5	2500
	14	6	1	1	3	5	3250
	18	2	2	0	5	2	2250
	23	6	0	0	4	0	2500
	24	1	0	0	6	2	2000
	25	2	0	0	10	0	3000
	31	7	0	0	11	7	5375
33	8	0	1	5	1	3625	
SUB TOTAL	9	33	13	2	50	31	26,750
GRAND TOTAL	25	81	91	5	139	97	79,750

Result 3: *11,700 beneficiaries in the target area, especially the vulnerable households and pupils in schools and patients going to rural health centres have access to affordable and properly used sanitation facilities.*

Comments:

- i) Confirmed on basis of reports: Number of latrines constructed/rehabilitated/ repaired/ upgraded at village, schools, rural health centres and vulnerable households level: 700 latrines (470 institutional and 230 for vulnerable households) benefit approx. 11 730 people;
- ii) Unconfirmed as far as schools and clinics is concerned number of users per latrine in the project area in line with national standards as the project does not monitor numbers of beneficiaries per water of sanitation structure.

Result 4: *an estimated 141,503 people demonstrate safe hygiene behaviours and increase their knowledge in the prevention of water, sanitation and hygiene related diseases.*

Comments:

- i) Confirmed: domestic water use significantly increased and fits Sphere 2004 requirements (minimum quantity of daily domestic water 15ltrs/pers/day);
- ii) Confirmed from reports: VHW coverage at least 1 VHW/village: total of 1032 VHW 1032 villages were trained out of 1066 targeted;
- iii) Confirmed from KAP and PPHP reports: Improved KAP related to hygiene of 80% of the surveyed population;
- iv) Confirmed from reports: water quality in house scores better on reduced contamination risk compared to prior to intervention.

Granny Emelia Moyo (66) is living alone in Chigwaza village and takes care of 7 orphans, girls and boys from several relatives who passed away of AIDS. Two are school-going, grades 5 and 7. The project assisted her with a latrine, which improved her life and that of the children. She has no income, she points at her plot – she is trying to find someone to plough it! It's rainy season!

The impact of 141 503 (198 289) people being aware and demonstrate safe hygiene behaviours and increase their knowledge in the prevention of water, sanitation and hygiene related diseases is confirmed.

In conclusion:

Concerning Overall Objective: The project has considerably contributed to the overall and specific objectives. In view of the results the following is concluded:

Concerning Result 1: The local stakeholders, especially the local builders are motivated, involved, have been brought to reasonable levels of competence and have formalised their new status. Six out of 9 recently established IGAs did make profit -personal communication- and invest this for 50-75 % in O&M. A higher percentage would not be realistic as it would make the IGAs highly vulnerable in days of down turn.

Concerning Result 2:

The amended number of beneficiaries has been covered. Water quality does meet standards while water quantity standard per beneficiary is unconfirmed.

Concerning Result 3: The total number of latrines constructed is confirmed. Unconfirmed remains whether after the project the clinics and schools meet national standards.

Concerning Result 4: Essentially fully confirmed. Increased water consumption is a rather difficult proxy indicator to reliably measure and generalise.

3.2. LFA amendment March 2010

Reprogramming of the project became unavoidable due to external and internal circumstances as noted in the previous sections. In annex 6 an overview is provided of the most outstanding changes.

3.3. Results and impact from improved access to water and sanitation and health and hygiene awareness

As per the revised LFA, (410) water and (700) sanitation facilities have been constructed and users in the wards covered by the project have greatly improved access to clean water and adequate sanitation. Significant improvements were achieved through school sanitation as well as sanitation at the homes of poor and vulnerable community members, often affected by HIV/AIDS. Health and hygiene improvements were addressed through Participatory Health and Hygiene Promotion (PHHP) at community level and at schools by Village Health Workers (VHWs), Health and Hygiene Clubs (HHCs) and School Health Masters (SHMs). To ensure that the PHHP would be received well and be supported by the local leaders, training in PHHP was provided by ACF, in partnership with the Ministry of Health and Child Welfare, to Village Heads, VHWs, SHMs and HHC members. The training sessions were well attended, with attendance rates from 85% to 96%.

KAP/PHHP Monitoring methodology

The objective of PHHP training was to change behaviour and attitudes towards healthy practices in view of reduction of WASH-related diseases. This was monitored by conducting two KAP assessments, PHHP monitoring and water quality monitoring. Information from KAP 1 was regarded as baseline information and followed up by KAP 2 and the PHHP study. In addition highly relevant water quality analysis of stored water at the home 'before and after' The general sample size was 10% or in all 25 Wards in the 3 districts selected, distributed proportionally over the wards. Specific households for KAP1,2 and PHHP research were selected at random. The KAP/PHHP/water quality monitoring results show surprisingly important and positive trends.

Although one has to be careful to generalise this across the whole project area in all three districts, if three different instruments provide comparable trends it does indicate convincingly that the activities implemented in the project in view of health and hygiene education are effective. It should be noted that the M&E unit was not fully involved with the KAP/PHHP monitoring process but that monitoring was done by project staff. From a position of objectiveness it should be noted that this is less desirable. It points essentially at a functional and structural duplication within the organisation and deserves to be addressed urgently.

Key findings from KAP/PHHP/water quality monitoring are in annex 7.

3.4. The additional value of the ACF approach

1. District and Community Based Management (CBM) The ACF approach – implementing a CBM strategy alongside a determination to build capacity at stakeholder level – has led to a project with a strong and positive standing and appreciation at the level of the district authorities, local institutions and, especially, the beneficiaries. Officials at district level are, without exception, positive about ACF's participatory approach, its flexibility, and the broad-based capacity development whereby a broad spectrum of stakeholders clearly do benefit. District officers explicitly mentioned that ACF does not have hidden agendas, is cooperative and integrates its planning well with district planning. It also does meet with district preferences to prioritize institutional supply over community-based supply and especially to link food security and garden development. In addition, the concentration of projects in a

At Maseve village Mbarengwa, ward 23, the rehabilitated borehole is next to the garden. Several members from the WPC are also in the Garden committee. There are many women around, many express how pleased they are. The WPC Chairperson tells that there is a plan to construct a canal to the garden. The ACF-trained builder has been contacted to come and discuss it over with the community.

relatively limited number of wards means that in those wards a large number of interventions are implemented, which provides for greater impact.

There is a broad consensus amongst stakeholders that the project is multi-stranded, interfaces with other interventions, supports and develops the local institutions and is respectful of stakeholders. The project is well-appreciated and accepted as a model for other NGO implementers. In terms of capacity development of local user groups, it was observed when meeting with users, water point committees and IGA committees that the project does capitalise on the sense of entrepreneurship in individuals and

the communities; it contributed to the potential of human and social capital. The project has dared to mainstream special services to especially vulnerable families (e.g. HIV/AIDs-affected) in cognisance of the risks in view of stigmatization.

2. Complementarity of Water point development and Food security gardens.

The linkage of WASH with the Food security program – which is a separate project supported by USAID – has certainly created additional value in terms of quality of life, upgrading of local diet and accruing some income from sales of products. Gardening (and agriculture in general) is regarded as an important activity in rural Zimbabwe and, due to the interdependence of water supply and food and nutrition, the projects are mutually reinforcing. The gardens act as motivators and contributors to sustainability of the water points, and vice versa. A thriving garden puts pressure on the water point committee to manage the water well. There is in many cases overlap in relationship between the membership of the garden committees and the membership of the water committee. It is recommended that ACF would summarise on the mutual relationship and benefit of the two project types from the point of view of sustainability and impact in terms of best practice.

It would add great value to the program if this knowledge were to be developed and transformed into new approaches and best practice for future projects. The relationship between the WASH and Food security projects is complementary, with considerable exchange of information and coordination on where to establish the gardens in view of existing and planned water points. One observation that may need further study was that several gardens were not being worked on, as people were too busy with rain-fed farming in the fields. Leaving a garden for several months without attention during the rainy season can cause both the garden and fence to degrade. The same applies to the water points – at one broken down water point a user said that in the rainy season there is abundance of water and repair of the pump could wait until the rains are over.

It is important that there is discussion with the communities at the garden development stage regarding the question of availability of labour during the rainy season, to ensure that the gardens do not dwindle. If the gardens must compete with fields for the available household labour they may be less sustainable. Household surveys and socioeconomic studies are needed to clarify this and develop planning for the future. This issue was also reflected in discussion about the Income Generating Activities (IGA), which were lying dormant as the demands of fieldwork left no time available to operate them.

3. Income generating activities (IGA) in support of water point O&M

ACF deserves to be commended for its introduction of Income Generating Activities to produce financial revenue for water point O&M. The IGA is in most cases operated by the same committee who runs the water point: the activities can be multiple, including broilers or layers, pigs or goats while others had a bakery. The committees select their preference from

an ACF pre-selected list. Several IGAs were visited and it was seen that in all cases there was profound ownership and interest amongst those who were running it. In several interviews mention was made of groups in the area now beginning to duplicate the IGA activities.

IGA-Bakery: Musiyago village in ward 18, Mbarengwa



There is a trend for IGA committees to take in non-water point committee members, hence potentially departing from the concept of IGA and WP management by the same committee. Concerning the planning and establishment of the last batch of 50 IGAs, it was unfortunate that these were implemented so late in 2010. As a result, there was tremendous time pressure for the IGA-officer and team that meant limited or no coaching, monitoring and support of the committees – as could be seen from the visitor books – as well as a lack of financial and economic studies to ensure sustainability.

In summary, in this interesting pilot there are a number of issues to be resolved:

- i) The relationship of the IGA with the water point committee is rather undefined. When the question was asked, “What does the IGA committee decide when more people want to become a member?”, a wide variety of answers were given, indicating that there is limited vision and future outlook. The key issue here is whether the IGA committee should only contain members of the water point committee or should it be a separate (though community-related) committee that keeps an agreed amount of money available for repairs;
- ii) The IGA committee members are burdened with running the IGA while there is no agreed reward for them. Some said that a little pay was allocated to the committee members; however this was done within the committee. Some members said that within the community there was a lot of discussion about the IGA – “People talk a lot.” The project does not overlook the potential for conflict in this arrangement. In the training there is a section on Conflict Resolution. A case happened in Chivi (Madamombe, where the water point committee together with the community leadership, meet to resolve a dispute;
- iii) Financial books could be shown but were not kept up to standard. More training is needed to capacitate the committee members;

The question over whether the IGAs are durable can only be answered once the above matters have been addressed. Clearly the concept is potentially powerful; it meets the interest of the rural people and much ownership was expressed by those in charge. The implementation of IGA to support O&M does not only create more sustainable water points but also appeals to the entrepreneurial spirit of the Zimbabwean population involved. It is strongly recommended to conduct an external study on conditions decisive for their effectiveness and sustainability, their financial and economic context and capacity, and their relationship to the community and the water points. A half-term evaluation of the IGA component (first 50 IGAs) was carried out by ACF (dd. July 2010), slightly late in view of using the findings and recommendations before commencement of the second batch (of 50 IGA projects). The internal evaluation has identified a number of interesting conclusions and lessons learned which need application in future.

3.5. Reporting systems and indicators used to monitor and self-evaluate impact

The project has produced a considerable body of reports, Activity Progress Reports (APR), APR-synthesis reports and Budget Follow-Up reports (BFU) used by ACF as standard formats for operational and financial monitoring. In addition there are home-grown overviews and tools for measuring output and impact. In all of these formats, the indicators from the LFA are used. In addition, a number of useful documents have been produced that are aimed at self-evaluation of works done, e.g. on PHHP and IGA-monitoring. The APR sheets that reflects on project activities cannot be regarded as an adequate substitute for the regular monitoring information. It produces a considerable amount of narrative, which is time-consuming, both to draft as well as to read. At management level there is time to read the APR synthesis, a more concise format.

It was commented by the coordinator that the current reporting system is not practical as a management tool. At field level, too, the project manager finds it is time-consuming and hard to actualise the report with programmatic issues and receive the expected response for coordination. Taking into account that the project does not have a monitoring procedure besides the reporting output (APRs)– the evaluator has assessed the cost of the current project reporting system and would indicate that the cost over a period of 3 years with extension would exceed 111,000 euros. (annex 5) This does not include the costs of the current M&E unit. It would be a improvement if ACF would invest in a management information system (MIS) for WASH which would encompass software for project planning (e.g. MS Project or other), project administration, a standardised monitoring system as well as capacity to develop a database. This would not only be playing safe in financial terms but also provide staff with systems and regulations that is necessary in order to manage across the project.

The indicators in the current log frame are adequate and are able to measure progress on activity level. It is interesting to note that no cross-cutting issues, such as gender, are included, while the project does have an explicit gender approach – for instance, prescribing that female-to-male membership in the water point committees should be 2 to 1. This was indeed found to be the case in all the committees visited. Environmental aspects related to deep ground water extraction constitute an issue that should possibly be taken under consideration.

3.6. Coverage under the amended LFA

The original proposal and needs assessment was based on the needs at province level, information at district and ward level related to the water coverage index, sanitation coverage for MDGs, the HIV/AIDS prevalence, information on WASH related diseases and NGOs' coverage. It did mention uncertainties related to the data as well as the fact that the information dated from 2004-06. This was a sound approach and it could have resulted in an implementable proposal. It is remarkable, however, that on the basis of this set of information, and ACF being aware of the conditions in the southern provinces and in the country, the objectives in the proposal were given a high output and outcome of the intervention. For instance the objectives related to water and sanitation coverage, where ratios were set as high as 100%.

Following its approval in 2008, the project carried out an extensive technical assessment lasting almost one year, whereby over 880 water points were assessed and dismantled and 235 of these rehabilitated. This does explain much regarding the large amount of time that was needed. During this first year, relations with the district authorities were well established and MoUs signed. As has been discussed elsewhere in this report, a more generalised technical assessment would have been adequate and other procedures for signing the MoUs might have been agreed with the district authorities, saving much time. Resulting from water projects implemented by ACF prior to the project and the technical assessment during 2008, ACF did certainly build up sound understanding of the needs levels. It was, however,

subject to delay by a number of delay factors already elaborated upon in section 1.4 and further elaborated upon in the next section.

Geographical and beneficiary coverage

The geographical access-to-water coverage of the project was not reduced under the amended LFA. The project continued to develop the projects and train the stakeholders in the same number of wards (25) as initially planned. The coverage in terms of numbers of people served under water supply was reduced from 130,200 to 79 750. These people were now to be served from 413 water points instead of the originally planned 600. The number of household latrines is 227 and those at schools/clinics number 473, making a total of 700. This is a realistic output, particularly when compared to the initial LFA that planned to raise coverage from 20% to 100%! As has been expressed already by the project, much more deserves to be done for the vulnerable households.

Delay factors in the project

There have been a number of profound delay factors in the project. Some were external and others were internal to ACF. The internal factors remained active even through 2010 following the LFA amendment, when new delays were accrued. It is appropriate to ask about the causes.

Some the factors are listed below (no order of importance is implied). The following external causes and delay factors are identified:

- i) project development in the context of economic and societal crises;
- ii) security conditions and limitations imposed on NGOs;
- iii) bureaucracy encountered at district level (MoUs, etc);

Internal causes for project implementation delays:

- i) ACF entering from short term and rehabilitation WASH into long term developmental WASH required a different set of arrangements which took time;
- ii) predominant short term visions on project implementation;
- iii) competition regarding staff and means between and emergency interventions in times of cholera;
- iv) long term nature of the project created reduced sense of urgency;
- v) several coordinating staff (3) during the life span of the project; employed on short term contracts, with vacant periods in between;
- vi) differing visions and opinions in subsequent project leadership;
- vii) operational weakness of the logistics department;
- viii) generally unclear systems and procedures;
- ix) ACF partner approach and outsourcing not yet developed;

The question as to why new delays occurred, even after the amended LFA, is related to project planning that was not well rooted in the realities and constraints of project implementation. The amendment did well to reduce well sinking and increase borehole construction; while boosting project and contract management the LFA amendment measure only reduced the mainstream volume of the project. But it insufficiently isolated the harder to implement activities in the final months of the project cycle, such as IGA projects (50), allowing the drilling contractor to delay the project as from December 2010 and not reducing the number and/or scope of pilots. A number of these activities were difficult to manage and implement and should have been included in the amendment exercise.

School sanitation: new multiple latrine blocks constructed at primary schools



4. Coherence of the different project components

Having been operational in short-term WASH prior to 2007, ACF did have understanding of the needs in the rural areas. These were understood on basis of own experience and through their articulation by communities via PRAs. It goes without saying that the different project components – Water Supply, Sanitation, Capacity Building, IGAs and Water Quality Monitoring – were coherent and well chosen, where reinforcing each other and did address urgent the needs in Central and Masvingo provinces. There was a sound balance in the approach between water-quantity and water-quality, the balancing of water supply and sanitation has been effective, not going to the extreme of some Total sanitation approaches which may effectively contribute to further reducing water supply to poor communities.

The project did very well in terms of shaping the understanding for the stakeholders roles and responsibilities and capacitating them to become operational and take the project in their own hands. As described in section 3.1.4. it is in particular the strategy of CBM that has added much to the output of the project and is likely to have positive influence on the outcome.

The project scores positively in terms of its relationships – with the provincial government structures and district departments as well as with leadership of the schools, clinics, local communities, community groups and interest groups. This has generated strong acceptance and support for the project, on the part of both beneficiaries and leaders. The project did not only produce water and sanitation hardware but was also effective in leadership and

The Tapasi water, ward 18 Mberengwa, is located in a dry area: drinking water has been a problem for many years! The assessment was most important and it was decided that the well would be rehabilitated. Because the amount of water is relatively little the community will only use it for de families, not for gardening. The chair lady Mollitsha Chingoma says that she expects that the water will be rationed during the dry season. Complementary there will be water vendors but their water is expensive and often not clean!

management development, in health and hygiene training at various levels, and in linking water and sanitation development to food security and to Income Generating Activities (100). The latter were designed to finance O&M and strongly boosted community-based entrepreneurship. Social and human capital was engendered, leadership was capacitated – this created an atmosphere of trust that development had come to their communities and was there to stay. The project closely coordinated the WASH component with the food security garden development project, whereby gardens were located by the water sources upon which they heavily depend.

The strategy of bringing water point management and IGA management under the same committee was a sound attempt to strengthen the water point committee and avoid friction within the community. Within the water component, a number of pilot schemes have been implemented: Elephant pump installation, C-type Bush pump installation, construction of sand abstraction, establishment of IGAs. It has been mentioned already that pilot projects can only be implemented successfully when there is specific preparation, coaching and monitoring, together with adequate reporting. This could have been stronger. The Elephant pump pilot was monitored by the technical partner Pumpaid, which does monitor 10% of the number of installed pumps for 1 year, although no performance reports were available in ACF.

4.1. Training for improved Capacity development and management.

The project has been particularly strong in capacity development at different levels and with different stakeholders, in particular regarding skills development and transfer of knowledge with the aim of changing attitudes and practice. This approach to capacity development has most likely created synergy as those trained were not isolated individuals but connected to groups across the communities – who were familiar with, and understood, the same messages and had a shared sense of urgency for behavioural change. In section 3.3. the effectiveness of the behavioural change processes and, to some extent, of the improvement

in management capacity, has been summarized. In order to understand the volume of training and capacity development produced by the project, an overview is provided of training activities in the table below.

Table 6: Overview of training activities

Type of Training	Number of participants		Where	When	Training Duration	Trainers
	Targeted	Trained				
Sand Abstractions Training	9	9	Gwanda / Bulawayo	08-09/'09	2 weeks	Dabane Trust
Local Leadership Training	1066	818	At Schools	all 1st days of PHHP & CBM Trainings	1 day/ stakeholder training	ACF CBOs, DDF & MoH EHTs
Water Point Committees Training	628	612	At Schools	08/'09 to 03/'10	4 days	ACF CBOs, DDF & MoH EHTs
Pump Minders Training	25	16	Practical - Community & Theory at schools		throughout	ACF WASH Supervisors & DDF
Village Pump Mechanics Training	1066	693	Community		throughout	ACF WASH Supervisors & DDF
Village Health Workers refreshed/training PHHP	1066	1032	At Schools	05-07/'09	4 days	ACF CBOs & MoH EHTs
Health & Hygiene Club Members training on PHHP	1113	1025	At Schools	08-10/'09	4 days	ACF CBOs & MoH EHTs
School Health Masters refreshed/training PHHP	119	111	At Schools	05-07/'09	4 days	ACF CBOs & MoH EHTs
KAP Survey Training for VHWs	1066	1026	At Schools	11/'08 – 02/'09	1 day	ACF CBOs & MoH EHTs
EHTs training on Water Quality Analysis	25	23	Practical - Community & Theory at district hospitals	08-10/09	5 days	ACF Water Quality Officers
SYB Training for Income Generating Activity Members	100	100	Community	1st phase: 05-09/'09 and 2nd phase; 04-06/'10	3.5 days	Min. of Youth, Gender & Employment Creation. Min. of Women's Affairs
C-Type Bush Pump Training	3 (from Chivi only)	3	Peter Morgan Residence in Harare	10/'08	3 days	Peter Morgan & V & W (WASH Cluster Technical Task Force)
Local Crafts persons Training	10	10	V & W Premises, Harare	10/'10	3 days	V & W Engineering private company

4.2. Coherence within the project cycle

Within the project implementation cycle, individual project components were essentially soundly implemented, although time stress prevailed right from the beginning. However, different components were not always well coordinated with each other. Some activities were carried out too extensively, causing other project activities to suffer from having inadequate

time. For instance, it has already been mentioned how the lengthy initial assessment contributed to serious delay further along the project implementation schedule, such as in implementation of the IGA activities and well sinking. Implementation of the IGAs was planned for the 2nd and 3 year while the second badge was implemented during the last months of the project. Another example is how well sinking and borehole drilling in the final stages of the project had to be implemented in a rather top-down manner, different from the sound community-based approach earlier on in the project.

It is fair to say that the pilots were certainly appropriate for the sector, but altogether they placed considerable burden on the project implementation. Coordination of the project pilots, the elephant pump construction, IGA development, sand abstraction and C-type Bush pump was a considerable task. More strategy would have served the objectives, monitoring/ reporting or feed forward of the information to NCU as well as feedback into the project itself. Some of the pilots caused disturbance to mainstream activities: for instance, the decision to place the elephant pump on water points funded by the Japanese embassy had not been planned – and was not understood by the donor, giving rise to discussions, bureaucratic processes and, consequently, delays in completion extending well into the rainy season. The implementation did leave important questions unanswered, such as whether the Elephant pump should be regarded as a device suitable for use at household level or is it also of use for communities. Indeed, this was an unresolved debate within ACF and NAC was taking a critical stance.

The implementation of the IGAs is however an exception as these did add valuable experience to the project and with further research may yield an innovative approach of raising local proceeds in support of O&M costs.

4.3. Coordination with other national bodies and policies, international agencies and i/NGOs

Relationship with Local (District) Authorities: ACF's relationship with local authorities is based on a MoU signed before the project started. Local authorities have been highly supportive of ACF and the programme and instrumental for introductions, facilitation at community level, technical advice and decision making related to programme implementation. They also coordinate NGOs in view of the implementation of the district development plan. From an ACF survey (2009), as well as from the evaluators' discussions with local government officials, it is beyond doubt that both the ACF program and staff performance are highly regarded. It was expressed that the ACF program had more impact than comparable programs, coordinated and communicated very well with the district development planning, and that the quality of the program was of high standards: it was flexible; reports were well submitted and clear.

Networking at the provincial level: ACF Programme Manager (PM) established and chairs the WASH Sub-cluster in Masvingo Province to coordinate NGOs and members of the PWSSC and share information. The Sub-cluster meets monthly and has a membership/participation of 11 national/international NGOs, 7 governmental departments and two municipal authorities.

Networking and coordination at national level: The Program Coordinator and PM are participants in the national WASH Cluster (70 governmental and non-governmental WASH agencies), co-chaired by UNICEF and OXFAM international. ACF is a standing member of the WASH Strategic Advisory Group (SAG) a high level decision-making group of around 7 members that helps to guide and steer the WASH Cluster. ACF is also a member of a Technical task Force that reviews and pilots particular technical issues in relation to WASH e.g. the piloting of a cheaper and lighter C-Type Bush pump.

Relationship with donors: ACF has a funding relationship with the EC delegation, Sein Normandie, Adour Garonne and the Japanese Embassy.

Relationship with iNGOs: ACF has become one of the leading iNGOs in Zimbabwe, both in the emergency sector and – increasingly – in the WASH development sector. As noted above, it is one of the leading NGOs operating on provincial and national level with NGO-government coordination and exchange of information.

4.4. Operational Strategy & context: Appropriateness/Relevance

The project design's fit with the provincial context: risks and assumptions

The reviewed LFA (March 2010) expresses the risks and assumptions adequately, non-planable factors included. However, the log frame has no planning paragraph beyond narrative – nor is there a spreadsheet (using planning software such as MS Project, for instance) for the planning of the remaining works over 2010 towards completion. The delays which started to build up again from early 2010 as the project awaited EC approval on the amended LFA were not foreseen.

Implementation strategy and local government structures, local customs and culture

The implementation strategy does follow the provincial and local administrative lines through to community level. During the initial stages, the project idea was discussed with provincial and district authorities. Needs assessment and prioritisation was a joint exercise with the district authorities and district-based departments leading to MoUs for agreement and understanding. Schools, local leadership as well as community leaders and members of the communities were intensively involved. The procedure followed was that ACF staff teamed up with local staff and leaders to carry out activities. The approach aiming at CB management has certainly been well implemented. As noted earlier, it was only in the final stages of the project that there was insufficient time to solidly construct all the elements of the training and subsequent monitoring. At a number of IGAs visited who were established in the 2010-badge, the guestbook showed that the number of staff visits for coaching had been few. In fairness it can also not be ruled out that the book was not filled.

Indeed, the PRA and technical assessment – although voluminously implemented – were properly designed for a water, sanitation and environmental health interventions project. From discussions with users and local and district leaders, the strategy of the intervention – CBM, IGA and linkage with food security – was well understood and highly appreciated. All those spoken with understood and expressed total eagerness to participate in the program, realizing it does benefit them – which the rural population has been deprived of development for a long time and does want to participate. People are entrepreneurial and extremely eager to take up new opportunities that may improve their living conditions. Women are particularly visible, both as members of WPC and IGA committees and in the food security gardens. Despite this approach, in which ownership was not just verbally emphasised but also given practical form, it was sobering that of 17 water points visited 4 were found to be broken down who while the project was not aware of this. (Section 3.8.1)

ACF and partnerships and contractors

There is interest in ACF to network and cooperate with a diversity of local organisations and structures. The project has developed on business terms as well as likeminded organisation ties with local entities. Operationalisation beyond the general policy level has yet to happen.

4.5. The objectives, results, activities in relation with the needs assessment.

The revised log frame does meet the needs of the beneficiaries and institutions in quantitative terms. The amended log frame is fully congruent with the initial version and addresses the needs albeit to a lesser extent in terms of coverage. It does not change the project strategy.

The objectives, results and activities in the amended log frame could have reflected the gender focus as cross cutting issue which is strongly present in the WPCs/IGA committees. Environmental concerns should have been mentioned. It would have been appropriate as a re-planning exercise had the log frame and the budget been tuned to the changing conditions and reported to donors periodically. This would have shown the need for reprogramming at a much earlier stage than by late 2009. Concerning 'Assumptions', it is striking that both the free access to health data as well as free access to project areas were mentioned as assumptions since these were part of the planning and subject to the MoU with local government. Plan-able activities may not be taken up as an assumption. More emphasis could have been given to adverse economic conditions.

4.6. Appropriateness of the implementation approach in view of the objectives

The project consists of the components Water Supply, Sanitation, Capacity Building, Water Quality Monitoring and development of Income Generating Activities to support O&M of the water points. Below comments are given regarding the implementation approach and where possible improvements suggested

Program and project planning and implementation

Comment 1: To strengthen the transition from Project approach to Programme approach at management and coordination level;

Comment 2: A 5 year WASH strategic plan is recommended for ACF Zimbabwe which describes the emergency and development approaches and the relation between them. Competence management and staff policies (short- and long-term contracts) will be covered as needed;

Comment 3: ACF would conduct an internal capacity development assessment: to identify its areas of adequacy regarding long-term program development and to identify areas of organisational and staff capacity development needs;

Comment 4: To improve procedures and decision-taking within WASH it is suggested to compile a ACF Programme Manual which describes existing and yet to develop systems and procedures as well as lines of communication – for instance, between operations, M&E and logistics;

Comment 5: Development of programmatic alliances with partners and relations with competent contractors should be worked out within ACF. Policy yet to be developed as regards partnering in Zimbabwe, including rationale and purpose. Similarly, standardised competence assessments is needed to formulate a long list of contractors.

Comment 6: ACF should increasingly use software for planning, e.g. MS Project, positioning (GIS) and monitoring of projects and programmes;

Comment 7: Clarifying the monitoring procedure at program level would be an improvement. The as yet undecided situation regards the status and authority of the M&E Unit needs to be addressed soonest;

Comment 8: Lack of capacity and delivery of governmental structures (MoH) and partners (MT) necessitated ACF taking over these – unexpected – tasks. This is most against the principle that ACF would remain a lean organisation;

Comment 9: Under changing conditions, the projects are suggested to be reviewed periodically, both in terms of operations as well as budget implications. This would be communicated with the donors;

Comment 10: Logistics/procurement has considerably improved. Further improvements are needed in view of procuring a relatively large number of small quantities of sometimes atypical goods – for IAG projects – such as chickens and pigs, and intensive logistics across the districts;

Technical assessment and implementation

Comment 1: Should be done in less time-intensive way, using a standardised method of assessing small samples with extrapolation for ordering bulk of fast moving hard ware;

Comment 2: Combination of training of local craftsmen supported by the communities has been very appropriate. Interviews indicate that it does create local employment and income;

Comment 3: Where possible, outsourcing to external implementers with strong stakeholder approaches, roles, responsibilities and capacity development;

Beneficiary needs assessment and CBM

Comment 1: CBM has been effective in increasing ownership and participation at community level – positive in view of organisational sustainability;

Comment 2: CBM established strong and positive relations of ACF with communities as well as with local district and provincial levels;

Comment 3: Community-based school sanitation has been well implemented with well-designed and locally agreed roles for the community, schools and building trainees;

Pilot projects

Comment 1: Lack pilot policies and specific monitoring and reporting; relevant for the sector but less relevant for the project;

Comment 2: Implementation of pilot projects could possibly lead to publications in technical magazines of standing, e.g. WaterLines;

Comment 3: Reduced number of pilots suggested in future programs; if possible extension of some of the existing schemes;

Engineering standards

Comment 1: Generally high engineering standards–positive in view of technical sustainability;

Comment 2: No project policy or action re. early breakdowns of the water points, yet to be developed;

IGA-group just received a new batch of young chickens



5. Effectiveness of WASH operations

5.1. Planned action and those realized

The project has done well in using weekly reports and weekly work plans in a single format. These are useful tools for operational management. The information from the weekly reports does feed into a monthly Activity Progress Reports (APR). The related financial report sheet is the Budget Follow Up (BFU). The APR contains useful information but it is voluminous and not possible to read quickly. Although it does use the indicators from the log frame, it is not a useful tool for management. On account of its volume, the APR is reworked, made leaner and transformed into the Synthesis Sheet, which is meant to contain the key management information.

At both Masvingo and Harare level, it was expressed that these reports miss the qualities required for a Management Information System. While its purpose is not fulfilled, drafting the APR is tremendously time consuming. An estimate of the associated time and costs is provided in annex 5. Although the precise figure may be disputed, it is most likely that the costs of this WASH internal reporting system through APRs exceed EUR 111,000. It would be an improvement for ACF to establish – at much lower cost – a monitoring system that can be an instrumental management tool. As the APR is a format used worldwide by ACF, it can best be maintained – but made more concise and applicable for HQ purposes and admin management. For data regarding the actual delivery, reference is made to sections 3.2 and following.

5.2. Rationale and timeliness of adaptations throughout the project

The project has gone through a major reprogramming since December 2009. This has been an important and useful exercise but it was done late. It did bring better balance between comprehensive project tasks and the implementing capacity of ACF in a very constrained and volatile environment. As the reprogramming intervention was driven only by budgetary considerations – and did not at the same time strengthen the operation or the administrative capacity of the organization – it did actually add new delays of around 3 months to the already disrupted project timeline. Areas which should have been included: development of a critical path for implementation linked to using project management/administration software, establishment of monitoring capacity and reporting efficiency, cutting back on the 5 pilot projects which were implemented without a specific approach and monitoring.

Due to the time stress in the final year of implementation – the need to implement 50 IGAs, boreholes and water wells alongside the required CBM activities contributing to delays which continued beyond the no-cost extension – the community-based approach suffered. Staff did their best to reset the program and deal with the time stress appropriately. Project cycle management tools would have helped to predict the delays, a capacity which, ‘home grown’ spreadsheet-based do not have. Measures should have been in place from 2008 to provide for monthly – or, at least, quarterly – budget and cash flow management. This could then have been shared and discussed with the donors to search for solutions to meet the budget shortfall. Gradual corrections would have been possible while at the same time developing the capacity of ACF as an implementer of large rural water projects.

Optimising ACF project performance

In the previous section are several references and comments regarding ACF’s capacity development. These are summarized here:

- i) WASH projects – developmental as well as emergencies projects – are suggested to be implemented within the framework of a program approach;
- ii) Across the WASH program, it is recommended to use soft ware for planning, monitoring, reporting and database development;
- iii) Up to date project administration software would be developed;

- iv) Unresolved organizational issues, such as how to position M&E in the organization, would be given priority;
- v) Contract management has been further strengthened, e.g. 'wet hole'-conditions. Increasingly works to be outsourced to district government, e.g. MoH, DDF, as well as partners;
- vi) Some training materials and handouts need improved, made more specific and less textbook-based and should be all in the local languages;

5.3 Comments on project efficiency

Within the project administration, there is limited information on unit costs or the make-up of actual costs per unit. Individual activities which in their totality make up for the unit costs are not costed. When the activities are identified well and their costs -which often varies considerably- be assessed it helps to assign the direct and indirect costs to the output. As the project does comprise a large number of similar activities and costs areas, it is recommended to introduce monitoring of activity-based costing. Examples are costing of the wells, boreholes, and training programs broken up in different constituting costs, both direct and indirect.

This would render the program financially manageable and bring insight into where costs in the operational processes can be optimised. It helps to understand which factors create costs; and why similar output, for instance a well or borehole, may have different costs. In terms of time spent on the project, which may also be converted into financial costs. A no-cost extension was needed until December 31, 2010 and the project was still in operation in February.

In terms of efficiency, the time stress in the project harms the approaches of Community Based Management, which do need time. And earlier, in 2008, procurement was extremely slow – for instance, the latrine construction implemented by Mvuramanzi Trust came to a standstill for three months as ACF failed to procure and deliver cement. It remains unexplained why MT was not contracted to procure the materials itself as it was their core business in the relationship with assigning organizations. Elsewhere in this report it has been emphasized that ACF would be more efficient if it were to implement less and instead develop strong managerial and project administration competence. That said, it should be noted that several other partners, such as MoH and DDF, did implement activities and that several activities could be contracted out in a successful manner. Examples for further discussion may include: why training of the WP/IGA committees was done by ACF staff and VHW – it was commented independently that it was slow and limited; the possibility that the training capacity of MoH could be upgraded to be competent enough, and be contracted.

Although there has been marked improvement, contract management has been an area of considerable concern. As an example, a poorly-performing drilling contractor was allowed to delay the project well into the late December and early January rains in spite of explicit and adequate contract terms to enforce better performance. Relatively blatant is the refusal of the contractor to implement from the middle of December through the Christmas break while the motivated ACF staff had agreed to work through the break in order to speed up completion. More decisive contract management would have reduced the misconduct of the contractor, including its degrading treatment of the technical field staff. Another element of inefficiency is the relatively large number of 32 abandoned wells. No significant analysis and information was found available to clarify whether better well siting or improved technical standards might prevent the need to abandon the wells.

5.4 Measures to improve cost efficiency

In ailing economies like Zimbabwe, cost efficiency is improved by ensuring that actual spending against the project budget does reflect real figures and costs. The unit costs in the project should be compared with supplier prices periodically, e.g. on monthly basis. Monitoring of project expenses should be done on basis of activity cost and unit costs of

items which are constructed in considerable numbers such as boreholes, water points, pump types, etc. should be monitored against unit costs. Unit costs are available in the field office (see table below) but are not broken down into cost areas. If this were to be done, financial management would be able to ascertain whether particular activities are being implemented in accordance with regulations. If unit costs then increase above pre-set standards it will be observed in time and conclusions may be drawn for management decisions. Monitoring of activity costs and unit cost changes should be done as much as possible at project management level, with concise reports to coordination. It is recommended to undertake this with new, forthcoming projects.

5.5 Quality assurance

At field level each district team has a WASH Technical Supervisor to overview ongoing fieldwork, who reports to the Deputy Program Manager. Work is organised on basis of weekly planning and related reports of the previous week in one format. The design and technical standards of the water points and the latrines observed are good, with some exceptions as listed in the table below. It is noted that water points constructed near gardens or linked to IGA projects have a extra dimension of activity and relevance for the users and the community at large. Although the vast majority of the projects has been constructed well and taken care of by the committee a number of observations were done in view of technical problems or hand washing facilities not constructed. It is suggested that the project will follow up on these observations for analysis and understanding of the cause of the problem.

Break downs

ACF takes the formal position that projects that have been handed over to the WPC become sole responsibility of the Committee, although the stakeholders DDF and Rural District Council would be of support to the WPC/community. It would serve the purpose of understanding the factors of success and failure regarding sustainability were ACF to assume a stakeholder role, even after water points have been handed over. It could then research cases of early breakdown to learn about the causes and how to address these in future strategies. The hand washing facilities as constructed at schools are inappropriate. In none of the schools visited was the tap functioning. Water has to be carried over some distance while hand washing from a tap is inefficient and uses relatively much water. Most of the water reservoirs were filled with debris or grass. At some schools in Mberengwa there was no hand washing facility constructed while according to planning there should have been. It is recommended to check whether all have been constructed. For future projects, it is not recommended to continue with the current design as it is expensive and inappropriate. A more suitable technology choice would be, for instance, the Tippy Tap.

Mr. Kufazvinzi Maramwidze is the Treasurer and Pump minder of the Hlomai village WPC. He is also Treasurer of the IGA, which is engaged in broiler keeping. The first batch of 100 one-day old chickens was collected on Nov. 18, 2010. Only 3 died and after 6 weeks the birds were sold: gross income \$ 636 against \$ 395 expenses yielded \$ 241 profit!! The group – 6 women and 4 men – is very enthusiastic and they have welcomed some new members, who are asked to pay a Joining fee amounting to \$50.

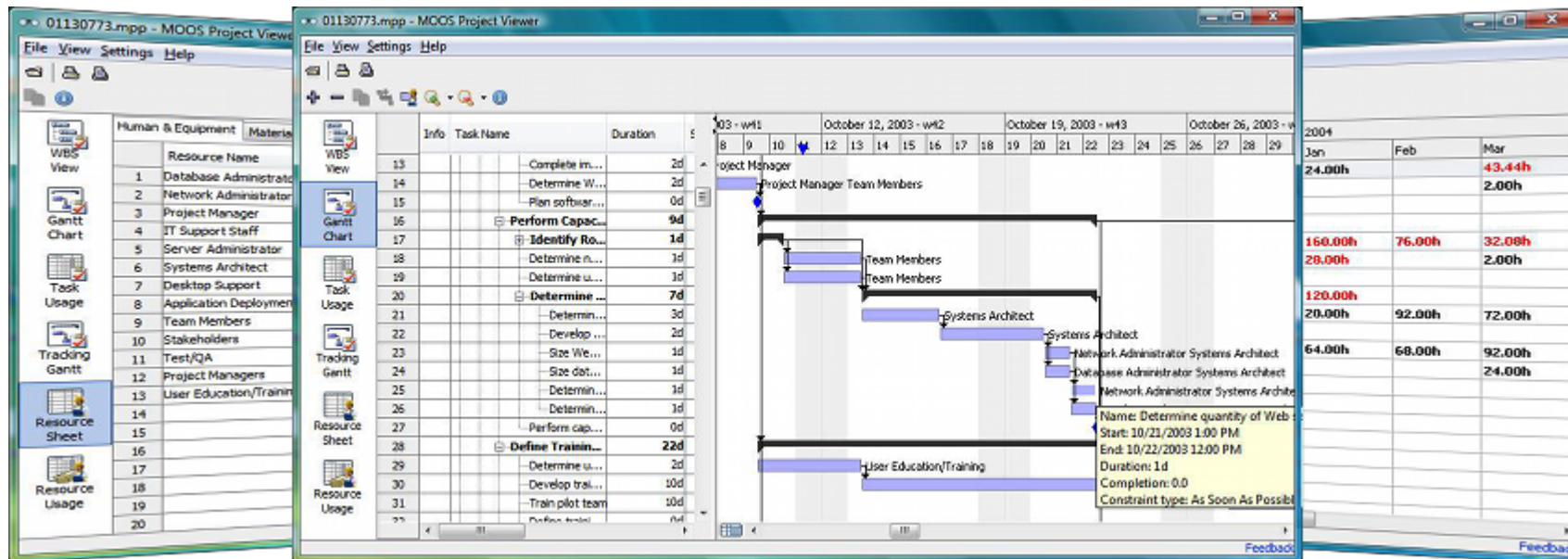
Another important area of quality assurance is that the borehole drilling is well monitored by ACF staff on the ground. As 'wet hole' conditions apply throughout the area, applying geophysics at all water points is of questionable value. There is striking evidence that tacit knowledge within the village communities is able to forecast 'where the water is' more efficiently than the geophysicist. It should be avoided that geophysics is used to justify drilling of well sinking while it does not add information to what has been found in the pre-siting process. It is suggested to implement a number wells/boreholes in comparable areas, 'with' and 'without' geophysical measurement, and draw conclusions about the added value of the geophysical explorations.

5.6 Program output and beneficiary satisfaction

The approach and strategy in the project is to have beneficiaries and local and district leadership involved in a very intensive process – one that begins with problem definition regarding the health and hygiene needs and water and sanitation constraints. The stakeholders also take part in formulating what the interventions should be, within the framework of the ACF mandate, and are to some extent involved in training needs assessment. This process creates intensive interaction of virtually all stakeholders with ACF and, along the line, issues are discussed and comments made about the program output, both its software and hardware. The approach has led to ownership on the part of the district as well as the community. Against this background, putting distinct systems in place to ensure beneficiary satisfaction are less appropriate.



Image 1: Worksheet copied from MS Project (through MOOS Project viewer)



6. Sustainability

6.1. Technical sustainability

The technology choice for the water points is appropriate, subject to the comment regarding the rope and washer pump (elephant pump) and the sand extraction. Considerable experience in other countries indicates that the rope and washer pump may not be robust enough to serve as a community pump but would rather do as a household level pump that could be shared with up to 5 families. Very positive are the experiences in Tanzania with a pump comparable to the elephant pump where O&M is entirely in the hands of the users – in an extensive area, even after 3 years, virtually all pumps were still functioning. It has been a sound decision to equip DDF workshops with a set of tools and implements – after it was found inappropriate to privatise this task – in order to provide training to the technicians on approaches and techniques for support of the local Pump minder, who can be called in by communities for rather serious repairs that cannot be done by the technician in the committee. The materials were inspected at DDF Mberengwa and found in good order and staff was positive about their role in O&M and the training received.

Water point database

It is recommended that the arrangements with PRP and UNICEF regards uploading of WASH information will be formalised. ACF staff were given training in GIS applications, a skill and knowledge that needs to be applied consistently.

The elephant pump A comment regarding the current design of the elephant pump, whereby the pump is located within well type rings, which may not be very adequate and is quite expensive, notably \$1,385 per unit, including installation and monitoring. By placing the pump within the rings, the real issue with the pump – that the pump-body is not closed and protected – is not resolved. For further development of the elephant pump in Zimbabwe, the direction should be to modify the pump in such a way that the pump is protected and does not need the rings. Only then could the elephant pump be considered a low-cost, easy-to-install and easy-to-maintain hand-pump.

Sand abstraction The current lay out of the sand abstraction head works is not sustainable. Most of the piping at the surface is made of PVC and any bush fire will destroy the superstructure. All technical elements protruding from the surface should be of steel pipe. The system at Tugwane river in Chivi is also not fenced, which makes the equipment vulnerable to roaming cattle and vandalism.

Accommodation of IGA projects The IGA projects are all well-housed in little structures made of cement, roofing sheets and miscellaneous local materials. The design and the materials used are strong, appropriate and much in line with other local structures found in the rural areas.

6.2. Financial sustainability

The project strategy to enable the WPC to develop IGA projects to cover O&M costs has been an appropriate extension of the capacity of the communities to fund the cost of the water point. That the capacity of the IGA groups should not be underestimated is to be derived from the fact that all of the 9 IGA projects visited did have positive financial results, although in varying degrees. The financial and economical bedding of the IGAs occupies a grey zone, however, which needs to be studied and clarified; and the risks and opportunities of privatization and withdrawal from committees' responsibilities as a support agent for O&M need to be discussed.

6.3. Organisational sustainability

i) The project makes use of community based approaches as the best way to ensure that users, local leaders and district authorities will be able to continue operations after the

project has been handed over. Based on broad experience, it has been found that organisational sustainability in the rural setting appears to be less thriving than expected (due to conditions not fully understood). It is for this reason recommended that ACF study the factors that determine success and failure. This would help to identify potential threats and risk factors in future programs and address these in the project design phase. This is in particular relevant as a trend is observed that the IGA develops under a different committee than the water committee. It is recommended to evaluate in the near future whether the capacity that has been instilled in stakeholders is kept active and utilised by, for instance, Village Mechanics, Caretakers, village VHWs, Health and Hygiene clubs, the Health and Hygiene Technician in the District office, Water point committees and IGA committees.

- ii) The linkage of water points development to IGA development and Food Security gardening is most likely the right choice to strengthen organisational – and financial – sustainability. The choice of gardening as IGA project should be encouraged;
- iii) An observation from the field visits is that both IGAs and gardening suffer from discontinuity – a slowing down during the early rainy season, when labour is short in most rural families due to the work in the fields. This is a threat to sustainability and it is suggested to highlight the potential ‘competition’ between field work and the IGA and food security gardens as an issue during the committee training.
- iv) It is suggested to develop a sense of competitiveness between the wards by supporting competitions about who is best in developing IGAs or Food gardens, in cooperation with radio and newspapers. This would create visibility for achievements.
- v) With the extensive experience possessed by ACF, it is suggested to summarise on Strategic Stakeholder Management based on three years’ implementation and derive best practice for dissemination.

6.4. Exit strategy and stakeholder preparation

The philosophy of the project took as a starting point that water and sanitation infrastructure could only be sustainable and have a truly durable and sustainable focus if the users and the local leaders were capacitated to operate and manage the projects. Correctly, it did communicate and involve with the structures in the country, from national to ward level – an approach based on the idea that the governing structures will exist in the long term and that people and social services will continue to depend on them. In addition, there was a trust that the skills and knowledge transferred to people would mobilise them to practice and improve their own lives and those of others. It is in this context that the project chose principally for a long term and sustainable approach.

The objectives of the project have a strong focus on capacity development of the stakeholders with the ultimate aim to operate the projects without direct involvement of ACF. This has been a strong notion and starting point in the set up of the project. From section 3.6, Result 1 indicators it is shown that skills development and knowledge transfer was successful and from the PHHP and KAP survey that practices of local agencies, organizations and individuals have been improved. This is an encouraging result and, coupled to the strong base which ACF-A3B project has developed at provincial and district level, does indicate that stakeholders are truly involved and do want to be seen owning the project and processes related to it. This enables ACF to move out and to hand over to stakeholders. The exit strategy of ACF is not explicitly worded in the project proposal. It is recommended to undertake this, especially as there are a number of tasks now carried out by ACF – coaching, capacity development, problem solving – which ACF will have to phase over to the district authorities. An assessment as to whether local government will be able to implement these tasks, given not only the staff limitation but the logistics and materials involved would be helpful to draft the exit strategy. In future projects there should be a long term plan of involvement and mutual commitment with important partners like MoH and DDF who have been very supportive to the project. An important aspect of working with the staff of the

ministries or parastatals is to review the system of remuneration of ACF in relation to practices of other INGOs.

6.5. Project Monitoring

In order to become operational, consultative workshops for standardization of the M&E tools, guidelines and structure were held. Validation of the outcome of these endeavours was delayed and the position of the unit in the organisation – and its relationship with projects and managing staff that it was supposed to serve – became uncertain. The position, the mandate and the authority of the unit to function as an internal and independent monitoring instrument for the departments became the subject of dispute and is still unresolved. Certain monitoring information produced by M&E is made available to the Country Director. As noted elsewhere in this report it is urgent for ACF to decide on future monitoring capacity and structure.

said is not yet heard
heard is not yet understood
understood is not yet approved
approved is not yet applied
applied is not yet continuously
applied

continuously applied is not yet being
satisfied

Within the project, two M&E Officers are responsible for monitoring a) Water Supply and IGA activities, and b) monitoring of Capacity Building and Sanitation activities. They are guided by two Project Performance Monitoring Plans, namely “Water Supply & Income Generation Activities monitoring framework” and “Sanitation & Capacity Building activities monitoring framework”. The M&E officers report to the program manager and the M&E advisor. A mid-term evaluation of the project has been carried out in November 2009 by a Zimbabwean Consultant. Currently the tools of the M&E unit are statistical data analysis (Sphinx survey/SPSS). There is no specific monitoring software in use. The reporting is currently carried out by filling monthly Activity Progress Reports (APRs) – linked to Sphinx – which reflect on the operational domain and have a narrative and a numerical chapter. The APR is summarized as the APR Synthesis in order to make it more suitable as a management tool for the Coordinator. Financial management is supported by the Budget Follow Up (BFU) form. The APR, which uses the indicators from the log frame and also presents cumulative information about work done, is essentially a spreadsheet. This is neither adequate nor effective for the task of program management and coordination. ACF does use the APRs and BFUs globally in all its country programmes and it forms an important component of its administrative organisation at program level.

In future endeavours to develop the M&E unit, it is important that the M&E procedure harmonises with the APR and functions as a management instrument.

6.6. Financial and logistics monitoring and standard procedures (SOP)

The logistics department is making a strong move towards professionalizing itself, developing systems and procedures and applying them. This is an important process with a lot of momentum that will benefit the whole organisation. One area of interest for both coordinators and their managers is to describe their professional domains well and to agree on who communicates about what subjects, and when. In this way, the promising developments in both departments will reinforce each other. For both departments, it is suggested to inventorise standard operation procedures as far as they exist, especially as practices are often internalised. To make these SOPs explicit with periodic review and adaptation will further contribute to the strengthening of the organisation.

7. Cross cutting issues

Gender

The needs assessment did have a strong community focus and a lesser gender focus. In view of the main objective in the project being related to health and hygiene, this was not to be expected. At project level, gender is mainstreamed thoroughly in the water point and the IGA committees, which all have 5 female and 2 male members, usually with a female treasurer, and therefore constitute an important area of empowerment. The VHW is always female; and the HHC is all female, though not always with a large membership. In school sanitation, gender is very relevant as teenage girls belong to a vulnerable group that requires attention. Important areas of gender interest are number of girls per latrine and location of the latrines in view of privacy for girls, whilst hygiene is most important during menstruation. The teams in the field are predominantly male. This poses the question whether discussions about health and hygiene, or opinions from girls, can be equally assessed. It is suggested to ACF to look at its gender policy, both within the organisation as well as in the programs.

HIV/AIDS mainstreaming

It was observed that, without exception in all locations visited, women constituted 75% of the Water point/IGA Committees. In the majority of the committees met, women were responsible for the finances. This is a positive observation as research shows that finances are well handled by women in community based projects. Amongst the beneficiaries, poverty and HIV/AIDS status are criteria for assistance by provision of a household latrine. The number of latrines is, however, too low (227) to make major impact. It is clear from discussions – and supported by the lessons learned from the PHHP – that, for individually affected households, (improved) latrines are vital for those with HIV and AIDS in order to prevent opportunistic infections. Other services particularly relevant for these families would be to provide each with more appropriate hand washing options, such as a Tipi Tap, to improve personal hygiene. This could be implemented on a large scale, whereby the project would intensify awareness creation against stigmatisation, always a risk that accompanies the giving of specific assistance to those affected by HIV and AIDS.

Cleanliness of school latrines, a task for both boys and girls!



8. Conclusions and Related Recommendations

Conclusion 1: It was the right decision to amend the LFA (December 2009) to replace the initial log frame which was no longer viable to lead the implementation process under the than prevailing conditions.

Conclusion 2: The set of objectives as approved by EC in March 2010 are realistic and, under a no-cost extension arrangement (December 31, 2010), have been achieved by February 2011.

Concerning: Impact

Conclusion 3: The project has effectively contributed to the Overall objective: confirmed that living conditions of 198.289 beneficiaries have improved, coverage in average has been increased to 60%;

Conclusion 4: Result 1 has fully achieved reaching out, training and involving stakeholders, acquiring active new skills and knowledge, their registration, constitutions arranged for and recognised by local government and that 100 IGAs have been established. The evaluation does not confirm that district level operates a supportive reporting and monitoring system, that 100% of funds collected and/or generated by WPC/IGAs are invested in the water point;

Conclusion 5: Result 2 has been met as far as concerns its support to at least 79.750 persons, as well as water quality in adherence with Zimbabwean & WHO standards. The number of beneficiaries/water point in accordance to national (and SPHERE) standards can not be confirmed;

Conclusion 6: Result 3: number of latrines constructed/rehabilitated/repared/upgraded at village, schools, rural health centres and vulnerable households level: 700 latrines (473 institutional and 227 for vulnerable households) benefiting approx. 11 730 people. It is unconfirmed as far as schools/clinics is concerned;

Conclusion 7: Result 4: impact of 141 503 (198 289, min 80% population) people aware/demonstrate safe hygiene behaviours and increased knowledge in prevention of water, sanitation/hygiene related diseases is confirmed. Unconfirmed; domestic water use significantly increased and fits Sphere 2004 requirements

Conclusion 8: The additional value of the ACF approach includes:

- i) District and Community Based Management (CBM) which has created considerable ownership;
- ii) Complementarity of Water point development and Food security gardens which adds to food production important elements like social capital and entrepreneurship;
- iii) Income generating activities (IGA) in support of water point O&M as met with great interest across the communities in view of support to water and sanitation but also recognising the sense of entrepreneurship in the rural communities;

Conclusion 9: IGA projects where implemented late in the project cycle and would have benefited from increased coaching and monitoring;

Related Recommendation:

- i) To conduct a study on conditions decisive for IGA effectiveness and sustainability, the financial and economic context and capacity, and their relationship to the community and the water points;

ii) Improved timing of IGA establishment, improved training, coaching and monitoring;

Conclusion 10a: The Activity Progress Reports (APR), APR-synthesis reports and Budget Follow-Up reports (BFU) are suitable for global use. For operational monitoring and reporting it is time consuming and less appropriate. Staff prepared home-grown overviews and tools for measuring output and impact.

Conclusion 10b: Drafting the APRs is time consuming, it is estimated that over the implementation period the time investment by all involved would amount to over \$111.000, not including the costs related to the M&E system;

Related recommendation: It is recommended to invest in management information system (MIS) for WASH which would encompass software for project planning (e.g. MS Project or other), project administration that fits ACF and the donor requirements, a standardised monitoring system as well as capacity to develop a database which is compatible with outside systems.

Conclusion 11: Indicators in the current log frame are adequate and are able to measure progress on activity level as output.

Related recommendation: In future log frame planning it is recommended to include gender and environmental aspects as cross cutting issues;

Conclusion 12a: The coverage in terms of access to clean water under the amended LFA is unchanged in geographical terms. (1166 villages before and after/25 wards) The number of direct beneficiaries has been reduced from 130.200 to 79 750 persons (60%) served from 413 water points instead of the originally planned 600, household latrines is 227 and at schools/clinics 473 making up for 700.

Conclusion 12b: These changes were well communicated and carried out in consultation with the district authorities.

Related recommendation 1: Future project planning should be wary of overambitious objectives and the planning and in line with operational capacity of the organisation in the Zimbabwean context;

Related recommendation 2: Future technical assessment to be carried out in a standardised way whereby from a limited number of existing boreholes the BoQs to be assessed and extrapolated towards the scale of the project;

Conclusion 13: Delay factors in the project included both external and internal factors. External causes and delay factors:

- i) project development in the context of economic and societal crises;
- ii) security conditions and limitations imposed on NGOs;
- iii) bureaucracy encountered at district level (MoUs, etc);

Internally causes for project implementation delays:

- i) ACF entered from short term rehabilitation and emergency WASH into long term developmental WASH, which requires differences in terms of planning;
- ii) emergency interventions in times of Cholera did sometimes compete with the project own means;
- iii) long term nature of the project created reduced sense of urgency;
- iv) senior coordinating staff (3) during the life span of the project) employed on short term contracts, with vacant periods in between;
- v) differing visions and opinions in subsequent project leadership;
- vi) operational weakness of the logistics department at early stages;
- vii) generally unclear systems and procedures at early stages;
- viii) leadership not always alert on solving organisational issues, e.g. functioning of M&E and vision development in view of technology choices, e.g. elephant pump;
- ix) partner approach ACF and outsourcing not yet developed;

Conclusion 14: Coherence of the different project components - Water Supply, Sanitation, Capacity Building, IGAs and Water Quality Monitoring – were coherent and well chosen, sound balance between water-quantity and water-quality and water supply and sanitation. The project did very well in terms of shaping the understanding for the stakeholders roles and responsibilities and capacitating them to become operational and take ownership.

Conclusion 15: Pilot schemes are: Elephant pump installation, C-type Bush pump installation, and construction of sand abstraction, establishment of IGAs which were not prepared for well enough, coaching, monitoring and reporting left to desire.

Related recommendation: To reduce the number of pilots schemes and develop a specific strategy in advance.

Conclusion 16: The programme has transferred extensive –skills and knowledge- training to stakeholders which resulted also in rural employment in the case of the builders. Training materials generally not of required standing.

Related recommendation: Training where possible to be outsourced to partners and contractors. Training materials to be improved, less textbook-like and in the local language;

Conclusion 17: Operational Strategy & context of the reviewed LFA expresses the risks and assumptions adequately, non-plannable factors included. However planning paragraph beyond narrative. The delays which started to build up from early 2010 could have been mitigated using project planning and monitoring software or MIS.

Related recommendation: Reference is made Conclusions under 10 and Related recommendation.

Conclusion 18: Contract management has improved especially for well sinking and drilling with stipulating ‘wet hole’ as condition for payment. Contract document for drilling of sound technical quality, enforcement clauses well articulated.

Related recommendation: Effectiveness of communication between WASH department and Logistics department important for smooth division of tasks, respectively operations and administration;

Conclusion 19: In a number of areas ACF requires further capacity development in order to capacitate the organisation in view of realising implementation objectives:

Related recommendations:

- i) Transition from Project approach to Programme approach, at management and coordination level long-term employment contracts (e.g. two years) to replace short-term contracts;
- ii) A 5-year WASH strategic plan be developed describing emergency and development approaches and the relation between them. Competence management and staff as required;
- iii) to conduct an internal capacity development assessment: to identify areas of adequacy regarding long-term program development and to identify areas of organisational and staff capacity development needs;
- iv) In terms of systems, procedures and decision-taking capacity within WASH it is suggested to compile a ACF Programme Manual which describes existing and inventorises system and procedures yet to develop as well as lines of communication;
- v) Development of programmatic alliances with partners and relations with competent contractors be worked out. Policy to be developed as regards partnering in Zimbabwe, including rationale and purpose. Similarly, standardised competence assessments to be carried out to formulate a long list of contractors.

Conclusion 20: Technical sustainability scores well due to the right technology choices combined with sound engineering levels in the field. Despite a number of early break downs were observed.

Conclusion 21: Financial sustainability is well supported with thriving IGAs – 9 IGAs did in varying degrees have profits from their project- as they have been initiated. Further analysis and study regards the IGAs optimisation is required.

Conclusion 22: Organisational sustainability is based on community based approaches which offers the best possible option to ensure that users, local leaders and district authorities will continue operations after the project has been handed over.

Related Recommendation: Summarise on potential threats and risk factors in future programs and address these in the project design phase.

Related Recommendation: to evaluate whether the capacity which has been instilled in stakeholders is kept active and utilised by for instance VP Mechanics, Care takers, VHW in each village, Health and Hygiene clubs, Capacitated the Health an Hygiene Technician in the District office, Water point committees and IGA committees.

Conclusion 23: Exit strategy and stakeholder preparation are implicitly to the approach and strategy of the project. Despite several project have been implemented under great time pressure and lack coaching, capacity development etc, before the project moves out.

Related Recommendation: To develop a time line with activities and results in view of handing over of the projects in future.

Conclusion 24: Monitoring was replaced by a reporting procedure which has been much time consuming. The M&E unit is not operational.

Related recommendation: With urgency to intervene and address the organisational constraint surrounding the M&E unit and the lack of project level monitoring in the organisation.

Conclusion 25: Gender considerations are not as a planning variable in the log frame, while in the field the project has mainstreamed gender well in WPC/IGA committees, VHHC and other stakeholders. In the project team few posts are taken by female employees.

Related recommendation: There is need for ACF to look into its gender policy, both within the organisation as well as in the programs.

Action Against Hunger (UK)

Action Against Hunger (UK)

The Evaluator

Signature

Signature

Signature

Name

Name

Name

Date:

Annexes: Provided separately