

**PROGRESS REPORT ON THE ZAMBIA
SANITATION PROJECT (ZASP)**
**Based on a field assessment exercise conducted
at Kaloko Trust, Masaiti district (Ndola rural)**

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Prepared by

Emmanuel Mutamba
emutamba@yahoo.com
+260 977 891826
P.O. Box 38254
Lusaka, Zambia

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Abbreviations and Acronyms

FGD	Group Focus Discussion
GDTF	Global Dry Toilet Association of Finland
IG	International Group
IGAs	Income Generating Activities
KCA	Kamoto Community Arts
KTZ	Kaloko Trust Zambia
MDGs	Millennium Development Goals
NGO	Non Governmental Organisation
SWOT	Strength, Weaknesses. Opportunities Threats
ZASP	Zambia Sanitation Improvement Project

Executive Summary

The Zambia Sanitation Project (ZASP) is a three year project (2006 – 2008) being implemented by the Kaloko Trust Zambia (KTZ) a local NGO based in Masaiti District on the Copperbelt Province in partnership with the Global Dry Toilets Association of Finland (GDTF). KTZ is working with 11 local communities (*villages and re-settlements*) covering an area of 26 000 ha.

Inadequate sanitation is still a major problem in the developing world. In 2001, unsafe water, sanitation and hygiene accounted for over 1.5 million deaths from diarrhoeal diseases in low and middle-income countries (*National Mirror, 2007*).

The GDTF is a Finnish NGO contributing to global efforts towards improving sanitation so as to meet the Millennium development goal No.8: *To halve the population of people suffering from lack of water and sanitation*. GDTF endeavours to ensure sanitation programmes produce long-term improvements on the people's sanitation and their consciousness of it.

This report presents the findings of a simple evaluation undertaken in October, 2007 to assess the progress made on the ZASP, identifying constraints and proposing future action.

Sanitation is one of the main social/environmental problems confronting most communities in Zambia like in other developing countries. In Luansobe-Luankuni project area, inadequate clean and safe drinking water and the lack of sanitation facilities are a major constraint on the people.

A study undertaken in 1999 found out that only 10% of the inhabitants in the area had a borehole as their main water source. Others took their water from shallow wells or rivers. The water sources were located on an average of 0.9 km distance from home. Some of the families, however, had even more than 5 km distance to their water sources. There were few toilets in the villages (*ZASP Project plan, 2005*).

According to a report on a recent study taken in the project area whose aim was to analyse the bacteriological quality of the well and stream water in the region, it was observed that there was widespread bacteriological contamination in the waters that community households were using. Most of the villages did not have functioning wells at all and the water was carried from long distances. The report further revealed that most of the people relied on unprotected wells which were often built by digging a deep hole in the ground. In some cases wells were lined with concrete rings but the superstructure allowed the runoff water re-enter the well.

The report concluded that generally the quantity of water was as much of an issue as was the quality (*Report: Well and stream water survey, Pulkkinen, 2006*).

Sanitation problems have been identified as being part of the causes for poor health, high infant mortality rate and poor quality of the environment in Luansobe-Luankuni.

Agricultural production in the project area has declined considerably in the last fifteen years. This has been largely attributed to the inability by community members to access fertilizer on market price. In the beginning of the 1990s the Government of Zambia liberalized the agriculture sector and subsequently withdrew subsidies on agricultural inputs. The result has been a significant reduction in crop production as farmers are unable to buy fertilizers at market price.

Deforestation, mainly due to charcoal production and the general loss of biodiversity are other major environmental concerns in Luansobe-Luankuni area. The decrease in vegetative cover has subsequently led to soil erosion and land degradation which have further reduced the productivity capacity of the land.

ZASP attempts to address the problems of sanitation, enhance the well-being of the environment and improve productivity through the following strategies:

- Research (information collection)
- Awareness creation
- Education
- Construction and promotion of Dry toilets
- Use of compost from Dry toilets for manure

The assessment established that people generally in the project area had adequate knowledge about sanitation, health and environmental management. The practices on the ground however did not match the amount of knowledge people have.

The assessment showed that the level of community participation in initiatives that aim at addressing problems of sanitation was relatively low. ZASP, especially the Dry Toilet concept has had a *lukewarm* reception from the project communities. This initial reaction was however expected as the principle behind the concept crosses cultural and traditional lines.

Human excreta are generally looked upon as dirt and therefore not expected to be touched, let alone using it in production of food meant for human consumption. Another factor was that people were doubtful about the effectiveness of the manure from dry toilets.

The evaluation further established high monetary expectations, poor leadership and community mobilisation skills and unclear management responsibilities as being among factors that were contributing to low project performance.

Dry toilets were also said to be too expensive for community members to afford. The model being used in the ZASP demonstration toilets uses 20x50kg pockets of cement, 4x2m iron sheets, conforce wire, steel rods and PVC pipes whose costs were beyond the ability of the local people to buy.

Over and above the challenges ZASP faces and fore mentioned, there is convincing evidence that with a new holistic strategic approach to the project the desired results could be attained. Some community members (*mostly those who attended evaluation meetings*) showed greater spirit of commitment to the project. It is these men and women, though few in number who carry the vision and future of ZASP.

In view of the findings it is recommended that:

- Awareness creation and education which the project initiated should be sustained through the use of all possible methods including meetings, drama, posters, testimonies etc
- Education programmes should produce community action plans with implementation time-frames, specific tasks and responsibilities.
- Interested community members in project areas should form sanitation groups to be called *Community Dry Toilets clubs* (e.g *Kasamwa Community Dry Toilets Club*) to pioneer the project
- The project should establish organic gardens on which compost from Dry toilets could be experimented.
- The project should invest in community capacity building (*Leadership skills, Community mobilization skills, Conflict management, Project Impact Monitoring*). A knowledgeable, inspirational and strong community leadership is a pre-requisite for a attaining a successful community intervention. Community Capacity building is also an exit strategy for support NGOs.
- ZASP and KTZ should redefine roles, tasks, responsibilities and reporting procedures for key management staff (Project Coordinator, KTZ Director, Field Coordinator and volunteers)
- ZASP should enter into contracts with its part-time or full-time staff clearly defining job descriptions and/terms of engagement and duration of contracts (*A clause could be inserted in the contracts if possibilities of renewal exist*).
- The project should have a separate bank account to enhance accountability (*The Director of KTZ, Field Coordinator and KTZ Accountant should be signatories to the account*)
- There is need to develop and provide training to project members on a low-cost model Dry toilet.
- Create publicity on the project (e.g *T-shirts, posters, chitenge*)

1.0 Introduction

The Zambia Sanitation Project (ZASP) was initiated by the Dry Global Toilet Association of Finland (GDTF) in partnership with Kaloko Trust, a Zambian NGO based in Masaiti district on the Copperbelt province.

Kaloko Trust Zambia (KTZ) is registered as a charity in Zambia and the United Kingdom (U.K). Kaloko Trust U.K is mainly involved in fundraising for rural development projects implemented by KTZ. KTZ established its present centre in 1995. Its catchment population is about 10,000 people.

The GDTF promotes global hygiene through improvement of sanitation. GDTF recognizes inadequate information and the lack of capacity and means among many people in the world on how to improve their hygiene, especially in the developing countries as some of the main causes for poor sanitation. The other factors that have been identified to influence sanitation are cultural beliefs and prejudices. The project purpose is to create a programme that develops ecological sanitation in Africa and Asia.

According to a study on *Zambia's Progress Towards The Attainment Of The Millennium Development Goals – Civil Society perspective* (S. Muyakwa, 2007) there is critical need to improve access to safe water and sustain improved sanitation in order to improve the living standards of both urban and rural communities. The study reveals that access to safe drinking water in Zambia increased slightly from 48% in 1992 to 51% in 2002. Regarding sanitation, 17% of the households had access to improved sanitation in 1990. Access to sanitation declined to 15% in 2000. Sanitation is worse in *rural areas with only 2% of the households* having proper toilet facilities in 2002 compared to 39% of urban households.

One of the most effective methods of promoting hygiene in rural areas that has been identified is through the use of toilets. People however need to appreciate the diverse benefits of using toilets. This therefore requires training and enlightening them on matters of hygiene. Most communities in Zambia use pit latrines or open pits which do not provide for controlled management of toilet waste.

The ZASP seeks to improve the state of Sanitation in the Luansobe-Luankuni area in Masaiti district. The goal of ZASP *is to build 'Dry toilets' in schools and health centres and inspire people in the project area to use toilet waste as fertilizer.*

Dry toilets have been used in traditional Finish set up for a long time. Dry materials like leaves, grass are mixed with human excreta. The principle is like the one applied in making *normal* compost manure. When the composting is effective the toilet does not smell since the faeces are covered by dry material and separated from urine. The manure

could be used in crop production. It would improve people's income as it will reduce input costs which come with the use of synthetic fertilizers.

The overall objective of the project is to produce long-term improvements on the people's sanitation and their consciousness of it. Long-term development targets are:

- Reducing illnesses and saving human lives. Promotion of better health through personal and environmental hygiene, which can be achieved by controlled management of toilet waste and education.
- Increasing equality. Women's and children's needs and rights are taken into account when designing sanitation. Equality also means that no minority group of people is solely submitted to handling of human waste.
- Good management of the whole chain from the dry toilet to the re-inducement of nutrients in the fields. Nutrient recycling to fertilise the land and improving the food maintenance.
- Supporting the local business (*e.g. cash crops, manufacturing toilet parts*)
- Improvement of the state of the environment, save and protect water resources.
- Comprehensive improvement on the quality of life.
- Achieving the millennium development goals (MDG) of the UN.

ZASP is a three year project (2006 – 2008). In the first year (2006) background information was collected from the project area and from previous studies and projects. The background material collected from the project area was about technical, economical, institutional, social and environmental factors.

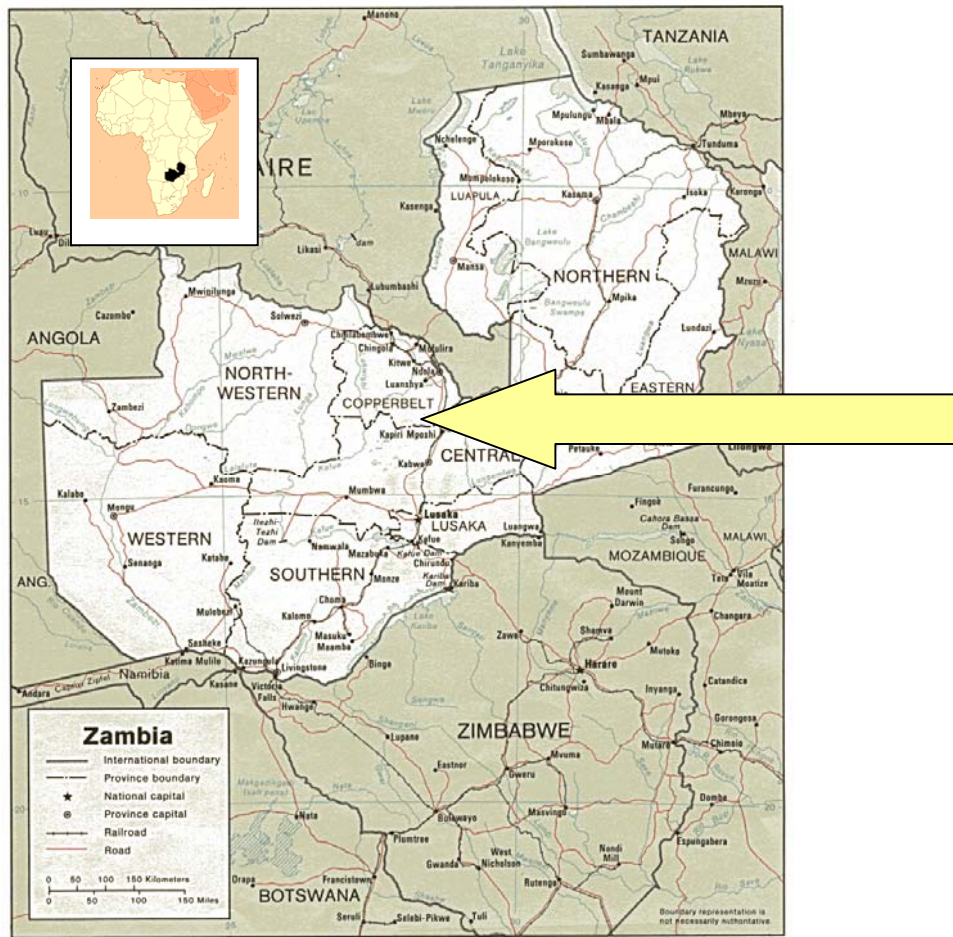
Project coordinator of GDTF (Sari Huuhtanen) stayed in the project area for three months in 1999. The ZASP project is largely based on the water survey made by Huuhtanen and other environmental projects that have been carried out in the area. The previous surveys generally concluded that the sanitation and water services have to be improved in the area.

The first phase of the ZASP (2006) provided for undertaking an interview study. The interview study is utilised as the source of information during planning sanitation activities and education as well as building toilets in the area.

In the second stage of the project (2007-2008), the pilot toilets will be established in chosen places (e.g. schools, medical clinics). These places are decided upon by the inhabitants of the area in cooperation with KTZ. The project in the second phase (2007) includes building of pilot toilets, guidance on the use and care of toilets as well as sanitation and hygiene education. Also, testing of toilet waste use in test plantations is planned. The experiences from Zambia will be utilised in education, and as a reference case for expansion to other countries.

In March, 2007 the project engaged a local Field Coordinator as a way of enhancing efficiency in implementation and management of the project. The Field Coordinator

supervises community activities (*community mobilisation, training, awareness, construction works*) and prepares progress reports among other responsibilities.



The map of Zambia: Location of the project area.

2.0 Objectives and terms of reference

The GDTF commissioned the evaluation exercise described in this report. The overall objective of the evaluation was *to ascertain the extent to which the objectives of the project were being met.*

The following were the specific tasks of the assignment:

- To evaluate the project performance in terms of project implementation, outlining major successes and failures on the basis of the initial project implementation plan.

- Undertake a field appraisal of the activities taking place in the target communities.
- Establish stakeholders' perceptions of the project.
- Establish the Strengths, Weaknesses, Opportunities and Threats of the project.
- Ascertain the management and cost effectiveness of the project (input against outputs)
- Based on the findings give appropriate recommendations.
- Prepare a report and submit it to the Project Coordinator.

3.0 Methodology

The assessment exercise assumed a participatory approach. The following tools were applied:

- Key informant interviews (*institutional and community/beneficiaries*)
- Focus group discussions (*community/beneficiaries*)
- Field visits (*communities, project sites*)
- Direct observations
- SWOT analysis
- Literature review (*reports, newsletters, documentaries*)

The methods are described in detail below:

3.1 Key informant interviews

The interviews were conducted on special category of informants. They were individuals who were knowledgeable about the project either at management or implementation levels. They included management and field staff, heads of public institutions and community leaders.

3.2 Focus Group Discussions (FGD)

These were discussions centred on an identified subject of interest. The FGDs were conducted with groups of people, mainly in project communities.

3.3 Field visits

Field visits were meant to provide an on-the-spot knowledge and first-hand information on the project activities and implementation progress, especially on construction works of demonstration dry toilets. It also provided an opportunity to learn from the implementers (community) on the challenges and limitations they were encountering in the process of implementing the project, if any. Fieldwork was undertaken from 8 – 11 October, 2007 and from 1 – 3 November, 2007.

The project site and communities visited were Kasamwa, Mwaitwa, Kandulwe and Kwesha.

3.4 Direct observations

It was important to physically cross-check information obtained from the informants. Direct observations helped check out figures, structures and materials as a way of verifying information obtained from interviews and discussions.

3.5 SWOT Analysis

The SWOT framework was developed to consolidate views expressed by stakeholders on the strong and weak points of the project, perceived opportunities and potential threats to its success.

3.6 Literature review

Review of literature about the project was meant to get an understanding of the project, its objectives and expected results.

The table below summarises specific information sources:

Key informants	Focus Group Discussions (community participants)	Field visits	Literature review (sources)
<ul style="list-style-type: none"> - Lewis Jere (<i>Director – Kaloko Trust</i>) - Michelo Katambo (<i>Field Coordinator</i>) - Jesse Ngoma (<i>Operations Manager</i>) - Hanyama Habanyama (<i>Headmaster-Kaloko Basic School</i>) - Isac Chisenga (<i>Building advisor</i>) 	<ul style="list-style-type: none"> - Kasamwa (11) - Mwaitwa (18) - Kandulwe (5) - Kwesha (9) 	<ul style="list-style-type: none"> - Kasamwa - Mwaitwa - Kandulwe - Kwesha - Kaloko basic school 	<ul style="list-style-type: none"> - Zambia Sanitation Improvement Programme (<i>Project plan - GDTF</i>) - Kamoto report: Survey on water and sanitation sensitisation

<ul style="list-style-type: none"> - Sari Huuhtanen (<i>ZASP Coordinator</i>) - Leena Antila (<i>Finland</i>) 			<ul style="list-style-type: none"> - Well and stream water survey in Kaloko (<i>Ilkka Pulkkinen</i>) - Hygiene and Sanitation Education (<i>ZASP Weekly reports</i>) - Internet - Project budgets (<i>income and expenditure summaries</i>)
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4.0 Limitations

The evaluation generally went without major set backs. The few limitations included:

- Short notice for the community members: Some who may have liked to attend community meetings (*though very few*) had already committed themselves to other activities.
- Inaccessibility to some key financial records: It was difficult to access financial records, especially expenditure reports which were necessary for fiscal assessment (*the accountant was not often available.*)

5.0 Main findings

5.1 Awareness and education

The project acknowledges the critical role awareness and education plays in its implementation. The project plan states that *in the first stage, the plan is to begin hygiene education in schools and villages. Hygiene education is hoped to make people realise the importance of good hygiene.* Understanding project objectives and benefits has been widely acknowledgement as pre-requisites for project success and sustainability. It is even more desirable for projects like ZASP that introduce completely new innovations that border on the beliefs, traditions and cultures of local people. The ZASP project relies to a very large extent on the effectiveness of community awareness and education for its success.

Schools are a useful medium for awareness creation as they are public institutions which provide a common source of information and knowledge for communities. School children are effective vehicles for information dissemination especially in rural areas

were illiterate levels are low. Luansobe Basic School (*located at KTZ administrative centre*) alone has over 1000 pupils.

The project areas are well serviced with community schools hence the opportunity to raise community awareness by using schools as vehicles for information dissemination exists. The involvement of teachers in creating awareness on ZASP is equally cardinal as they are a source of inspiration to the pupils. The teachers at Luansobe basic school and Kandulwe community school exhibited a lot of goodwill towards the project that deserves to be upheld.

It was acknowledged by community members in all the communities visited that most of them understood the poor sanitation situation in their areas. The knowledge has been accessed through workshops and interviews conducted during previous surveys leading to the initiation of the ZASP project. In a more recent survey conducted by Kamoto Community Arts (KCA) from 6 to 8 May 2007, people identified malaria, common colds, diarrhoea, dysentery and skin infections as common water born diseases in their area, but only 20% of them were chlorinating or boiling their drinking water (*Report: Kamoto Community Arts Simple Survey on Water and Sanitation, 2007*). The report acknowledges that people understood the short-comings in their agricultural production and the need for identifying low-input cost agricultural practices that also enhance soil fertility retention. The report further states that 80% of the people in project area recorded a poor harvest in the last agriculture season (2006/07) due to their inability to acquire synthetic fertiliser whose prices were beyond their ability to buy. The fertiliser market value in 2006/2007 farming season was between K110,000 and K130,000 for a 50kg bag. Despite some community members admitting having been trained in use of organic manure (compost), the use of synthetic fertilisers still appealed to them as a better option despite the high costs and environmental damage associated with it. It is evident that the knowledge base among the people in project communities far outweighed their practices.

The sensitisation drama performances conducted by the KCA drew large crowds of people. At Kandulwe alone 330 people attended the drama performances and participated in subsequent knowledge sharing sessions which were conducted in groups. At the time of the evaluation however only 3 people were participating in the project. The results from the group discussions indicated that people were well vested about sanitation issues (*mainly water and homestead management*). It was however the Dry toilets concept that received mixed reactions.

Other methods of creating awareness and educating the communities that have been explored include education and awareness meetings and workshops.

Education meetings were conducted by ZASP between 21 May and 15 June, 2007. The meetings contributed immensely to change of perceptions among community members on sanitation and hygiene. A total of 18 education meetings were held at Mwaitwa, Kandulwe, Serenje, Kasamwa, Luampesa, Lumombwe, Luansobe Basic School, Kaloko Health Centre, Kwesah, Chisapa and Kantolo. 1152 people (*men, women and children*) attended the meetings.

The experience from events described above, however reminds us that quantitative parameters are not on their own reliable indicators for project appreciation and acceptance by local people. Other factors such as conservativeness, cultural values, traditions, customs, leadership and personal benefits need to be taken into consideration.

5.2 Community participation and perceptions

Community participation has become a household concept in the developing world today. Governments, Donors, NGOs and other development agencies are demanding increased participation by primary stakeholders in their programmes.

The concepts of participatory development revolve around a paradigm shift from *top – down* to *bottom – up* approach to development. It locks out imposition of interventions on local communities by decision makers (*Government, donors, NGOs*). It dwells on the belief that the involvement of the local people (*key stakeholders*) for whose purpose development interventions were meant to benefit develops a sense of ownership among project members and enhances project sustainability. This entails ensuring that target groups are involved at all stages of the project processes from planning through implementation and evaluation. This approach is called “*genuine participation.*”

Research has shown that development interventions where effective community participation has been attained have helped communities develop collective responsibilities towards management of their projects. Effective community participation also brings about some measure of success in decision-making processes and accountability of community resources (*E. Mutamba, 2002: Community Participation – Reality or Rhetoric; Experiences from the communities living in Kasanka Game Management area*).

All the ZASP areas visited exhibited weak community participation in the project. It was evident that the majority of the community members conceived wrong expectations from the project. At all FGD meetings held in project areas, participants acknowledged that the majority of community members expected some monetary rewards for working on the project. At the meeting held at Kasamwa, which was attended by 12 community members, it was revealed that one of the community bricklayers who had offered to construct the demonstration toilet stopped working on the project sighting the lack of *incentive (payment)* as the reason for his decision to discontinue. This left only one bricklayer on sight who later also left to nurse his child who had been admitted to hospital.

Kennedy Siame, who is one of the few remaining active members at Kasamwa said that other community members stopped participating in the project when they realized there was no payment for their work.

“People in our community are used to getting paid for what ever work they do. There are few people here who can give voluntary service even for an activity of their own benefit,” lamented Siame.

The Headman of Kasamwa, Joseph Ndashe echoed Siame's sentiments.

“Community participation is still a remote concept here, there are a few who understand and appreciate it. The element of working for monetary gain has become deep-rooted in our way of doing things,” explained Ndashe amid acknowledgements from other community members in the meeting.

Only 5 people were actively participating in construction works for the demonstration dry toilet at Kasamwa. The construction of the toilet had initially been expected to be completed in August, 2007. At the time of the visit to Kasamwa on 9th October, there was still much work left.



Running away from community work? An incomplete Dry toilet at Kasamwa

The situation at Mwaitwa was no better than Kasamwa. There was only one bricklayer who was actively working at the demonstration toilet. Mwaitwa had 5 known qualified bricklayers. In most cases however, the bricklayer was dormant as there were no people to collect water and sand. The attitude towards community work was poor at Mwaitwa like in the other project areas. This was also evidenced by the slow pace at which a community school was being constructed.

The participants at the Focus Group Discussion held at the community school (*attended by 28 people*) acknowledged the poor spirit of participation among the people in Mwaitwa. Some participants said that poor participation on the ZASP project was due to

inability of the project to provide short-term benefits. It was learnt that people were always asking about the *profit* they would gain by participating in the project.

At Kandulwe the meeting was attended by 3 community members while at Kwesha 7 community members attended the meeting. The reasons for the seemingly lack of interest from community members to participate in the project mentioned at Kandulwe and Kwesha (*expectation of incentives – payment*) were similar to those obtaining at Kasamwa and Mwaitwa.

Other reasons to which poor community participation was attributed to include:

- Stigmatisation: The project was still suffering from stigma. Some people still felt it was ill-conceived and out of step with cultural and traditional values. The aspect of collecting human excreta was said to be an alien practice which was at variance with their culture.
- Limited skilled human resource: The number of skilled builders and carpenters was said to be relatively small in all areas.
- Negative perception about Kaloko Trust: Some participants said that they were not convinced Kaloko Trust could facilitate a project that would succeed as their experience with Kaloko was that of unfulfilled promises (*These comments were made at Kasamwa and Kandulwe*)
- Ineffective approach: At Kasamwa and Kwesha participants said the approach of involving the whole community in the project was wrong. They said that the project was new and needed time and proven results for more people to appreciate it. Starting with a small group of interested people as pioneers, it was said, could have brought about better results.
- Inconsistency in delivery of materials: Participants said that the inconsistency in delivery of materials to the project site by Kaloko Trust was frustrating and discouraging to even the few that were interested in the project.
- Conservativeness: People in project areas were said to be generally conservative and that it often took them long to embrace new ideas.

In an effort to counter poor participation from community members and speed up the project, the project management decided to engage Isac Chisenga, whose initial responsibility was to train local builders to take up construction works. At the time of the assessment Chisenga was involved in building all the four dry toilets at Kasamwa, Mwaitwa, Kandulwe and Kwesha with the help of at the most three people thereby effectively defeating the aim of the project which is explicitly stated in the ZASP project plan that *local people would participate in the project planning and implementation as much as possible to make them committed to the project.*

Isac Chisenga (*Building consultant*) clearly puts the situation into perspective. *“Community participation is nearly dead in the project, I am now working as community,” says Chisenga.*

The Director of Kaloko Trust, Lewis Jere admitted that the project had lost community participation and ownership.

“People were not able to work within their areas. They all want to come and work at Kaloko. Chisenga’s role was that of a Consultant, now he has been turned into a Contractor, this is not right, there is need to re-define the approach” said Jere.



Part of the group that attended the evaluation meeting at Mwaitwa

Michelo Katambo, the Project Field Coordinator acknowledges that the project has had some setbacks but strongly believes that not all was lost.

“We need to correct the mistakes that have been made. We have not progressed well. Both us in management and the beneficiaries need to re-visit the project purpose and re-define our roles and responsibilities”, said Katambo with a tone of conviction.

Evelyn Mwila is one of the few community members still participating in the construction works at the demonstration toilet at Kwesha. She sees success where others see failure. Mwila believes the project is barely going through a normal phase any new idea would go through. Perhaps we all need to take a leaf from her *wise* counsel.

“Dry toilets are a completely new concept, in fact a strange one. But those of us who have been quick to appreciate and see the expected benefits should provide leadership. We must succeed at all costs, that is the only way we shall bring others on board. Nothing good comes easy – any way after all dry toilets don’t even smell”, said Mwila with a smile.

By and large the project still has a lot of potential for success. The education and awareness programmes undertaken by ZASP have had a relatively positive impact on change of perceptions among community members towards the project.

5.3 Project management and administration

According to the Project plan, ZASP is administered by a three management structure. The supreme level is the GDTF Board. It provides policy direction and is responsible for overall administration of the project. The International Group (IG) of the board meets regularly to review project progress and resolve possible problems. The IG is made up of people with experiences in international development. The IG also gives technical and practical information and advice. The Board has a final say on future decisions and project expenditure.

The second level comprises the Project Coordinator, the Director of Kaloko Trust Zambia (KTZ) and the Field Coordinator. The Project Coordinator is responsible for the implementation of the project, monitoring and evaluation. She reports to the Finnish Ministry of Foreign Affairs and to the GDTF Board. She approves project activities and expenditure before they are implemented. The Project Coordinator is the ZASP contact person in Finland. The Director of KTZ is the ZASP contact person in Zambia. According to the project plan, the KTZ Director is responsible for preparation and communicating project reports including possible problems as soon as they are noticed to the GDTF through the Project Coordinator. The KTZ is also responsible for informing local project groups about new decisions and planned actions.

In March, 2007 ZASP engaged a Field Coordinator who is based at Kaloko Trust. The measure was taken to fill-in the coordination and communication gaps that had been identified in the project. The Field Coordinator is responsible for coordinating project implementation including training, awareness and research. She prepares activity and progress reports. She reports to the Project Coordinator.

The lower organ of the project management structure is implementation (*community level*). The project communities are represented by Project Assistants. The project targets 10 villages.

Although the changes at the second level of the management structure (*engagement of Field Coordinator*) brought in some level of efficiency in project management and implementation it also raised some structural and administrative concerns. It must be noted here that the project may have misdirected itself to have tasked the Director of KTZ with the responsibility of coordinating project implementation, community mobilisation, monitoring and evaluation and preparation of activity and progress reports. This responsibility required one to spend substantial amount of time in the project areas for community mobilisation, planning, organizing meetings and resolving conflict. This is in view of the fact that the Director of KTZ was Chief Executive of the Trust in which ZASP was just one of the many projects KTZ was implementing.

There has been no revision of the responsibilities of the KTZ Director on ZASP following the engagement of Field Coordinator. Though the Field Coordinator has taken up most of the responsibilities which the ZASP plan had initially located to the KTZ Director neither her job description nor terms of engagement are stated.

KTZ Director, Lewis Jere says that it is the responsibility of the Project Coordinator to develop a job description for the Field Coordinator. He however says the Field Coordinator reports to him.

“It is the responsibility of Sari to prepare Michelo’s job description, but Michelo reports to me”, said Jere during an interview.



Kaloko Trust Zambia Director, Lewis Jere stresses a point during an interview

Reporting guidelines for the Field Coordinator are unclear. While the KTZ Director believed that she reported to him, she said that she reported to the Project Coordinator. This scenario could be a source of potential management conflict as it came to surface at the FGD meeting held at Mwaitwa on 10 October, 2007.

The KTZ Director had been unhappy with the slow pace at which construction work on the demonstration Dry toilet was moving at Mwaitwa. He instructed the community bricklayers to proceed with the work without waiting for the building consultant. The construction works were however later stopped by the Field Coordinator on grounds that the bricklayers needed to be given technical guidance from the building consultant before they could continue on their own.

“I had to stop the bricklayers because they had not yet been given technical guidance by the building consultant. That’s how we do it for all the toilets. We need to be sure they do it right. We can’t gamble for the sake of catching up with time”, said Katambo.

Project planning and management meetings are important as they ensure management team members have a common approach to the implementation process. This could reduce the possibility of issuing conflicting instructions to project members. There was no evidence (*no minutes*) of regular project management meetings having been taking place.

5.4 Strength, Weaknesses, Threats and Opportunities (SWOT) Analysis

In order to establish the positive and negative elements about the project and to establish its viability, a SWOT analysis framework was developed based on information collected from key informants and at FGD meetings. The SWOT analysis is a useful tool for project planning, project performance assessment and organizational management. It can also be used in monitoring and evaluation.

Project managers could use the information collected through a SWOT analysis to plan how to build on the strengths in order to overcome the weaknesses. While the project may have no control over the threats, it can take advantage of the opportunities and prepare for them. The table below shows the SWOT analysis on ZASP.

Strength	Weaknesses
<ul style="list-style-type: none"> - Availability of funds for implementation - Committed management staff - Knowledgeable community members on issues of sanitation and environment - Availability of local resources (<i>building materials</i>) 	<ul style="list-style-type: none"> - Unreliable transport - Inadequate qualified community Bricklayers - Inadequate leadership and community mobilization skills among community leaders - Inability by management to meet Reporting obligations (<i>Financial reports</i>)
Opportunities	Threats
<ul style="list-style-type: none"> - Commitment from the funding partner - Accessibility to cheap fertilizers - Accessibility to improved sanitation 	<ul style="list-style-type: none"> - Stigma and myth surrounding dry toilets - Apparent lack of interest and commitment to community work among the beneficiaries - Promotion of synthetic fertilizers by Government

Source: Information collected from the field and project management

5.5 Implementation and impact evaluation

The table below presents the project achievements and constraints based on the initial activity implementation plan (*extract from the ZASP project plan*).

Activity	Date(s)	Participants (who were involved?)	Results	Impacts on the Project	Future outlook
Project planning	2005	Project coordinator, GDTF	Provided a road map for the project, identified key stakeholders and defined partners and stakeholders' roles and responsibilities.	It provides guidance and helps all players in the project to understand their individual and collective roles, responsibilities and commitments.	The project plan needs to be revised in view of structural changes at project management level following the engagement of the Field Coordinator. Roles responsibilities and duties will need to be redefined.
Baseline survey (<i>information collection</i>)	2006	Project coordinator, Kaloko Trust Project assistants, Project volunteers	Information collected on the health and hygiene situation in the project area, common diseases, availability and use of toilets, environmental quality (<i>pollution</i>)	Provided useful knowledge and information for future training and awareness creation	Information will continue to provide a basis for future decisions and interventions
Hygiene education	May – Jun, 2007	ZASP Field coordinator, community members (in all project areas) and schools (<i>Luansobe, Serenje</i>)	Raised knowledge base among community members and school children on Hygiene and Sanitation.	Both the old and young people will contribute to improving homestead and school hygiene and allaying the myth surrounding Dry toilets.	The project will earn wider community participation and acceptance and thereby achieving its objectives.
Planning and preparations for phase 2	Jan – May, 2007	ZASP Coordinator, Kaloko Trust,	Produced action plans for implementation of	Participants understood their roles and	The activity plans will provide guidance and framework for project

		community members.	phase two, and identification of key actors and partners.	responsibilities.	implementation.
Education and discussion meetings with project communities.	Jan – Jun, 2007	ZASP Coordinator, Field coordinator, KTZ management, Volunteers, Ilkka Pulkkinen <i>(researcher)</i>	Raised knowledge base among community members on Hygiene and Sanitation.	People will contribute to improving homestead hygiene and allaying the myth surrounding Dry toilets.	Project will receive wider acceptance once people have understood the concept
Education and awareness through use of theatre	May, 2007	Kamoto Community Arts, Community members <i>(10 communities)</i> Project staff and volunteers	A total of 1,967 people attended the drama presentations and learning sessions. The drama and education sessions increased knowledge among the people on Dry toilets and helped alley the myths and Stigmatisation attached to Dry toilets.	More community members committed themselves to the project.	Theatre is a powerful tool for education and awareness raising. It has proved effective especially in issues that border on cultural values and traditions such as sexuality and AIDS. It should be considered for future similar interventions.
Choosing of sites and model of Dry toilets	2007	KTZ and local communities	Sites were identified in strategic places <i>(schools, health centres, places accessible to majority of people)</i> for construction of model Dry toilets. Four were already under construction by October, 2007 <i>(Kasamwa, Kandulwe, Mwaitwa, Kwesha)</i>	The project provides a practical aspect which is important for winning people participation. The locations of demonstration sites will give visibility to the project.	The location of the model toilets will contribute in raising interest from the general communities and the visitors.

Building 2 – 3 functional toilets	Feb – Mar, 2007	Communities, KTZ management, Building Consultant	4 Dry toilets still being built at Kasamwa, Mwaitwa, Kandulwe and Kwesha	Once finished and are in use participating communities will be encouraged to continue and encourage others.	The model toilets will contribute in raising interest and awareness from the wider communities the visitors.
Assessing project cost-effectiveness (input costs, outputs and constraints)	Continuous exercise	Project coordinator, Field coordinator, KTZ	Constant review of expenditure and general financial management and reporting.	Provides checks and balances and promotes transparency and accountability.	Prudent financial management practices and decisions will give the project efficiency and credibility.
Research on the composting process	Aug–Dec, 2007		Not yet implemented as non of the demonstration toilets are not yet complete		
Small evaluation	Oct, 2007	KTZ management, Project communities	Project reviewed, constraints highlighted, new strategies were proposed.	The exercise re-energised the communities in project areas and strengthened their will to succeed. People appreciated the need for their active participation for the project to succeed. Openness helped participants identify their inner weaknesses and strengths. Management used the evaluation exercise as an opportunity to addresses key management gaps and take important decisions which were necessary to successful implementation of the project.	Findings from the evaluation and recommendations will be useful for future planning and re-strategising.
Building more toilets	Dec, 2007 – Oct, 2008				
Final evaluation	Oct – Dec, 2008				

Final implementation report	Project	Dec, 2008				
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Source: Data collected from reports and field visits

5.6 Fiscal analysis

The ZASP plan states that KTZ is responsible for managing funds for local expenditure. Except for the Salary of the Field Coordinator all other local payments are done by the Trust. The project funds from Finland are sent to KTZ *basket account (the project does not have separate account)*. Book keeping is done in Finland. The KTZ prepares financial reports on local expenses. Financial reports with original receipts are sent to the Project Coordinator in Finland.

Although with an efficient accounting system in place a *basket account* would work well, there is often a risk of overlapping expenditure in an organisation like KTZ with so many different projects running. The temptation of drawing money meant for one project to finance another is bound to come about. It may be difficult to draw lines for instant in terms of running expenses like fuel as to how much of the fuel is for a specific project related activity.

The evaluation noted delays in submission of financial reports and missing receipts as some of the limitations. At the time of the evaluation the income and expenditure report on the funds received in January was not yet complete.

The table below shows the budgetary allocations to ZASP (KTZ) from January to June, 2007 (*materials GDTF bought straight are not included*).

Cost for	Jan - May	June -	Total (ZMK)	Total (Euro)
Construction work force	630000	1406000	2036000	402.45
Construction material	2436000	11945400	14381400	2842.60
Fuel		7186238	7186238	1420.50
Office rent			2529588	500.00
Car rent			3541423	700.00
Salaries, admin support			3035505	600.00
Total			32710154	6465.50

In order to enhance efficiency, transparency and accountability it is proposed that a separate account for ZASP is opened. The account should have 3 signatories of which two can authorize agreed payments at any given time. Preferably the signatories to the account should include the Director of KTZ, Field Coordinator and KTZ Accountant. There is also need for establishment of an open communication line between KTZ and the Project Coordinator to ensure issues and problems relating to financial matters are discussed and addressed as soon as they occur.

6.0 Summary of main findings, identified gaps and recommendations

MAIN RESEARCH FINDINGS	IDENTIFIED GAPS	RECOMMENDATIONS TO ZASP
<p>1. Awareness and education</p>		
<ul style="list-style-type: none"> - The success of ZASP relies to a very large extent on strengthening community knowledge on sanitation and awareness. - The project areas are well serviced with community schools hence the opportunity to raise community awareness by using schools as vehicles for information dissemination exists. - In May and June, 2007 ZASP conducted 18 successful education meetings on hygiene and sanitation in project areas, health posts and schools. 1152 people (<i>men, women and children</i>) attended the education meetings. -Community members in all the project areas generally have a relatively good understanding on sanitation issues. - Malaria, Common colds, diarrhoea, dysentery and skin infections were identified as common water born diseases in their area. - Only 20% of the population were chlorinating or boiling their drinking in the project areas. - People understood the shortcomings in their agricultural production and the need for identifying agriculture practices that promote low input cost and enhance soil fertility retention. - 80% of the people in project area recorded a poor harvest in the last agriculture season (<i>2006/07</i>) due to their inability to acquire synthetic fertiliser on market price. - The knowledge base among the 	<ul style="list-style-type: none"> - Lack of sustained awareness campaign strategies - Low level community implementation of sanitation programmes - Low community interest on the use of organic manure for crop production - Stigmatisation against Dry toilets 	<ul style="list-style-type: none"> - Sustain awareness activities through the use of all possible methods including meetings, drama, posters, testimonies etc -Education programmes Should be sustained and should produce implementable community action plans with defined Time-frames, specific tasks and responsibilities. -The project should invest in community capacity building (<i>Leadership skills, Community mobilization skills, Conflict management, Project Impact Monitoring</i>) to create a knowledgeable and inspirational community leadership. -There is need to develop and provide training to project members on a low-cost model Dry toilet. -Create publicity on the project and the Dry toilet concept (<i>T-shirts, calendars</i>)

<p>people in project communities on organic agriculture far outweighs their practices.</p> <p>Methods of creating awareness and educating the communities that have been explored include awareness meetings and drama.</p> <ul style="list-style-type: none"> - The Dry toilets concept received mixed reactions among local people. - Quantitative parameters are not on their own reliable indicators for project appreciation and acceptance. Other factors such as conservativeness, cultural values, traditions and customs and personal gain need to be taken into consideration. 		
<p>2. Community participation</p>		
<ul style="list-style-type: none"> -There is poor community participation in the project. -The majority of people expect to be paid for working on the project. -There is low sense of project ownership thereby limiting chances of project sustainability -The project is stigmatised against as being <i>dirty</i>. This discourages people to participate. - Few people who are participating in the project have shown strong desire to attain project goals 	<ul style="list-style-type: none"> - Culture of community work is poor - Inadequate community mobilization skills among local leaders - Inadequate sensitisation/awareness activities 	<ul style="list-style-type: none"> - Initiate formation of pioneer groups (<i>Community Dry Toilets Clubs</i>) for community members who are interested in the project. - Facilitate training for project groups in Leadership skills, community mobilization and project management skills - Establishment of organic gardens to be managed by club members in which manure from the dry toilets could be used for demonstrations (<i>clubs can also come up with IGAs</i>) to support future toilet constructions. - Enhance and sustain awareness campaigns, e.g posters, video shows
<p>3. Project management and Administration</p>		
<p>-ZASP is managed by a three level structure. The supreme level is the GDTF Board. The second level</p>	<ul style="list-style-type: none"> - Absence of stated job descriptions, roles and responsibilities for staff. - Absence of contracts 	<p>-ZASP and KTZ should redefine roles, tasks, responsibilities and reporting</p>

<p>comprises the Project Coordinator, the Director of KTZ and the Field Coordinator. The lower level of the project management is implementation (<i>community</i>) level.</p> <ul style="list-style-type: none"> - Changes in the second level of the management structure (<i>engagement of Field Coordinator</i>) brought some level of efficiency in the project. - There has been no revision of the responsibilities of the KTZ Director on ZASP following the engagement of Field Coordinator - Though the Field Coordinator has taken up most of the responsibilities which the ZASP plan had initially allocated to the KTZ Director neither her job description nor terms of engagement are stated. 	<ul style="list-style-type: none"> - Poor KTZ image to community 	<p>procedures for key management staff (<i>Project Coordinator, KTZ Director and Field Coordinator, volunteers</i>)</p> <ul style="list-style-type: none"> -ZASP should enter into contracts with its part-time or full-time staff clearly defining job descriptions, terms of engagement and duration of contracts (<i>A clause could be inserted in the contracts on possibilities of renewal where such possibility exists</i>). - KTZ should build its corporate image among local communities through interaction and information sharing.
<p>4. Strength, Weaknesses, Threats and Opportunities Analysis</p>		
<p>Strengths</p> <ul style="list-style-type: none"> - Availability of funds for implementation - Committed management staff - Knowledgeable community members on issues of sanitation and environment - Availability of local resources (<i>land, building materials</i>) <p>Weaknesses</p> <ul style="list-style-type: none"> - Unreliable transport - Inadequate qualified community bricklayers - Inadequate leadership and Community mobilization skills among community leaders - Inability by management to meet Reporting obligations (Financial reports) 	<ul style="list-style-type: none"> - Most project members do not appreciate the strength that exist in participatory development - The project communities have not been able to take advantage of existing opportunities such as the available resources and support organizations (NGOs, Government) to overcome some of the weaknesses and threats. 	<ul style="list-style-type: none"> - Provide Training to project members on the application of SWOT analysis as a tool for self-evaluation, project planning, monitoring and evaluation. - Conduct community exchange visits for project members to community projects where project members take advantage of existing opportunities to initiate development programmes.

<p>Opportunities</p> <ul style="list-style-type: none"> - Commitment from the funding partner - Accessibility to cheap fertilizers - Improved sanitation <p>Threats</p> <ul style="list-style-type: none"> - Stigma and myth surrounding dry toilets - Apparent lack of interest and commitment to community work among the beneficiaries - Promotion of synthetic fertilizers by government 		
<p>5. Implementation and impact Evaluation</p>		
<ul style="list-style-type: none"> - Activities planned in phase 1 (2006) were achieved - Some of the activities planned in phase 2 have been achieved while others have not yet been achieved. 	<ul style="list-style-type: none"> - Inadequate transport (late delivery of materials) - Poor community mobilisation and participation - Stigmatisation of dry toilets 	<ul style="list-style-type: none"> - The project should acquire own transport. - Form Community dry toilets clubs - Raise and sustain awareness and publicity of the project through such campaign materials as T-shirts, calendars, posters etc. -Establish demonstration organic gardens -Train project members in Participatory Monitoring and Evaluation(PM&E)
<p>6. Fiscal analysis</p>		
<ul style="list-style-type: none"> -There is some weakness in financial management procedures. Some of the requisitions are not accompanied by supporting receipts. -There is no specific person assigned with procurement responsibilities. This makes it difficult for the project to effectively trace expenditure patterns and thereby difficult to prepare comprehensive expenditure statements - The ZASP plan states that KTZ is responsible for managing funds for 	<ul style="list-style-type: none"> -Difficult in tracing project expenditure from basket account -Poor expenditure records -Unclear procurement procedures. 	<ul style="list-style-type: none"> -The project should have a separate bank account to enhance accountability. -The project should assign procurement responsibilities to a specific person. -All payments should be accompanied by receipts. In a situation where receipts can not be obtained a form should be designed which can be counter signed by the recipient and the paying

<p>local expenditure.</p> <ul style="list-style-type: none"> - Except for the Salary of the Field Coordinator all other local payments are made by the Trust. - The project funds are sent to KTZ <i>basket account (the project does not have separate account).</i> - Book keeping is done in Finland. The KTZ prepares financial reports on local expenses. Financial reports with original receipts are sent to the Project Coordinator in Finland. - With so many different projects running at KTZ the temptation in basket account arrangement to draw funds meant for one project to finance another (<i>with the hope to refund</i>) is bound to come about. 		<p>officer.</p>
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7.0 Annex 1: List of FGD participants

Kasamwa	Mwaitwa	Kandulwe	Kwesha
1. Joseph Ndashe (village headman)	1. Kenneth Waya	1. Mildred Tiki	1. Evelyn Mwila
2. Kenney Siame	2. Katatala	2. Janet Sakala	2. Fribe Mubita
3. Pickson Silungwe	3. Amos Mumba	3. Godfrey Machawa	3. Minver Changwe
4. Mulombwa Vick	4. Chiti	4. Isac Chisenga (KTZ)	4. Judith Goma
5. Susan Chisenga	5. Simon Mwilungu	5. Michelo Katambo (KTZ)	5. Charles Mulenga
6. Lister Siame	6. J. Changala		6. Antony Goma
7. Josephene Silungwe	7. Fines		7. Thadeus Mwila
8. Agness Ntalasha	8. Loveness		8. Isac Chisenga (KTZ)
9. Jenipher Ngulube	9. Nkonde		9. Michelo Katambo (KTZ)
10. Isac Chisenga (KTZ)	10. George Kumwenda		
11. Michelo Katambo (KTZ)	11. Nyirenda		
	12. Mwazembe		
	13. Isac Chisenga (KTZ)		
	14. Michelo Katambo (KTZ)		
	15. Lewis Jere (KTZ)		
	16. Anna		
	17. Mrs Nyirenda		
	18. Mrs Changala		