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INTERNATIONAL



WEST AFRICA WATER PROGRAMME

Evaluation and advisory mission

Final Report

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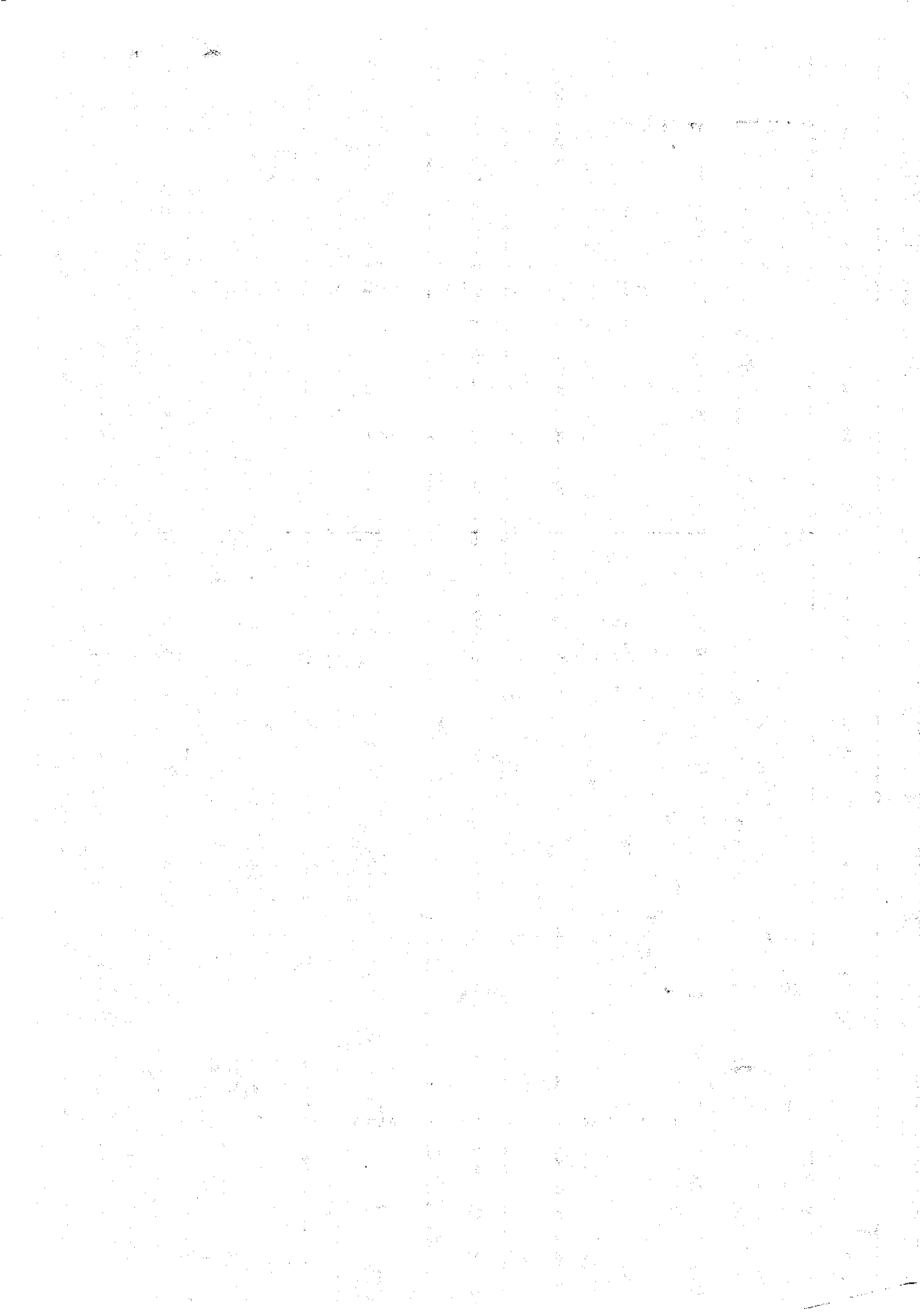
Part 1: Main Report



CFP Ingénierie

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PLAN INTERNATIONAL

CFPI
Cellule de Formation
Professionnelle à l'Ingénierie

IRC
International
Water and
Sanitation Centre

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Final Report

Part 1 : Main Report

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Table of contents

<i>Acknowledgements</i>	vii
<i>Abbreviations</i>	ix
<i>Executive Summary</i>	x
1. INTRODUCTION	1
1.1 BACKGROUND.....	1
1.2 CONCEPTUAL NOTE ON SUSTAINABILITY.....	3
1.2.1 <i>Defining sustainability</i>	3
1.2.2 <i>What are the factors that contribute to sustainability?</i>	4
1.3 METHODOLOGY USED FOR THE EVALUATION.....	5
1.3.1 <i>Main principles</i>	5
1.3.2 <i>Selection criteria for the villages</i>	6
1.3.3 <i>Analysis of data</i>	6
2. FINDINGS	8
2.1 IMPACT AT COMMUNITY LEVEL.....	8
2.1.1 <i>Major findings</i>	8
2.1.2 <i>Aspects which need to be improved at community level</i>	11
2.2 EFFECTIVENESS OF PLAN'S SUPPORT.....	13
2.2.1 <i>Introduction of changes in the approach</i>	13
2.2.2 <i>Aspects which need to be improved in the approach</i>	14
2.3 OPERATIONAL EFFICIENCY OF PLAN'S SUPPORT.....	16
2.3.1 <i>Major findings</i>	16
2.3.2 <i>Aspects which can be improved at operational level</i>	20
3. RECOMMENDATIONS	21
3.1 IMPROVING THE EFFECTIVENESS OF THE APPROACH.....	21
<i>Recommendation 1: "Review planning in the light of sustainability"</i>	21
<i>Recommendation 2: "Planning with a gender perspective"</i>	21
<i>Recommendation 3: "Planning for equity and children centered development"</i>	21
<i>Recommendation 4: "Applying a participatory technology choice process"</i>	22
<i>Recommendation 5: "Improving water quality"</i>	23
<i>Recommendation 6: "Consolidating community management"</i>	23
<i>Recommendation 7: "Optimizing cost recovery"</i>	24
<i>Recommendation 8: "Introducing participatory monitoring"</i>	24
<i>Recommendation 9: « Contributing to behavioural change »</i>	24
<i>Recommendation 10: "Introducing water resource management"</i>	25
3.2 OPTIMIZING THE EFFICIENCY OF PLAN'S SUPPORT.....	26
<i>Recommendation 11: "Consolidating PLAN's support efficiency"</i>	26
<i>Recommendation 12: "PLAN staff capacity building"</i>	26
<i>Recommendation 13: "Clarifying and defining roles of community agents"</i>	26
<i>Recommendation 14: "Consolidating the role of water and sanitation advisors"</i>	26
<i>Recommendation 15: "Consolidating monitoring and follow-up aspects"</i>	27
<i>Recommendation 16: "Developing institutional capacity building"</i>	27
<i>Recommendation 17: "Consolidating IEC and training activities"</i>	27
<i>Recommendation 18: "Improving integration of water, hygiene and sanitation"</i>	28
3.3 ADDITIONAL COUNTRY SPECIFIC RECOMMENDATIONS.....	28
<i>Recommendation 19: "Additional recommendations for Burkina Faso"</i>	28
<i>Recommendation 20: « Additional recommendations for Mali »</i>	28
<i>Recommendation 21: "Additional recommendations for Sénégal"</i>	29
<i>Recommendation 22: "Additional recommendations for Togo"</i>	30
ANNEXES	31
ANNEX 1: GLOBAL PROGRAMME AND TEAM COMPOSITION.....	31
ANNEX 2: LIST OF PEOPLE MET.....	33
ANNEX 3: COMMUNITY DATA SHEETS.....	36

3.1 Community evaluation data sheets (Burkina Faso)..... 37

3.2 Community evaluation data sheets (Mali)..... 40

3.3 Community evaluation data sheets (Senegal)..... 44

3.4 Community evaluation data sheets (Togo)..... 48

ANNEX 4: CAPACITY BUILDING PROPOSED PLAN..... 52

ANNEX 5: LIST OF RECOMMENDED REFERENCES..... 57

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The mission was impressed by the various communities' desire to communicate (men, women, children, and village authorities) in all of the 24 villages visited during the evaluation exercise. There are of course enormous expectations at community level, but the mission throughout stressed that development is not only something that comes from outside, but that communities also have part of their destiny in their hands. The mission has therefore not only tried to collect hands-on information from communities, but has also endeavoured to contribute to some confidence building experience. The mission thanks them for their honest and frank participation as well as for all the chickens, vegetables, and peanuts it received during the visits!

The Head of the evaluation mission wishes to congratulate the professionals of the Cellule de Formation Professionnelle d'Ingénierie of Ouagadougou for the excellent work done in the preparatory mission, the pilot week and the field research, which shows a high level of commitment and professionalism. Special thanks should be given to M. DEMOULIN, Director of CFPI, for his dedicated and professional support in this exercise.

Finally, the mission wishes to thank PLAN INTERNATIONAL for providing the evaluation team with all the necessary transport and logistic means, and for entrusting this interesting and challenging exercise to the IRC / CFI team.

Abbreviations

ADC	Agents de Développement Communautaire
AEP	Approvisionnement en Eau Potable
CDC	Coordinateur Développement Communautaire
CFPI	Cellule de Formation Professionnelle à l'Ingénierie
CE	Comité d'Eau
CGPE	Comité de Gestion des Points d'Eau
CD	Country Director
CO	Country Office
CONGAD	Confédération des ONGs d'Aide au Développement
CREPA	Centre Régional pour l'Eau Potable et l'Assainissement à faible coût
CSP	Country Strategic Plan
CVD	Comité de Développement Villageois
DNH	Direction Nationale de l'Hydraulique
DRH	Direction Régionale de l'Hydraulique
EIER	Ecole InterEtats des Ingenieurs de l'Equipement Rural
ETSHER	Ecole InterEtats des Techniciens Supérieurs de l'Hydraulique et Equipement Rural
FCFA	Francs CFA (West Africa currency unit)
IEC	Information Education Communication
IRC	International water and sanitation centre
PLAN	PLAN INTERNATIONAL
PU	Programme Unit
PUM	Programme Unit Manager
PSM	Programme Support Manager
VIP	Ventilated Improved Pit Latrines

Executive Summary

Upon request of the West African Regional Office of PLAN INTERNATIONAL, an evaluation of PLAN INTERNATIONAL's Water Programme in West Africa was made by a team of external consultants composed of professionals from IRC, International Water and Sanitation Centre (Delft, the Netherlands), and professionals from CFPI, Cellule de Formation Professionnelle à l'Ingénierie (Ouagadougou, Burkina Faso).

This evaluation was carried out from the month of October 2000 until January 2001, and focused on four countries out of the eleven that PLAN INTERNATIONAL covers in the Region, namely Burkina Faso, Mali, Senegal and Togo. In each country, six sample communities were selected where in depth studies were made in terms of impact and sustainability. PLAN's approach in each country and region was also evaluated in terms of efficiency and effectiveness. The findings of the six sample communities in each country were validated through triangulation and discussions with local and national major stakeholders.

The evaluation team used a participatory approach and tried to gather the point of views of all major stakeholders involved: a) various social groups of selected communities; b) local / regional / national government counterparts; c) private contractors; d) PLAN staff at all levels. PLAN's staff has been extensively involved in the exercise, from conception right through to its final. This evaluation has become a learning exercise, where everyone had the opportunity to review and comment on the evaluation's findings and recommendations, as well as become familiar with the use of participatory methodologies. The main lessons learnt from this evaluation exercise are the following:

Findings

In general

1. Since the late nineties, PLAN INTERNATIONAL has gradually positioned itself as a development organization and has contributed in raising water accessibility in the Region, and in initiating community and institutional development. However, its profile and sector knowledge could be enhanced with more exposure in the development of national or regional strategies and more experience-sharing with other sector organizations.
2. The water supply and sanitation sector is presently going through important new developments worldwide, and the evaluation team has noted a certain isolation of PLAN concerning these new developments. Insufficient information circulates not only from outside sources, but also within PLAN regional / country offices themselves. PLAN could benefit from more experience exchanges thereby enhancing some "cross-pollination".
3. The evaluation team has noted the emphasis placed by PLAN on the clarity of administrative procedures which makes it a relatively efficient organization, however more attention needs to be given to the effectiveness of its approach, especially in the areas of sustainability, behaviour change, the use of participatory approaches, community development, gender equity, poverty assessment, cost recovery and demand.

At community level

4. Communities participate in the beginning through their initial request for improved water supply and contribute either financially or in-kind during construction. However there is not enough community participation in project design, technology choice and basic monitoring. Communities should be able to make an informed choice out of a range of

technical options with full awareness of their respective technical, maintenance and financial implications, in order to feel personally involved and appreciate the tasks and responsibilities that ownership implies.

5. Community needs are expressed mainly through the channels of village authorities. It is not certain that the needs of all social groups, young, old, men, women, children, ethnic minorities are catered for in an equitable way, and in that sense not enough participatory diagnosis is carried out. Field staff need to have both more practical experience and theoretical knowledge of community development and their applications.
6. Although PLAN's interventions have greatly improved water supply coverage in the regions visited, accessibility to improved water supply points does not benefit all members of a same community. As a result, some of the community members have to travel distances which can exceed 1 km, and in some communities the evaluation team has come across whole neighborhoods which were unserved.
7. Water quantity remains a concern especially during dry seasons, not only because of source scarcity but also because of the higher frequency of breakdowns due to the heavy usage of pumps. Water needs other than for domestic purposes are in most cases only partially met.
8. Water quality could not be measured as such by the evaluation team, but it was noted that water quality monitoring and disinfection is very seldomly practised. Furthermore, hygiene behavior in terms of water transport and storage is rarely satisfactory.
9. Community management is one the backbones of sustainability of small community water supply. The evaluation team has noted with interest that communities are systematically organized, but the problem of management capacity is not automatically resolved. The more complex the technology, the more management capacity is required. The management set-up for piped systems does not appear to be adequate.
10. Almost all new committees include women, but rarely in managerial positions. The team did not come across an organized strategy concerning gender awareness raising and situation analysis.
11. Long term cost recovery mechanisms are very insufficiently dealt within communities and PLAN's approach in that regard needs to be sharpened. PLAN needs to guide communities more thoroughly in tariff design, and decision-making on the type of rates to apply (fixed rates, metered rates, selling of water at consumption). Fees do not cover all costs, and thus long-term financial sustainability is not guaranteed. Communities' capacity to pay does not seem to be the main issue, but willingness to pay can, especially when water supply is not satisfactory.
12. There are no major problems concerning construction of water supply systems. However, improvements need to be made on technical design.

PLAN's support

13. PLAN has an efficient administrative and financial management system, although sometimes generating some bureaucratic delays.
14. Planning for country programme activities is done in a participatory way, and the fact that PLAN has PU offices in areas of intervention increases its awareness of field realities. Funds for water and sanitation reaches from 20 to 30% of the total budget, which shows

its high level of priority. However, budget allocations for sanitation are still quite low, and greater synergy could be sought with other programmes (such as health and education).

15. The new "faire faire" philosophy and partnership approach which PLAN has adopted has helped to move from a role of implementor to the one of a facilitator, thus using more local and national capacities in the design and implementation of projects. PLAN is considered by local and national partners as a reliable and serious partner. However, what will happen once PLAN leaves the area? Local and national institutions, which are mainly involved in construction activities with PLAN, do not have, in most cases, the capacity to follow-up in order to support communities in a sustainable way.
16. PLAN is closely in touch with field realities because of the proximity of Programme Units to the areas of intervention, and especially because of the long term (15 years or more) direct relationships that Community development agents (ADCs) have with villages. However, PLAN is not taking enough benefit from this situation, as ADCs are more engaged in "sponsorship" activities than development work. Furthermore, this situation could have given the opportunity to organize an effective monitoring system and provide follow-up support.
17. IEC activities, although numerous and varied in terms of communication media, have not always systematically generated the expected changes in hygiene behaviour at community level. A revision of some of the messages, approaches and tools used could be necessary.
18. Insufficient co-operation exists between the improvement of water, hygiene and sanitation in schools and dispensaries and community development.
19. Training of committee members is done in most of the country visited, but not all. When this is done, there is a lack of follow-up on the additional training needs a community might have. The training is often done after the construction or the rehabilitation of the services that could be a constraint for its impact. No follow-up is done by PLAN as part of an on-the-job training exercise.
20. Children benefit from the improvement of water supply services but the opinions and specific needs of children are insufficiently considered.
21. Country strategy plans need to spell out more systematically the ways and means of achieving sustainability, and include indicators that can monitor it. Despite the fact that new development concepts have been integrated in PLAN's documents, changes are required in the way sector professionals think, work and interact with communities, and this is may be one of the greatest challenges PLAN has to confront today.

Recommendations

The evaluation team wishes therefore to make a global recommendation emphasizing the need to improve the effectiveness of PLAN's approach and optimize its operational efficiency.

Improvement of PLAN's effectiveness

The evaluation team recommends that PLAN INTERNATIONAL should review and consolidate, at regional level and in each of the country visited during this evaluation exercise, seven main issues, that are critical to sustainable water supply development, in order to improve the effectiveness of its approach. The evaluation team would also like to

stress that community participation is a key principle of rural sustainable water supply. This means that communities should be involved in all phases of the project cycle, as experience shows that this can generate an ownership feeling. The seven key issues are the following (specific recommendations regarding these issues are detailed in the document):

1. Equity, gender and demand
2. Technology choice
3. Water quality
4. Community management and cost recovery
5. Participatory monitoring
6. Behavioural change
7. Integration of water supply and water resource management

The evaluation team has observed during its mission that sanitation and hygiene-related activities were taking place, but a specific impact and appropriateness study needs to be carried out on these issues, as they were not part of the terms of references of the exercise. The team therefore recommends to proceed with an assessment of the existing situation regarding the appropriateness of the approach used for the improvement of sanitation services and behavioural change (at domestic and school levels), as well as the effectiveness of the means, budget and tools used.

Optimizing PLAN's operational efficiency

The evaluation team recommends the consolidation of seven main aspects of PLAN's support, that are fundamental to sustainable water supply development, in order to optimize its operational efficiency. The seven aspects are the following (each of these aspects is detailed in the main report):

1. Upgrade skills and knowledge of staff on sustainability and participatory approach
2. Clarify and define ADCs roles
3. Specify roles of water and sanitation advisors
4. Consolidate monitoring and follow-up aspects
5. Develop institutional capacity building activities
6. Review IEC and training activities
7. Improve integration of water, hygiene and sanitation

Finally, the evaluation team proposes a plan of action regarding the capacity building of PLAN's staff in the whole region of West Africa, mainly on sustainability issues, technology choice, participatory techniques, monitoring, working and planning with communities and general project management.

The Final Report has been divided into three different parts:

- Part 1: "Main Report"
- Part 2: "Country Reports"
- Part 3: "Background information"

The Main Report contains an overview of the major findings and lessons learnt during the evaluation exercise, as well a list of all the recommendations made by the mission. Country reports give details about each country. The Background Information contains useful information for PLAN staff in order to be able to design sustainable water supply projects.

1. Introduction

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1.1 Background

PLAN INTERNATIONAL is an international humanitarian non-governmental organization. It focusses on the development of children, by supporting sustained improvements in the quality of life of underprivileged children in developing countries. In order to implement its mission, PLAN INTERNATIONAL has chosen five main fields of support: health; education; habitat, means of subsistence; and the establishment of relationships with foster parents. PLAN INTERNATIONAL has also developed a series of guiding principles that are crucial to the development of all strategies and country programmes. These principles are the following:

- Development is children focussed
- Integration of development intervention
- Gender and equitable development
- Empowerment of communities
- Co-operation with local and national partners
- Development is a learning experience
- Projects should aim for sustainability, including environmental sustainability.

In this context, and beyond the important link that has been created between children in developing countries and their foster parents abroad, PLAN has been active in developing water and sanitation programmes which are meant to benefit foster children and their families, but subsequently the whole community as well in which they live. PLAN is active in 11 countries of the West African Region, and has contracted an external consultant in order to evaluate the work PLAN International is doing in the water sector after some 20 years of experience in the field.

The general objective of the evaluation was to assess the effectiveness and efficiency of the PLAN interventions in West Africa in relation to its short and long-term objectives, with particular attention to impact and sustainability. The ultimate aim of Plan International is to work with communities until they become self-sufficient in managing their own development and this objective will guide the evaluation. On the basis of this assessment, the evaluation team is to provide recommendations on improvements and best practices in rural water programmes, drawing on the experiences of other countries and agencies in order to optimize planning and project realization.

More specifically, the evaluation team was asked to assess and provide recommendations on the following:

- quality - is the water of drinkable quality when tested at source; how is the water quality during transport and storage?
- quantity - is there adequate water to ensure good hygiene?
- year-round availability
- distance/time water must be carried from source to home
- "customer satisfaction"
- affordability - can the poorest families afford water charges where these are levied?
- sustainability - can the community maintain the water source or distribution system from its own resources in perpetuity?
- technology
- back-up services for sustainability (availability of expertise for repairs, follow-up, up-grading of management skills and monitoring)

Another specific objective is for the mission to advise PLAN on how to formalize and strengthen the criteria to be used for internal evaluations and to help establish an approach to evaluate their water programmes.

PLAN International had originally proposed a sample of five country programmes to be evaluated (Burkina Faso, Guinea, Mali, Senegal, Togo), but because of serious security problems in Guinea, it was decided to keep only the other four, which provide a good sample of the geographical and climatic differences in the region. To compensate, some professionals from Guinea joined the evaluation team in the field in order for them to become acquainted with the work and methodology used.

The evaluation team was co-ordinated by IRC (The Netherlands), and composed of IRC staff (one socio-economist and one sanitary engineer) and five sector professionals from CFPi (Burkina Faso) (three engineers, one sociologist, and one coordinator). The team applied throughout the exercise a participatory methodology involving all actors (PLAN staff, staff of Regional or National Hydraulic Directorates, various partners working with PLAN, and communities) right from the start and throughout the whole exercise. In this way, the team believes that the ideas reflected in this report represent a synthesis of the comments and opinions expressed by a wide variety of actors, and thus give a reliable representation of reality.

Extensive community visits were made to 24 villages (6 per country, out of which 1 per country was a Non-PLAN village). Although the number of villages does not represent a statistical sample, the trends observed in the villages could be confirmed by the PLAN staff and Government counterparts accompanying the team in all its visits, as trends that could be encountered in neighboring villages where PLAN operates. The team has also tried to quantify qualitative aspects of development issues related to sustainability which provide a concrete overview of the impact of PLAN's interventions at community level (see data sheets in annex). However, this main report includes the comments, which were made during a restitution workshop held in Ouagadougou between 23-25 January 2001.

This Main Report is divided into four parts: a) the first part is an introduction explaining the background, concepts on sustainability and the methodology used for this evaluation; b) the second part presents the main findings of the evaluation, in terms of impact at community level and the effectiveness and efficiency of PLAN's support; c) the third part proposes recommendations on PLAN's approach and steps needed to reinforce it; d) an annex which includes data sheets for the countries visited.

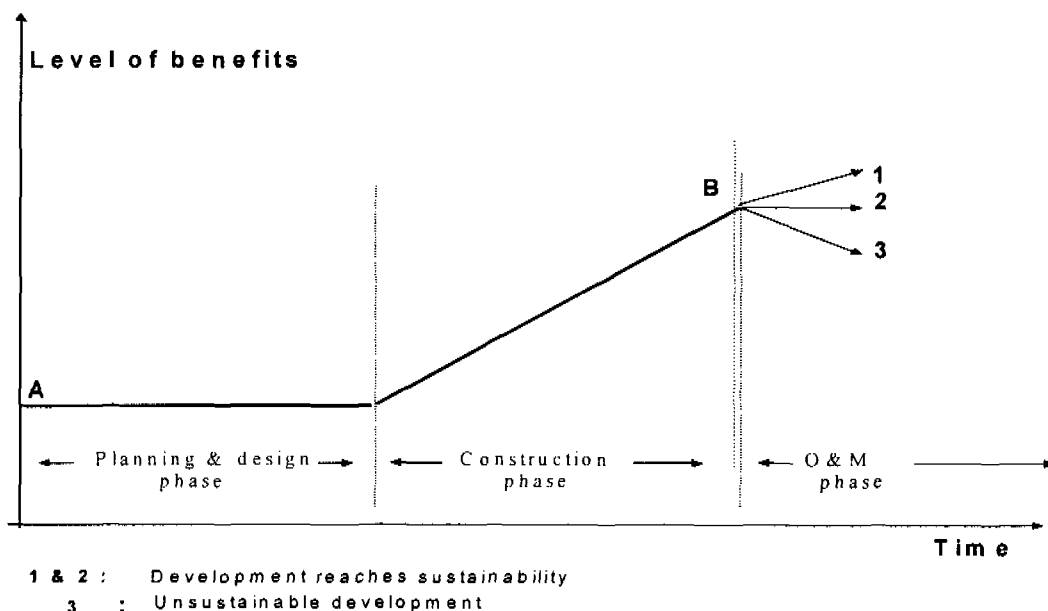
1.2 Conceptual note on sustainability

1.2.1 Defining sustainability

A water supply service is sustainable when ¹:

- a) it functions and is being used;
- b) it is able to deliver an appropriate level of benefits in an equitable way, (*quality and quantity of water; convenience, accessibility, continuity, reliability of service; health and in some cases economic benefits*);
- c) it functions over a prolonged period of time (*which goes beyond the life cycle of the equipment*);
- d) its management is organized (*community management with a gender perspective; partnership with local authorities; involvement of formal (informal) private sector*);
- e) its operation, maintenance, administrative and replacement costs are being covered at local level (*through user fees, or alternative financial mechanisms*);
- f) it can be operated and maintained at local level with limited but feasible external support, (*technical assistance; training; monitoring*);
- g) without negatively affecting the environment.

Sustainability in the project cycle



A project cycle goes mainly through three phases: a) the planning & design phase; b) the construction phase; c) the operation and maintenance (O&M) phase. At level A, the benefits

¹ Reference: Management of operation and maintenance of rural water and sanitation programmes (2000), IRC and WHO.

to the communities do exist but however are not satisfactory, and it is the aim of the project to upgrade these benefits to level **B**.

However, benefits are not always sustained for various reasons, among which:

- the project only had a quantitative target. It was only aimed at reaching an increased number of water points, such as accessibility of water, without considering all the other factors that are needed to sustain a wide range of benefits;
- the project has not sufficiently implied communities, and therefore communities do not feel that the project is theirs. Demand for an improved service and participation of communities (men and women) in the whole project cycle is a pre-requisite for sustainability. Demand is the expression of a commitment, a way to responsabilize communities in their choice and future tasks, with the full awareness of financial, managerial and technical implications of an improved service;
- support and monitoring activities are non-existent or insufficient during the third phase.

1.2.2 What are the factors that contribute to sustainability?

Sustainability relies mainly on four interrelated factors: a) technical factors; b) community factors; c) environmental factors; d) and legal and institutional framework. The financial dimension is an underlying factor present everywhere.

The technical factors which are likely to influence sustainability as a whole are: technology selection; complexity of technology; the technical capacity of a system to respond to a demand and a desired service level; the technical skills needed to operate and maintain a system; the availability, accessibility and cost of spare parts; the cost of operation and maintenance as a whole.

The community factors which are likely to influence sustainability are : demand and felt need for an improved service; ownership feeling; participation of the community (men/women and various social groups) in the demand, planning, design, construction, management, operation and maintenance of an improved water supply system; capacity and willingness to pay; management implemented through a locally organized and recognized group; financial and administrative management capacity; availability in the community of technical skills to operate and maintain a service, implement preventive maintenance activities, minor and major repairs; socio-cultural aspects related to water; individual, domestic and collective behaviour regarding hygiene and sanitation.

The environmental factors which are likely to influence sustainability are : the quality of the water source (which will in turn influence the technology choice, and its possible need for treatment); the quantity of water and its continuity; adequate water source / point protection; the integration of water, hygiene and sanitation are fundamental as well, as non-hygienic and inappropriate sanitation practices could jeopardize all efforts made with improving water supply.

All these factors evolve within a **legal and institutional framework**. At national level there must be clear policies and strategies towards sustainability. Support activities, such as technical assistance, training, monitoring, water quality control, the setting up of alternative financing mechanisms are all likely to influence operation and maintenance activities.

The **decentralization process** which is underway in most developing countries has a definite impact on the manner in which institutions deal with the provision of water supply services. The main trend is that municipalities are responsible and that the private sector (formal and informal) can contribute more actively in the maintenance of systems. This changing role of institutions further requires to strengthen capacities, and, for NGOs working in the sector, it implies the use of these institutions as counterparts these institutions in most planning and implementation activities. **Public / private partnership** can have an important role in the operation and maintenance of improved water supply and sanitation services, where the private sector can operate, maintain, manage the provision of service under contractual agreements.

Communication from central to local level, and vice versa, between agencies and development agencies can enhance the coordination of activities and implementation of policies. Furthermore, a proper information and monitoring system relies on effective communication channels. Finally, **capacity building at all levels** is needed, especially in a changing environment where new roles and responsibilities are induced by the introduction of new development processes.

1.3 Methodology used for the evaluation

1.3.1 Main principles

The methodology which has been used for the participatory evaluation of the “Water” programmes of PLAN West Africa has been especially developed for this evaluation. It is based on earlier experiences evaluating the demand responsiveness, gender and poverty approach of programmes and the sustainability of the constructed water supply services. The evaluation is set up in such a way that it will assess the impact at community level, the approach and the effectiveness of the approach used by PLAN for the implementation of its “water” programmes and the operational aspects.

The basic principle of a participatory approach is that not only will the evaluators be able to assess the situation, but also that all involved actors will be enabled to do. A participatory evaluation is thus not merely the collection of data and information, but also a tool to provide all actors with the means to express themselves and generate information as well as insight into their respective situations, which is an essential prerequisite for action. Furthermore the use of participatory tools such as pocket voting and community mapping (see field guide in Part 3) enables the evaluation team to collect relevant and credible information in a short time.

To be able to provide a concrete overview of the impact of PLAN's interventions at community level, this evaluation has combined the use of participatory assessment at community level with more conventional research methods, by scoring the outcomes of the participatory tools sessions on ordinal scales. The scoring made it possible to carry out both qualitative and quantitative analysis of the data and enabled the team to compare the outcomes of the evaluation in the various countries.

In the annex, community data sheets can be found which contains the general data collected for each community and the list of indicators used to assess demand responsiveness, gender and poverty approach of PLAN's activities as well as the sustainability of the services. The scales which were used to transform the results of the participatory tools sessions into ordinal scales can be found.

Concerning PLAN's support, the following points were evaluated:

- Institutional issues, including concordance with national policies, organigramme, role of main partners and country strategic plans regarding water supply and sanitation.
- Planning issues, including the process used to determine yearly action plans
- Administrative issues, looking at staff, advisors and procedures for tendering.
- Financial issues, such as unit costs and budget allocated for water supply, hygiene and sanitation.
- PU level operations, including the role of ADCs
- IEC activities

A complete field guide used by the evaluation team can be found in Part 3 of this Report. The following tools were used :

- Focussed discussion with the local leaders
- Community maps
- Transect walks
- Visit of the schools and the health centers
- Focussed discussion with the water point committee
- Focussed discussions with community groups
 - **Rope voting**
 - **Card voting**
 - **Scale of perceived benefits**
 - **Pocket voting**
- Restitution of the collected data with the community.

Each community was visited for a period of two days. At the end of the two-day visit a general meeting with the community was organized. During this meeting the team presented the information which had been collected during the two days.

1.3.2 Selection criteria for the villages

In order to do an in-depth study of impact at community level, the team estimated that two days should be spent in each village. Six villages were selected per country. This does not represent a statistical sample. However, the information gathered was double-checked with PLAN staff present during the evaluation, in order to validate the trends which were found during community visits. This is called triangulation.

Some PLAN staff were astonished to see that general conclusions could be drawn from such a small sample. The evaluation team wishes to reiterate the fact that all information and findings were further discussed with PLAN staff at local, PU and country level, as well as with National Counterparts (DRH , DNH) who were with the team at all times. Communities are used as illustrations, discussions and workshops are then there to validate the findings. Out of the six villages that were selected for each country : one was a non – PLAN village, two or three were new schemes, and two or three were older projects. These villages further had to be located in at least two different regions where PLAN operates in the country.

1.3.3 Analysis of data

Data was collected at community level through participatory tools, and then was quantified. This quantification has helped to learn concrete lessons and draw comparisons between

various projects and communities. This enables the survey to be more specific, especially as far as qualitative data is concerned, which in most cases can remain as trends. Concerning PLAN's approach and operational support, the mission has chosen to highlight both weak points and strong points. The outcome of these two processes has helped to come up with major trends. The evaluation team then compared these trends to sustainability objectives and PLAN basic principles, in order to report on findings and lessons learnt.

Recommendations were mainly formulated with a view to improving the effectiveness and efficiency of PLAN's approach and support, on the basis of findings and lessons learnt. The result has been the formulation of basic recommendations that are valid for all country visited, followed by specific country recommendations.

2. Findings

The findings have been divided into three major areas:

- Impact at community level
- Effectiveness of PLAN's approach
- Operational efficiency of PLAN's support

2.1 Impact at community level

2.1.1 Major findings

PLAN International is and has been an essential promoter of improved access to water supply in all four countries visited. It has largely contributed to improve the situation, through financial and technical assistance in the design and implementation of water points, as stated by both national government counterparts and communities. PLAN does not hesitate to give support in difficult and remote areas, and in fact, can be, together with the decentralized Government Technical Services, the only organization promoting development in these areas. PLAN's presence and assistance in the water supply sector makes a difference, but, as it is shown in the overview table, greater emphasis needs to be placed on sustainability and equity.

The evaluation team has paid close attention to the sustainability of PLAN's intervention, as perceived by both the communities and the professionals. The following points were evaluated : a) technical quality of water supply system; b) effective functioning; c) sustainable financing; d) effective management, operation and maintenance; e) effective and hygienic use; f) user satisfaction; g) demand for an improved service; h) equity; i) community participation; j) perceived benefits of the users; k) availability of spare parts; l) availability of expertise; m) training; n) water and sanitation in schools; o) water and sanitation in health dispensaries. The team has not evaluated the latrines and environmental sanitation component, as this was not part of its terms of references. It has however noted points of observation for both of them. These points are summarized in the table overleaf.

In terms of technical choices for water supply, there is a wide variation between the four countries. In Burkina Faso, PLAN has chosen to focus mainly on boreholes equipped with handpumps, and some large diameter wells. In Mali, PLAN has chosen to focus on large diameter wells, and some improved traditional wells, due to a large number of breakdowns of handpumps in the country in the early nineties; moreover there is wide difference in water availability according to regions. In PLAN Senegal projects, water is mainly supplied through a piped network with public standposts and some private connections, with water being drawn from a borehole with a motorized pump; it serves not only one village, but several villages around. In Togo, PLAN focusses on wells or boreholes equipped with handpumps.

Overview of major findings at community level

Variable	Burkina Faso Wells/boreholes + handpump	Mali Large diam. + impr. trad. Wells	Senegal Piped network with motor. pump	Togo Wells/boreholes + handpump
Technical quality	Good construction. Technical design accepted and appropriate, but low distribution of water points in villages. Water testing of source at start in most cases.	Construction mostly well done. Need to upgrade pulley / traction and cover design. Design needs to consider both human and animal needs in livestock areas. Unilateral choice of technology (only one technology is chosen). Water testing at source not systematic	Proper design and construction with extension capacity; water testing is not systematic. However, complex technology for communities, who are often illiterate.	Construction mostly satisfactory. Design needs improvement in terms of soakaway and drain. Water testing at source mostly not done. Insufficient protection of water point.
Effective functioning	Pumps are mostly functioning; if not seems to be a link with lack of social cohesion. Water quantity mostly not sufficient. Poor or no water quality monitoring.	No problem in functioning, except that traction is very heavy and rope lies on ground. Water quantity not sufficient in dry season. Weak or absent water quality monitoring.	New: good; older: irregular. Quantity and continuity not sufficient in most cases. Leakage. Absence of water quality monitoring	Pumps are operational, but quantity of water is not sufficient both in dry and wet seasons. Some water quality monitoring is done.
Sustainable financing	Link between quality of functioning and payment of users. Payments do not cover all costs.	Irregular payment of users; system of payment is not well organized or structured, if at all.	Users are paying; but all costs not covered. Hesitations between metered rates and fixed rates.	Payment system organized in most cases. But users do not always pay. Income does not cover all costs.
Effective O&M, management	Poor bookkeeping, but informal social control of funds in some cases. Payment system is organized. Breakdowns in dry season.	Mostly poor or no bookkeeping and accounting; no legal status of committee. Repairs done with local means and adaptations.	Bookkeeping irregular quality; not all committees have a legal status; problems of coordination among various villages; frequent breakdowns; timely repair: fair.	Poor or no bookkeeping. Most committees have a legal status. Breakdowns frequent in most cases and timeliness of repair is poor
Effective and hygienic use	Communities mainly get drinking water from pump. Surroundings mostly clean. Water transport and storage irregular, need upgrading.	Water used for all purposes. Poor cleanliness of surroundings; water transport and storage need upgrading	Surroundings water point: good in most cases; transport and storage of water: awareness of users.	People get water not only from pump. Surroundings are moderately clean. Water transport and hygiene needs upgrading.
User satisfaction	Users mainly satisfied with management, functioning (except dry season); water quality : satisfaction	Users mostly moderately satisfied with management and functioning. But satisfied with water quality.	Satisfaction water quality: good. Satisfaction on management and functioning: very irregular.	Users are moderately satisfied with management and functioning., but are poorly satisfied with quality
Perception of benefits	Health scores highest for both men and women, followed by time gain.	Health scores highest, followed by drinking purposes, personal hygiene, cooking and livestock	Health scores highest (especially women), then time gains and reduction of distance, followed by forestation and increased income	Health scores highest for both men and women, followed by livestock, development of small businesses, hygiene and confort, and time gains.
Demand	Communities mostly contributed in kind and in cash. They decided on cost recovery system, but not sufficiently or not at all on organization model or site.	Good initial contribution of communities. Community did not decide on type of organization, but did in some cases on site & recovery syst.	Initial financial or in kind contribution not systematic. Community decides on site location and cost recovery system.	Irregular initial financial contribution, but good in kind contribution. Community mainly decides on site location and cost recovery arrangements.
Equity	Gender needs have been assessed in some cases. No poverty	No poverty assessment; needs of men, women, children poorly or not	Needs of children related to water not assessed properly. No poverty	No poverty assessment. Some assessment of men, women and

	assessment however. Females compose 29% to 89% of the Committees, with very irregular participation in management	assessed. Females in general 50% of Committee, but no management role	assessment. Presence of females in Committee range from 0 to 55%.	children needs. 26% to 44% of females in Committee with rare or no management role.
Community participation	Poor participation in project design. Active participation in small repairs and preventive maintenance (larger repairs with area mechanics).	Communities did not participate in design, but some participate in small repairs and preventive maintenance.	Community participates in design and small repairs and preventive maintenance; weak in monitoring.	No participation in project design. Full participation in small repairs, preventive maintenance and some in monitoring.
Spare parts	Not easily available in some areas	Available, but villages can be remote	Spare parts are mostly available	Moderately available
Availability of expertise	Technical assistance available in most cases (DRH)	Technical assistance available in most cases (DRH)	Technical assistance is available mainly from the DRH	Technical assistance is available.
Training	All Committee members of PLAN villages have been trained in accounting, hygiene, maintenance and collection of payments. Artisans also on maintenance & repairs	All Committee members have been trained on sanitation and chlorinating of water, but very little in cost recovery	Plant operators have been trained. Only very few committees have been trained.	Secretary / treasurer, hygienist, caretakers and artisans have been trained in all PLAN villages visited, in water point management, hygiene, maintenance and repairs
School water & sanitation	Good accessibility of water but not in all schools visited. Some hand washing facilities. VIP latrines in moderate general state. Hygiene education mostly done, but poor or no material. Teachers need training or re-training.	Irregular accessibility of water and mostly no facilities for hand washing. If latrines exist, they are in an unsatisfactory state. Hygiene education mostly not done and no hygiene training of teachers by PLAN	Accessibility of water and washing hands facilities: very irregular. General state of latrines mostly not appropriate. Hygiene education done, some with material. Rare training of teachers by PLAN	In general, good water accessibility, but no hands washing facilities. VIP latrines in some schools, in inadequate state. Hygiene education mostly done with some material, but no training of teacher by PLAN.
W&S in health dispensaries	Water is available. Latrines are in moderate to poor general state.	Water is available in most cases. General state of latrines, mostly satisfactory.	Availability of water: medium to good. General state of latrines, mostly satisfactory	Water is available. VIP latrines in poor to good state.
Observations on family latrines and cleanliness	Some family latrines, programme has only just started. But latrines not always used. General environmental cleanliness could be improved.	There are family latrines in most cases, and seem to be used. General environment cleanliness needs to be improved.	Family latrines introduced in PLAN villages, and most with flush toilets (difficult to know if they were used). Average environment cleanliness.	Family latrines only in some villages. General community environmental hygiene needs upgrading.
Variable	Burkina Faso	Mali	Senegal	Togo

This table is a summary.

Detailed explanations can be found in the country reports (Part 2 of the Final report).

Community evaluation data sheets for all communities visited during the evaluation exercise are in the annex of the main report as well.

In addition, the evaluators noted the following issues. However, in the absence of statistical verification, they remain hypothesis only.

In terms of differences between old and young villages, no major differences were noted except for:

- In Burkina Faso, the oldest villages visited were from 1977 and 1979, and the newest from 1994. There is a striking difference on gender equity, women participate much more in new villages than in old ones, and hygiene of water storage scores higher in new villages. However, willingness to pay and control of funds seem more effective in older villages.
- In Mali, (1976, 1995), again a difference on gender equity mainly on the needs assessment done. However, users have a higher willingness to pay in older villages visited than in new ones.
- In Senegal, (1986, 1997), the major difference lies in the cleanliness of surroundings, hygiene water transport and storage that scored higher in new villages.
- In Togo, (1990 and 1998) users readily pay for water in new villages; furthermore, cleanliness of surroundings, water transport / storage, and user satisfaction scores higher in new villages.

In terms of differences between dry and humid zones, the team noted a major difference between two provinces of Mali (Koulikoro and Kayes). The first one is dry and has enormous difficulties in availability of water all year round, which means that hydrological should be revised, or the choice of technology changed (deep well pumps for instance). Furthermore these communities Mainly earn their living from livestock breeding, and have nomad (transhumance) patterns, which provoke important variations in water consumption at water points. The second zone has a high water table, which requires additional care and attention on quality aspects of water, as well as on hygiene and sanitation practices.

In terms of differences between PLAN and non PLAN villages, where village committees have been trained by PLAN, the non-PLAN village were not trained (Burkina Faso, Mali, Togo). No gender assessment was done in the non PLAN villages, and it seems that the decision on site location by communities, the definition of a legal status and the fact of contributing in kind by villages were also not done.

In terms of differences between villages with a good social cohesion and those with a low social cohesion, there seems to be a relationship between financial sustainability and social cohesion. Looking at all countries and regions overall, the communities with a good social cohesion have a higher willingness to pay and cost awareness than the ones with a low social cohesion.

2.1.2 Aspects which need to be improved at community level

2.1.2.1 In general

Technical design

The surroundings (apron) and run-off of waste water from traditional wells are inexistent in many cases. Modern wells (large diameter wells) need to have a more efficient pulling system that will ease water traction and avoid having the rope lying on the ground. The use of these wells needs to be organized according to animal and human consumption purposes. Finally, the cover of large diameter wells is often too heavy or inappropriate for simultaneous use of several users. The design of water points needs to take into consideration the possibility of laundry facilities and systematic drainage + soakaway pits for waste water. Although protection of water points exist in many communities, they are not yet everywhere.

Water quality testing and monitoring

Water testing at source at the beginning of projects is systematic. However, water quality monitoring, disinfection or treatment is rarely practised if at all. The team has further noticed that the water contained in vessels during transport and storage has often particles in suspension, and is open to contamination (animals, dirt, etc.). Although no water testing was done, its mere appearance raises doubts as to its purity. Further analysis and hygiene behaviour promotion need to be done.

Cost recovery mechanisms

Communities are not systematically made aware of all the costs and financial implications of an improved water supply system, prior to the start of projects. Financial management is rarely done in an effective and organized way, and water committees are not adequately trained on that issue. Collected fees are in most cases barely sufficient to cover operation costs; this situation can seriously jeopardize the long term sustainability of water supply systems. There is too much hesitation on which type of payment system to use : fixed rate, metered rates or selling of water at site, especially for small piped systems.

Capacity to pay did not appear to be main issue, except for certain users of piped systems. However, willingness to pay can be of a serious concern especially when the service does not supply water in a satisfactory way.

Community management

Community management has been introduced in most communities, but sense of ownership is often lacking. One-off training of committee members does not appear sufficient. Local community caretakers are not all provided with adequate tools for minor maintenance. Community management of piped system can be quite heavy for rural communities, and an optimum organizational set-up is not yet totally adequate. Finally, there is often some confusion as to whom in the community is actually responsible (the water point committee or the village development committee?).

Hygiene behaviour

Despite some positive efforts in sensibilization IEC activities, , in many cases communities have not yet adopted proper hygiene behaviour in terms of water transport and coverage of water tanks / vessels / jars. Environmental hygiene, domestic waste water management and solid waste management need strengthening almost everywhere. Washing of hands has been observed but not sufficiently to be able to give an opinion about a general trend.

Demand and community participation

The team wishes to acknowledge the fact that PLAN systematically acts upon the concrete request of the communities, which, in itself, is a positive element. However, the team has noted that this request comes mainly from the village leaders or the Village Development Committee. It is unclear whether the point of view of the whole community (men and women, children, various social and ethnic groups) has been taken into account, especially in dispersed villages. Community participation could be improved in the technical design, choice of technology, and basic monitoring of construction works and of water quality.

Gender and equity (children and marginalized social groups)

Gender balance has been introduced in the composition of many water committees, but still needs to be strengthened. However, the involvement of both women and men in preventive maintenance, hygiene and monitoring could be better introduced. Although children's needs are being studied in most feasibility studies, children do not participate in the design and choice of technology.

Poverty assessment remains a theoretical concept, and it is not rare to find in communities that the well-off have better access to water supply than the other members of the community; ethnic minority groups are often left out.

Availability of expertise

Once projects have been completed, communities rely on locally trained craftsmen who are available in many communities visited, or DRH services for piped systems. However, DRHs do not always have sufficient resources and expertise to give adequate support.

Training

As mentioned above, training in financial management is insufficient, or even non-existent. Furthermore, the timing of training comes in some cases too late, only once the project has been completed. There is no systematic upgrading of knowledge of communities in management capacity.

Water and sanitation in schools

Water supply accessibility and hands washing facilities are not yet sufficient in schools. Integration of school hygiene education and IEC could be introduced. Latrines are in most cases not well maintained, if they exist at all. Health dispensaries seem to have an adequate water supply and sanitation facilities, however there is a lack of sharing of material and knowledge between schools and dispensaries.

Sanitation

Latrine programmes have started in some areas, but an overall strategy seems to be lacking, and the participatory assessment and community participation components are missing.

2.2 Effectiveness of PLAN's support

2.2.1 Introduction of changes in the approach

Effectiveness can already be appreciated in terms of the impact of PLAN's support to the communities, as seen previously. However the evaluation team has also reviewed the effectiveness of PLAN's approach as such.

During the years 1996 / 1997, there has been an important change in PLAN's approach in general and in the water sector in particular. It has shifted its strategy from being a direct implementor of activities with a mainly technical target and water coverage orientation, to that of a facilitator, working with local partners in the implementation of activities and integrating a community development dimension in the development of projects. This shift shows that PLAN has chosen to become a development agency, and not just a donor or implementing agency. However, the evaluation team recognizes that PLAN is in a transition stage and going through an internal learning process, which needs to be consolidated in order to improve the effectiveness of its approach, especially in the field of sustainability and community development.

Until recently, development was seen as a photography, a target to be reached in terms of improved health or improved access to water supply. Today, it is understood that development should be seen as a film, a progressive process which enables communities and institutions to sustain the benefits generated from project interventions, and make it their own. Country strategic plans now include this dimension in water and sanitation programmes.

The main changes introduced by PLAN have been the following : a) more community involvement; b) partnership building for the implementation of activities; c) participatory planning; d) integration of water, hygiene and sanitation.

Communities have to make a formal written request to PLAN, and financially or in kind (labour / local supplies) contribute to the project. They decide in most cases on sites and on their cost recovery system.

"Faire faire" is the new philosophy of PLAN whereby local partners (private firms, contractors, engineering services, local NGOs and decentralized technical agencies) implement activities with the help and supervision of PLAN staff, with specific agreements and contracts. This allows the use of local and national expertise and contributes to local economy.

Plan has chosen to focus its interventions on critical problems affecting children, and to mobilize resources in projects that will have the highest impact. Field analysis showed that: a) a large number of children were dying of curable diseases which can be prevented; b) 60% of the population is illiterate; c) there is not enough water to satisfy basic needs; d) low income of households that cannot satisfy the needs of children; e) absence of protection for the survival and development of children.

A yearly water supply programme is determined in a participatory way, using request from communities, studies from ADCs or bureau d'études, and interaction between the PU and country offices in the following sequence:

- Request from the communities by writing
- Analysis of the existing situation (with strong role of ADCs)
- Formulation of project with a detailed budget
- Checking of conformity to the national strategy and budget
- Approval of project
- Elaboration of tendering documents for the technical and financial feasibility of the project
- Consultation with engineering offices
- Consultation with contractors
- Construction and implementation supervised by the control office
- Handing over
- Management of system by the communities

PLAN tries to keep its intervention until a certain minimum of infrastructures are made available at community level such as: a) health dispensary within a radius of 5 km; b) source of drinking water supply within a radius of 500m; c) school within a radius of 5 km; d) access to basic equipment for domestic tasks of women; e) access to a system of community micro-credit; f) community management becomes operational.

Planning for a project is now over a period of two years. The first year, awareness-raising, setting-up of committee and drilling of boreholes. During the second year, training of water management committee and water surrounding construction.

2.2.2 Aspects which need to be improved in the approach

Demand and community diagnostic

As mentioned earlier, a more thorough "needs assessment" should be done, involving all members of a community, in a participatory way using simple techniques. This would let all members of the community the opportunity to express their voice. Moreover, this would lead to a higher acceptance and ownership feeling of projects and a better response to real needs as well as the empowerment of communities. Through a community diagnostic PLAN

could also ensure a gender balanced and equitable development; both of them are guiding principles that are fundamental in all country and strategy plans.

Technology choice

Only a limited number of technical options in general (in Mali basically only large diameter wells and improved traditional wells) are presented and discussed with the community. Communities should be able to make an informed choice with a full knowledge of all the technical, maintenance and financial implications of various technologies. This would greatly contribute to the feeling of ownership and to the construction of schemes which correspond to user needs and the desired service level.

Monitoring and follow-up

Communities are not sufficiently involved in basic monitoring of construction of schemes and in water quality monitoring. In other projects worldwide, this has proven to be very effective. Follow-up after project intervention is rarely carried out, if at all, despite regular visits of ADCs to communities.

Strategy aiming at sustainability

Although mention of sustainable goals is made in country strategic plans, these are not sufficiently specific as to what sustainability means. Furthermore in none of the reports or during none of the interviews has evidence been found to show that PLAN carries out environmental studies to assess the environmental sustainability of the water supply interventions. In the long run, this could be an aspect to bear in mind.

Child focus

Children "centered-ness" is one of the guiding principles of PLAN in all strategic and country programme development. It is evident that children do benefit from the improvement of water supply schemes. However, as seen earlier, only few of the members of the communities are actually expressing their needs and demands. It is therefore certain that children have been sufficiently consulted during the design and planning of interventions. Moreover, none of the children were consulted for the design and the planning of the school water supply and sanitation services.

"Faire-faire" philosophy

The introduction of this philosophy is seen as an appropriate approach by the evaluation team. However, it is not sure up to what point local institutions and organizations will be able to take on all monitoring, support and follow-up activities once PLAN is phasing out from an area. The present strategy is mainly aimed at using local expertise in construction and implementation activities. It is vital for sustainability that PLAN makes an assessment of the capacity of national counterparts and private formal / informal private sector firms to carry out post-project support and follow-up. This could mean that PLAN should be involved in institutional capacity-building activities. In general, it would be worthwhile for both national counterparts and PLAN itself to foresee progressive phasing out strategies with their accompanying measures.

Integration of the development interventions

This is another of the guiding principles which PLAN has not been taking sufficiently into account in the conception of water programmes. Almost all communities have mentioned that the quantity of water during the dry season is not sufficient. Although in Togo some communities use other sources for drinking purposes, in almost all other countries drinking water is taken from a handpump, motorized pumps or from large diameter wells. This means that people cannot cover all their needs with the improved water supply systems. In this light, designing for the improvement of water supply needs to take into account all types of water usage (domestic, agricultural, livestock) during all seasons.

2.3 Operational efficiency of PLAN's support

2.3.1 Major findings

See overview table next pages

Overview of main findings on efficiency of PLAN's support

Item	Burkina Faso	Mali	Senegal	Togo
Institutional issues	PLAN has a wide range of partners: a) Government (DGH, DRH, DPEBA, DOS,...) with intense collaboration; b) CREPA / EIER; c) numerous "bureau d'études"; d) contractors; e) community organizations. "Faire faire", partnership philosophy, based on contractual agreements. Biggest NGO in Burkina Faso, however has a low profile compared to UNICEF.	Close collaboration with DNHE, but DNHE wishes more concertation and coordination between NGOs to avoid duplication. DNHE mentions lack of use of database. DNS staff implied in sanitation activities. DHA and PLAN elaborate together national policy on hygiene and sanitation. More exchange with NGOs would be an asset. "Bureau d'études" appreciates PLAN for payments and strictness.	Member of CONGAD. Close collaboration with DRHs but less with DNH. PLAN strategy follows national policy. However not sufficiently involved in the new REGEFOR project. PLAN needs to clarify its strategy on management of piped systems and involvement of private sector. Good collaboration with CREPA on latrines programme.	Collaboration with Ministry of Planning, and decentralized technical government services. PLAN has formalized (short and long term) partnerships with consultants for most field related activities. Privileged collaboration with CREPA. Very little exchange with other NGOs. National strategy aims for boreholes and PLAN sill promotes a lot of wells.
Planning	PLAN informs DRH on projects in order to avoid duplication with other interventions. Communities have to contribute: a) 100 000 FCA for an equipped drilled well and have effective committee; b) digging for modern wells. PLAN contributes 12500 FCFA for domestic latrines. Low monitoring & follow-up.	PLAN has full inventory of hydraulic works financed by PLAN since 1976, and has a monitoring system on them. Participatory planning and integration of social and technical aspects in planning. Project selection criteria include : a) equity (priority to less equipped); b) down payment of communities and labour + material	Planning principles understood by all. Plan elaborated in a participatory way with staff at PU and national level. Country strategy used as guideline. High level (80%) of realization of annual plan. Insufficient or poor follow-up both from PLAN side and DRH side.	Planning strategy aims for community involvement and local capacity-building, but it remains insufficient todate, except for some participation in the construction.
Administration	Clear and transparent administrative procedures, however, many changes and reforms can bring a certain "fatigue". Still aims more for efficiency (results reach 90% of targets) than for effectiveness. Overloaded staff in general. One country W&S advisor, also at PU.	Clear and transparent administrative procedures described in FOB, which leads to team work. Tendering process rigorous and well monitored. All country level staff linked by e-mail. Not enough capitalization of good practices or ex-post evaluations. Newly recruited country level Water and sanitation advisor	Good computer equipment. Regional offices do not have the burden of many administrative tasks, because CO is taking care of that. Frequent coordination meetings. Qualified staff. Possibility to call consultants. Flexibility in working hours. There is a country level advisor covering water and sanitation.	Number of staff does not seem to be proportionate to the amount of activities to carried out (smaller). Sponsorship activities have often staff who are overqualified. Cumbersome administrative procedures and centralization of decision-making slows down activities. One country level W&S specialist.

<p>Financial management</p>	<p>About 20% of total budget for water & hygiene. Centralized financial management system in Ouagadougou, leads to good financial control and efficiency but slowness. Analysis distribution of expenditures of Water Programme by the evaluation team shows that there is insufficient resources devoted to "social" development. Unit costs: Large diameter well²: 4,000,000 FCFA Boreholes + handpump³: 5,000,000FCFA Family latrines⁴ (VIP) : 12,500 FCFA School latrines⁵ (VIP): 2,000,000 FCFA.</p>	<p>About 20% of total budget for water & hygiene. Bamako approves OP superior to 100,000 \$. Petty cash for PU which will need to be justified. Real expenditures for water far below what was budgeted , both in 1999 and 2000. Budgeting might need to be seriously revised in order to match what is feasible. Unit costs: Large diameter well⁶: 18,000,000 FCFA Large diameter well⁷: 8,500,000 FCFA Traditional well⁸: 700,000 FCFA Falmily latrine⁹: 75,750 FCFA Family latrines¹⁰: 137,500 FCFA</p>	<p>About 30% of total budget for water & hygiene. Financial management centralized in Dakar (approval of PO; purchase; payments). Clear and transparent tendering procedures. Efficient analytical accounting system. PU gets petty cash advance to be justified. Frequent audits. Lack of flexibility in procedures. Good operational ratio 1 / 4. Unit costs: Equipped borehole¹¹: 90,000,000 FCFA Well : 430,000 FCFA (in Saint-Louis) Well:: 290,000 FCFA (in Thiès)</p>	<p>About 17% of total budget spent for water and sanitation. Petty cash for PU (500 000 FCFA° for expenditures below 25000FCFA. Otherwise , approval of CO. Strong internal financial control system; internal audits assure that accounting and administrative procedures are followed. Unit costs: Wells (12m): 710 000 to 900 000 FCFA Well+handpump : 1 400 000 FCFA Small piped system: 3.5 to 4 million FCFA Family latrine : 108 125 FCFA</p>
<p>PU level (general)</p>	<p>With new reform, PUM at each PU, and project coordinators work under the PUM. The water project coordinator is also the supervisor of construction of all works in PU. New Facoms setup allows for good integration of activities. Facoms communicate with VCC (Village volunteers) who get a bicycle as an incentive.</p>	<p>All PU are involved in micro-credit activities with a direct link with communities. Recent use of MARP and SARAR methodologies, but evaluation team could not evaluate the appropriateness of their use. All villages have a "Volontaire de parrainage" acting as an intermediary between the PLAN's CDCs and the community. Communication could be improved between PU and CO.</p>	<p>Tasks and responsibilities between PU and CO defined but need clarification, and slowness in operations because of bureaucracy. PU need more support on technical and admin aspects. Insufficient transfer of responsibilities to other staff, ending in work overload. Good working relationships with DRH. No specialist of water at PU level</p>	<p>Each PU has a Community development section and technical staff specialized in the fields of water, health and IEC. CREPA says that present strategy is not sufficiently involving communities throughout project cycle. However, PLAN has introduced the use of participatory methodologies. Qualification of zone coordinators vary widely.</p>
<p>PU - level (Operational & relationship with communities)</p>	<p>In practice Facoms are overloaded, and spend actually not enough time in development activities. The fact that they cover several types of activities makes their work complex and heavy.</p>	<p>Banamba: PU working in the Sahel region, with long periods of droughts, with important seasonal population movements. PU has a health coordinator among its staff, and a consultant-engineer acting as a water</p>	<p>Communities appreciate PLAN. Thiès: Insufficient mastering of socio-economic data and surveys. ADCs do not have sufficient time to devote to development activities. ADCs trained on participatory tools but not using</p>	<p>ADCs are spending most of their time in communication and sponsorship activities, to which a priority is given in their task description. Other programmes seem to be accompanying</p>

² Average depth 25m. Community digs well until water. Rest of drilling and installation costs are included.

³ Volanta pump or India Mark II. Depth between 50 and 130 meters. Cost does not include design, installation and supervision costs.

⁴ Family latrines with one cabin in cement and ventilation pipe, with a slab in slightly reinforced concrete. Large use of local material.

⁵ VIP latrines type CREPA with six cabins and hand-washing facility

⁶ Depth : 55,30 m in Kilikon (Banamba)

⁷ Depth : 26m in Mourdian (Kita)

⁸ In Kokoni (Banamba)

⁹ Improved traditional latrines in Zone Karan (Kangaba)

¹⁰ Improved traditional latrines in Zone Kourouba (Kati)

¹¹ Average depth of 150m in Thiès

	<p>Water & sanitation project coordinators do not have sufficient access to transport means, and complex internal bureaucracy can slow down staff efficiency and motivation.</p> <p>PU's need improvements in personnel management in order to upgrade creativity and working atmosphere.</p> <p>Staff in communication with communities need to strengthen skills in participatory methodologies and be upgraded in new community development concepts.</p> <p>PU's do not have sufficient access to relevant information, and link between country level advisor and PU level WS project coordinator not flexible enough, as it has to flow through the PUM.</p>	<p>specialist. Travel distances for field staff can be enormous, and CDCs will only have time to do "sponsorship" work.. Communities are still not taking responsibility, despite long presence of PLAN in the region. PU leaves feasibility studies and initial project designs to local "bureau d'études", leaving only small space for interaction and participatory planning with communities. Unilateral choice of technology.</p> <p>Kita: PU with relatively high water table. Water quality problems can be a key point of attention (diarrhea and stomach problems were mentioned, but official health statistics were not available at that time). PU has a health coordinator and a consultant engineer. Monitoring (as in other PU) is normally followed by the consultant-engineer in relationship with zone leaders and CDCs. PU on top of large diameter wells has also promoted improved traditional wells, but concept of surroundings needs improvement. No or poor water quality monitoring. Communities do not have the possibility to choose from various technological options. Poor results in terms of behaviour change, despite IEC.</p>	<p>them.</p> <p>Saint-Louis: Management water mostly done by SDE, selling water to one community counterpart. Overload of ADC. Insufficient monitoring and follow-up. ADCs need training in participatory techniques. Good relationship with DRH and theater group for community mobilization. Costs of latrines not always well understood by communities.</p> <p>Louga: capacity and willingness to pay not looked at during feasibility study. Water committees are not trained. Dilemma between fixed rate and metered rate for water. ADCs not enough time to spend on development activities. ADCs need training in community development and participatory techniques. Choice of latrine (flush type) done with DRH, but approach needs to be revised.</p> <p>Kaolack: Communities illiterate, so difficult for them to manage and monitor. Insufficient willingness to pay of communities visited. Communities poorly involved. Slowness of DRH. ADCs mainly involved in "sponsorship" activities, so little time devoted to monitoring and development activities. More technical support is needed from CO level.</p>	<p>measures.</p> <p>ADCs have to live close to the communities.</p> <p>ADC qualifications vary from masters degree to engineer, rural technicians, BEPC, or with no diplomas. ADCs in direct contact with CVD. He acts actually as an intermediary. ADCs are actually perceived by the community as "Photographes de PLAN". When FC sponsorship ends, communities think that ADCs are taking away the money!</p> <p>ADCs work not really evaluated by superiors.</p> <p>The community point of view is not well respected by contractors.</p> <p>IEC agents live at the level of PU's.</p> <p>IEC agents are sanitary agents (Bac + 2), and in their work actually also have to cover water related issues.</p> <p>Good gender balance between number of male and female field staff.</p> <p>Communities don't always contribute financially before the start of the project, as it is specified in the national strategy.</p> <p>Participatory diagnosis still not well applied despite training of ADCs.</p> <p>Very poor water quality monitoring.</p>
IEC and other aspects	<p>Short time for sensibilization. Use of relevant material prepared by CREPA.</p> <p>Field staff however report the problem of behaviour change in communities, which might need to revise some of the approaches used in IEC activities.</p>	<p>IEC activities done through NGOs on the basis of a contract, especially on hygiene and sanitary issues. Theater groups, a cine- bus together with discussion groups, house to house visits, conferences, games, competitions are used for sensibilization. The content of them could not be evaluated though.</p>	<p>Done by a network of EDCs (Educateurs Communautaires de santé). Use of powerful sensibilization tools (cinebus, radio, and pamphlets in local language). Good synergy of use of several programs for water : literacy program, cinebus, and micro-credit. Water / hygiene / sanitation are integrated</p>	<p>Two IEC agents with role in hygiene and sanitation sensibilization but also in identification / analysis of community requests with zone coordinator. Radio programmes and IEC brochures well perceived by communities. However, hygiene behaviour still not appropriate.</p>
Item	Burkina Faso	Mali	Senegal	Togo

This table is a summary. Detailed information is provided in Part2 "Country Reports"

2.3.2 Aspects which can be improved at operational level

Role of Community Development Agents

These agents called ADCs, CDCs, Facoms depending on the country, are the same. They are all involved in community development work and are currently creating and sustaining a direct link between communities and PLAN. This is a unique situation which very few other development agencies and donors have. However, PLAN is not making sufficient use nor deriving full benefit from this opportunity. In all cases, ADCs are by far mainly involved with “sponsorship” activities, dealing with letters and photographs (in Togo they are called PLAN’s photographers!). Without denying the fact that this activity is essential and constitutes in itself a contribution to development, the evaluation team has noted that they do not spend enough time in other development activities. The team has also noted that a great majority of ADCs have a good academic background, sometimes far superior to the actual work they are doing. Their job description and time organization are not sufficiently precise to enable the incorporation of participatory diagnosis, follow-up and monitoring activities. All ADCs met by the evaluation team further expressed their great interest in the methods used during field and community exercises.

Monitoring and follow-up

Monitoring is mainly oriented towards water coverage and disease reduction. It would help PLAN to include additional indicators in order to be able to monitor the progress and impact of interventions (see part 3 of final report). Follow-up can be easily organized using ADCs, designing and testing forms that can provide useful information at PU and COI levels.

Role of advisors and link between PUs and COs

All countries visited had a Country level Water & sanitation Advisor, and their role was mainly to assist in yearly planning and the implementation of the year plan. An advisor should be able to fully play its role of advisor not only at CD, PSM and PUM levels but also at zone and field level, where a lot of guidance and support is needed. It seems that present structure and resources do not allow for this. These advisors should also try to make better use of all available experience between different Pus in the same country and Pus in other countries.

Position of PLAN in the water sector at country level

Despite the fact that PLAN enjoys a good reputation, it has a much lower profile than other development agencies, such as UNICEF or other Bilateral or International organizations. It seems that PLAN does not participate sufficiently in sector conferences and meetings. Such involvement would not only be beneficial for PLAN’s staff, but would also serve to upgrade its image. Furthermore, PLAN could contribute much more in National /Regional sector planning and the formulation of sector policies.

3. Recommendations

The following recommendations are based on the findings and lessons learnt detailed in the previous chapter and in the country reports (Part 2 of the Final Report). The recommendations have been divided into three main groups: a) improving the effectiveness of the approach; b) optimizing the efficiency of PLAN's support; c) Country-specific additional recommendations. Most of the recommendations refer to additional background information that can be found in Part 3 of the Final Report.

3.1 Improving the effectiveness of the approach

Recommendation 1: "Review planning in the light of sustainability"

Considering that sustainability needs to be improved in all country programmes, the mission recommends that PLAN INTERNATIONAL should review and consolidate, at both regional level and in each of the country visited, seven main issues that are essential to sustainable water supply development. The evaluation team would also like to stress the point that community participation is a key principle of rural sustainable water supply. This means that communities should be involved in all phases of the project cycle, as experience shows that this can generate an ownership feeling. The seven key issues are the following:

1. Equity, gender and demand
2. Technology choice
3. Water quality
4. Community management and cost recovery
5. Participatory monitoring
6. Behavioural change
7. Integration of water supply and water resource management

Recommendation 2: "Planning with a gender perspective "

Considering that giving a gender perspective to a project design can largely contribute to improving equity and sustainability, the mission recommends that the gender issue be included more systematically in its planning and programming. This perspective takes into account the social and economic differences between men and women, and cannot be separated from other social differences, notably those in marital status, class and income. A gender perspective will look at the affordability and willingness to pay of both men and women, as in some communities, women pay for water. It will also pay attention to the management capacity of both men and women, notably in the case of financial management and book-keeping. Finally, it will look at specific needs, such as laundry facilities.

Recommendation 3 : "Planning for equity and children centered development"

Considering that poverty alleviation and children centered development is an integral part of any water supply improvement projects, the mission recommends the strengthening of the equity aspects in planning. There are several ways of trying to provide water supply service in an equitable way. They could be grouped into the following approaches:

➤ Participatory diagnosis :

A participatory diagnosis will look into the needs of all social groups (including children), as expressed by the communities themselves (and not necessarily the village leaders only) and will therefore imply the use of participatory investigation methodologies. Written requests emanating from village authorities do not necessarily reflect the point of view and needs of all community members. It might be essential to specify and quantify this demand, especially during a participatory diagnosis. As an example, some of the tools used during this evaluation exercise could be easily used for this purpose.

➤ Application of a “social” tariff:

Using cross subsidies, where tariffs applied to some more influential parts of the community can cover part of the costs of poorer neighborhoods.

Using government subsidies, as part of the implementation of a social programme.

Setting a minimum “basic” tariff for the first 20 to 40 liters of drinking water per capita and per day, as well as for small-scale irrigation for farming.

➤ Involvement in service management:

Involving the poor in all stages of the project cycle and involving them in the definition of a cost recovery system best suited to their needs and capacity.

Using local organizations that represent the poor in low-income urban areas, which can buy water in bulk directly from the water enterprise, thus avoiding the excessive price levels applied by kiosk owners and re-vendors.

➤ Improving payment facilities:

Facilitating access to the payment site, which is not convenient and distant for many communities.

Allowing for the possibility of paying regular small amounts, since low-income households can rarely pay large lump sums.

Allowing the community to partly pay in kind, within the “local economy”.

Developing or improving access to alternative financial sources, such as micro-credit schemes.

Developing income-generating activities together with the introduction of a new water point, thus helping poorer communities to be able to afford their system.

Recommendation 4 : “Applying a participatory technology choice process”

Considering that technology choice is a process that involves several partners (mainly the community and the support agency), the mission recommends a participatory approach in this process. Technology choice does not only rely solely on technical feasibility, it also depends on sustainability, financial, operation and maintenance implications. Communities should be able to make an informed choice, on the basis of a range of technical options. This implies a partnership as well as a progressive learning experience, which is shared by both parties, in the following sequence:

1. Demand for an improved system by the community
2. Participatory baseline survey
3. Identification of technical options and implications
4. Discussions with the community providing information on all technical and financial implications
5. Formal agreement, once the community made an informed choice guided by the supporting agency

Recommendation 5 : “Improving water quality”

Although the evaluation team did not test the quality of water supply systems visited, it has however noted that water quality monitoring and water treatment is very rarely done, if at all, after construction of schemes. It has also noted that the hygiene of vessels used during water transport and storage is often inadequate. The mission therefore recommends that basic principles of water quality monitoring, hygiene promotion (especially in water handling)), and the preservation of water source be applied. Monitoring can be improved by:

- involving the communities in monitoring turbidity, colour, odour of water
- involving the communities in contacting relevant health authorities in case of problems
- strengthening the capacity of local health authorities in water participatory monitoring
- the use of water treatment kits by PLAN staff in a random way, once the use and maintenance of these kits have been tested

In case water needs to be treated, one should also try to assess how much water needs to be treated. Normally, “pure” water will be needed for drinking and cooking purposes, which is estimated at 5 liters / person / day. This can reduce the amount of water that needs to be treated at domestic level. However, treatment could also be needed : a) for bathing, if water contains pathogens which penetrates the skin; b) for laundry, if excessive iron or manganese is staining the clothes.

The mission also recommends the review of low-cost water treatment processes and technologies, as proposed in part 3 of the final report “Background Information”. The choice of a particular treatment system will need to be tested within the community, since its regular use might have a cost and most of all, might require important behavioural or / and cultural changes in order to be effective and accepted on a long term basis. It is however advised to mobilize communities at the same time in the need to protect and preserve water sources from animal or human contamination. Moreover, the positive impact of improving water quality through a particular water treatment system might be partially or totally jeopardized if water is not stored and transported carefully and hygienically.

Recommendation 6 : “Consolidating community management”

Considering that community management is one of the essential backbones of sustainable water supply, the mission recommends that PLAN pursues the efforts it has started in promoting community management. Effective community management is directly linked to the following factors:

- a) management capacity;
- b) sense of ownership;
- c) clarity in roles and responsibilities;
- d) democratic choice of community members;
- e) legal status;
- f) leadership;
- g) complexity of technology.

It is strongly recommended that PLAN should assess each one of these components in the process of technology choice, and proceed with necessary adjustment capacity – building activities if needed. This is especially true for piped systems that require more management capacity than other systems. The evaluation team has noted that in various communities, committee members were illiterate. This should not prove to be an obstacle that hinders community management.

Recommendation 7 : “ Optimizing cost recovery”

Considering that cost recovery aspects are not sufficiently dealt with many communities, and that there are only a few financially sustainable systems, the mission recommends that this issue should be reviewed in PLAN water programmes in general. In the light of major present sector trends and past trials, sustainable cost recovery of community water supply is based on seven mutually dependent key factors (details can be found in Part 3 of the Final Report “Background Information”):

1. Clear financial arrangements
2. Willingness to pay
3. Minimizing costs
4. Adequate tariff structure
5. Access to other sources of financing
6. Sound financial management practices
7. Enabling and supporting environment

Recommendation 8: “Introducing participatory monitoring”

Considering that communities have a direct interest in the improvement of their water supply, the mission recommends the introduction of participatory monitoring in construction, water quality control and scheme functioning. There is a misconception that monitoring should only be done by specialized professionals. The communities themselves can also be involved in simple and basic monitoring activities, as mentioned in water quality monitoring earlier. For example, during construction activities, communities can be informed before hand on time of construction phases and on the type of materials used. They can then easily report to the support agency in case of any problems encountered, during the contractor's intervention. Monitoring for effectiveness is based on the principle that people who have a direct interest in what is being done, will proceed with supervising and monitoring activities. This can drastically reduce costs normally devoted to monitoring activities, and increase effectiveness as well, to the entire benefit of the communities. Communities can be involved in the following:

- Functioning of committees
- Staff contacts with the community
- Basic construction supervision (quality and timing)
- Transparency in community financing issues
- Water quality
- Reliability and functionality of water supply system
- Environmental hygiene

Recommendation 9: « Contributing to behavioural change »

Considering the fact that major IEC programmes have been launched without reaching the expected benefits in terms of behavioural change, the mission recommends that the messages, processes and methodologies used in IEC programmes should be reviewed. Planners and practitioners of hygiene programmes often think that it is possible to pass on universal hygiene messages to any population. Such messages are often based on the assumption that the knowledge of health educators is superior to local insights and practices. It is forgotten that people adapt their lifestyle to local circumstances and develop their insights and knowledge over years of trial and error.

General hygiene messages are often not relevant and unrealistic¹². The methods that are used to get the information across are also often unsuitable to create behavioural change. Indeed, many health messages are given in the form of lectures at health clinics, talks in meetings and community gatherings, or through one way mass media like posters, radio talks, brochures and booklets. Even if the educators succeed in reaching the intended audiences by these media, the people are only “told what to do”, and often do not get the chance to relate it to their own experience. It is important to realize that people make sense of new information in the light of their own experience, perceptions and cultural backgrounds”.

Many health education programmes teach people about water and sanitation related diseases: what they are, how they are caused, and how they are prevented. But education cannot, by itself, reduce the risks of transmitting these diseases, only action and personal involvement can. Knowledge is useful but not sufficient. Review of hygiene programmes shows that targeting for particular changes is rare.

If general messages and information on disease transmission don't change practices, what is it that brings people to take action on the risky practices and conditions in their own environment?

- An individual will take up a new practice when he or she believes that the practice has net benefits, for health or other reasons, and considers these benefits as important. He or she will develop a positive attitude to change.
- Positive or negative views from others in his or her environment will also influence the person's decision to try the new practice. Skills, time and means then determine if the practice is indeed taken up, and when found to be beneficial, is continued.
- What hygiene education programmes can do is to support participatory projects that install facilities which are used and maintained, by : a) assessing if water, sanitation and hygiene have a high priority among the various groups in the community and create understanding of the implications of existing conditions, technical options and maintenance for community and family health; b) before and after facilities are installed, follow-up use and hygiene to provide feed-back to planners and reduce other transmission risks preventing the realization of health improvements in the communities concerned.
- Certain practices cannot be achieved by individual change alone, but require concerted action from larger groups and the whole communities.
- Making joint choices, assigning responsibilities and monitoring action also increases the commitment of the members to achieve the agreed changes.
- Communal change is only possible when the community members themselves feel there is a problem and jointly undertake action that will permanently improve the conditions and behaviour.
- When learning, people remember 20% of what they hear, 40% of what they hear and see, and 80% of what they discover for them selves. This calls for a change in the way education is undertaken, from a didactic education to a more participatory and growth centered education.
- Use of a testing matrix before introducing behavioural change activities (see Part 3 of the Final Report : Background Information”)

Recommendation 10: “Introducing water resource management”

Considering that water resources are often scarce both in quantity and in quality, the mission recommends that water resource management principles be introduced. Integrating water

¹² Reference « Motivating Behaviour change », UNICEF/IRC (1997)

supply with water resource management is justified by the fact that water is a limited resource, which was the case of most of the communities visited. It is therefore of vital importance that communities together with the support agency optimize water use for the various community needs in order not to jeopardize future water resources. This also implies water source protective measures.

3.2 Optimizing the efficiency of PLAN's support

Recommendation 11 : “Consolidating PLAN's support efficiency”

Considering that the improvement of the effectiveness of an approach can only be reached by the parallel consolidation of PLAN's operational efficiency, the mission recommends that the following main aspects of PLAN's support be consolidated:

1. Upgrading of staff know-how
2. Clarification and definition of ADCs roles
3. Specification of advisors' roles
4. Monitoring and follow-up aspects
5. Development of institutional capacity building activities
6. Revision of IEC and training activities
7. Improved integration of water, hygiene and sanitation

Recommendation 12: “PLAN staff capacity building”

As mentioned throughout this report, PLAN has made substantial advances in developing community oriented water supply development. But significant progress still remains to be made in the field of sustainability and the application of a participatory approach. The mission recommends that capacity building of PLAN's staff on these issues be consolidated (see annex in this report for further details). This implies that all staff implied in community work and planning should be made aware of what are the key processes and factors that enhance sustainability and participatory tools. Upgrading knowledge might not be sufficient in itself, as this also requires a change in the way staff think, work and interact with the communities.

Recommendation 13: “ Clarifying and defining roles of community agents”

Considering that one of the findings of this evaluation is that ADCs (Community Development Agents) have overload constraints and that they are not able to do a lot of community development work, the mission recommends that the roles of ADCs be clarified and defined. Many ADCs have a good academic background and they could be made more aware of sustainability issues, the use of participatory assessment and an organized monitoring system. This would make their work even more gratifying and help to increase the efficiency of PLAN's support.

Recommendation 14 : “Consolidating the role of water and sanitation advisors”

Considering the important advisory role of water and sanitation advisors at all levels, the mission recommends that their role, at various levels, regional, country and PU be consolidated.

The Regional advisors role could be consolidated with the following (non exhaustive):

- Collection, exchange and dissemination of information on relevant new sector developments to all sector staff in the region, through guidelines and an electronic newsletter
- Making regular contacts with other agencies working in the same field
- Establishment of capacity-building programmes for sector PLAN staff
- Advise in country strategy planning and project design

Country level advisors role could be consolidated with the following (non exhaustive):

- Advise in yearly project formulation
- Proceed with regular monitoring activities, not only on technical aspects, but also on sustainability issues
- Supervising tendering procedures and capacity of partners
- Submit every year one article on best practices to be handed to the newsletter

PU level advisors role could be consolidated with the following (non exhaustive) :

- Monitor activities of ADCs
- Support, guide and evaluate work of ADCs
- Advise in yearly project formulation
- Supervise activities of local partners
- Communicate regularly with the country advisor

Recommendation 15: “Consolidating monitoring and follow-up aspects”

Considering that one of the strong potential roles of PLAN is to monitor programme progress and sustainability as well as to organize follow-up, post-project support to communities or local institutions, the mission recommends the introduction of key indicators related to sustainability of water supply, hygiene and sanitation projects. A detailed list of such indicators is given in Part 3 of the Final Report “Background Information”.

Follow-up is an aspect of project support that is not systematically carried out at present. PLAN however benefits from a unique position, being able to stay at least 15 years in a region. Simple follow-up procedures, such as visits, questionnaires, and monitoring forms given to ADCs can drastically and simply improve this situation. However, follow-up also requires action to be taken. Regular quarterly meetings could help to highlight elements that require intervention and be given greater priority.

Recommendation 16: “Developing institutional capacity building”

Considering that PLAN will not stay forever in a region, it is important to foresee the nature of the support capacity provided to local and national partners once PLAN leaves, in terms of technical assistance, repairs, project planning, and follow-up. Gradually, PLAN can contribute to the capacity building of national and local partners. This could require a more thorough phasing-out strategy, as it is done already by some other development agencies.

Recommendation 17: “Consolidating IEC and training activities”

Considering what has been said before on behavioural change, the mission recommends that IEC campaigns and some of their tools, messages and approaches be reviewed. This might be a too heavy task to do alone as an agency. PLAN could join with other health or water and sanitation specialized NGOs and decentralized technical services in the implementation of IEC activities. PLAN could keep, however, a leading role in the conception, supervision and evaluation of IEC activities.

Training content, approach, methodology, target and time management will need to be upgraded in order to integrate all the recommendations stated on the improvement of the effectiveness of the approach. Some external advice and training of trainers might be needed at an initial stage.

Recommendation 18: “Improving integration of water, hygiene and sanitation”

The mission recognizes the major efforts made by PLAN in this respect, but the hygiene and sanitation aspects of the Programme still need to be evaluated in order to draw specific recommendations (a specific outline is proposed in the annex of the present report). However, the mission feels that not enough is being done as yet to integrate school hygiene education and health promotion in dispensaries with community water supply development.

3.3 Additional country specific recommendations

Recommendation 19: “Additional recommendations for Burkina Faso”

All the above recommendations are valid for Burkina Faso, however several additional issues might need to be highlighted as well. The mission recommends paying an additional attention to : a) the role of VCCs (Community Volunteers) and ADCs (Community Development Agents); b) the link between the Country Water and Sanitation Advisor and the PU level project coordinators.

Considering that VCCs and ADCs are both involved in the relationship between PLAN and the villages (the first one within the community, and the latter with PLAN staff), the mission recommends that the role of both the VCCs and ADCs be reviewed and rationalized in order to optimize time and resources, as well as sustainable development. VCCs could also be used to gather or monitor on-going activities or specific demands within the community. ADCs, in addition to their liaison role could spend much more time in other community development work.

Considering the rigid administrative structure that binds PUs with Country Offices, the mission recommends greater flexibility for professional support and advice between the Country Water and Sanitation Advisor and the PU level project coordinators. The present system makes it compulsory to go through the PUM for any development and approval. Knowledge sharing and support could gain in efficiency with more flexibility.

Recommendation 20: « Additional recommendations for Mali »

All the first 18 recommendations are valid for Mali, however several additional issues might need to be highlighted as well. These issues are linked to technology choice and technical design, the Banamba region, the Kita region, the relationship between CO and Pus, and the capitalization of experience.

Considering that one of the key elements of sustainability is the involvement of communities in all phases of the project cycle, the mission recommends involving communities in the selection of technology as well. Today, large diameter wells are the only technical options proposed to communities apart from the improvement of traditional wells. The mission believes that communities should have a range of technical options from which to choose, with full awareness of all the technical and financial implications of each technology. This would increase the feeling of ownership as well as better providing a better response to local

needs and demand. Part 3 of the Final report “Background information” proposes a series of various local technologies.

Considering that large diameter wells are still one of the major water systems used, the mission recommends upgrading its technical design. The pulley system is often inadequate and a lot of traction power is still needed to draw water. The rope is often in contact with the soil or animal excrement. The cover design is rarely adapted to local use (except for the covers opening like a fan). Well surroundings need to be better organized, with separate animal / human areas, with appropriate spilt water run-offs, and easily accessible washing / laundry facilities.

Banamba is in the Sahel Region, where water scarcity is acute, and where a part of the population has nomadic patterns. While designing for water supply improvement, the mission recommends that this significant variation in water demand be taken into account. Furthermore, the mission was struck by the fact that PLAN has been operating for a considerable length of time in these areas (15, 20, 25 years), and where major problems still exist. The mission therefore recommends more thorough long term planning, where phasing out is also included.

Kita is in a different region where the water table is rather high. All sanitary and hygiene practices could have a definite impact on water quality. The mission therefore recommends careful planning of all water supply improvements in this area with an integrated perspective including water, hygiene and sanitation.

Considering the fact that PUs are rather isolated from central or other PU offices, the mission recommends improving relationships between PU offices who could thus learn from their mutual experience. The country office should try to promote this relationship and capitalize experiences and lessons learnt.

Recommendation 21: “Additional recommendations for Sénégal”

In addition to the first 18 recommendations that are valid for Senegal, additional issues are worth mentioning here, such as the management capacity of communities and staff capacity.

PLAN promotes small piped water schemes in the rural areas of Senegal. These systems in most of the cases do not cover only one community but several neighboring communities. This set-up requires a major organizational, financial and managerial capacity which, at present, rarely guarantees sustainability. The mission believes that this is major concern, and therefore recommends rethinking the approach involving the introduction of piped schemes in rural areas.

One should remember that the main criteria in any water supply technology selection are the following:

- Demand and participation of all user groups
- Capacity of water source and proposed technical option of responding to demand, both in quantity and in quality
- Organizational and management capacity at local level
- Technical capacity and expertise available at local level
- Cost recovery organization and willingness to pay
- Availability of spare parts and tools
- Availability of technical support outside the community
- Need for environmental conservation

It is essential that each criteria are assessed right from the beginning, with a weighting attached to each (for example using a scale 0 to 4: 0=very poor; 1=poor; 2=medium; 3=good; 4= very good). For any project having criteria equal or below 2, PLAN should either: a) assess the potential for improvement with capacity building; b) assess the possibility of introducing another type of technology.

Moreover, it is essential that communities are made aware of all financial implications (see background information in part 3). Communities should already be able to choose for a public standpost (fixed rate or water vending at site) and private connections. The mission strongly believes that communities should be not only informed on these issues, but also they should be trained on all organizational issues (see again part 3). Due to the complexity of this technology, communities should receive back-up support during a the first year, with a gradual phasing out.

Considering that the introduction of small piped systems requires both high levels of technical and managerial / social skills, the mission recommends upgrading PLAN staff skills in order to be able to deal with both technical ,and managerial/social aspects.

Recommendation 22: “Additional recommendations for Togo”

All the first 18 recommendations are valid for Togo, however several issues are worth mentioning, such as technical design, community involvement, the relationship between CO / PU offices and information exchange.

Field visits have reported that technical designs need to be improved. The mission therefore recommends improving aspects of water drainage, soakways, and water site protection, and possibly the introduction of laundry facilities close to water points as well as drinking devices for animals located at a distance from the water point. Examples can be taken from Burkina Faso.

Considering that the involvement of communities is one of the backbones of sustainability, the mission strongly recommends consolidating community participation and management in project planning and implementation (see part 3).

The mission believes that the role of a country office should not simply confine itself to programme coordination and financial monitoring. CO should also act as a promoter, a facilitator and strengthen its advisory role when needed. In that sense, it can act as a knowledge promoter, and increase the exchange of experiences with other agencies working in the water sector in Togo.

Annexes

Annex 1: Global Programme and team composition

1. Planning workshop in Ouagadougou (2 – 6 October 2000)
2. Design of field guide in the Netherlands (October 2000)
3. Preparatory missions, one week / per country (Oct / Nov. 2000)
4. Pilot week for evaluation team (6 – 10 Nov. 2000)
5. Field work in the four countries (Nov. / Dec. 2000)
6. Draft country reports (Dec. 2000)
7. First summary report (20 Jan. 2001)
8. Restitution Workshop (22 – 26 Jan. 2001)
9. Final report (Feb. / March 2001)

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- M. Frédéric OUATTARA, Coordonnateur de projet Eau et assainissement de PLAN au PU#2 de Kaya,
- Mme Ursule ZONGO, Facilitatrice communautaire au PU#2 de Kaya, exerçant à Oualaga,

- M. Yaya VILIAN, Facilitateur communautaire au PU#2 de Kaya, exerçant à Saaba
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- M. Maurice Kobo OUEDRAOGO, Coordonnateur de projet Eau et assainissement de PLAN au PU#1 de Koupéla
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- M. François YONLI, Plan International PU # 3,
- M. Clément MEDA, Zone Manager (Zoma) - Plan International PU # 3
- Mme Victoria SOME, Facilitatrice communautaire (Facom) - Plan International PU # 3
- M. Dabon YONI, VCC – village de Hello - Plan International PU # 3 – Gaoua, Burkina Faso
- M. Paul Aimé SOME, Zone Manager (Zoma) - Plan International PU # 3
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Mali

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Togo

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Annex 2: List of people met

Burkina Faso

Mme Else KRAGHOLM (CD) - Plan International Country Office Ouagadougou, Burkina Faso
M. Aloysius PEREIRA (PSM) - Plan International Country Office
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M. Idrissa DABONE Contrôleur de gestion - Plan International Country Office
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M. Serge OUEDRAOGO Directeur Technique GEOFOR
M. Dominique MAO, Gérant d'affaires – Entreprise CWE
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M. Seydou TRAORE Directeur de l'Approvisionnement en eau potable (DAEP) à la Direction Générale de l'Hydraulique (DGH)
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M. Edmond SAWADOGO Zone Manager – Plan International PU # 1 – Koupéla
M. Ousmane OUEDROAGO Facilitateur communautaire – Plan International PU # 1
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M. Samuel NIKIEMA Facilitateur communautaire (Facom). – Plan International PU # 1
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M. Jean Baptiste KABORE Responsable eau potable. Direction Régionale de l'Hydraulique du centre-Est (DRH-CE)
M. Seydou MIHIN, Responsable du département hydraulique agricole. Direction Régionale de l'Hydraulique de centre-Nord (DRH-CN)
M. Filibert NAMOUNTOUGOU Assistant responsable eau potable. Direction Régionale de l'Hydraulique du centre-Nord (DRH-CN)
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M. Salif OUEDRAOGO Directeur provincial de l'enseignement de base (DPBA) du Sanmentenga
M. Théodore DOMBOUE Zone manager – Plan International PU # 2
M. Abdoulaye OUEDRAOGO Facilitateur communautaire - Plan International PU # 2
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Community leaders and population of Guirgo, Zegueda, Saaba, Qualaga, Hello, Perigban

Senegal

M. IDRISSE CAMARA, Gouverneur de la Région de Thiès
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M. MOR GUEYE, Directeur des Programmes de PLAN SENEGAL
Dr MOUSTAPHA DIAW, Coordonnateur Habitat/Livelihood de PLAN SENEGAL
M. ABACAR NDIAYE, Coordonnateur Logistique de PLAN SENEGAL
M. HENRY WAHID, Responsable Service Achats-Approvisionnement de PLAN SENEGAL
M. TAHIROU MBAYE, Coordonnateur Apprentissage de PLAN SENEGAL
Mme SOUKEYNA SARR, Assistante aux Ressources Humaines de PLAN SENEGAL

M. BERTHE ZOUMANA, chef comptable de PLAN SENEGAL
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M. AMADOU LO DIAGNE, PUM de PLAN THIES
M. FALILOU SECK, Superviseur Renforcement des Capacités de PLAN SENEGAL
M. MOUSSA DIOP, Superviseur Eau et Infrastructures de PLAN SENEGAL
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Makhtar Ndiaye (ADC Zone)
Daba Ndiaye, (Gender Core team)
Awa Bousso Ka (Gender Core team)
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Community leaders and population of Ndiakher, Wack Ngouna, Ndalla, Diack, Tassette, Keur Yaba Diop

Mali

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Community leaders and population of Dandougou, Salle, Madina Konare, Mourdiah, Dourry, Baleani

Togo

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M. NAYO Ing. Génie Sanitaire/ Chef de Service Régionale de l'Assainissement
M. Papa APENOUVOR Technicien Supérieur de l'H.E.R. Direction régionale de l'Hydraulique/ Région des Plateaux
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Mme BARSON José PU Plateaux Region
M. S. BOUARI
M. MWAMBA et Mme Muriel AGUESSY Chef Service Ressources Humaines
M. Amah KLUTSE Docteur – Ingénieur Spécialisé en Assainissement
M. Messan A
Community leaders and population of Afadade, Souroutawi, Tembio, Somedia, Landa, Gbadjahe

Annex 3: Community Data Sheets

Burkina Faso

Mali

Sénégal

Togo

See following sheets

BURKINA FASO

3.1 Community evaluation data sheets (Burkina Faso)

General data sheet

Village data	Guirgo	Zeguedega	Saaba	Oualaga	Hello	Perigban	Comments
Region	Kouritenga	Kouritenga	Kaya	Kaya	Gaoua	Gaoua	Zegueda: dynamic chief and well organized village, any project will succeed
Population	2531	1596	5793	1700	1680	1060	
Predominant economic activity	Forge/agr.	Agriculture	Forge	Agriculture	Agriculture	Agriculture	
Social cohesion within village	good	good	not so good	good	medium	good	Hello: difficult to organize the people for payments
N. of neighborhoods	11	12	5	6	6	4	
N. of improved wells (general / PLAN)	1 \ 0	7	..	3 \ 1	5 \ 0	12 \ 0	Hello: all PLAN wp's in one neighborhood, uneven distribution of wp's;
N. of well equipped with pump (general / PLAN)	3 \ 1	
N. of boreholes (general / PLAN)	7 \ 6	8 \ ..	12 \ 5	6 \ 5	5 \ 3	6 \ 3	
Family latrines	yes	none	none	not completed	none	yes	Guirgo: Latrines partially used; Perigban: effort for the construction of latrines continues
First contact with PLAN	1979	Non PLAN	1992	1977	1994	1994	
Total PLAN water points	6	..	5	6	3	3	Saaba: Distribution of WPs very uneven; ex. Pheul have no wp.; Hello+Perigban Volanta
Water quantity dry season (in general)	35%	35%	35%	35%	35%	35%	Guirgo: 5 neighborhoods without water; Oualaga: not enough; Peri: time at pump
Water quantity wet season (in general)	65%	35%	35%	65%	35%	35%	Zeguedega: too little water, during dry+wet season; Hello: men less than women
Water treatment	at start	yes	at start	at start	at start	at start	Zegueda: filtration of water of the wells;
General community environmental hygiene	35%	65%	35%	35%	65%	65%	Zegueda: hygiene good no latrines; Hello: good water storage, no latrines;
Mention of possible water-related diseases							
School							
N. of teachers / N.students / N.classrooms	3 \ 162 \ 3	3 \ 112 \ 3	3 \ 173 \ 3	4 \ 186 \ 3	3 \ 65 \ 3	6 \ 201 \ 6	
Accessibility of water	100%	0%	100%	100%	0%	100%	Hello: this is a problem, expressed mainly by the men
N. facility for washing hands	0%	100%	0%	100%	0%	0	Oualaga: hand washing facility not used, design inappropriate
N. of latrines (teachers / girls / boys)	6	7	4	6	0	6	
Type of latrines	VIP	VIP	No door/roof	VIP	..	VIP	Oualaga: not enough latrines for all the children;
General state of latrines	65%	Not used yet	65%	65%	..	35%	Perigban: cleaning once a week, latrines used by others
Hygiene education done	yes	yes	yes	yes	no	yes	Hyg Ed in civil and science lessons; Guirgo has a hyg club; Saaba kids learn use latrines
Availability of hygiene education material	yes	no	no	no	no	no	Perigban: although PLAN says it has given materials
Training of teachers by PLAN on hygiene educ.	no	yes	no	no	no		Guirgo, teachers trained left; Zeguedega: director-done PHIVES; Perigban: 2 teachers
Health dispensary							
Type of centre	Dispensary	Primary care	..	Dispensary	Saaba + Perigban: also maternity centre
Availability of water			50%	100%		100%	
N. of latrines			1	0		3	
Type of latrines			no door/roof	..		VIP/trad.	Perigban: 1 VIP and 2 traditional ones which are very dirty
General state of latrines			65%	..		35%	Perigban: Used but very dirty

Indicators	Guirgo	Zeguedega	Saaba	Oualaga	Hello	Perigban	
<i>Type of technology evaluated</i>	Borehole+ India pump	Borehole+ India pump	Borehole+ India pump	Borehole+ ABI pump	Borehole+ Volanta	Borehole+ Volanta	
<i>Operational ?</i>	operational	operational	broken	operational	operational	operational	Saaba: 6 booreholes in neighborhood, of which 3 operationel+poor distribution of wp's
A. Sustainability							
A.1 Technical quality	68%	84%	61%	55%	75%	55%	
A.1.1 Quality of design	100%	100%	75%	75%	100%	50%	QUALAGA: No soak away;Perigban: no soakaway, no fence
A.1.2 Quality of construction	100%	100%	100%	75%	100%	100%	Oualaga: Fence not strong and inside not cemented
A.1.3 Extension capacity	35%	35%	35%	35%	35%	35%	
A.1.4 Water testing (source)	35%	100%	35%	35%	65%	35%	Zeguedega: watertesting done a yearly basis by Phives;
A.2 Effective functioning	71	71	57	66	86	48	
A.2.1 Protection of source	100%	100%	100%	35%	100%	0%	Guirgo: 5 of the 7 WPs have no fence;Hello: only one which is protected
A.2.2 Functioning	100%	100%	35%	100%	100%	35%	Guirgo: breakdowns are quickly repaired; Saaba: broken down for first time- 12 days
A.2.3 Water quality monitoring	0%	100%	0%	0%	0%	0%	Zeguedega: watertesting done a yearly basis by Phives;
A.2.4 Water quantity dry season (men / women)	35%	0%	65%	65%	100%	35%	Guirgo: water used for trees + pump far; Zeguedega and Oualaga: not enough water at all;
A.2.5 Water quantity wet season (men / women)	65%	0%	65%	65%	100%	65%	Oualaga:wom58%-men92%, waiting time; Hello: school no wp; Peri: wom31%-men80%
A.2.6 Continuity of service	100%	100%	35%	100%	100%	100%	Oualaga: repairs are done quickly; Hello: breakdown 12 days; Per:breakdown of 1 month
A.2.7 Absence of leakage's	100%	100%	100%	100%	100%	100%	
A.3 Sustainable financing	88	62	40	67	57	45	
A.3.1 Users paying	100%	100%	35%	65%	35%	50%	Saaba: lack of transparency and men less satisfied than women;Peri: only women do pay
A.3.2 Payments covering all costs	65%	35%	35%	35%	35%	35%	Oualaga: people collect large sums when pump broken; Peri: per bucket 5 F
A.3.3 Payment system	100%	50%	50%	100%	100%	50%	Guirgo:Women less than men+payment per cattle ; Oualaga+Hello: w.+youth pay half;
A.4 Effective management and O&M	59%	60%	27%	53%	43%	30%	
A.4.1 Account books	65%	35%	35%	35%	35%	35%	Hello: during the project well done, after that not any more
A.4.2 Control of funds	100%	100%	0%	100%	50%	50%	Done by general assembly or Community development committee
A.4.3 Legal status ?	0%	0%	0%	0%	0%	0%	
A.4.4 Breakdowns	65%	65%	65%	65%	65%	65%	
A.4.5 Timeliness of repair	65%	100%	35%	65%	65%	0%	Hello: 1-15 days; Perigban: problems with access of craftsmen and spare parts - 1 month
A.5 Effective and hygienic use	55%	100%	67%	57%	67%	57%	
A.5.1 Usage for drinking in % (men/women/children)	90\100\80	100\100\100	70\97	100\100\100	83\94\...	84\100\...	
A.5.2 Cleanliness of surroundings	65%	100%	100%	100%	65%	35%	Hello: soak away is blocked;
A.5.3 Hygiene water transport	65%	100%	65%	35%	35%	35%	Guirgo+Oualaga:Some of the recipients are inappropriate for safe water transport
A.5.4 Hygiene water storage	35%	100%	35%	35%	100%	100%	No covering of the pots in which water is stored and animals can access the pots
A.6 User satisfaction	100%	100%	86%	80%	100%	88%	
A.6.1 Satisfaction on management (men/women)	100%	100%	94%	100%	100%	65%	Guirgo:probs payments;Saaba;men idem+wom access;Peri:men 50%-wom100%
A.6.2 Satisfaction on functioning (men/women)	100%	100%	65%	...	100%	100%	Saaba:men unsatisfied (5%) breakdowns+bad management; Hello: men 81-women 100%

A.6.3 Satisfaction water quality (men/women)	100%	100%	100%	65%	100%	100%	Guirgo+ Saaba: women: stomach pains, but good water; Oualaga: potas' um taste
B. Demand	67%	50%	61%	78%	44%	44%	
B.1 Effective demand	100%	67%	88%	100%	67%	33%	
B.1.1 Initial financial contribution	100%	100%	100%	100%	100%	0%	Guirgo: small hh 1500F/big hh 2500 F; Saaba: women 500/men 100F;
B.1.2 Contribution in kind	100%	100%	100%	100%	100%	100%	Sand stones and gravel; Hello: weak participation though;
B.1.3 Community initiated project ?	100%	0%	65%	100%	0%	0%	
B.2 Community decision on	33%	33%	33%	55%	22%	55%	
B.2.1 Organization of management	0%	0%	0%	0%	0%	65%	Oualaga: PLAN choose form, people the members
B.2.2 Site location	0%	0%	0%	65%	0%	0%	Guirgo+Zeguedega+Oualaga+Hello: people choose neighborhood; Saaba: men did
B.2.3 Cost recovery system	100%	100%	100%	100%	65%	100%	Saaba: women feel consulted, men claim lack of transparency
C. Equity							
C.1 Gender approach at start							
C.1.2 Initial women needs assessed	50%	0%	0%	..	100%	100%	
C.1.2 Initial men needs assessed	100%	0%	0%	..	100%	100%	
C.1.3 Initial children needs assessed	..	0%	
C.2 Gender approach in management							
C.2.1 % of females in committee	29%	40%	29%	29%	43%	86%	Guirgo: women want more post+power in committee;
C.2.2 Management roles of women	0%	33%	0%	0%	40%	100%	Zeguedega: women is treasurer; 2 women treasurer; Peri: only 1 men for maintenance
C.3 Poverty assessment	0%	0%	0%	0%	0%	0%	
D. Community participation							
D.1 In project design	0%	0%	0%	50%	0%	0%	
D.2 In small repairs	craftsmen	craftsmen	100%	100%	craftsmen	craftsmen	
D.3 In preventive maintenance	100%	100%	100%	100%	100%	100%	
D.4 In monitoring	100%	100%	0%	50%	50%	50%	Hello: done in case of expectation of a break down;
D.5 Committee empowered (training)	100%	100%	100%	100%	50%	100%	Hello: vice president and treasurer have not been trained;
E. Support and external factors							
E.1 Availability of spare parts	65%	65%	?	65%	35%	35%	Guirgo: 15 km.; Zeguedega: 15 km.; Hello+Perigban: Not network for Volonta spareparts
E.2 Availability of expertise							
E.2.1 Availability technical assistance	100%	100%	35%	65%	100%	65%	Hello: at 15 and 25 km.; Perigban: Craftsmen busy and no trust
E.2.2 Training of local artisans by PLAN	100%	100%	100%	100%	100%	100%	
E.2.3 IEC by PLAN	yes	..	yes	?	?	yes	IEC has been started in some of the villages, but not enough and not completed

MALI

3.2 Community evaluation data sheets (Mali)

General data sheet

Village data	Dandougou	Salle	Madina Ko	Mourdiah	Doury	Baleani
Region	Koulikoro	Koulikoro	Koulikoro	Kayes	Kayes	Kayes
Population	150	340	210	375	1216	444
Predominant economic activity	Agr+Livest	Agr+Livest	Agr+Livest	Agr.+livest.	Agr.+livest.	Agr.+livest.
Social cohesion within village	not so good	good	weak	good	medium	medium
N. of neighborhoods	3	2	5	1	3	4
N. of improved wells (general / PLAN)	2 \ 1	2 \ 1	1 \ 1	6 \ 5	8 \ 1	2 \ 0
N. of well equipped with pump (general / PLAN)	0	3 \ 1
N. of boreholes (general / PLAN)	1 \ 0	2 \ 0	1 \ 0	6 \ 5	2 \ 0	1 \ 0
Family latrines	yes	yes	yes	yes/many	some	yes
First contact with PLAN	1979	?	1976	1995	1995	Non PLAN
PLAN waterpoints (well/borehole+India/ABI pump)	1	1	1	4	1	0
Water quantity dry season (in general)	65%	65%	35%	100%	65%	65%
Water quantity wet season (in general)	65%	65%	65%	100%	65%	65%
Water treatment	yes	yes	yes	yes	yes	no
General community environmental hygiene	35%	65%	65%	35%	35%	35%
Mention of possible water-related diseases						
School						
N. of teachers / N.students / N.classrooms	..	2 \ 70 \ 3	2 \ 70 \ 3	1 \ 107 \ 1	3 \ 215 \ 3	..
Accessibility of water		0%	50%	100%	100%	
N. facility for washing hands		0%	0%	100%	0%	
N. of latrines (teachers / girls / boys)		0	0	0\2\2	0\2\2	
Type of latrines		Trad.	trad.	
General state of latrines		35%	35%	
Hygiene education done		?	no	no	yes	
Availability of hygiene education material		?	no	no	no	
Training of teachers by PLAN on hygiene educ.		no	no	no	no	
Health dispensary						
Type of centre		
Availability of water						
N. of latrines						
Type of latrines						
General state of latrines						

Indicators	Dandougou	Salle	Madina Ko	Mourdiah	Doury	Baleani	
Type of technology evaluated	Well	Well	Well	well	Well	borehole+	
Operational ?	operational	operational	operational	operational	operational	operational	
Year of construction/rehabilitation	2000	2000	1993	1999	1984	1984	
A. Sustainability							
A.1 Technical quality	59%	41%	50%	50%	51%	58%	
A.1.1 Quality of design	35%	65%	65%	35%	35%	65%	Dandougou: 7 faults; Tech not user friendly for animal traction, kids, no fence;
A.1.2 Quality of construction	100%	65%	100%	100%	100%	65%	
A.1.3 Extension capacity	35%	35%	35%	65%	35%	65%	Mourdiah: you could install a motor pump;
A.1.4 Water testing (source)	65%	0%	0%	0%	35%	35%	Dandougou: not done a regular base;
A.2 Effective functioning	76	62	67	76	71	67	
A.2.1 Protection of source	65%	100%	35%	65%	35%	35%	Dandougou+Mourdiah: No fence
A.2.2 Functioning	100%	100%	100%	65%	100%	100%	Madina: high use;
A.2.3 Water quality monitoring	65%	0%	0%	0%	0%	0%	
A.2.4 Water quantity dry season (men / women)	35%	35%	35%	100%	65%	35%	Dandougou+Salle: people not sure of dry season: doury: far for some
A.2.5 Water quantity wet season (men / women)	65%	0%	100%	100%	100%	100%	
A.2.6 Continuity of service	100%	100%	100%	100%	100%	100%	Dandougou: Not sure as no experience with dry seasons yet
A.2.7 Absence of leakage	100%	100%	100%	100%	100%	100%	
A.3 Sustainable financing							
A.3.1 Users paying	65%	100%	0%	0%	0%	0%	Dandougou+Salle: only in case of need&start of the project; Mourdiah: for pump yes
A.3.2 Payments covering all costs	0%	..	0%	35%	0%	0%	Dandougou+Salle: Well without pump; Baleani: youth is collecting money for the mainte.
A.3.3 Payment system	0%	..	0%	50%	0%	0%	Dandougou: per case; Salle: out of the community funds; Mourdiah: in case of misuse;
A.4 Effective management and O&M							
A.4.1 Account books	0%	0%	0%	65%	0%	0%	
A.4.2 Control of funds	0%	0%	0%	100%	0%	0%	
A.4.3 Legal status ?	0%	0%	0%	0%	0%	0%	
A.4.4 Breakdowns	65%	Dandougou+salle+Madina: not yet relevant;
A.4.5 Timeliness of repair	65%	Dandougou+salle+Madina: not yet relevant;
A.5 Effective and hygienic use	45%	35%	35%	45%	35%	57%	
A.5.1 Usage for drinking purposes (m/w/c)	70\75\.,	40 \ 30 \.	60\90\100	15\38\54	5 \ 0	62\60\38	Salle: others take from the other wells; Doury: people use other wp's
A.5.2 Cleanliness of surroundings	65%	35%	35%	65%	35%	35%	Medina: no fence
A.5.3 Hygiene water transport	35%	35%	35%	35%	35%	35%	Recipients never covered;
A.5.4 Hygiene water storage	35%	35%	35%	35%	35%	100%	covers are dirty;
A.6 User satisfaction	88%	100%	67%	77%	55%	67%	
A.6.1 Satisfaction on management (men/women)	100%	100%	65%	65%	35%	35%	Dand: Bambara satisfied-own well; Medi:wom. not-ineffe.costreco; Bel:comt not known

A.6.2 Satisfaction on functioning (men/women)	100%	100%	35%	65%	65%	65%	Salle: Not sure about future; Medina: everybody relies on WP;Doury: getting water difficult
A.6.3 Satisfaction water quality (men/women)	65%	100%	100%	100%	65%	100%	Dandougou: women do not like the taste;Doury: women do not like the taste at all (32%)
B. Demand	67%	67%	67%	83%	50%	33%	
B.1 Effective demand	100%	100%	100%	100%	67%	33%	
B.1.1 Initial financial contribution	100%	100%	100%	100%	0%	100%	Medina: paid by one family;
B.1.2 Contribution in kind	100%	100%	100%	100%	100%	0%	Labour, sand, stones and gravel;
B.1.3 Community initiated project ?	100%	100%	100%	100%	100%	0%	
B.2 Community decision on	33%	33%	33%	67%	33%	33%	
B.2.1 Organization of management	0%	0%	0%	0%	0%	0%	
B.2.2 Site location	0%	0%	100%	100%	100%	0%	Medina: Not everyone was informed
B.2.3 Cost recovery system	100%	100%	0%	100%	0%	100%	Dandougou+Doury:none, Dandougou:paying for water not done, Mourdiah: but not done
C. Equity							
C.1 Gender approach at start							
C.1.2 Initial women needs assessed	0%	0%	0%	..	50%	0%	
C.1.2 Initial men needs assessed	0%	0%	0%	50%	50%	0%	
C.1.3 Initial children needs assessed	0%	0%	50%	0%	
C.2 Gender approach in management							
C.2.1 % of females in committee	50%	29%	50%	60%	33%	40%	
C.2.2 Management roles of women	0%	0%	100%	..	0%	0%	Dandougou+Mourdiah+Doury: no roles, they don't know what to do;Bela. Commt. Inactive
C.3 Poverty assessment	0%	0%	0%	0%	0%	0%	
D. Community participation							
D.1 In project design	0%	0%	0%	0%	0%	0%	
D.2 In small repairs	100%	100%	..	100%	Dandougou+Salle: new infrastructure;Doury the forge of the village
D.3 In preventive maintenance	100%	..	100%	Doury the forge of the village
D.4 In monitoring	..	RAS?	0%	100%	0%	0%	
D.5 Committee empowered (training)	100%	100%	0%	100%	100%	0%	Dandougou+Salle:Sanitation/chlorinisation; salle: Cost recovery;
E. Support and external factors							
E.1 Availability of spare parts	100%	..	65%	Mourdiah: for the pump;
E.2 Availability of expertise							
E.2.1 Availability technical assistance	..	0%	35%	100%	..	100%	Bealanie: Services hydrauliques;
E.2.2 Training of local artisans by PLAN	100%	0%	..	100%	Mourdiah:PLAN does not install pumps;Bealanie Forges have been trained
E.2.3 IEC by PLAN	yes	yes	no	?	yes	no	Dandougou+Salle: Committee, sanitation and chlorinisation;

Mali

Perceived benefits	Dandougou		Salle		Madina Kc		Mourdiah		Doury		Baleani	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Construction			25%		12%	14%			12%			
Reduction of distance			20%	10%								
Personnel hygiene	24%	17%	10%	22%	10%				18%	14%	10%	
Health			20%	10%	14%	20%		54%			28%	74%
Livestock		15%	12%	12%	15%	13%	44%	8%	6%	8%	5%	10%
Drinking purposes	31%	32%	13%		24%	28%	11%		5%		27%	
Gardens				20%			3%	8%				
Cooking	27%	20%		9%	25%	16%	6%	7%	10%	8%	24%	
Washing	18%	16%		8%		9%	11%		16%		6%	4%
Improvement of the religion				9%								
Washing dishes							7%		20%	9%		
Increase of the water level							18%					
Cohesion								23%				
Washing of millet									13%	5%		
Less waiting at waterpoint										31%		
Girls accept to marry										9%		
Increased water quantity												12%

Mali

Type of training	Dandougou	Salle	Madina Ko	Mourdiah	Doury	Baleani	Comments
Sanitation	All members	All members	All members	All members	All members	none	Doury also the community was trained
Chlorinate the water	All members	All members	All members	All members	All members	none	
Cost recovery	..	All members		none	Salle: committee has no started, waits for more difficult times;

3.3 Community evaluation data sheets (Senegal)

Senegal

General data sheet

Village data	Ndiakher	Wack Ngouna	Ndalla	Diack	Tassette	Keur Yaba Diop	
Region	Saint Louis	Nioro	Louga	Thies	Thies	Thies	
Population	3880	3626		7119	5387	1212	
Predominant economic activity	Agri. / Liv.	Agri. / Liv.	Agri. / Liv.	Agr.	Agr.	Agr.	
Social cohesion within village	good	good	not good	good	not good	good	
N. of neighborhoods	7	6 + 3	8	6	6 + 12	4	
N. of large diameter wells	7	24	...	01-janv	41	3	
N. of standposts	29 stp	26	14	15-janv	20	6	
N. of private connections	1	119	41	2	03-janv	20	
Family latrines	yes	yes	yes	yes	yes	no	Ndiakher+Diack: many latrines; Wack: small numb.; Ndalla: smelly;
First contact with PLAN	1983	1989	1989	1992	1986	None PLAN	
Water quantity dry season (in general)	65%	35%	35%	100%	35%	100%	Ndiakher: for domestic purpose; Ndalla: Few SP, low pressure, water rationing
Water quantity wet season (in general)	65%	35%	35%	100%	35%	100%	Wack: only 7-9 hours/day; Tassette: rehab terminated but system not in use yet;
Water treatment	yes	no	no	yes	No		Ndiakher: Chlorinate water; Daick: every 3 months and cleaning of the tank every 6
General community environmental hygiene	65%	35%	65%	65%	35%	65%	Keur: Not many latrines, hygiene in general good;
Mention of possible water-related diseases							
School							
N. of teachers / N. students / N. classrooms	6\206\6	11\424\10	2\44\2	8\546\8	8\450\8	4\108\4	
Accessibility of water	50%	35%	0%	100%	100%	0%	Wack: 2 taps;
N. facility for washing hands	0%	0%	0%	100%	100%	0	
N. of latrines (teachers / girls / boys)	1\2	3	2	0\2\4	0\4	0	Wack: not operational; Ndalla: not used no water;
Type of latrines	Septic tank	flush	pour-flush	pour-flush	pour-flush	..	
General state of latrines	..	35	35%	65%	35%	..	
Hygiene education done	yes	yes	yes	yes	yes	yes	
Availability of hygiene education material	yes	yes	no	yes	no	yes	
Training of teachers by PLAN on hygiene educ.	no	no	no	yes	no	None PLAN	diack: env. Education;
Health dispensary							
Type of centre	primary care	Dispensary	primary care	primary care	dispensary	primary care	
Availability of water	50%	50	100%	100%	50%	100%	
N. of latrines	1	2	1	2	2	1	
Type of latrines	Septic tank	flush	pour-flush	flush	pour-flush	flush	
General state of latrines	100%	100%	100%	100%	100%	65%	Ndiakher: not used; diack: new construction; Keur: does not flush

Indicators	IEC materials						
	Ndiakher	Wack Ngouna	Ndalla	Diack	Tassette	Keur Yaba Diop	
<i>Type of technology evaluated</i>	Network	Network	Network	network	network	Network	
<i>Operational ?</i>	operational	operational	operational	operational	not open.	operational	
<i>Year of construction/rehabilitation</i>	1997	1992	1994	1997	1986/1992		
A. Sustainability							
A.1 Technical quality	100%	84%	84%	75%	69%	69%	
A.1.1 Quality of design	100%	100%	100%	100%	100%	100%	
A.1.2 Quality of construction	100%	100%	100%	100%	75%	75%	Tassette: no meter;
A.1.3 Extension capacity	100%	100%	100%	100%	100%	65%	
A.1.4 Water testing (source)	100%	35%	35%	0%	0%	35%	
A.2 Effective functioning	63	26	59	71	29	81	
A.2.1 Protection of source	100%	100%	100%	100%	100%	100%	
A.2.2 Functioning	100%	35%	65%	100%	0%	100%	Wack: 2hours/day;Ndalla: rationing of water;Tassette: not working yet;
A.2.3 Water quality monitoring	0%	0%	0%	0%	0%	0%	
A.2.4 Water quantity dry season	45%	10%	76%	49%	0%	100%	Diack: m.28%(need for cheptel? Not satisfied), w.70%
A.2.5 Water quantity wet season	65%	35%	75%	86%	0%	100%	
A.2.6 Continuity of service	65%	0%	35%	100%	0%	100%	Ndiakher: men 60%/women100%;Wack; men+women 0% satisfied
A.2.7 Absence of leakage	65%	0%	65%	65%	100%	65%	Wack: illegal connections and breakdowns;
A.3 Sustainable financing	83	67	78	83	0	72	
A.3.1 Users paying	100%	65%	100%	100%	0%	100%	Ndiak: per bucket 15F; Wack: 1500for Private tap (PT), 500month/women, 75month/cattle;
A.3.2 Payments covering all costs	100%	35%	35%	100%	0%	65%	Ndiakher: payments to the SDE;Wack+Ndalla: commt in debt
A.3.3 Payment system	50%	100%	100%	50%	0%	50%	Ndalla: M 500, W 250, Cattle 100F; diack: bucket 10F, M3 375F;
A.4 Effective management , O&M	53%	80%	34%	63%		33%	
A.4.1 Account books	35%	100%	35%	100%	35%	35%	Tassette: a committee is put in place by regefor;
A.4.2 Control of funds	100%	100%	100%	50%	0%	0%	Wack: every month, Ndalla: but irregular;
A.4.3 Legal status ?	0%	100%	0%	0%	100%	0%	
A.4.4 Breakdowns	65%	35%	0%	65%	0%	65%	Ndiakher: women 94%/men25% not enough pressure; Ndalla: lack of fuel;
A.4.5 Timeliness of repair	65%	65%	35%	100%		65%	
A.5 Effective and hygienic use	88%	76%	77%	100%	75%	77%	
A.5.1 Usage for drinking purposes (m/w/c)	100\100\100	70\100\100	92\100\100	96\100\100	25\10\7	100\100\.	
A.5.2 Cleanliness of surroundings	100%	64%	65%	100%	65%	100%	
A.5.3 Hygiene water transport	65%	65%	65%	100%	65%	65%	Recipients not covered over short distance;
A.5.4 Hygiene water storage	100%	100%	100%	100%	65%	65%	Ndalla: chlorination of water;
A.6 User satisfaction	88%	33%	62%	89%	67%	88%	
A.6.1 Satisfaction on management	100%	0%	50%	95%	100%	65%	Ndiakher: men 81%; Ndalla: m21%, w77%; Keur: women not satisfied, men 100%

A.6.2 Satisfaction on functioning	65%	0%	35%	86%	0%	100%	Ndiakher: men 20%,women100%;
A.6.3 Satisfaction water quality	100%	100%	100%	86%	100%	100%	Wack: women doubt about the quality;
B. Demand	50%	83%	78%	83%	83%	56%	
B.1 Effective demand	33%	67%	55%	67%	67%	12%	
B.1.1 Initial financial contribution	0%	0%	100%	100%	100%	0%	Tassette:limited contribution was requested;
B.1.2 Contribution in kind	0%	100%	0%	100%	0%	0%	Wack+diack:diging of trenches
B.1.3 Community initiated project ?	100%	100%	65%	0%	100%	35%	
B.2 Community decision on	67%	100%	100%	100%	100%	100%	
B.2.1 Organization of management	100%	100%	100%	100%	100%	100%	
B.2.2 Site location	100%	100%	100%	100%	100%	100%	
B.2.3 Cost recovery system	0%	100%	100%	100%	100%	100%	Ndiakher: SDE; Tassette: some people find it expensive; mainly the women who pay
C. Equity							
C.1 Gender approach at start							
C.1.2 Initial women needs assessed	100%	0%	100%	100%	100%	100%	
C.1.2 Initial men needs assessed	100%	100%	50%	100%	10%	100%	
C.1.3 Initial children needs assessed	0%	0%	0%	0%	..	0%	
C.2 Gender approach in management							
C.2.1 % of females in committee	50%	29%	16%	25%	55%	0%	Wack: women not satisfied;
C.2.2 Management roles of women	50%	50%	0%	50%	70%	0%	Ndiakher:Women very involved;Wack: women:VP, T, VT;
C.3 Poverty assessment	0%	0%	0%	0%	0%	0%	
D. Community participation							
D.1 In project design	50%	50%	50%	50%	50%	50%	
D.2 In small repairs	100%	100%	100%	100%	100%	100%	Conducteur du forage
D.3 In preventive maintenance	SDE	100%	100%	100%	100%	100%	SDE: Senegalaise des eaux; Community: conducteur du forage;
D.4 In monitoring	100%	DRH	0%	100%	0%	0%	
D.5 Committee empowered (training)	0%	100%	100%	100%	50%	50%	Ndalla: in hygiene; Tassette: conducteur du forage
E. Support and external factors							
E.1 Availability of spare parts	100%	35%	65%	65%	35%	65%	
E.2 Availability of expertise	100%		DRH	DRH	DRH		
E.2.1 Availability technical assistance	100%	100%	100%	65%	100%	65%	Wack: DRH;
E.2.2 Training of local artisans by PLAN	0%	yes	0%	100%	0%	100%	
E.2.3 IEC by PLAN							

Senegal

Perceived benefits	Ndiakher		Wack Ngouna		Ndalla		Diack Mbodokhane 2		Tassette		Keur Yaba Diop	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Reduction of distance	15%	20%	20%	15%	8%	15%	19%	18%				20%
Health	40%	50%	30%	45%	36%	22%	33%	44%	70%	60%	20%	60%
Livestock	5%		5%									
Education			20%		10%							
forestation			10%	10%	12%	20%	8%		30%	40%		
Settlement					10%	11%						
imprv. living conditions women						5%						
Tine benefit	25%	10%	15%	25%		15%	28%	26%			40%	20%
Economy				5%								
Gardens											20%	
Financing of the Ceraals bank											20%	
Increase of income	15%	20%			24%	12%	12%	12%				

Senegal

Type of training	Ndiakher	Wack Ngouna	Ndalla	Diack	Tassette	Keur Yaba Diop	Comments
Management training	No training done						
Mechanical training		Conducteur	Conducteur	Conducteur	Conducteur	Conducteur	Wack: 10 months from the DRH; Ndalla 6 months DRH;
Plumber training by PLAN		Plumbers					
Hygiene by PLAN			Committee				
Accounting				Committee			
Craftsmen				Yes by PLAN			
Other							Wack: people would like training on emptying pit latrines;

3.4 Community evaluation data sheets (Togo)

General data sheet

Village data	Afadade	Souroutawi	Tembio	Somieda	Landa	Gbadjahe	Comments
Region	Central	Central	Central South	Central South	Plateaux	Plateaux	
Population	376	?	5000	1748	2800	3500	
Predominant economic activity	Agriculture	Agriculture	Agriculture	Agriculture	Agriculture	Agriculture	In all the villages there is people with livestock and some small businesses
Social cohesion within village	good	low	low	low	medium	medium	
N. of neighborhoods	5	3	8	14	4	11	
N. of improved wells (general / PLAN)	1 \ 0	8 \ 3	13 \ 7	8 \ 3	1	1 \ 1	Gbadjahe, Tembio: water points distributed very unevenly over the community
N. of well equipped with pump (general / PLAN)	1 \ 1	2 \ 2	1 \ 1	1 \ 1	..	1 \ 1	
N. of boreholes (general / PLAN)	1 \ 0	1 \ 0	2 \ 0	4 \ 0	
Family latrines	No	yes	no	no	no	yes	In Gbadjahe VIP latrines have been constructed by PLAN
First contact with PLAN	1994	1995	1990	1992	non PLAN	1998	
Total number of PLAN water points	1	2	2	1	0	1	
Water quantity dry season (in general)	35%	35%	65%	65%	medium	35%	
Water quantity wet season (in general)	65%	65%	65%	65%	medium	35% - 65%	Gbadjahe: women not satisfied at all, wells dry up, men medium satisfied
Water treatment	0%	100%	100%	0%	0%	0%	Souroutawi: Nurse and ministry; Tembio: once a year;
General community environmental hygiene	35%	35%	35%	35%	35%	35%	Afadade: Yards swept, garbage, domestic waste water not managed;
Mention of possible water-related diseases	yes	yes	yes	yes	yes	yes	Mainly diarrhea, abdominal pains, and in rare cases cholera
School							
N. of teachers / N.students / N.classrooms	7 / - / 6	6 / 275 / 6	6 / 204 / 6	8 / .. / 3	..	6 / 259 / 3	groupe B de Tembio: 7 / 339 / 7
Accessibility of water	50%	100%	100%	100%	..	100%	groupe B de Tembio: 0%
N. facility for washing hands	0	0	0	0	..	0	groupe B de Tembio: 0
N. of latrines (teachers / girls / boys)	0	0	2 \ 1 \ 1	2 \ 2	..	1 \ 3	groupe B de Tembio: 0
Type of latrines	VIP	VIP	..	VIP	groupe B de Tembio: ..
General state of latrines	35%	35%	..	35%	groupe B de Tembio: ..
Hygiene education done	Done	done	done	done	..	not done	groupe B de Tembio: done
Availability of hygiene education material	Yes	no	no	yes	..	yes	groupe B de Tembio: yes
Training of teachers by PLAN on hygiene educ.	No	No	No	No	..	No	groupe B de Tembio: no
Health dispensary							
Type of centre	Dispensary	Case de sante	Dispensary	Dispensary	
Availability of water	100%	?	100%	50%	
N. of latrines	4	0	4	4	
Type of latrines	VIP	..	VIP	VIP	
General state of latrines	Medium	..	100%	35%	

Indicators	Afadade	Souroutawi	Tembio	Somieda	Landa	Gbadjahe	Comments
<i>Type of technology evaluated</i>	Well + India pump	Well + pump	Well + pump	Well + pump	Borehole + pump	Borehole + India pump	
<i>Operational ?</i>	Operational	Operational	Operational	Operational	Operational		Operational
A. Sustainability							
A.1 Technical quality	53%	40%	46%	46%	50%	53%	
A.1.1 Quality of design	75%	75%	50%	75%	50%	75%	Afadade: No soakaway; no drain; Landa no soakaway, fence or drain and heavy to pump;
A.1.2 Quality of construction	100%	50%	100%	75%	50%	100%	Souroutawi: no soakaway; Tembio no soakaway or fence; Landa several parts broken
A.1.3 Extension capacity	35%	35%	35%	35%	100%	35%	Afadade: low yield
A.1.4 Water testing (source)	0%	0%	0%	0%	0%	0%	But, national survey on water quality has been done
A.2 Effective functioning	66	59	59	71	56	58	
A.2.1 Protection of source	65%	0%	0%	0%	35%	35%	Animals can still enter area
A.2.2 Functioning	65%	65%	65%	65%	100%	100%	
A.2.3 Water quality monitoring	50%	50%	50%	100%	0%	0%	Tembio; Bacteriologic research of the water
A.2.4 Water quantity dry season (men / women)	35%	35%	35%	65%	65%	35%	Tembio: women have difficult access and are less satisfied, Gbadjahe: wells dry up;
A.2.5 Water quantity wet season (men / women)	65%	65%	65%	65%	65%	35%	Gbadjahe in the wet season women not satisfied: 78%, men medium satisfied: 95%
A.2.6 Continuity of service	83%	100%	100%	100%	65%	100%	
A.2.7 Absence of leakage	100%	100%	100%	100%	65%	100%	
A.3 Sustainable financing	78	77	0	17	77	78	
A.3.1 Users paying	100%	65%	0%	0%	65%	100%	Souroutawi: 10 F per bucket;
A.3.2 Payments covering all costs	35%	65%	0%	0%	65%	35%	Souroutawi: the people also contributed an amount at the start for repairs to come
A.3.3 Payment system	100%	100%	0%	50%	100%	100%	Tariff differentiation according to men (500F), women (100F) in
A.4 Effective management and O&M							
A.4.1 Account books	0%	65%	0%	0%	35%	0%	
A.4.2 Control of funds	50%	100%	0%	0%	0%	100%	
A.4.3 Legal status ?	100%	100%	100%	100%	0%	100%	
A.4.4 Breakdowns	65%	65%	65%	100%	35%	65%	
A.4.5 Timeliness of repair	35%	0%	35%	..	35%	..	In Landa it has once taken up to a month to repair the pump
A.5 Effective and hygienic use	45%	45%	55%	45%	45%	77%	
A.5.1 Usage for drinking in % (men/women/children)	6 \ 88 \ 96	35 \ 23 \ 22	0 \ 2 \ 0	15 \ 34 \ ..	90 \ 13 \ ..	36 \ 17 \ ..	Somieda: other sources are other wp: 50 % and lake 20%; Landa women use trad.sources
A.5.2 Cleanliness of surroundings	65%	65%	65%	65%	35%	100%	
A.5.3 Hygiene water transport	35%	35%	35%	35%	65%	65%	
A.5.4 Hygiene water storage	35%	35%	65%	35%	35%	65%	
A.6 User satisfaction							
A.6.1 Satisfaction on management (men/women)	65%	65%	65%	65%	65%	65%	
A.6.2 Satisfaction on functioning (men/women)	65%	65%	65%	65%	65%	100%	

A.6.3 Satisfaction water quality (men/women)	35%	35%	35%	35%	35%	100%	Somieda: people less satisfied with water quality in wet season than in dry season
B. Demand	83%	94%	100%	75%	83%	73%	
B.1 Effective demand	100%	100%	100%	100%	100%	100%	
B.1.1 Initial financial contribution	100%	0%	100%	0%	0%	100%	Various per community- Tembio 20000 per well, others an amount per household
B.1.2 Contribution in kind	100%	100%	100%	100%	0%	100%	Sand, gravel and stones and in some cases labour
B.1.3 Community initiated project ?	100%	100%	100%	100%	0%	65%	Community in partnership with PLAN; Landa the state; Gbadjahe, women not involved
B.2 Community decision on							
B.2.1 Organization of management	65%	100%	0%	100%	100%	35%	In general women feel less involved; Gbadjahe: chiefs and youth
B.2.2 Site location	65%	100%	100%	100%	0%	35%	Afadade: men 94% women 38%; rest women less involved; Gbadajahe initial wp of state
B.2.3 Cost recovery system	65%	65%	100%	65%	In Afadade less women than men, in Souroutawi and Gbadjahe women did not participate
C. Equity							
C.1 Gender approach at start							
C.1.2 Initial women needs assessed	50%	50%	50%	50%	0%	0%	
C.1.2 Initial men needs assessed	50%	50%	50%	50%	0%	50%	
C.1.3 Initial children needs assessed	0%	50%	50%	50%	0%	0%	
C.2 Gender approach in management							
C.2.1 % of females in committee	26%	26%	26%	43%	26%	44%	
C.2.2 Management roles of women	0%	0%	0%	33%	0%	0%	
C.3 Poverty assessment	0%	0%	0%	0%	0%	0%	
D. Community participation							
D.1 In project design	0%	0%	0%	0%	0%	0%	
D.2 In small repairs	100%	100%	100%	100%	100%	100%	
D.3 In preventive maintenance	100%	100%	100%	100%	100%	100%	
D.4 In monitoring	100%	100%	100%	100%	0%	100%	CVD
D.5 Committee empowered (training)	50%	50%	50%	50%	0%	50%	All, but the President and thus 50%
E. Support and external factors							
E.1 Availability of spare parts	...	65%	65%	65%	65%	65%	
E.2 Availability of expertise	...	100%	100%	100%	100%	100%	Landa is benefiting from the training of local artisans by PLAN
E.2.1 Availability technical assistance	...						
E.2.2 Training of local artisans by PLAN	...	100%	100%	100%	100%	100%	Landa is benefiting from the training of local artisans by PLAN

Togo (men /women)

Perceived benefits	Afadade	Souroutawi	Tembio	Somieda	Landa	Gbadjahe
Health	16% / 74%	30% / ..	51% / 42%	54% / 66%	75% / 42%	60% / 100%
Reduction of distance	58% / 11%	23% / ..				15% / ..
Pride	9% / 0%		16% / ..			10% / ..
Social cohesion	17% / 0%				0% / ..	
Children success at school	0% / 15%			26% / / 32%	
Time gain		20% / ..	33% / 58%	20% / 12%	18% / 26%	15% / ..
Reduction of snake bites		27% / ..				
Development of small business			16% / ..			10% / ..

Togo

Type of training	Afadade	Souroutawi	Tembio	Somieda	Landa	Gbadjahe
Management water point	Secr. / tresur.	Secr. / tresur.	Secr. / tresur.	Secr. / tresur.	..	Secr. / tresur.
Hygiene and maintenance of water points	Hygienist	Hygienist	Hygienist	Hygienist	..	Hygienist
Small maintenance of pumps	Caretaker	Caretaker	Caretaker	Caretaker	..	Caretaker
Repairs and maintenance	Artisan	Artisan	Artisan	Artisan	..	Artisan
IEC	---				..	

Annex 4: Capacity building proposed plan

West Africa Water Programme Capacity – building outline proposed plan

1. Introduction

The evaluation exercise of the West Africa Water Programme of PLAN INTERNATIONAL recently carried out by an external team has helped to highlight the need to strengthen the capacity of PLAN' staff at various levels.

These needs are basically the following:

Issues to be strengthened	Target group
Concept of sustainable development and management of sustainability	PSM, PUM and Water and Health Advisors
Participatory assessment, planning and monitoring	Water and Health Advisors + ADCs
Behaviour change and hygiene promotion	Water and Health Advisors + ADCs

The issue of sustainable development and management of sustainability includes:

- problem identification and project planning tools;
- key aspects of concept of sustainability;
- linking water, health, sanitation and environmental sanitation;
- water and sanitation technology
- informed technology choice and operation and maintenance;
- institutional setup;
- towards community management and gender awareness;
- cost recovery;
- monitoring and evaluation – setting priorities, objectives and indicators.

The issue of participatory assessment, planning and monitoring includes:

- relevance of the participatory process;
- how to be an effective facilitator;
- working and planning with communities;
- overview of participatory tools in the project cycle (assessment, planning, training communities, monitoring);
- community management and gender awareness;
- cost recovery;
- design of appropriate feed-back and evaluation procedures;
- application of tools and improving working attitude with communities.

As stated in the main report, the evaluation team recommends the implementation of a formulation mission specifically dealing about environmental sanitation, hygiene promotion and behaviour change. Capacity building concerning behaviour change and hygiene promotion should therefore preferably be dealt with at a later stage and become one of the key elements of the sanitation formulation mission.

Proposition

The evaluation team proposes four types of events to be carried out: a) a preparatory workshop; b) training courses on management for sustainability; c) training of trainers; d) training courses on participatory methodology. These could have a spilling effect on other

programmes PLAN is busy with. The outcome of this capacity building programme would be also to develop training materials, which are adapted to local situation and languages.

Preparatory workshop

It is proposed to hold a preparatory workshop with regional and country level advisors for a duration of one week in order to establish a capacity-building plan, based on this proposal and the needs expressed by countries. The workshop would also be the opportunity to review the contents of the training programmes, their periodicity, their costs and the type of training partners who would be involved.

Training 1: Management for sustainability

The objectives of this training will be to upgrade the knowledge of participants on the issues mentioned above and to consolidate their skills in planning and monitoring sustainable water supply programmes and projects, for PSM, PMU, and water / health advisors. This training event could be developed rather rapidly, as training material is available in IRC. IRC has developed this training events in English, French, Spanish and Portuguese with various local training institutions, and could be adapted and implemented easily (In French: with IPD/AOS; EIER/ETSHER and CREPA. In English, with TREND in Ghana or NETWAS in Kenya. In Spanish, with CINARA in Colombia. In Portuguese, with CFPAS in Mozambique). The evaluation team estimates the number of persons to be trained to be about: 77, including: 11 PSM, 44 PUMs, 11 water advisors and 11 health advisors (numbers to be confirmed by PLAN). Courses should preferably be attended by a maximum of 15 participants for an optimum result, and be composed of a blend of professionals coming from various country offices. This would represent a total of 5 training events on this issue. The duration of the course would be of 2 weeks.

Training 2: Training of Trainers (for participatory methodology)

The objectives of the Training of Trainers is to train 22 trainers on the issue of participatory methodology, who would be able to train ADCs (Agents de Développement Communautaire) and upgrade regularly skills at country level. The evaluation team proposes to train 22 trainers representing 2 trainers per country. This training would be divided into three parts. The first part (2 weeks) would be the actual training on participatory methodologies, including a training on how to be a trainer. The second part (2 weeks) would be an actual "pilot" course to be developed in each country by the trainers. The third part (one week) would be a workshop with the objective to review the experience of the pilot training courses, and to consolidate them. It is proposed to hold this Training of Trainers with CREPA. CREPA has developed several training modules on the issue of participatory methodology, which would need to be consolidated and adapted to PLAN's needs, with IRC support.

Training 3: Training of ADCs at country level

The objective of this training is to train ADC staff on the use of participatory methodologies in the various steps of the project cycle. It is estimated that there is an average of 60 ADCs per country in the Region (to be confirmed by PLAN). With a maximum of 15 participants per training session, it is estimated that there would be a minimum of 4 training events per country, and additional training events might have to be organized when new staff arrives or in order to upgrade and follow-up skills. Training would preferably be done within PLAN's available infrastructure and carried out at country level. This training event would be divided into three parts. The first part (two weeks) would be an exposure on concepts and tools, and would include as well practical field experiences as well as the determination of a plan of activities for the coming three months. The second part would consist in the implementation of activities during the coming three months. The third part would consist in a one week workshop, during which ADCs expose their successes and weaknesses and try to develop solutions to be adapted afterwards.

Events	Objectives	Training location	Estimation of number of events	Estimation of staff trained
Preparatory Workshop (one week)	Finalize planning of capacity building programme Selection of trainers	PLAN WARO or IRC Office	1	Not relevant
Training 1 "Management for sustainability" (2 weeks)	Upgrade knowledge on sustainability Consolidate project planning capacity	Ouagadougou (EIER/ETSHER; IPD/AOS; CREPA with support of IRC)	5	77
Training of trainers 2 I: 2 weeks II: field testing III: 1 week	Train future country level trainers Prepare country level future training sessions Follow-up training	Ouagadougou (CREPA with support of IRC)	1	22
Training 3 "Participatory methodology" I: 2 weeks II: 3 months III: 1 week	Train ADCs on participatory methodologies and on their application for the whole project cycle	Country level training, either in local training institution or in PLAN buildings	44	660

Estimated inputs from external assistance

External inputs would be needed for the period September 2001 until March 2002 (see time table). This input would be divided into the following:

- Preparing and development of training material
- Preparing and implementing preparatory workshop
- Preparing and implementing training 1 (first training session + back stopping)
- Preparing and implementing Training of Trainers
- Back stopping first training of training 3

4. Proposed time table 2001

2002

2003

Activities	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.
Preparatory work	█																	
Preparatory workshop		█																
Preparation training 1		█																
Training 1			█		█		█		█		█							
Preparation training 2				█														
Training TOT 2					█	█	█											
Training 3					█	█	█	█	█	█	█	█	█	█	█	█	█	█
External support	█	█	█	█	█	█	█	█	█									

5. Proposed programme for the course "Management for sustainability" (Training 1)

WEEK ONE : Sustainability issues						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Introduction Presentations Keys aspects of sustainability Links Health, Water & Sanit.	Analysis of participation Problem analysis Linking technical and social issues	Water and sanitation technology Informed technology choice O&M requirements	Institutional set-up Community management Gender awareness	Cost recovery Preparation field visits – needs and sustainability assessment	Rest	Rest
WEEK TWO : Sustainability in practice						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Field work Needs and Sustainability assessment	Reporting on needs assessment Lessons learnt	Working and planning with communities. Planning tools	Monitoring and evaluation -Part 1 Setting priorities and objectives	Monitoring and evaluation - Part 2 Setting indicators	Rest	Rest
WEEK THREE : Individual assignments on sustainability						
Monday	Tuesday	Wednesday	Thursday	Friday		
Identification of main problem for individual work Problem analysis	Individual work Planning	Individual work Setting indicators	Preparing for presentations	Presentations of individual assignments		

6. Proposed programme for the Training of Trainers (Training 2)

WEEK 1 : Participatory methodology				
Monday	Tuesday	Wednesday	Thursday	Friday
Introduction Presentations Key aspects of sustainability SWOT on present experiences	Attitude and skills of facilitator Project cycle Overview of participatory tools	Working and planning with communities Preparation of field visits	Field application of tools	Field application of tools
WEEK 2 : Preparing for training				
Monday	Tuesday	Wednesday	Thursday	Friday
Lessons learnt Participatory monitoring and follow-up (theory)	Participatory monitoring and follow-up (practice)	Preparing of individual training session and programme to be implemented at field level	Presentations and feed back on quality of presentations	Presentations and feed back on quality of presentations

Trainers will then be asked to develop a pilot training programme in each country, after which all will meet again for a workshop in order to assess the experience and consolidate their training programme (one week).

7. Proposed programme for the course 'Participatory Methodology' for ADCs (Training 3)

WEEK 1 : Participatory methodology				
Monday	Tuesday	Wednesday	Thursday	Friday
Introduction Presentations Key aspects of sustainability SWOT on present experiences	Attitude and skills of facilitator Project cycle Overview of participatory tools	Working and planning with communities Preparation of field visits	Field application of tools	Field application of tools
WEEK 2 : Preparing for training				
Monday	Tuesday	Wednesday	Thursday	Friday
Lessons learnt Participatory monitoring and follow-up (theory)	Participatory monitoring and follow-up (practice)	Preparing for individual work which will be implemented in the coming three months	Preparation of material	Presentations of individual assignments and feed back

This is followed by a Three months implementation period. After this period, ADCs get back together for a week workshop in order to assess experiences and consolidate their work at field level.

Annex 5: List of recommended references

Useful information sources on ...

Water, Sanitation and Hygiene Promotion

Compiled by Sohrab Baghri – PLAN INTERNATIONAL Advisor on Water and Sanitation
and by Leonie Postma – IRC Programme Officer

KEY BOOKS

Hygiene

Just Stir Gently: the Way to Mix Hygiene Education with Water Supply and Sanitation. By Boot M. T. 1991. IRC, The Hague. This book provides options and methods for integrating hygiene education with water supply and sanitation projects. The aspects covered by this book are process of behavioural change, hygiene education planning, implementation, monitoring and evaluation, hygiene education approaches and methods, programme organisation, manpower and costs. This book is intended primarily for those responsible for the development and implementation of hygiene education components in water supply and sanitation projects.

Actions Speak: the Study of Hygiene Behaviour in Water and Sanitation Projects. Boot M. T. and Cairncross S. (ed.) 1993. IRC, The Hague. This book is the outcome of a workshop on the measurement of hygiene behaviour, held in 1991. It takes the papers and discussions from that workshop as the basis for a comprehensive analysis of the ways how hygiene behaviour can be studied.

Studying Hygiene Behaviour: Methods, Issues and Experiences. By Cairncross S. and Kochar V. (ed.) 1994. Sage Publications, New Delhi. This book deals with general theoretical and empirical issues relating to research methods for studying hygiene behaviour, educational interventions to change hygiene behaviour, and the responses of communities to such programmes.

Hygiene Evaluation Procedures. Approaches and methods for assessing water and sanitation related hygiene practices. Almedom, A. Blumenthal, U. and Manderson, L. 1997. International Nutrition Foundation for Developing Countries. Boston. USA. The main focus of this book is the practical concerns of field personnel who want to design and conduct their own evaluations of hygiene practices but have little or no previous training in doing so.

Happy, Healthy and Hygienic: How to set up a hygiene promotion programme. Curtis, V. 1997. UNICEF. Four mini-manuals on: Planning a Hygiene Promotion Programme; Risk Practices, Target Practices; Motivating Behaviour Change; Communicating Hygiene.

Sanitation

Sanitation Promotion Kit - Working Group on Promotion of Sanitation. By Simpson-H6bert Mayling and Wood S. 1997. WHO, Geneva. This kit includes articles on new ways of approaching sanitation issues, guidance articles, and checklists to guide the planning of particular programme elements, worksheets, and lists of guiding principles and lists of the features that characterise better programmes.

Low-Cost Sanitation: a Survey of Practical Experience. By Pickford J. 1995. IT Publications, London. This book is a guide to what has been learned about providing sanitation coverage for both rural and urban low income communities, and outlines what is appropriate, practical and acceptable.

Low-Cost Urban Sanitation. Duncan M. 1996. John Wiley and Sons, Chichester. This book covers the public health, technical, socioeconomic, sociocultural and institutional aspects of sanitation in towns in developing countries. The sanitation technologies covered are VIP latrines, pour-flush toilets, septic tanks, and settled sewerage.

Low-Cost Sewerage. Duncan M. (ed.) 1996. John Wiley and Sons, Chichester. This book which is the result of contributions to the International Conference on Low-Cost Sewerage in England in July 1995 describes low-cost sewerage technologies and their applications in both developed and developing countries.

Design Manual for Waste Stabilization Ponds in India. Duncan M. 1997. Lagoon Technology International, Leeds. This book gives a description of waste stabilization ponds, an appropriate method of wastewater treatment in India. Guidance is given on pond monitoring and evaluation.

Vector and Pest Control

Insect and Rodent Control Through Environment Management. A Community Action Programme. World Health Organisation

Vector Control: Methods For Use By Individuals and Communities. Rozendaal, J.A. 1997. World Health Organisation, Geneva.

Water Supply

Rural Water Supplies and Sanitation. By Morgan P. 1991. Ministry of health, Harare. The emphasis of this report on over 15 years of research is on practical, realistic and appropriate solutions to the fundamental problems in establishing and maintaining clean water supplies in areas without ready access to a reliable source of water.

A Handbook of Gravity-Flow Water Systems for Small Communities. By Jordan D. 1984. IT Publications, London. Originally written for the construction of gravity-flow drinking water systems in Nepal, this is equally applicable for other locations around the world. Organized for quick reference, it is quickly and easily understood.

The Field Guide to Water Wells and Boreholes. By Clark L. 1992 Wiley and Sons, Chichester. This manual is intended to be a practical guide to the principles involved in the design and construction of boreholes and wells, and a source book of information useful to people planning ground water investigations and supervising drilling in the field.

Slow Sand Filtration - an International Compilation of Recent Scientific and Operational Developments. By Collins M. R. and Graham M. J. D. 1994. American Water Works Association, Denver. This book includes research not only from USA and UK, but also from Brazil, Peru and Colombia. It covers the following topics: design and construction, pretreatment techniques for particulate removal, preozonation, process mechanisms and performances.

Surface Water Treatment by Roughing Filters: a Design, Construction and Operation Manual. By Wegelin M. 1996. SKAT, St Gallen. This publication presents the concept, design and field experience of roughing filters applied as pretreatment prior to slow

sandfilters. It describes treatment processes which convert turbid surface water into safe drinking water.

Environmental Health Engineers in the Tropics: an Introductory Text (2nd ed.) by Cairncross S. and Feachern R. G. 1993. John Wiley and Sons, Chichester. This book describes the infectious diseases in tropical and developing countries and the measures that may be used effectively against them. The second edition includes information on composting, the safe re-use of wastes, and low-cost sewerage as well as policy and the strategies for implementing water and sanitation programmes.

Current Thinking

Vision 21: A Shared Vision for Hygiene, Sanitation and Water Supply and A Framework for Action. 2000. Water Supply and Sanitation Collaborative Council. Geneva. Available by PDF from <http://www.wsscc.org/vision21/wwf/vision21.html>

Sanitation and Hygiene. A Right for Every Child. A summary of lessons learned and new approaches from the UNICEF Workshop on Environmental Sanitation and Hygiene. 1998. UNICEF. Available by PDF from <http://www.unicef.org/programme/wes/pubs/wshop/wkshp-e.PDF>

The Human Right to Water. Gleick, P. 1999. Pacific Institute for Studies in Development, Environment and Security. Oakland, USA. Available by PIDIF from <http://www.pacinst.org/gleickrw.pdf>

Emergencies

Humanitarian Charter and Minimum Standards in Disaster Response. Chapter 2 Minimum Standards in Water Supply and Sanitation. 1998. The Sphere Project, Geneva. The standards describe what people should have as a minimum for their health and dignity. Agencies should strive to do better wherever possible. Within each section key indicators, guidance notes and critical issues are covered.

Engineering in Emergencies: A Practical Guide for Relief Workers. By Davis J. and Lambert R. 1995. IT Publications, London. This book treats in depth topics like the provision of water, sanitation and shelter, needs of refugees, managerial skills and personal effectiveness.

Public Health Engineering in Emergency Situation. A handbook for implementing health programmes in deprived environments, in particular in camps of displaced persons. **Delmas, G. and Courvallet, M. 1994.** M6decins Sans Frontières. Paris. **Clear, concise, illustrated guide to site planning, water, sanitation and vector control.** Glossary in English, French and Spanish, conversion tables and materials and work estimate.

Management

Together for Water and Sanitation - Tools to Apply a Gender Approach: The Asian Experience. Edited by Bolt E. 1994. IRC, The Hague. Part 1 of this manual gives a theoretical framework about women's involvement and applying a gender approach. Part 11 provides tools to apply a gender approach based on consolidated field experience for the various phases of a project.

Gender Issues Sourcebook for Water and Sanitation Projects. By Wakernan W. 1995 WSSCC, Geneva. This sourcebook adapts tools so that they reflect a gender analysis

approach rather than a women in development approach in order that women, men and children can be involved with more productive and sustainable water and sanitation facilities.

Management of Operation and Maintenance in Rural Drinking Water Supply and Sanitation - a Resource Training Package. By Francois Brikk6. 1993. WHO, Geneva. This document and the training activities derived from its use are intended for management staff concerned with the challenging tasks of how to organize effective operation and maintenance services in water supply and sanitation programmes.

Tools for Improving O & M performance (complete set). 1997. WHO, Geneva. Toolkit consists of various volumes including above training Package Case studies, Manual on linking technology choice with O & M, Evaluation of models of management systems etc.

Community Empowerment. A Participatory Training Manual on Community Project Development.

Gajanayake, S. and Gajanayake, J. 1993. PACT Publications, New York. A step by step guide to the use of participatory project development and its use in training workshops is presented clearly along with the basic rationale, sample charts, checklists and worksheets.

Journal

Waterlines. Appropriate technologies for water supply and sanitation. Quarterly journal from Intermediate Technology Development Group, Rugby, UK.

Further Reading: **Quality Guidelines for Drinking-Water Quality. Vol 1: Recommendations (2nd Ed.)** 1993. WHO, Geneva. **Vol.2: Health Criteria and Other Supporting Information (2nd Ed.)** 1996. WHO, Geneva. **Vol.3: Drinking Water Quality Control in Small-Community Supplies.** 1985. WHO, Geneva.

KEY WEBSITES

The African Water Page <http://www.africanwater.org> An excellent source of full text documents, opinion articles, events listings and a comprehensive list of links.

UNICEF's Water, Environment and Sanitation Section
<http://www.unicef.org/programme/wes/> Includes online version of newsletter WATERfront and many publications available to download.

Water Supply and Sanitation Collaborative Council. <http://www.wssec.org/> Brings together, supports and builds on initiatives inspired by the International Drinking Water Supply and Sanitation Decade.

Additional useful IRC publications

Action Monitoring for Effectiveness

Action Monitoring for Effectiveness focuses on practical methods to improve projects/programmes in the short term. It emphasizes use of monitoring information at the lowest level possible, with referral to other levels as needed. This two-volume book describes how to organize and facilitate monitoring activities that are built into on-going programmes. Part I describes the approach, emphasizing participation by those people who have a vested interest in 'getting it right' and solving problems. Part I also describes data collection methods, simple sampling and analysis. Part II contains 30 Fact Sheets, each of which provides practical examples of indicators, methods and tools for monitoring a specific topic, such as construction quality, costs and community participation.

This book is based on 10 years of experience at community, district and national levels first in Asia and then in Africa and Latin America. It has been written especially for senior and supervisory staff involved in water and environmental sanitation programmes, although the methods are relevant to other development sectors.

Gender in Water Resources Management, Water Supply and Sanitation: Roles and Realities Revisited

This book is the revised and updated edition of IRC's 1985 best-seller, *Participation of Women in Water Supply and Sanitation: Roles and Realities*, which is now out of print. The aim and structure of the book are threefold. It presents a simplified framework for gender analysis which can be used in rapid participatory assessments and in planning. It also gives an overview of the developments at policy level on integrated water resources management, and links this to gender analysis. Finally, it summarizes and analyzes the operationalization of gender in water resources management principles in the water and sanitation sector.

Linking Technology Choice with Operation and Maintenance for Low-Cost Water Supply and Sanitation

This guidance manual is designed to help in the selection of rural and low-income water supply and sanitation technologies. Part I provides an introduction to operation and maintenance and the factors influencing technology choice. Part II comprises 50 illustrated fact sheets on various low-cost water supply and sanitation technologies. Each fact sheet provides: a brief description of the technology and the O&M activities associated with it; an outline of the O&M requirements of each activity, including frequency, human resources, materials and spare parts and tools and equipment; a list of the main actors and the skills needed for O&M; information on organizational aspects, recurrent costs, problems, limitations and remarks; and recommended literature.

A Manual on School Sanitation and Hygiene

In many countries there exists a high prevalence of water and sanitation related diseases, causing many people, children in particular, to fall ill or even die. Improved hygiene practices are essential if transmission routes of water and sanitation related diseases are to be cut. Whereas appropriate hygiene education can bring about the intention to change hygiene behaviour, for most hygiene behaviours appropriate water and sanitation facilities are needed to allow people to transform intention to change into real change.

This manual on school sanitation and hygiene (SSH) deals with both hardware and software aspects needed to bring about changes in hygiene behaviour of students and, through these students, in the community at large. The *hardware* is the total package of sanitary conditions and facilities available in and around the school compound. The *software* are the activities aiming to promote conditions at school and practices of school staff and children that help to prevent water and sanitation-related diseases.

On-Site Sanitation: building on local practice

Provides an insight into the cultural and social aspects which influence sanitation developments and an overview of technical options available for on-site sanitation in rural and peri-urban areas. Emphasizes the technical details which can be used in upgrading and provides technical aspects of the design of latrines as a guide for carrying out improvements.

Small Community Water Supplies: technology of small water systems in developing countries. Enlarged edition

Provides a general introduction to a wide range of technologies for small community water supplies.

Water Supplies Managed by Rural Communities: country reports and case studies from Cameroon, Colombia, Guatemala, Kenya, Nepal and Pakistan

This document gives an overview of the water supply and sanitation situation in six countries at the beginning of a four-year research project on the role of community participation in the management of rural water supplies in developing countries. The project, which began in 1994 and is coordinated by IRC, engages local men and women in selected communities in joint actions to identify, develop and test new strategies and tools for improving water and sanitation systems. For each country, a general review of the sector as at the beginning of project in 1993 is followed by a detailed case study of community participation in a specific locality. A review of general conclusions and lessons learned concludes the work. This publication will be followed by others reporting on the progress of these actions as the project proceeds.

Working with Women and Men on Water and Sanitation: an African field guide

Developed by African women experts participating in the Kenya workshop. Aims to provide guidance on planning and implementing water and sanitation projects and programmes with a gender-aware approach. Contains guidelines on involving women, alongside men, in all stages of a project.

HOW TO ORDER

To order IRC publications, please send a letter to: our Publication Department, P.O. Box 2896, 2601 Delft, The Netherlands or an email to: publications@irc.nl

It also possible to order publications through our website: www.irc.nl/home/pb/pbhome.htm

Additional useful journals

Community Water Management special issue PLA Notes 35

IRC and six partners are disseminating experiences from their four years of experience in a community management research project funded by the Government of the Netherlands. The June 1999 issue of *PLA Notes (Participatory Learning and Action)*, contains 12 articles about experiences from this Participatory Action Development project in 22 communities in 6 countries. *PLA Notes* is published by the International Institute for Environment and Development (IIED).

SSHE Notes and News

The School Sanitation and Hygiene Education Notes and News is part of the joint UNICEF/IRC global School Sanitation and Hygiene Education project and will be published twice a year. SSHE Notes and News aims to provide a channel for the dissemination of good practices, current information, knowledge and experiences to all stakeholders that carry out activities in school sanitation or have an interest in the subject.

School Sanitation and Hygiene Education Notes and News is distributed free of charge to individuals and organizations involved with school sanitation and hygiene education around the world. Subscription information, as well as the full text of past issues of Notes and News, can be found on the SSHE website (<http://www.irc.nl/sshe/nn/>).

Source Water and Sanitation News Service is a joint endeavor of the Water Supply and Sanitation Collaborative Council (WSSCC) and IRC International Water and Sanitation Centre.

SOURCE brings you a weekly update of short news and a bi-monthly special features edition including news from the WSSCC and IRC. SOURCE is available on the IRC website and distributed by email. Readers in the developing world who have no e-mail access can subscribe to the bi-monthly SOURCE BULLETIN on paper.

Additional useful websites

IRCDoc - Online catalogue of the documentation centre

<http://www.irc.nl/irc/products/documentation/ircdoc/search.html>

Inter Water- Your Internet Gateway to Water and Sanitation Information

<http://www.wsscc.org/interwater/index.html>

Sanitation Connection, an environmental sanitation network

<http://www.sanicon.net/index.php3>

STREAMS OF KNOWLEDGE – A Global Coalition for Capacity Building in the Water and Sanitation Sector <http://www.irc.nl/irc/stream/index.html>

World Health Organization – Publications – Catalogue 1991 – 2000

<http://www.who.int/dsa/cat98/zcon.htm>

World Water Day 2001 <http://www.worldwaterday.org/>