

**Mvuramanzi Trust Annual Report 1996**

*Mvuramanzi Trust supported by:*  
**NORAD**

*OAK Zimbabwe*  
*Foundation*

*Rotary Club of Harare*

*SIDA*

*UNICEF*

*WaterAid*



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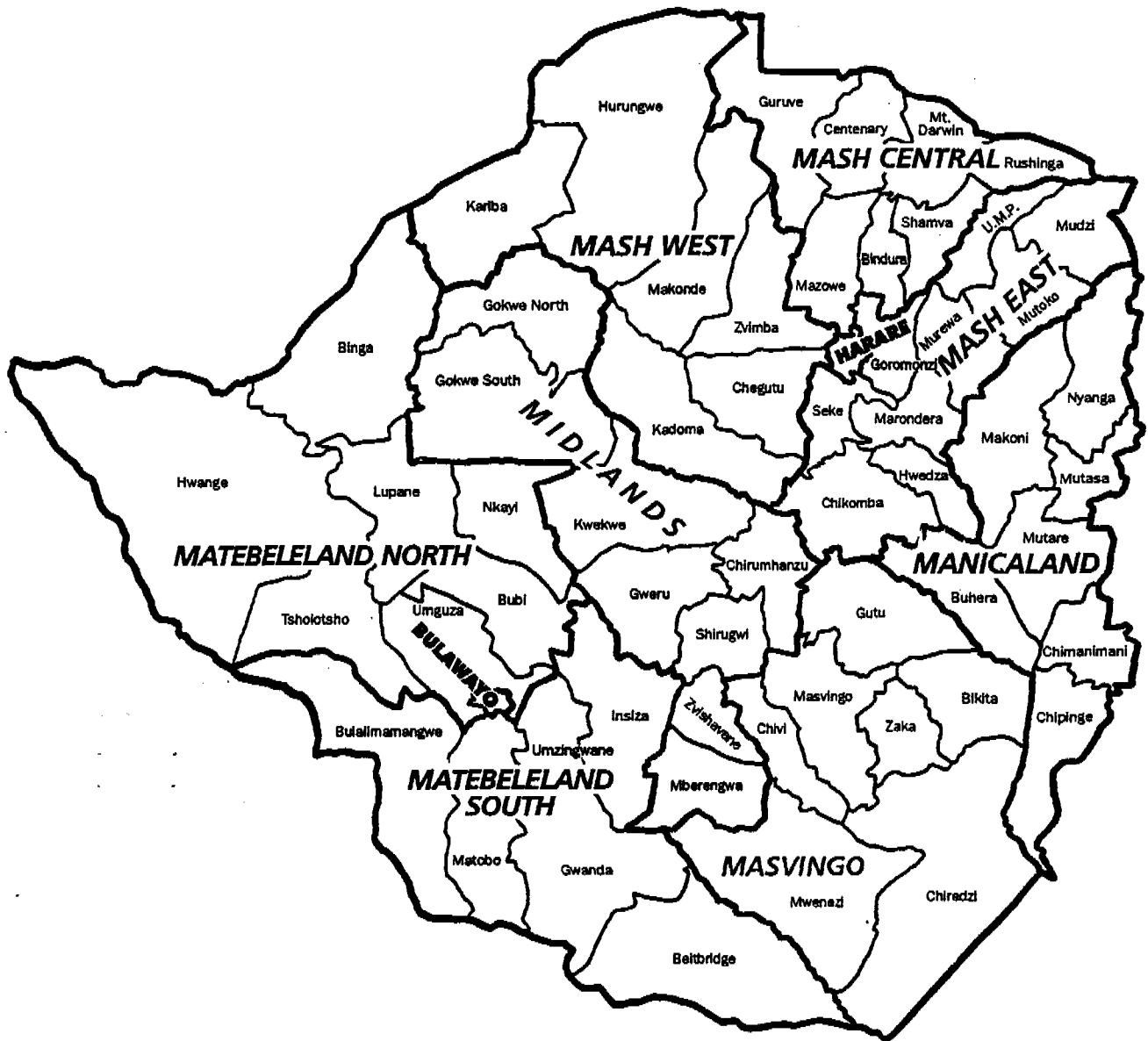
## Acronyms

MoHCW	Ministry of Health and Child Welfare
EHT	Environmental Health Technician
RDCs	Rural District Councils
Blair VIP latrine	Blair Ventilated Improved Pit latrine
MoF	Ministry of Finance
NAC	National Action Committee
NGOs	Non-government Organisations

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# Zimbabwe

## Provinces and Districts



## **1. Introduction**

The annual report covers the period January to December 1996. The report is based on the targets which were set for a two year funding period from January 1995 to December 1996. The Trust has been supported by WaterAid, Sida, Norad, Oak Foundation and UNICEF since it was established in January 1993. During this period there have been some fairly dramatic changes in the Zimbabwe water and sanitation sector. The decentralisation of Integrated Rural Water Supplies and Sanitation to the Rural District Councils (RDCs) was probably the biggest change to the way in which water and sanitation projects are planned and implemented in Zimbabwe. The decentralisation has moved the planning and management functions from sector ministries to the RDCs, where the District Sub-committee for Water and Sanitation is now a sub-committee within a local authority. The Sector Ministries now provide a service to the RDCs in assisting them in the planning, management and implementation of water and sanitation projects.

This change in the working environment provides new challenges to non-government organisations like Mvuramanzi Trust. For the RDCs to become effective and efficient managers in the water and sanitation sector they need to have an in-depth knowledge of the technology choices, costs, methods of implementation, quality control, training available and current research. While the Trust may not be able to offer all of these requirements it can together with other organisations provide the RDCs with a more holistic approach to the management of water and sanitation projects.

During the two year period of project the Trust achieved 9,458 upgraded family wells out of a targeted 10, 000. This was 95% of the target. In sanitation the Trust achieved 4649 Blair VIPs out of a target of 2000. This was approximately 232% of the target.

In the proposal it was identified that the Trust would train approximately 1000 builders, however during the project the Trust was able to train 1793 builders. This represents a 179% increase in the number of builders to be trained during the two year period. It is interesting to note that in the proposal it was envisaged that women would be significant beneficiaries in terms of easy access to safe water and sanitation facilities, it was not envisaged that they would become builders themselves. While there is no data on the number of women trained, the Trust have had some good reports on their ability to construct facilities that the Trust is now in the process of identifying these women so that they can become part-time builder trainers.

In research and development has been active in the development of hand-washing facilities at schools. This appears to be spreading outside the Trust and is being implemented by other organisations. The research on the extractable B type bush pump is continuing using different size cylinders. It is hoped to provide an evaluation of the performance of the pumps in 1997/98.

New research work is being done on a compost latrine which is hoped will provide an alternative option to the conventional Blair VIP latrine in areas where it may not be appropriate. The deep pit latrine has not always been the most appropriate technology in areas of high water table, rocky or collapsing soils or areas of high density populations (peri-urban areas). The being experimented on is an adapted VIP latrine which can be used as a compost latrine.

In health and hygiene education promotion the Trust is now collaborating in partnership with UNICEF in the development and use of participatory methods and tools for working with communities. The use of these participatory health and hygiene education methods and tools

together with the Trusts implementation of water and sanitation facilities should increase the health benefit to communities.

This report covers the main activities of the Trust in training, information dissemination, project implementation, and applied research.



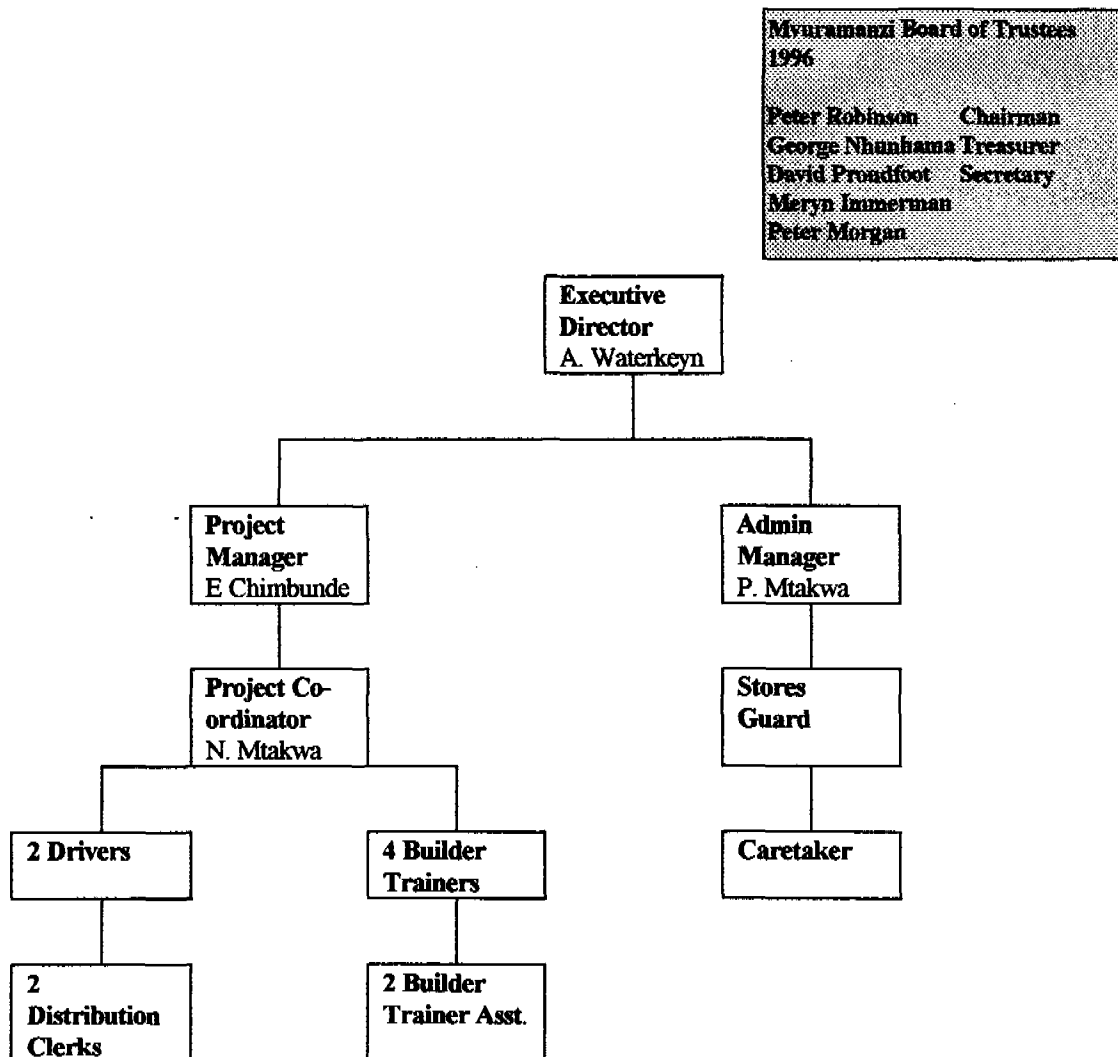
**The upgraded family well is popular with households because water is within the home, and is available for more than one purpose. This family uses the water for drinking, washing of clothes, bathing, small livestock, and vegetable growing. Excess vegetables are sold locally to bring in additional income.**

## 2. Management

From the establishment of the Trust the staff complement has grown from an Executive Director (on secondment from WaterAid), a Project Manager, a Project Co-ordinator and three Builder Trainers to its current position as outlined in the following organisational chart. The post of Executive Director of the Trust was established towards the end of 1996 with the post being filled as from January 1997.

The Builder Trainers have been identified as being central to the activities of the Trust as they carry with them the skills and knowledge to train local builders at community level. It is through their interaction with village communities that the Trust will be judged and rated as an organisation with which communities are prepared to work with. With an achievement of 22, 764 upgraded family wells and 7,162 household latrines in 32 districts (out of 57) they have shown their ability to work with rural communities.

### Organisational Chart for Mvuramanzi Trust 1996



### 3. Support to the Trust

The support received was apportioned as follows:

Sida	28%
WaterAid	20%
Oak Foundation	20%
UNICEF	20%
Norad	12%
Total	100%

In addition to the planned budget the Trust received donations from Harare Rotary Club from fund raising activities

### 4. Wider Context

Probably the most significant recent event in the water and sanitation sector has been the amalgamation of the Rural District Councils (RDCs). This opened the way the National Action Committee (NAC) to proceed with the decentralisation of Integrated Rural Water Supplies and Sanitation projects to the RDCs. Based on the findings and resolutions from The Decade Consultative Meeting held in Harare in December 1990, the common understanding of the Vision 2000 held in Nyanga, January 1992, the report on Decentralisation of the Gokwe Integrated Rural Water Supply and Sanitation Project, September 1992 and the follow-up NAC Workshop of Vision 2000 in Kadoma in May 1992. In essence the result was that future responsibility and authority for planning financial control, implementation and operation and maintenance of rural water supply and sanitation, including decisions relating to technology choice must be increasingly borne by the local authorities and community members, ultimately leading to complete management through established local structures.

The NAC has decided to embark on a programme to increase the role of RDCs and communities in planning, implementation and management of rural water supply and sanitation projects, currently carried out by Central Government. Following the experiences of the three pilot districts (Nyanga, Mberengwa, and Kadoma) the National Action Committee is in the process of decentralising Integrated Rural water Supply and Sanitation Projects to the RDCs.

#### 4.1 Impacts

A major impact of the decentralisation of the water and sanitation has been the smoother running of projects. Before decentralisation each of the sector ministries or agencies would be allocated funds from the Ministry of Finance (MoF). It was the responsibility of each organisation to "call up" their funds to implement their specific activity in the programme. This method of implementing water and sanitation projects had an inherent problem, for example, if the organisation responsible for mobilisation failed to "call up" funds and the implementation organisations for latrines and boreholes received their funds the project could start without the community fully understanding their roles and responsibilities. With the decentralisation funds to the RDCs they are able to plan the activities so that they flow in a logical way.

The impact of the decentralisation of water and sanitation to the RDCs has made them more involved in the management and decision making process. Materials are now locally procured through local companies. Prior to the decentralisation the sector ministries would procure materials (mainly cement) with the use of government requisitions. There was often a delay in payment which resulted in suppliers being unwilling to accept requisition particularly when materials were in short

supply. The RDCs are able to make payment to suppliers on the production of a performer invoice which makes them willing to supply materials.

The Vision 2000 in Nyanga, January 1992 also identified main points for common understanding for Non-government Organisations (NGOs). The Vision 2000 called for "active NGOs supporting community initiatives within RDC development plans and national policy". The role of the Trust in this new scenario is to move in the direction of being a resource base for RDCs providing technical support, information, research and training.

#### 4.2 Training of builders

The Builder Training Project facilitated by the Trust has improved the skills of local builders who are now able to find work not only within the communal lands but also on commercial farms, mines, and even outside the borders of Zimbabwe. For the families of builders the cash income derived from this work is welcome and has the benefit of bringing cash back into the communal lands, which are often the poorer areas of the country. However there is a negative aspect for the project in that it is possible to loose a number of trained builders in an area which can affect the project by slowing down the implementation or by increasing the unit cost of building the facility due to the shortage of builders.

The Trust and the MoHCW are aware of this potential problem and monitor the situation. In some cases it has been necessary to hold another builder training workshop and train as many builders as possible. The trust has encouraged the training of women builders as they thought to be less mobile than men due to family commitments.

#### 5. Targets for 1995/ 96

Table 1. Targets for 1995 and 1996

Activity	Targets for 1995	Targets for 1996	Total
Upgraded family wells	5000	5000	10,000
Family Blair VIP latrines	1000	1000	2,000
School hand-washing tanks	50	50	100
Training workshops	not specified	not specified	N/a
Extractable bush pumps	20	nil	20

#### 6. Achievements

The combined total number of upgraded family wells for the period January 1995 - December 1996 was 8,826 with 632 in progress, which when combined provide a total of 9,458. The target for this period was 10,000 up-graded family wells. The Trust achieved approximately 95% of the target.



The total of Blair VIPs for the period January 1995 - December 1996 was 4649. The target for this period was 2000 Blair VIP latrines. The Trust achieved approximately 232% of the target.

In terms of units (wells or latrines) the Trust achieved 13,475, against a unit target of 12,000. This is approximate 12% above target.

In 1995 the Trust achieved 1940 upgraded family wells in Makoni District (Table 2), this is 38.5% of the total number of upgraded family wells for the year. In the following year (Table 3) the achievement was 27.4% of the annual achievement. The overall upgraded wells achieved in the district is 3330 (Table 4). These numbers tend to indicate that where it is possible to have family wells households are willing to upgrade them and will find the money to line the well to ground level, pay a builder, and provide sand and 200 bricks for the head-works. The Trust provides 3 bags of cement, a windlass and a tin lid as a subsidy.

**Table 2. Upgraded family wells and latrines. January - December 1995**

Province	District	Wells completed	Wells in progress	Latrines completed	Latrines in progress
Midlands	Gokwe	101	42	25	13
	Gweru	85	16	210	140
	Shurugwi	77	0	N/a	N/a
Mash. Cen.	Bindura	86	3	164	20
	Mazowe	336	68	154	0
Mash. East	Chikomba	719	287	N/a	N/a
	Murewa	1	0	190	0
	Goromonzi	516	0	140	0
Mash. West	Chegutu	206	13	344	13
	Kadoma	271	141	N/a	N/a
	Makonde	5	0	N/a	N/a
Masvingo	Hurungwe	4	0	N/a	N/a
	Bikita	190	0	N/a	N/a
	Masvingo	9	1	42	56
Manicaland	Gutu	244	0	110	0
	Buhera	150	0	10	0
	Makoni	1,940	121	911	333
Mat. South	Mzingwane	50	0	N/a	N/a
	Kezi	4	0	N/a	N/a
Mat. North	Nkayi	50	0	N/a	N/a
Actual totals		5,044	692	2,300	575

N/a - these are districts who are already have funding for sanitation.

The data for tables 2., 3, and 4 was provided by the Ministry of Health and Child Welfare (MoHCW), from the Department of Environmental Health Services. The Trust receives quarterly reports from District Environmental Health Officers on projects supported by the Trust.

Where districts are already implementing or have funds for sanitation the Trust only concentrates on the upgrading of family wells.

**Table 3. Up-graded family wells and Blair VIP latrines January - December 1996**

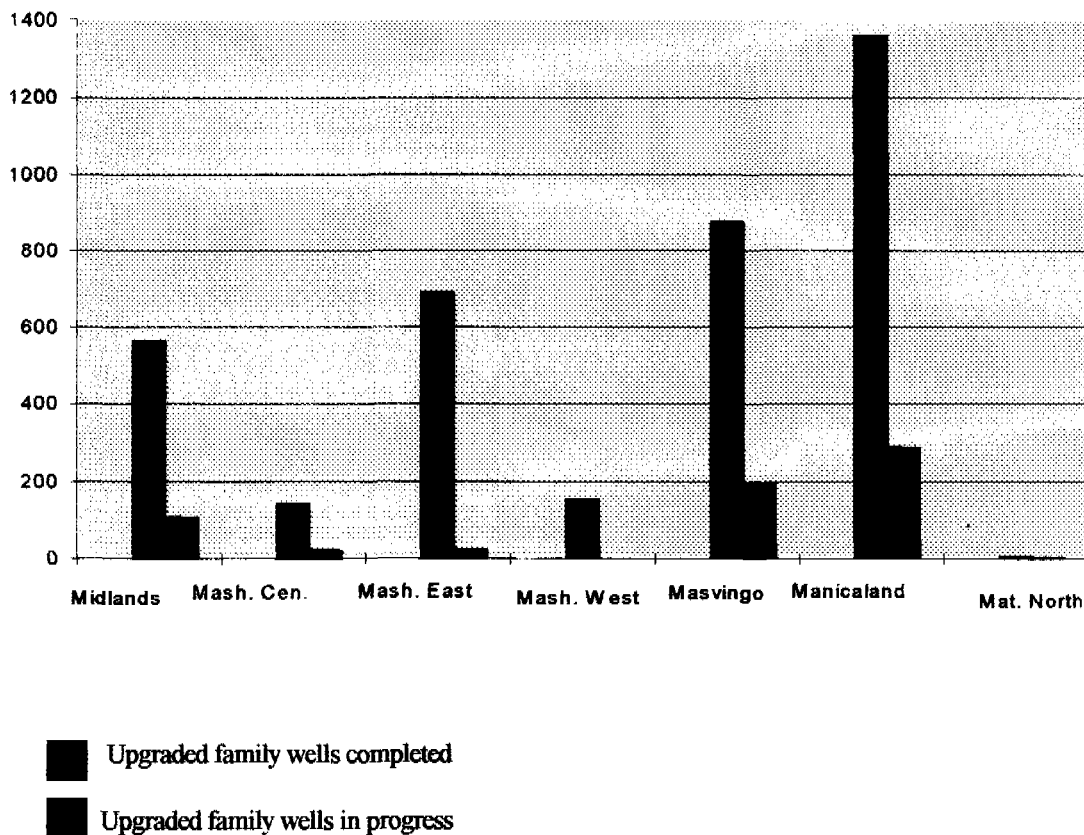
Province	District	Wells completed	Wells in progress	Latrines completed	latrines in progress
Midlands	Gokwe N.	27	9	25	41
	Gokwe S	235	12	10	3
	Gweru	47	54	180	205
	Shurugwi	242	32	45	5
Mash Cen	Bindura	67	20	115	58
	Guruve	6	0	1	0
	Mazowe	68	0	N/a	N/a
Mash. East	Murchwa	163	11	268	54
	Mtoko	34	0	20	0
	Seke	15	0	N/a	N/a
	Goromonzi	183	11	84	0
	Chikomba	287	0	N/a	N/a
	Chihota	6	0	N/a	N/a
	Mash. West	Chegutu	13	0	13
	Kadoma	141	0	N/a	N/a
Masvingo	Bikita	4	0	N/a	N/a
	Gutu	693	99	N/a	15
	Masvingo	177	97	130	120
Manicaland	Makoni	1036	254	241	234
	Buhera	20	0	1217	N/a
	Chiredzi	18	32	N/a	N/a
	Chipinge	287	0	N/a	N/a
Mat. North	Nyaminyami	3	1	N/a	N/a
Midlands	Mberengwa	5	0	N/a	N/a
	Zvishavane	5	0	N/a	N/a
Actual totals		3,782	632	2,349	735

The Trust is promoting the four and five bag model of the Blair VIP latrine, by providing a subsidy of 3 bags of cement to the family. This means that in order for the family to benefit from the subsidy they must dig the pit, mold bricks, provide one or two bags of cement, line the pit to ground level, provide sand and stone, and pay the builder. The Trust estimates that the family contribution to be in excess of 70% of the total cost of the latrine.

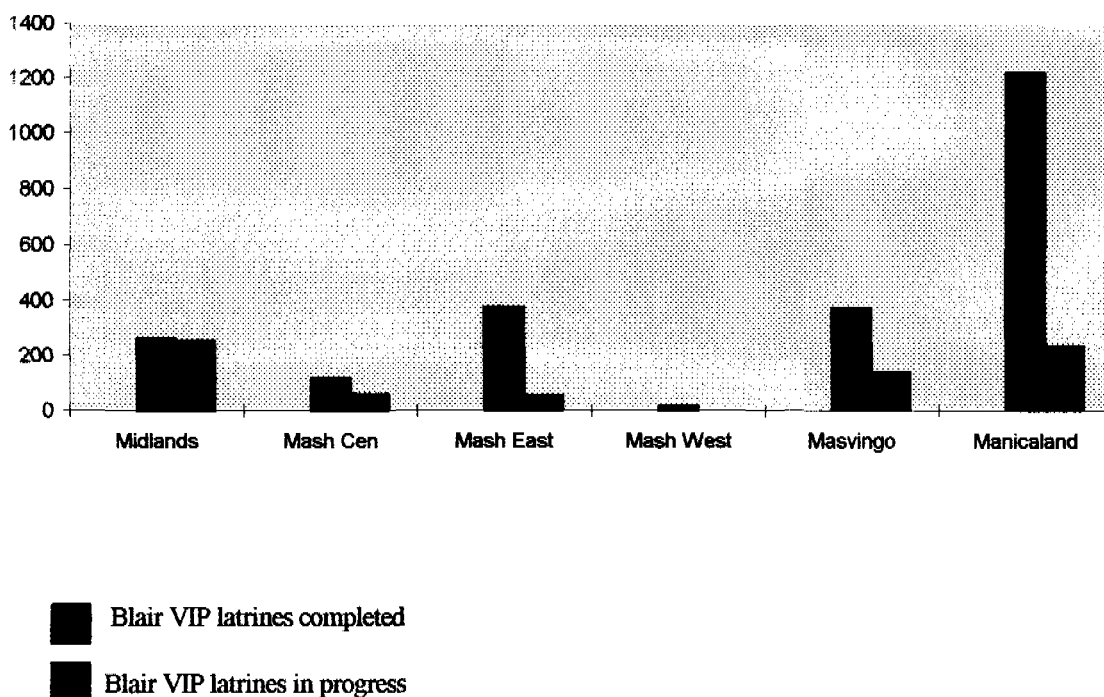
By getting the family to line the pit before providing the subsidy encourages the family to ensure that the latrine is constructed and is properly lined with cement mortar. It has been mentioned in a few areas where latrines have collapsed, this has happened because the pits were not lined or the were lined without using cement mortar to bind the bricks.

The following chart shows the distribution of the Trusts activities in the upgrading of family wells during 1996.

**Upgraded family wells (completed and in progress) 1996**



**Blair VIP latrines (completed and in progress) 1996**



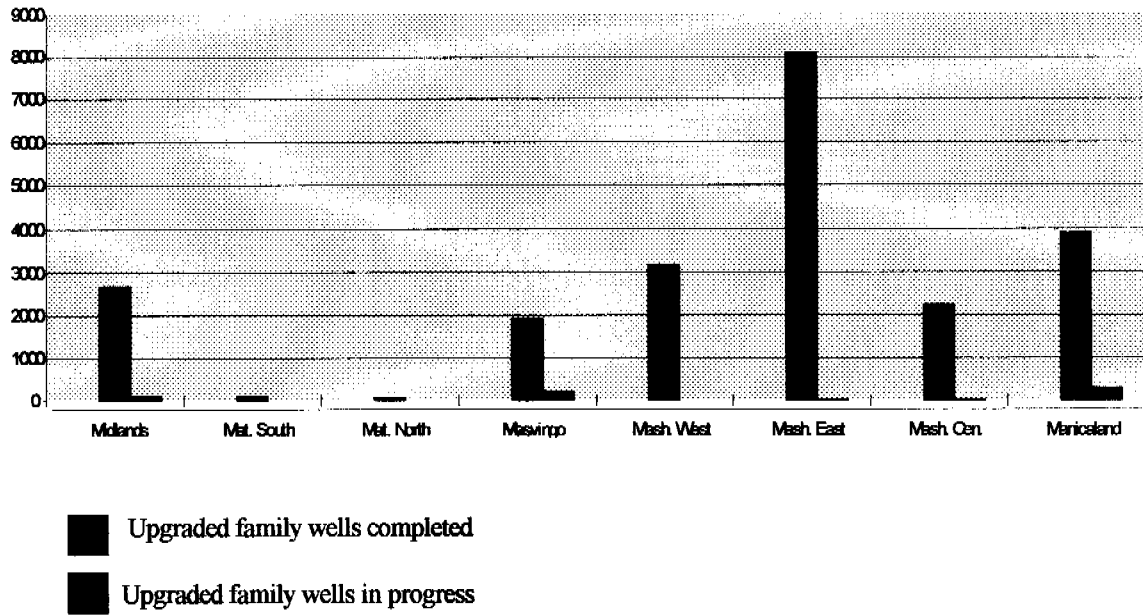
The following table presents the accumulative figure for wells and latrines from January 1993 - December 1996.

**Table 4. Progress on Upgraded family wells and Blair VIP latrines 1993 - 1996**

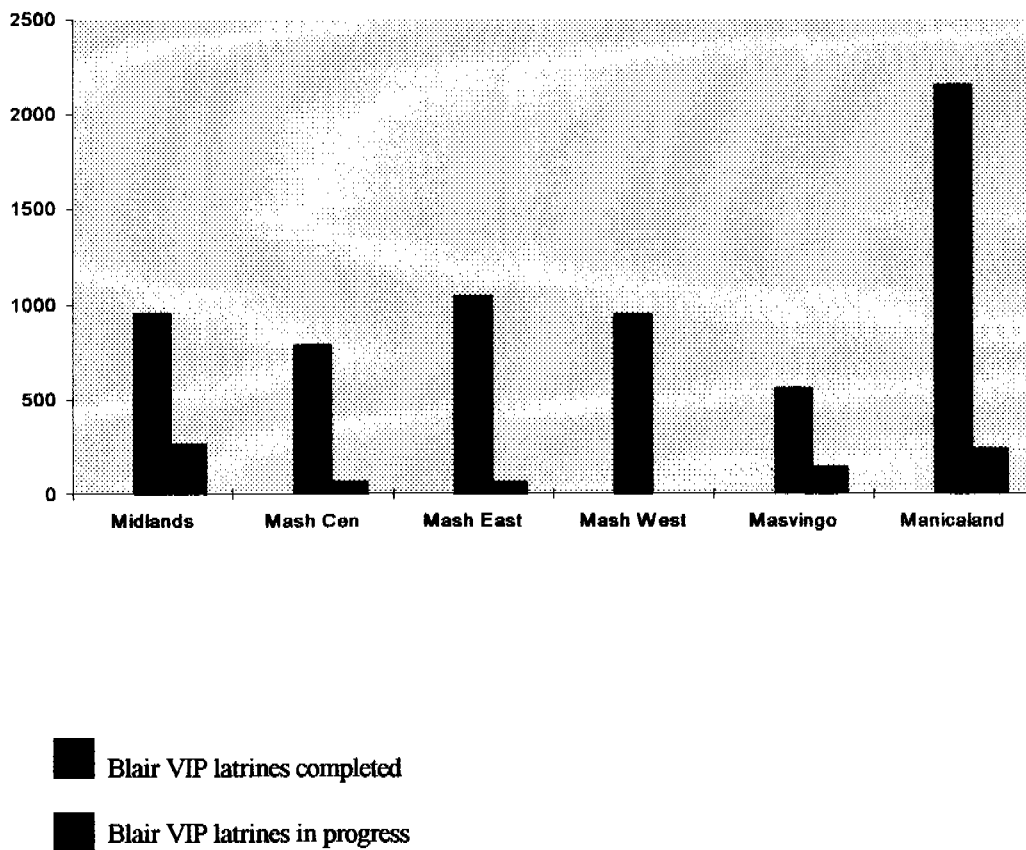
Province	District	Wells completed	Wells in progress	latrines completed	latrines in progress
Midlands	Gokwe N.	27	9	25	41
	Gokwe S.	336	12	35	3
	Gweru	1697	54	847	205
	Mberengwa	5	0	N/a	N/a
	Shurugwi	594	32	45	5
	Zvishavane	5	0	N/a	N/a
Mash. Cen.	Bindura	232	20	290	58
	Mazowe	2005	0	495	0
Mash. East	Chihota	6	0	N/a	N/a
	Chikomba	4674	0	N/a	N/a
	Goromonzi	1011	11	224	0
	Mtoko	34	0	20	0
	Murehwa	2359	11	798	54
	Seke	15	0	N/a	N/a
Mash. West	Chegutu	2068	0	944	0
	Hurungwe	4	0	N/a	N/a
	Kadoma	1087	0	N/a	N/a
	Makonde	5	0	N/a	N/a
Masvingo	Bikita	794	0	33	0
	Gutu	937	99	240	15
	Masvingo	186	97	283	120
Manicaland	Buhera	170	0	10	0
	Chipinge	287	0	N/a	N/a
	Chiredzi	18	32	N/a	N/a
	Makoni	3330	254	2138	234
	Mutasa	80	0	N/a	N/a
	Nyanga	9	0	N/a	N/a
Mat. North	Nkayi	50	0	N/a	N/a
	Nyaminyami	3	1	N/a	N/a
Mat. South	Kezi	4	0	N/a	N/a
	Mzingwane	50	0	N/a	N/a
	Bubi	50	0	N/a	N/a
<b>Actual totals</b>		<b>22,132</b>	<b>632</b>	<b>6,427</b>	<b>735</b>

The following graphs illustrate by province where the Trust has been most active in the upgrading of family wells and Blair VIPs latrines.

**Upgraded family wells (completed and in progress) 1993- 1996**



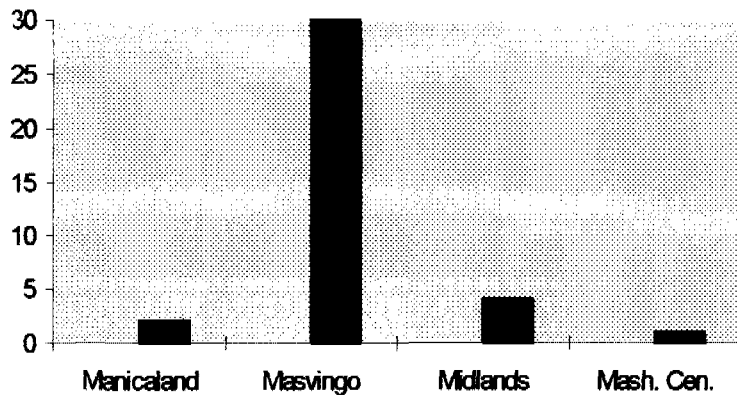
**Blair VIP latrines (completed and in progress) 1993 - 1996**



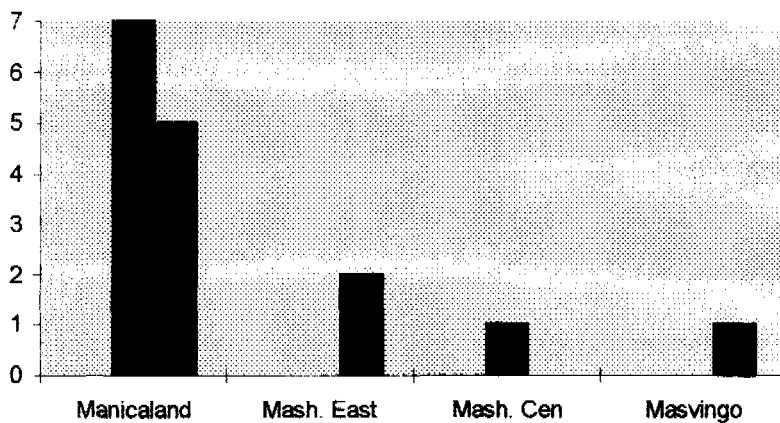
## School demonstration hand-washing tanks and Multi-compartment latrines

In 1996 the Trust demonstrated 37 hand-washing tanks using the Trusts builder trainers and provided a subsidy for 16 multi-compartment latrines.

### School demonstration hand-washing tanks 1996



### School Multi-compartment latrines 1996



- Blair Multi-compartment VIP latrines completed
- Blair Multi-compartment VIP latrines in progress

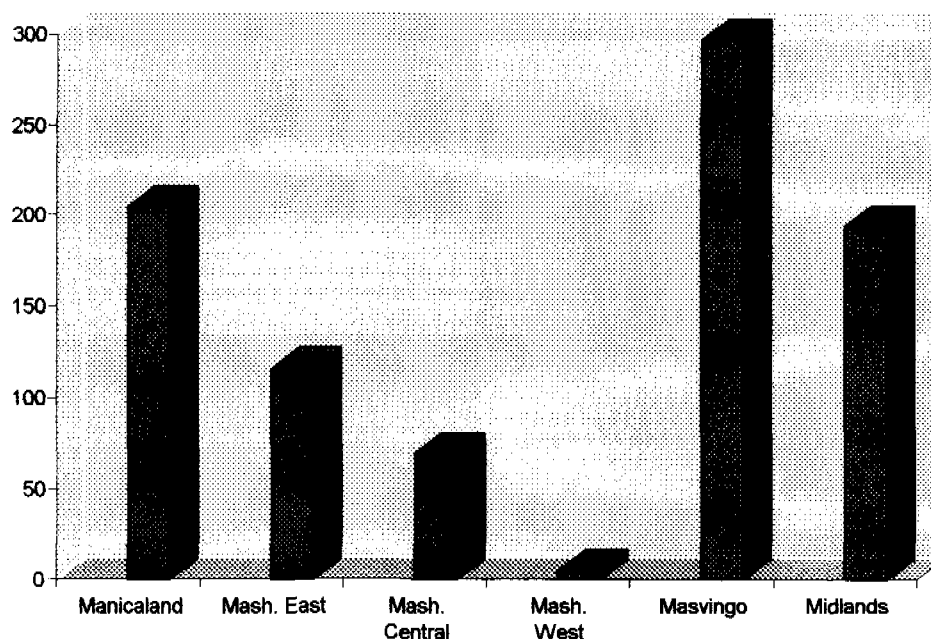
## Builder training

From a proposed target of 1000 builders trained in the up-grading of family wells and Blair VIP latrine construction (4 bag model) the Trust achieved 1793 which is 179% of target. In pump maintenance at village level the Trust trained 460 from a target of 400.

**Table 5. Training**

Training by staff of Mvuramanzi Trust	1995	1996	Total
Builder training	902	891	1793
Village Community Worker & Comm. Leaders	196	68	264
Environmental Health Technician	104	92	196

**Builders trained by Province in 1996**



The local leaders and the village community workers normally identify builders for the builder training course, however builders can volunteer themselves. The course is approximately two weeks for the training in either the up-grading of family wells or Blair VIP latrines. Normally the training is specific for family wells, latrines or school hand-washing facilities.

A typical course normally has 12 - 15 participants who are then split into working groups of 3 - 4 persons. The small group is intended to provide a hands-on working environment so that all the participants get an opportunity to participate in the building of a well or toilet. The builder trainer

from the Trust moves between the working groups ensuring that they are following the steps for construction as laid out in the builder manual. The builder manuals follow a step by step approach to the construction of a facility. A manual is supplied to each of the builders at the end of the course. Examples of the training manuals for an up-graded family well and the Blair VIP latrine are included in the annex of the report. All the participants who complete the course are presented with certificates issued through the MoHCW.

### **Pump maintenance at village level**

The training in pump maintenance at village level is focused on the community, their leaders, together with the Village Community Workers (VCWs), and the Environmental Health Technicians (EHTs) on how to carry out basic maintenance of the B type extractable bush pump. The training has usually takes place over a day, with the community being taught how to remove the pump head, the rods and finally the piston. They are shown how to change the washer and how to reassemble the pump. They then practise on their own until they are able to complete the task without difficulty. The community are also taught how to use the fishing tool to extract rods if they accidentally fall down the hole. Although the Trust has trained the community and children (at schools) to carry out this type of maintenance the Trust has not developed guidelines for the course content. The documentation of how to train communities to maintain their B type extractable bush pump is seen an opportunity for the Trust to provide assistance into the national programme for community based maintenance (CBM).

### **7. Reasons for successes of the Trust**

While the Trust provides one of the lowest subsidies for wells and toilets it has still managed to meet targets which can in part be attributed to:-

- the motivation of the staff and the relationship they have with the Ministry of Health and other organisations.
- the close contact with the project
- efficient procurement of materials
- timing of materials with mobilisation
- The success of the project can also be attributed to the communities and the leaders, without whose input the result would not have been achieved.

### **8. Problems**

As mentioned builders trained under the project are often attracted outside the project to large scale commercial farms and even outside the borders of Zimbabwe. The Trust has partly overcome this problem by training more builders through an on going hands on training courses with the district of project operation. The Trust has in 1997 embarked on training more women as builders as they are thought to be less mobile due to family commitments and have shown that they are as capable as men.

Another problem identified has been the absence of the Trust being actively involved in health and hygiene education programme as it was considered that the MoHCW would be able to carry out these activities without the involvement of the Trust. This has not always been the case and in 1997 work has begun in districts to include health and hygiene education. The method of approach is the through the use of participatory methods and tools. The materials for the training have been built up



in the sector over a number years. The UNICEF have developed training kits in collaboration with a number of organisations which the Trust are using for training.

### **Transport**

The Trust being active in approximately 25 districts of the eight provinces means that the mileage of the Trusts fleet tends to be high and thus means that the normal life of the transport fleet is reduced.

With Water Aid support to the Trust it has been possible to purchase vehicles through WaterAid then donated to the Trust. This has allowed the Trust to benefit from tax free vehicles and equipment. The Trust is now looking for another organisation to procure vehicles and equipment who would donate these to the Trust to allow the Trust to benefit from tax exemption.

## **9. Changes**

With the decentralisation of water and sanitation to the RDCs, the Trust has recognised the need to work more closely with the Councillors and the Executive staff of the RDCs. In 1997 the Trust and the MoHCW have involved the RDCs in the planning and implementation of the upgraded family wells and latrines. Councillors are now active in the mobilisation of communities including explaining the roles and responsibilities of the community, MoHCW and the Trust as well as the disbursement of materials to village communities, and the follow-up of progress in their areas.

Where integrated rural water and sanitation projects are in process the RDCs are able to identify with the MoHCW the need for up-grading of family wells.

Central to the Trusts activities are the builder trainers who operate in project areas to give local builders more skills in up-grading of family wells and Blair VIP latrine contraction. With the pressure on the Trust to work in more district the has placed a heavy burden on the eight builder trainers in the Trust. We have now been able to identify persons who have been trained by the Trust who a competent to become builder trainers. This has opened the opportunity for women to become builder trainers who will be employed by the Trust on a part time basis, while still allow them to live with their families.

### **Research**

The research activities of the Trust during the period January 1995 - December 1996 was focused of the technologies being promoted by the Trust and how these could be improved upon. An example of this is the pillars that support the windlass on the up-graded family wells. These it was identified tends to crack at the base. This has now been over come by slightly lowing the height of the pillars and broadening the base which increases the strength.

On hand-washing facilities it was observed that the tap or stopper which released the water tended to let out more water than was needed to wash hands. By restricting the flow the tank has to be filled less frequently making the task less of a problem. From our observations it would appear that if the tank has to be filled less frequently the more the family or school will ensure there is water in the tank. This maybe a small point however if it improves hand-washing is an important point.

The Trust has over the last two years been involved in the improvement of the B type extractable bush pump. This has resulted in the development of a 2", 2.5" and a 3" extractable cylinder. These models are currently undergoing field testing.

In 1997 the Trust has built what we think is the first compost latrine in Zimbabwe. We have identified Seke district to install a further 6 compost latrines. We would like to experiment with various models to see how they perform. The technology we believe could be useful in areas where there is a high water table, areas where soils are unstable, or very rocky ground which makes construction of deep pit latrines impractical. We feel that this research could have a regional application. The Trust would welcome a donor who might be prepared fund this research and allow us to expand the demonstration models throughout the country.

#### **10. Tangible/intangible outputs and objectives**

While no study has been undertaken to measure the health benefits of the improved facilities for drinking water and improved sanitation the demand for the technology by communities remains high. An evaluation report of the Trust indicates that "changes have occurred at household level as result of introducing family wells. Water from the wells is used not only for drinking purposes but also for gardening, building and livestock watering". The report states that from field visits there was evidence of vegetable gardening even at the peak of the dry season. The produce being used for household consumption with the excess being sold.

The evaluation report indicated that there was an increase in the usage of water which is often linked as an indicator for improved health

#### **11. Lessons and Opportunities**

When the Trust is invited into an area by the MoHCW (and now the RDC) the Trust builds a number of demonstration models at the homes of householders who wish to become involved in the project. The Trust has learnt that these demonstrations provide a focal point for communities to discuss the technology and its appropriateness to their area. It has been found that once the community can see the technology in their area they become very motivated to join the project. The Trust has learnt that in order for the communities to see the technology there is a need to increase the number of demonstration models. This has increased the up-take demand by the community to be assisted in the provision of their water and sanitation facilities.

#### **12. Beneficiaries**

When the Trust moves into an area, a number of meetings are held with the community. These meetings are facilitated between the Trust, the RDC and MoHCW. The meetings are used to inform the community and their leaders of the way in which the Trust operates and what it has to offer. It is also explained to the community what their roles and responsibilities would be under the project. Once there has been a general consensus that the project should proceed the Trust moves into provide the demonstration models. From this point the community together with their local leaders and the Environmental Health Technician (EHTs) plan and prepare for the project. The community also identify local builders to participate in the builder training.

While more men than women are normally identified as builder, it is encouraging that in they are coming forward and have shown they have the skills to become builder trainers. The Trust believes that once it has women as builder trainers, more women will come forward as there is the opportunity earn money from building.

### **13. Institution-building**

The amalgamation between the District Councils and the Rural Councils has been a major achievement for institutional building at district level. The district councils prior to the amalgamation represented the normally more densely populated, poorer communal lands. Often referred to as the Tribal Trust Lands. The more prosperous large scale commercial farming area together with the small scale commercial farming area were represented by the Rural Councils. the amalgamation of these two councils together with the new legislation regarding the councils put greater responsibility on the RDCs to manage the provision of water to village communities within their districts.

The Zimbabwe Government has recently formed Capacity Building teams to assist the RDCs in developing capacity to take more responsibility for the management of activities in the district. Within the water and sanitation sector the process of decentralisation of the programme to the RDCs is beginning to show some positive indications for sustainability. Examples of this are the adoption of the up-grading of family wells by the National Action Committee (NAC) who now allow councils to include up-graded family wells in their project proposals for integrated rural water and sanitation projects.

### **14. Organisational linkages**

The Trust has during this period relied strongly on the MoHCW to provide the linkage between itself and the other organisations. This has been due to the MoHCW having the mandate for the implementation of shallow wells and latrines under the NAC. With the decentralisation of water and sanitation and the shift in responsibilities the Trust is forming closer linkages with the RDCs. As the situation is in transitional period the Trust is often invited by either organisation into an area. However it is envisaged that in the future the Trust will be invited into an area by the District Water and Sanitation Sub-committee of the Council and will then work in partnership with the MoHCW in the implementation of the project. The MoHCW will provide the reports on achievements to the Sub-committee, supplying the Trust with a copy. The risk of duplication should not arise as the MoHCW are aware of what is happening in an area regarding family wells and sanitation.

### **15. Recommendations of the evaluation**

An evaluation of the Mvuramanzi Trust water and sanitation programme was made towards the end of 1996. The report was received by the Trust in May 1997 and is with the Board of Trustees for their comments. The following are the recommendations made by the Institute of Water and Sanitation Development who carried out the evaluation.

1. Mvuramanzi needs to define a new mission statement with an implementation strategy that takes the family well upgrading from a research idea to a fully fledged water supply development activity. With this new mission statement should be a new organogram that reflects the work functions of Mvuramanzi and a clear rationalisation of tasks between managers.

2. Consideration should be given to a blend of capacity building, information dissemination research and direct implementation without unnecessary increase in staff. Close partnership with IRWSSP or other agencies should be given top priority.
3. Mvuramanzi should develop a more focused approach which links in with district plans and outlines district targets. Districts should be able to produce their targets and support be given accordingly. Linkages with RDCs should be explored especially in the planning, mobilisation and delivery of essential materials.
4. There is a need for a well structured health and hygiene programme, which links in with development of physical facilities. This aspect of the Mvuramanzi programme needs urgent attention.
5. Mvuramanzi should consider the composition of its staff to become multi-disciplinary so that aspects of the water and sanitation sector such as health and hygiene education, issues relating to socio-cultural aspects are properly addressed. It is recommended that a social scientist be hired to be the counterpart to the advisor and to address issues of institutional development of the target group.
6. Activities that are not seasonal such as training of EHTs and communities should be done during the off peak periods to reduce the burden on the staff. This period could also be used to plan and agree on targets with the EHTs.
7. Mvuramanzi should link itself more closely to the water and sanitation sector at all levels through formal communications and interactions.
8. Mvuramanzi should consider a special fund to support short courses training of EHTs in institutions as a capacity building activity, especially from the districts where Mvuramanzi is active.

MVURAMANZI TRUST  
(Private Voluntary Organisation 25/96)


INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED  
31 DECEMBER 1996

	Note	1996 \$	1995 \$
<b>INCOME</b>			
Donations			
- Norad		143 000	490 000
- Rotary		233 066	100 000
- WaterAid (UK)		351 249	392 368
- Oak Foundation		501 500	911 000
- Other		2 127	-
- SIDA		1 524 719	1 134 400
- UNICEF		626 902	707 700
Interest received		16 137	43 149
Gain on exchange		179 799	46 845
		<u>3 578 499</u>	<u>3 825 462</u>
<b>EXPENDITURE</b>			
Administration fees		1 953	160
Audit fees			
- current year		16 500	14 000
- prior period		29	8 604
Bank charges		5 188	3 133
Consumables		12 693	6 700
Damaged stock		-	3 100
Depreciation		446 198	194 912
Electricity and water		5 621	2 881
Evaluation		39 618	-
Fuel expenses		130 046	106 303
Hand pumps		-	118 078
Health education		14 978	15 693
Office insurance		1 377	3 393
Postage and freight		4 705	4 785
Project expenses	5	1 179 043	957 280
Protective clothing		5 536	13 155
Provision for doubtful debts		43 120	-
Rent and rates		34 680	26 069
Repairs and maintenance			
- motor vehicles		232 006	182 095
- other		36 947	22 037
Research and development		237 306	28 366
Salaries		930 503	681 553
School tanks		-	6 160
Security		9 953	20 990
Stationery		10 182	11 104
Subscriptions		359	290
Teas and cleaning		7 272	8 544
Telephone and faxes		46 302	33 645
Tools		4 418	12 542
Vehicle inspection charges		-	1 158
Vehicle insurance and licences		55 034	64 586
WaterAid expenses		6 248	3 793
Workshop expenses		93 781	85 314
		<u>3 611 596</u>	<u>2 640 423</u>
(DEFICIT) SURPLUS OF INCOME OVER EXPENDITURE		<u>( 33 097)</u>	<u>1 185 039</u>

MVURAMANZI TRUST  
 (Private Voluntary Organisation 25/96)

BALANCE SHEET - 31 DECEMBER 1996

	Notes	1996 \$	1995 \$
<b>CAPITAL EMPLOYED</b>			
ACCUMULATED FUND	2	1 818 307	1 851 404
CAPITAL RESERVE	3	1 503 125	1 503 108
		<u>3 321 432</u>	<u>3 354 512</u>
		=====	=====
 <b>EMPLOYMENT OF CAPITAL</b>			
FIXED ASSETS	4	1 368 414	1 330 773
<b>CURRENT ASSETS</b>			
Stores		397 633	942 879
Debtors		68 732	12 544
Cash resources		1 551 793	1 102 341
		<u>2 018 158</u>	<u>2 057 764</u>
		-----	-----
<b>CURRENT LIABILITIES</b>			
Creditors		65 140	34 025
		<u>65 140</u>	<u>34 025</u>
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NET CURRENT ASSETS		1 953 018	2 023 739
		<u>3 321 432</u>	<u>3 354 512</u>
		=====	=====



Executive Director



Honorary Treasurer

1 April 1997