

Evaluation Management Response Document

Region: ESAR

Office: Zambia

Evaluation Year: 2019

Evaluation Title: Final evaluation of the Zambia Sanitation and Hygiene Programme

Person In Charge For Follow Up to Management Response: Brenda Kambaila

Overall response to evaluation

The objective of this evaluation was to provide external, independent assessment of the DFID-funded Government of Republic of Zambia-UNICEF Sanitation and Hygiene Promotion Programme, which was implemented from 2011 -2018, as to whether the programme met its objectives. The evaluation specifically interrogates the relevance, effectiveness, efficiency, sustainability, equity, timeliness, coherence, and adequacy of the programme, and extracts lessons learnt about good practices and provides recommendations for future programming. The evaluation methodology involved household and school surveys, administrative data analysis, key informant interviews, focus group discussions, and direct observations. It also incorporates the findings from programme baseline survey conducted in 2013, midline assessment conducted in 2017 and final progress report submitted by UNICEF to DFID in 2019. Whilst the evaluation employed a rigorous approach to evidence gathering, one limitation is the fact that quantitative data was collected during the rainy period. This may have impacted the results observed on the ground as the rains negatively affect the functionality of latrines and handwashing facilities in communities. Similarly, the lack of a control group means that the evaluation was not able to account for what would have happened in the absence of the program.

Planned Use of the Evaluation

The recommendations of the evaluation will guide UNICEF, the government, donors, and implementing partners to improve future WASH programme design and implementation strategies. Findings and recommendations of the evaluation will also be used for evidence-based advocacy to address the key sanitation and hygiene sub-sector bottlenecks.

Evaluation Post

The recommendations have also informed the design of the KfW-funded "Enhancing Access to WASH Services in Luapula Province of Zambia", which will be implemented by UNICEF during 2020 to 2022. Moreover, the implementation of the WASH component of the Zambia Scaling-up Nutrition (SUN) II, which will be implemented by UNICEF during 2020 to 2024, will be guided by the lessons generated by the evaluation.

Recommendations and Actions

No.	Recommendations/Actions	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response / Implementation Stage	Reason/Action Taken
1	Future WASH programmes should include water supply as an integral component. Government and cooperating partners (CPs) should not only improve sanitation but also access to water facilities. This is important as the ODF criteria also includes availability of handwashing facilities, which require the presence of water. This could be done through construction of additional water-points alongside improvements in sanitation. In addition, development and implementation of the WASH behaviour change communication (BCC) strategy should be prioritised by both government through the Ministry of Water Development, Sanitation and Environmental Protection (MWDSEP) and UNICEF to accelerate behaviour change. Finally, there is a need to undertake research to better understand the motivators and demotivators for handwashing and come up with an appropriate strategy in this regard.				Agree	
1.1	1. Inclusion of integrated WASH package in future WASH programmes	UNICEF	Murtaza Malik	12/30/2020	Completed	Integrated WASH package (including water supply, sanitation and hygiene promotion) is being delivered under the current WASH programmes e.g. KfW-funded Refugee WASH and KfW-funded Rural WASH programme.
1.2	2. Carry out an assessment to understand motivators and demotivators for handwashing	UNICEF	Gloria Nyam Gyang	3/30/2021	Completed	This was included under the baseline survey for KfW-supported Rural WASH programme. Field data collection of the baseline survey including assessment of motivators and demotivators for handwashing was completed and the report is being drafted.
1.3	3. Support implementation of hygiene promotion interventions	UNICEF	Gloria Nyam Gyang	12/30/2020	Completed	

2	UNICEF should consider supporting MoGE in the development of a WinS Strategic plan and harmonised WinS Standard designs and guidelines. Ministry of General Education (MoGE) can consider convening a WinS Technical Working Group to coordinate strategic harmonization.				Agree	
2.1	1. Support the Ministry of General Education to develop the national WASH in Schools Strategy and harmonized standards, guidelines and designs	UNICEF	Joseph Ng'ambi	6/29/2020	Completed	National WASH in Schools Strategy and harmonized standards and guidelines have been approved by MoGE and printed.
2.2	2. Support MoGE in convening a WinS Technical Working Group	UNICEF	Joseph Ng'ambi	6/29/2020	Completed	WASH in schools (WinS) Technical Working group has been operationalized with two meetings held during 2020
3	There is need to encourage the private sector to manufacture low-cost reusable sanitary towels for girls in schools.				Partially Agree	
3.1	1. Work with Government to develop standards for reusable sanitary towels	UNICEF	Charity Tuseko Sindano	12/30/2020	Completed	UNICEF worked with the technical committee (led by the Zambian Bureau of Standards), that developed the standards for re-useable and disposable sanitary pads. The standards have been finalized and submitted to the Ministry of Commerce, Trade and Industry for approval.
3.2	2. Undertake an assessment of supply chain for sanitary towels	UNICEF	Charity Tuseko Sindano	12/30/2020	Completed	Assessment was carried out with information/data collected from private suppliers and NGOs involved in production of disposable and reusable sanitary towels.
4	Government should provide small incentives and resources (e.g. phone minutes, and transport) for local volunteer monitoring staff for sustainability of the DHIS2/M2W platform. This should also be included in the national budget. Government may also consider the potential for leveraging existing GRZ institutional arrangements – e.g. leverage on existing MoH EHTs (within health facility catchment areas) through operationalisation of MoU between MoH and MWDSEP. In this way, government can build capacity of MWDSEP at sub national level.				Partially Agree	
4.1	1. Advocate with, and support, the MWDSEP and MoH to strengthen the paper-based monitoring system	UNICEF	Murtaza Malik	12/30/2020	Completed	The paper-based monitoring system is being used to track ongoing CLTS interventions. UNICEF is providing necessary support including printing of booklets (3000 for community champions and 15000 for sanitation action groups) used for paper-based reporting.
4.2	2. Support assessment of the DHIS2 and other available options for monitoring systems	UNICEF	Gloria Nyam Gyang	12/30/2020	Completed	DHIS 2 and other monitoring systems in use in the WASH sector were reviewed in a stakeholder meeting, led by MWDSEP. Ongoing support will be provided to MWDSEP to take forward the recommendations from the review

4.3	3. Advocate with MoH and MWDSEP for operationalisation of the MoU for leveraging the existing EHTs for sanitation and hygiene promotion	UNICEF	Murtaza Malik	12/30/2020	Completed	The matter was taken up with the relevant ministries who agreed that there was no need for an MoU as EHTs are already undertaking sanitation and hygiene promotion interventions. Accordingly, UNICEF is supporting capacity building of EHTs under sanitation and hygiene promotion.
5	UNICEF and GRZ should review and update the GRZ Mass ODF verification and certification protocols and develop post ODF monitoring protocol .Government with support from stakeholders should operationalise the ODF Strategy 2018 – 2030.				Agree	
5.1	1. Support MWDSEP in review and updating of the GRZ Mass ODF verification and certification protocols and development of post ODF monitoring protocol	UNICEF	Gloria Nyam Gyang	6/29/2022	Completed	The Mass Verification and Certification protocols have been reviewed, finalized and in use. Post ODF monitoring protocol was reviewed by Government and sector stakeholders, and is in the process of being finalized for use.
5.2	2. Provide funding and technical support to MWDSEP and partners for operationalisation of the ODF strategy	UNICEF	Murtaza Malik	12/30/2020	Completed	Support was provided to MWDSEP to strengthen capacity for CLTS in four provinces as part of the operationalization of the ODF strategy and there is ongoing funding support for CLTS implementation in targeted districts. A consulting firm has also been engaged to provide TA for sanitation marketing activities.
6	Government should operationalize the WASH-sector financing mechanism that suggests alternative resource mobilisation options.				Partially Agree	
6.1	1. Advocacy with Government for operationalisation of WASH sector financing mechanism and increase in financial allocation for WASH sector.	UNICEF	Murtaza Malik	12/30/2020	Completed	WASH basket funding mechanism has been approved by the Government. Efforts have been made to support the government in mobilization of additional resources through development of sector COVID-19 response plan, resulting in mobilization of over Euro 8 million for WASH sector.
7	Government should work towards filling the vacant positions at subnational level to deliver sanitation services. This calls for a coherent transitional plan with clear roles and responsibilities for staff at provincial and district levels. UNICEF should continue to support MWDSEP capacity building of staff and clarification of roles and responsibilities of its various units. UNICEF should support the Joint WASH and Environmental Protection Sector Review and finalisation of the National WASH Policy. Strengthen Sanitation and Hygiene Technical Working Group and develop specific coordination arrangements.				Partially Agree	
7.1	1. Advocacy with the Government on strengthening human resource capacity for WASH service delivery at the national and sub-national levels	UNICEF	Murtaza Malik	12/30/2020	Completed	Ongoing support is being provided to the MWDSEP , provinces and districts for strengthening human resource capacity at national and sub-national levels through technical guidance, training, and provision of equipment. Additional support will be provided to MWDSEP, provinces and districts during 2021.

7.2	2. Support strengthening of coordination arrangements at national and sub-national levels	UNICEF	Murtaza Malik	12/30/2020	Completed	Ongoing support is being provided to the Government for strengthening sector coordination at the national and sub-national levels. Regular meetings of the technical working group on water and sanitation at the national level and relevant coordination meetings at Provincial and district levels are being held.
8	Operationalise the Sustaining Demand component of the ODF Strategy 2018 – 2030. Government and UNICEF should strengthen sanitation marketing, which involves availing toilet design options applicable to specific conditions such as type of soil.				Agree	
8.1	1. Provide funding and technical support for sanitation marketing activities	UNICEF	Murtaza Malik	12/30/2020	Completed	This is an ongoing activity. Support is being provided to the districts for training of masons/ latrine builders to support construction of durable latrines. A consulting firm has been engaged to support sanitation marketing activities in 22 districts.
9	The National WinS Strategy, currently under development, should include low-cost but stronger toilet options. The toilet designs should withstand different environmental conditions.				Agree	
9.1	1. Support the development of WASH in schools designs.	UNICEF	Murtaza Malik	3/30/2021	Completed	Building on the designs that were previously developed, within 2021, school sanitation designs for flood-prone areas and areas with high water table were developed. All the designs have been collated and ongoing support will be provided to formalize and disseminate the compendium as part of the regular WASH programme..
10	For future programmes, UNICEF must include actions that deliberately target the most vulnerable members of the community, such as the disabled, by developing inclusive procedures or guidelines.				Agree	
10.1	1. Develop internal guidance note on inclusive WASH programming	UNICEF	Murtaza Malik	4/29/2020	Completed	The guidance note has been developed in consultation with WASH sector partners. The guidance note has been validated by WASH sector stakeholders
10.2	2. Deliberately target most vulnerable members of communities with WASH interventions	UNICEF	Murtaza Malik	12/30/2020	Completed	This is an ongoing activity. Vulnerable households are being supported under the KfW-supported Refugee WASH programme. The newly launched Rural WASH programme in Laupula Province also targets the most marginalized districts including islands
11	Community Involvement: Involving community leaders and structures in the CLTS model increases uptake of sanitation. Coupled with the emphasis on the use of local resources, the results of CLTS can be fully realized.				Agree	

11.1	1. Integrate sensitization of Chiefs into CLTS rollout in villages and chiefdoms	UNICEF	Gloria Nyam Gyang	12/30/2020	Completed	Chiefs and village headmen in targeted chiefdoms were sensitized and engaged in CLTS promotion and monitoring during 2020. The sensitization will continue in additional chiefdoms during 2021.
11.2	2. Engage with MoCTA to carry out advocacy with sector stakeholders on engaging chiefs to scale up CLTS.	UNICEF	Gloria Nyam Gyang	4/29/2021	Completed	Chiefs in targeted chiefdoms are being engaged in CLTS interventions. Engagement of the House of Chiefs at its sitting was deferred as a result of COVID-19 related restrictions. Discussions are ongoing between MWDSEP and Ministry of Chiefs and Traditional Affairs (MOCTA) on engagement with the house of Chiefs on scale-up of CLTS