

Case study: Kala Refugee Camp,  
Luapula Province, Zambia

**March – August 2001**

## Contents

<b>C1.</b>	<b>Introduction</b>	<b>295</b>
<b>C2.</b>	<b>Rapid assessment and priority setting</b>	<b>295</b>
	Background information	296
	Excreta disposal	298
	Solid waste management	310
	Waste management at medical centres	317
	Disposal of the dead	320
	Wastewater management	322
	Hygiene promotion	324
	Priority setting results	327
<b>C3.</b>	<b>Outline programme design</b>	<b>328</b>
	Solid waste management	329
	Waste management at medical centres	330
	Hygiene promotion	331
<b>C4.</b>	<b>Detailed programme design</b>	<b>332</b>
	Hygiene promotion	332
<b>C5.</b>	<b>Implementation management</b>	<b>335</b>
<b>C6.</b>	<b>Monitoring</b>	<b>336</b>
	Checklist analysis	336
	SWOT analysis	339
	Monitoring framework	340
	Situation report	341
<b>C7.</b>	<b>Evaluation</b>	<b>343</b>
	Summary	343
	Programme justification	343
	Activities	343
	Outputs	344
	Resources	344
	Evaluation framework	344
	Conclusions	346
	Recommendations	346

## C1. Introduction

This case study is designed to provide worked examples of how the Guidelines process is applied in the field. During 2001 WEDC undertook a period of field-testing in Kala refugee camp in Zambia, with the support and assistance of Médecins Sans Frontières (MSF), Holland. During field-testing the following sections of the Guidelines were used:

- **Rapid assessment and priority setting** - completion of assessment checklists and tables
- **Outline programme design** - outline plan of action produced
- **Detailed programme design** - detailed Gantt chart, logical framework and budget produce
- **Implementation** - monitoring and evaluation exercises conducted

This case study cannot include every single detail recorded during field-testing but hopefully provides a useful overview through presenting specific examples. All examples are from actual field practice but the interpretations and opinions expressed are solely those of the authors.

## C2. Rapid assessment and priority setting

The rapid assessment and priority setting process was conducted by completing the checklists for each sanitation sector. Where there are several different types of facility within one sector, a checklist has been produced for each. These have been simplified slightly for the purposes of this book. For each checklist a sector analysis table has been completed; all tables have been reproduced. All recorded data is then combined in the final priority setting table.

Checklists A-G show the recorded assessment information.

- Checklist A: Background information
- Checklist B: Excreta disposal
- Checklist C: Solid waste (SW) management
- Checklist D: Waste management at medical centres
- Checklist E: Disposal of dead bodies
- Checklist F: Wastewater (WW) management
- Checklist G: Hygiene promotion

Completed sector analysis tables follow each checklist.

## EMERGENCY SANITATION

### Checklist A: Background information

March 2001

#### General description

Kala refugee camp lies in Luapula province in north-eastern Zambia. The camp was set up in August 2000 for Congolese refugees fleeing civil strife in the Democratic Republic of Congo (DRC). The current population of the camp is 14,000 and the average family size is four. There are no figures for the breakdown of the population by sex or vulnerability. The population is currently steadily increasing by approximately 350 people per week. World Vision is responsible for camp management and MSF Holland is responsible for health, water supply and sanitation, although they hope to pull out by the end of the year. The local government provides police for camp security and UNHCR co-ordinates the relief effort.

The site is gently sloping with a freshwater source which is being treated and pumped to distribution points within the camp. The soil is a clayey loam and the current (wet season) water table is at a depth of approximately 2.5m. The space available per person is approximately 45m<sup>2</sup>. There is a large swampy area adjacent to the camp but drainage within the dwelling areas is generally adequate. The wet season lasts from November to April and there is generally no rainfall at all between June and September. Table C1 is a summary of general background information.

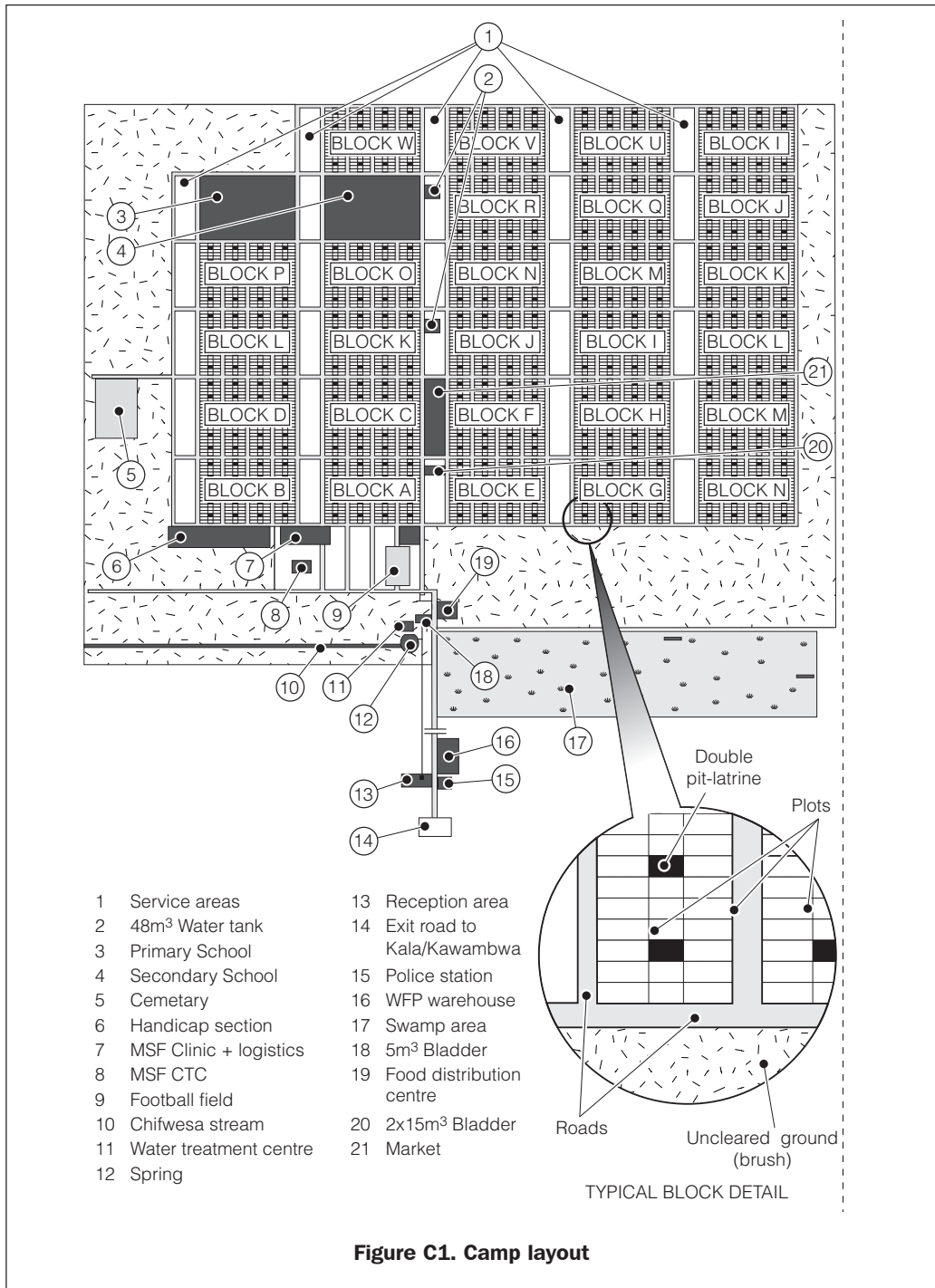
**Table C1. General information**

Location	Kala refugee camp, Zambia
Date	24/03/01
Organisation carrying out the assessment	MSF Holland; WEDC
Name of assessor(s)	Joseph N'gambi; Peter Harvey
Position of assessor(s)	Watsan Engineer; Researcher
Dates of assessment	18/03/01 - 24/03/01
Maximum level of intervention (short-term or long-term)	Long-term level
General location of affected area or site	Scrub woodland, adjacent to swampy plain
Nature of emergency and likely resolutions	Civil strife/unrest in DRC, no indication of likely resolution or return to DRC
Origin of affected population	DR Congolese refugees, few local Zambians
Seasonal/climatic implications	1000mm/year rainfall, wet season Nov.-Apr.
Government involvement	Zambia police present at camp, responsible for security
Relationship between local and displaced populations	Low local population but relationship reported to be good with minimal conflict
Other organisations working in the area	UNHCR (humanitarian co-ordination); World Vision (camp management and social affairs)

## CASE STUDY

### Geographical informaton

A map of the camp layout is shown in Figure C1.



## Checklist B: Excreta disposal

March 2001

### General description

Good quantity and distribution of communal latrines, generally hygienically used and maintained. Low usage of covers on drop-holes, however, and plastic sheeting over superstructure produces uncomfortably hot interior. Concrete latrine slabs are thicker than necessary (approx.10cm), with no foot-rest positions, and are often poorly seated above pit. Corn-cobs are most commonly used for anal cleansing.

Family latrines (situated in Blocks A-F only) provide a better level of service in terms of quantity and quality but this distinction is not crucial. The families are responsible for pit excavation and superstructure construction (from mud, timber and grass), whilst MSF provides a reinforced concrete latrine slab. MSF workers presently construct latrines for vulnerable households in these areas.

Latrines for the disabled and at schools and health facilities are generally acceptable. The newly constructed VIP latrines at the health post are of very good quality.

Latrines at the reception centre are poorly constructed, used and maintained. Although an MSF team cleans and disinfects facilities daily, many new arrivals have to stay for several days and do not use the latrines provided, due to overcrowding.

One general checklist has been completed and a table has been completed for each of the following:

- domestic communal latrines;
- domestic family latrines;
- latrines for special groups (visually impaired);
- latrines at schools;
- latrines at the medical centre; and
- latrines at the reception centre.

### Quality

1. Existing facilities are technically appropriate in general, although some spaces are too small and plastic sheeting makes communal latrines hot inside.
2. Existing facilities are generally socio-culturally acceptable to users, although there is no access for young children; and some users expressed preference for family units.
3. Potential hazards for disease transmission include contact with children's faeces and lack of drop-hole covers.
4. Current facilities and practices are sustainable for at least one year; average pit size 4m<sup>3</sup> for 16 users.

### Quantity

1. Ratio of domestic facilities (cubicle or space) to population is 1/16 for communal; and 1/ 4 family.
- 1b. Ratio of facilities in public places or institutions: 1/25 schools; 1/80 beds at medical centre; and 1/(18-70) at reception centre.
2. Maximum one-way walking distance for users: 15-30m

### Usage

1. Proportion of the affected population with access to appropriate facilities: 75%-90%
2. Proportion of the affected population using the appropriate facilities correctly on a regular basis: 50% (reception centre); otherwise >90%

**B. Excreta disposal**  
**B.1-3 Domestic excreta disposal**

Location of assessment:..... **Kala camp, Zambia** ..... Date:..... **19/03/01** ..... Assessor:..... **P Harvey** .....  
This table should be completed for each of the following as appropriate (underline or circle the relevant):  
**B.1 Single or shared family latrines**    **B.2 Domestic communal latrines**    **B.3 Latrines for special groups**

Data	Collected data	B	Range	7			4	1		M	C
			10								
Technical appropriateness	Gen. OK but spaces small, hot interior, slab unstable	5	inappropriate	technically basic	appropriate	very appropriate	0.25			0.25	1.25
Social and cultural acceptability	Some people would prefer family latrines	5	very unacceptable	unacceptable	acceptable	very acceptable	0.25			0.25	1.25
Potential hazard to health	No drop-hole covers, not used by young children	5	major hazard	basic protection	minimal hazard	no hazard	0.25			0.25	1.25
Sustainability of facilities	4m³ pits: >1 year	1	None	1 month	6 months	>1 year	0.25			0.25	0.25
Ratio of latrine spaces to population	1/16 on average	1	None	1/100 or immediate responses	1/50	1/20	0.5			0.5	0.5
Maximum one-way walking distance	30m	2	> 100m	75m	50m	<25m	0.5			0.5	1.0
% of population with access to appropriate facilities	80%	3	None	50%	75%	>95%	0.5			0.5	1.5
% of population using appropriate facilities correctly	80%	3	None	50%	75%	>95%	0.5			0.5	1.5
Total										8.5	

# 300

**Kala camp, Zambia**  
**19/03/01**  
 Date: \_\_\_\_\_  
 Assessor: \_\_\_\_\_  
**P. Harvey**

This table should be completed for each of the following as appropriate (underline or circle the relevant):

***B.1 Single or shared family latrines***

Data	Collected data	B	Range				M	C
			10	7	4	1		
Technical appropriateness	<b>Gen. OK but slabs often poorly seated</b>	<b>3</b>	inappropriate	technically basic	appropriate	very appropriate	0.25	<b>0.75</b>
Social and cultural acceptability	<b>Good privacy, traditional materials</b>	<b>3</b>	very unacceptable	unacceptable	acceptable	very acceptable	0.25	<b>0.75</b>
Potential hazard to health	<b>Well maintained but not used by young children</b>	<b>4</b>	major hazard	basic protection	minimal hazard	no hazard	0.25	<b>1.0</b>
Sustainability of facilities	<b>&gt;1 year</b>	<b>1</b>	None	1 month	6 months	>1 year	0.25	<b>0.25</b>
Ratio of latrine spaces to population	<b>1/4</b>	<b>1</b>	None	1/100 or immediate responses	1/50	1/20	0.5	<b>0.5</b>
Maximum one-way walking distance	<b>15m</b>	<b>1</b>	>100m	75m	50m	<25m	0.5	<b>0.5</b>
% of population with access to appropriate facilities	<b>&gt;95%</b>	<b>1</b>	None	50%	75%	>95%	0.5	<b>0.5</b>
% of population using appropriate facilities correctly	<b>&gt;95%</b>	<b>1</b>	None	50%	75%	>95%	0.5	<b>0.5</b>
<b>Total</b>							<b>4.8</b>	



B.1-3 Domestic excreta disposal

Location of assessment:..... **Kala camp, Zambia**..... Date: **19/03/01**..... Assessor:..... **P Harvey**.....

This table should be completed for each of the following as appropriate (underline or circle the relevant):  
*B.1 Single or shared family latrines    B.2 Domestic communal latrines    B.3 Latrines for special groups*

Data	Collected data	B	Range	M			C
			10	7	4	1	
Technical appropriateness	<b>Gen. OK good additional space</b>	<b>4</b>	inappropriate	technically basic	appropriate	very appropriate	<b>1.0</b>
Social and cultural acceptability	<b>Gen. Acceptable</b>	<b>4</b>	very unacceptable	unacceptable	acceptable	very acceptable	<b>1.0</b>
Potential hazard to health	<b>Minimal</b>	<b>4</b>	major hazard	basic protection	minimal hazard	no hazard	<b>1.0</b>
Sustainability of facilities	<b>&gt;1 year</b>	<b>1</b>	None	1 month	6 months	>1 year	<b>0.25</b>
Ratio of latrine spaces to population	<b>Apx. 1/20</b>	<b>1</b>	None	1/100 or immediate responses	1/50	1/20	<b>0.5</b>
Maximum one-way walking distance	<b>&lt;15m</b>	<b>1</b>	>100m	75m	50m	<25m	<b>0.5</b>
% of population with access to appropriate facilities	<b>&gt;95%</b>	<b>1</b>	None	50%	75%	>95%	<b>0.5</b>
% of population using appropriate facilities correctly	<b>&gt;95%</b>	<b>1</b>	None	50%	75%	>95%	<b>0.5</b>
Total							<b>5.3</b>

B.4 Excreta disposal for public places

Location of assessment:..... **Kala camp, Zambia** ..... Date:..... **19/03/01** ..... Assessor:..... **P. Harvey** .....  
This table should be completed for each of the following as appropriate (underline or circle the relevant):  
*Medical centres    Schools    Markets    Feeding centres*

Data	Collected data	B	Range 10	7				4	1	M	C
Technical appropriateness	As domestic latrines	5	inappropriate		technically basic		appropriate		very appropriate	0.25	1.25
Social and cultural acceptability	Generally acceptable but no sex segregation	5	very unacceptable		unacceptable		acceptable		very acceptable	0.25	1.25
Potential hazard to health	No handwashing facilities	6	major hazard		basic protection		minimal hazard		no hazard	0.25	1.5
Sustainability of facilities	>1 year	1	None		1 month		6 months		>1 year	0.25	0.25
Ratio of latrine spaces to health centre beds / patients OR			None		1/50 beds 1/100 outpatients		1/20 beds 1/50 outpatients		1/10 beds 1/20 outpatients	0.5 OR	
Ratio of latrine spaces to school pupils OR	1/25	2	None		1/50 girls 1/100 boys		1/30 girls 1/60 boys		1/15 girls 1/30 boys	0.5 OR	1.0
Ratio of latrine spaces to market stalls OR			None		1/100 stalls		1/50 stalls		1/20 stalls	0.5 OR	
Ratio of latrine spaces to population at feeding centres			None		1/100		1/50		1/20	0.5	

continued ....

B.2 Excreta disposal for public places

.... continued

Data	Collected data	B	Range				M	C
			10	7	4	1		
Maximum one-way walking distance	25m	1	>100m	75m	50m	<25m	0.5	0.5
% of population with access to appropriate facilities	All pupils	1	None	50%	75%	>95%	0.5	0.5
% of population using appropriate facilities correctly	Well maintained and used by all pupils	1	None	50%	75%	>95%	0.5	0.5
Total								6.8

B.4 Excreta disposal for public places

Location of assessment: Kala camp, Zambia Date: 19/03/01 Assessor: P. Harvey  
This table should be completed for each of the following as appropriate (underline or circle the relevant):

Medical centres   Schools   Markets   Feeding centres

Data	Collected data	B	Range				M	C
			10	7	4	1		
Technical appropriateness	New latrines very good, older slabs unstable	3	inappropriate	technically basic	appropriate	very appropriate	0.25	0.75
Social and cultural acceptability	Generally acceptable + sex segregation	3	very unacceptable	unacceptable	acceptable	very acceptable	0.25	0.75
Potential hazard to health	Minimal, slippery surfaces	4	major hazard	basic protection	minimal hazard	no hazard	0.25	1.0
Sustainability of facilities	>1 year	1	None	1 month	6 months	>1 year	0.25	0.25
Ratio of latrine spaces to health centre beds / patients OR	4/80 beds = 1/20 4/250 OP = 1/60	4	None	1/50 beds 1/100 outpatients	1/20 beds 1/50 outpatients	1/10 beds 1/20 outpatients	0.5 OR	2.0
Ratio of latrine spaces to school pupils OR			None	1/50 girls 1/100 boys	1/30 girls 1/60 boys	1/15 girls 1/30 boys	0.5 OR	
Ratio of latrine spaces to market stalls OR			None	1/100 stalls	1/50 stalls	1/20 stalls	0.5 OR	
Ratio of latrine spaces to population at feeding centres			None	1/100	1/50	1/20	0.5	

continued ....

B.2 Excreta disposal for public places

.... continued

Data	Collected data	B	Range 10					M	C
				7	4		1		
Maximum one-way walking distance	25m	1	>100m	75m	50m		<25m	0.5	0.5
% of population with access to appropriate facilities	90%	1	None	50%	75%		>95%	0.5	0.5
% of population using appropriate facilities correctly	90%	1	None	50%	75%		>95%	0.5	0.5
Total									6.3

B.4 Excreta disposal for public places

Location of assessment: **Kala camp, Zambia**..... Date: **19/03/01**..... Assessor: **P. Harvey**.....  
 This table should be completed for each of the following as appropriate (underline or circle the relevant):  
 Medical centres    Schools    Markets    Reception centres

Data	Collected data	B	Range 10				M	C
				7	4	1		
Technical appropriateness	Pits too small, erosion, slabs poorly seated	7	inappropriate	technically basic	appropriate	very appropriate	0.25	1.75
Social and cultural acceptability	Odour/lack of maintenance	6	very unacceptable	unacceptable	acceptable	very acceptable	0.25	1.5
Potential hazard to health	Strong odour, flies, open defecation	7	major hazard	basic protection	minimal hazard	no hazard	0.25	1.75
Sustainability of facilities	3 months	6	None	1 month	6 months	>1 year	0.25	1.5
Ratio of latrine spaces to health centre beds / patients OR			None	1/50 beds 1/100 outpatients	1/20 beds 1/50 outpatients	1/10 beds 1/20 outpatients	0.5 OR	
Ratio of latrine spaces to school pupils OR			None	1/50 girls 1/100 boys	1/30 girls 1/60 boys	1/15 girls 1/30 boys	0.5 OR	
Ratio of latrine spaces to market stalls OR			None	1/100 stalls	1/50 stalls	1/20 stalls	0.5 OR	
Ratio of latrine spaces to population at feeding centres	1/18 - 1/70	4	None	1/100	1/50	1/20	0.5	2.0

continued ....

B.2 Excreta disposal for public places

.... continued

Data	Collected data	B	Range				M	C
			10	7	4	1		
Maximum one-way walking distance	25m	1	>100m	75m	50m	<25m	0.5	0.5
% of population with access to appropriate facilities	75%	4	None	50%	75%	>95%	0.5	2.0
% of population using appropriate facilities correctly	>50%	8	None	50%	75%	>95%	0.5	4.0
Total								15.0



## EMERGENCY SANITATION



**Kala refugee camp**



**Pit latrine construction**



## CASE STUDY



**Preparation of concrete latrine slabs**



**Family pit latrine under construction**

## Checklist C: Solid waste management

March 2001

### General description

Solid waste management at Kala camp is generally ineffective and is especially poor at the market where large volumes of undisposed solid waste are clearly visible and there is no appropriate system for collection, transport and disposal. Solid waste management at the reception centre is also currently insufficient, although workers clean the site daily.

In general, there is very low coverage of family garbage pits which are poorly designed and neither covered nor replaced when full. Household waste is largely organic but in general is not disposed of appropriately.

Communal solid waste pits are currently under construction (Blocks A-F only) but are not yet in operation. Pits of depths above 2.5m are currently intercepting the water table.

### Quality

1. Facilities and systems are technically basic in most areas.
2. Potential hazards for disease transmission: flies, mosquitoes breeding in communal pits, vermin around market and reception centre; and waste workers are currently not provided with protective clothing.
3. Current appropriate disposal systems can be sustained for >1 year (communal) and a few months (family).

### Quantity

1. Ratio of pit volume per day to population is 7m<sup>3</sup>/32 people.
2. Maximum walking distance to the nearest pit, bin or container is <30m (communal pits); and <15m (family pits).

### Usage

1. Proportion of the population using appropriate collection facilities correctly: <50%.
2. Proportion of collected SW transported to approved disposal sites: <50%.
3. Proportion of collected SW disposed of appropriately: <50%.

C. Solid waste management

C.1 Family or communal pit disposal (on-site)

Location of assessment: Kala camp, Zambia..... Date: 19/03/01..... Assessor: P. Harvey.....  
This table should be completed for each of the following as appropriate (underline or circle the relevant):  
Domestic/dwelling areas Markets Feeding centres Schools

Data	Collected data	B	Range 10	7			4		1		M	C
				inappropriate	Technically basic	appropriate	minimal hazard	no hazard	>1 year	6m <sup>3</sup> /50		
Technical appropriateness	Technical basic	7	inappropriate	major hazard	1 month	6 months	6m <sup>3</sup> /100	6m <sup>3</sup> /200	45m	30m	0.33	2.3
Potential hazard to health	Flies, mosquitoes	6	major hazard	None	1 month	6 months	6m <sup>3</sup> /100	6m <sup>3</sup> /200	45m	30m	0.33	2.0
Sustainability of facilities	Few months	7	None	None	1 month	6 months	6m <sup>3</sup> /100	6m <sup>3</sup> /200	45m	30m	0.33	2.3
Ratio of pit volume (per day) to population	1m <sup>3</sup> /4 6m <sup>3</sup> /24	1	None	None	1 month	6 months	6m <sup>3</sup> /100	6m <sup>3</sup> /200	45m	30m	0.5	0.5
Maximum one-way walking distance to family pit OR	<15m	1	>70m		45m	30m			15m		0.5 OR	0.5
Maximum one-way walking distance to communal pit			>250m		200m	150m			100m		0.5	
% of population with access to appropriate facilities	<50%	8	None		50%	75%			>95%		0.5	4.0
% of population using appropriate facilities correctly	<50%	8	None		50%	75%			>95%		0.5	4.0
Total											15.6	

C.3 Communal waste collection (without bins) and disposal (off-site)

Location of assessment: **Kala camp, Zambia** Date: **19/03/01** Assessor: **P. Harvey**

This table should be completed for each of the following as appropriate (underline or circle the relevant):

Markets Feeding centres Schools

Data	B	Range 10	1				M	C
			7	4				
Technical appropriateness	8	inappropriate	technically basic	appropriate		very appropriate	0.33	2.7
Potential health hazard	8	major hazard	basic protection	minimal hazard		no hazard	0.33	2.7
Sustainability of facilities	9	None	1 month	6 months		> 1 year	0.33	3.0
Ratio of collection vehicle volume (per day) to unit of measure	10	None	0.2/ person or 5/stall	0.4/ person or 10/stall		1.0/ person or 20/stall	0.33	3.3
Distance to final disposal site from nearest habitable building	10	<250m	500m	750m		> 1km	0.33	3.3
Land available for land filling per day OR		None	0.25m <sup>3</sup> /person	0.50m <sup>3</sup> /person		0.75m <sup>3</sup> /person	0.33 OR	
Ratio of pit volume (per day) to population	9	None	6m <sup>3</sup> /200	6m <sup>3</sup> /100		6m <sup>3</sup> /50	0.33	3.0

continued ....

C.3 Communal waste collection (without bins) and disposal (off-site)

.... continued

Data	Collected data	B	Range 10					M	C
				7	4	1			
% of population using appropriate collection facilities correctly	None	10	None	50%	75%	>95%		0.33	3.3
% of collected solid waste transported correctly	None	10	None	50%	75%	>95%		0.33	3.3
% of collected solid waste disposed of correctly	None	10	None	50%	75%	>95%		0.33	3.3
T-al									28.0

C.3 Communal waste collection (without bins) and disposal (off-site)

Location of assessment:..... **Kala camp, Zambia** ..... Date:..... **19/03/01** ..... Assessor:..... **P. Harvey** .....

This table should be completed for each of the following as appropriate (underline or circle the relevant):

Markets Reception centres Schools

Data	Collected data	B	Range				1			M	C
			10	7	4						
Technical appropriateness	Capacity too low	7	inappropriate	technically basic	appropriate	very appropriate	0.33	2.3			
Potential health hazard	Flies, vermin, no clothing	7	major hazard	basic protection	minimal hazard	no hazard	0.33	2.3			
Sustainability of facilities	<1 month	8	None	1 month	6 months	> 1 year	0.33	2.7			
Ratio of collection vehicle volume (per day) to unit of measure	130l wheelbarrow x 2 trips	1	None	0.2l/ person or 5l/stall	0.4l/ person or 10l/stall	1.0l/ person or 20l/stall	0.33	0.3			
Distance to final disposal site from nearest habitable building	<20m	10	<250m	500m	750m	> 1km	0.33	3.3			
Land available for land filling per day OR			None	0.25m³ /person	0.50m³ /person	0.75m³ /person	0.33 OR				
Ratio of pit volume (per day) to population	Virtually none	9	None	6m³/200	6m³/100	6m³/50	0.33	3.0			

continued ...

C.3 Communal waste collection (without bins) and disposal (off-site)

.... continued

Data	Collected data	B	Range				M	C
			10	7	4	1		
% of population using appropriate collection facilities correctly	50%	7	None	50%	75%	>95%	0.33	2.3
% of collected solid waste transported correctly	90%	2	None	50%	75%	>95%	0.33	0.7
% of collected solid waste disposed of correctly	75%	4	None	50%	75%	>95%	0.33	1.3
Total								18.2



## EMERGENCY SANITATION



**Market solid waste**



**Domestic solid waste**



## Checklist D: Waste management at medical centres

March 2001

### General description

Segregation of different types of waste at source is currently ineffective, storage and transportation facilities are generally inappropriate, and training and support to staff is insufficient. Open containers used to segregate waste are unsafe, workers have no gloves or protective clothing, and have received no training.

The open pit for disposal of general waste is poorly managed and too close to the health post. Medical waste (including sharps) is mixed with general waste in the burner (which is unable to incinerate sharps) and the combusted waste is disposed of in a sealed pit. Placentas are currently buried in a designated area at the rear of the health post, which is socio-culturally acceptable although the site requires some management.

### Quality

1. Facilities and systems are technically basic.
2. Potential hazards for disease transmission: open pit, insects, etc.; open containers without lids for sharps and infectious waste; and no protective clothing.
3. The current disposal system can be sustained for about a month.

### Quantity

1. Average number of beds for each set of three segregated containers (sharps, medical, general): 20
2. Average walking distance to the container(s): 3m
3. Volume of the transport system from container to final disposal point: insufficient
4. Ratio of original pit volume per bed: 700l/bed
5. Capacity of the incinerator is very insufficient for its purpose.
6. Distance to the nearest habitable building from the pit and/or incinerator: 15m (pit); 40m (burner)

### Usage

1. Proportion of waste sorted and placed in correct containers: 50%
2. Proportion of collected waste safely transported to the disposal point: 50%
3. Proportion of collected waste safely disposed of: 50%

D. Waste management at medical centres

Location of assessment:..... **Kala camp, Zambia** Date:..... **19/03/01** Assessor:..... **P. Harvey**

Data	Collected data	B	Range				M	C
			10	7	4	1		
Technical appropriateness	Technically basic	7	inappropriate	technically basic	appropriate	very appropriate	0.33	2.3
Potential health hazard	Open pit, no gloves incineration inefficient	7	major hazard	basic protection	minimal hazard	no hazard	0.33	2.3
Sustainability of facilities	1 month	7	None	1 month	6 months	>1 year	0.33	2.3
No. of beds* per set of segregated containers	20	1	None	40 beds/ 1 set	30 beds/ 1 set	20 beds/ 1 set	0.2	0.2
Average one- way distance to containers	<5m	1	>20m	20m	10m	<5m	0.2	0.2
Volume of transport for segregated waste	Insufficient	7	None	Insufficient	Sufficient	Ideal	0.2	1.4
Original pit volume per bed* AND/OR	700l/bed	5	None	400l/bed	800l/bed	>1200l/bed	0.2/ 0.1	0.5
Capacity of incinerator	Very insufficient	10	Very insufficient	Insufficient	Sufficient	Ideal	0.2/ 0.1	1.0
Distance of incinerator from nearest habitable building AND/OR	40m	1	0m	5m	15m	>30m	0.2/ 0.1	0.1

continued ...

D. Waste management at medical centres

.... continued

Data	Collected data	B	Range 10					M	C
				7	4		1		
Distance of pit from nearest habitable building	15m	10	<25m	50m	75m		>100m	0.2/ 0.1	1.0
% of waste appropriately collected and sorted	50%	7	None	50%	75%		>95%	0.33	2.3
% of collected waste safely transported	50%	7	None	50%	75%		>95%	0.33	2.3
% of collected waste safely disposed	30%	8	None	50%	75%		>95%	0.33	2.7
Total									18.7

\*Where medical centres have no beds, 2 outpatients can be taken to be equivalent to 1 bed.

### Checklist E: Disposal of dead bodies

March 2001

#### General description

Burial site is 500m x 500m and approximately 250m from nearest dwelling. Community organises grave digging and transportation of bodies; and MSF/World Vision provide coffins.

In general, satisfactory facilities and procedures are in place for the burial of the dead, although there is a lack of site management at the cemetery. No cremation occurs.

#### Quality

1. Facilities are technically appropriate
2. Potential hazards for disease transmission: none.
3. Current facilities are socially and culturally acceptable.
4. Current facilities can continue to be used for several years.

#### Quantity

1. Space available for burial sites: 0.25m<sup>2</sup> per 10,000 population
2. Distance to burial or cremation sites from the nearest habitable building: 250m
3. Proportion of bodies properly disposed of in an appropriate time: 100%

#### Usage

1. Proportion of the affected population with access to and willing to use the designated facilities: 100%

E. Disposal of dead bodies

Location of assessment: Kala camp, Zambia Date: 19/03/01 Assessor: P. Harvey

This table should be completed for each of the following as appropriate (underline or circle the relevant):

E.1 Burial E.2 Cremation at Domestic/dwelling or Medical centres

Data	Collected data	B	Range	7			4		1		M	C
			10									
Technical appropriateness	Gen. OK poor site management	4	inappropriate	technically basic	appropriate	very appropriate				0.25	1.0	
Social and cultural acceptability	Very acceptable	2	very unacceptable	unacceptable	acceptable	very acceptable				0.25	0.5	
Potential health hazard	Very minimal	1	major hazard	basic protection	minimal hazard	no hazard				0.25	0.25	
Sustainability of facilities	>1 year	1	None	1 month	6 months	>1 year				0.25	0.25	
Sites available for burial OR	>15000m <sup>3</sup> /10,000	1	None	500m <sup>2</sup> / 10,000	1000m <sup>2</sup> /10,000	1500m <sup>2</sup> /10,000				0.330R	0.3	
Availability of fuel for cremation			None	basic supply	adequate	plentiful				0.33		
One-way distance to burial/ cremation sites from nearest habitable building	250m	5	<100m	100m	300m	500m				0.33	1.7	
Collection and storage of dead bodies before decomposition	100%	1	None	50%	75%	100%				0.33	0.3	
% of population with access and willing to use designated facilities	100%	1	None	50%	75%	>95%				1.0	1.0	
Total											5.4	

**Checklist F: Wastewater management**

*March 2001*

**General description**

In general, wastewater management at the various waterpoints throughout the camp is satisfactory. Soak-pits have been constructed at all points and these are generally appropriately designed and able to cope with the volume of wastewater produced. There is potential for some covered pits to become mosquito breeding sites, however, because of open entrances and lack of gravel infilling.

This assessment has assumed that current interventions will be completed promptly and hence associated problems have not been covered by the assessment. These include unfinished and uncovered soak-pits which currently accommodate mosquito larvae populations. Implementation of planned interventions has already commenced and should be appropriate in preventing recurrence of these problems.

**Quality**

1. Proportion of facilities technically appropriate for their current use at all times of year: 75%
2. Breeding sites for mosquitoes in soakpits and near one waterpoint.
3. Proportion of facilities adequately maintained and managed: 75%

**Quantity**

1. Proportion of facilities that have been provided with a functional wastewater disposal system: 100%

**Usage**

1. Proportion of the total wastewater generated disposed of to appropriate designated locations: 90%

F. Wastewater management

Location of assessment:..... **Kala camp, Zambia** ..... Date:..... **19/03/01** ..... Assessor:..... **P. Harvey** .....

This table should be completed for each of the following as appropriate (underline or circle the relevant):

Domestic/dwelling areas    Markets    Feeding centres    Medical centres    Schools

Data	Collected data	B	Range 10	7			4		1		M	C
% of facilities technically appropriate to current purpose	<b>75%</b>	<b>4</b>	None	50%			75%		100%		0.33	<b>1.3</b>
Potential health hazard	<b>Mosquitoes breeding</b>	<b>8</b>	major hazard	basic protection			minimal hazard		no hazard		0.33	<b>2.7</b>
% of wastewater facilities which are adequately maintained and managed	<b>75%</b>	<b>4</b>	None	50%			75%		100%		0.33	<b>1.3</b>
% of facilities with functional wastewater disposal systems	<b>90%</b>	<b>2</b>	None	50%			75%		100%		1.0	<b>2.0</b>
% of wastewater disposed of in appropriate designated sites	<b>90%</b>	<b>2</b>	None	50%			75%		>95%		1.0	<b>2.0</b>
Total											<b>9.3</b>	

## Checklist G: Hygiene promotion

May 2001

**Note: The hygiene promotion programme was not assessed in March since this was then at the trial stage only. The need for various hygiene promotion interventions was recognised and a full programme was initiated soon after. The checklist and table below were completed in May 2001 to provide an example of how these are used.**

### General description

Hygiene promoters have been recruited from the affected community to work for the health information and hygiene promotion teams. They have received minimal training in hygiene promotion so far. Basic messages concerning food hygiene, handwashing and water storage have been delivered through house-to-house visits, but little focus has been given to excreta disposal or solid waste management. Currently training and supervision is being conducted by the health team alone and there is no collaboration with the sanitation team; consequently the activities of the team are biased towards following up medical cases rather than hygiene promotion.

### Quality

1. Proportion of facilitators from the same social and ethnic background as the affected population: 100%
2. Proportion of facilitators which has received appropriate training: 30%
3. Proportion of the messages being promoted accurate, appropriate to the target audiences and completely cover the topic: 30%
4. Proportion of methods being used to disseminate messages compatible with socio-cultural aspects of the population: 50%

### Quantity

1. Number of facilitators per thousand affected people: 1.25
2. Proportion of affected area that has been targeted for hygiene promotion activities: 75%
3. Proportion of relevant sanitation sectors covered by these Guidelines which are being targeted by the promotion programme: 50%

### Usage

1. Proportion of the affected population which has received, understood and remembered the messages: 30%
2. Proportion of the population that has put hygiene promotion messages into practice: 20%
3. Proportion of all messages delivered that has been implemented by the population: 30%



G. Hygiene promotion

Location of assessment: Kala camp, Zambia Date: 17/05/01 Assessor: P. Harvey  
This table should be completed for each of the following as appropriate (underline or circle the relevant):

Domestic/dwelling areas    Markets    Feeding centres    Medical centres    Schools

Data	Collected data	B	Range				M	C
			10	7	4	1		
% of trained facilitators from the same social background	100%	1	None	50%	75%	100%	0.33	0.3
% of messages accurate, appropriate and complete	30%	8	None	50%	75%	100%	0.33	2.7
% of messages delivered in a way that is socio-culturally acceptable	50%	7	None	50%	75%	100%	0.33	2.3
Number of facilitators per thousand people	1/800	3	None	1	2	>2	0.33	1.0
% area covered by campaign	75%	4	None	50%	75%	100%	0.33	1.3
% of relevant sanitation sectors for which appropriate use is promoted	50%	7	None	50%	75%	100%	0.33	2.3

continued ...

G. Hygiene promotion

.... continued

Data	Collected data	B	Range 10					M	C
				7	4		1		
% of population receiving, understanding and remembering promotional messages	30%	7	None	30%	50%		> 75%	0.33	2.3
% of population putting messages into practice	20%	8	None	30%	50%		> 75%	0.33	2.7
% of messages delivered implemented	30%	7	None	30%	50%		> 75%	0.33	2.3
Total									17.3

# CASE STUDY

## Priority setting results

Location of assessment: **Kala camp, Zambia**. Date: **19/03/01**. Assessor: **P. Harvey**.

Table C3. Sector analysis results								
Sector	Area						Sector average	Priority sector(s)
	D A	Mkt	R C	M C	Sch			
B. Excreta disposal								
B.1 Single/ shared	4.8					6.8	7.0	Low
B.1 Domestic communal	8.5					8.5		
B.1 Special groups	5.3					5.3		
B.2 Communal latrines		-	15.0	6.3	6.8	9.4		
C. Solid waste management								
C.1 Pit disposal	15.6					15.6	19.4	High
C.2 Bin disposal	-	-	-		-	-		
C.3 Communal disposal		28.0	18.2		-	23.1		
D. Waste management at medical centres								
D.				18.7		18.7	18.7	High
E. Disposal of dead bodies								
E.1 Burial	5.4			-		5.4	5.4	Low
E.2 Cremation	-			-		-		
F. Wastewater management								
F.	9.3		-	-		9.3	9.3	Low
G. Hygiene promotion								
G.	-	-	-	-	-		-	
Area average	8.2	28.0	16.6	12.5	6.8	12.0	Site average	
Priority area(s)	Low	V. High	High	Medium	Low			

D A – Dwelling areas; Mkt – Markets; R C – Reception centres; M C – Medical centres; Sch - Schools

**Table C4. Summary assessment table (19/03/01)**

<b>Sector</b>	<b>Score</b>	<b>Priority</b>
Excreta disposal	<b>7.0</b>	
Solid waste management	<b>19.4</b>	<b>High</b>
Waste management at medical centres	<b>18.7</b>	<b>High</b>
Disposal of dead bodies	<b>5.4</b>	
Wastewater management	<b>9.3</b>	
Hygiene promotion	<b>N/A</b>	<b>Very high</b>
<b>AVERAGE site score</b>	<b>12.0</b>	<b>Short-term acceptable level</b>

### Summary

In general there is a satisfactory standard of sanitation facilities, services and practices in the camp. According to medical staff the overall health status in the camp is acceptable, with malaria the most prevalent disease. The camp average score is slightly higher than the long-term acceptable level, primarily due to problems concerning solid waste and medical waste management. There is also a need for an effective hygiene promotion programme.

### Recommendations

Based on this analysis the following priority sectors were identified: solid waste management, waste management at the medical centre and hygiene promotion. An outline programme design and plan of action were then produced.

### C3. Outline programme design

*The outline programme design was produced in March 2001, a simplified version is produced below.*

The outline programme design for all relevant sectors is presented in Table C5. This includes key activities, a time-frame and responsible bodies for co-ordination of activities (the facilitator). Immediate actions should be implemented within one month.

## CASE STUDY

**Table C5. Sanitation plan of action**

Area/time frame	Action	Facilitator
<b>Solid waste management</b>		
MARKET Immediate	<ul style="list-style-type: none"> <li>■ Excavate pit (1.5m x 2m x 2m) approx. 75m from market along service strip.</li> <li>■ Recruit workers to clean market, and transport and dispose of waste.</li> <li>■ Provide overalls, boots, gloves, brooms, spades and wheelbarrows.</li> <li>■ Provide at least four bins at market.</li> <li>■ Fill and cover pits at market.</li> </ul>	<ul style="list-style-type: none"> <li>■ World Vision</li> </ul>
MARKET Long-term	<ul style="list-style-type: none"> <li>■ Workers to be paid for one month by World Vision and then from contributions from stall-holders.</li> <li>■ Pit to be properly managed by regular infilling and combustion of waste when appropriate.</li> <li>■ New pit to be constructed alongside, once pit is full.</li> </ul>	<ul style="list-style-type: none"> <li>■ World Vision</li> <li>■ Market committee</li> </ul>
RECEPTION CENTRE Immediate	<ul style="list-style-type: none"> <li>■ Provide bins at reception centre.</li> <li>■ Train World Vision workers in appropriate collection and disposal.</li> </ul>	<ul style="list-style-type: none"> <li>■ World Vision</li> </ul>
RECEPTION CENTRE Long-term	<ul style="list-style-type: none"> <li>■ Construct new covered pit approx. 100m from dwellings to be used by workers only</li> <li>■ Close existing pit.</li> </ul>	<ul style="list-style-type: none"> <li>■ World Vision</li> </ul>
DWELLING AREAS Immediate	<ul style="list-style-type: none"> <li>■ Complete communal waste pits (Blocks A-F) and pits for vulnerable households.</li> <li>■ Train hygiene promoters.</li> <li>■ Hygiene team to promote respective appropriate use and management of communal pits (A-F) and family pits.</li> </ul>	<ul style="list-style-type: none"> <li>■ MSF Sanitation and Hygiene promotion team</li> </ul>
DWELLING AREAS Long-term	<ul style="list-style-type: none"> <li>■ Monitor use of communal waste pits (Blocks A-F) and compare with effectiveness of family garbage pit programme.</li> <li>■ Decide on most appropriate long-term solution and continue relevant programme.</li> </ul>	<ul style="list-style-type: none"> <li>■ MSF Hygiene promotion team</li> </ul>

	Week starting							
Activity	26/3	2/4	9/4	16/4	23/4	30/4	7/5	14/5
Recruit staff		World Vision						
Provide tools			World Vision					
Provide bins			World Vision					
Excavate pit			World Vision					
Fill old pits			World Vision					
Collect levies and pay staff			Market committee					

## EMERGENCY SANITATION

Area/time frame	Action	Facilitator
<b>Waste management at medical centres</b>		
Immediate	<ul style="list-style-type: none"> <li>■ Provide uniform and labelled plastic containers with lids for medical waste.</li> <li>■ Provide uniform and labelled plastic bins for general waste.</li> <li>■ Collect small plastic medicine containers, glue lids on, make slots, and label for disposal of sharps.</li> <li>■ Provide uniform and labelled plastic bins for disposal of glassware.</li> <li>■ Fill existing pit near health post and dig new pit with cover approx. 50m from health post and OPD.</li> <li>■ Construct sealed sharps pit with restrictive entrance for disposal of sharps containers and glassware only.</li> <li>■ Dispose of existing sharps containers in pit.</li> <li>■ Locate burner next to general pit and use for medical waste (excluding sharps) only.</li> <li>■ Train all health staff in new procedures</li> <li>■ Train cleaning staff in importance of collection, transportation and disposal procedures.</li> </ul>	<ul style="list-style-type: none"> <li>■ MSF Sanitation and Health teams</li> </ul>
Long-term	<ul style="list-style-type: none"> <li>■ Monitor use and seal and replace pit for general waste and pit for sharps when required.</li> <li>■ Monitor and manage use of placenta burial ground to ensure adequate burial and systematic use of area.</li> <li>■ Monitor consistency of and advise on waste management procedures at all medical facilities (IPD, OPD and CTC).</li> </ul>	<ul style="list-style-type: none"> <li>■ MSF Sanitation team</li> </ul>

	Week starting							
Activity	26/3	2/4	9/4	16/4	23/4	30/4	7/5	14/5
Excavate general waste pit		MSF Sanitation						
Construct sharps pit		MSF Sanitation						
Install burner		MSF Sanitation						
Fill and cover old pit		MSF Sanitation						
Train staff in final disposal			MSF Sanitation					
Provide bins and containers				MSF Logistics/ Health				
Train health and cleaning staff					MSF Health			
Monitor systems			MSF Sanitation					

## CASE STUDY

Area/time frame		Facilitator
<b>Hygiene promotion</b>		
Immediate	<p>Train hygiene promoters in following areas:</p> <ul style="list-style-type: none"> <li>■ handwashing before food preparation and after defecation to prevent disease transmission;</li> <li>■ safe water collection, storage and use to prevent disease transmission;</li> <li>■ importance and design of latrines for safe excreta disposal;</li> <li>■ importance of cleanliness of environment and solid waste management; and</li> <li>■ prevention of malaria through appropriate waste/rain water management, and other preventative measures.</li> </ul> <p>Promotional methods to include:</p> <ul style="list-style-type: none"> <li>■ House to house visits</li> <li>■ School visits</li> <li>■ Poster campaigns</li> </ul>	<ul style="list-style-type: none"> <li>■ MSF Sanitation and Hygiene promotion team</li> </ul>
Long-term	<p>Hygiene promoters to focus on following activities:</p> <ul style="list-style-type: none"> <li>■ Basic hygiene education (covering above areas)</li> <li>■ School visits for basic hygiene education and to address problems of lack of handwashing facilities at schools</li> <li>■ Promotion of shallow family garbage pits, sweeping and covering with soil, composting of organic waste on vegetable plots</li> <li>■ Offering <b>choice</b> of family latrines - refugees to dig pits and construct superstructure, MSF to provide technical advice (through hygiene team) and latrine slab (once work completed)</li> <li>■ Provision of tools and cleaning materials to section leaders</li> <li>■ Checking and promoting cleanliness of communal and family latrines</li> <li>■ Monitoring use of communal and family pits</li> </ul>	<ul style="list-style-type: none"> <li>■ MSF Hygiene promotion team</li> </ul>

	Week starting							
Activity	26/3	2/4	9/4	16/4	23/4	30/4	7/5	14/5
Train hygiene promoters			MSF Sanitation					
Provide tools, etc.								
House visits								
Poster campaign								
School visits								
Monitor programme								
Monitor practice								

## C4. Detailed programme design

*Note: The detailed programme design was then produced. The example below considers the hygiene promotion programme only.*

The detailed programme design has been produced through consultation with key stakeholders. This was achieved through focus group discussions with community (section) leaders, women's groups and the market committee.

A logical framework for the hygiene promotion programme has been produced in Table C6.

Table C6. Logical framework: hygiene promotion			
Narrative summary	Measurable indicators	Means of verification	Important assumptions
<b>Goal:</b> (F1): Improve and sustain the health and well-being of the affected population at Kala refugee camp.	(F1): Crude mortality rate Crude morbidity rates: malaria; diarrhoea; dysentery; cholera; scabies	(F1): Monitoring reports and records from MSF medical team	(Goal to super goal) (F1):
<b>Purpose:</b> Improve hygiene practice, understanding and sanitation facilities among the affected population	Improved hygiene behaviour and awareness of hygiene and sanitation  issuesImproved access to and use of appropriate sanitation facilities by affected population  Increased community involvement in sanitation activities  Improved construction, operation and maintenance of sanitation facilities following promotion campaigns  Hygiene promotion campaigns directed at all groups within the camp, especially the vulnerable  Hygiene promotion programme active in all areas of the camp	1.1 Feedback from hygiene promoters (notebooks), from MSF sanitation and health teams and from project monitoring and evaluation  1.2 Feedback from affected community through interview and discussion	(Purpose to goal) 1. Community is receptive to programme and staff  2. Community takes a proactive role in improving and maintaining facilities and are willing to organise themselves  3. Poor and vulnerable groups' demands are identified through appropriate participatory techniques



## CASE STUDY

Table C6. continued			
Narrative summary	Measurable indicators	Means of verification	Important assumptions
<b>Outputs:</b> <ol style="list-style-type: none"> <li>1. All households visited by hygiene promoters within one month</li> <li>2. All section leaders to have shovel, pick and hoe, and five buckets per street within two weeks</li> <li>3. One hygiene promoter per eight hundred people and one supervisor recruited from refugee population</li> <li>4. All hygiene promoters trained and able to demonstrate good understanding of key issues involved</li> <li>5. Hand-washing facilities at schools</li> <li>6. Increased coverage of appropriate family waste pits and latrines</li> <li>7. Increased cleanliness of domestic environment</li> </ol>		<ol style="list-style-type: none"> <li>1.1 Feedback from hygiene promoters, from MSF sanitation and health teams and from project supervision, monitoring and evaluation</li> <li>1.2 Feedback from community members and section leaders</li> <li>1.3 Logistics records for tools and materials</li> </ol>	(Outputs to purpose) <ol style="list-style-type: none"> <li>1. Hygiene promoters are willing and able to communicate effectively with all members of community</li> <li>2. Hygiene promoters receptive to training</li> </ol>
<b>Activities:</b> <ol style="list-style-type: none"> <li>1. Recruitment of hygiene promoters and supervisor</li> <li>2. Training of hygiene promoters in appropriate promotional messages and methods</li> <li>3. School visits for basic hygiene education and to address problems of lack of handwashing facilities at schools</li> <li>4. Home visits to promote good hygiene practice and family garbage pits, and to explain family latrine option and give technical advice</li> <li>5. Provision of tools and cleaning materials to section leaders</li> <li>6. Checking and promoting cleanliness of communal and family latrines</li> <li>7. Monitoring use of communal and family waste pits</li> </ol>		<ol style="list-style-type: none"> <li>1.1 Feedback from hygiene promoters, from MSF sanitation and health teams and from project supervision, monitoring and evaluation</li> <li>1.2 Feedback from affected community through interview and discussion</li> <li>1.3 Logistics records for tools and materials</li> </ol>	<ol style="list-style-type: none"> <li>1. MSF watsan and health staff are willing to take a more multi-disciplinary and flexible approach to sanitation and health programme</li> <li>2. Home visit team are willing to give increased emphasis to hygiene activities</li> <li>3. Supervisor willing and able to take on increased responsibility</li> </ol>
<b>Inputs:</b> <ol style="list-style-type: none"> <li>1. Tools</li> <li>2. Notebooks and pens</li> <li>3. Buckets</li> <li>4. Staff salaries</li> </ol>		<ol style="list-style-type: none"> <li>1.1 Logistics records for tools and materials</li> <li>1.2 Financial records</li> </ol>	(Inputs to activities) <ol style="list-style-type: none"> <li>1. Tools and buckets are available and can be procured rapidly</li> </ol>

## EMERGENCY SANITATION

### Budget

A budget summary has been produced for the hygiene promotion programme over the next *six months* in Table C7 below.

Table C7. Outline budget – hygiene promotion				
Item no.	Item	Unit cost (US\$)	Quantity	Total cost (US\$)
1.	Shovel	12.5	120	1,500
2.	Pick-axe	15.0	120	1,800
3.	Hoe	10.0	120	1,200
4.	Bucket	3.00	500	1,500
5.	Pen and notebook	1.5	50	75
6.	Sign production	1.5	50	75
7.	32 x Hygiene promoter (per day)	32.0	120	3,840
8.	1 x Hygiene supervisor (per day)	2.5	120	300
	<i>Sub-total</i>			10,290
	Contingency line (15%)			1,544
	<b>Total cost</b>			<b>11,834</b>

## C5. Implementation management

Table C8 shows a milestones implementation table for the hygiene promotion programme, this was completed by the project team at the end of May 2001. The milestones are linked to the outputs in the logical framework.

**Project output:** Improved hygiene practice, use and maintenance of excreta disposal and solid waste management facilities among the affected population

<b>Table C8. Hygiene promotion milestones</b>			
<b>Selected milestones</b>	<b>Who</b>	<b>When</b>	<b>Current status and comments</b>
One hygiene promoter per eight hundred people and one supervisor recruited from refugee population	MSF health and sanitation staff	26/03	Recruitment process successfully completed on time(target achieved)
All hygiene promoters trained and able to demonstrate good understanding of key issues involved	MSF health and sanitation staff	09/04	Training limited so far but on-going (amended date: 11/06)
All section leaders to have shovel, pick and hoe, and five buckets per street	MSF logistics and hygiene promotion team	16/04	Delays due to logistical procedures – awaiting approval (amended date: 04/06)
All households visited by hygiene promoters to promote good hygiene practice and family garbage pits, and to explain family latrine option and give technical advice	Hygiene promotion team	07/05	Approximately 75% of households visited so far (amended date: 15/06)
All school classes to have received basic hygiene education	Hygiene promotion team and teachers	07/05	Only 50% of school classes so far due to difficulties in co-ordination with teachers (amended date: 04/06)
All schools to have handwashing facilities	Hygiene promotion and water supply teams	14/05	No action has been undertaken due to delays by water team (amended date: 18/06)
All latrines to be maintained and kept clean	Hygiene promotion team and community	28/05	All domestic latrines well-maintained and cleaned by community
All households to have access to appropriate communal or family waste pit	Hygiene promotion team and community	28/05	Approximately 75% of households have access (amended date: 11/06)

## C6. Monitoring

*Several monitoring exercises were conducted in May 2001 using checklist analysis, SWOT analysis and the monitoring framework. The results of these are presented below and a simplified situation report has also been reproduced.*

### Checklist analysis

A repeat rapid assessment was carried out in May 2001 two months after the initial assessment. This was designed to act as a monitoring tool to quantify any change in the sanitation service provision and the overall health of the population during this two-month period.

The scores obtained for Kala Refugee Camp during the initial visit in March 2001 and the updated scores in May 2001 are presented in Table C9.

Table C9. Checklist analysis			
Sector	Score 24.03.01	Score 22.05.1	Comments
Excreta disposal	7.4	7.1	Unchanged acceptable level
Solid waste management	19.4	13.2	General improvement but increased intervention required
Waste management at medical centres	18.5	5.6	Huge improvement to long-term acceptable level
Disposal of dead bodies	5.4	4.6	Unchanged acceptable level
Wastewater management	9.3	7.3	Unchanged acceptable level
Hygiene promotion	N/A	17.3	Satisfactory initial stage but improvement required
AVERAGE camp score	12.0	9.2	Overall improvement from short to long-term acceptable level

Brief descriptions of the new situation for each sector are provided below.

#### *Excreta disposal (7.4→7.1)*

The overall level of service for excreta disposal has not changed greatly since March and facilities and practices remain acceptable for long-term intervention. The average sector score has reduced slightly due to improved quality and quantity of latrines at the medical centre.

There has been a slight increase in the number of completed family latrines and the quality of these is generally good. In addition the MSF sanitation team has marked out proposed family

latrine sites in several blocks. The design and construction of concrete latrine slabs has been considerably improved with decreased thickness (approx. 6cm), footrest positions and sloped surface.

Some latrines at the reception centre are currently full, whilst the lack of latrines at the distribution centre was observed to be posing some problems on distribution days.

### *Solid waste management (19.4→13.2)*

Solid waste management at Kala camp has still failed to achieve the recommended long-term minimum objectives, although the overall situation has improved somewhat. Management systems at the market and reception centre have been initiated but these are still largely ineffective in tackling potential hazards, and these sites remain the main problem areas. Tools and clothing have been provided by World Vision and bins were provided at both locations but were removed in recent food riots and have not been returned or replaced.

In general, there is an increased coverage of family garbage pits and in many of these the waste is covered with soil or ash. Waste is now drying and decomposing faster in the uncovered pits due to the changed climatic conditions.

Communal solid waste pits have now been constructed (Blocks A-F only) but are not being used. Pits are currently intercepting the water table and are acting as breeding grounds for large populations of mosquitoes. Community members were observed drawing water from pits for laundry or construction use. These pits were assessed separately and obtained a score of 16.0 (compared to 9.4 for the family pits).

### *Waste management at medical centres (18.5→5.6)*

Recommended long-term objectives for waste management at medical centres have now been achieved, and this sector has seen the greatest improvement in service provision. Segregation of different types of waste at source is well organised, signs have been provided and staff have now been trained effectively, although protective clothing is limited. Coloured plastic bins are used to segregate medical (pathological) waste, glassware and general waste. Sealed medicine containers are used for the disposal of sharps, although these have not been provided in some of the wards.

The system for transportation of segregated waste is safe and efficient. A covered pit has been constructed for general waste and is situated at an acceptable distance from the health post (approx. 75m). The burner has been relocated (approx. 100m downwind from health centre) and is used for the disposal of medical and paper wastes; the ash is deposited in a sealed pit. A sharps pit has been constructed alongside and is used for the disposal of sharps containers and glassware. Both burner and sharps pit are enclosed and secure.

Placentas are still disposed of in the burial ground where there is no proper management system in place.

### *Disposal of dead bodies (5.4→4.6)*

Satisfactory facilities and procedures are in place for burial of the dead, and site management at the cemetery is much improved, leading to improved score.

## EMERGENCY SANITATION

### *Wastewater management (9.3→7.3)*

In general, wastewater management at the various waterpoints throughout the camp is satisfactory. Soak-pits have been improved and are able to cope with the volume of wastewater produced. There was no evidence of mosquito breeding in soak-pits.

Use of natural site drainage has been adopted at several waterpoints and this seems to be effective. New tapstand aprons are generally well designed and constructed, although the apron width is slightly narrow leading to large quantities of splashed water at one tapstand.

### *Hygiene promotion (No score→17.3)*

The hygiene promotion programme was not assessed in March since this was then at the trial stage only. The hygiene promotion programme has now been running for two months and has been implemented by the health home-visit team. The current score indicates that the immediate recommended minimum objectives have been achieved but that the short-term objectives have not.

Team members have been trained in basic hygiene education but training has been limited so far with little attention to sanitation facilities. There is a pronounced bias among the team in favour of health activities (e.g. follow up of medical cases) over hygiene. Home-visitors claim that the combined workload is not too great but that further training is needed.

The programme currently focuses on home visits although some school hygiene education sessions have been conducted and informal meetings are held. At present no signs or posters have been produced and monitoring of sanitation facilities appears to be minimal. Provision of tools and cleaning materials is reported by section leaders to be inadequate.

The team has a Congolese supervisor who appears to be highly able and motivated.

### *Average camp score (12.0→9.2)*

In general there is a satisfactory standard of sanitation facilities, services and practices and an acceptable overall health status in the camp (malaria incidence reduced slightly). The camp average score has improved significantly and is now within the long-term acceptable level. Problems concerning solid waste management remain and there is a need for a more effective hygiene promotion programme.

## CASE STUDY

### SWOT Analysis

The overall sanitation programme was then analysed in terms of SWOT (Strengths, Weaknesses, Opportunities and Threats). This was conducted with a group of agency staff and community leaders and was designed to identify the positive and negative elements of the programme to date, in order to improve the effectiveness of future action plans. The results of this exercise are presented in Table C10.

Table C10. SWOT analysis results	
<b>Strengths</b>	<ul style="list-style-type: none"> <li>Strong labour force and good supervision for technical assignments</li> <li>High latrine coverage</li> <li>High production of good quality latrine slabs</li> <li>Much improved system for medical waste management</li> <li>Efficient wastewater management systems</li> <li>Strong links between sanitation and health teams</li> <li>Flexible and strong organisational set-up</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>Lack of monitoring of systems once implemented (e.g. medical waste, market waste)</li> <li>Lack of delegation of duties to Congolese counterparts</li> <li>Inappropriate communal solid waste pits</li> <li>Hygiene promotion activities sidelined by health and watsan teams</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>Community willingness to participate in sanitation activities</li> <li>Solid base for effective hygiene promotion team</li> <li>Potential for greater collaboration between MSF, World Vision and UNHCR</li> <li>Good communication lines established with community leaders</li> <li>Foundation for solid waste management systems in place at market and reception</li> <li>Hygiene promotion can become heart of sanitation programme</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>Lack of collaboration between implementing agencies</li> <li>Lack of monitoring of on-going activities and systems</li> <li>Inadequate change-over of key agency staff</li> <li>Hygiene promotion sidelined due to active water supply and health programmes</li> <li>Creating a cycle of dependence and expectation among affected population</li> </ul>
<b>SWOT summary</b>	<p>In general, the hardware components of the sanitation programme are very strong while the software aspects remain much weaker with less emphasis given to these by programme staff. However, the institutional and organisational framework is in place to facilitate a smooth change in emphasis. Monitoring of programme activities and strong co-ordination of activities is essential. The affected population is keen to be involved and may be given more responsibility where appropriate.</p>

## EMERGENCY SANITATION

### Monitoring framework

A monitoring framework was also completed and is shown in Table C11.

Table C11. Monitoring framework	
Implementation component	Recorded information
<b>Staff</b>	Staff recruitment currently on target. Training of hygiene promoters on-going but requires greater input; and practical training has been provided for construction supervisors. Increased proportion of Congolese staff at higher skill levels but increased delegation of responsibilities to these staff is required. Supervision structure is in place with logisticians and team captains but no formal staff appraisal procedures in place. Generally staff are working efficiently and effectively although increased training is needed. Some conflict has been reported between Congolese staff of different tribal groups (concerning differential treatment by supervisors) and between Zambian and Congolese staff – MSF is working to resolve this through promotion of the agency's humanitarian principles.
<b>Resources</b>	In general, appropriate resources are procured and used in line with programme plans. Logistics request forms and procurement forms operate effectively and external orders are sent to Lusaka via email. Regular feedback from Lusaka logistics is provided via email. The only additional resources possibly required are SanPlat moulds (to reduce cement consumption by using smaller slabs) – currently under investigation. Local materials are used where possible (unless unavailable or very expensive). Early cutting of timber has led to considerable deforestation in the immediate vicinity of the camp; now timber is only taken from site designated by the Ministry of Agriculture which is approximately 5km from camp.
<b>Finances</b>	No budget outline or breakdown has been presented to field staff and hence budget lines are unclear at field-level. The programme expenditure currently exceeds the budget and there is a lack of budget control.
<b>Time</b>	Currently no feedback is provided to the field from the finance department. The hygiene promotion programme is currently behind schedule due to lack of co-ordination and unclear responsibilities; and the heavy workloads of staff and change in personnel have contributed to this. The procurement of tools for the family latrine and waste pit programmes has also been delayed due to budget constraints but it is hoped this will be rectified very soon. Day-to-day time management is generally satisfactory although greater delegation of duties by senior staff will provide a more efficient system.
<b>Outputs</b>	Output targets are being met for facility provision for excreta disposal, solid waste management, medical centre waste management and wastewater management. Hygiene promotion outputs currently behind targets. Morbidity and mortality rates are fairly stable with low incidence of sanitation-related diseases. The equity of programme benefits is very good due to regular consultation with hygiene home-visit team and community leaders; and there is a strong focus on vulnerable households. Outputs are generally sustainable for the long-term intervention level although increased monitoring activities are required. Current unaddressed needs identified include insufficient soap and water storage containers for handwashing (for domestic areas and at schools).



## CASE STUDY

Table C11. continued...	
	Unforeseen side-effects include groundwater in communal waste pits leading to mosquito breeding and use of inappropriate water. Several hand-dug wells have also been constructed by community members in the newer areas of the camp (supposedly for construction use only) – this issue should be addressed immediately.
<b>Community</b>	<p>The community is currently actively involved in the design, construction and O&amp;M of family latrines and waste pits, but have negligible input into programme planning. Facilities are generally used and maintained appropriately, although squat-hole covers are often removed and the removal of plastic sheeting from some communal latrines has also occurred – this will be replaced with mud and grass in future.</p> <p>Since the hygiene promotion programme is in the early stages only it has had only a small impact on hygiene practice but this is gradually improving.</p> <p>There are currently no substantial capacity building activities in place.</p>
<b>Information</b>	<p>Monthly situation reports are produced in the field and sent to Lusaka. Programme plans are currently produced at irregular intervals for large-scale interventions only.</p> <p>Community meetings, inter-agency meetings (including local authority representation) and MSF staff meetings are conducted on a weekly basis.</p> <p>The hygiene promotion programme is beginning to act as an effective link between the medical and watsan teams, and provides good transfer of information on many community issues.</p> <p>Technical information support is currently satisfactory.</p>

### Situation report

Based on the monitoring framework above, an example situation report for the month of April is produced in Table C12.

## EMERGENCY SANITATION

**Table C12. Situation report**

<b>Location</b>	Kala camp, Zambia
<b>Agency</b>	Médecins Sans Frontières, Holland
<b>Reporting period</b>	April 2001
<b>Name of reporter(s)</b>	Joseph Ng'ambi; Peter Harvey
<b>Position of reporter(s)</b>	Watsan engineer; Researcher
<b>Overall situation summary</b> (security, population, climate, etc.)	Some protests concerning food rations but now generally stable situation, very few new arrivals, dry season just begun
<b>Staff issues</b> (new staff, contracts, salaries, etc.)	Watsan engineer due to leave within next two months, heavy workload on water supply issues; labour force stable at present
<b>Goods received in reporting period</b>	Bins and containers for segregation of medical waste; large aggregate for soakpits
<b>Logistics orders outstanding</b> (order dates)	Cleaning materials (28/4); tools (28/4)
<b>Expenditure for reporting period</b>	US\$1,000 (excluding salary commitments)
<b>Financial requirements for next reporting period</b>	Continued salary commitments only
<b>Time constraints</b> (reasons for delays, etc.)	Some family latrines not completed due to lack of dry grass for roofs; lack of solid waste pits due to limited supply of tools
<b>Activities undertaken during reporting period</b>	Sharps pit and burner constructed; new medical waste system implemented; soakpits and drainage channels completed at all waterpoints; hygiene promoters recruited; initial training of hygiene promoters undertaken
<b>Changes made to existing plans</b> (including reasons)	Hygiene promotion programme to run in conjunction with health home-visit programme; World Vision to maintain responsibility for solid waste at the market
<b>Tasks outstanding / forthcoming activities</b>	Train hygiene promoters concerning sanitation facilities, focus on solid waste and excreta disposal; placenta pit to be constructed; wastewater drainage channels to be completed
<b>Community issues</b>	Community representatives expressed frustration over lack of tools and cleaning materials; Market Committee currently unable to take on responsibility of paying waste workers
<b>Information details</b> (meetings held, data received)	Weekly meetings with community leaders; weekly meetings with Market Committee, technical manual received from WEDC
<b>Information requested</b>	None
<b>Other agencies / stakeholders</b> (news and activities)	UNHCR Watsan visit and new co-ordinator

## C7. Evaluation

*An interim evaluation of the sanitation programme was carried out in August 2001; a summarised report has been reproduced below.*

### Summary

Kala camp was set up in August 2000 for Congolese refugees fleeing civil strife in the Democratic Republic of Congo (DRC). The current population of the camp is 19,000 and the average family size is four. The population is currently steadily increasing by approximately 1000 people per week. World Vision is responsible for camp management and MSF Holland is responsible for health, water supply and sanitation, although they intend to end their programme by the end of 2001. The local government provides police for camp security and UNHCR co-ordinates the relief effort.

The purpose of this evaluation is to provide an interim report on the current status of the sanitation programme with a view to the likely hand-over of the programme to a different implementing agency at the end of this year. The evaluation structure consists of brief descriptions of the programme activities, outputs and resources, followed by a completed evaluation framework to assess programme appropriateness, effectiveness and efficiency.

In general the programme is functioning in an efficient and effective manner and has produced a significant improvement in sanitation service provision at Kala camp over the past six months. The main recommendations coming out of this evaluation are to:

- develop a fully independent hygiene promotion team;
- address immediately the issue of hand-dug wells;
- instigate effective monitoring of waste management at the medical centre;
- introduce greater consultation with World Vision;
- introduce improved budget control measures; and
- begin preparation of documents for hand-over to new implementing agency

### Programme justification

Due to an increased influx of Congolese refugees into Zambia during 2000 the need arose to identify and provide an appropriate site for a refugee camp. Once the site at Kala was identified and approved by the Government of Zambia, it was necessary to make the site habitable and ensure that basic services such as water supply, healthcare and sanitation were put into place. Many people among the affected population have been subjected to upheaval, poverty and poor health and the need for external humanitarian assistance was, and remains, considerable. It is for these reasons that continued intervention is required.

### Activities

Programme activities to date include the provision of communal sanitation facilities for new arrivals and vulnerable groups; the management of wastewater, solid waste and excreta at public sites; and hygiene promotion for the implementation of new facilities, appropriate use and maintenance, and good hygiene practice.

There are no major constraints affecting the programme although the budget is limited. Key opportunities include increased community participation; greater collaboration with other implementing agencies; and a more effective and proactive hygiene promotion team.

### Outputs

The outputs achieved to date include:

- Communal latrines for all new arrivals and family latrines for vulnerable households constructed by MSF;
- Hygiene promotion team conducting home visits to promote implementation of family latrines and waste pits, appropriate use and maintenance of sanitation facilities, and safe hygiene practice;
- Effective waste management systems at all medical facilities;
- Effective wastewater management systems at all water distribution points; and
- Efficient operation to produce concrete latrine slabs.

### Resources

Following the monitoring exercise conducted in May 2001 a professional hygiene promotion specialist was recruited nationally and has now joined the team. He will be responsible for the co-ordination of the hygiene promotion programme and related sanitation activities. So far the hygiene promotion activities have been conducted by the health information team which is also responsible for following up medical cases through home visits and other medical-related activities. As a result, hygiene promotion has been given secondary priority and the programme has not been progressing. In addition, training in hygiene promotion has not been adequate to date.

Staff employed for the construction of sanitation facilities and manufacture of latrine slabs are currently working effectively although the team may be more efficient if slightly reduced in size

Financial resources are currently adequate although the projected costs for the sanitation programme are generally quite low and hence there is little programme flexibility for high capital cost interventions. It is expected that current funds will be sufficient for the remainder of the programme.

Logistical resources are currently adequate and appropriate materials are generally available locally. Use of cement is currently fairly high and this could be reduced through the use of small plastic SanPlat moulds to produce smaller squatting slabs.

### Evaluation framework

A completed evaluation framework to assess the programme is produced below (Table C13):

## CASE STUDY

Table C13. Evaluation framework	
<i><b>Evaluation component</b></i>	<i><b>Recorded information</b></i>
<b>Appropriateness</b>	<p>The programme has been appropriate with respect to the:</p> <ul style="list-style-type: none"> <li>■ perceptions and needs of the affected population;</li> <li>■ policies and mandate of the agency; and</li> <li>■ national and international policies;</li> </ul> <p>However, the prioritisation of needs and urgency of implementation has often been inappropriate with a tendency to focus on large-scale construction activities in place of high-impact software activities.</p>
<b>Connectedness</b>	<p>Local resources and capacities have been identified and built upon where possible. Currently the programme has done little to enhance community decision-making but the hygiene promotion programme has a strong focus on addressing this.</p> <p>UNHCR has been officially informed that MSF will be closing down their programme at the end of 2001, a replacement implementing partner has been identified and the hand-over is scheduled to commence next month.</p> <p>The programme outputs are generally sustainable over their design life, although lack of monitoring of systems (such as the medical waste management system) threatens this sustainability.</p>
<b>Effectiveness</b>	<p>The programme purpose has been successfully realised by maintaining a stable health status among the affected population and providing appropriate sanitation facilities and services.</p> <p>There have been few unforeseen side effects although the construction of inappropriate hand-dug wells has increased significantly with increased tool provision.</p> <p>In general, the programme has evolved in line with monitoring results and the shift in emphasis to hygiene promotion has been a key part of this, with the employment of a sectoral professional breaking new ground for MSF.</p> <p>The recommended minimum objectives for long-term intervention have now been satisfied for all sanitation sectors.</p>
<b>Impact</b>	<p>In general, the programme objectives been achieved.</p> <p>It is difficult to determine the effect of the programme on morbidity and mortality rates although the health status has remained fairly stable over the past six months, and diarrhoeal disease has decreased significantly.</p> <p>The programme has contributed to the stabilisation and empowerment of the community in that the emphasis for programme design and implementation is gradually shifting from agency to community. Unforeseen impacts include increased malaria due to mosquito breeding in communal solid waste pits close to dwellings.</p>
<b>Coherence</b>	<p>MSF has collaborated with implementing partners, particularly World Vision, concerning solid waste, although this has lacked coherence at times.</p> <p>There have currently been no overlaps with other humanitarian actors concerning sanitation.</p> <p>Community priorities and plans are starting to be incorporated into intervention strategies but his transformation is still slow. In general, there has been an effective information flow between stakeholders, with the exception of internal agency budget data.</p>
<b>Coverage</b>	<p>The extent of the programme impact on the affected population is extensive with the creation of appropriate and sanitary living conditions.</p> <p>In general, access to appropriate facilities and services has been adequate and equitable benefits have been achieved.</p>

Table C13. continued

<b>Efficiency</b>	<p>The ratio between outputs and inputs has been difficult to assess, primarily due to the lack of appropriate records. The lack of budget and expenditure details is a key constraint. In general terms the following observations have been made:</p> <ul style="list-style-type: none"> <li>■ Staff: numbers appear to be inappropriately high although steps are currently being taken to address this.</li> <li>■ Resources: the use of timber has exceeded basic requirements for communal facilities at times and cement consumption is still fairly high, although reduction strategies are currently under investigation.</li> <li>■ Finances: the programme has overspent in relation to the initial budget although funds are available for continued implementation. No data concerning cost-effectiveness is available at present.</li> <li>■ Time: use of time is generally efficient although greater delegation of duties is essential to reduce workload on senior staff.</li> <li>■ Community participation: community-based activities have been very efficient where used and there is much potential for increased activity.</li> <li>■ Information: the time spent on information exchange (reports, meetings, etc.) and the actual information exchanged are generally appropriate.</li> </ul>
-------------------	---

## Conclusions

In general, the hardware components of the sanitation programme are very strong and while the software aspects remain much weaker the organisational framework is in place to facilitate a smooth change in emphasis, and this is now beginning to happen. Monitoring of programme activities and co-ordination of activities has improved but requires greater emphasis.

The sanitation programme is now well established and functioning effectively although there is still much potential for improvement in the hygiene promotion programme. To ensure a successful and sustainable conclusion to the overall programme it is essential that increased emphasis is placed on hygiene promotion.

The agency human resource base, staff motivation and team spirit are very strong and logistical support is good. Greater budget control and delegation of responsibility are required, however. Many members of the affected population are keen to be involved in programme activities and may be given more responsibility where appropriate. Community organisation and communication lines are well established and effective, and may be used more.

## Recommendations

Key recommendations for this programme are as follows:

### 1. Recruit and train an independent hygiene promotion team

- It is recommended that the hygiene promotion team should be independent from the health home-visit team for the following reasons:
- Currently medical activities (medical cases, vaccinations, etc.) receive priority over hygiene promotion.

- The hygiene promoters need on-going intensive training, especially over the next two months, if the programme is to be effective.
- Ideally, hygiene promoters should reside in the section of the camp to which they are assigned (this is not the case with the health team).
- Hygiene promoters do not need a medical background but should simply be respected among the target population.
- Extensive promotion campaigns are required for important issues such as family sanitation facilities and hand-dug wells, and significant inputs in terms of time and training are required if these are to be successful.

### **2. Address issue of family sanitation facilities**

The hygiene promotion programme should focus strongly on the community construction of family latrines and waste pits to ensure the sustainability of excreta disposal and solid waste management in the camp dwelling areas. In addition, on-going monitoring of facility use and maintenance should be conducted by hygiene promoters.

### **3. Address issue of hand-dug wells**

It is essential that immediate action is taken to resolve the problem of the marked increase in the prevalence of hand-dug wells constructed by community members. Although this is primarily a water supply issue it is a side-effect of the provision of tools as part of the sanitation programme and should be addressed by the hygiene promotion team. Possible appropriate measures include:

- Hygiene promotion team to map locations and specifications (depth, water level, lining, protection etc.) of all wells within the camp to assess risks and community needs.
- Hygiene promoters to interview and educate community members regarding unsafe water quality, boiling of water and well protection measures.
- Hygiene promotion team to organise regular shock-chlorination of wells to reduce risks.
- Hygiene promotion team to mobilise community members to undertake well protection measures to increase physical safety and limit surface contamination.
- Water team to provide short-term water supply at the 'last tower' while new water supply system is completed.

### **4. Instigate effective monitoring of waste management at the medical centre**

It is important that someone is given responsibility to monitor and co-ordinate waste management at the medical centre since this is not being done at present and some slight problems are beginning to surface.

### **5. Introduce greater consultation with World Vision**

Increased consultation should be undertaken with World Vision regarding excreta disposal and solid waste management at the distribution centre, reception centre and market.

### **6. Introduce improved budget control measures**

Greater budget control is required to prevent a repeat of the problem of over-spending. All field staff responsible for ordering and specifying resources should be made aware of budget constraints and provided with regular budget control reports.

### **7. Procure SanPlat moulds**

SanPlat moulds should be procured in Lusaka and workers trained in their use to commence production of smaller, higher quality latrine slabs.

### **8. Close communal solid waste pits**

The communal solid waste pits in Blocks A-H should be filled in and sealed before the commencement of the rainy season to avoid encouraging mosquito populations and the use of inappropriate water.

### **9. Begin preparation of documents for hand-over**

Situation, monitoring and evaluation reports should be compiled to facilitate a smooth hand-over to the new implementing agency at the close of the programme.

*Peter Harvey, WEDC, 16<sup>th</sup> August 2001*