REPUBLIC OF ZAMBIA

MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

KAWAMBWA TOWN COUNCIL

WASH CAPACITY BUILDING PLAN

Rural Water Supply and Sanitation

GOPAInfra

MEMBER OF GOPA CONSULTING GROUP

October, 2021

FOREWORD

The Town Council has been making concerted efforts of investing in Rural Water Supply and Sanitation Services in the District ever since the water supply and sanitation reforms started in the late 1980s in Zambia. The investments are in line with the National Policies and the National Rural Water Supply and Sanitation Programmes.

Among the National policies and programmes that the district is following which informed this Capacity Development Plan include: The National Water Supply and Sanitation Capacity Development Strategy (2015 – 2020); The National Vision 2030, which provides that by the year 2030 there will be 100% access to safe clean water and 90% to proper sanitation by all Zambian citizens. These targets are in line with the United Nations Sustainable Development Goal number 6 (SDG 6). These targets are supported by the 7th National Development Plan (2017-2021).

The Town Council places so much importance on rural water supply and sanitation, in line with the Government's vision, and collaborates well with the newly realigned Ministry of Water Development and Sanitation (MWDS) which is responsible for water and sanitation. The Ministry's (MWDS) overarching vision is to enhance the effective and sustainable provision of adequate safe water and sanitation in line with the policy on Decentralisation; and this is done through the local authority.

Capacity development in WASH (water, sanitation, and hygiene) is essential to achieve Sustainable Development Goal 6, Vision 2030, and ensure availability and sustainable management of water supply and sanitation for all in the district.

The water and sanitation coverage in the district was 86% and 80% respectively as at the end of 2020, and we have to work extra hard in resource mobilisation to reach the targets of 100% and 90% for water supply and sanitation coverage respectively by 2030. This plan is our roadmap for capacity development which will guide us through to ensure sustainable implementation of WASH services in the district, through the development of the necessary capacities in the institutions, individuals and support infrastructure. The enhanced capacity of the enabling environment, and sector players will certainly ensure sustainability of the WASH infrastructure and improve the quality of life of our people in rural areas.

This Capacity Building Plan will be used by the Local Authority and will be shared with, Cooperating Partners (CPs) and other key stakeholders to solicit for their support.

It is with great pleasure and honour that I officially launch this WASH Capacity Building Plan for the period 2021 - 2030. It will surely guide all our partners in the sector and ensure that "**no one is left behind**".

Mr. Chifumbe Kalumba

Council Chairperson

ACKNOWLEDGEMENTS

Council Secretary's photo

In developing the Capacity Building Plan for rural water supply and sanitation; for the period 2021 – 2030, The Town Council appreciates the hard work and dedication shown by the Rural Water Supply and Sanitation Unit and the Departments of Planning and Engineering.

The Local Authority acknowledges and appreciates the contributions and active participation of the stakeholders and private sector institutions who participated and provided valuable contributions that supported the development of this Capacity Building Plan document.

The Town Council wishes to extend its profound gratitude to UNICEF, who with the central government (The Government of the Republic of Zambia) jointly financed the Consultancy Services for the baseline studies and the development of this Capacity Building Plan for the period 2021 – 2030 for the district.

Furthermore, The Town Council would like to extend its gratitude to the Provincial Water Supply and Sanitation Officer in the Province and the D-WASHE members for their valuable inputs in developing this Capacity Building Plan for rural water supply and sanitation.

Mr. Isaac Mwale

Council Secretary

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ABBREVIATIONS AND ACRONYMS

Abbreviation	Meaning
7NDP	Seventh National Development Plan
APMs	Area Pump Menders
CCs	Community Champions
CLTS	Community Led Total Sanitation
CP	Cooperating Partner
CSO	Central Statistical Office (Now called Zambia Statistics Agency (ZamStats))
DDCC	District Development Coordinating Committee
D-WASHE	District Water, Sanitation and Hygiene Education
DHID	Department of Housing and Infrastructure Development
DHIS	District Health Information System
DRA	Demand Responsive Approach
EHT	Environmental Health Technician
GRZ	Government of the Republic of Zambia
ICT	Information and Communications Technology
KfW	German Development Bank (Kreditanstalt für Wiederaufbau)
LA	Local Authority
M&E	Monitoring and Evaluation
MLGRG	Ministry of Local Government and Rural Development
MoFNP	Ministry of Finance and National Planning
MoCTA	Ministry of Chiefs and Traditional Affairs
MoE	Ministry of Education
MoGEE	Ministry of Green Economy and Environment
MoU	Memorandum of Understanding
MWDS	Ministry of Water Development, and Sanitation
NGOs	Non-Governmental Organisation
NHC	Neighbourhood Health Committees
NRWSSP	National Rural Water Supply and Sanitation Programme
NWASCO	National Water Supply and Sanitation Council
O&M	Operations and Maintenance
OD	Open Defecation
ODF	Open Defecation Free
PTA	Parent Teachers Association
PWSSO	Provincial Water Supply and Sanitation Officer
P-WASHE	Provincial Water, Sanitation and Hygiene Education
SDG	Sustainable Development Goal
SIGM	Social Inclusion and Gender Mainstreaming
SOMAP	Sustainable Operation and Maintenance Programme
SWM	Solid Waste Management
V-WASHE	Village Water, Sanitation and Hygiene Education
UNICEF	The United Nations Children's Fund, originally known as the United Nations International Children's Emergency Fund,
WARMA	Water Resource Management Authority
WASH	Water, Sanitation and Hygiene
WASHE	Water, Sanitation and Hygiene Education
WDC	Ward Development Committee
WPC	Water Point Committee
ZamStats	Zambia Statistics Agency
ZEMA	Zambia Environmental Management Authority
ZMW	Zambian Kwacha

Exchange Rate: US$1 = ZMW 18.25

KEY DEFINITIONS

Term	Context
Sustainability Definition	
Technical sustainability -	Technological sustainability of WASH services is reached when the technology or hardware needed for the services continues to function is maintained, repaired and replaced by local people and it is not depleting the (natural) resources on which it depends for its functioning.
Institutional sustainability -	Institutional sustainability in the WASH sector means that WASH systems, institutions, policies and procedures at the local level are functional and meet the demand of users of WASH services. Households and other WASH service users, authorities and service providers at the local and the national level are clear on their own roles, tasks and responsibilities, are capable of fulfilling these roles effectively and are transparent to each other. WASH stakeholders work together in the WASH chain through a multi-stakeholder approach.
Social sustainability -	Social sustainability refers to ensuring that the appropriate social conditions and prerequisites are realized and sustained so the current and future society is able to create healthy and liveable communities. Social sustainable intervention is demand-driven, inclusive (equity), gender equal, culturally sensitive and needs-based.
Environmental sustainability -	The element of environmental sustainability implies placing WASH interventions in the wider context of the natural environment and implementing an approach of integrated and sustainable management of water and waste (-water) flows and resources. WASH interventions connect to and affect the natural environment and hence people's livelihood.
Financial Sustainability	Financial Sustainability means that continuity in the delivery of products and services related to water, sanitation and hygiene is assured, because the activities are locally financed (e.g. taxes, local fees, local financing) and do not depend on external (foreign) subsidies.
Water Supply Definitions	
A basic drinking water service	If the improved source does not meet any one of these criteria, but a round trip to collect water takes 30 minutes or less, it will be classified as a basic drinking water service. Or Drinking water from an improved source provided collection time is not more than 30 minutes for a roundtrip including queuing. *(Source: SDG 1.4).* For Schools: Basic service is when water from an improved source is available at the school. For Health Care Facilities: Basic service is when water from an improved source is available on premises

Term	Context
A limited water service	If water collection from an improved source exceeds 30 minutes, it will be categorized as a limited water service. For Schools: Limited service is when there is an improved source but water is not available at the time of survey For Health Care Facilities: Limited service is there is an improved source, but it is not on premises or water is not available. *(Source: JMP 2017)*
A safely managed drinking water service	In order to meet the criteria for a safely managed drinking water service, people must use an improved source meeting three criteria: ▪ it should be accessible on premises, ▪ water should be available when needed, and ▪ the water supplied should be free from faecal and priority contamination. Drinking water from an improved water source that is located on premises, available when needed and free from faecal and priority chemical contamination. *(Source: SDG 6.1)*
Access to safe water	Access is defined in terms of "Service Clusters" as follows: ▪ Rural Settlement; The percentage or proportion of the number of people accessing a minimum of 40 l/c/d of water from a protected source every day of the year within a distance of 500m from point of use. ▪ Rural Growth Centre and Peri-urban Areas: The percentage or proportion of the number of people accessing a minimum of 60 l/c/d of water from a protected source every day of the year within a distance of 250m from point of use. ▪ Urban: The percentage or proportion of the number of people accessing a minimum of 95 l/c/d of water from a protected source every day of the year within the yard.
Improved drinking water sources or Improved sources	Improved drinking water sources are those which by nature of their design and construction have the potential to deliver safe water. *(Source: JMP 2017)* Improved sources include: piped water, boreholes or tubewells, protected dug wells, protected springs, rainwater, and packaged or delivered water (JMP Ladder for water). *(Source: JMP, 2015/ 2017)*
Safe Water	Water is considered safe if it has no chemical, physical and biological substances that negatively affect human health.
Water Demand Management	Water Demand Management (WDM) is defined as the efficiency of water utilization among competing needs.
Water service levels	During the SDG period, the population using improved sources will be subdivided into three groups according to the level of service provided. The three levels of service are: ▪ safely managed drinking water service ▪ basic drinking water service ▪ limited water service. *(Source: JMP 2017)*
Water Supply	The abstraction, treatment, storage and distribution of water, for domestic, commercial and industrial use.

Term	Context
Sanitation and Hygiene Promotion Definitions	
Sanitation	
A basic sanitation service	If the excreta from improved sanitation facilities are not safely managed, then people using those facilities will be classed as having a basic sanitation service. *(Source: SDG 1.4)*
A limited sanitation service	People using improved facilities that are shared with other households will be classified as having a limited sanitation service. *(Source: JMP 2017)*
A safely managed sanitation service	There are three main ways to meet the criteria for having a safely managed sanitation service. People should use improved sanitation facilities that are not shared with other house- holds, and the excreta produced should either be: ▪ treated and disposed of in situ, ▪ stored temporarily and then emptied, transported and treated off-site, or ▪ transported through a sewer with wastewater and then treated off-site. *(Source: SDG 6.2)*
Access to adequate sanitation	Household with access to sanitation facilities which hygienically separate human excreta and industrial effluents from contact with human, animals and insects (particularly flies) ▪ Have hand washing facilities; ▪ Do not pollute drinking water sources; ▪ Do not cause intolerable smells; ▪ Ensure privacy for those using the latrines; ▪ Are kept clean. Public institutions are required to have facilities that meet the foregoing criteria in line with the public health and building requirements. Acceptable technologies and systems currently include systems that utilise technologies such as: ▪ Off-site o Sewer networks connected to a treatment plant; o Sewer networks connected to a communal septic tank, which has to be emptied when full. ▪ On-Site o Decentralised Wastewater Treatment Systems (DEWATs) o Individual septic tank; Ecosan technologies (such as Bio-digester Septic Tank (BST) and Urine-diversion latrine); o Pour flush latrine o Compost latrine; o Ventilated improved pit latrine (VIP); o Pit latrine with a slab / smooth floor surface Acceptability will also be linked to specific service cluster conditions (MLGH, 2015b). For Solid Waste Management (SWM), access is given for the household where waste collection is carried out according to standards and by-laws.
Adequate Sanitation	Implies a system which hygienically separates excreta from human contact as well as safe reuse/treatment of excreta in situ, or safe transport and treatment off site. *(Equivalent to Safely managed sanitation service as per JMP 2017)* A sanitation system that is

Term	Context
	▪ Accessible and available (located not more than 100 meters away from home ▪ Easy to access for children, elderly and handicapped at all times during the day); ▪ Acceptable for the user and provides a safe, convenient, private, secure and dignified place and complies with the socio-cultural norms of society (e.g. smell and reuse aspects); ▪ Affordable and can realistically be paid for by the households ▪ Provides a handwashing facility. *(Source: NUSS Strategy 2015 – 2030)*
Community Led Total Sanitation (CLTS)	CLTS is an approach to achieve behaviour change in mainly rural people by a process of "triggering", leading to spontaneous and long-term abandonment of open defecation practices. The process of triggering stimulates behaviour change that leads to households constructing latrines and ending open defecation. CLTS is a demand driven participatory approach without hardware subsidies. Through CLTS, communities recognize the problem of open defecation (OD) and take collective action to clean up and become "open defecation free" (ODF).
Dry sanitation	The term "dry sanitation" is somewhat misleading as sanitation includes hand washing and can never be "dry". A more precise term would be "dry excreta management". When people speak of "dry sanitation", they usually mean sanitation systems with dry toilets with urine diversion, in particular the urine-diverting dry toilet (UDDT).
Ecological sanitation	Ecological sanitation, which is commonly abbreviated to ecosan, is an approach, rather than a technology or a device which is characterized by a desire to "close the loop" (mainly for the nutrients and organic matter) between sanitation and agriculture in a safe manner. Put in other words: "Ecosan systems safely recycle excreta resources (plant nutrients and organic matter) to crop production in such a way that the use of non-renewable resources is minimised". When properly designed and operated, ecosan systems provide a hygienically safe, economical, and closed-loop system to convert human excreta into nutrients to be returned to the soil, and water to be returned to the land. Ecosan is also called resource-oriented sanitation.
Effluent	Effluent means waste water or other fluid of domestic, agricultural, trade or industrial origin, treated or untreated, and discharged, directly or indirectly, into the aquatic environment.*(Source: MTENR (2011). The Environmental Management Act, 2011)* Effluent is the general term for liquid that has undergone some level of treatment and/or separation from solids. It originates at either a collection and storage/treatment or a (Semi-) centralized treatment facility. Depending on the type of treatment, the effluent may be completely sanitized or may require further treatment before it can be used or disposed of. *(Source: Tilley, Elizabeth et al, 2008. Compendium of Sanitation Systems and Technologies. Swiss Federal Institute of Aquatic Science and Technology (Eawag). Dübendorf, Switzerland)*
Environmental sanitation	Environmental sanitation encompasses the control of environmental factors connected to disease transmission. Subsets of this category are solid waste management (SWM), water and wastewater treatment, industrial waste treatment and noise and pollution control.
Excreta	Excreta consists of urine and faeces that is not mixed with any flushing water. Excreta is small in volume, but concentrated in nutrients and pathogens. Depending on the quality of the faeces it is solid, soft or runny. *(Tilley, Elizabeth et al, 2008. Compendium of Sanitation Systems and Technologies. Swiss Federal Institute of Aquatic Science and Technology (Eawag). Dübendorf, Switzerland)*

Term	Context
Faecal sludge	Faecal sludge comes from on-site sanitation technologies and has not been transported through a sewer. It is raw or partially digested, a slurry or semi-solid and results from the collection, storage or treatment of combination of excreta wastewater with or without grey water. (*Source: MLGH NUSS Strategy 2015 – 2030)*
Faecal sludge management	A system for safe collection, transport, treatment, disposal and/or reuse of faecal sludge. (*Source: MLGH NUSS Strategy 2015 – 2030)*
Faeces	Faeces refers to (semi-solid) excrement without urine or water. Each person produces approximately 50 L per year of faecal matter. Of the total nutrients excreted, faeces contain about 10% Nitrogen, 30% Phosphorus, 12% Potassium and have 107–109 faecal coliforms /100 ml. *(Tilley, Elizabeth et al, 2008. Compendium of Sanitation Systems and Technologies. Swiss Federal Institute of Aquatic Science and Technology (Eawag). Dübendorf, Switzerland)*
Improved pit latrine	A simple improved pit latrine has all of the following features: ▪ Latrine floor should be raised, smooth and impervious for easy cleaning. It should leave no cracks. ▪ Where there is no slab, the floor should slope towards the squat hole to facilitate effective draining of water during cleaning. ▪ It should have a well-fitting lid that does not allow flies into the pit. ▪ The Superstructure should offer maximum privacy ▪ It needs a roof to prevent rain from damaging the latrine floor. ▪ The latrine should be at a distance of at least 40m from water sources and pit depth should be a minimum of 2m above the highest ground water levels. In urban/peri-urban areas, the facility should be embedded in a functioning sanitation system, where the excreta from the toilet is properly collected, stored, transported, treated, disposed or reused in a manner that is not hazardous to human health and not detrimental to the environment and should not contaminate water sources.

Term	Context
Improved sanitation facilities	Improved sanitation facilities are those designed to hygienically separate excreta from human contact (*Source: JMP 2017).* Improved facilities include flush/pour flush to piped sewer systems, septic tanks or pit latrines; ventilated improved pit latrines, composting toilets or pit latrines with slabs (JMP ladder for sanitation). *(Source: JMP, 2015 and 2017)*
Latrine	A toilet facility (public or private) comprising of a superstructure around it. *(Source: MLGH NUSS Strategy 2015 – 2030)*
Off-site sanitation	Off-site sanitation refers to sanitation systems in which excreta are collected from individual houses, commerce, institutions, and industry and public toilet facilities and carried away for disposal and treatment through pipes. Two main types are used: ▪ Sewer networks with a treatment plant ▪ Sewer networks with a communal septic tank, which has to be emptied when full *(Source: NUWSSP)* Components of the sanitation chain that are located away from the immediate vicinity of the toilet. *(Source: MLGH NUSS Strategy 2015 – 2030)*
Onsite sanitation	On-site sanitation is also commonly referred to as non-sewered sanitation because the containment facilities are situated within the plot occupied by a dwelling or its immediate surroundings. On-site sanitation, also called decentralised sanitation, is a system where the treatment of excreta or sewage takes place at the same location where it is generated
Open defecation (OD)	Open defecation is the practice of people defecating outside and not into a designated toilet. *(The term is widely used in literature about water, sanitation, and hygiene (WASH) issues in developing countries)*

Open Defecation Free (ODF) Status	MLGH guidelines stipulate that, in order for a village to be verified ODF, it must meet the following criteria:
	
	▪ No evidence of faeces in or around household compounds.
	▪ Every household has an 'adequate' toilet, meaning one that effectively separates excreta from human contact and has:
	  ○ a smooth, cleanable floor (not necessarily a concrete slab)
	  ○ a cover for the drop hole
	  ○ a superstructure providing privacy
	▪ Every household has a hand washing facility near the latrine, with water and soap or ash.
	(Source: MLGH NUSS Strategy 2015 – 2030)

Safe sanitation system	The function of a system creating barriers between humans and excreta to reduce the incidence of water and vector- borne diseases and parasitic infestations. A safe sanitation system ▪ effectively prevents human, animal and insect contact with human excreta and wastewater, and ▪ ensures a long term clean and healthy environment (not polluting ground and surface water bodies, soil and air) both at home and in the neighbourhood of users; the concept of safe sanitation comprises treatment/discharge points that are part of the sanitation chain.

Term	Context
	To be considered "safe" the sanitation facility must also provide a handwashing facility.
Safely Managed Sanitation	Private improved facility where faecal wastes are safely disposed on-site or transported and treated off-site; plus a handwashing facility with soap and water. (*Source: JMP, 2015)*
Sanitation	Sanitation involves interventions to reduce people's exposure to diseases by providing a clean environment in which to live and work, with measures to break the cycle of disease. This usually includes hygienic management of human and animal excreta, refuse and wastewater, the control of disease vectors and the provision of washing facilities for personal and domestic hygiene. It also involves both behaviours and facilities which work together to form a hygienic environment. For the purpose of this programme, sanitation is understood to be the safe collection, transportation, treatment and disposal or reuse of human excreta, domestic liquid waste, industrial effluents and municipal solid waste.
Sanitation chain	Incorporates the various steps required to sanitise excreta and waste water, between the user interface (household or public, industrial and commercial excreta and waste water production sites) and final sites for disposal or reuse of sanitized material. *(Source: MLGH NUSS Strategy 2015 – 2030)*
Sanitation marketing	Sanitation Marketing is neither advertising nor a communications program; it is a systematic and dynamic process to make strategic decisions about four components, or the four P's of the marketing mix: Product, Place, Promotion, and Price. Recently, two more Ps have been added: Policy and Partnership: ▪ Product is a tangible item, a service or a practice that commercial marketers are primarily interested in selling for profit while Social marketers also want the customers to use it correctly and behave differently. ▪ Place refers to where the product is always available to the target group; through public or private channels. Place considers how to bring the market close to customers. ▪ Price must cover all costs but the vulnerable should be given special consideration so that they too can benefit ▪ Promotion creates demand for a new products or services. *(Source: SANITATION MARKETING: A handbook for: Policy Makers (PLAN) & Case of Sanitation Marketing (WSP) 2004*
Sanitation service area	The area defined in the CUs operator's license approved by NWASCO. *(Source: MLGH NUSS Strategy 2015 – 2030)*
Sanitation service levels	During the SDG period, the population using improved sources will be subdivided into three groups according to the level of service provided. The three levels of service are: ▪ safely managed sanitation service ▪ basic sanitation service ▪ Limited sanitation service. *(Source: JMP 2017)*
School Led Total Sanitation (SLTS)	SLTS is one of the approaches used in the WASH in Schools programming and is an adaptation from CLTS, which is a methodology for mobilising communities to completely eliminate open defecation (OD) and improve sanitation and hygiene at the household level. On the other hand, SLTS focuses on using schoolchildren as agents of change.

Term	Context
Septic tank	A septic tank is an excreta collection device consisting of a watertight settling tank, which is normally located underground, away from the house or toilet. The treated effluent of a septic tank usually seeps into the ground through a leaching pit. It can also be discharged into a sewerage system. *(WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation (JMP))*
Shared Sanitation	Facility shared with other households. *(Source: JMP, 2015)*
Sustainable sanitation	Sustainable sanitation considers the entire **"sanitation value chain"**, from the experience of the user, excreta and wastewater collection methods, transportation or conveyance of waste, treatment, and reuse or disposal. The term is widely used since about 2009. In 2007 the Sustainable Sanitation Alliance had defined five sustainability criteria to compare the sustainability of sanitation systems. In order to be sustainable, a sanitation system has to be, ▪ Economically viable, ▪ Socially acceptable, ▪ Technically appropriate, ▪ Institutionally appropriate and ▪ Protect the environment and the natural resources. *(Source: (Tilley, E., Ulrich, L., Lüthi, C., Reymond, Ph. and Zurbrügg, C. (2014). Compendium of Sanitation Systems and Technologies. 2nd Revised Edition. Swiss Federal Institute of Aquatic Science and Technology (Eawag), Duebendorf, Switzerland* *SuSanA (2008). Towards more sustainable sanitation solutions - SuSanA Vision Document. Sustainable Sanitation Alliance (SuSanA))*
Ventilated improved pit latrine (VIP)	Ventilated improved pit latrine (VIP) is a pit latrine ventilated by a pipe that extends above the latrine roof. The open end of the vent pipe is covered with gauze mesh or fly-proof netting and the inside of the superstructure is kept dark. *(Source: WHO/UNICEF JMP for Water Supply and Sanitation)*
Hygiene Promotion	
A basic hygiene facility	Households that have a handwashing facility with soap and water available on premises will meet the criteria for a basic hygiene facility *(Source: SDG 1.4 and 6.2).*
A limited hygiene facility	Households that have a facility but lack water or soap will be classified as having a limited facility, and distinguished from households that have no facility at all. *(Source: JMP 2017)*
Hand washing with soap (HWWS)	Hand Washing with Soap (HWWS) is the most cost-effective intervention against disease according to a recent review[1] of curative and preventative health interventions in developing countries. Prevention of transmission of diarrhoeal diseases (including cholera, dysentery) and intestinal worms are the main benefits from improved hand washing practice but recent evidence suggests that it can also lead to a reduction of

[1] Intervention Cost-Effectiveness: Overview of Main Messages. Ramanan Laxminarayan, Jeffrey Chow, and Sonbol A. Shahid-Salles. Disease Control Priorities in Developing Countries. 2nd edition. (2006)

Term	Context
	respiratory infections. According to a systematic analysis by Curtis and Cairncross[2] in 2003, the universal practice of HWWS could reduce the risk of diarrhoea in the community by 47%, and an additional review by Aiello et al. in 2008 concluded that HWWS could reduce the risk of lower respiratory tract infections such as pneumonia by 16% to 21%.
Hygiene	Hygiene encompasses the conditions and practices that help maintain health and prevent spread of disease including handwashing, menstrual hygiene management and food hygiene.
Solid Waste Management	
Hazardous Waste	Waste which is poisonous, corrosive, irritant, explosive, inflammable, toxic or other substance or thing that is harmful to human beings, animals, plants or the environment.
Integrated Solid Waste Management.	Frame of reference for designing and implementing new solid waste management (SWM) systems and for analysing and optimising existing systems. It is based on the concept that all aspects of an SWM system (technical and non-technical) should be analysed together, since they are in fact interrelated and developments in one area frequently affect practices or activities in another area.
Municipal Waste	Waste generated from domestic, trade and commercial activities. *(Source: Statutory Instrument No. 112 of 2013 of the EM Act No. 12 of 2011)*
Solid Waste	Means domestic waste, trade and commercial waste, construction waste, garden waste, waste that does not pose an immediate hazard or threat to human health, plant, animal life or the environment.
Solid Waste Management	The supervised handling of waste material from generation at the source through the recovery processes to disposal.
Operation and Maintenance Definitions	
Asset management	The combination of management, financial, socio-economic, engineering, and other practices and considerations taken into account and applied to physical assets with the objective of providing the required level of service in the most cost-effective manner. It includes the management of the whole asset life cycle (design, construction, commissioning, operating, maintaining, repairing, modifying, replacing and decommissioning/disposal) of physical and infrastructure assets. Operating and sustaining assets in an environment with budget limitations requires some sort of prioritization scheme to ensure maximum use of resources.
Maintenance	Maintenance refers to the activities required to sustain the water supply facilities in a proper working condition. It includes preventive maintenance, corrective maintenance and crisis maintenance. *(Source: National Guidelines for sustainable O&M of hand pumps)*
Operation	Operation refers to the day-to-day running and handling of water supply facilities in a manner that optimises their use and contributes to a reduction in breakdown and maintenance needs.

[2] Curtis V & Cairncross S (2003) Effect of washing hands with soap on diarrhoea risk in the community: a systematic review. Lancet Infectious Diseases 3, 275–281.

Term	Context
	(Source: National Guidelines for sustainable O&M of hand pumps)
Preventive maintenance	Preventive maintenance refers to an activity that includes checking the status of hand pump components at regular fixed time intervals. *(Source: National Guidelines for sustainable O&M of hand pumps)*
Rehabilitation	Rehabilitation is the correction of major defects and the replacement of equipment to enable a facility to function as originally intended. *(Source: National Guidelines for sustainable O&M of hand pumps)*
Repair	Repair is the restoration of a defective component to return the facility to acceptable working condition. *(Source: National Guidelines for sustainable O&M of hand pumps)*
Sustainable supply chain	Sustainable supply chain is a system of procuring and supplying spare parts that guarantees a continuous supply of spare parts. *(Source: National Guidelines for sustainable O&M of hand pump)*

Term	Context
Sector Development Definitions	
Capacity development	Capacity development is aimed at developing the capacity for development (CfD), which is "the availability of resources and the efficiency and effectiveness with which societies deploy those resources to identify and pursue their development goals on a sustainable basis". In that context capacity development is "the process through which societies, organisations and individuals acquire, strengthen, maintain and renew the capabilities to set and achieve their own development objectives over time". *(Source: CD Water supply and sanitation strategy, 2015 – 2020)*
Full Cost Recovery	Where recurrent income is sufficient to cover "operating, maintenance and administration (OM&A) expenditures, land, financial and capital investments to repair, rehabilitate, replace, expand and upgrade facilities; and, in some cases, decommissioning and disposing of infrastructure.
Gender Equality	Gender equality denotes women having the same opportunities in life as men, including the ability to participate in the public sphere. *(Source: MoGCD, 2014)*
Gender Equity	Gender equity is the equivalence in life outcomes for women and men, recognising their different needs and interests, and requiring a redistribution of power and resources. *(Source: MoGCD, 2014)*
Gender Mainstreaming	Gender mainstreaming ensures women, men, girls and boys benefit equally from the development process by highlighting the impacts of policies, programmes and laws on the real situation of women, men, girls and boys. *(Source: MoGCD, 2014)*
Governance	"The exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences" *(Source : (UNDP, 1997) and (UN, 2015))* Characteristics of good governance include Transparency, Accountability, Responsibility, Rule of law, Equity and inclusive, Participatory, Effective and efficient. With respect to Corporate Governance, this has been defined to be the system by which companies and organisations are governed, controlled and managed.
Training of Trainers (ToT)	Training of trainers is a form of training imparted to an individual with a view to preparing him/her for his/her future role as a trainer. This is a process which aims to develop his/her capabilities and capacities of imparting training to others as a skilled professional. Besides, ToT also aims to help organisations to build their own cadre of trainers. Thus ToT has a dual role to play: the individual growth and the organisational growth. The focus of ToT is not only to build a cadre of trainers, but also to develop necessary orientation, awareness and abilities to perform a catalytic role as facilitators of change.

Term	Context
Community management -	Community management means that the beneficiaries of water supply and sanitation services have responsibility, authority and control over the development of their services: • **Responsibility** – the community takes ownership of the system, with all its attendant obligations • **Authority** – the community has the legitimate right to make to make decisions about the system • **Control** - the community has the power to implement its decisions regarding the system.
Stakeholders	**Stakeholder** - A stakeholder is any individual, group or organization that can affect, be affected by, or perceive itself to be affected by a programme. Actors who hold at least a potential stake in a project and its change objective are termed stakeholders. **Secondary stakeholders** - "Secondary stakeholders" are actors whose involvement in the project is only indirect or temporary, as is the case for instance with intermediary service organisations. **Primary Stakeholder**s - People directly benefiting from or affected by a particular business activity, such as the distribution of a product (installation of water points/sanitation facilities) or a change to a service agreement. Primary stakeholders may include customers/consumers of water from the water point, employees, creditors, suppliers, or anyone else with a functional or financial interest in the product (water point/sanitation facilities or situation. The term "**primary stakeholders**" is usually applied to those actors who are directly affected by the project (customers), either as designated project beneficiaries, or because they stand to gain (LAs) **Key Stakeholders** - Key stakeholders are those actors without whose support and participation the targeted results of a project normally cannot be achieved, or who may even be able to veto the project, in which case they are termed "veto players"
Participatory Approach	A participatory approach is an approach in which the end users of a sanitation or water system are involved in the planning of the system from the start.
Planning, Monitoring, Evaluations and Reporting Definitions	
Rural	The National Environment Sanitation Strategy for Rural and Peri-Urban Areas in Zambia (1998) defines rural as "Areas of population outside urban or peri-urban using point or surface water sources for which the community is responsible for the operation and routine maintenance and sanitation primarily through pit latrines for which the community is responsible for operation and maintenance". In addition, low population densities characterise rural areas (usually less than 20 persons per square kilometre), with small houses isolated from each other. *(Source: National Guidelines for sustainable O&M of hand pumps)*
Coverage	The percentage or proportion of the population with household access safe water or adequate sanitation.

Term	Context
Evaluation	Evaluation is the periodic and systematic review and analysis of a practice to determine the relevance, effectiveness, efficiency and impact of programmes/projects compared to set objectives. *(Source: National Guidelines for sustainable O&M of hand pumps)* Evaluation is a process that attempts to determine as systematically and objectively as possible the relevance, effectiveness, efficiency and impact of activities in the light of specified objectives. It is a learning and action-oriented management tool and organizational process for improving current activities and future planning, programming and decision-making. *(Source: Monitoring & Evaluation Framework for the National Water Supply And Sanitation Programme, 2017)*
Integrated development	Includes integrated social, economic, environmental, spatial, infrastructural, institutional and organisational development and the provision of amenities and services aimed at alleviating poverty and improving the quality of life of members of a community. *(Source: The Urban and Regional Planning Act, 2015)*
Learning	Learning is the process through which information generated from monitoring and evaluation (M&E) is reflected upon and intentionally used to continuously improve a project's ability to achieve results.
Monitoring	Monitoring is the regular and continuous checking of whether plans, activities and situations are being implemented as planned, and includes the provision of feedback to facilitate the taking of corrective measures by relevant stakeholders. *(Source: National Guidelines for sustainable O&M of hand pumps)* Monitoring is the periodic oversight of the implementation of an activity which seeks to establish the extent to which input deliveries, work schedules, other required actions and targeted outputs are proceeding according to plan, so that timely action can be taken to correct deficiencies detected. "Monitoring" is also useful for the systematic checking on a condition or set of conditions, such as the number of water points functioning, quantities and quality of water, etc. *(Source: Monitoring & Evaluation Framework for the National Water Supply And Sanitation Programme, 2017)*
Plan	Includes reports, drawings, maps and models. *(Source: The Urban and Regional Planning Act, 2015)*
Planning	The initiation and management of change in the built, socioeconomic and natural environment in, and across, a spectrum of sectors and urban and rural areas. *(Source: The Urban and Regional Planning Act, 2015)*
Reporting	Reporting is the documentation of results of monitoring and evaluation and the presentation of them to appropriate audiences at specified times. To help ensure efficiency, the purpose of reporting should be clearly defined. Key purposes may be accounting for funds expended or feeding data directly into a decision-making process. The timeframe of reporting should also be defined to suit its purpose.

Term	Context
Service Clusters	These are comprised of; ▪ Rural o Rural settlement with populations of 50 (10 households) to 500 (100 households); and o Rural Growth Centres with populations of 501 (101 households) to 5,000 (1,000 households). ▪ Urban o Small Towns with populations 5,001 (1,001 households) 50,000 (10,000 households). o Towns with populations in excess of 50,000 (more than 10,001 households). o Peri-urban areas that started as unplanned and informal settlements. ▪ Public Places and Institutions such as: schools, markets (including shopping malls) and health centres, are required to have facilities that meet the foregoing criteria in line with the public health and building requirements.

EXECUTIVE SUMMARY

BACKGROUND AND CONTEXT

The Government of the Republic of Zambia has a National Planning and Budgeting Policy, which requires Ministries, Provinces and Spending Agencies (MPSA) to have development plans (Kawambwa Town Council is a spending agent as it receives funds from central government). Furthermore, the Regional and Urban Planning Act No. 3 of 2015, requires Local Authorities to have Integrated Development Plans (IDPs). The purpose of planning and budgeting is to provide a benchmark on which to measure performance.

The National Water Supply and Sanitation Capacity Development Strategy (2015 – 2020)

With respect to water supply and sanitation, the Government through the Ministry of Local Government and Housing then (Ministry of Local Government and Rural Development now), developed a National Water Supply and Sanitation Capacity Development Strategy (2015 – 2020). In that Strategy, The Objective 2.3 states that: "***To develop the Capacities of Local Authorities (LAs) in resource mobilisation, resource allocation prioritisation, resource utilisation and stakeholder responsibilities for sustainable WSS service delivery***".

Furthermore, the National Water Supply and Sanitation Capacity Development Strategy (2015 – 2020), provides that the NRWSSP Capacity Building component provides; "*The institutional capacity will be developed at all levels to ensure effective service delivery. The activities include development of effective district planning systems based on a demand-driven approach centred on community needs". It further states that: "Within the context of the SOMAP principles, which recognise that "****capacity Building is key to sustainability***". Therefore, the expected outputs are:

- Supportive policies and regulatory frameworks are provided;
- An environment for awareness campaigns and public participation is created; and
- Management, financial and technical skills are developed for effective operation and management of water facilities (*WASH facilities*[3]).

It's against this background that the Town Council developed this Capacity Building Plan. In the past the LA has been developing WASH annual work plans and budgets (AWPBs); however, they did not explicitly address the issue of Capacity Development of persons and institutions in the district involved in WASH services provision; including support infrastructure such as ICT equipment, motor vehicles, etc. Furthermore, they were short-term focused instead of long-term.

The Sustainable Development Goals (SDGs), which also have the same end date as both the Vision 2030 and NRWSSP II, has the overarching objective of "***eradicating poverty by 2030***". Amongst its 17 Goals (The SDGs), there is Goal No. 6: "*Ensure availability and sustainable management of water and sanitation for all*" frames the global context of the WASH Master Plan[4] and indeed this Capacity Building Plan for the district.

The WASH Master Plan's Vision, Mission and Objectives

Vision: *All of Kawambwa District's rural population have sustainable and equitable access to safe water supply and adequate and equitable sanitation to meet basic needs for improved health and alleviating poverty.*

[3] The words in italics added by the consultant

[4] Kawambwa District WASH Master Plan – 2021 to 2030

Mission: *Promoting sustainable provision and usage of affordable and socially acceptable safe water supply and adequate sanitation facilities to the rural population in Kawambwa District.*

Overall Objective: The overall objective of the 2021-2030 WASH Master Plan is:

"S*ustainable and equitable access to safe water supply, and adequate and equitable sanitation* ***to meet basic needs for improved health and poverty alleviation*** *for all of Kawambwa's rural population in line with the Vision 2030 and the Sustainable Development Goals for water supply and sanitation."* This overall objective adequately covers the objective of this WASH Capacity Development Plan.

It further, has been observed that the district's number of non-functioning boreholes, V-WASHEs, etc. is high, and planning, monitoring and evaluation of WASH facilities is weak; and learning is very weak too. It is against this background that this Capacity Building Plan has been developed.

Situational Analysis

There are a number of pieces of legislation, policies and guidelines developed at National level related to WASH that Kawambwa Town Council must adopt and implement for its capacity building programme; some of which have been highlighted above.

The institutional capacities in the district are weak, including the LA itself, for example the RWSS Unit has only one employee, the Coordinator (water engineer); when it was supposed to have a sanitation specialist and a community development specialist as well. Furthermore, transport is also a challenge; i.e. the LA has no vehicle to monitor and deliver WASH services adequately.

The human capital and institutional capacity at sub district levels are inadequate, i.e. the numbers of area pump menders (APMs), community champions (CCs) and masons are not enough to provide for the needs of the district.

Vision, Mission and Objectives

Vision

A District with adequate institutional, personnel and support infrastructure capacity to be able to provide WASH services to all people in the district.

Mission

To build institutional and individual capacities at district and sub district levels, offer WASH technical support, and provide access to relevant knowledge and competences related to WASH capacity building in the District.

Objectives

The main objective of the capacity building and training activities is to create, enhance and develop institutional, individual and support infrastructure capacity at both district and sub district levels, plan, implement and supervise, monitor and evaluate, WASH programmes in the district and share lessons learnt with all the stakeholders that need it.

Capacity Development

The plan provides for capacity development in the following areas/institutions:

a) Organisations/Institutions

These include the LA, D-WASHE, WDCs, V-WASHEs and other institutions involved in WASH in the district. This refers to the internal structures, policies and procedures that determine the organisations'/institutions' effectiveness.

b) Individual

The Capacity building will involve the training of various people involved in the WASH services supply chain. A total of 5,679 people are expected to be trained in the next 10 years (2021 to 2030) as per the table and pie chart below.

Table 0-1: Number of Persons to be trained

Category	Total number trained
V- WASHE Members	764
D-WASHE Members	30
District Training Team	60
Council & Management	24
Ward Development Committees members	396
P-WASHE Members	20
Area Pump Menders	1,462
Masons	1,096
Community Champions	1,827
Total	**5,679**

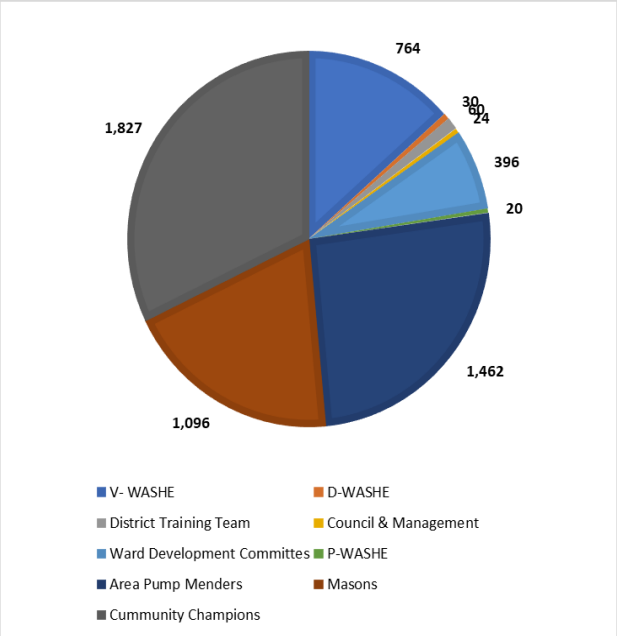

Figure 0-1: The Number of Persons in various Skills to be trained

c) Enabling Environment

This will cover the broad social system within which people in the district and organisations/institutions will function. It includes the policies, rules, laws, power relations and social norms that will govern the WASH services provision in the district. These will be developed and implemented by the Local Authority.

d) Operational Support Infrastructure

In this regard the following assets will be acquired:

- Construction and stocking of one main SOMAP shop and 2 x satellite one
- Motor vehicles;
- Motor bikes;
- Bicycles
- Computers with all the accessories, and
- GPS equipment.
- A number of sanitation demonstration facilities will be constructed in the wards (at least one per ward)

Costs and Financing

The costs and financing for the Capacity Development are provided for as an integral part of the WASH Master Plan; however, those in the Master Plan which are identifiable as directly relating to Capacity Building, have been extracted from there and summarised herebelow.

- Training Costs – K 26.52 million
- Support Infrastructure Costs – K 21.49 million

These will be incurred during the whole implementation period of the programme.

The financing will be from various sources including the Local Authority itself. Some finances will be raised from central government, MLGRD, CPs, etc.

Assumptions, Risks and Mitigating Strategies

A number of assumptions have been made among them the full implementation of the Decentralisation programme. A plan of this nature has a great deal of risks including cost escalations and implementation risks.

The table below summarises some of the risks and strategies to help mitigate the risks.

Table 1: Programme Risks and Mitigation Strategies

Risk Domain	Risk Event	Mitigation Strategy
Institutional	Institutional set-up does not support effective Programme management. Ownership of the Programme objectives and results delivery becomes isolated or not fully integrated in the relevant structures (LA, D-WASHE, P-WASHE, WDCs, V-WASHE, etc.).	Engage with the key decision makers on setting the right support structures for the achievement of the capacity building (CB) objectives. Alignment of the programme implementation to relevant structures at all levels.
Social	Social conflicts prevent consensus on Demand Responsive Approach implementation. Cultural beliefs and practices hinder adoption of improved sanitation practices. High turnover of trained community champions and area pump menders within communities and institutions.	Community buy –in processes and procedures will be developed and implemented in context. Use of civic and traditional leadership will be promoted. Community Participation, Monitoring & Evaluation and Learning techniques should be promoted in all activities of the LA and sub-district structures. LA shall ensure capacity is retained at all levels through refresher trainings and considerate HR management. Incentivize CCs with regular income.
Economic and Financial	Financial commitments and budgetary allocation fall below critical level. CP financial pledges and actual support fall below expectations. Increase of inflation rate causes increase in WSS goods and services delivery. Private sector fails to uptake and drive commercial side of goods and services delivery. Communities unable to support the infrastructure investments and O&M due to high poverty levels.	Engage decision makers at National, and Provincial levels to lobby support for the implementation of the capacity building plan (CBP). Increase the communication and advocacy activities to raise rural WSS on the agenda through effective communication strategies. Engage CPs through effective means using evidence-based methods that show causal linkage of poverty to WSS. By focusing on local supply chain establishment for fast moving spares and services. Use the Demand Response Approach for appropriate technology selection that the community can sustain and support. Increased use of local WSS technologies.

Risk Domain	Risk Event	Mitigation Strategy
	The local currency depreciates substantially amongst international convertible currencies.	Bulk buying of imported items so as to benefit from economies of scale and bulk discounts. Enhance the life span of imported WASH facilities through good O&M and skilled personnel.
Technological	WSS technologies and practices may not be well accepted by key stakeholders and end users. Appropriate technical equipment and expertise may not be readily available at local structures.	Communication and advocacy activities will be part of the standard procedures for buy-in. Community Water and sanitation structures will be selected carefully to introduce and promote the concepts through a participatory process. Training of local expertise will be enhanced. Private sector participation will be enhanced and encouraged. Local knowledge and practices will be assessed and included where appropriate.

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Part I – Introduction and Situational Analysis

1.0 INTRODUCTION/BACKGROUND

1.1 Introduction

The health of communities is dependent a good water supply, sanitation and hygiene systems. With the growing population in the country and Kawambwa District in particular, in order to ensure sustainability of the service delivery systems (water supply and sanitation), it is important to note the importance and take care of the following:

a) That water is a finite and vulnerable resource.
b) The importance of the implementation of a participatory approach.
c) The importance of the role of women in WASH.
d) Acceptance of the social and economic value of water.
e) Integration of the 3Es: economic efficiency, social equity and ecosystem sustainability.

The WASH programme (NRWSSP) being implemented by GRZ plans to implement WASH interventions during the period 2019 to 2030 with the goal to provide the population of Zambia, Kawambwa District included with sustainable and appropriate access to drinking water supply and sanitation services. As detailed in the ensuing section, the programme aims to contribute to reduced burden of diarrhoeal diseases among the communities in Kawambwa. Furthermore, government and its cooperating partners (CPs) is also implementing other WASH programmes in the rest of the district.

According to the National Rural Water Supply and Sanitation Programme – 2019 to 2030; Capacity development efforts will focus on strengthening institutional and individual capabilities at National, Provincial, District, Ward and Community levels. Activities will be undertaken in line with the capacity development strategy[5].

1.2 Capacity Building

In order to sustain the supply of WASH services in the area, there is need to have capable organisations and people; hence the need for capacity building. The capacity of the Local Authority (LA) and all persons involved in Water Supply, Sanitation and Hygiene (WASH) is very important to ensure the sustainability of the WASH infrastructure/service provision that has been and continue to be developed in the district.

Capacity development in WASH (water, sanitation, and hygiene) is essential to achieve Sustainable Development Goal 6, and Vison 2030 to ensure availability and sustainable management, and water and sanitation for all. Developing capacity in WASH is not just the right thing to do; but it also makes business sense. Investing in people yields long-term, sustainable returns. This document provides the capacity building plan for the district as a whole, not just the current intervention areas.

The definition of Capacity Building/capacity development, differs by source. Here are some examples:

- The United Nations Development Program (UNDP) defines capacity development (CD) as: "***the process through which individuals, organisations, and societies obtain, strengthen, and maintain the capabilities to set and achieve their own development objectives over time***."
- The Organisation for Economic Coordination and Development (OECD) defines CD as: "***the process whereby people, organisations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time***." Capacity – the ability of a person or organization to do something.
- The Canadian International Development Agency (CIDA) defines CD as "***the activities, approaches, strategies, and methodologies which help organizations, groups and individuals to improve their performance, generate development benefits and achieve their objectives.***"

[5] National Rural Water Supply and Sanitation Programme (NRWSSP) 2019 – 2030

- The NRWSSP 2019 – 2030 defines capacity development as: Capacity development is aimed at developing the capacity for development (CfD), which is ***"the availability of resources and the efficiency and effectiveness with which societies deploy those resources to identify and pursue their development goals on a sustainable basis". In that context capacity development is "the process through which societies, organisations and individuals acquire, strengthen, maintain and renew the capabilities to set and achieve their own development objectives over time"***. (CD Water supply and sanitation strategy, 2015 – 2020)

In this document (Capacity Building plan); capacity building is defined as: ***a measurable improvement in an organization's (Kawambwa Town Council, including sub-district levels and communities / villages, etc.) ability to fulfil its mission (universal coverage for water supply and 90% for sanitation by 2030 on a sustainable basis) through a blend of sound management, strong governance, and dedication to assessing and achieving results***.

Therefore, capacity building is a specific effort to strengthen the following that affect the supply of WASH services in the district:

a) **Organizational infrastructure** - This includes things like facilities (both workplaces and service locations (office space, furniture and fittings, etc.)), equipment (computers and other technology, office supplies, equipment essential to services, cell phones, GPS equipment, etc.), workplace operations (such as payroll and accounting), logistics and communications (motor vehicles, motor bikes, bicycles, etc.).
b) **Management and governance** - This refers to the council (body of civic leaders) and executive management, D-WASHE, District Development Coordinating Committee (DDCC), etc.
c) **Staff capacity for the Local Authority (LA)** - This includes education and professional development.
d) **Community capacity** - This includes V-WASHE members, APMs, CCs, Masons, Parent Teachers Associations (PTAs), community members/general public, etc.

1.3 Institutional Framework

There are a number of institutions that are involved in the provision of water supply and sanitation services in the rural areas. These institutions are looked at in this section, from national level to sub district level.

The P-WASHE committee provides formal provincial-level WASH governance and coordination supported by the Ministry of Local Government and Rural Development (MLGRD) through the Department of Housing and Infrastructure Development (DHID). The P-WASHE Committee was established in 2013. As a result of the oversight role that the P- WASHE Committee plays, it is understood that the D-WASHE Committee in the District is strengthened. The line ministries, that's the Ministry of Education (MoE), Ministry of Health (MoH), Ministry of Community Development and Social Services, Ministry of Agriculture, Ministry of Green Economy and Environment (MGEE) and Ministry of Lands and Natural Resources are now active participants in the D-WASHE, improving support to WASH in the district.

While it has to be recognised that institutions and individuals at all levels have to be capacity built on a continuous basis in order to ensure sustainability of the WASH services provision; **this Capacity Building Plan is focusing on the needs of and actions at the District and sub-district levels.**

The detailed institutional framework is provided in the WASH Master Plan, and the below diagram summaries the structure.

The key institutions involved are:

a) At District Level: LA, DDCC, D-WASHE, District Training Team (DTT), LpWSC
b) At Sub-District Level: WDC, V-WASHEs/WPCs, APMs, CCs, The PTAs, etc.

c) At National Level: MWDS, WARMA, NWASCO, ZEMA, ZABS, MLGRD, MoE; MoH; MGEE
d) At Provincial level PWSSO, PDHID, PLGO, Permanent Secretary (PS), P-WASHE; LpWSC

From the above list the following are the Regulatory Bodies in the water sector who will have a role in the implementation of this plan:

- NWASCO for water supply and sanitation (urban, peri-urban and rural);
- WARMA for water resources management
- ZEMA for environmental protection
- ZABS for water quality standards.

The line ministries are also represented at District Level as shown in Figure 2 – The Institutional Framework.

Luapula Water Supply and Sanitation Company Limited will play a key role as its likely to take-over the provision of WSS services in the whole province (urban, peri-urban and rural). Currently LpWSC is running 5 water schemes in Mwense district out of a total twenty-six (26).

All these structures and persons in there, will need to be capacity built on a continuous basis in order to ensure sustainability of the WASH services provision. This calls for a lot of resources, mostly financial and human capital.

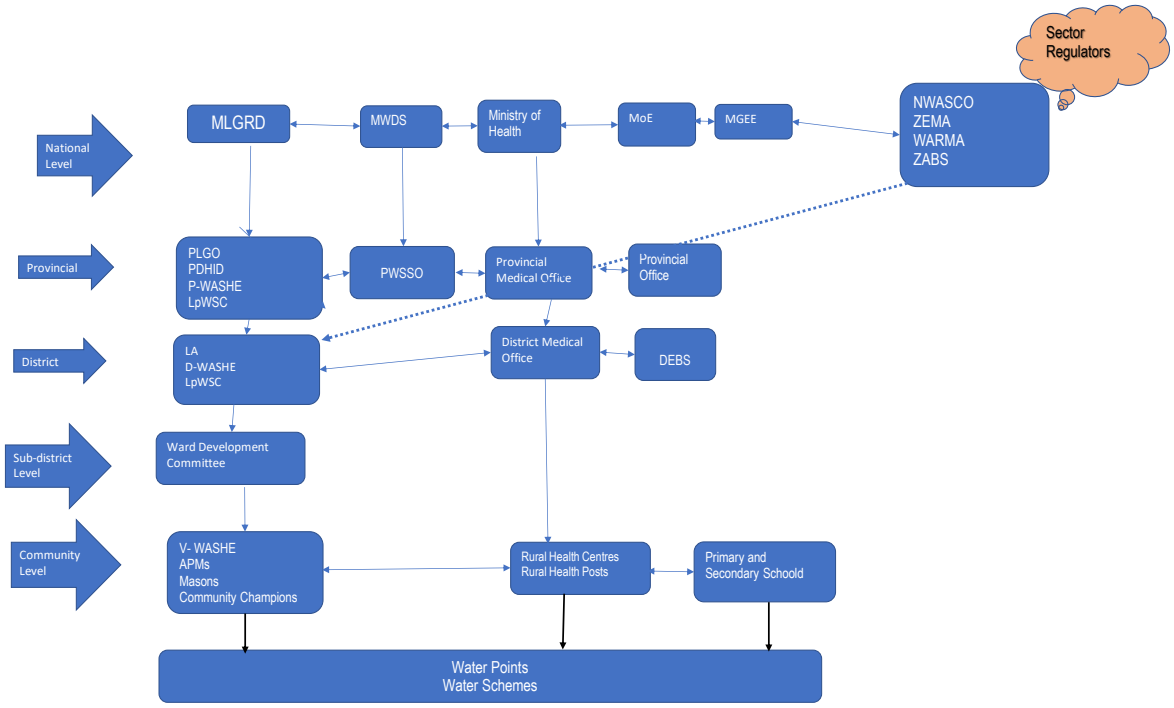

Figure 2: The Institutional Framework at National, Provincial, District and Sub-District Levels

1.4 Roles and Responsibilities

Each of the stakeholders/institutions involved in the supply and delivery of WASH services in the district has a specific role and responsibility.

These roles and responsibilities must be clear to each stakeholder, and there should be no overlap; otherwise it may lead to misunderstandings that will negatively affect service delivery and eventually the sustainability of the system.

The table below (Table 2 Key Institutions in the Provision of WASH in the Rural Areas) summarises the roles and responsibilities for the provision and sustainability of WASH services in the district.

Table 2: Key Institutions in the Provision of WASH in the Rural Area

S/N	Name of Institution	Role	Responsibility
1	Central Government	Central Governance	Resource mobilisation and policy development
2	MLGRD	Local government	Provision of WASH services to Zambian
3	MWDS	WASH Policy development and resource mobilisation. High level monitoring and evaluation.	WASH policy development, resource mobilisation, oversight of WASH service provision
4	MoH	Health Service Provider	Water quality monitoring and quality of sanitation facilities
5	MoE	Primary and Secondary education provider	Promotion of WASH education in schools
6	MGEE	Policy development on Environment.	Environmental and climate change monitoring and evaluation.
7	MCDSS	Community Development and provision of social services to the needy.	Community mobilisation and sensitisation.
8	PWSSO	Representative of Department of Water Supply and Sanitation (DWSS) at Provincial level	Support LA in the provision of WASH services in the district
9	PLGO	Representative of MLGRD at provincial level	Oversight and support to the LA.
10	LA	WASH service provider in the district	Provision of potable water and adequate sanitation
11	D-WASHE	Oversight over LA on WASH	Planning and implementation of WASH activities in the district.
12	APMs	Repairers of hand pumps	Repairing and servicing of water points
13	Traditional Leaders	Change agents	Local/traditional leadership
14	CCs	WASH data collectors	WASH data collection
15	Masons	Contractors	Construction of sanitation facilities
16	V-WASHE	Governance	Water point management, O&M
17	Ward Development Committee	Governance	Development planning and implementation in the ward
18	District Development Coordinating Committee	Governance	Planning and implementation of developmental projects in the district
19	Civic leaders (elected Councillors)	Representatives of the community	They volunteer time, skills, knowledge and enthusiasm to promote the quality of life in the community. Represent the community in Council.
20	Luapula Water Supply and Sanitation	WASH service provision	Provision of WASH services in the urban areas. Soon to cover all the district.
21	NWASO	Water supply and sanitation regulation.	• Licensing service providers • Developing sector guidelines • Establishing and enforcing standards • Advising government on WSS • Advising LAs on institutional arrangements Disseminating information to consumers.

S/N	Name of Institution	Role	Responsibility
22	WARMA	Water resources management	• Its main purpose is to serve as the regulatory body for the management and development of water resources in the whole country and ensure equal access to water for the various stakeholders.
23	ZEMA	An independent environmental regulator and coordinating agency.	• To ensure sustainable management of natural resources, protection of the environment and prevent and control pollution
24	ZABS	Development and enforcement water and sanitation quality standards.	• to prepare Zambian Standards and to promote their use; • to make arrangements or to provide facilities for the examination and testing of commodities, materials and substance from which commodities may be manufactured, processed, treated or finished; • to provide quality control and quality assurance schemes for commodities in order to promote and improve trade; • to provide training and consultancy in standardization, quality management and quality assurance;

2.0 SITUATIONAL ANALYSIS

2.1 Introduction

The current situation of the WASH sector in Kawambwa District was analysed and presented in the following reports / activities: the need's assessment of the Local Authority and the other stakeholders, which was undertaken by the consultant, and the observations that were made during the inception visit. Furthermore, the NRWSSP 2019 to 2030, also informed this capacity building plan. This Chapter is summarising the main findings relevant to the WASH Capacity Building Plan.

The supply of sustainable WASH services in the rural areas of the district are affected by a number of both internal and external factors. The following capacities are considered:

- Organizational infrastructure
- Management and governance
- Staff capacity for the Local Authority; and
- Community capacity

The areas covered are as given under Chapter 1 and they exclude development of water points and provision of sanitation facilities; however, they include the development of demonstration latrines for training purposes. Included also are support fixed assets such as SOMAP shops, transport and logistics facilities (motor vehicles and bikes, GPS equipment and ICT equipment).

2.2 Water Supply

2.2.1 Water for Human Consumption and Use

The existing water supply coverage was estimated at 86% and that people take more than 30 minutes on average to go and draw water. Furthermore, some communities are not able to draw water from the water points throughout there year. The baseline study showed that a small proportion of the population about 14% of the households is accessing water from un-improved water sources, increasing the risk of water related diseases especially noting that treatment of water was not prevalently practiced.

2.3 Organisational Infrastructure

In general, Organizational infrastructure consists of the systems, protocols, and processes that give structure to the organization, support its key functions, and embed routine practice; however, in the context of this capacity development plan; organisational infrastructure refers to the tangible infrastructure that is to be developed that which will enable the LA staff and other persons to execute their roles and responsibilities effectively and efficiently.

The district has no spare parts shop for hand pumps, however, it's using a storeroom for stocking and selling spare parts which is located at the Civic Centre, thereby adding to the cost of acquiring spare parts due to transport requirements.

Furthermore, the Town Council has got no vehicle and/or boat for use for RWSS. The table below summarises the facilities (WSS) and personnel dealing with water supply and sanitation in the district, and other important statistics for WASH sustainability; however, some of the key statistics is not there, as the data is not available. As stated in the WASH Master Plan, the first thing the LA will have to do in the implementation of the WASH Capacity Building Plan is to populated the table below (Table 3); which will be a baseline for monitoring and evaluation of the implementation of both the WASH Master Plan and the Capacity Building Plan.

It's clear from Table 3 that the district has no data on the number of toilets; and No. of community champions (CCs). Table 3 shows that as at the end of 2020, 87.7% of the water points were non-functional; this percentage is very high; as rate below 10% would be better.

The capacity building proposals will be based on the district population. As seen from the table below, the district had a population of 24,167 in 2010 as per the CSO (Zambia Statistics Agency as it's called now); and it was projected to be 136,913 as at the end of 2020. Using the population growth rate of 2.42% which is the country's average growth rate for rural areas, the population for the district is expected to be 37,786 by 2030.

The district has one constituency and ten (10) wards and these are as listed in Table 3 - WASH Facilities and APMs, Masons, CCs and V-WASHEs. The table below, shows 10 wards which was the situation in 2020, after delimitation which was done in 2019, and the population distribution has been apportioned to the new ward.

Transport - the district has no dedicated motor vehicle and/or boat for rural water supply and sanitation activities.

The Provincial Water Supply and Sanitation Office (PWSSO) - At the provincial level there is inadequate office space and furniture, fittings and office equipment.'

Luapula Water Supply and Sanitation Company Limited - The Commercial Utility has currently no capacity to run rural water supply and sanitation in the district. The experience from Mwense district, where the CU is running 5 water schemes shows that it needs at least 2 officers per water scheme. The community contributions for the water schemes are not adequate to cover O&M.

The table below summarises the facilities (WSS) and personnel dealing with water supply and sanitation in the district, and other important statistics for WASH sustainability.

S/N	Name of Ward	Population		No. of Water Points		Number of toilets	Number of APMs	Number of Masons	No. of CCs	No. of tool boxes		Number of V-WASHEs	
		2010 (As per census)	2030 (projected)	Functional	Non-functional					Standard	Special	Active	Not Active/ Not in place
1	Ilombe	12,103	15,952	7	6	-	1	1	4	0	0	0	0
2	Pambashe	2,370	3,124	9	6	-	0	0	5	0	0	0	0
3	Mulunda	10,859	14,313	11	13	-	0	0	3	0	0	0	0
4	Chibote	2,773	3,655	7	19	-	1	0	3	0	0	0	0
5	Chimpili	2,506	3,303	7	8	-	1	0	4	0	0	0	0
6	Kabanse	7,050	9,292	13	9	-	2	0	5	0	0	0	0
7	Luena	3,296	4,344	11	7	-	0	0	3	0	0	0	0
8	Kawambwa Central	10,733	14,147	11	5	-	1	0	0	0	0	0	0
9	Senga	11,903	15,689	15	13	-	0	0	3	0	0	0	0
10	Ntumbachushi	2,493	3,286	5	6	-	0	0	0	0	0	0	0
11	Fisaka	5,987	7,891	6	14	-	0	0	4	0	0	0	0
12	Luongo	3,151	4,153	4	6	-	1	0	4	0	0	0	0
13	Iyanga	5,140	6,775	11	5	-	0	0	2	0	0	0	0
14	Ng'ona	13,777	18,159	19	11	-	0	0	5	0	0	0	0
15	Lubale	1,775	2,340										
16	Filenge	2,702	3,561										
17	Kala (New Ward)	1,454	1,916										
18	Chikanda (New Ward)	833	1,098										
	Total	**100,905**	**132,998**										

Table 3: WASH Facilities and APMs, Masons, CCs and V-WASHEs as at the end of 2020

The detailed projected population is given at **Appendix II.**

2.4 Management and governance

Management and governance consist of the systems, protocols, and processes that give structure to the organization, support its key functions, and embed routine practice. It further includes the organogram and the personnel in there and how they perform their functions. For the Local Authority (LA), it includes the policies and operating procedures that guide practice and build a shared understanding of how to deliver WASH services. The LA's systems for operations are included —from human resources, training, supervision, and ongoing communication systems to data, evaluation, and continuous quality improvement (CQI) systems.

The high-level structure for WASH services supply is as given at figure 2 in chapter 1 of this document. The structure includes the line Ministries and regulatory bodies. At the district level, there is the D-WASHE, LpWSC and the Local Authority (Kawambwa Town Council). The organogram of the Town Council is as recommended by the Ministry of Local Government and Rural Development according to the decentralisation programme, this is as given in Figure 3 below.

However, this structure is not fully implemented as the following Chief officer positions for the devolved functions have not yet been filled: Community Development and Social Services; Agriculture, Environment, and Natural Resources; Infrastructure Development; Health and Education.

The full council which is composed of elected civic leaders and Chiefs' Representative(s) provides oversight on management. It approves the LA's strategic plans and approves its annual work plans and budgets. ***These civic leaders are elected from the general public; hence they need capacity development in the operations of the local authority and the provision of WASH services in general***. Generally, they do not have any experience in the operations of the LA. They are elected every five years, and the current ones were elected during the general elections that were held on August 12, 2021, hence there is need to train these new councillors.

The Council Secretary who is the Principal Officer for the Town Council is responsible for the day to day operations of the Council and reports to the full council. S/he has below her/him the chief officers who are heads of departments.

The Rural Water Supply and Sanitation (RWSS) Coordinator is responsible for all the WASH outputs in the district. The position is within the Department of Infrastructure Development (formerly Department of Works/Engineering). The position of a Sanitation Officer in the RWSS Unit is not filled which makes the work load heavy, and certain competences on sanitation and hygiene are not adequately covered by the water engineer. ***Further, in view of the changing WASH environment and technological changes, the personnel in the RWSS Unit will also need continuous capacity development.***

In order to enhance the provision of WASH services, there is a D-WASHE Committee that is chaired by the Council Secretary (CS). It comprises members from line ministries, NGOs and other interest groups. ***The D-WASHE members will also need regular training to enhance/refresh their skills in order for them to provide adequate oversight to the LA in the provision of WASH services in the district.***

2.5 Luapula Water Supply and Sanitation Company Limited

The CU is currently providing WSS services in the urban and peri-urban areas in the province, however, it's not yet established in the rural areas of Kawamba District. The CU will have to be capacity built so that it can first start providing water and sanitation services in the water schemes in growth centres.

The capacity building for the CU will include recruitment of personnel and training, mentoring and coaching in all aspects of rural WASH. It will also need some land and buildings, office furniture and equipment. The cost of land and building has not been included in this capacity building plan; however, office furniture and equipment and other chattels can be transferred to CU from the LA (those which were solely used for RWSS) at the time it will take over the responsibility of providing WSS in the rural areas of Kawambwa District. The personnel training costs have been covered.

The other institutions/key personnel in the district that are involved in the WASH services delivery include the following as given in Table 4 below.

Table 4: Sub-district Structures and Persons in WASH

S/N	Institution/Persons	Status
1	Parent Teachers' Associations	There are a lot of schools in the District; however, some of them are not very active in WASH.
2	Community Champions	The district has very few CCs.
3	Sanitation Action Groups	The SAGs are important for the promotion of good sanitation practices. The numbers of SAGs in the district are low and their skill levels are low.
4	V-WASHEs	All water points have V-WASHEs, however, whenever a water point breaks down/becomes non-functional the committees become inactive. As seen from Table 3, even where water points are functional some V-WASHEs are non-functional.
5	Hand Pump Caretakers	These attend to the hand pumps on a daily basis. They undertake routine servicing of the hand pumps like greasing, tightening loose bolts, etc. Some of them have had no formal/informal training.
6	Area Pump Menders	The number of APMs in the district is low; and their competence levels are low as they have had no refresher training in the recent past.
7	Masons	The district has some masons; however, due to the high water table and regular flooding in the district, high skills are required which the current masons do not adequately have. They also need reskilling.
8	Ward Development Committees	The district has 18 wards and should have 18 WDCs. Following the 2021 general elections, the composition of the WDCs has changed, hence the need for training.
9	Environmental Health Technicians (EHTs)	These are key to health and hygiene promotion and WASH data collection.
10	The Community	The community in general needs continuous capacity development in all aspects of WASH.

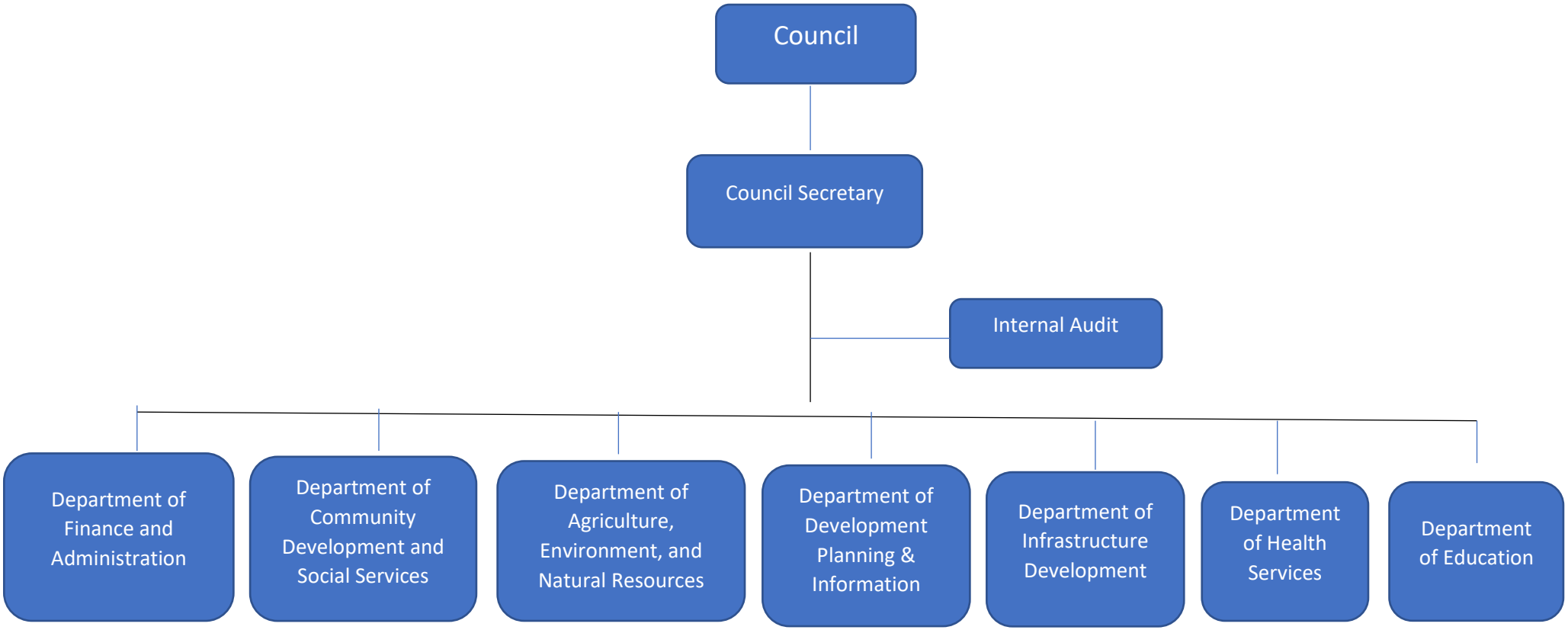

Figure 3: The Kawambwa Town Council High Level Organogram

2.6 Staff capacity for the Local Authority

The provision of WASH services in the district is the responsibility of all the departments in the LA, however, the following departments have a key role to play: Infrastructure Development (where the RWSS Unit is in), Finance and Administration, and Development Planning and Information.

The personnel in these departments are not fully involved in the provision of WASH services; and some positions as highlighted under section 2.4 above are not filled.

The LA only has a water engineer and has no sanitation expert, which makes the work load heavy, and certain competences on sanitation and hygiene cannot be adequately covered by the water engineer.

The LA has a challenge with planning, more especially for rural water supply and sanitation (RWSS). And there is poor collaboration with other stakeholders. Furthermore, there is inadequate budget allocation for WASH by the Local Authority resulting in poor O&M mechanisms for WASH services/facilities.

Listed below are the main challenges that the LA has that need to be addressed through capacity building that relate to staff capacity so as to ensure sustainability of WASH services provision in the district:

- Limited and erratic funding towards WASH;
- Poor collaboration with other stakeholders;
- Lack of transport and logistics for WASH activities in the district;
- Inadequate number of Community Champions and area pump menders (APMs). A total of 16 APMs were trained between November 2019 and January 2020, and that the last time APMs were trained in the district.
- Inactive V-WASHE Committees at most of the water points
- Lack of community ownership for WASH facilities
- **Inadequate funding for SOMAP (resource mobilisation capacities)**
- **Increase in downtime for water pumps (time between breakdown and repair)**
- Inadequate budget allocation by the Local Authority resulting in poor O&M mechanisms for WASH services/facilities.
- Lack of Data collection and reporting from lower levels.
- Lack of an electronic database as the DHIS2 is not working in the district.
- Inadequate skill levels for masons due to the high water table in the district and regular flooding in some wards.
- **Lack of by-laws at chiefdom levels to promote construction of adequate latrines and contributions towards Community Based O&M**

Furthermore, the list above shows that the other support facilities are not enough, hence need for capacity building.

The area of planning is still a challenge more especially for rural water supply and sanitation (RWSS). Annual work plans and budgets were initially being submitted to the Provincial Department of Housing and Infrastructure Development (PDHID) in the then Ministry of Local Government and Housing (MLGH) before 2017; however, currently the RWSS annual work plans and budgets are consolidated into the LA annual work plan and budget and submitted to MLGRD.

The RWSS Unit also does not develop procurement plans, despite it being a statutory requirement, i.e. it has no procurement plan for 2020 and 2021.

2.7 Community Capacity

The community has a very important role to play in the provision of the WASH services as they are beneficiaries. They have the responsibility to make capital contributions for the water point development, for O&M, etc. With

regards, to contributions for O&M, it was found out that some members were not contributing. It was further observed that the supply of water infrastructure was supply driven as some communities did not know who financed the facilities or how they came about. In some cases, the communities knew that government provided the WASH infrastructure, however, the community did not apply for it. The following community members/facilities have been identified as key, and require capacity development:

a) The maintenance of the water points (WPs) is done by the communities through the area pump menders (APMs). The analysis of Table 3 shows that there are inadequate numbers of APMs in the district. Some wards do not even have any APM. Furthermore, the statistics is not complete.
b) Furthermore, the table above (Table 3) does not have statistics on other support facilities such as the number of toilets, V-WASHEs and tool boxes in the district.
c) The V-WASHEs and other community-based organisations play a very important role too in the provision of quality WASH services, however, they still need soft skills capacity building.
d) Community Champions (CCs) – these are responsible for regular reporting on WASH from the community. They are supposed to be provided with smart phones and talk time; however, the DHIS2 is not functional well, hence the district has no up to date data on WASH. Furthermore, Community Champions need a user friendly application for regular reporting on WASH from the Community.

An enquiry during the inception visit on whether households treat water in any way to make it safer to drink showed that the majority of respondents never treat their water in any way.

2.8 Sanitation and Hygiene

2.8.1 Household Sanitation and Hygiene

The sanitation coverage is estimated at 80% as at the end of December, 2020. There are still some cases of open defecation (OD) more especially amongst men and boys, and those in the fishing camps. The government policy on rural sanitation is that the communities construct their own facilities with designs provided by government. For public institutions (schools and health centres), these facilities are provided by government through the line ministries, that's Education and Health respectively.

For the schools, some of the facilities do not meet the set standards of 20 girls per toilet and 25 boys per toilet.

In terms of guidelines, there is an ODF Zambia strategy 2018 - 2030 which guides the country towards achieving an Open Defecation Free (ODF) status for the country by 2030. Though it's too early to state how well overall the implementation is, the information on the ground indicates that Kawambwa district is lagging behind in this area.

The V-WASHEs and other community based organisations play a very important role in the promotion of quality WASH services; however, they still need soft skills capacity building; for example, the last V-WASHE training was conducted between May to Dec, 2014 and 75 V-WASHE members were trained.**2.8.2 Organizational Infrastructure**

The WASH organisational infrastructure situation for the district is adequately document, however, the sanitation coverage was at 80% as at the end of 2020, which was relatively high, leaving a balance of 10% to be met by 2020 as per Vision 2030 for the country. With respect to sanitation and hygiene, the district has **NO** demonstration facilities; that is the various approved toilet design technologies that can be used for sensitization and training.

2.8.3 Management and Governance

The management and governance systems for sanitation are as given under section 2.2 on water above. The schools which play a very pivotal role in School Led Total Sanitation (SLTS) are not doing much as evidenced by the poor state of the sanitation facilities in schools. Furthermore, the district reported that it has inadequate bylaws to deal issues of O&M, as noted in section 2.6 above.

2.8.4 Staff Capacity for the Local Authority

The enquiry made by the consultant found that the district had weaknesses in planning and coordination, resource mobilization as well as monitoring, evaluation and reporting.

It was reported that the council did not have any source of funding for sanitation services provision and do not have adequate transport and logistics facilities (vehicles, bikes and bicycles).

The D-WASHE Committee has not developed a District Total Sanitation Strategic Plan (three year rolling plans) that should have included school WASH and provide technical support to zonal and other sub district structures. This should also have included training in planning and budgeting for school WASH, O&M, and school WASH action plans and budgets for inclusion in the District Total Sanitation Action Plans. In view of the above, it will be necessary for capacity development in these areas.

The RWSS Unit does not have a sanitation specialist as recommended in the NRWSSP 2019 – 2030[6] which puts a lot of work load on the water supply expert. Furthermore, the water expert may not have all the requisite competences to deal adequately with sanitation and hygiene in the district, the LA however, has some environmental health technicians (EHTs) who assist in the area of sanitation and hygiene; however, their support is not adequate as the unit needs a full-time employee.

Furthermore, the NRWSSP 2019 – 2030, provides for the following under Sector Development:

a) Train community structure and volunteers (VWASHE, Neighbourhood Health Committees (NHCs), Sanitation Action Groups (SAGs), CCs, APMs, Masons)
b) Conduct capacity development at all levels for staff involved in the implementation of NRWSSP
c) Institutional capacity development for implementing agencies;
d) Conduct communication and awareness activities to raise the profile of the NRWSSP; and
e) Carry out applied research on technologies for RWSS, for varying physical environments

The above should also be undertaken by Kawambwa Town Council as an implementing agent for RWSS.

The members of staff that are involved in sanitation and hygiene have not had any training in the recent past.

2.8.5 Community Capacity

The sanitation coverage was estimated at 80% as at the end of December, 2020, which is very low considering that there are only 10 years to 2030 for the district to reach the 90% sanitation coverage. There are still some cases of open defecation (OD) more especially amongst men and boys. The government policy on rural sanitation is that the communities construct their own facilities with designs provided by the government. For public institutions (schools and health centres), these facilities are provided by government through the line ministries of Education and Health respectively.

In terms of guidelines, there is an ODF Zambia strategy 2018 - 2030 which guides the country towards achieving an open defecation free (ODF) status for the country by 2030. Though it's too early to state how well overall the implementation is, the information on the ground indicates that Kawambwa district is lagging behind in this area, with sanitation coverage currently estimated at 80% as at December, 2020.

The V-WASHE and other community-based organisations play a very important role in the promotion of quality WASH services; however, they still need soft skills capacity building; however, the district has no statistics on this (V-WASHEs). Soft skills are personality traits, social competencies and skills, knowledge, and abilities used to perform interpersonal activities and unique tasks. Sometimes they are also called human skills. The Soft skills required are roughly divided into three categories: personal, social, and methodical skills. The table below provides more details.

[6] National Rural Water Supply and Sanitation Programme (NRWSSP) 2019 – 2030; page 73

Table 5- Soft Skills

Personal Skills	Social Skills	Methodical Skills
• Resilience • Responsibility • Engagement • Motivation • Inquisitiveness • Self-discipline • Self-reflection • Confidence	• Empathy • Ability to communicate well • Integrability • Ability to receive criticism • Knowledge of human nature • Team player • Interaction ability • Persuasion	• Analytical skills • Organisational talent • Presentation skills • Problem-solving skills • Stress resistance • Dealing with media • Leadership skills; • Time management skills; • Team management skills;

As earlier mentioned, the district will undertake a baseline survey for it to obtain the actual numbers on the ground, which will be used for monitoring and evaluation. The baseline survey will include community champions, which is a very serious situation, and the number of toilets in the district, is not known, as the columns on these are blank in table 3 above.

Open Defecation

In the baseline survey undertaken by the consultant; it was observed that the levels of open defecation are high and the people leaving in the fishing camps do defecate directly in the waters (lakes and rivers).

2.9 Solid Waste Management

Solid waste management (SWM) is relatively poor, despite the development of an Act - The Solid Waste Regulation and Management Act No. 20 of 2018. The Act is not being fully implemented as the Regulations have not yet been developed.

The management of solid waste in public places such as schools, health centres, markets and bus stops are an issue which needs attention.

The LA has no strategy in place on solid waste management in the rural communities. Solid waste is becoming a very serious problem in the rural areas. In 2018 the government released Statutory Instrument No. 65 of 2018 On Extended Producer Responsibility Regulations. The Statutory Instrument (SI) requires a person or persons whose activities generate waste with potential to pollute the environment to employ measures essential to minimize waste through treatment, reclamation, re-use, recovery or recycling. These regulations are not adequately disseminated and implemented in the district.

In the growth centres there is a high accumulation of faecal sludge whose disposal must be managed properly. Faecal Sludge (FS) is the material that is collected from pit latrines, septic tanks or other onsite sanitation facilities (OSSF) and not transported through a sewer. Faecal Sludge is raw or partially digested, slurry or semisolid in nature. It contains various harmful physical, biological, chemical components which need to be treated properly.

Faecal Sludge Management is the collection, transport, and treatment of faecal sludge from pit latrines, septic tanks or other onsite sanitation systems.

2.9.1 Faecal Sludge Management

Faecal sludge has been around since the dawn of humankind, and farmers have long recognized its value. But if not safely managed, it can enter the environment in ways that pose serious risks to human and environmental

health—as well as human development[7]. Faecal sludge management is a growing problem in rural areas, especially those that are densely populated (the growth centres). However, the problem is rarely addressed in Zambia because the focus of rural sanitation policies has predominantly been on ending open defecation.

Safely managed sanitation is a focus of the Sustainable Development Goals (SDGs) and central to stunting and early childhood survival, both identified by the World Bank's Human Capital Index (HCI) as critical for humans to develop their full potential. According to the UN Children's Fund (UNICEF) study report of 2004: "The levels of stunting in Zambia are some of the highest in Africa, with 51.9 percent of children less than 5 years of age stunted," she said. "The highest levels of stunting were recorded in the provinces of Luapula, where 63 percent of children under five are stunted; Eastern province, 64 percent; and the Southern province, where the largest humanitarian operation was focused throughout the drought, the figure was 44 percent."[8]

The National Rural Water Supply and Sanitation Programme (NRWSSP) 2019 -2030, does not directly provide guidance on faecal sludge management, and only provides for soft skills development for sanitation and hygiene.

In view of the above, LA should continue building capacity for the sub district structures and communities in the use of approved pit latrine technologies.

For the growth centres capacity must be built and research and development (R&D) undertaken for the use of appropriate faecal sludge management technologies (on-site sanitation technologies) such as: Twin-pit toilet, EcoSan, Septic tank, Biogas linked toilet and Bio-digester toilet[9]. Listed herebelow are some of the onsite sanitation technologies that can be utilised:

- **Leach pit or soak pit** - A leach pit or soak pit is an underground chamber with or without filter material (usually stones or bricks) from where grey water infiltrates into the ground. It is the best option when there is no intention of reusing wastewater.
- **Twin-pit toilets** - The main components include two underground pits used alternately, a pan, water seal/trap, squatting platform, junction chamber and a superstructure. The pits are a honeycombed structure connected by a junction chamber. The pit bottom is earthen so that water percolates down to the soil. Excreta is diverted to the second pit once the first pit is filled up. After two to three years, the excreta in the first pit degrades to biosolids, which is pathogen free and can be used as manure. The cycle continues alternately.
- **EcoSan toilet** - The main components for an EcoSan toilet are two above-ground tanks/vaults to be used alternately, a pan, squatting platform (with different squat/drop holes for urine and faeces), and superstructure. The tanks/vaults are watertight. The pit bottom is cemented so that the water does not percolate down to the soil. The word 'ecosan' comes from ecological sanitation. Ecological sanitation is an approach rather than a device or technology. This approach sees human excreta as a valuable resource and not as a waste product. It recycles human excreta and uses natural processes to transform it into a safe, natural compost and fertilizer. The approach minimizes the use of non-renewable resources.
- **Septic tank** - The main components of septic tank-based toilets include an underground tank (with a partition wall with a minimum of two chambers), a pan, water seal/trap, squatting platform, and superstructure. The tank is a water-tight brick wall connected from the toilet by the inlet pipe. The tank bottom is a cemented structure designed to achieve a hydraulic inactive state that helps in settlement of heavy solid particles. The settled sludge on the bottom of the tank must be removed periodically. The septic tank provides partial treatment of excreta after a period, usually one to three days.
- **Biodigester toilet** - The main components of a biodigester include an underground tank, which is multi-chambered (and holds the bacterial culture), a pan, water seal/trap, squatting platform and superstructure. The tank is a prefabricated and watertight structure connected from the toilet by the inlet pipe. The tank

[7] Safely Managed Sanitation in High-Density Rural Areas, World Bank Group – 2014 – by Joep Verhagen and Pippa Scott
[8] https://reliefweb.int/report/zambia/zambia-more-half-children-under-five-are-stunted
[9] Managing Faecal Sludge In Rural Areas (Authors: Rashmi Verma, Sushmita Sengupta And Srishti Anand) Published By Centre For Science And Environment; 41, Tughlakabad Institutional Area New Delhi 110 062

is designed to achieve a hydraulic inactive state that helps settle solid particles. The settled material undergoes an anaerobic digestion process. It provides partially treatment of excreta and the partially treated liquid passes out of the tank and is disposed of, often to the ground through attached soak pits.

- **Biogas-linked toilet** - In biogas-linked toilets, anaerobic decomposition of wastewater takes place. This happens with the help of microorganisms that can grow in anaerobic conditions. The main components of biogas-linked toilets are a specifically designed underground tank, a pan, water seal/trap, squatting platform and superstructure. The tank, which is watertight, is connected from the toilet through the inlet pipe can also be prefabricated. The tank is designed to undergo anaerobic digestion. It provides complete treatment of excreta, and the small quantity of treated liquid passes out of the tank and is disposed of, often to the ground through the attached soak pits. The biogas which is collected in the tank is a combination of 50–70 per cent methane, 30–40 per cent carbon dioxide and other gases. Methane can be used as fuel at household level. A standard cooking burner for family consumes half cubic metre (cum) of biogas per hour. The gas can also be used to lit mantle lamps.

A toilet-linked biogas (TLBG) system eliminates the task of frequently emptying faecal sludge from septic tanks or twin pits and dumping it in drains or landfill sites. Under it, a toilet is connected to a biogas digester using a PVC pipe. Faecal slurry flows into the digester with gravity, following which cattle dung, water and kitchen waste are regularly added to it to produce biogas, which is then used by families as cooking fuel or for other purposes like heating water.

After the gas is produced, some solid matter is left behind in the dome, which takes 20–25 years to fill, after which the decomposed waste matter can be scooped out and used as manure in the fields.

2.9.2 Selection of technology:

The selection and design of most appropriate sanitation technology depends directly on the ground/site conditions, which regulate the bearing capacity of the soil, self-supporting properties of the pits against collapse, depth of excavation possible, infiltration rate and groundwater pollution risk. Based on the cost evaluation and comparative evaluation, the most appropriate technology best suited to the local conditions can be selected from the wide array of onsite sanitation solutions.

2.10 Institutional Situation

The relevant institutions to deal with WASH in the district are available and these include the MWDS, LA, P-WASHE, D-WASHE, V-WASHEs, DDCC, LpWSC, etc.; though some of them do not have adequate personnel and in some instances the competences are inadequate, hence the need for capacity building.

The areas of capacity building include: corporate governance, leadership, planning, M&E, project management, communication and business relationships, WASH, etc.

With regards to the Ward Development Committees (WDCs), a good number are in place, though they need training on their roles and responsibilities; and the execution of the same. Further, the training will include their roles in WASH provision and monitoring.

A brief discussion on each of these critical institutions is given in the following paragraphs.

2.10.1 MWDS

The Ministry provides the policies and resource mobilisation, and some oversight. The officers at the ministry have not received any WASH training/refresher training for the past six years or so; thus since the Ministry (that's the former Ministry Water Development, Sanitation and Environmental Protection) was created (2016).

Furthermore, the ministry is responsible for resource mobilisation, therefore it needs to provide more resources in R&D for faecal sludge management in the rural areas and faecal sludge management infrastructure. It should also develop policies and legislation specific on faecal sludge management in rural areas.

2.10.2 Provincial Water Supply and Sanitation Office (PWSSO)

There is currently only the Provincial WSS Officer. The office was supposed to have four officers, that's the Provincial Water Supply and Sanitation Officer (Principal Engineer), two senior engineers (1 x sanitation engineer, and 1 x water engineer) and a senior community development officer. The office has inadequate office space of its own and the office furniture is inadequate. In view of the above inadequacies the office is not able to fully execute its mandate.

2.10.3 P-WASHE

The P-WASHE is relatively new as it was created recently. The members have still a lot to learn about WASH and their roles and responsibilities.

2.10.4 The Local Authority

The LA's capacity is limited in terms of personnel and skill, and support infrastructure such transport facilities ICT equipment, etc. As seen from table 3 there are some statistics on V-WASHEs; however, most of them are inactive, confirming that the information asset management at the Local Authority in poor. These institutions must be established everywhere in the district, and be kept active all the time.

2.10.5 D-WASHE

The committee is in place composed of members from all interest groups: the local authority, the representatives for the Ministries of Education, Health, Community Development and Social Services, Agriculture; civil society, etc. As the sector is very dynamic with rapidly changing technology and needs, the committee is lagging behind in terms of WASH services provision skills.

2.10.6 LpWSC

The CU is not yet providing any services in the district, hence it will need capacity development in terms of personnel (in terms of numbers and competences), office space and equipment, transport facilities, etc.

2.10.7 WARMA

The Authority has an office in Kawambwa district.

2.10.8 NWASCO

The WSS regulator is still centralised (based in Lusaka) and has a lean structure. The added responsibility of providing oversight over rural WASH will require extensive capacity development for the regulator. The regulator should consider decentralising to enhance its efficiency and effectiveness.

2.10.9 ZEMA

The Agency is based in Lusaka and has regional Offices in the Copperbelt and Southern Provinces. With increased need for environmental management brought about by climate change, and increased use of on-site sanitation facilities in rural areas due to population increase; the Agency needs to increase its manpower and other facilities required in executing its mandate.

2.10.10 Ward Development Committees

The WDCs are instrumental in spearheading development in their respective wards. Their knowledge of government policies with respect to WASH is not adequate. They do not have long term WASH plans for their wards.

2.10.11 V-WASHEs

The analysis of the data in table 3 shows that the town council has no data on the number of toilets and community champions in the district, and other WASH statistics, however the paper based system of data capture, and manual processing is inadequate; hence the system of data collection, analysis, storage and retrieval is not functioning well. It was earlier stated that the main database system is the DHIS2; however, it's not functioning in the district. Data is the lifeblood of decision-making, without which policy makers are unable to make informed, effective and evidence-based decisions that lead to achieving the WASH goals for the district.

2.11 Monitoring and Evaluation, Reporting and Learning

The aim of monitoring and evaluation is to generate some substantial knowledge and learning on the results of WASH projects and programmes that GRZ and its partners are implementing in the district. A good evaluation methodology is key for success of Water, Sanitation and Hygiene (WASH) programmes. Monitoring and evaluation (M&E) provide the necessary data to guide planning, to allocate resources, to design and implement programmes and projects and, if necessary, to re-allocate resources in better ways. They are an essential element which provides the WASH planners, implementers, policy makers and Cooperating Partners (CPs) with the information and understanding that they greatly need to make informed decisions about the implementation and operation of the WASH programmes in the district.

The district relies on manual/paper trails documents as the DHIS2 system which is hosted centrally at the MWDS is not functional for its M&E. This type of data management system brings with it a number of challenges, among them the following:

- Inconsistency in data entry, room for errors, miskeying information.
- Large ongoing staff training cost.
- System is dependent on good individuals.
- Reduction in sharing information and customer services.
- Time consuming and costly to produce reports.
- Lack of security.
- Duplication of data entry.
- Insufficient Storage Space - Paperwork can take up a significant amount of space, and the need of space will increase as the number of the document increases with an increase in growth of the of water points.
- Hard to Make Changes - When you are working with paper documents it is much harder to make changes. Every time you want to make a change you will have to make a copy, so you don't destroy the original with any edits or comments you might add. This means the editing process is more time consuming than if you were working with digital copies.

The data collection for the update of the DHIS2 was supposed to be done by community champions (CCs) who were to update the data monthly. The CCs are volunteers and at times they do not undertake regular updates due to various factors among them inadequate talk time, in certain areas they have changed their locations. ***The M&E framework in this plan is only meant to monitor, evaluate and report on the implementation of this capacity building plan. Therefore, the logical framework at Appendix II is all about this Capacity Building Plan.***

Lastly but not the least there was inadequate evidence that reporting and learning is taking place.

2.12 Conclusion

It's clear from the above that a lot of work has been done, however, more work needs to be done to ensure that the infrastructure developed is utilised to its fully design life span. Furthermore, it's important to note that

additional infrastructure is being developed so that by the year 2030 there will be 100% water supply coverage and at least 90% coverage for sanitation in the district. This CD plan will be used as a vehicle to implement government programmes such as the ODF Strategy, the National Water Supply and Sanitation Capacity Development Strategy (2015 – 2020), the National Rural Water Supply and Sanitation Programme and the National Development Plans with regards to RWSS.

In order for the communities in the district to have sustainable supplies of WASH services there is need to develop capacities of the institutions and communities, and the organisational infrastructure. This plan has been developed to deal with these issues.

In order to make informed decisions, there is need for up to date data, however in certain instances the CCs do not provide the data on to the RWSS coordinator to update the database. There is therefore need to have a robust WASH M&E system.

This plan has its own M&E system which will be used to monitor and evaluate the implementation of the plan. Provision has been made for the LA to acquire some ICT equipment to establish its own local electronic database system. This has been done to address some weakness observed within the LA on M&E, and organisational infrastructure.

There is need for policy change with regards to volunteer services provided by community champions (CCs). There is need to have them incentivised. This will ensure consistency in reporting and improvement in data quality

In order to close that capacity gap; The Central Government, provincial administration and the Local Authority must deal with the following:

- Digest and understand the data. The "capacity gap" can seem harder to define and address than infrastructure, but the growing body of evidence is showing that the WASH capacity gap will continue to hamper WASH progress until the capacity development gap is tackled head-on.
- Focus on skills and knowledge, alongside infrastructure, that will increase local capability to identify, implement and sustain WASH solutions that are appropriate to the local context, more especially in the area of sanitation and faecal sludge management.
- See the WASH capacity gap as an area where the Central Government and CPs can lead, and do so proudly.
- Look for and replicate capacity development approaches that create enabling environments for entrepreneurship, innovation and sustained impact at the scale needed.

Without a focus on knowledge and skills, WASH infrastructure and service delivery will fail. It has been observed during the needs assessment by the consultant that the “Investments in WASH infrastructure have not generally been accompanied by the necessary focus on the size, competencies and enabling environment for the human resource base needed to design, construct, operate and maintain such services" .

3.0 LEGISLATION, POLICIES, STRATEGIES AND GUIDELINES

3.1 Introduction

The country has a regulatory framework that helps to regulate the WASH sector. The country has a Water Resources Management Act, 2011; a Water Policy - 2010, National Water Supply and Sanitation Act - 1997, The Solid Waste Regulation and Management Act, 2018, The Local Government Act, 2019, The Environmental Management Act, 2011, The National Water Supply and Sanitation Policy – 2020, and the NRWSSP – 2019 to 2030 as the main pieces of legislation, polices and guidelines dealing with RWSS and WASHE in general.

Furthermore, the country has and ICT Policy, which guides the country in this area, and the transmission and processing of WASH data is guided by this policy.

In the following sections salient issues about each of the above Legislation, Policies, and Guidelines and Strategies are provided herebelow as they relate to water supply and sanitation, including solid waste and faecal sludge management

3.2 Acts

3.2.1 The Zambian Constitution of 2016

The Constitution of Zambia (Amendment) No. 2 of 2016 provides under ANNEX (Article 147 (2)) Functions of National, Provincial and Local Levels of devolved Government; that:

A. Exclusive national functions

- Refugees
- Water resources management

B. Concurrent national and provincial functions

- Environmental management
- Pollution control
- Urban and rural development

C. Local Authorities exclusive functions

- Pollution control
- Storm water management systems in built-up areas
- Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems
- District planning
- District health services
- Local spatial planning
- Refuse removal, refuse dumps and solid waste disposal (solid waste management)

3.2.2 Water Resources Management Act No. 21 of 2011

The Act provides for the establishment the Water Resources Management Authority (WARMA) and define its functions and powers. It further provides for:

- the management, development, conservation, protection and preservation of the water resource and its ecosystems;
- the equitable, reasonable and sustainable utilisation of the water resource;
- ensure the right to draw or take water for domestic and non- commercial purposes, and that the poor and vulnerable members of the society have an adequate and sustainable source of water free from any charges;

- create an enabling environment for adaptation to climate change; provide for the constitution, functions and composition of catchment councils, sub-catchment councils and water users associations;
- international and regional co-operation in, and equitable and sustainable utilisation of, shared water resources;

The Act is managed by the MWDS.

3.2.3 The National Water Supply and Sanitation Act No 28 of 1997

The Act provides for the establishment the National Water Supply and Sanitation Council and define its functions. It further provides for:

- the establishment by local authorities, of water supply and sanitation utilities;
- the efficient and sustainable supply of water and sanitation services under the general regulation of the National Water Supply and Sanitation Council (NWASCO); and
- matters connected with or incidental to the foregoing.

The Act is under the MWDS.

3.2.4 The Solid Waste Regulation and Management Act No. 20 of, 2018

The Act provides for the sustainable regulation and management of solid waste; and for the following:

- general and self-service solid waste services;
- the incorporation of solid waste management companies and define their statutory functions;
- the licensing and functions of solid waste service providers, operators and self-service solid waste providers and provide for their functions;
- the regulation, operation, maintenance and construction of landfills and other disposal facilities;
- the setting and approval of tariffs for management of solid waste and provision of solid waste services; and
- matters connected with, or incidental to, the foregoing.

The under is under the Ministry of Local Government and Rural Development. The regulations to operationalize the Act are still being developed.

3.2.5 The Local Government Act, No. 2 of 2019

The Act provides for an integrated local government system; and it gives effect to the decentralisation of functions, responsibilities and services at all levels of local government; to ensure democratic participation in, and control of, decision making by the people at the local level.

It also revises the functions of local authorities. It further provides for the following:

- review of tariffs, charges and fees within the area of a local authority;
- the proceedings of the council and committees;
- the role of traditional leadership in democratic governance; and
- provides for matters connected with, or incidental to, the foregoing

The Act is under the Ministry of Local Government and Rural Development.

3.2.6 The Environmental Management Act No 12 of 2011

The Act provides for the continued existence of the Environmental Council and the re-naming it as the Zambia Environmental Management Agency (ZEMA). It also provides for the following:

- integrated environmental management and the protection and conservation of the environment and the sustainable management and use of natural resources;
- the preparation of the State of the Environment Report, environmental management strategies and other plans for environmental management and sustainable development;

- the conduct of strategic environmental assessments of proposed policies, plans and programmes likely to have an impact on environmental management;
- the prevention and control of pollution and environmental degradation;
- public participation in environmental decision-making and access to environmental information;
- establishment of the Environment Fund;
- Environmental audit and monitoring; facilitate the implementation of international environmental agreements and conventions to which Zambia is a party.

The Act is under the MGEE.

3.2.7 The Public Finance Management Act No. 1 of, 2018

The Act provides for an institutional and regulatory framework for management of public funds; the strengthening of accountability, oversight, management and control of public funds in the public financial management framework.

It further provides for:

- responsibilities and fiduciary duties of controlling officers and Controlling bodies;
- enhancement of cash management systems to ensure efficient and effective utilisation of cash for the Government;
- the processes for efficient production of the Financial Report for the Republic; and
- the management and control of public assets and stores.

The Act is under the Ministry of Finance and National Planning (MoFNP).

3.2.8 The National Planning and Budgeting Act No. 1, 2020

The objects of this Act are to provide for:

a) an integrated national planning and budgeting process;
b) strengthened accountability, oversight and participation mechanisms in the national planning and budgeting process;
c) principles and modalities for formulation, approval, implementation, monitoring and evaluation of long and medium term national, provincial and district development plans and budgets;
d) coordination of national development plans with the
e) National Planning Framework;
f) a participatory and decentralised national planning and budgeting process which promotes the participation of state and non-state actors in the planning and budgeting process;
g) evidence based decision making in national planning and budgeting;
h) enhanced budget credibility; and
i) matters connected with, or incidental to, the foregoing.

The Act has operationalised the National Planning and Budgeting Policy - 2014

3.2.9 **The Zambia Information and Communication Technologies Act No 15 of 2009**

An Act that provides for the regulation of information and communication technology; facilitate access to information and communication technologies; protect the rights and interests of service providers and consumers; and provide for matters connected with or incidental to the foregoing.

3.2.10 **The Constituency Development Fund Act No. 11 of 2018**

An Act to provide for the management, disbursement, utilisation and accountability of the Constituency Development Fund established under the Constitution; establish Constituency Development Fund Committees in constituencies and provide for their composition and functions; and provide for matters connected with, or incidental to, the foregoing.

3.2.11 Gender Equity and Equality No. 22 of 2015

An Act to establish the Gender Equity and Equality Commission and provide for its functions and powers; provide for the taking of measures and making of strategic decisions in all spheres of life in order to ensure gender equity, equality and integration of both sexes in society; promote gender equity and equality as a cross cutting issue in all spheres of life and stimulate productive resources and development opportunities for both sexes; prohibit harassment, victimisation and harmful social, cultural and religious practices; provide for public awareness and training on issues of gender equity and equality; provide for the elimination of all forms of discrimination against women, empower women and achieve gender equity and equality by giving effect to the Convention on the Elimination of all Forms of Discrimination against Women, the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa and the SADC Protocol on Gender and Development; and provide for matters connected with, or incidental to, the foregoing.

The aspects of gender equity and equality are very import in WASH.

All the above referenced documents could be found in the "Toolbox" on the MWDS web site.

It is clear from the foregoing that there is a reasonable number of laws, regulations and guideline to support the sector. What is key now is to mobilise the required resources for the efficient and effective implementation of the RWSS programme under which this capacity building plan is anchored.

All the stakeholders, more especially the LA, D-WASHE, WDCs, NGOs and CPs in WASH in the district need to be conversant with the provisions of the above Acts, Policies, Programmes and Strategies, hence they are to be included as part capacity building programmes.

3.3 Policies

3.3.1 Water Policy – 2010

The revised National Water Policy embraces modern principles of water resources management and endeavours to deal with the daunting challenges of poverty reduction. In addition, it takes into account other interventions, such as the National Decentralisation Policy. It led to the development of Water Resources Management Act – 2011.

3.3.2 Vision 2030

The National Long-term Vision 2030 (Vision 2030) is Zambia's long-term plan, expressing Zambians' aspirations by the year 2030. The Zambian people's vision is to become "***A Prosperous Middle-Income Nation by 2030***". By 2030, Zambians, aspire to live in a strong and dynamic middle-income industrial nation that provides opportunities for improving the well-being of all, embodying values of socio- economic justice, underpinned by the principles of: (i) gender responsive sustainable development; (ii) democracy; (iii) respect for human rights; (iv) good traditional and family values; (v) positive attitude towards work; (vi) peaceful coexistence and; (vii) private-public partnerships.

3.3.3 The National Development Planning Policy – 2014

The Policy seeks to enhance transparency, accountability, citizenry participation in planning and budgeting process. It further seeking to provide adequate oversight by parliament so as to provide results that will have a positive impact on the people.

3.3.4 The National Information and Communications Technology Policy – 2006

The Policy Vision - A Zambia transformed into an information and knowledge-based society and economy supported by consistent development of, and pervasive access to ICTs by all citizens by 2030.

Policy Goal - To attain sufficient and world-class human resource capacity in critical and relevant ICT skills required for developing and driving Zambia's information and knowledge- based society and economy.

Policy Objectives

a. To increase the institutional capacity in terms of infrastructure and human resource in public and private colleges/ universities that offer ICT courses;
b. To increase annual enrolment and output of students in key professional skills areas such as telecommunications/electronics engineering, computer science, media/information sciences etc.;
c. To address the human resource requirements in key sectors of the economy targeting critical managerial, technical and operator skills.

3.3.5 National Gender Policy – 2014

The policy clearly states that: "Gender mainstreaming ensures women, men, girls and boys benefit equally from the development process by highlighting the impacts of policies, programmes and laws on the real situation of women, men, girls and boys".

Therefore, the LA must mainstream gender in its operations and this should cascade downwards to the communities. This will help in the sustainability of WASH service provision.

3.3.6 National Policy on Climate Change - 2016

Vision - "A prosperous and climate resilient economy by2030".

The policy has been developed to support and facilitate a coordinated response to climate change issues in the country. It will enable Zambia to re-align its climate-sensitive sectors of the economy and its society in order to meet its development goals through adaptation and mitigation interventions. At the same time, it will contribute to the achievement of the overall objective of the United Nations Framework Convention on Climate Change (UNFCCC) which is "stabilization of greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system".

Overall objective - The overall objective is to provide a framework for coordinating climate change programmes in order to ensure climate resilient and low carbon development pathways for sustainable development towards the attainment of Zambia's Vision 2030.

Specific objectives

1. To promote and strengthen the implementation of adaptation and disaster risk reduction measures to reduce vulnerability to climate variability and change;
2. To promote and implement sustainable land-use management practices in order to contribute to reducing GHG emissions from land use and land use change and forestry;
3. To promote mainstreaming of climate change into policies, plans and strategies at all levels in order to account for Climate Change risks and opportunities in decision making and implementation;
4. To strengthen the institutional and human resource capacity in order to effectively and efficiently address all aspects of climate change at international, national, provincial, district and local levels;
5. To promote communication and dissemination of climate change information to enhance awareness and understanding of its impacts;
6. To promote investments in climate resilient and low carbon development pathways in order to generate co-benefits and provide incentives for addressing climate change more effectively;
7. To foster research and development in order to improve understanding and decision making in responding to climate change;
8. ***To engender Climate Change programmes and activities in order to enhance gender equality and equity in the implementation of climate change programmes; and***

9. ***To develop and promote appropriate technologies and build national capacity to benefit from climate change technological transfer***.

3.3.7 The National Water Supply and Sanitation Policy – July, 2020

The Vision of the National Water and Sanitation Policy is to have "a country's population that has sustainable and equitable access to safe water supply, adequate sanitation and improved services" – page 14.

Furthermore, the policy provides under Article 5.4.2 Measures: "Develop and implement capacity-*building programmes for* infrastructure development and maintenance, responsive to the needs of WSS sector players".

3.4 Guidelines and Strategies

3.4.1 National Rural Water Supply and Sanitation Programme

The RWSSP sets the road map for WSS in the rural areas, hence very relevant for this Capacity Building Plan. It provides the strategies and the targets to be achieved by 2030 and the relevant indicators.

3.4.4 Open Defecation Free Strategy 2018-2030

The ODF Zambia 2030 National Strategy sets out the framework for creating an environment to end open defecation embedded in a holistic approach including universal and equitable access to safe and affordable drinking water for all, access to adequate and equitable sanitation and hygiene for all by 2030, while paying special attention to the needs of women and girls and those in vulnerable situations.

3.4.5 The National Water Supply and Sanitation Capacity Development Strategy (2015 – 2020)

The Country has two water supply and sanitation programmes; that's the National Urban Water Supply and Sanitation Programme (NUWSSP) and the National Rural Water Supply and Sanitation Programme (NRWSSP). Both programmes have some capacity development components, as such a National Capacity Development Strategy for the period 2015 – 2020 was developed to operationalise those components. The Strategic Components and their Objectives are as follows:

Component 1: Improving the Enabling Environment

This component has five (5) strategic components for implementing the strategy: The aim of this component was to contribute to the creation of an appropriate conducive socio-political and institutional environment necessary for enhancing sector capacity for efficient, equitable and effective provision of WSS services.

Component 2: Developing Organisational (Institutional) Capacities

The aim of this component was to develop and deploy the necessary structures (e.g. governance structures like supervisory and management boards), systems (e.g. MIS) and procedures for increasing sector capacity for effectively, equitably and efficiently managing the provision of WSS services. This component has the following underlying objectives.

a) **To strengthen the Capacity of MLGH to guide the sector, (*this should now be MWDS**)**
b) To develop the Capacities of commercial utilities (CUs) to manage their operations sustainably within conditions of resource constraints.
c) **To develop the Capacities of LAs in resource mobilisation, resource allocation prioritisation, resource utilisation and shareholder responsibilities for sustainable WSS service delivery.**
d) To strengthen the Capacity of NWASCO to optimise the utility of its database and to upscale its coverage.
e) To support the Devolution Trust Fund (DTF) in securing the institutional memory and capacities in the transition to the Joint Financing Agreement (JFA).
f) **To develop capacities of water sector associations to undertake their intended roles.**
g) **To strengthen rural sanitation stakeholders.**

The Devolution Trust Fund (DTF) has been the financial hub of the peri-urban WSS sub-sector; however, there were proposals for Joint Financing Agreement (JFA) at the time the strategy was developed which would lead to the creation of a financing basket. At the time, GRZ was developing financing baskets which would incorporate the knowledge, practices and processes developed under DTF, as DTF was to be phased out. The Water Sector Sustainable Financing Mechanism draft was developed in 2017; and it still awaiting government approval.

The objectives a), c), f) and g) are still very relevant and form part of this capacity building plan

Component 3: **Developing Individual Capacities**

The aim of this component was to effectively recruit, develop and retain the human resource (male and female) within the sector with the right knowledge, skills and attitudes/abilities required for efficient and effective WSS service delivery.

Component 4: **Leveraging Other Public and Private Sector Capacities**

The aim of this component was to leverage other public and private sector capacities in the provision of resources (human, material, financial and technological) for WSS service delivery. This had the following underlying objectives:

- To enhance inter-sectorial cooperation.
- To engage the media for wider dissemination of WSS activities and issues among the public.

Component 5: Monitoring and Evaluating Strategy Implementation and Impact

The aim of this component is to assure that the planned CD activities are undertaken efficiently (ensuring that things are done right) and effectively (ensuring that the right things are done) in order to have the required impact. This has the following underlying objectives:

- To develop the CD strategy M&E framework. This was aimed at determining which parameters (KPIs) will be necessary for tracking WSS performance, how data relating to those parameters would be captured, collected, stored and utilised and by whom.
- To monitor and evaluate the CD Strategy implementation and impact. This is aimed at:
    a) Documenting the starting position of the KPIs agreed in Objective at bullet point 1 above as a basis for measuring progress from time to time.
    b) Documenting the implementation of this strategy and its impacts as a basis for updating the strategy from time to time as priorities change.

3.4.5.1 The National Rural Water Supply and Sanitation Programme (2019 - 2030)

The NRWSSP provided the following under Capacity development:

Capacity development efforts will focus on strengthening institutional and individual capabilities at National, Provincial, District, Ward and Community levels. Activities will be undertaken in line with the capacity development strategy.

3.4.6 The Seventh National Development Plan

The country develops 5-year National Development Plans with the current one running from 2017 to 2021, in line with the National Planning and Budgeting Policy. The Seventh National Development Plan (7NDP) has provided strategies and targets for WSS for the planning period. These are building blocks for achieving the Vision 2030 and the UN Sustainable Development Goals (SDGs).

The 7NDP has 5 strategies for WSS and solid waste management (SWM) as summarised below; including the specific programmes

10Strategy 1: Enhance provision of adequate safe water and sanitation

Programmes:

a) Water quality monitoring improvement;
b) Water supply and sanitation and hygiene promotion,
c) Communication and advocacy enhancement;
d) Sector coordination enhancement; and
e) Capacity development.

Strategy 2: Improve availability of water and sanitation infrastructure

Programmes:

e) Water supply and sanitation infrastructure development;
f) Sustainable operations and maintenance improvement;
g) Water and sanitation management promotion; and
h) Capacity development.

Strategy 3: Enhance research in water supply and sanitation services

Programmes:

a) Research and knowledge management improvement; and
b) Keep Zambia Clean Campaign promotion.

Strategy 4: Promote alternative financing for water and sanitation

Programmes:

a) Basket financing promotion; and
b) Public-private partnership enhancement.

Strategy 5: Enhance provision of adequate solid waste management services

Programmes:

a) Institutional capacity development;
b) Awareness campaigns;
c) Stakeholder coordination enhancement
d) Solid waste management improvement; and
e) Equipment procurement facilitation.

The above strategies and programmes are likely to continue in the next National Development Plan; what may change is the amount of resources allocated to each item.

3.4.7 Zambia National Water, Sanitation and Hygiene (WASH) Communication Strategy; 2019 -203

The Strategy is all about WASH Communication and Advocacy. The Communication Goal is: To improve knowledge and perceptions, transform social norms, and change behaviours in order for all Zambians to attain better quality of life through sustainable and equitable access to and utilisation of WASH services by 2030 – page 22.

3.4.8 Climate Change Response Strategy – 2010

In the medium term, the Goal of the Strategy is to ensure that Climate change is mainstreamed in the most economically important and vulnerable sectors of the economy by 2015. This goal is aligned specifically to the period of the SNDP, however in the longer term the goal is to ensure climate change is mainstreamed in all sectors by 2030. The objectives of the NCCRS' are related to priority sectoral adaptation and mitigation actions needed to achieve the Strategy's vision of a Prosperous Climate Change Resilient Economy. They are summarised as:

1. Land Use (Agriculture and Forestry): To develop sustainable land use systems to enhance agricultural production and ensure food security under the changing climate.

2. ***Water: To ensure sustainable management and resiliency of water resources under the changing climate***
3. ***Health and Social Infrastructure: To protect people and health from climate change and climate variability***
4. ***Physical Infrastructure: To climate proof infrastructure***
5. ***Transport: To develop a less carbon-intensive and climate change-resilient transport system***
6. ***Energy: To develop a less carbon-intensive and climate change-resilient energy infrastructure and grow using low carbon path.***
7. Mining: To develop a less carbon-intensive and climate change-resilient mining industry

The items in italics and bold have been highlighted by the consultant as they are directly linked to WASH service provision.

4.0 VISION, MISSION AND OBJECTIVES

This district WASH Capacity Building Plan has the following vision, mission and objectives to guide it through the teen year implementation period.

Vision

A District with adequate institutional, personal and support infrastructure capacity to be able to provide WASH services to all people in the district.

Mission

To build institutional and personnel capacity at district and sub district levels, offer WASH technical support, and provide access to relevant knowledge and competences related to WASH capacity building in the District.

Objectives

The main objective of the capacity building and training activities is to create, enhance and develop institutional, individual and support infrastructure capacity at both district and sub district levels, plan, implement and supervise, monitor and evaluate, WASH programmes in the district and share lessons learnt with all the stakeholders that need it.

The specific objectives are:

- Develop a district training team. A training-the-trainer framework will be developed (Train-the-Trainer is a framework for training potential instructors or subject matter experts (many of these will be identified) to enable them to train other people in their organisations.
- Train various persons at both district and sub-district levels in various skills applicable to WASH
- Mobilise financial resources to support WASH and capacity building in the district
- Acquire support infrastructure (SOMAP shops, and stocks; motor vehicles, water transport facilities, ICT equipment, etc.)
- Develop institutional capacity at both district and sub-district levels.

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Part II Capacity Building

5.0 CAPACITY BUILDING

5.1 Introduction

The strategy or the WASH Master Plan is one of the elements that are important to ensure sustainability of the facilities that have been developed under this project. The key elements are: strategy, structure and systems, and these are considered the 'hardware' of success. The other four which are: ***style, skills, staff,*** and ***shared values***; and these are the 'software'. These are important for the sustainability of the provision of WASH services in the district.

Looking at the software, ***style*** means LA employees share a common way of thinking and behaving; more so towards the provision of WASH services. The ***skills***, means employees, APMs, CCs, NHCs and all those involved in WASH service provision including the V-WASHE members have the skills needed to carry out the WASH Master Plan's implementation. ***Staffing*** means the LA has hired able people, trained them well, and assigned them to the right jobs. The fourth element which is ***shared values***, means employees share the same guiding values. When these elements are present, the LA will be successful in implementing the WASH Master Plan and ensure sustainability of the project. ***This 'software' needs to be enhanced, and will be done through capacity development; which is the purpose of this document.***

In order to develop this Capacity Building Plan, a capacity development Framework Model Developed by Better Evaluation[10] for PACT has been adopted. PACT is a ***non-profit international development organization*** founded in 1971. PACT works on the ground in nearly 40 countries to improve the lives of those who are challenged by poverty and marginalization.

The PACT's framework breaks capacity down into three parts, which together form the universe of capacity development interventions; as illustrated in the figure below, in Figure 4.

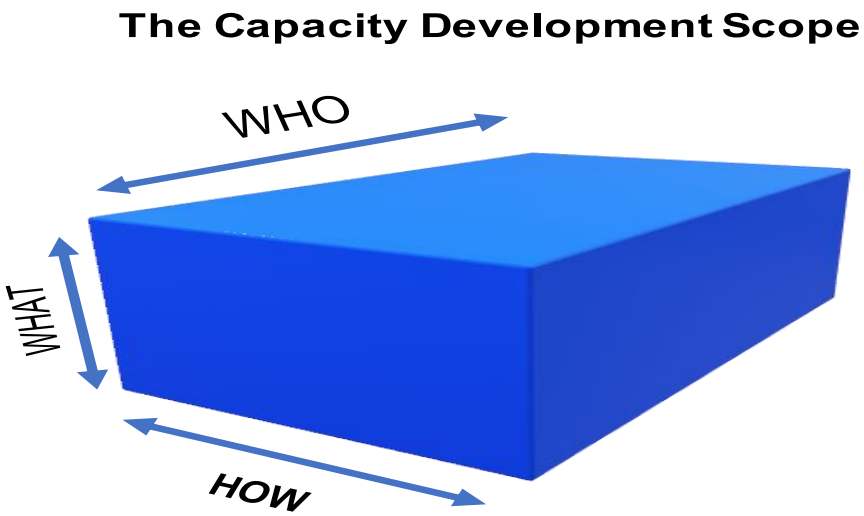

Figure 4: The Capacity Building Universe

[10] https://www.betterevaluation.org/en/themes/capacitydevelopment

The ***first*** part of the capacity development framework describes the range of recipients for capacity development support – the WHO? The ***second*** part of the capacity development framework describes the range of methodologies for capacity development interventions – the HOW? And the ***third*** part, of capacity development framework describes the range of capacities that are sought to be developed for the district – WHAT? The following figures (Figures 5 – 7) give more details on the three dimensions of capacity development. This framework only looks at the 'software' of capacity building.

5.1.1 Whose capacity is being developed?

The baseline survey undertaken by the consultant in September/October, 2020 and the needs assessment identified the capacity gaps and stakeholders whose capacities must be developed.

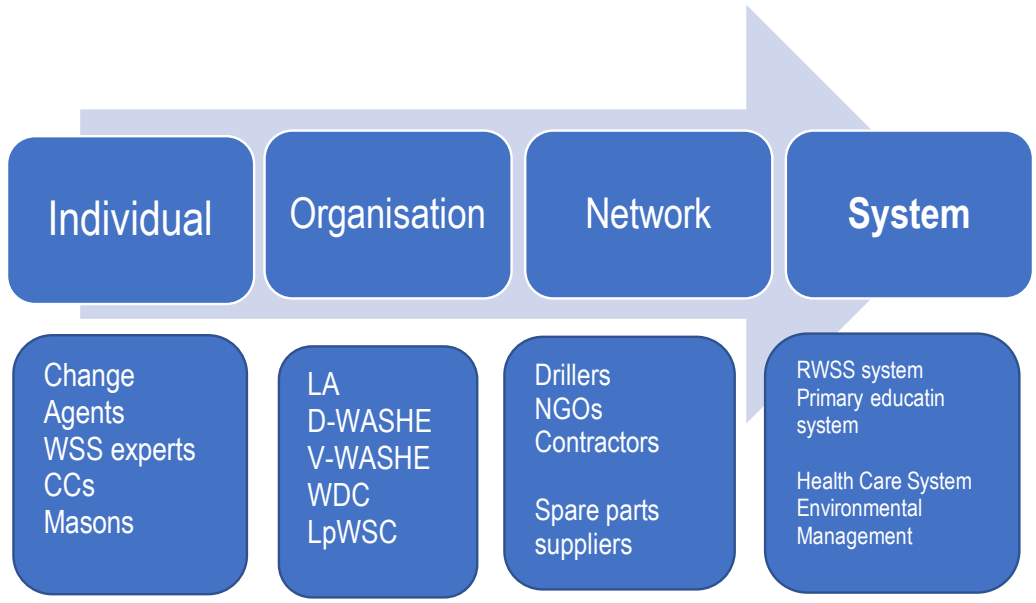

Figure 5: The Capacities to be developed

The above figure gives the details of the capacities to be developed. The capacities are for ***individuals, organisations, networks*** and ***systems*** involved in WASH in the district. As capacity building is a continuous process, in line with the constantly changing environment; the identification of the persons/institutions whose capacities must developed is also a continuous process.

5.1.2 How is Capacity being developed?

Once the persons/institutions/networks/systems whose capacities are to be developed have been identified, the next thing to be done is to determine how those capacities which will be developed.

In this regard five methods have been identified as given in the figure below. These methods are:

- Consultancy services
- Training
- Mentoring and coaching
- Information and resource referral; and
- Peer exchange and learning

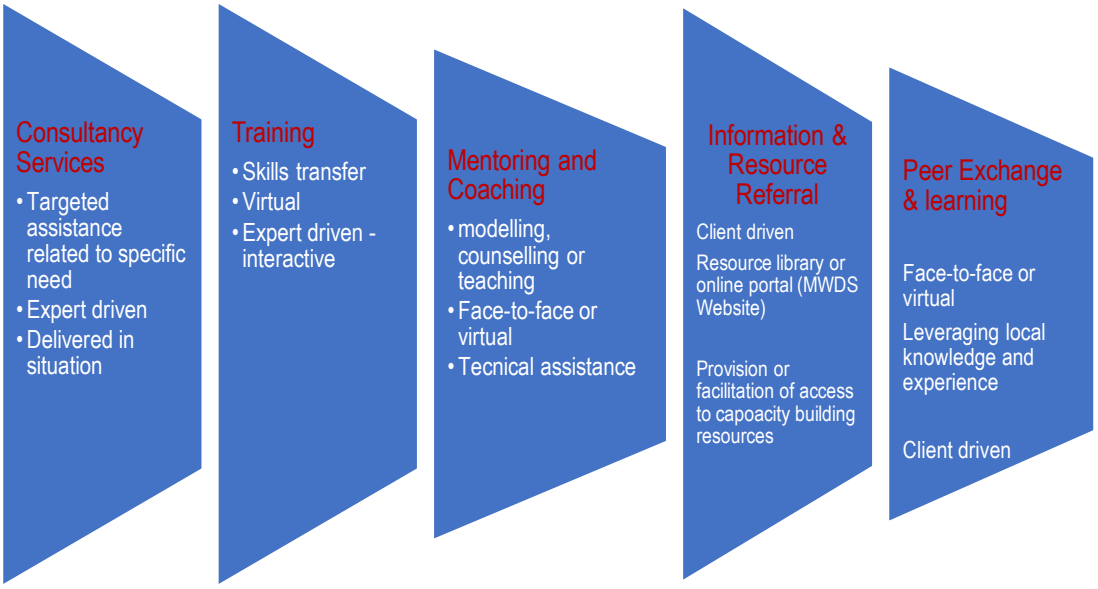

Figure 6: Capacity Building Programme Methods

The methods are a continuum, and it will be up to the facilitator to choose which method or a combination of methods to use for the best results.

Among the factors to consider in choosing the method or methods of capacity building are:

- Time (duration) to deliver the training
- The Cost
- Nature of training (practical or theory)
- Educational/professional qualification of the trainees/participants,
- Experience and competence of the trainee in the subject matter,
- etc.

5.1.3 What capacities are being developed?

The capacities to be developed (soft capacities) have been identified as: technical, operational, systematic, adaptive and influencing as given in the figure below

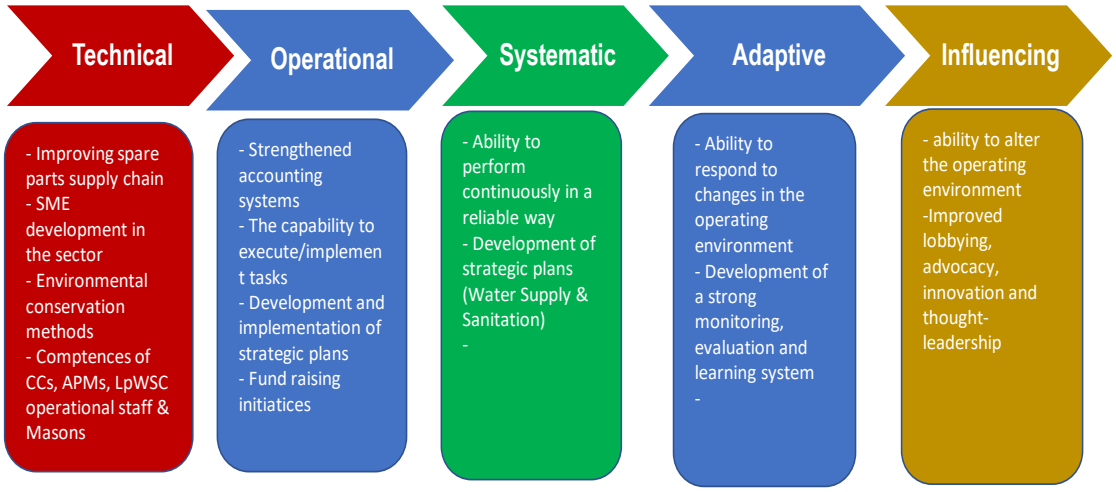

Figure 7: Range of Capacities to be developed

At the national, provincial and district levels, as part of the capacity development programme, training in the following areas is very important; however, the content and depth must be decided at the time the training is being executed, after assessing the participants' needs.

a) Mission, vision and strategy
   - Strategic planning
   - Organizational planning
   - Accountability
   - Systems

b) Governance and leadership
   - Leadership development
   - Oversight body development (i.e. the council)
   - Succession planning

The issues of governance and leadership will also cover the V-WASHE/Water Point Committees, Ward Development Committees (WDCs), NHCs and any other sub-district structures/organizations.

c) Strategic relationships
   - Collaboration and strategic restructuring (i.e. with CPs, NGOs, etc.)
   - Advocacy and communications

d) Resource Mobilization
   - Funds mobilization (new investments, rehabilitation, O&M)
   - Business planning for revenue generation

e) Internal operations and management
   - Human resources management
   - Financial management
   - Operations, this includes water points
   - Technology and information systems
   - Risk assessment and management
   - APMs, Masons and CCs development
   - Logistics and transport

f) Service delivery and impact
   - Program design and development
   - Outcomes measurement (M&E)
   - Program analysis and evaluation

5.1.4 Training of Trainers

Capacity building is a long-term continuous process, and it requires commitment and perseverance. As part of the capacity building process there will be need to create a district WASH training team (DTT).

The Overall Objective of the ToT: "To develop a team of trainers to provide WASH training and orientation to all the key and primary WASH stakeholders in the district so as to improve their ability of providing adequate WASH services to the community".

5.1.4.1 The Purpose of Training

Training will be a continuous process; this is so, because change is always taking place and at a much faster rate than ever before. The purpose of training for the people in the sector is to:

- Provide relevant skills, knowledge and change attitudes;
- Improve productivity among the learners;
- Introduce new technologies;
- Orient learners to new strategic direction;
- Build performing teams;
- Solve performance gaps;
- Take care of changes in environment (new trends);
- Deal with changed roles and responsibilities;
- Deal with the growth of the organization in scope and focus;
- Address the new business relationships

5.1.4.2 What is Training of Trainers?

Training of trainers is a form of capacity development imparted to an individual with a view to preparing him/her for his/her future role as a trainer. These trainers will have a variety of skills to be able to train CCs, WDCs, V-WASHEs, APMs, the Councillors, etc.

It is a process which aims to develop his/her capabilities and capacities of imparting knowledge to others as a skilled professional.

The ToT has a dual role to play:

- The individual growth and the organisational growth and
- To develop necessary orientation, awareness and abilities to perform a catalytic role as facilitators of change.

Specifically, ToT aims at the following:

- To use training as a tool of social change.
- To help organisations/agencies in their efforts of human resource development for accelerating growth oriented participatory action at the local level.
- To promote the activity of training as an integral element of people's organisation.
- To prepare the participants as trainers for field level training activities.
- To develop necessary skills in designing and organising training programmes
- To provide an understanding of the principles and practices of the training process.
- To sharpen communication skills of the trainer
- To build up the trainers' skills regarding the organisational management aspect of the training programme.

5.2 Sub- District Level

5.2.1 The Community

The baseline study that was under in September/October, 2020, showed that open defecation is still prevalent in the district, though low going by the level of sanitation at 80% as at December, 2020.

In order to address the above challenges, there will be need for training/sensitisation of the communities. As the district is big geographically and in terms of population; there will be need to first have a training of trainers (ToT) to create a pool of trainers in the district.

Amongst the community members identified to be trained include the following:

- Parent Teachers Associations (PTAs)
- CCs
- Sanitation Action Groups (SAGs)
- V-WASHEs

- Hand pump caretakers
- APMs and masons
- WDCs
- NHCs

It was pointed out that the key challenges in terms of operations and maintenance that were currently faced across structures from community, district and provincial levels included the observation that various agencies undertook training of the area pump menders and yet some ended up not making use of those menders for repair works. In the end, the trained area pump menders did not acquire experience and they had not repaired any facility since they were trained. This was mainly attributed to initiatives funded, operated and coordinated by partners or agencies with minimum inputs from the local community members/local stakeholders.

This concern will be addressed through an elaborate training needs assessment (TNA). The TNA must always be done before training is done, and a follow up of those trained must always be done, so as to pick lessons learnt from their experience in the field after training.

5.3 District Level

5.3.1 The Council

The baseline survey conducted last year by the consultant (September/October, 2020) found that the district had weaknesses in planning and coordination, resource mobilization as well as monitoring, evaluation and reporting.

It was reported that the council did not have any source of funding and do not have adequate transport and logistics equipment such as vehicles, and motor bikes.

Moreover, some of the D-WASHE Committee has been unable to develop a district WASH Total Sanitation Strategic Plan (three year rolling plan) that included should have included school WASH and should have provided technical support to zonal and other sub district structures. The plan should also have included training in planning and budgeting for school WASH, O&M, and school WASH action plans and budgets.

The following are proposed topics that should be covered under capacity development for the district:

- Water Quality Monitoring and water security
- Community Management
- Technology (Water supply and sanitation, including solid waste)
- Operations and Maintenance (O&M)
- Asset Management
- Environmental Management and Climate Change
- Business Relationships
- Project and Risk Management
- Governance and leadership

- Knowledge Management
- Risk Management
    - Environmental Management
    - Water Security
    - Climate Change
- Contract management
- Communication and stakeholder Management
- Planning, monitoring, evaluation, reporting and learning
- Tendering and procurement
- Social inclusion and gender mainstreaming (SIGM)

The proposed topics/areas of training may not be exhaustive, and should be reviewed on a regular basis. The capacity needs assessment should be a continuous process so as to cater for the new developments in the environment.

Figure 8: **A Group of Women**

5.3.2 D-WASHE

The D-WASHE has a very important role to play in the sustainable provision of WASH services in the district. The committee should be trained in all those areas for the LA as it provides oversight on WASH provision and on the RWSSU.

5.3.2.1 Training of Trainers (ToT)

In order to have a pool of trainers, the D-WASHE members should be trained as trainers and must be part the district training team (DTT). The trainers (more especially those from the MoH, MoE, MCDSS, MoA, MGEE and possibly Ministry of Lands and Natural Resources) should have members (trainers from as many wards as possible), so as to spread the skill base throughout the district.

5.3.3 LpWSC

As earlier mentioned LpWSC is not yet providing WSS services in the district, therefore the CU will require capacity development in terms of infrastructure to set up in the district and training to manage rural-WASH. It will also require staff and required training, and operational support.

5.3.4 Management

Council Management (the Principal Officer, Chief Officers and heads of sections and units) are responsible in all the areas as for the council, however, in more details.

Added to the topics for management is financial management and audit, and information communications and technology (ICT).

5.3.5 RWSS Coordinator & Team

The RWSSU Coordinator and his team (sanitation and community development experts) are the people who are at the frontline, who interact mostly with water users and consumers of sanitation and hygiene services provided by the LA.

Results from the baseline survey on whether households treat water in any way to make it safer to drink showed that the majority of respondents never treat their water in any way. It was reported that minimal number of households boil their water for drinking. Figure 8 shows a group of women celebrating their achievements.

Arising from the above, it can be deduced that they should be knowledgeable in the following operational areas:

- Planning and budgeting
- Water Quality Monitoring
- Community mobilisation and sensitization
- Monitoring, evaluation and reporting
- ICT more especially database management
- Contract management
- Spare parts supply chain/stores management
- Technology selection and accessibility
- Fixed assets management
- Climate change risk
- Environmental Management

These people should be among the first ones to be trained and must be part of all the trainings; that's for the council, D-WASHE, management and the ToT for DTT.

5.3.5.1 Community Management

At community level there are various stakeholders who participate in either the consumption of WASH services, provision/development of infrastructure or management. These categories are covered under 4.2.1 above.

Due to cultural and historic reasons, women are often the primary collectors, transporters and users of water in country and equally in the district. They tend to have the main responsibility for health, child care and are managers of domestic water as well as promoters of home and community- based sanitation activities.

Women have accumulated knowledge about water resources, including location, quality and storage methods, as well as insights in common habits and problems within a community, which is important information for programming. Hence, women's active participation in water and sanitation solutions can improve health, improve status, increase women's safety, creating opportunities for income generation, as well as providing them with other public and influential roles.

With regards to sanitation and hygiene - a focus on gender differences is of particular importance with regard to sanitation facilities. Inadequate access to sanitation and hygiene disproportionally affect poor women and girls, as they are often faced with additional challenges related to menstrual hygiene, personal safety, sexual harassments and violence. Without access to latrines, many women and girls become '*prisoners of daylight*', using only the night as privacy. Night-time trips to fields expose them to risk of physical attack and sexual violence.

In view of the above, women must be involved in water and sanitation management more especially in the V-WASHEs. Furthermore, some trainings on WASH designed for women must be undertaken.

5.3.5.2 Social Inclusion and Gender Mainstreaming

a) Social Inclusion

Social Inclusion and Gender Mainstreaming (SIGM) is an approach to deploying the resources in a way that maximises the potential benefits to people who have experienced or experiencing the greatest impacts of barriers to access and opportunity. Social inclusion refers to the inclusion of inter alia, people living with HIV/AIDS, other chronic illnesses, the poor, differently abled people and the hard to reach.

Participation in, and access to development activities, has to be assured for all people with special needs including but not limited to women and girl children who bear most of the responsibility for domestic water supply and sanitation needs. Prioritising social inclusion and equity considerations is also important to ensure that vulnerable and hard-to-reach groups in the communities including the elderly, the disabled and the poor do not miss out on the benefits of WASHE interventions.

This is in line with the theme of the Seventh National Development Plan (7NDP); "***Accelerating development efforts towards Vision 2030 without leaving anyone behind***". The SIGM strategy, with specific reference to

rural water and sanitation, and its application will be developed and deployed as a key part of the operationalisation of the WASH Master Plan for Kawambwa District.

In this regard the programme will support efforts to strengthen monitoring systems to better identify the most vulnerable and disadvantaged groups, and take care of their needs. These may be women and girls, groups marginalised on the basis of geography (very remote, rough terrain, etc.), climate change and emergency-affected communities, people with disabilities and the poorest households. Special attention must be given to those experiencing multiple disadvantages such as girls in poor households, or children with disabilities living in isolated communities.

b) Gender Mainstreaming and Gender Equality

A key theme of the Sustainable Development Goals (SDGs) is "***no one left behind***" and within its six essential elements "***the inclusion of women and children***" is prominent.

In the 7NDP, it is stated that: "*As a commitment to promoting gender equality, the Government will maintain and accelerate efforts by facilitating organisational transformation to enhance responsiveness in all dimensions. To achieve this, the Government will enhance capacity for gender mainstreaming and engender policies, plans, programmes, projects, activities and budgets by coordinating and monitoring implementation of the National Gender Policy. With regard to women's empowerment, the Government will engender the planning and budgeting processes, especially in the key sectors driving national development. This will ensure equitable distribution of national resources between women and men, girls and boys and have meaningful impact in the medium and long-term on poverty reduction among women and girls*."

The 7NDP refers to the National Gender Policy of 2014. In the policy it is clearly stated that: "Gender mainstreaming ensures women, men, girls and boys benefit equally from the development process by highlighting the impacts of policies, programmes and laws on the real situation of women, men, girls and boys[11]".

SDG Goal 5 Target 5.5 includes ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.

The RWSS sub-sector can contribute to this target in a number of ways including:

- improved selection of water committee training participants on various management and technical skills
- improved participation in O&M skills training
- socio-economically reflective tariffs/user fees
- improved site selection and management
- promotion of gender responsive WSS facility designs
- improved hours of water supply and availability for menstrual management and family care

Furthermore, a commitment can be made to improving economic participation of women in water and sanitation projects and interventions.

Education: Girls often have to walk long distances to fetch water and firewood in the early morning. After such an arduous chore, they may arrive late and tired at school. Being 'needed at home' is a major reason why children, especially girls from poor families, drop out of school. Providing water closer to homes increases girls' free time and boosts their school attendance.

When girls enter puberty, they are often forced to skip classes or drop out of school, because there are inadequate toilets for them, which guarantee a minimum of privacy. Lack of decent sanitation and washing facilities discourages girls who are menstruating from attending full time, often adding up to a significant proportion of school days missed.

[11] National Gender Policy - 2014

The Local Authority must implement the above as its part of its mandate in liaison with the Ministries Education and Health.

5.3.5.3 Technology and Accessibility

When asked which groups of people in their community have reported difficulties in accessing water from the main source, the results show that the elderly, people living with disabilities and children are the ones who reported difficulties in accessing water from the main water source.

There is therefore need to find technology for squat pans for people living with disabilities. For the blind, it is locating the squat hole as they cannot use their hands to locate the hole.

For schools the toilets must be connected to a biodigester that will generate the methane gas that could be used in the school feeding programme as a source of energy for cooking. This also could be used by members of staff depending on the number of persons who use the toilets to provide feedstock for the biodigester(s). The bio slurry from the biodigesters should be dried and used as organic manure for orchards, hence schools and possibly RHCs must be encouraged to have some farming activities as per Presidential Directive. The farming activities near the water points can also be used as sources of income for O&M.

The stool can be augmented by animal waste where there are cattle, pigs and chicken, and any market vegetable and kitchen waste.

5.4 Provincial

5.4.1 Introduction

The provincial level structure provides a lot of support to the district and sub-district level structures. They disseminate government policies and programmes; they train district and sub-district staff whenever new policies, programmes, guidelines, etc. are issued and in many areas where the LA may need support, etc. They generally provide oversight on the districts, as such they also need to continuously be capacity built. In this plan, the following provincial offices have been identified: P-WASHE, PWSSO, PLGO and PDHID.

5.4.2 P-WASHE

The P-WASHE coordinates and supports all WASHE activities in the province and reports to the Provincial Development Coordinating Committee (PDCC) which is chaired by the Provincial Permanent Secretary. The P-WASHE is under the MWDS and is chaired by the Provincial Permanent Secretary; whilst the PWSSO are the secretariat. It needs capacity development in the area of governance and leadership, planning, monitoring, evaluation and reporting. A refresher training is required on its roles and responsibilities, and generally in all the aspects of providing water supply and sanitation services to the rural communities.

5.4.3 Provincial Water Supply and Sanitation Office

This office represents the Department of Water Supply and Sanitation of MWDS at provincial level. It's responsible for overseeing all WASH activities in the Province. The office was supposed to have four officers, that's the Provincial Water Supply and Sanitation Officer, two senior engineers (1 x sanitation engineer, and 1 x water engineer) and a senior community development officer. There is currently only the Provincial WSS Officer. The office has inadequate office space of its own and the office furniture is inadequate. In view of the above inadequacies the office is not able to fully execute its mandate.

There is therefore need to lobby central government to employ the required staff and provide for their needs. Furthermore, the officer(s), should also be capacity built in WASH and in governance, leadership, and planning, monitoring, evaluation and reporting.

5.4.4 Provincial Local Government Office (PLGO)

The Provincial Local Government Office (PLGO) represents the Ministry of Local Government and Rural Development at Provincial level. It performs all MLGRD functions at provincial level other than those performed by PDHID and the Local Authority itself. It has the mandate to oversee the annual budgeting and review of LA annual work plans and budgets (ensure RWSS is covered).

It also has an audit section that audits the LAs.

It's because of this key role that the office's soft skills must be built and its WASH knowledge refreshed through training.

The collaboration, cooperation and coordination between the PLGO's office, PWSSO and PDHID should be enhanced, through capacity development.

5.4.5 Provincial Department of Housing and Infrastructure Development (PDHID)

Though WSS has been moved to the MWDS, the department is still responsible for all engineering activities in the Ministry of Local Government and Rural Development at all levels, that's national, provincial and district. The PDHID provides engineering support to the LA. In view of this role, the officers also need to be capacity built in WASH so that they can also provide the requisite support to the LA.

5.5 National Level

A representative from the MWDS indicated that capacity building for officers is very important because the time is evolving and the need for shifting strategies on how to deal with communities in terms of WASH is more imperative. He indicated that it has been long (six to seven years ago) since staff were trained on WASH skills. A suggestion was made that capacity building initiatives such as skills enhancement and continuous learning should be prioritised by government and implementing agencies.

Though the national level is not directly involved with WASH service provision at district and sub district levels, it also needs capacity development to address the deficiencies that were observed by the district staff, for example the failure to address the challenges with DHIS2 that the district faced.

5.6 Organisational Infrastructure

The definition of capacity development adopted in this Capacity Building Plan includes organisational infrastructure development. The infrastructure that is to be developed is that which will enable the LA staff and other persons to execute their roles and responsibilities effectively and efficiently with regards to WASH services provision.

The Organizational infrastructure includes things and/or facilities (both workplaces and service locations (office space, furniture and fittings, etc.)), equipment (computers and other technology, office supplies, equipment essential to services, cell phones, GPS equipment, etc.), workplace operations (such as payroll and accounting), logistics and communications (motor vehicles, motor bikes, bicycles, etc.).

The district does not have a dedicated spare parts shop for hand pumps. It is currently using a storeroom to keep and sell spare parts from; however; the spare parts supply chain capacity has to be enhanced, by constructing an especially designed/dedicated spare parts shop in Kawambwa central business district (CBD) and one satellite shop. The current stock levels are NOT good. The district has water points that are far from where the current points where spare parts can be accessed; hence there is need to have these two shops.

In this area of capacity development, the following is proposed to be done:

1. At district level:
    - Establishment of 3 x spare parts shops (as stated above)
    - Procurement of:
        - 2 x 4-wheel drive vehicle

- 6 x motor bikes
- 72 x bicycles
- 2 x computers complete with printers
- 3 x GPS equipment
- Office Furniture

- Recruitment and engagement of a sanitation expert in the RWSS Unit
- Construction of demonstration latrines, ranging from VIP to the basic ones, in each ward.
- Seedstock of the spare parts for the two new shops

The construction of three (3) spare parts shops may require the recruitment of two people, redeployment, or better still a person who can be going to these locations on a regular basis and on specific days, say once a month, to sell the spares.

2. Provincial Level
   - ✓ Recruitment and engagement of 2 senior engineers (1 x sanitation and 1 x water) and a senior Community Development Officer
   - ✓ Acquisition of office space for the PWSSO
   - ✓ Procurement of:
     - 1 x GPS equipment
     - 2 x computers complete with printers
     - 4 x sets of office furniture

5.7 Learning

As provided for in the WASH Master Plan, Learning and knowledge management will be mainstreamed during the implementation of the District WASH Master Plan; hence undertaking capacity development. The learning process will involve documentation and sharing of lessons learned, best practice and new insights on how best to improve the planning in the next review phase of the Capacity Building Plan. This will result in an improved performance of the Plan. The sharing will be done at provincial, district, sub-district and community level platforms that are already in existence; and those that might be developed and identified in future. These will include:

- Print and websites: District website or MWDS website and social media like Facebook, WhatsApp, etc.
- Annual stakeholder meetings to coordinate and review the implementation of the WASH Master Plan and/or WASH Capacity Development Plan.
- Sector events at national, provincial and District levels such as at the District commercial shows.
- Sharing of knowledge and experience in a real practical context.
- Lessons are documented and shared for use by others.
- Peer reviews are conducted through in-depth site visits to participating water supply and sanitation service providers; i.e. other V-WASHEs, water schemes, APMs, masons, etc.
- 'Critical friends' coming together to learn and advise rather than conduct an inspection. Aim: constructive input – not judgement.
- A Town Council improvement plan is developed based on the review report.
- Lessons and plans are shared at the District Water Services' Fora such as World Water Day, Hand Washing Day, Toilet Day, etc.

Part III – Financing and Implementation

6.0 FINANCING AND COSTS

6.1 Introduction

The implementation of the capacity building plan (CBP) has costs associated with it and are broken down into three broad categories as follows:

- Training
- Planning, monitoring, evaluation and reporting, and dissemination/learning; and
- Logistical and infrastructure.

These costs must be financed to ensure the smooth implementation of the plan. These costs are an integral part of the Kawambwa District WASH Master Plan; and among the first things the LA has to do is to mobilise resources for the implementation of this plan.

The easily identifiable capacity building costs are training, and logistical and support infrastructure and these have been picked from the WASH Master Plan and reproduced herein. The rest of the costs, such as planning, monitoring, evaluation, reporting and learning, etc. are all integrated in the WASH Master Plan. The cost for the next 10 years of easily identifiable CB activities is estimated at ZMW 48.01 million (Kwacha Forty Eight Million and Ten Thousand), broken-down as follows: Training Costs – K 26.52 million and Support Infrastructure Costs – K21.49 million. Furthermore, ***the LA will have to undertake a baseline survey to identify the numbers of the institutions and persons, and how active they are and their competence levels in WASH as it does not have data on them, and these are: PTAs, sanitation action groups, hand pump caretakers, community champions, V-WASHEs, Community Champions and the Ward Development Committees.***

The overall costs and financing for WASH in the district to meet the SDGs and Vision 2030 for the country are given in the district WASH Master Plan[12], and contained herein are the costs and financing easily identifiable for the implementation of the Capacity Building Plan as extracted from the WASH Master Plan.

6.2 The Population

Kawambwa district has a relatively high population. The population was 100,905 in 2010 as per the 2010 population census. Using the national population growth rate of 2.8% per annum the population was estimated at 132,998 by the end of 2020. By 2030 it will be, 132,998 based on the annual growth rate of 2.8% per annum for the rural areas. The full details of the projections are given at **Appendix II**. All the cost estimates are made based on the projected population.

[12] Kawambwa District WASH Master Plan - October 2020

The table below summarises the population growth per ward from 2010 to 2030.

Table 5: Projected Population by Ward

Year	2010	2020	2025	2030
Ilombe	12,103	15,952	18,314	21,026
Pambashe	2,370	3,124	3,586	4,117
Mulunda	10,859	14,313	16,432	18,865
Chibote	2,773	3,655	4,196	4,817
Chimpili	2,506	3,303	3,792	4,354
Kabanse	7,050	9,292	10,668	12,248
Luena	3,296	4,344	4,988	5,726
Kawambwa Central	10,733	14,147	16,241	18,646
Senga	11,903	15,689	18,012	20,679
Ntumbachushi	2,493	3,286	3,772	4,331
Fisaka	5,987	7,891	9,060	10,401
Luongo	3,151	4,153	4,768	5,474
Iyanga	5,140	6,775	7,778	8,929
Ng'ona	13,777	18,159	20,847	23,934
Lubale	1,775	2,340	2,686	3,084
Filenge	2,702	3,561	4,089	4,694
Kala (New Ward)	1,454	1,916	2,200	2,526
Chikanda (New Ward)	833	1,098	1,260	1,447
Total	**100,905**	**132,998**	**152,690**	**175,297**

6.3 The People to be trained and the Training Costs

6.3.1 Training

6.3.1.1 The Number and Categories of People Trained

Training will be a continuous process, what will be changing will be the topics and the people trained.

The total number of 5,679 will be trained during the period. The breakdown of the number and categories of people to be trained is given below. The full details are at **Appendix III.**

Table 6: Number of People Trained/Involved

Year	2021-2025	2026 - 2030	Total
V- WASHE	492	271	764
D-WASHE	20	10	30
DTT	30	30	60
Council & Management	12	12	24
WDCs	198	198	396
P-WASHE	10	10	20
APMs	485	976	1,462
Masons	364	732	1,096
CCs	607	1,221	1,827
Total	**2,219**	**3,461**	**5,679**

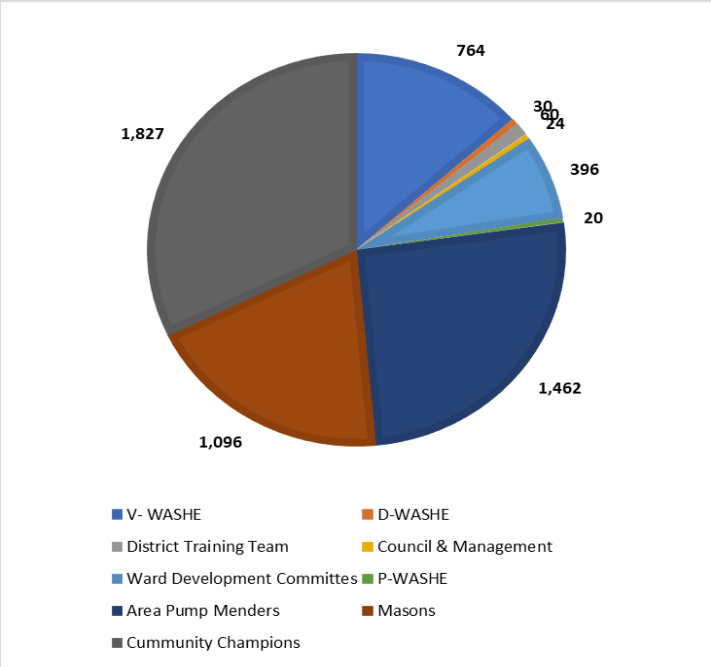

Figure 8: People Trained – 2021 to 2030

6.3.1.2 The Training Costs

The projected cost of implementing the training activities is about ZMW26.52 million. The composition of the training costs is provided below, whilst the training part of plan implementation costs to 2030 is given below. The full details are at **Appendix IV.**

Costs (ZMW'000)

Year	2021 - 2025	2026 - 2030	Total Cost (ZMW'000)
Consultants	1,650	-	1,650
Venue	1,627	2,537	4,164
Transport - Participants	1,627	2,537	4,164
Allowances - participants	3,254	5,075	8,329
District Training Team	4,106	4,106	8,212
Total	**12,264**	**14,256**	**26,519**

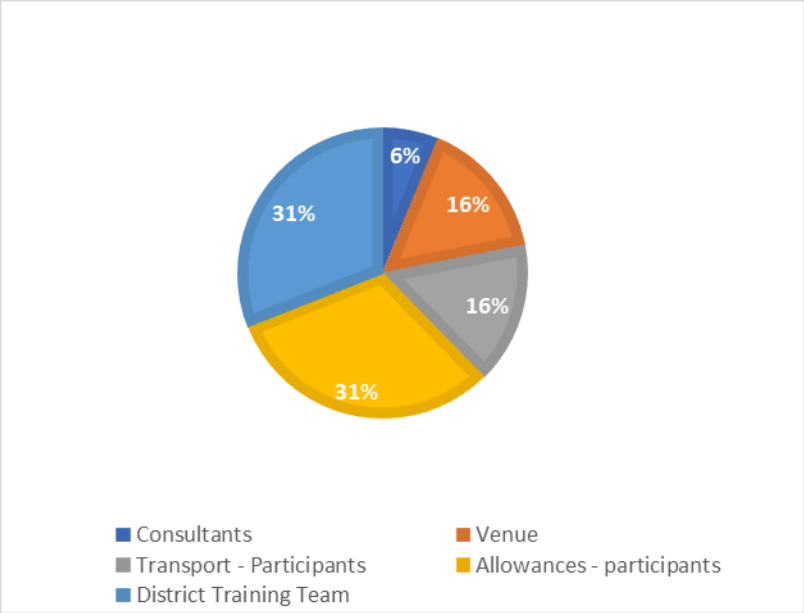

Figure 9: Training Costs

The full details of the training costs are given at **Appendix V**.

6.3.2 Planning, Monitoring, Evaluation, and Reporting and Learning

The projected cost of implementing the planning, monitoring, evaluation, and reporting and learning (PMERL) activities is incorporated in the WASH Master Plan**.**

These costs are summarised here below for quick reference.

Period	2021 - 2025	2026-2030	Total
Development of M&E & Reporting Framework	250	-	**250**
Planning	487	1,078	**1,565**
Data Collection & Reporting	3,553	7,869	**11,421**
Review of planning and reporting processes	520	2,139	**2,659**
Update of systems	500	630	**1,130**
Total	**5,309**	**11,715**	**17,025**

6.3.3 Infrastructure Capacity Building Costs

The breakdown and timing of the Infrastructure capacity building costs included in the CBP, such as motor vehicles, spare parts shops, motor cycles, boats, seed stock for spare parts and ICT hardware and software in the sum of nearly ZMW 14.66 million is given below up to 2030. The full details are given at **Appendix IV**.

Table 7: Infrastructure Capacity Building Costs

Period	2021 - 2025	2026 - 2030	Total Cost (ZMW'000)
Motor vehicles	3,666	3,666	**7,332**
Bicycles	897	598	**1,496**
Motor Cycles	2,933	2,933	**5,866**
SOMAP Shops	733	-	**733**
Seedstock – spare parts	2,444	-	**2,444**
Computer with accessories	978	489	**1,466**
GPS Equipment	858	858	**1,716**
Sanitation demo facilities	293	147	**440**
Total	**12,803**	**8,691**	**21,493**

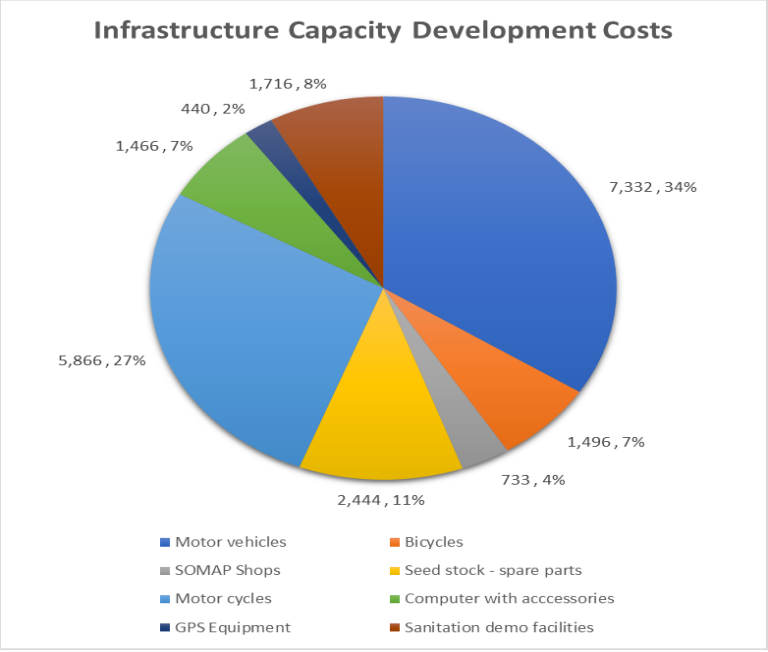

Figure 10: Infrastructure Capacity Building Costs

6.4 Overall Programme Cost and Financing

The overall programme cost is summarised here below and the full details are in the WASH Master Plan.

The LA, with the assistance of central government, CPs, NGOs and the stakeholders will put resources together to finance the capacity building pln. It is expected that the CBP financing, is likely to be split approximately as follows: GRZ (25%), the CPs, including international NGOs (69%), the LAs as the mandated implementers (5%) and the community as users of the service (1%). Using that assumption, the financing will be as follows during the programme period:

6.4.1 Overall Programme Cost

The overall programme cost is summarised in table 8 below.

Table 8: Overall Programme Cost[13]

Cost (ZMW'000)			
Period	**2021 - 2025**	**2026 - 2030**	**Total Cost**
Infrastructure Cap Dev	12,803	8,691	21,493
Training	12,264	14,256	26,519
PMERL	5,309	11,715	17,025
Sanitation	31,990	47,276	79,266
Water Supply	34,782	42,390	77,172
O&M	2,129	2,855	4,984
Governance, R&D and Cross Cutting	1,956	2,268	4,224
Total	**101,233**	**129,451**	**230,683**

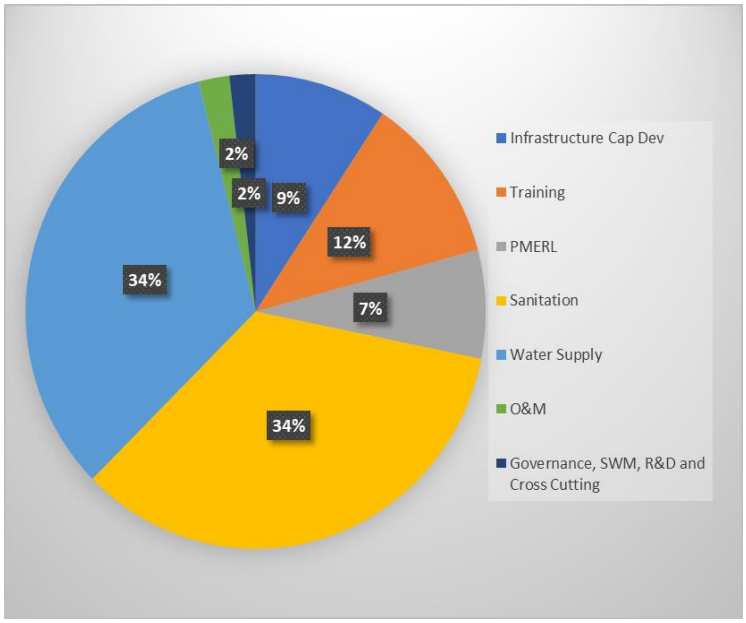

Figure 11: The Breakdown of the Overall Programme Costs

[13] Kawambwa District WASH Master Plan 2021 - 2030

6.4.2 The Financing Structure

The overall financing structure is summarised in table 9 and Figure 12 below.

Table 9: The Proposed Financing Structure

Source	Amount (ZMW'000)	%
GRZ	57,671	25.00
Community	2,653	1.15
LA	11,534	5.00
CPs	158,825	68.85
Total	**230,683**	**100.00**

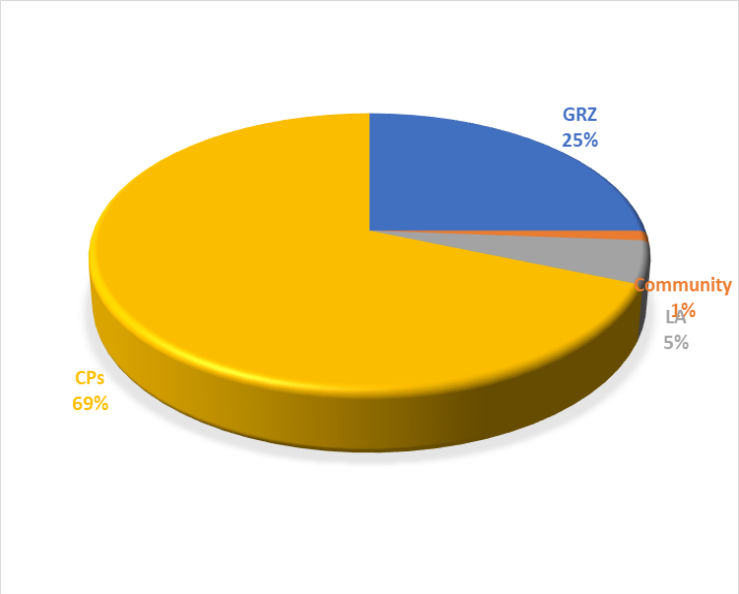

Figure 12: The Overall WASH Master Plan Financing Plan

7.0 ASSUMPTIONS, RISKS AND MITIGATION STRATEGIES

7.1 Introduction

Assumptions are statements about the external conditions needed to be able to reach specified achievements, whether at the input, output or outcome levels. If the assumptions are not fulfilled, or realised, then this can limit or prevent the achievement of the Plan Goals and Objectives. The assumptions for the successful implementation of the CBP for Kawambwa District, are broken down by Component, and are provided in the logical framework (see **Appendix II**)

Risk refers to the variability of the expected future (uncertain) outcomes arising from pursuing a given course of action. The degree of risk refers to how widely those outcomes vary, positively or negatively, from the planned/expected outcomes. Programmes and projects are, by definition, risky in nature because of the pre-planning and the underlying assumptions made in those plans regarding costs, financing, population characteristics, outputs, impacts and outcomes of the proposed activities and delivery of those activities to achieve desired objectives and outcomes in the uncertain future. Programmes exist at higher level than projects and by essence deliver strategic benefits. The risks and mitigation strategies are grouped in terms of costs and their underlying assumptions and programme/project implementation risks.

7.2 Assumptions

The overall assumptions for the CBP are as given below. These assumptions should be reviewed at least annually, and the implementation changed according to the prevailing environment, but maintain the overall goal/objective of the plan.

Overall Assumptions for the CBP:

a) Government and CPs will remain committed and actualize allocation of adequate resources to the WASH in the district.
b) The policy environment will be supportive of the sector.
c) Decentralization will be fully implemented.
d) There will be adequate enforcement of regulations.
e) All sector stakeholders and CPs will be willing to support and abide by set standards.
f) There will be adequate good governance systems in place (Council, P-WASHE, D-WASHE, WDCs and V-WASHE).
g) Communities will be willing to support RWSS initiatives.
h) WDCs will be fully established and operational.
i) Appropriate and effective water supply technologies will be promoted.
j) There will be readily available spare parts in the district through LA and private shops.
k) Budget allocated for advocacy and communication will be sufficient and used for the intended purposes.
l) Government will take a lead and coordinate the Climate Change adaptation initiatives.
m) There will be a robust Framework & Actions on Disaster Risk Reduction (DRR) implementation.
n) Communities will be willing to adopt Climate Smart Knowledge, Attitudes and Practices.
o) The Draft National M&E Framework is approved and fully implemented.
p) By the end of the year 2021 the district will be fully reporting to WASH MIS on a regular basis.
q) WASH MIS captures all necessary water and sanitation data, including on institutional facilities.
r) There will be a robust monitoring system that will inform and trigger early preventative rehabilitation processes.
s) Government will support a robust management information and dissemination system.
t) Sector information will be disseminated and will be easy to access by intended users (CPs and public).

u) A phase by phase regulation of rural water supply and sanitation will be implemented.
v) Domestic Borehole registering system by WARMA will be done.

7.3 Cost Risks

The two key underlying drivers for the plan costs are the projected rural population, for which a provision has been made in the WASH Master Plan and an assumed Kwacha cost escalation at 8% per year to 2030, somewhat in line with various GRZ aspirations. Increase in either of these will increase the Kwacha cost of the plan. This is the risk that the project costs may be more than budgeted. Cost risk may lead to performance risk if cost overruns lead to reductions in scope or quality to try to stay within the baseline budget.

7.4 Implementation Risks

There are a number of implementation risks that need to be managed. These risks include but not limited to the following:

Funding risks - Availability of financial resources.

Human Resources risk - Availability of staff to train and willing trainees (V-WASH, APMs, Masons, etc.)

Technical risks - Any occurrence which could negatively impact the result of a program/project which could be mitigated by application of technical skills resulting in an improved design of a component, system, or process, thereby reducing the potential impact on the program/project

Schedule risks - the potential for a strategy, project or task to take longer than planned. This is more applicable to training programmes.

Performance risk - A performance risk is the potential that a product, service, program or project will not deliver as much value as required; that's this CBP may not fully deliver the intended results.

External Hazard Risks - These risks are the most unpredictable of all and come from entirely external sources: nature, other people, government, and society. External hazard risks include storms, floods, earthquakes, and other natural disasters; vandalism, sabotage, and terrorism; and civil unrest and labour strikes.

Operational Risk - Operational risk stems from poor implementation and process problems, including but not limited to: procurement, construction of WASH facilities, and their distribution in the district. In short, this project risk is part of performance risk because the expected outcome doesn't happen at all or in the way that project managers had planned.

Governance Risk - Governance risk is connected to the performance of the council and management in regard to the community, ethics, LA/D-WASHE/WDCs/V-WASHE reputation, and community stewardship. This risk should be easier to mitigate because it depends largely on the behaviour of executives in the various WASHE institutions.

Legal/Compliance Risk - Legal risk can be unpredictable and may arise from legal and regulatory duties. Compliance risk is an organization's potential exposure to legal penalties, financial forfeiture and material loss, resulting from its failure to act in accordance with industry laws and regulations, internal policies or prescribed best practices, more especially for the contractors in the sector.

Competence/Skills Risks - Lack of training equipment and tools may affect the practical training of the trainees

Traditional Succession / Political risks - political campaigns or elections and succession disputes may affect the planned capacity building trainings.

7.5 Mitigation Strategies

Risk management will be key to the successful implementation of this plan. The table below lists, though not exhaustively, some of the possible risk categories and mitigation strategies the programme/project of this nature and duration might have to deal with.

Table 10: Possible risk categories and mitigation strategies

Risk Domain	Risk Event	Mitigation Strategy
Institutional	Institutional set-up does not support effective Programme management. Ownership of the Programme objectives and results delivery becomes isolated or not fully integrated in the relevant structures (LA, D-WASHE, P-WASHE, V-WASHE, etc.).	Engage with the key decision makers on setting the right support structures for the achievement of the CB objectives. Alignment of the programme implementation to relevant structures at all levels (National, Provincial, District and sub-district).
Social	Social conflicts prevent consensus on Demand Responsive Approach implementation. Cultural beliefs and practices hinder adoption of improved sanitation practices. High turnover of trained community champions and area pump menders within communities and institutions.	Community buy–in processes and procedures will be developed and implemented in context. Use of civic and traditional leadership will be promoted. Community Participation, Monitoring & Evaluation and Learning techniques should be promoted in all activities of the LA and sub-district structures. LA shall ensure capacity is retained at all levels through refresher trainings and considerate HR management. Incentivize CCs with regular income. Involve the PTAs in WASH information dissemination. Use them as change agents (advocacy and communication).
Economic	Financial commitments and budgetary allocation fall below critical level. CP financial pledges and actual support fall below expectations. Increase of inflation rate causes increase in WSS goods and services delivery. Private sector fails to uptake and drive commercial side of goods and services delivery. Communities unable to support the infrastructure investments and O&M due to poverty levels.	Engage decision makers at National, and Provincial levels to lobby support for the implementation of the CBP. Increase the communication and advocacy activities to raise rural WSS on the agenda through effective communication strategies. Engage CPs through effective means using evidence-based methods that show causal linkage of poverty to WSS. By focusing on local supply chain establishment for fast moving spares and services. Use the Demand Response Approach for appropriate technology selection that the community can sustain and support.
Technological	WSS technologies and practices may not be well accepted by key stakeholders and end users. Appropriate technical equipment and expertise may not be readily available at local structures.	Communication and advocacy activities will be part of the standard procedures for buy-in. Community Water and sanitation structures will be selected carefully to introduce and promote the concepts through a participatory process. Training of local expertise will be enhanced. Private sector participation will be enhanced and encouraged.

Risk Domain	Risk Event	Mitigation Strategy
		Local knowledge and practices will be assessed and included where appropriate.

The first step in programme/project risk management is to identify the risks, rank them, develop strategies to mitigate them, then implement and monitor the impact of the strategies and review and revise them as and when need arises. A few risks have been identified above and strategies to mitigate them proposed.

The duration of the Programme/project is long, about 10 years, hence all possible risks cannot all be identified at programme/project development stage. It therefore incumbent upon the LA to continuous scan the environment, identify risks and develop strategies to minimise the impact of the risks identified on the programme/project.

8.0 IMPLEMENTATION

8.1 Introduction

The capacity building plan will be implemented over a ten-year period. Though the plan is for the district, there are certain activities that must be done at National and Provincial levels.

8.1.1 National Level

At national level the staff need to have a high-level knowledge of the WASH activities so that they can provide the advice and guidance to the district as and when needed. They also approve various requests including budgets and annual work plans, hence a good knowledge of WASH activities and outputs at district level are important for them. Furthermore, the DHIS2 is handled and fully managed at national level. Since the DHIS2 is not currently functioning well in the district, the National level should quickly resolve the DHIS2 challenges.

The other role that must played at national level on the implementation of the plan is to provide the required financial resources for training and sensitisation of the other stakeholders about the need for them to support the capacity building plan.

The national level should also provide overall oversight.

8.1.2 Provincial Level

The provincial level will have to be capacity built too, and will also provide trainers for both the district and sub-district levels. It will also assist in lobbying for funds and support from central government, CPs, NGOs, etc.

The CU is established at the provincial level, however, it will require creating a unit or department the will deal with rural WSS as the CU is likely to take-over the operation of rural WSS during the implementation period of this plan.

8.1.3 District Level

The LA will be totally responsible for the full implementation of the plan. It will first develop a business plan to use for resource mobilisation, develop a detailed implementation plan, set up and train a district training team, and then on a continuous basis train the APMs, V-WASHE, D-WASHE, CCs, etc.

LpWSC is established at the provincial level, however, it will require setting up at the district level to be able to handle urban, peri-urban and rural WSS. It may have to adopt a phase approach where it starts with urban and peri-urban WSS, then move to growth centres and finally the village water supply and sanitation.

8.1.4 Sub-district Level

At the sub-district level, the main role is to provide trainees and utilise the knowledge gained to look at construction and/or look after the WSS infrastructure that is available and will be put up. The communities will also have a responsibility of making contributions for capital investments and O&M, hence their capacity building programmes should cover these aspects.

8.2 Other Implementing Partners

These include the: NGOs, CPs, Line Ministries, Private sector, CBOs, Traditional leadership, etc. These will also be engaged through communication and advocacy to ensure that they support the plan.

9.0 PLANNING, MONITORING, EVALUATION AND REPORTING

9.1 Introduction

The M&E framework for the water supply and sanitation sector is under development through the MWDS. Many strides have been made to establish an effective and reliable M&E framework and system. However, this capacity building plan has an implementation plan, which should be monitored and reported on.

9.2 Organisation of Monitoring System

On an annual basis, as the AWPBs will be made for the LA, there will also be a plan for CB for RWSS that will be done. This plan will be part of the overall RWSS Unit AWPB.

With targets sets in the plans, these will be monitored and data collected to check progress.

As part of this, the LA should establish a training database, which who include statistics on:

- DTT
- APMs
- CCs
- Masons
- Management
- Council
- D-WASHE, P-WASHE, and V-WASHE
- Etc.

9.3 Maintenance of the M&E System

A very simple M&E system will be created in excel to track progress at the LA level.

9.4 Targets and Indicators

The targets for the plan are as put in the logical framework at **Appendix II.**

Appendices

Appendix I Logical Framework

S/N	Component	Output	Activity	Inputs	Indicator	Means of Verification	Frequency	Responsible Person	Assumption
1	**Objective 1: Resource mobilisation to finance the capacity building plan**								
	Resource mobilisation								
	Resource mobilisation	Mobilised resources	Development of a business plan Share business plan with would be financiers	Skilled Labour Policy and programme documents Legislative materials	Business plan in place	Copy of business plan Acknowledgement letter	One off	CS	Skill to develop business plan available Financial resources available to hire a facilitator Policy consistency Continued support by CPs and other partners Stable local and global economy
			Marketing of business plan	Labour Finances	Acknowledgement of receipt of business plan by would be financiers	• Funds received • Acknowledgements from approached financiers.	Number of recipients	DPO	Business plan developed Skill to market the plan is available
			Advocacy	Labour	Advocacy material	Funds received Acknowledgements by receipts of advocacy information	Continuous	Council Secretary	Availability of skilled labour Supportive stakeholders in place
2	**Objective 2: To have adequate Capacity building Infrastructure**								
	Infrastructure acquisition	Acquired assets (motor vehicles,	Procurement	Funds	Delivery of assets	ID numbers Presence of assets	One off	CS	Availability of funds

S/N	Component	Output	Activity	Inputs	Indicator	Means of Verification	Frequency	Responsible Person	Assumption
		motor bikes, bicycles, etc.)				Goods received note (GRN) Delivery note	Number of deliveries		
		Constructed demonstration latrines	Procurement	Funds Labour	Constructed facilities	Physical assets Records in the fixed assets register	Continuous	CS	Availability of funds
		Constructed spare parts shops	Procurement	Funds Labour	Constructed facilities	Project completion report	One off	CS	Availability of funds
		Spare parts feedstock	Procurement	Funds Labour	Stock	Delivery note	One off	CS	Availability of funds
3	**Objective 3: To have committed community members to take care of WSS infrastructure**								
	Community sensitisation	Sensitised communities	Sensitisation	DTT Finances	Community contributions towards O&M	Community contributions	Quarterly	RWSS Coordinator	Availability of resources
		Communities contributing finances towards O&M	Training of WDCs	Transport and logistics	Sensitised communities	Contributed finances Training database	Continuous	RWSS Coordinator	Sensitised communities Effective DTT Funds for training available Adequate logistics
		Trained V-WASHEs	Training of V-WASHEs	Funds Availability of Community members to be trained DTT	Number trained	Training database	Continuous	RWSS Coordinator	Sensitised communities Effective DTT Funds for training available Adequate logistics

S/N	Component	Output	Activity	Inputs	Indicator	Means of Verification	Frequency	Responsible Person	Assumption
		Trained SAGs	Training of sanitation action groups (SAGs)		Number trained	Training database	Continuous	RWSS Coordinator	Sensitised communities Effective DTT Funds for training available Adequate logistics
4	**Objective 4 - To have competent APMs, CCs and masons to develop and maintain WSS infrastructure**								
	Capacity building of APMs, Masons and Community Champions								
		Trained APMs, masons and CCs	Training	DTT Finances Transport and logistics	Trained APMs, masons and CCs	Training report Copies of certificates issued to participants Training database	Once a year	RWSS Coordinator	Availability of trainers Availability of funds GRZ support CPs' support
5	**Objective 5 - To monitor and report regularly on the implementation of the plan in the district**								
	Planning, monitoring, evaluation and reporting								
		Established reporting framework	Development of reporting framework Creation of training database Data collection and inputting	Labour Transport and logistics	Quarterly reports Established reporting framework	Quarterly reports	Quarterly	CS	Resource availability

S/N	Component	Output	Activity	Inputs	Indicator	Means of Verification	Frequency	Responsible Person	Assumption
		Plan implementation reports	Data collection, analysis and reporting. Dissemination of findings	Labour Logistics	Reports	Updated database	Quarterly	CS	Resource availability
6	Objective 6: To build WASH local trainers capacity.								
	ToT								
		Trained trainers	Training	Funds Suitable and willing Trainees Consultant to facilitate the ToT	Trained trainers	Training report Copies of Certificates issued to successful trainees	One off	CS	Availability of financial resources

Appendix II Population Projections by Ward

Year	2010	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Ilombe	12,103	15,952	16,399	16,858	17,330	17,815	18,314	18,827	19,354	19,896	20,453	21,026
Pambashe	2,370	3,124	3,211	3,301	3,394	3,489	3,586	3,687	3,790	3,896	4,005	4,117
Mulunda	10,859	14,313	14,713	15,125	15,549	15,984	16,432	16,892	17,365	17,851	18,351	18,865
Chibote	2,773	3,655	3,757	3,862	3,971	4,082	4,196	4,314	4,434	4,559	4,686	4,817
Chimpili	2,506	3,303	3,396	3,491	3,588	3,689	3,792	3,898	4,007	4,120	4,235	4,354
Kabanse	7,050	9,292	9,552	9,820	10,095	10,378	10,668	10,967	11,274	11,590	11,914	12,248
Luena	3,296	4,344	4,466	4,591	4,720	4,852	4,988	5,127	5,271	5,418	5,570	5,726
Kawambwa Central	10,733	14,147	14,543	14,950	15,369	15,799	16,241	16,696	17,163	17,644	18,138	18,646
Senga	11,903	15,689	16,128	16,580	17,044	17,521	18,012	18,516	19,034	19,567	20,115	20,679
Ntumbachushi	2,493	3,286	3,378	3,472	3,570	3,670	3,772	3,878	3,987	4,098	4,213	4,331
Fisaka	5,987	7,891	8,112	8,339	8,573	8,813	9,060	9,313	9,574	9,842	10,118	10,401
Luongo	3,151	4,153	4,269	4,389	4,512	4,638	4,768	4,902	5,039	5,180	5,325	5,474
Iyanga	5,140	6,775	6,964	7,159	7,360	7,566	7,778	7,996	8,220	8,450	8,686	8,929
Ng'ona	13,777	18,159	18,667	19,190	19,727	20,280	20,847	21,431	22,031	22,648	23,282	23,934
Lubale	1,775	2,340	2,405	2,472	2,542	2,613	2,686	2,761	2,838	2,918	3,000	3,084
Filenge	2,702	3,561	3,661	3,764	3,869	3,977	4,089	4,203	4,321	4,442	4,566	4,694
Kala (New Ward)	1,454	1,916	1,970	2,025	2,082	2,140	2,200	2,262	2,325	2,390	2,457	2,526
Chikanda (New Ward)	833	1,098	1,129	1,160	1,193	1,226	1,260	1,296	1,332	1,369	1,408	1,447
Total	**100,905**	**132,998**	**136,722**	**140,550**	**144,485**	**148,531**	**152,690**	**156,965**	**161,360**	**165,878**	**170,523**	**175,297**

Appendix III Number of Persons to be Trained

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
V- WASHE	301	46	47	49	50	51	53	54	56	57	**764**
D-WASHE	10				10				10		**30**
DTT	15			15			15			15	**60**
Council & Management	12					12					**24**
WDCs		198					198				**396**
P-WASHE	10					10					**20**
APMs	72	83	95	110	126	145	167	192	220	253	**1,462**
Masons	54	62	71	82	94	109	125	144	165	190	**1,096**
CCs	90	104	119	137	157	181	208	239	275	317	**1,827**
Total	**564**	**492**	**333**	**392**	**438**	**508**	**765**	**629**	**726**	**832**	**5,679**

Appendix IV Support Infrastructure Costs

Period	2021 - 2025	2026 - 2030	Total Cost (ZMW'000)
Motor vehicles	3,666	3,666	**7,332**
Bicycles	897	598	**1,496**
Motor Cycles	2,933	2,933	**5,866**
SOMAP Shops	733	-	**733**
Seed stock - spare parts	2,444	-	**2,444**
Computer with accessories	978	489	**1,466**
GPS Equipment	858	858	**1,716**
Sanitation demo facilities	293	147	**440**
Total	**12,803**	**8,691**	**21,493**

Appendix V Training Costs (ZMW'000)

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		Total
Consultants	1,650											**1,650**
Venue	413	361	244	287	321	372	561	461	533	610		**4,164**
Transport - Participants	413	361	244	287	321	372	561	461	533	610		**4,164**
Allowances - participants	827	722	488	575	642	745	1,122	922	1,065	1,220		**8,329**
District Training Team	2,053			2,053			2,053			2,053		**8,212**
Total	**5,357**	**1,444**	**976**	**3,203**	**1,284**	**1,489**	**4,298**	**1,844**	**2,131**	**4,494**		**26,519**