

**MIDLANDS STATE UNIVERSITY**



**FACULTY OF ARTS  
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GWERU, ZIMBABWE.**

**DISSERTATION**

**TITLE:**

**Impact of the Integrated Development Management (IDM) approach on the delivery of Water, Sanitation and Hygiene (WASH) services in Binga district.**

**BY**

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**Dissertation submitted in partial fulfilment of the degree of Master of Arts in  
Development Studies (MADS)**

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**Submitted: October 2015**

## Declaration

I, Stewart Tongesayi Nyamuranga do hereby declare that the work contained in this dissertation is entirely a product of my own original work with the exception of such quotations or references which have been attributed to their sources. I further declare that this dissertation has not been previously submitted and will not be presented to the Midlands State University or any other university for a similar or any other degree award.

Signed:.....

Date:.....

## **Acknowledgements**

Firstly, I would like to thank the Almighty God for giving me the strength and courage to carry out this research. I would like to acknowledge my supervisor Dr Jephias Matunhu for his timely and unwavering support and guidance throughout this meticulous exercise whenever I needed help. It was an honor and privilege to work with him. I also appreciate the support I received from Binga Rural District Council, Mvuramazi Trust, Save the Children (UK), Caritas Zimbabwe, Dabane Trust, the Zimbabwe Red Cross Society and the NAC Secretariat, the National Coordination Unit (NCU) for availing pertinent information regarding this research. Special mention goes to the Binga Chief Executive Officer Mr L. Mudhimba and the DDF District Coordinator Mr C. Ncube for granting me the permission to carry out this research in their district. Without the respective district and sub-district committees, this research was to be futile. I also acknowledge the cooperation of the Midlands State University's Department of Development Studies for availing guidance and permission to carry out this study. I also acknowledge the support of my colleagues and peers, in particular Mr Remias Mujaji who kept on checking on my progress.

## **Dedication**

This research is specifically dedicated to my wife Eva and my one and only daughter Tawananyasha Nyamuranga. Indeed, this piece of work is as a result of their continued moral and spiritual support, encouragement and comfort. Without them, I would not be what I am today. I am really proud of you guys and together, we shall continue to achieve more!

## **Abstract**

*An integrated approach continues to be recognized as the most prudent path to sustainable development. The assumption is that any successful development must take into account the economic, social, cultural, environmental and geographic realities that shape the lives of people. The study therefore sought to examine the impact of the integrated development management approach on the delivery of WASH services to the rural poor. The study used a case study design by focusing on Binga district of Matabeleland North province. The research adopted a mixed research method with primary data having been collected from three (3) wards. 100 respondents were sampled out of which research instruments in the form of questionnaires, interviews and focus group discussions were administered. Results from the study show that, although application of the integrated approach is theoretically noble, its adoption and application to the WASH sector has not yielded much positive impact on the delivery of WASH services to the rural poor. The integrated WASH structures at the various levels are riddled with challenges related to financing, inconsistent membership and representation, duplication of membership roles, ineffective coordination, inefficiencies in decision-making and undemocratic leadership. The study has recommended that central government and the Rural District Council should increase their level of funding to the NAC structures at all levels. The study further recommended that the main NAC embarks on a policy paradigm aimed at strengthening the WASH governance structures at all levels through redefining membership roles, streamlining membership and ensuring democratic leadership in all the structures. The NAC and its sub-structures was further recommended to embark on a major advocacy drive with both central and local government on increased funding.*

## **KEY TERMS**

Integrated development management, delivery of WASH services, coordination

## **LIST OF ABBREVIATIONS AND ACRONYMS**

ADF	African Development Fund
AGRITEX	Agriculture Extension Services
AMCOW	African Ministers Committee on Water
CDW	Community Development Worker
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CSO	Country Status Overview
DA	District Administrator
DEHO	District Environmental Health Officer
DDF	District Development Fund
DWSSC	District Water and Sanitation Sub-Committee
EHT	Environmental Health Technician
ESAP	Economic Structural Adjustment Programme
FAO	Food and Agriculture Organization of the United Nations
FGD	Focus Group Discussion
ICESCR	International Covenant on Economic, Social and Cultural Rights
IDM	Integrated Development Management
IDWSSD	International Drinking Water Supply and Sanitation Decade
IMF	International Monetary Fund
IRWSSP	Integrated Rural Water Supply and Sanitation Programme
KABP	Knowledge, Attitudes, Behaviour and Practices
KII	Key Informant Interviews
LGPO	Local Government Promotion Officer
MDG	Millennium Development Goals
MICS	Multiple Indicator Cluster Survey
MSU	Midlands State University
NAC	National Action Committee for the Water, Sanitation and Hygiene Sector

NCU	National Coordination Unit
NGO	Non-Governmental Organization
NWASCO	National Water Supply and Sanitation Council
OD	Open defecation
OPC	Office of the President and Cabinet
PDC	Provincial Development Committee
PS	Permanent Secretary
PWSSC	Provincial Water Supply and Sanitation Sub-Committee
RDC	Rural District Council
RDDC	Rural District Development Committee
SPSS	Statistical Package for Social Sciences
SWA	Sanitation and Water for All
UN	United Nations
UNDP	United Nations Development Programme
UNGA	United Nations General Assembly
UNICEF	United Nations Children's Fund
VHW	Village Health Worker
VIDCO	Village Development Committee
VWSSC	Village Water Supply and Sanitation Sub-Committee
WADCO	Ward Development Committee
WASH	Water, Sanitation and Hygiene
WHO	World Health Organisation
WPMC	Water Point Management Committee
WWSSC	Ward Water Supply and Sanitation Sub-Committee
ZimASSET	Zimbabwe Agenda for Sustainable Social and Economic Transformation
ZIMSTATS	Zimbabwe Statistics Agency
ZIMVAC	Zimbabwe Vulnerability Assessment Committee

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## Chapter 1

# THE PROBLEM AND ITS SETTING

### 1.0. Introduction

This chapter gives a background of the study and a synopsis of the problem at hand. The problem which the study seeks to unpack is the poor delivery of WASH services to the rural communities of Binga district. The researcher explored this problem in greater detail based on a review of existing literature. The rationale, significance and justification of the study is also given, together with the objectives of the study. The key terms to be used in the study are also identified and defined in the context of this study. The limitations and organization of the study are also spelt out.

### 1.1. Background to the Study

An integrated approach continues to be recognized as the most prudent path to sustainable development. This is so because it is assumed that any successful development must take into account the economic, social, cultural, environmental and geographic realities that shape the lives of people worldwide (UNGA, 2010). Through integration, multiple sectors and stakeholders can leverage knowledge, expertise, reach, and resources, benefiting from their combined and varied strengths as they work towards the shared goal of uplifting human lives. Although the integrated approach has been glossed by the Government of Zimbabwe as being an effective and role model for effecting WASH service delivery in the country, there has not been any national evaluation to ascertain the validity of this claim. This study therefore seeks to examine the impact of the integrated approach as an effective management tool for the delivery of WASH services to the rural poor by focusing on Binga district as a case study.

In many developing countries, including Zimbabwe, the delivery of WASH services has been managed and implemented through the integrated development management approach. This is so because water and sanitation problems are complex, and in many cases, they are influenced by interrelated health, social, environmental, and economic factors that can best be addressed through

a holistic, integrated approach. This view is also supported by the United Nations which posits that given the complex and multi-faceted nature of WASH services, the required interventions to address them are also complex, needing to be multi-sectoral and integrated in nature (UNICEF, 2009).

In the interest of upholding the integrated approach to development, the rural WASH sub-sector in Zimbabwe has since 1985 been managed by an inter-ministerial committee, the National Action Committee (NAC) whose terms of reference (ToRs) and structure were redefined in 2010 after numerous challenges had rocked that sector, both in coordination and implementation (National Water Policy, 2013). These institutional and coordination issues were raised immediately after the harsh lessons learnt in 2008/9 when Zimbabwe experienced the worst cholera outbreak in recorded history. The cholera outbreak, although a significantly negative development, which according to Ministry of Health (2013) resulted in 98,531 recorded cases and 4,282 deaths, was in itself an impetus to re-examine the approaches to WASH service delivery, among them the integrated development management approach, institutional rationalization and capacity building (National Sanitation and Hygiene Strategy, 2011-2015). The revitalized NAC structure is replicated across provincial, district and sub-district levels through WASH committees constituted of multi-sectoral stakeholders and agencies (government ministries and agencies, NGOs, CBOs, private sector). Although this revitalized coordination structure and institutional arrangements has been glossed by government as being an effective and role model for effecting WASH institutional coordination and hence the delivery of rural WASH services, there has not been any national evaluation to ascertain the validity of this claim. However, evidence on the ground points to a fast dilapidating sector riddled with numerous challenges.

Preliminary indications from the 2012 Country Status Overview indicates that some institutional roles of the NAC still need further clarification as to who leads and owns what sector components and how resources should be channeled into the sector. Zimbabwe's results in the CSO scorecard, which assesses the pathway by which money is turned into WASH services, reflects the extreme challenges that the sector has recently been facing, especially in budgeting, monitoring and results (AMCOW, 2013). By carrying out an examination of the impact of the integrated approach on the delivery of WASH services in Binga district, this study solicited to provide solid evidence from

implementation level and contribute to the sector policy reform discourse. Preliminary evaluations cited above have only been conducted at national level and have therefore masked the concrete issues at district and sub-district levels where such similar studies have not been done.

## **1.2. Statement of the problem**

Zimbabwe's experience of water and sanitation sector development is that of a model of African sector development renowned for its coverage and programmatic achievements in the two decades since independence, but which saw a sharp decline in WASH services at the turn of the millennium. The country is also off-track in meeting the MDGs. In 2014, access to improved sanitation was at 35% (rural 30.3% and urban 47.3%) while open defecation stood at 31.7%, affecting mostly the rural areas at 44% as opposed to 1.1% in urban areas (ZIMSTATS, 2014). Since its independence in 1980, Zimbabwe's WASH sector has been managed and implemented through the integrated approach, with the National Action Committee (NAC) taking policy and coordination oversight of the sector through its structures that are replicated from national right up to village level. But according to AMCOW (2010), some institutional roles of the NAC still need further clarification as to who leads and owns what sector components and how resources should be channeled. Besides, the benefits of the integrated approach to the sector are not clearly visible, despite the large donor inflows and increase in the number of NGOs implementing WASH projects.

The integrated development management approach is a solution to the delivery of WASH services to the rural poor, but it is not clear whether this approach has contributed to improving human lives. The challenge that has persisted over the years is that despite all efforts that have been made or are currently being made to provide potable water and safe sanitation in rural areas through government, the UN, NGOs and private institutions, poor and inadequate WASH services still remains a major developmental challenge in Zimbabwe. For example, many communities in Binga district still remain unserved in terms of WASH services, and there is therefore the need to examine the impact of the integrated approach being used as a tool in the delivery of WASH services in this critical sector, or else if the current trends continue, Zimbabweans risk facing more WASH related illnesses and deaths, particularly among the poor, women and children.

Binga is not just one of the poorly rated districts in Zimbabwe, but also has the least sanitation coverage of 7.1 percent, with the majority of the population defecating in the bush (MICS, 2014). The district has one of the highest rankings for prevalence of diarrhea among under-fives and incidences of diseases related to poor water and sanitation facilities are on the increase. During the 2008/9 cholera outbreak, the district recorded a total of 1,063 cases and 51 deaths (Ministry of Health, 2013). According to Ministry of Health (2013), less than 60% of the population has access to safe water, relying instead on seasonal shallow wells or water from nearby rivers or ponds. This is despite the fact that there are currently more than five (5) NGOs including UN agencies and government counterparts working towards the delivery of WASH services to the communities of Binga district.

Therefore, one is bound to raise questions as to whether it is the NGOs and other partners that are failing to deliver the WASH services to the communities due to their own internal challenges. Or it is the communities of Binga as the recipients of aid who are resistant to the uptake of WASH services? Is it the environment they operate in that makes the implementing partners not to be effective in the delivery of WASH services? Or, the problem lies with the development approach being used in the WASH sector? This study therefore sought to answer these questions by examining the NGOs and other partners' integrated development management approaches as a WASH services provision strategic tool used in Binga district.

### **1.3. Aim of the study**

The study sought to evaluate the impact of integrated development management approach on the delivery of water, sanitation and hygiene (WASH) services to the rural poor, with a focus on Binga district. The study looked at the impact of this approach on the provision of WASH services by NGOs and other partners in Binga district of Zimbabwe.

### **1.4. Objectives of the study**

The study was guided by the following three (3) objectives:

1. To examine how the integrated development management (IDM) approach is applied in the WASH sector.



2. To assess the benefits, limitations and threats of the IDM approach in the delivery of WASH services.
3. To ascertain the overall impact of WASH services being implemented through the IDM approach in Binga district.

## **1.5. Research questions**

### **1.5.1. Main research question**

1. How does the integrated development approach impact on the delivery of WASH services in Binga district

### **1.5.2. Sub-research questions**

1. How is the integrated development management approach applied in the management of the WASH sector? Is the approach relevant to the sector?
2. Are there any limiting factors or threats of the IDM approach in the delivery of WASH services? What are the major bottlenecks in the operationalization of the approach in the planning, implementation and monitoring of WASH activities?
3. What is the impact of WASH services on the targeted communities of Binga district? Is this impact largely attributable to the integrated approach?

## **1.6. Assumptions of the study**

The main assumption for this research is that the integrated approach is the main reason for the failure by implementing agencies, including NGOs and UN counterparts, to deliver effective WASH services to the rural communities in Zimbabwe.

## **1.7. Definition of key terms**

### **1.7.1. Integrated development management (IDM)**

Also referred to as the integrated approach, Integrated Development Management (IDM) is the process of combining multiple development sectors, agencies and players into a coherent delivery system with the aim of improving the well-being of rural populations (LAI, 1980).

### **1.7.2. WASH Services**

WASH is an acronym for ‘water, sanitation and hygiene’; a group of interrelated public health services that are of critical importance to development. Initially, water and sanitation (WATSAN), the acronym was adopted by the UN in 2007 after the realization that water and sanitation projects without the hygiene promotion component was both ineffective and unsustainable (UNGA, 2007).

### **1.7.3. Improved WASH services**

Access to improved WASH services means that targeted populations have ‘*adequate quantities*’ of water which is of ‘*safe quality*’ for both drinking and domestic purposes together with sanitary facilities that ensure hygienic disposal of human feces, in line with the SPHERE Minimum Standards.

### **1.7.4. Delivery of WASH services**

Delivery of WASH services is ensuring that improved WASH services are availed to communities that are in need of the services. It also includes the management and coordination processes involved by both policy-makers and implementers in ensuring that those services are availed to the communities in dire need. It is through the delivery of the three interrelated WASH services that ensure reduction of diarrhea diseases also impact on poverty reduction and socioeconomic development.

### **1.7.5. WASH coverage**

WASH coverage refers to the proportion of the population or households that have access to improved WASH services as per the minimum standards outlined above.

### **1.7.6. Open defecation**

Open defecation (OD) is the practice of defecating in fields, bushes, water bodies or other open spaces, leaving the feces exposed to the environment (UNICEF, 2005).

### **1.7.7. Coordination**

It is the process of organizing people or groups so that they work together properly and effectively. It also involves the synchronization and integration of activities, responsibilities, and command

and control structures to ensure that the resources of an organization are used most efficiently in pursuit of the specified objectives.

### **1.7.8. Governance**

Governance refers to the process of decision-making and the process by which decisions are implemented, or not implemented. An analysis of governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decisions.

### **1.8. Significance of the Study**

The study is of great importance to a range of stakeholders, either directly or indirectly, namely the student, the University, the district through the Rural District Council (RDC), the government and the WASH NGOs and partners. In particular, the study will act as an advocacy tool for the WASH sector through the National Action Committee (NAC), an inter-ministerial body responsible for policy formulation for WASH.

*To the student:* Besides the study being carried out in partial fulfilment of the Masters in Development Studies which this researcher is undertaking, it will also help the student to gain research skills while also deepening his technical and theoretical knowledge on the integrated development management approach and its application to the WASH sector.

*To the Midlands State University (MSU) Community:* The study will help provide literature and act as a point of reference to other students at the University, particularly those interested in pursuing this area of study further. The study will also help MSU in raising its profile and fulfilling its mandate of being the leading university in research excellence. The university will create this profile as the results generated from this research will not just be academic, but applicable in real practical situations.

*To the policy-makers i.e the NAC:* On the part of the government, the outcome of this evaluation will, to some extent, inform respective sector ministries and policy makers through the NAC, on suitable policies and development approaches that can be replicated to ensure improvement in

WASH service delivery and attainment of the MDGs on WASH in the rural areas of Zimbabwe. The same policies will also ensure effective implementation of WASH projects by NGOs and other players in the sector. The recognition of this study by the stakeholders in Binga district will bring WASH services that are suitable, not only in the district, but in other rural areas of Zimbabwe. Thus the study hopes to serve as a tool kit for NGOs and other stakeholders in Binga to re-orient their WASH strategies towards sustainable development. It is hoped that the changes in strategies towards suitable approaches will provide a lasting solution to the problem of WASH services in Binga district.

### **1.9. Justification of the Study**

The research will bring to the fore the practicalities of the theoretical aspects documented in existing literature on the integrated development management approach and its supposed benefits in enhancing effective management and implementation of rural development initiatives. This is more so as the provision of safe drinking water and basic sanitation is among the most critical challenges for achieving sustainable development (Shen et al., 2008). The research's interrogation of the integrated development management approach and its appropriateness as a tool to fight against poor delivery of WASH services in Zimbabwe is of vital importance in policy formulation targeted at improving the health and livelihoods of the rural communities who are otherwise excluded from mainstream development due lack of transport and communications, remoteness and lack of financial assets among other reasons. It is through these robust and responsive policies and strategies that the ZimASSET<sup>1</sup> goals and the MDGs on WASH, can only be met, or else if the current trends continue, Zimbabweans will continue to face more WASH related deaths, illnesses, pollution of rivers and water courses, continuing poverty, and negative impacts on livelihoods, industry, and tourism, resulting in more hardship, particularly for the poor, women and children. The country has prioritized the delivery of WASH services as expounded in the Social Services and Poverty Eradication and Infrastructure and Utilities clusters of the ZimASSET. The study will also contribute to the discourse on integrated development management and fill the knowledge

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<sup>1</sup> The Zimbabwe Agenda for Sustainable Social and Economic Transformation (ZimASSET: 2013 – 2018) is the current country's economic blueprint whose goals and targets are premised on the four clusters of 1. Food Security and Nutrition; 2. Social Services and Poverty Eradication; 3. Infrastructure and Utilities, and 4. Value Addition and Beneficiation.

gap on the most appropriate development approaches and strategies for the effective delivery of WASH services in the rural communities of Zimbabwe.

### **1.10. Delineation of the Study**

The study was carried out in Binga district, which lies in Matabeleland North province. The district has a population of 138,074 and a total of 21 wards (Census, 2012). The study focused on the WASH development projects and left out the emergency WASH projects that were running in the selected wards. This is because development projects tend to have a larger lifespan, and hence more life changing impact, than emergency projects which are shorter in nature and focus only on saving lives. For the purpose of this research, only three (3) wards were chosen, and these are wards 7 (Sianzyundu), 21 (Kabuba) and ward 3 (Manjolo). The study focused on all the 22 WASH committees and the five (5) NGOs<sup>2</sup> in the respective wards. The WASH committees are the Sianzyundu, Manjolo and Kabuba Ward Water Supply and Sanitation Sub-Committees (WWSSCs), the eighteen (18) Village Water Supply and Sanitation Sub-Committees (VWSSCs) from the 6 villages in the respective three (3) selected wards and the five (5) NGOs implementing WASH projects in the respective wards.

The Ward Water Supply and Sanitation Sub-Committees (WWSSCs) comprises of all the relevant sector ministries and government departments that are resident at ward level and is primarily responsible for co-ordination and monitoring of activities of all agencies and NGOs involved in rural WASH in their respective ward, and also ensuring that planning and implementation of the WASH activities are in accordance with district and national policies and guidelines (Ministry of Water Resources, Management and Development, 2010). The committee is replicated across all the villages in the ward to form the Village Water Supply and Sanitation Sub-Committees (VWSSCs) which comprise of the same sector departments and assume the same roles as that of the ward committee but at village level.

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<sup>2</sup> The 5 NGOs operating in the selected wards are as follows: for Manjolo ward, Caritas Zimbabwe & Zimbabwe Red Cross Society; for Sianzundu, Mvuramanzi Trust & Dabane Trust and for Kabuba ward, Mvuramanzi Trust & Save the Children (UK).

The study focused on how the integrated approach is impacting on the delivery of WASH services to the targeted communities in the selected wards. It also focused on the various coordination and management processes that are involved in ensuring the delivery of WASH services to the served communities. It was only limited to the current ongoing WASH projects being implemented by these respective NGOs in the selected wards. The study did not dwell on the projects previously implemented in these wards by both the current and former NGOs.

### **1.11. Limitations of the study**

The research encountered some setbacks which affected its smooth undertaking. The problems were as follows:

□ **Time constraints:** The time available for the researcher to do data collection and analysis together with report writing was less than three months. There was thus limited time available for this study considering that the researcher is also a full time employee who was charged with other work obligations and commitments that also required his attention. Thus the researcher had to go beyond normal working hours and also took advantage of weekends to ensure accomplishment of key tasks of the study. The researcher also took days off from his annual leave days during the data collection period.

□ **Financial constraints:** Since data was collected in Binga district, this meant that the researcher had to travel some 900km to the district from Harare where he is currently based. Since the research was solely funded from the researcher's own private funds, travelling costs were also a constraint. The costs of printing, communication with the supervisor, and field work only added to this financial burden. Apart from generating own savings from his salary, the researcher sought for an educational loan from his current employer to try and curb these financial constraints.

□ **Access constraints:** Confidentiality also deterred the researcher from accessing some of the vital information in some cases due to the NGOs and government policies on access to information. This was despite the fact that the researcher had been granted the permission to undertake the study. The study was carried out at a time when Zimbabwean communities, particularly those in rural areas are facing a myriad of challenges including poverty. This research may therefore have competed with other critical livelihood activities such as fishing, panning and employment. Again, due to financial constraints on the part of the researcher to avail allowances, respondents may have

lacked sufficient motivation in participating in the research. As much as possible, the researcher thus used data triangulation.

### **1.12. Organization of the study**

The study adopted the following structure:

Chapter 1 is on ‘The problem and its setting.’ The chapter gives a background of the study and a synopsis of the problem at hand. The researcher describes the problem at hand based on a review of existing literature. The rationale, significance and justification of the study is also given in this section, together with the three objectives of the study. The key terms to be used in the study are also identified and defined in the context of this study. Chapter 2 is Literature review; the section focuses on the theoretical framework that guided this study, which is the logical framework popularly known as the ‘logframe’ approach in development circles. It then goes on to review related literature that not only unpacked some of the key elements of the study, but that also guided the researcher on the related studies and on other issues related to the area under study. The chapter thus discusses various issues that are related to the integrated approach and water, sanitation and hygiene (WASH) service delivery. Chapter 3 is Research methodology, it describes the sampling technique and the research design which was used in this study. The chapter goes on to discuss the mixed research method with the research instruments being questionnaires, key informant interviews and focus group discussions being also outlined and justified. Non-probability sampling methods were used to sample the respondents out of the targeted population under study. The data collection procedure and analysis plan is also discussed in greater detail, in addition to some of the ethical issues that guided this research.

Chapter 4 which is ‘Data analysis, presentation and discussion’ has its major focus on analyzing and presenting the findings based on the secondary and primary data collected in the sampled areas under study in Binga district. The researcher adopted both a descriptive statistical analysis and thematic approach to data presentation. As such, the chapter presents data in the form of tables, graphs, charts, narrations and quotations. Triangulation of the findings with the reviewed literature is also done so as to corroborate the findings of the research. The last chapter, which is chapter 5 presents the summary, conclusions and recommendations of the study. This chapter rounds up the

study by summarizing the findings of the study and drawing some conclusions based on the findings. Conclusions are drawn based on the extent to which the findings attempted to address the objectives of the study. Recommendations are then made based on these conclusions and these are directed at different stakeholders including central government, local authorities and the NAC and its sub-structures. The recommendations are also directed to WASH implementers such as NGOs and UN agencies.

### **1.13. Chapter Summary**

This chapter covered the core issues that informed the basis of this study. It gave the background to the study and discussed the statement of the problem at hand. The chapter then went on to highlight the justification, aim, objectives and the assumptions underpinning the study. The study was seen to be of high significance not only to the researcher, but also to the MSU community and WASH policy-makers and implementers. Three objectives of the study were derived from the broad objective of examining the impact of the integrated approach on the delivery of WASH services in Binga district. The limitations of the study included inadequate time and finance, and also access to protected information. The delineation of the study, together with the definition of the key terms used in the study were also discussed in greater detail. The next chapter focuses on the theoretical framework used to guide this study, together the review of related literature.



## Chapter 2

### **LITERATURE REVIEW**

#### **2.0. Introduction**

This section will provide a review of the existing literature on the concepts related to the area under study. It will start by an analysis of the theoretical framework that was applied in this study, and then focus on the concept of the IDM approach and its relevance to development in general, and to WASH in particular. Furthermore, it gives an overview of the WASH sector and how the concept of integrated development is applied in the delivery of WASH services throughout the stages of the logical framework, from formulation and planning, budgeting, through implementation and evaluation. It also includes an analysis of the WASH sector arrangements from national, district and sub-district levels.

#### **2.1. Theoretical Framework**

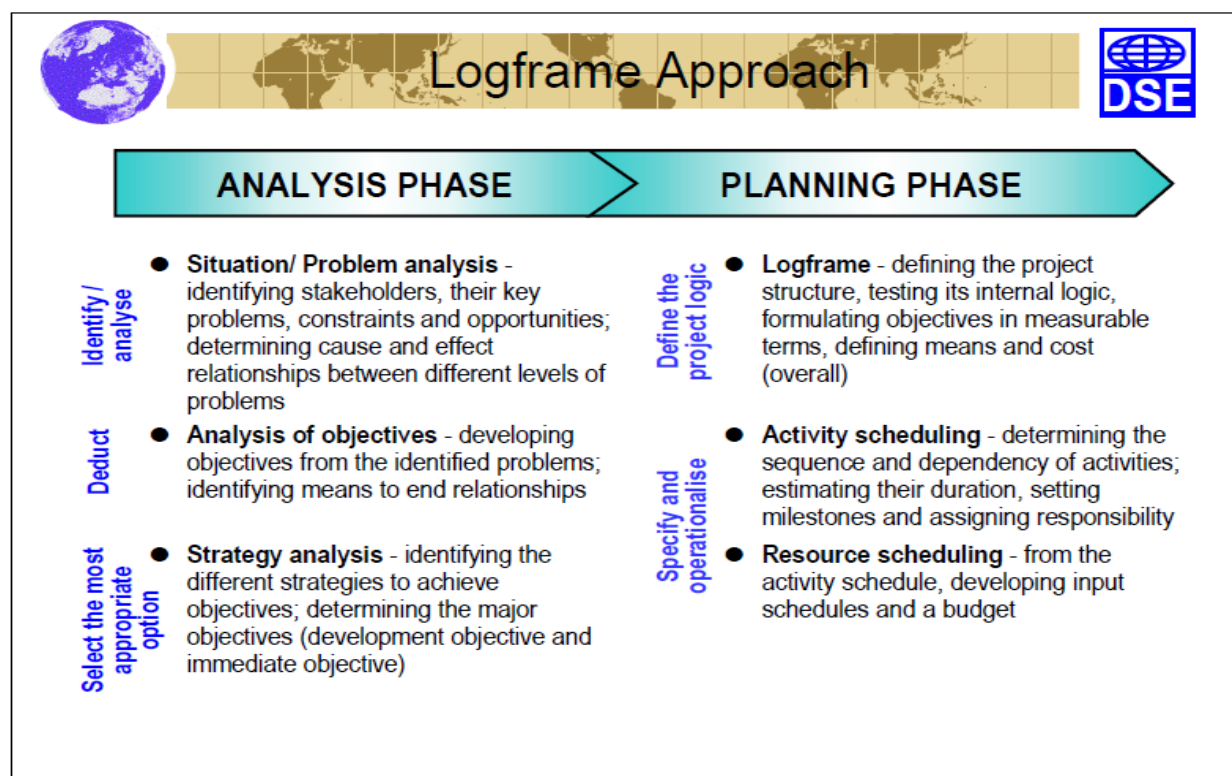
The study was informed by the logical framework, a theory or approach commonly referred to as the ‘logframe’ in development circles. The logical framework is a theory or approach to project design and management which entails an evolutionary, iterative analytical process and a format for presenting the results of this process, which sets out systematically and logically a project or programme’s objectives and the causal relationships between them, to indicate how to check whether these objectives have been achieved and to establish what external factors outside the scope of the project or programme may influence its success (Commission of the European Communities; 1993).

The logical framework has its roots in American military planning (Nancholas, 1998). In 1969 it was developed for USAID by the consulting firm Practical Concepts (Practical Concepts 1978). The approach emerged from corporate and military planning contexts marked by ‘strong central authority and control around a relatively clear set of goals’ with a dominant single objective. The early logframes, developed during the 1970s, were simple project evaluation tools developed in order to help the USAID increase accountability to the American Congress. A second generation of the theory importantly recognized the importance of both the content of the design and the team

processes undertaken to achieve it. By the 1980s the Germans, for example, had begun to use the theory as a participatory planning tool involving project beneficiaries and other key stakeholders in the planning process (GTZ, 1988). Sartorius (1996) identified a third generation of the logframes which according to him combined newly developed computer software with guidelines for integration with other project cycle management tools such as stakeholder analysis and problem analysis.

To date, there has been a widespread uptake of the theory by nearly all the international donor agencies and governments which have recognized that the theory provides a useful set of design tools that can, when used creatively and in a participatory manner, be used for planning, designing, implementing and evaluating projects and programmes. The flow figure below illustrates the various stages propounded by this theory.

**Figure 2.1: The Logical Framework**



**Source:** Project Cycle Management Revisited; Eggers Hellmut, 1998

Through these stages, the theory can thus provide a structured and logical approach to the setting of WASH priorities and assist in determining the intended results and activities of a project aimed

at providing access to WASH services. In addition, the theory can also provide the basis for monitoring, reviewing and evaluating the effectiveness, efficiency and relevance of a project aimed at delivering WASH services. It is also relatively easy to follow and allows people to see how the project is constructed and will be delivered, monitored reviewed and evaluated. This is particularly useful for WASH projects which usually involve working with community groups who do not have specific project management training as the theory provides them with a straightforward chart of how the project will progress. Another of the main benefits of the theory is that it allows for, and in fact actively encourages community participation in the project development process. In this way the local community feel they have increased ownership of the project, increased pride in the project, so ultimately giving the project greater chance of success.

### **2.1.2. Relevance of the theory to this study**

The logical framework approach or theory is highly relevant to this study as almost all development partners implementing WASH projects apply this theory, whether by default as a requirement from donors, or by design as they may consider it an effective project management tool. Thus the study examined how the integrated development approach impacts on WASH service delivery by looking at all the stages of this theory, from stakeholder analysis, through the planning phase and right up to the implementation phase. This is so because all these stages and processes have a bearing on the delivery of WASH services to the rural poor. The study explored the range of stakeholders involved in WASH and their capacities and key responsibilities and how they are coordinated in the delivery of WASH services. The study also focused on the planning and implementation phases and how the integrated development approach impact on WASH service delivery.

## **2.2. Concept of Integrated Development Management**

Bryson *et al* (2006) defined integration as the linking or sharing of information, resources, activities and capabilities by organizations in two or more sectors to achieve jointly an outcome that could not be achieved by organisations in one sector separately. According to the World Bank (2011), integrated approaches are those that deliver a range of interventions that address multiple needs through coordination across a variety of sectors and with participation of all relevant stakeholders to achieve common goals. It is generally argued that this integration among a range

of sectors is increasingly necessary and desirable as an approach for addressing many of society's most difficult development challenges (Agranoff and McGuire, 2003). Integrated approaches deliver a range of interventions that address multiple needs through coordination across a variety of sectors and with participation of all relevant stakeholders to achieve common goals (UNGA, 2010). The concept of an integrated approach refers not only to its multi-sectoral nature but also to the broad range of actors involved. International non-governmental organizations (NGOs); the United Nations and its agencies; multilateral financial institutions like the WTO, World Bank, and IMF; regional associations; private sector donors and investors; local governments; communities; families; and individuals ' all have a role to play in integrated development efforts.

Another dimension of the concept of integrated development management was brought in by Cohen (1979) who argued that projects that encompass integrated development management are those that try to bring a basket of goods and services, consisting of production, social and infrastructure components to the rural poor. The justification advanced by the scholars for including social components are based on the moral conviction that the rural poor have an innate right to social benefits such as health because these are supposed to be availed to them. The other reason for the inclusion of social components in integrated development is that these contribute to the effectiveness of service provision. Another important component cited by most scholars is that integrated development projects rely on a number of existing sectoral ministries and departments or agencies of the public sector to manage and implement the various components of the projects (Lacroix *et al*, 1985). Usually, there is a project directorate or ministry responsible for the day to day management of the project and, particularly for the coordination between the various sectoral agencies.

### **2.3. Elements of the Integrated Development Management approach**

Successful integration is dependent on political, economic and social factors and requires buy-in and commitment from all parties involved. It also requires key capabilities and strong leadership skills to mobilize diverse stakeholders to action, set an agenda that is responsive to the needs of multiple stakeholder groups, and mediate and manage relationships (Klitgaard, 1981). According to Cohen (1979), the characteristics of the IDM approach are as follows:

(i). It encourages good governance by promoting popular participation of various stakeholders and institutions. In the case of WASH, popular participation is enhanced through direct involvement of beneficiary communities, or indirectly through the WASH governance institutions and their representative members. But this researcher argues that this representative democracy may not necessarily mean that the concerns of the beneficiary communities receiving WASH services are taken into consideration in decision-making. Related to the principle of good governance, the integrated approach should also incorporate the principle of transparency (Cohen, 1999). Transparency means that decisions taken by the multiple stakeholders, and their enforcement are done in a manner that follows rules and regulations (Sheng, 1987). It also means that information is freely available and directly accessible to all stakeholders, including all those who will be affected by such decisions.

A key element of integration that also relates to good governance is that of consensus-orientation. Integration requires mediation of the different interests of the stakeholders to reach a broad consensus on what is in the interest of the multiple players and how this can be achieved; (ii) Integrated approaches are multi-sectoral in nature, that is, they involve many sectors that have a direct or indirect interest in the project at hand. In the case of WASH, the integrated approach requires that all the stakeholders with an interest in WASH come together so as to contribute to the effective delivery of WASH services. (iii) Integrated projects are also mainly concerned with the coordination of activities. This involves ensuring that the activities of the various players are aligned to the effective delivery of WASH services so as to avoid duplication and (iv) They also emphasize on simultaneous and/or sequenced delivery of a variety of services.

#### **2.4. The Case for the Integrated Management Approach to Development**

The multi-dimensionality of development emphasizes that in order for development to take place, many elements, social, economic, health and political, which might be the responsibility of many partners and stakeholders in the targeted rural area, must be in place. Where policy makers and programme implementers move towards more integrated approaches, they can more closely reflect and respond to the determinants of development challenges such as poverty and disease (UNGA, 2010). Through integration of multiple stakeholders, partners can leverage knowledge, expertise, reach, and resources, benefiting from their combined and varied strengths as they work towards

the shared goal of producing better outcomes. By leveraging the strengths and varied approaches of multiple stakeholders and partners, effective integration can foster a sense of ownership, eliminate policy implementation barriers, facilitate scale-up and increase the impact that one sector or partner might have had alone (Cohen, 1979).

Integrated approaches in aiding decision making has also been lauded by other scholars for reasons of effectiveness, efficiency and equity as involving those most familiar with the issues targeted by prospective interventions and the local context can lead to more effective project designs and better fit community needs and help facilitate implementation by increasing local support, legitimacy and transparency, thus improving efficiency and long-term sustainability (Guevara, Lima et al, 2009). Guevara *et al* (2009) as cited in Buffardi and Cabello (2012) also argue that integrated approaches facilitate multiple stakeholder participation which in turn leads to greater equity in the process of planning, decision-making and implementation. These views are also supported by Siffin (1979) who posits that integrated approaches generate economies of scale in service provision such that fewer resources, whether financial, physical or human, can produce the same or even more output. This is so because resources will be efficiently used when service providers integrate as sharing eliminates the need for duplication of services by those less skilled at providing them. The integrated approach to development, according to Dai and Scudder (1981) also allows service providers to capture the positive externalities of other agencies' efforts particularly in projects which emphasize mutual sequencing of interventions by the multiple stakeholders and sector ministries involved.

The United Nations (UN) has further asserted in its many resolutions that high quality integrated programmes can prove cost-effectiveness for donors and secure efficiencies for policy makers and hence funding such programmes demonstrates what works and generates learnings to inform national policies and scale-up strategies. The UNGA draft resolution (2010) emphasized that the three interconnected and mutually reinforcing core areas of healthcare, nutrition and WASH could only be achieved through integrated approaches anchored on effective coordination. In the area of WASH, for example, the report stressed the importance of multi-sectoral and inter-ministerial approaches in formulating and implementing national policies that are crucial for promoting and sustaining effective WASH service delivery. The report further asserts that whilst the artificial

division of institutions into sectors is useful for pragmatic reasons such as budgeting and management, it rarely reflects the way in which health and other social issues are inter-related in peoples' lives. Instead, it creates structural barriers to addressing cross-sectoral issues, such as difference in policies, lack of mechanisms for cross-sectoral and cross-institutional communication and collaboration, capacity differences and competition for limited financial resources. The UN further states that many studies suggest the lack of community participation and awareness of integrated programmes as the primary barrier to their uptake, impact and sustainability. Therefore, despite increased recognition of the importance of integrated approaches, the implementation of such approaches remains an uphill task for most countries.

### **2.5. Shortcomings of the IDM approach**

The challenges that come with implementation of the integrated approach in development projects have been well documented by critics of the approach. Cleaver, Mansuri *et al* (2004) argue that focusing on the inclusion of individuals in planning, decision making and implementation neglects the broader social structure within which these types of decisions are made; it ignores the costs of their participation, and overlooks power dynamics, which can replicate inequalities across and within subpopulations. The scholars further argue that integrated approaches to development are largely theoretical or normative, offering few examples of how to address the costs of expanded participation and confront power imbalances in order to reap the potential benefits of multiple stakeholder inclusion.

### **2.6. Relevance of WASH to Development**

WASH problems are complex, and in many cases, a single WASH issue may be influenced by interrelated social, environmental, and economic factors that can best be addressed with a holistic integrated approach incorporating multiple sectors and agencies. Not only is the provision of WASH services taken as a health intervention aimed at reducing diarrhea diseases in a targeted population, but it is also taken as a human rights issue (ICESCR, 2010). The Committee on Economic Social and Cultural Rights, which monitors the implementation of the International Covenant on Economic Social and Cultural Rights (ICESCR) to which Zimbabwe is a party to has previously recognized that water is a human right contained in Article 11 (ICESCR), 1, which guarantees among other rights – the right to food, clothing and housing. The right has also been

recognized in other international treaties such as the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) which stipulates that “States parties shall ensure to women the right to “enjoy adequate living conditions, particularly in relation to water supply”. Moreover, the elements of the right to water must be adequate for human dignity, life and health.

It has been proved beyond any reasonable doubt and well documented by both the UN and other development partners that provision of WASH services is crucial to the achievement of all the Millennium Development Goals (MDGs). WASH is crucial to poverty eradication both directly, through availing productive water supplies for irrigation, and indirectly through reducing distances travelled by women to collect water thus freeing their time to livelihoods activities (FAO, 2002). The reduction of working days lost to WASH-related diseases will also have a positive impact on the household’s income situation. In addition, healthy people are better able to absorb nutrients than those suffering from water-related diseases. By reducing the WASH-related health risks and thereby improving the health status of the population, domestic WASH services also has an impact on the nutritional situation of poor rural households. Healthy people are better able to absorb the nutrients in food than those suffering from WASH-related diseases, particularly worms which rob their hosts of calories (WHO, 2010).

A lack of adequate sanitation facilities in schools also prevents girls from attending school, particularly when they are menstruating. According to UNICEF (2009), both boys’ and girls’ school attendance and educational achievements improve significantly with reduced health-risks and better nutritional status from improved WASH services as well as reduced injuries and strain from water carrying, in particular for girls. Chronic early childhood diarrhoea can result in permanent effects on brain development with the resulting impact on a child’s learning achievements. Access to adequate WASH services also impact positively on gender equality. UNDP (2010) asserts that improved WASH services impacts positively on women’s living conditions by saving their time and energy on water collection thus giving them more time for productive endeavors, adult education, empowerment activities and leisure. In addition, reducing the distance to the WASH facilities will also improve the security and safety and reduce the risk of harassment. Improved hygiene impacts on the socio-cultural position of women and has the

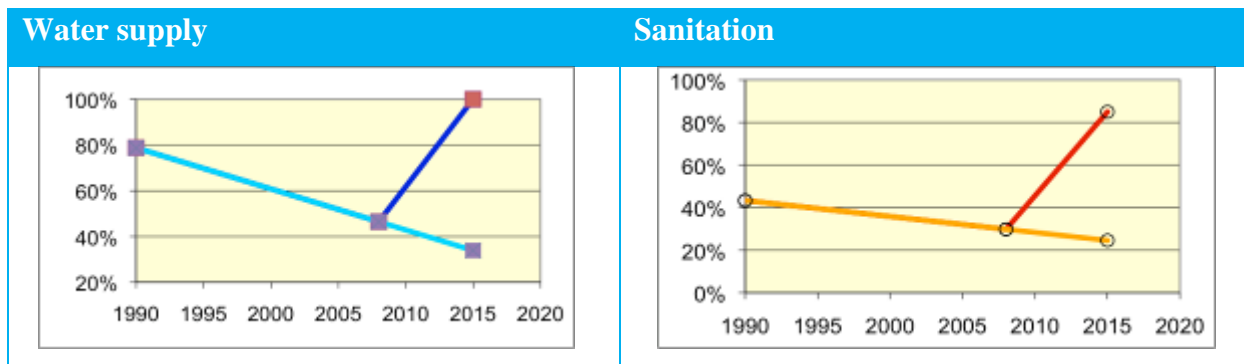


potential to provide them with privacy and dignity as well as increased status within the family and wider community.

## 2.7. The WASH Situation in Zimbabwe

Zimbabwe continues to experience a decline in WASH services since the turn of the millennium. Despite significant efforts to develop rural infrastructure, the imbalance between rural and urban areas remains a distinctive feature of the sector. 98 percent of those without an improved drinking water source live in rural areas whilst 48 percent of the rural population practice open defecation (MICS, 2014). According to the Ministry of Health (2013), 46 percent of Zimbabweans have access to improved drinking water and 30 percent to improved sanitation. Figure 2.2 shows the trends in coverage against the 2015 MDG target if this situation is not reversed.

**Figure 2.2: Trends in Water Supply and Sanitation Coverage**



**Source:** 2013 UN Joint Monitoring Project Report

Moreover, knowledge, attitude, behavior and practices (KABP) gaps still exist and are a risk factor for WASH related epidemics. The KABP study undertaken by ZimAHEAD in 2013 revealed that 67.9 percent of people wash their hands with soap after using the toilet; 82.7 percent wash their hands before eating and 9.4 percent wash their hands after handling children’s feces. Diarrhoea also remains one of the top five diseases affecting under-5 children in Zimbabwe, causing around 4,000 annual deaths among this tender age group (MICS, 2014).

Zimbabwe has committed itself at both global and national levels to a results oriented framework of action to address obstacles to sector progress. At the global level, Zimbabwe is a member of the United Nations (UN), and thus a signatory to the MDGs and to the recently endorsed Sustainable

Development Goals (SDGs). It participates in the Sanitation and Water for All (SWA) High Level Meeting (HLM) focusing on prioritization of sanitation and water, generating a strong evidence base that supports good decision-making, and also strengthening national plans and targeted investments in countries that need support (AMCOW, 2010). At the national level, the Constitution of Zimbabwe recognizes the right to life and in Section 29 (3) commits itself to the prevention of diseases by stating that: “*The State must take all preventive measures within the limits of the resources available to it, including education and public awareness programmes, against the spread of diseases*”<sup>3</sup>.” Section 73 (1) of the same constitution guarantees the environmental rights, and Section 77 (a) guarantees the right to safe, clean and potable water.

These guarantees are further reinforced in the country’s economic blue print, the Zimbabwe Agenda for Sustainable Social and Economic Transformation (ZimASSET, 2013-2018) which is geared ‘*Towards an Empowered Society and a Growing Economy.*’ Provision of improved WASH services is highly prioritized under both the Social Services and Poverty Eradication and the Infrastructure and Utilities clusters of the ZimASSET<sup>4</sup>. The thrust of the Social Services and Poverty Eradication Cluster is ‘to improve the living standards of the citizenry for an empowered society and a growing economy,’ whilst the Infrastructure and Utilities Cluster focuses on the rehabilitation of infrastructural assets and recovery of utility services related to WASH among others. ZimASSET further emphasizes on the need to ensure sustainability of all interventions through the involvement and participation of local communities and the private sector. The blueprint however recognizes the challenges being faced by government with regards to financial resources and thus calls for the pooling of resources from all stakeholders in order to achieve the set targets.

## **2.8. Integrated Development Management and WASH in Zimbabwe**

Zimbabwe’s integrated approach has been largely framed by the country’s wider post-independence rural development policies (Makumbe, 1996). These policies sought to redress colonial imbalances between large-scale commercial farming areas and communal areas, by

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<sup>3</sup> Government of Zimbabwe (2013). *Constitution of Zimbabwe*. Government Printers, Harare, page 47.

<sup>4</sup> Government of Zimbabwe (2013-2018). *Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimASSET)*, Government Printers, pages 37-52.

fostering the participation of local people and various stakeholders in in development planning and activities beneficial to them (Makumbe, 1996). Thus new institutions, infrastructure and service arrangements were created to help promote inclusive growth and development in all rural sectors (Government of Zimbabwe, 1983). This was also in line with the decentralization drive that was later adopted in as a result of the 1984 Prime Minister’s Directive whose main stated objective was the following: *“To define the administrative structures at provincial and district level and the relationships and channels of communication between all the participants in development in provincial and district level in order to achieve the coordinated development of provinces and districts in Zimbabwe.”*<sup>5</sup> The directive further entailed, *“the transfer of responsibility for planning, management and resource raising and allocation from the central government and its agencies to local units that include inter alia, semi-autonomous public institutions, NGOs, field units of central government ministries and agencies”*<sup>6</sup>.

Thus decentralization sought to bring about ‘a comprehensive and more democratic system involving the local communities and stakeholders, both horizontally and vertically in the process of planning and effecting their development. ....’ (ibid). Ensuing legislative amendments including the Provincial Councils Act (1989) and the Rural District Councils Act (1988) aimed at creating local government and administrative structures at national and sub-national levels and paved way for the amalgamation of formerly fragmented rural and urban councils into what became the current Rural District Councils (RDCs). The African Councils were thus replaced with 55 Rural District Councils which had responsibility over the development of communal areas, whilst the African Development Fund (ADF) was renamed the District Development Fund (DDF) in 1981 (Helmsing, 1991). The RDCs are still the development authorities in rural areas of Zimbabwe and operate through their structures at ward, through Ward Development Committees (WADCO) and Village Development Committees (VIDCO).

Within this broader process of decentralization, a shift to the integrated approach to development has since taken place. Before independence, WASH activities were only centered around a few

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<sup>5</sup> Republic of Zimbabwe (1984). *Provincial Councils and Administration in Zimbabwe: A Statement of Policy and a Directive by Prime Minister*, Harare, page 1.

<sup>6</sup> Makumbe (1996)

local and international NGOs, whose activities were largely uncoordinated and fragmented (Felming, 1991). The Integrated Rural Water Supply and Sanitation Programme (IRWSSP) that emerged in 1985 during the UN Water Decade (1980 – 1990) marked the adoption of the integrated approach to the provision of WASH services in rural areas premised on effective coordination and institutional environments and also enhanced community participation (NAC, 2013). Zimbabwe's independence coincided with the UN declaration that made the 1980-1990 decade the International Drinking Water Supply and Sanitation Decade (IDWSSD). The aim of the decade was to improve the accessibility of the poor to improved WASH services in the developing countries of the UN member states.

To take the IRWSSP forward, the government recognized the urgency of an integrated WASH sector and it thus, in 1985, established the National Action Committee (NAC) which then assumed overall coordination and management responsibility of the WASH sector. The latter had a strong mandate to develop an effective programme of decentralized WASH services provision<sup>7</sup>. Its main terms of reference is still 'to provide holistic, National WASH policy direction and guidance and to be a one-stop-entry into, and a monitoring, supervisory and resource mobilization hub for the WASH sector in Zimbabwe' (Coordination Mechanisms for WASH in Zimbabwe, 2010). The NAC is an inter-ministerial committee, initially under the leadership of the Ministry of Local Government, Rural and Urban Development (period 1985 – 2002), then Ministry of Transport and Communications (2002 – 2009), and is now currently under the leadership of Ministry of Environment, Water and Climate (2010 to date). Membership to the NAC and functional roles of the different ministries has also evolved, starting with only six ministries in 1985 (Ministry of Local Government; Ministry of Finance; Ministry of Energy and Water Resources; Ministry of Community and Cooperative Development; Ministry of Lands; Ministry of Health) to its current eight. During its formative years, the World Bank (2010) argues that although the NAC fell short of a truly autonomous and accountable body, the NAC met regularly and was well respected in government, civil society and donor fraternity due to the massive injection of donor funds into its coffers. However, Chakaipa (2000) as cited in UNDP (2013) argues that although the success of the NAC went beyond the borders as a model for WASH sector management, with the dwindling

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<sup>7</sup> Government of Zimbabwe (1987). *Terms of Reference for the NAC*. Ministry of Local Government, Harare.

of resources in the late 90s largely due to ESAP, the level of attendance gradually shifted to junior officers in the sector ministries and agencies, and had also become inconsistent and erratic.

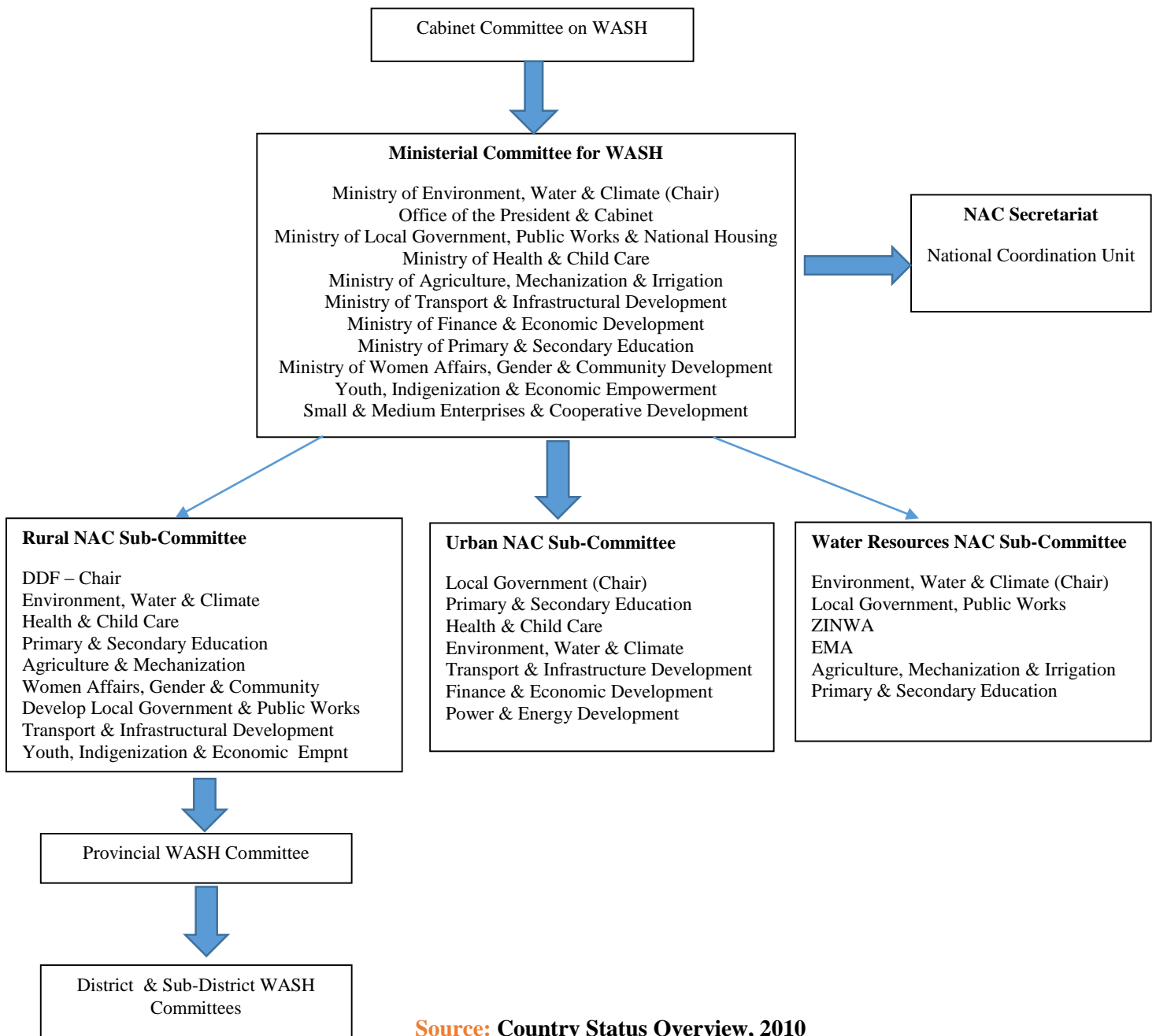
Prior to independence, delivery of rural WASH services had long been regarded as one dimension of primary health care, and as such, primary WASH services was logically seen as a domain of the Ministry of Health. Thus the Ministry of Health chaired the largely uncoordinated and fragmented provincial and district WASH sub-committees (Mutizwa and Mangiza, 1988). Mutizwa and Mangiza (1988) as cited in World Bank (2013) argued that there was inevitable overlaps of roles between agencies, including the overlapping role of DDF and the Department of Water Development (DWD) over drilling of boreholes, the overlapping role of DDF and Ministry of Health over the sinking of wells, the overlapping role of Community Development Workers (CDWs), Local Government Promotion Officer (LGPOs) and councilors over community mobilization, and the unclear roles of all agencies over piped water schemes.

Felming (1988) argues that it is the lack of clarity of the roles of different stakeholders and agencies that has seen its continued evolution over time. The other reason is that of reshuffling of government ministries, creation and/or abolition of new ministries and departments either during, or at the end of the five (5) year government term. The NAC is manned by a secretariat with fulltime staff compliment, called the National Coordination Unit (NCU), whose primary purpose is to provide day-to-day administration of the WASH sector by coordinating financial, technical and administration aspects in close liaison with sector ministries and agencies, NGOs, donors and the private sector on behalf of the NAC (NAC Terms of Reference, 2010). In its formative years, the NCU provided secretarial services to the NAC and also facilitated meetings and workshops to make stakeholders aware of the importance for collaboration and coordination. The NCU reports to the main NAC through the Permanent Secretary (PS) responsible for the Ministry which chairs the NAC, which is currently the Ministry of Environment, Water and Climate. Figure 2.3 below shows the structure of the current NAC and its reporting mechanisms.

The WASH sector is divided into three sub-sectors; namely Rural, Urban and Water Resources Management, all reporting to the main NAC. The Rural sub-sector was formerly chaired by the Ministry of Transport and Communications (1985 – 2013) and is now being chaired by the District

Development Fund (DDF) which falls in the Office of the President and Cabinet (OPC). The main focus of the NAC Rural sub-committee is ‘to improve and sustain WASH services in rural areas of Zimbabwe and to oversee the planning, coordination, implementation and monitoring of rural water supply and sanitation programmes.’ The committee is also charged with ensuring the involvement of all relevant stakeholders in rural WASH.

**Figure 2.3 Cabinet Approved NAC Structure**



**Source: Country Status Overview, 2010**

Appendix 1 shows the composition and functions of the main NAC and its sub-committees at national level. As discussed earlier on, the NAC took a leading role at its inception in applying the principle of decentralization, a principle which had been pushed by the new government after it got into power. Decentralization of the NAC structures was developed to take advantage of the four tier development committee structure at provincial (PDC), district (DDC); ward (WADCO) and village (VIDCO). The NAC structures were thus also replicated at provincial (PWSSC), district (DWSSC), ward (WWSSC) and village (VWSSC), structures whose roles have also been clearly defined in the new coordination mechanisms terms of references for the WASH sector.

## **2.9. WASH Sector Management Mechanisms at District Level**

Since the focus of this study is at district level (Binga district), it is also important to clearly spell out how the sector is set up and managed at this level. As alluded to earlier on, the NAC is replicated at provincial district and sub-district levels. According to the Rural District Councils Act, ‘the ultimate responsibility for the provision of WASH services at district level rests with the Rural District Councils (RDCs). To enable the RDCs to execute this task, the NAC is mandated to work closely with all the respective RDCs in order to build their technical, financial and managerial capacities (NAC Terms of Reference, 2010). This, the NAC does by working with a sub-committee of the full council of the Rural District Council the Rural District Development Committee (RDDC), the District Water and Sanitation Supply Sub-Committee (DWSSC), which itself reports to the Provincial Water and Sanitation Sub-Committee (PWSSC) via the RDC (NAC Terms of Reference, 2010).

The district sub-committee is overall responsible for coordinating planning, implementation and evaluation of WASH projects in their respective districts, and ensuring that all the activities are in line with national and provincial WASH related policies and guidelines. District Water supply and Sanitation Sub-Committees (DWSSCs) were initially only formed and active in the six (6) districts which were implementing the Integrated Rural Water Supply and Sanitation Programme (IRWSSP), namely Makoni, Chipinge, Chimanimani, Mt Darwin, Sanyati and Mberengwa. Prior to independence, rural WASH issues fell under the Health and Social Welfare Sub-Committee of the Rural District Development Committee (RDDC), which itself is a sub-committee of the RDC.

Membership of the committee has also been evolving over time, not only due to reshuffling of government ministries and departments, but also due to changing implementing agencies and NGOs at district levels and also shifting government priorities and policies (World Bank, 2013).

Formerly chaired by the Chief Executive Officer of the respective RDC (1985 – 2010), then the District Administrator (2010 – 2013) and currently the District Coordinator in the District Development Fund (DDF) (from 2013 onwards), the District Water and Sanitation Sub-Committee (DWSSC) is comprised of all relevant sector ministries and agencies with a stake in WASH, including NGOs represented in the district. However, the sub-committee can co-opt additional representatives from other sector agencies and NGOs involved in WASH service delivery as and when necessary. Membership ranges from about 15 – 25 people, and varied from district to district depending on the size and scale of development and WASH related activities. According to the NAC Terms of References (2010:22), the District Water Supply and Sanitation Sub-Committees (DWSSCs) are specifically responsible for the following:

- i. Co-ordinate and monitor the activities of all agencies involved in rural WASH project implementation in the district, including NGOs.
- ii. Ensure that planning and implementation of district rural WASH projects are in accordance with Provincial and National policies and procedures.
- iii. Co-ordinate the preparation of district plans for rural WASH development.
- iv. Periodic monitoring of WASH activities
- v. Regularly reports to appropriate Provincial authorities on District progress in WASH projects
- vi. Co-ordinate the maintenance of updated inventories of all WASH facilities in the District

In order to carry out its mandate, the district committee is supposed to meet at least once every month as part of its monthly coordination meetings (Terms of Reference for NAC, 2010).

The integrated approach paved way for the multi-sectoral nature of the committee, with each sector agency or government department with different roles and responsibilities. In the spirit of decentralisation of delivery of rural WASH services, the roles and responsibilities that were assigned to the different members of the District Water Supply and Sanitation Sub-Committees (DWSSCs) are as detailed below:



Agricultural Extension Services (AGRITEX), a department within the Ministry of Agriculture, Irrigation and Mechanisation is primarily responsible for the following:

- Land use planning,
- Land use scanning
- community mobilisation.

The District Development Fund (DDF) is resident in the Office of the President and Cabinet (OPC) and is charged with the following responsibilities:

- Convening and chairing of coordination meetings
- Siting and drilling of boreholes
- Sinking of deep wells
- Head-works construction
- Rehabilitation and maintenance of water points
- Training of pump minders and communities on operation and maintenance

Ministry of Health and Child Care's Department of Environmental Health is the key ministry in charge of sanitation and hygiene in the country. It is primarily responsible for the following:

- Water quality monitoring
- Monitoring latrine construction
- Health and Hygiene Education
- Upgrading of deep wells
- Community mobilisation

Within the Ministry of Environment, Water and Climate, the Zimbabwe National Water Authority (ZINWA), formally Department of Water development (DWD) is responsible for the following activities:

- Catchment council management
- Dam construction and rehabilitation
- Borehole siting and drilling
- Water quality monitoring

Ministry of Local Government, Public Works and National Housing is overall in charge of governance issues within the umbrella of both the urban and rural local authorities. It is specifically in charge of:

- Coordination of sector ministries and NGOs
- Policy regulation
- Registration of NGOs through MoUs

The Environmental Management Agency (EMA) which is resident in the Ministry of Environment, Water and Climate is primarily responsible for the enforcement of environmental regulations and education and capacity building of communities, while the Ministry of Women Affairs, Gender and Community Development is charged with the mobilisation of communities and also training and capacity building on gender issues. The Ministry of Primary and Secondary Education oversees all issues to do with WASH in all secondary and primary schools. Specifically, the ministry is in charge of mobilisation of schools, training of school hygiene coordinators, hygiene education for pupils and also construction of latrines in schools. The Ministry of Public Service, Labour and Social Services, also a member of the DWSSC is in charge of community mobilisation, assisting the most vulnerable households, promoting equity and training and capacity building. Non-Governmental Organisations (NGOs) which are resident in the respective districts are responsible for community mobilisation, financial and technical assistance, resource mobilisation and programme implementation.

This researcher would however argue that despite its strengths, this decentralised structure of the NAC brings with it some inefficiencies in the management and implementation of WASH activities in any district. Firstly, the sector ministries and departments may not be fully staffed to ensure representation in the District Water Supply and Sanitation Sub-Committee (DWSSC), more so, if the current moratorium on government staff recruitment still stands, making the replacement of staff leaving for greener pastures a nullity. Secondly, the Rural District Councils (RDCs) themselves may be incapacitated to cope with the full range of activities of this committee in addition to the WASH activities in the district. Finally, coordination of these different roles and responsibilities may be a great challenge as some of the roles may not only be duplicated across sector ministries, but may also conflict with the ministries' own policies and strategies.

## **2.10. WASH Sector Management Mechanisms at Sub-District Level**

As discussed earlier on, the National Action Committee (NAC) structure is also replicated at ward and village levels taking advantage of the decentralised structures as per the Prime Minister's Directive of 1984. At ward level, the NAC is represented by the Ward Water Supply and Sanitation Sub-Committee (WWSSC), a committee of about five (5) to seven (7) representatives drawn from government agencies and stakeholders at that level (NAC, 2010). The same structure is also replicated at village level. The lowest level of the NAC is represented at community level through the Water Point Management Committees (WPMCs), which are committees of up to seven (7) people drawn from representative users of the respective water points. Thus each village has numerous Water Point Management Committees, in direct proportion with the number of existing communal water points. Appendix 2 shows the composition and functions of the Ward Water Supply and Sanitation Sub-Committee (WWSSC) and the Village Water Supply and Sanitation Sub-Committee (VWSSC).

## **2.11. Impact of the integrated approach on the WASH sector in Zimbabwe**

There has not been a concerted effort, by both government and development partners, to evaluate how the integrated rural NAC sub-committee has managed to fully stir the WASH sector in enabling effective delivery of WASH services at community level. However, it is clear from the earlier analysis that the NAC is riddled with changing leadership and membership for which this researcher further argues that this has a negative impact on the effectiveness of the body. This view is also supported by the ZimFUND (2011) which argued that although the NAC was restructured in 2010, some institutional roles still needed further clarifications as to who leads and own what sector components, both at ministerial and local levels, and how resources should be channelled into the sector (ZimFUND, 2011). Another evaluation carried out by the Government of the Republic of Zambia in 2005 on their National Rural Water Supply and Sanitation Programme identified three major challenges to their integrated approach to the management of their programme; selecting and maintaining constant membership to their management body, the National Water Supply and Sanitation Council (NWASCO), an inter-ministerial committee similar to the NAC; balancing membership and leadership roles across sectors, and negotiating role transition and coordination challenges (Government of Zambia, 2005). Leadership selection, which was a prerogative of cabinet, was political and motivated by benefits, rather than being

based on merit. In addition, representatives from the various ministries tended to change constantly and this affected institutional memory and hence continuity and viability of the body. There was also a tendency by some member ministries to dominate the body due to their financial and/or technical influence, for example, Ministry of Health, and this tended to demotivate other members.

## **2.12. Chapter Summary**

The chapter managed to focus on the theoretical framework that guided this study, which is the logical framework, also popularly known as the 'logframe' approach in development circles. It further looked at the justification for choosing this theoretical framework, together with the advantages and disadvantages of using this framework. The chapter then went on to review some related literature that not only unpacked some of the key elements of the study, but that also guided the researcher on the related studies and on other issues related to the area under study. The relevance of WASH to development was also explored, in particular as it relates to the attainment of ZimASSET and the Millennium Development Goals (MDG) targets. The chapter thus discussed various issues that are related to the integrated approach and water, sanitation and hygiene (WASH) service delivery. The next chapter will now focus on the research methodology that guided this study.

## Chapter 3

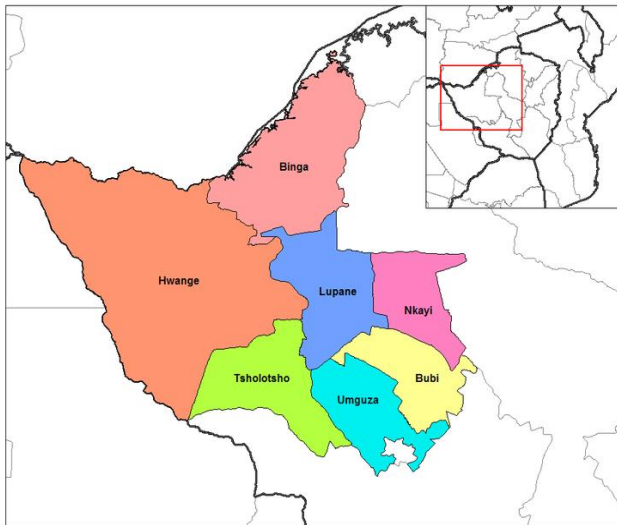
# RESEARCH METHODOLOGY

### 3.0. Introduction

This section will focus on the methodology that was adopted in this study. Highlights of the target areas, target population, sampling method, research methods and data analysis techniques that were used in the study will be discussed. Justifications for the selected methods and study area will also be given. The ethics that guided the research will also be explored in greater detail.

### 3.1. An Overview of the Study Area

**Figure 3.1:** Base map of Zimbabwe showing the location of Binga district



**Source:** Zimbabwe Traveller's Guide, 2014

Located in Matabeleland North province of Zimbabwe, Binga district is dominated by the Tonga people and has a population of 138,074, disaggregated into 63,512 males and 74,562 females (Census, 2012). There are 21 wards in the district<sup>8</sup>. The researcher's motivation to choose Binga district was twofold – firstly, the district has a significant number of development partners implementing WASH projects compared to other rural districts. At the

time of this study, the district had a total of 5 NGOs<sup>9</sup> implementing WASH projects. Secondly, paradoxically, despite the significant number of development partners in WASH and other related projects, the district remains one of the most poor and access to WASH services is the lowest compared with other rural districts (ZimVAC Report, 2014). The researcher thus sought to unpack this analogy and provide the basis for this relationship through this study.

<sup>8</sup> The 21 wards in Binga district: Manjolo, Lubimbi, Sikalenge, Kabuba, Dobola, Sinampande, Siachilaba, Sinamatelele, Sianzundu, Pashu, Sinamagonde, Sinansengwe, Sinakoma, Saba-Lubanda, Tinde, Pashu, Sinansengwe, Nabusenga, Sinampande, Tinde and Kariangwe.

<sup>9</sup> The 5 NGOs implementing WASH projects in Binga at the time of this study are Mvuramanzi Trust, Dabane Trust, Caritas Zimbabwe, Save the Children (UK) and Zimbabwe Red Cross Society.

The target area for the research was the three (3) wards of Sianzundu, Manjolo and Kabuba which were purposely selected out of the 21 wards in the district. Manjolo ward is located in the southern part of the district while Kabuba is found in the north-eastern part. Sianzundu is just next to Binga center on the western side of the district center. The three (3) wards were conveniently selected for a number of reasons: firstly, these are the wards with the least access to WASH services (as shown in Table 3.1 below); Siansundu has a sanitation coverage of 1.2 percent; Kabuba’s coverage is at 2.4 percent whilst Manjolo has a sanitation coverage of 3.1 percent against the district coverage of 7.1 percent. The study seeks to unveil the dynamics of WASH services delivery resulting in this least coverage. Secondly, the three (3) wards are the most covered in terms of NGO presence implementing WASH projects. Each of the selected wards had at least two (2) NGOs implementing WASH projects at the time of this study. Table 3.1 below shows the names of NGOs implementing WASH projects in the respective wards.

**Table 3.1: Status of selected wards by coverage and NGO presence**

<b>Name of ward</b>	<b>Sanitation coverage (%)</b>	<b>Name of NGOs operating in the ward</b>
Sianzundu	1.2	Mvuramanzi Trust Dabane Trust
Manjolo	3.1	Caritas Zimbabwe Zimbabwe Red Cross Society
Kabuba	2.4	Mvuramanzi Trust Save the Children (UK)

**Source:** Binga RDC Social Services Department, 2015.

### **3.2. Research design**

A research design is the structure or format that the researcher uses when conducting research. Macmillan and Schumacher (1993:31) describes it as the plan and structure of investigation used to obtain evidence to answer a research question. Other scholars describe it as a plan to be followed to answer the research objectives or framework to solve the problem at hand (Strauss, 1995). A research design thus acts as a blueprint for a study as it guides data collection and analysis (Rukuni, 2001).

The research design for this study required a methodology that is both comprehensive and descriptive so as to collect as much information as possible on this grey area. The research thus adopted a mixed research method as it allowed for a holistic investigation of the impact of the integrated approach on the delivery of WASH services in Binga district. Creswell (2006:5) defines mixed research as a method that focuses on collecting, analyzing and mixing both quantitative and qualitative data in a single study or series of studies. Its central premise is that the use of quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach alone. According to Potter (1996), the use of multiple methods strengthens research findings by cross checking information since both qualitative and quantitative methods have their own innate weaknesses. The mixed method approach therefore provided strengths that offset the weaknesses of either the quantitative or the qualitative research if used in isolation. The method also allowed the researcher to use a wide array of data collection tools than if either quantitative or qualitative methods were used in isolation. In addition, the data gathered using one method (qualitative method) was used to triangulate data gathered using the other method, and mixed research also provided answers that could not be answered by either the qualitative or quantitative research alone.

The descriptive design method which was based on a case study method was used in this research. According to Yin (2003), a case study design should be considered when (a) the focus of the study is to answer “how” and “why” questions; (b) one cannot manipulate the behaviour of those involved in the study; (c) one wants to cover contextual conditions because you believe they are relevant to the phenomenon under study; or (d) the boundaries are not clear between the phenomenon and context. The choice of the case study method was made because first-hand and secondary information had to be gathered from stakeholders in Binga district and WASH sector documents analyzed from the national Action Committee (NAC) and the Binga Rural District Council (RDC) Social Services Department. The unit of analysis for the study was the WASH programme implemented through a range of WASH projects that were being implemented in Binga district. According to Cohen and Marion (1994:67), the descriptive design is concerned with conditions or relationships that exist, practices that prevail, beliefs, points of view, or attitudes that are held, processes that are going on and effects that are felt. This approach was thus adopted since the researcher was concerned mainly with the description and interpretation of the impact of the

integrated approach on the delivery of WASH services in Binga district as managed by the respective NAC structures at the district and sub-district levels.

Robson (2002: 178) defines a case study as a strategy for defining research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence. This definition is further supported by O’Leary (2004) who views a case study as a method of studying some elements through comprehensive analysis of a single situation or case. He further argues that this approach uses a variety of data collection techniques such as surveys, interviews, observations and document analysis, and hence offers more opportunities for the researcher to unravel the complexities of a given phenomenon. It is against this background that this researcher further argues that both quantitative and qualitative paradigms were the most appropriate for this study. Binga district was chosen as it offered the researcher an in-depth understanding of the dynamics of the integrated approach in the delivery of WASH services in Zimbabwe.

### **3.3. Target Population**

Khan (1993:13) defines a population as a group of individuals that have one or more characteristics in common that is of interest to the researcher. This definition is also supported by Descombe (2008) who defines a population as a group of people or items that a researcher wants to get information from. In this research, the population under study are the people of Binga district. However, the target population under study included officials from the Binga RDC and NGOs implementing WASH projects in the district, members of the District, Ward and Village Water Supply and Sanitation Sub-Committees who include officials from various government sector ministries and agencies, NGOs, and also political and traditional leaders. The target population also included community members receiving WASH services in the selected wards, represented by their Water Point Management Committees (WPMCs). These are committees of seven (7) people who are responsible for the day-to-day operation, maintenance and management of the installed water points. There are 39 communal water points in the selected wards, manned by 39 WPMCs with a total membership of 273. Official documents from the Binga RDC Social Services Department revealed that the target population under study stood at **475** as at 31<sup>st</sup> August 2015



(Binga Social Services Department, WASH File, 2015). Table 3.2 below shows a breakdown of the target population under each of the respective committee or cluster.

**Table 3.2: Categories of the Targeted Population**

<b>Cluster</b>	<b>No. of committees</b>	<b>Total no. of members</b>
Binga RDC	1	23
District Water and Sanitation Sub-Committee (DWSSC)	1	25
Ward Water and Sanitation Sub-Committee (WWSSC)	3	28
Village Water and Sanitation Sub-Committees (VWSSC)	18	126
Water Point Management Committees	39	273
<b>TOTALS</b>	<b>62</b>	<b>475</b>

**Source:** Field Survey, 2015.

The involvement of a diverse target population was meant to get various views and opinions from representatives of the targeted population under study in Binga district.

### **3.4. Sampling**

In this study, the researcher was not able to investigate every member of the target population, and as such, relied on representatives selected from the targeted population through sampling. Sampling may be defined as the selection of some part of an aggregate or totality on the basis of which a judgment or inference about the aggregate or totality is made (Fray, 2007). In other words, it is the process of obtaining information about an entire population by examining only a part of it which is selected using an appropriate method such that the selected elements are synonymous with the target population (Descombe, 2008). The sample thus becomes any number of persons, units or objects selected to represent the population according to some rule or plan known as a sampling technique.

#### **3.4.1. Sampling Technique**

The researcher employed non-probability sampling techniques in conducting this study. Non-probability or purposive sampling is where items or units for the sample are selected deliberately by the researcher instead of using the technique where every item or unit of the target population has an equal chance of being included into the sample (Descombe, 2008).

A combination of quota sampling and purposive sampling techniques was used in this study. The researcher purposively selected the three (3) wards for reasons alluded to earlier on. According to Fray (2007), purposive sampling is a form of non-random sampling where the researcher selects the sample units arbitrary which he considers important for the research and believes is as typical and representative of the population. On the other hand, in quota sampling, the population is first divided into different homogeneous groups or strata which may be based on a single or combination of some criterion, and then elements are non-randomly selected from each strata or group (Descombe, 2008). In this research, quota sampling was used to select respondents that were included in the study. The targeted population was divided into different categories or groups based on their collective interests, roles and responsibilities in WASH. These clusters were the different WASH committees at the various administrative levels. Purposive sampling was then used to select respondents in each of the categories or grouping based on the researcher’s expert judgment and knowledge of the roles and leadership positions of the members. In total, a sample of **120** (25.3 percent) respondents was conveniently selected out of the targeted population of **475**. Table 3.3 below indicates the sample sizes from each of the category of respondents that was purposively selected from each grouping.

**Table 3.3: Category and sample sizes of respondents**

<b>Quota</b>	<b>Total number of people</b>	<b>Sample size</b>
Binga RDC	23	3
District Water and Sanitation Sub-Committee (DWSSC)	25	15
Ward Water and Sanitation Sub-Committee (WWSSC)	28	12
Village Water and Sanitation Sub-Committee (VWSSC)	126	30
Water Point User Committees	273	60
<b>TOTALS</b>	<b>475</b>	<b>120</b>

**Source:** Field Survey, 2015

The researcher chose the non-probability quota sampling method because it enabled him to separate individual groups that were of importance and relevance to the study and were also able to fully represent the interests of their constituent groups. This had an added advantage of significantly reducing bias since interests from all the constituent groups were represented. Purposive sampling was also chosen so as to avoid exclusion of key people spearheading the

delivery of WASH services in Binga districts. These included the Chief Executive Officer (CEO), the District Administrator (DA), the District Environmental Health Officer (DEHO), DDF Coordinator, Environmental Health Technicians (EHTs), Village Health Workers (VHWs), Local Councilors and Village Heads. Probability random selection might have led to exclusion of these key members of the various WASH committees from this research.

The researcher was however cognizant of the fact that non-probability sampling methods may introduce bias in the form of sampling errors. Sampling error may be defined as the error that results from taking one sample instead of examining the whole population (Lohr, 1999). Lohr further identifies several types of sample errors as under-coverage, non-response, and sloppiness in data collection. In eliminating these forms of bias, the researcher ensured that the groups selected were representative of their constituencies by selecting key members such as leaders and opinion holders of these groups. The researcher also ensured that significantly large samples (>10 percent) were selected from each grouping or cluster. This idea is also supported by Babbie (1990) as cited in Baxter and Jack (2008) who argues that researchers should keep in mind that an “increase in sample size and an increased homogeneity of the elements being sampled” allow for the reduction of sampling error. Nonresponses were taken care of by substituting respondents who for one reason or the other failed to participate in the research. Lohr (1999) supports this view by warning that increasing the sample size without targeting nonresponse does nothing to reduce nonresponse bias.

### **3.5. Data Collection Instruments**

Data collection techniques allow a researcher to systematically collect information about their objects of study and about the settings in which they occur (Lohr, 1999). Various data collection instruments can be used in data collection depending on the nature of the study and the design adopted. Having adopted the mixed research methodology, both qualitative and quantitative data gathering tools were used in this study. Quantitative tools enabled the researcher to collect data on the frequencies of the various issues with predetermined responses posed by the researcher based on the related literature reviewed, and also on the experience of the researcher on this field. Thus in conducting this study, the researcher used both primary and secondary data collection instruments which he considered to be both valid and reliable. The data sources were:

Questionnaires, Key Informant (KI) Interviews, Focus Group Discussions (FGDs) and Review of existing district documents.

### **3.5.1. Questionnaires**

Cooper (1995) defines a questionnaire as a set of questions designed to gather data from a sample of respondents on the subject matter. According to Leedy (1993:187), a questionnaire is a common place instrument for observing data beyond the physical reach of the observer ... deep within the minds or attitudes, feelings or reactions of human beings. The study made use of this instrument as a means of eliciting data because, apart from being inexpensive, it also permitted anonymity, which not only paved way for confidentiality, but also reduced nonresponses and aided more honest responses. Cooper (1995) posits that the instrument has the ability of being accessed by all respondents in a sample as well as to gather adequate data. Leedy (1979) argues that there are high chances of coming up with reliable responses when using a questionnaire because the researcher cannot influence respondents thus eliminating evaluator bias, and respondents also have more time to come up with their answers.

Questions that are in line with the objectives of the study were developed and included in the questionnaire. The researcher made use of both open-ended and closed-ended questions to capture the required data. The open-ended questions enabled the researcher to collect reliable and comprehensive qualitative data by giving respondents the leeway to express their personal opinions on the issues under study. Closed questions collected quantitative data related to some predetermined responses based on the literature reviewed earlier on, and also on the researcher's experience. In addition, closed-ended questions assisted the researcher in soliciting for responses that were then analyzed quantitatively.

The researcher was however aware of the limitations of the questionnaire as a data collection instrument. According to Leedy (1979) apart from being unfriendly to the illiterate, questionnaires are prone to misinterpretation and low response rates. He further asserts that respondents may also provide false information in the interest of pleasing the researcher, especially where incentives are given. Rukuni (2010) argues that closed questions makes it difficult for the researcher to probe for more information. These short-comings were be taken care of by the researcher who prepared

friendly questions and also distributed and administered them personally ensuring that the questions were properly interpreted to the respondents. The response rate was further increased to the 92.5% by ensuring that the researcher booked for proper times with the respondents and sticking to these agreed times. A sample of the questionnaire used in this research is shown in Annex 2. In this research, a total of **37** questionnaires were successfully administered out of a targeted total of the **40** respondents as indicated in Table 3.4 below.

### **3.5.2. Interviews**

The researcher also used individual in-depth key informant interviews as a means of collecting data and in complimenting and triangulating the data gathered through the questionnaires. Cannel *et al* (1957:149) describes interviews as a conversation with a purpose. Similarly, Wagner (2001) considers them as an exercise in which there is a conversation between the interviewer and interviewee for the purpose of eliciting information from the interviewee through direct questioning. Having adopted the mixed research methodology, the researcher used both structured and unstructured key informant interviews aimed at assessing the respondents' feelings and opinions related to the impact of the integration approach on the delivery of WASH services in Binga district. Key informant interviews (KII) are a loosely structured conversation with some selected respondents who have specialized knowledge about the research problem. This allowed the researcher to gain an in-depth insight and context into the issues under study as it allowed knowledgeable respondents to freely air their views and opinions that are pertinent to them. Unstructured interviews are meant to collect in-depth qualitative data since they act more like informal conversations without any predetermined response categories solicited through open-ended questions.

Structured interviews used a set of identical questions where the researcher read out the questions and noted the responses. To achieve this, the sequence and wording of the questions were determined by means of a schedule and hence the research had little room for modification. One major advantage of key informant interviews is that they allowed the researcher to control the data collection environment whilst giving room for any probing and feedback to the respondents. The only major challenge with interviews is that they are time consuming. In this research, a total of

**20** out of the planned **22** key informant interviews were conducted across all the respondent groups as indicated in Table 3.4 below.

### **3.5.3. Focus Group Discussions**

The researcher also made use of focus group discussions. This was used not only to solicit further information on the issues under study, but also as a tool to triangulate information that was gathered through interviews and questionnaires. Focus group discussions (FGDs) are a form of discussions which are arranged with a group of about five (5) individuals in order to examine a specific set of issues (Kitzinger, 2005). Their primary aim is to describe and understand meanings and interpretations of a specific issue from the perspective of the participants of the group (Liamputong, 2009). According to Hennink (2007), focus groups encourage a range of responses which provide a greater understanding of the attitudes, behavior, opinions or perceptions of participants on a range of issues under research. The researcher thus adopted focus groups in this study to solicit participants' views, opinions and feelings pertaining to the relevance, benefits and challenges of the integrated approach on the delivery of WASH services in rural communities. The discussions were organized by cluster, with respondents from the same cluster being grouped in the same focus groups.

A total **58** participants were involved in the twelve (12) focus group discussions that were conducted in this study. The focus groups were conducted with participants in the same constituent groupings so as to elicit information that was of relevance and interest to the group. Efforts were made not to include the leaders of the various clusters as these may have dominated the groups and brought in bias. The opinions of the leaders were captured during the key informant interviews. To avoid low turnout and bias, the FGDs were organized well in advance so that both the venues and time slots were most appropriate for the participants. In conducting the discussions, the researcher also created a conducive environment for the participants by taking up the role of being a facilitator whilst using open-ended questions to guide the discussions. Each focus group was held with an average of 4 to 6 people, with each one lasting for about an hour. Table 3.4 below shows the number of respondents by category who were planned to be administered with questionnaires, interviews and focus group discussions.

**Table 3.4: Number of questionnaire, interview & FGD respondents by quota**

Quota	Sample size	No. of questionnaires	No. of KI interviewees	Participants in FGDs	No. of FGDs
Binga RDC	3	2	1	0	0
District Water and Sanitation Sub-Committee (DWSSC)	15	5	5	5	1
Ward Water and Sanitation Sub-Committee (WWSSC)	12	4	4	4	1
Village Water and Sanitation Sub-Committee (VWSSC)	30	2	4	24	5
Water Point Management Committees	60	27	8	25	5
TOTALS	120	40	22	58	12

**Source:** Field Survey, 2015

**3.6. Document analysis:** Secondary data was collected from existing records and documents maintained mainly with the Rural District Council’s Social Services department. Documents from the member NGOs, institutions and sub-district committees were also reviewed in order for the researcher to understand the dynamics of integration in the WASH sector at district level and how this impacts on WASH service delivery at community level. These documents include WASH sector guidelines, policy documents, monthly reports and minutes of meetings. Apart from the purposes of literature review, the collected data was also used to substantiate the research findings obtained from primary sources. Comparison of different documents also aided in triangulation. The researcher was aware of the fact that secondary data collection is highly susceptible to subjective biases emanating from personal, local and political ideological orientations. In addition, checking its validity, and reliability maybe difficult since some changes would have taken place.

**3.7. Data analysis and presentation:** Various methods of data analysis and presentation were employed by the researcher. Qualitative data analysis techniques such as grouping of responses, text searches, demographic data exploration, theme and pattern relationship and mapping was used. The data was then reduced into significant statements and thematic narratives. Quantitative data was analyzed by the excel spreadsheet and the Statistical Package for Social Sciences (SPSS) computer packages. The analyzed data was then presented both graphically and in the form of tables and significant statements. Thus tables, pie charts and bar graphs were used in analyzing the data. Data interpretation was in the form of a write up on research findings as directed by the research questions and objectives.

**3.8. Ethical Considerations:** The researcher ensured that all ethical issues concerning the study were addressed, before and during the study. This was done, not just as a requirement or matter of procedure, but to ensure that the research is authentic, valid and reliable in terms of its content and results. The researcher also considered the ethical issues as moral guidelines and the do's and don'ts of this research. The following issues were the critical ethical issues that were considered during this study. The researcher sought for, and was rendered permission from the university (MSU) to conduct this study (refer to Annex 3). The sought permission was also extended to relevant authorities including the Binga RDC and sector agencies and ministries that were involved in the study. The researcher also got verbal informed consent from the participants after having given them as much information as they required about the research.

A consent form was not issued so as to maintain confidentiality. This researcher was aware of the risk involved by not having the participants put their consent in black and white as they may have later argued that they never agreed to participate in the research. Participants were also assured that their participation was voluntary, and that were free to discontinue their involvement into the study at any time of the interaction with the researcher, and that their contributions would remain confidential as they were not indicating their names on any of the data collection instruments. The researcher also assured both the authorities and the participants that the study was going to be used for academic purposes only, and that the final report and results of the study would be shared with the Binga Rural District Council and the National Action Committee (NAC).

### **3.9. Chapter Summary**

This chapter managed to focus on the methodology that was adopted in this research. It also highlighted the target areas, target population, sampling method, research methods and data analysis techniques that were used in the study. Justifications for the selected methods and study area were also given. The ethics that guided the research were also explored in greater detail. The study adopted the case study approach and adopted the mixed research methodology as its study design. Research instruments used were closed and open-ended questionnaires, key informant interviews and focus group discussions. Convenient non-probability sampling was used to select respondents for this research. The next chapter is going to look at the analysis and presentation of the data that was collected in this study.



## Chapter 4

# DATA ANALYSIS, PRESENTATION AND FINDINGS

### 4.0. Introduction

This chapter will give a detailed presentation of the data that was collected by the researcher through the instruments discussed in the previous section. As the study adopted a mixed research methodology, the collected data will be presented in the form of tables, graphs and charts for quantitative data, and narrations and in some cases quotations from the respondents, for qualitative data. A graphical presentation of the findings have an added advantage of being catchy and visual, allowing a reader to get an quick overview of the key issues and highlights instead of having to read through the text. An analysis of the presented data will also be made, both qualitatively through thematic narrations and summaries, and quantitatively through descriptive statistical analysis. Based on the analysis and interpretations made, a conclusion would then be drawn, followed by some recommendations. The researcher took two days to collect the data from the field, which was then analyzed either using the SPSS statistical package for Windows or through thematic narrations.

### 4.1. Response rates

#### 4.1.1. Questionnaire response rate

All clusters had a 100% response rate, save for the District Water Supply and Sanitation Sub-Committees (DWSSCs) and the Water Point User Management Committees which had a response rate of 80% and 92.6% respectively. There was a significantly overall high response rate of 92.5% across all the clusters of respondents, a rate which the researcher considered to be high enough to be representative of the study sample. Table 4.1 below shows the response rates for the different cluster of respondents.

**Table 4.1: Questionnaire response rate**

Cluster of Respondents	No. of questionnaires distributed	No. of questionnaires completed	No. of questionnaires not completed	Response rate
Binga RDC	2	2	0	100%
District Water and Sanitation Sub-Committee (DWSSC)	5	4	1	80%
Ward Water and Sanitation Sub-Committee (WWSSC)	4	4	0	100%
Village Water and Sanitation Sub-Committees (VWSSC)	2	2	0	100%
Water Point User Committees	27	25	2	92.6%
<b>TOTALS</b>	<b>40</b>	<b>37</b>	<b>3</b>	<b>92.5%</b>

**Source:** Field Survey, 2015

#### 4.1.2. Interview response analysis

All respondents had a 100% response rate, save for respondents from the two clusters of the Ward Water Supply and Sanitation Sub-Committees (WWSSCs) and Village Water Supply and Sanitation Sub-Committees (VWSSCs), which both had a response rate of 75%. There was a significantly overall high response rate of 91% across all the clusters of respondents, a rate which the researcher also considered to be high enough to be representative of the study sample. Table 4.2 below shows the response rates for the key informant interviews across the different cluster of respondents.

**Table 4.2: Interviews response analysis**

Cluster of respondents	KI interviews planned	KI interviews conducted	KI interviews not conducted	Response rate
Binga RDC	1	1	0	100%
District Water and Sanitation Sub-Committee (DWSSC)	5	5	0	100%
Ward Water and Sanitation Sub-Committee (WWSSC)	4	3	1	75%
Village Water and Sanitation Sub-Committee (VWSSC)	4	3	1	75%
Water Point User Committees	8	8	0	100%
<b>TOTALS</b>	<b>22</b>	<b>20</b>	<b>2</b>	<b>91%</b>

**Source :** Field Survey, 2015

### 4.1.3. Focus Group Discussions (FGD) response rate

As originally planned, a total of twelve (12) focus group discussions were held. Although the overall response rate for the FGDs was high at 94.7%, attendance rates were 100% across all clusters save for the Water Point Management Committees for which only two (2) people could not attend the discussions out of the planned 38 people, giving a non-response rate of 5% which the researcher considered to be very insignificant to bring bias. Table 4.3 below shows the response analysis for the FGDs by cluster of respondents.

**Table 4.3: Response analysis for FGDs**

Cluster of respondents	No. of FGDs planned	FGDs conducted	Respondents planned/ cluster	Actual No. of respondents/cluster
Binga RDC	0	0	0	0
District Water and Sanitation Sub-Committee (DWSSC)	1	1	5	5
Ward Water and Sanitation Sub-Committee (WWSSC)	1	1	4	4
Village Water and Sanitation Sub-Committee (VWSSC)	5	5	4	4
Water Point User Committees	5	5	25	23
<b>TOTALS</b>	<b>12</b>	<b>12</b>	<b>38</b>	<b>36</b>

**Source :** Field Survey, 2015

## 4.2. Analysis and Presentation of Data

### 4.2.1. Application of the integrated development management approach in the WASH sector.

A question was posed as to which member institutions belonged to the different WASH committees which were interviewed. Respondents cited various ministries, government departments and NGOs for the different WASH committees at district and sub-district levels in Binga district. Table 4.4 below indicates the member ministries, departments and agencies that were cited by respondents.

**Table 4.4: Member institutions for WASH Committees**

DWSSC	WWSSC	VWSSC	WPMC
<p><b>Ministries of:</b></p> <ul style="list-style-type: none"> <li>- Local Government, Public Works &amp; National Housing,</li> <li>- Lands and Resettlement</li> <li>- Ministry of Agriculture, Mechanization &amp; Irrigation</li> </ul> <p><b>Development:</b> - Rural Development, - Primary &amp; Secondary Education, - Health &amp; Child Care, - Social Services</p> <ul style="list-style-type: none"> <li>- Youth, Indigenization &amp; Economic Empowerment</li> <li>- Women Affairs, Gender &amp; Community Development, - DDF Affairs (<b>Chair</b>), -Environment, Water and Climate, (Environmental Management Agency) (EMA), - Environment, Water and Climate (ZINWA)</li> </ul> <p><b>NGOs:</b> - Mvuramanzi Trust</p> <ul style="list-style-type: none"> <li>- Caritas Zimbabwe, - Zimbabwe Red Cross, - Save the Children</li> <li>- Dabane Trust</li> </ul>	<ul style="list-style-type: none"> <li>- Ministry of Health &amp; Child Care</li> <li>- Ministry of Agriculture, Mechanization &amp; Irrigation Development</li> <li>- Ministry of Youth, Indigenization &amp; Economic Empowerment</li> <li>- Ministry of Local Government, Public Works &amp; National Housing (<b>Chair</b>)</li> <li>- Ministry of Primary &amp; Secondary Education</li> <li>- Ministry of Women Affairs, Gender &amp; Community Development</li> </ul>	<ul style="list-style-type: none"> <li>- Ministry of Local Government &amp; Public Works &amp; National Housing (<b>Chair</b>)</li> <li>- Ministry of Health &amp; Child Care</li> <li>- Ministry of Primary &amp; Secondary Education Ministry of Women Affairs, Gender &amp; Community Development</li> </ul>	<ul style="list-style-type: none"> <li>- Community members</li> <li>- Community member (<b>Chair</b>)</li> </ul>

**Source:** Field Survey, October 2015.

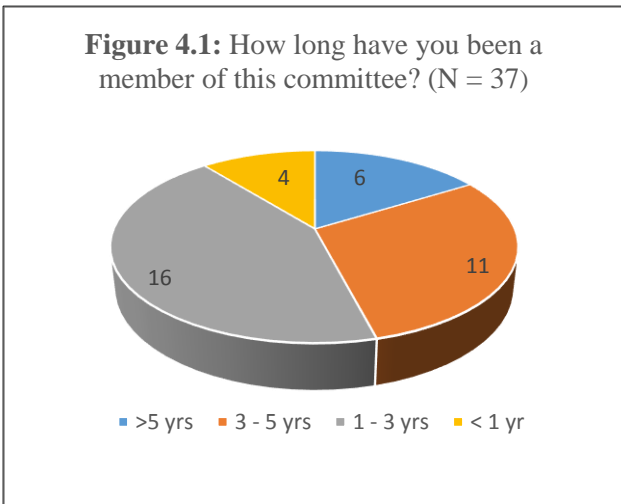
It is clear from the above table that membership to the different committees thin out in both numbers and representation from district to sub-district levels, with the DWSSC consisting of about eleven (11) government ministries and departments and five (5) NGOs. Water Point Management Committees (WPMCs) do not consist of government ministries, but just ordinary community members. A follow up question was posed as to which of these member institutions chairs the respective committees. Responses were as given in the same table above, with the district committee being chaired by the Office of the President and Cabinet (OPC) through the District Development Fund (DDF), whilst the ward and village committees are both chaired by the Ministry of Local Government, Public Works and National Housing with the Water Point Management Committees (WPMCs) being chaired by an ordinary community member. The details on membership was also corroborated by the secondary data gathered from the Binga Rural District Councils' (RDC) Social Services department including minutes of the various committee minutes.

A question was also posed on whether the respondents were satisfied in having the above mentioned ministry or agency chairing their committee. The majority of respondents, 56.7% (N=21) said that they were not satisfied with having the cited ministry or agency chairing their respective committee. Only a few, 13.5% (N=5) were satisfied with about 29.7% (N=11) citing that they were just satisfied. On probing for the reasons for the cited responses, respondents from the DWSSC cluster pointed out that they were not satisfied because DDF was a department in the Office of the President and Cabinet (OPC), and as such, it was powerful and intimidating in nature. Some said it was not best suited to take up this critical role as it was charged with various other issues including road maintenance and dam rehabilitation. As for the ward and village structures, respondents felt that the Ministry of Local Government was not best qualified to oversee WASH issues, but rather governance and national housing issues. This information was further corroborated by the FGDs and key informant interviews.

On whether the roles and responsibilities of the member institutions were clearly spelt out, the majority of respondents, 62.1% (N=23) gave a “No” answer, meaning that they felt the roles and responsibilities of member institutions were not clearly spelt out in the different committees. 32.4% (N=12) respondents were in agreement that the roles were clearly spelt out, whilst only 5.4% (N=2) were not sure or didn’t know. Respondents were further probed on the reasons for their responses to the above question. Respondents who gave a ‘No’ as their response cited the issue of unclear or unclarified roles of the different member institutions as the main reason. Other cited the issue of duplication of roles between members. This information was also corroborated in the interviews and the FGDs where examples were also cited. This includes the duplication of the roles of the District Development Fund (DDF) and Zimbabwe National Water Authority (ZINWA) in the siting and drilling of boreholes; the unclear roles of Ministries of Health and Agriculture in community mobilization.

A question was also posed on how long the different respondents have been members of their respective committees. The frequency of responses in the various categories were as shown in figure 4.3 below.

As reflected in figure 4.1, the majority of respondents, 43.2% (N=16) had been in their respective committees for between 1 and 3 years at the time of this study. The rest had been 29.7% (3-5 years), 16.2% (>5 years) and 10.9% (<1 year). This means that the majority of members in the WASH committees were fairly new members who had no institutional memory or experience in the affairs of their respective committees. The key informant interviews and FGDs also supported this information.



Source: Field Survey, 2015

A follow up question was on whether there had been consistent representation into the various committees by nominees from the member ministries and agencies. The responses were as depicted in the figure below.

**Consistency of representation:** The majority of respondents, 48.6% (N=18), indicated that there was inconsistent representation into the respective committees by the nominees from the various sector ministries and agencies. Some of them, 40.5% (N=15) however indicated that there were in agreement to the fact that there was consistent representation into the various committees, with only 10.8% (N=4) of the respondents indicating that they didn't know the situation that was obtaining at the time of the study. Probing was made to solicit for the reasons for the above responses on the level of consistency of representation by members to these committees. The data collected from the questionnaires corroborated with that which was collected from the key informant interviews and focus group discussions (FGDs). Reasons cited for consistent representation included commitment by members and sitting allowances, whilst reasons for inconsistent representation included disgruntlement, absence of sitting allowances, staff turnover in the member institutions and members being committed elsewhere. A respondent in one of the FGDs was quoted by this researcher saying *“how can one continue to attend meetings where there are no sitting allowances and lunches for meetings that sometimes take the whole day?”*

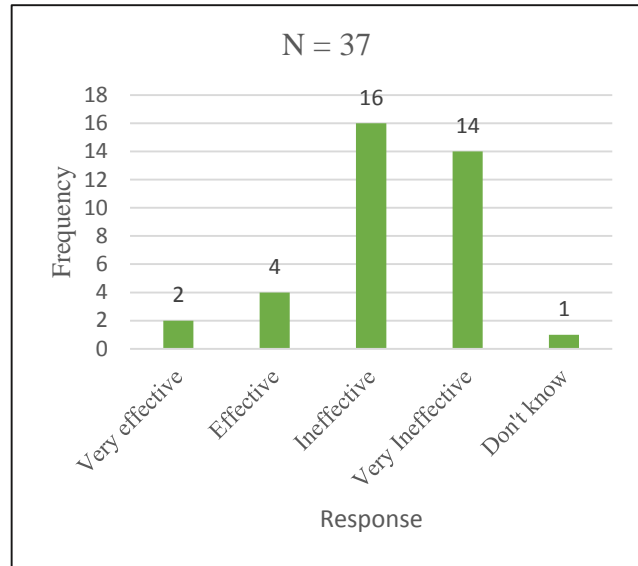
Another question was posed on which ministry or sector agency the respondents felt had the most decision-making powers in their respective committee. Respondents from DWSSC mentioned that they perceived the District Development Fund (DDF) and the Rural District council (RDC) to be the most powerful government departments. Respondents from the WWSSC cited the Local Government (represented by Local Councilors) and the Ministry of Health (represented by the Local EHTs) whilst those from the VWSSC also mentioned the Local Government ministry (represented by the Village Heads). Respondents were further probed on why they perceived these ministries and departments were powerful.

Respondents felt that DDF, being in the Office of the President and Cabinet (OPC) carried the most decision-making powers in the district committee, whilst others cited the Local Government, Public Works and National Housing Ministry. For the ward committee, respondents cited the Ministries of Local Government and Health and Child Care, whilst the Ministry of Local Government was perceived to be the most powerful in the village committee. No sector agency or ministry was perceived to be the most powerful at the water point levels. Respondents were then further probed on their reasons why they thought the ministries they cited were the most powerful. The District Development Fund (DDF) was perceived to be the most powerful as it was the chair of the district committee and it represents the highest office by it being resident in the Office of the President and Cabinet. Others cited the Binga Rural District Council (DDF) as overriding the district committee by its virtue of being the Rural Development Authority which hosted the district committee which itself is a sub-committee of council. Those who cited the Ministry of Local Government in the ward and village levels said that the ministry was charged with governance issues, and this made it a powerful ministry at all levels. These responses were mostly echoed in the KI interviews and FGDs.

Another question posed to the respondents was on which sector ministries or agencies, if any, the respondents felt should have been a member of their committee. Most respondents mentioned that they felt that no critical members were left out from the committees as almost all sector ministries resident in the district were members of at least one of the WASH committees in the district.

**Figure 4.2: To what extent do you think the coming in together of multiple sectors and agencies is an effective vehicle in the delivery of WASH services in your district?**

On the extent to which respondents felt that the coming in together of multiple sectors and agencies is an effective vehicle in the delivery of WASH services in their district, the feeling among most of the respondents (81%) was that this was not an effective vehicle in the delivery of WASH services in the district. Of these, 43% (N=16) felt that this strategy was just ineffective whilst 38% (N=14) felt that this strategy was very ineffective in ensuring the delivery of WASH services to the communities in Binga district. Information



**Source: Field Survey, 2015.**

obtained from the individual questionnaires, the key informant interviews and the FGDs indicated that the respondents cited various reasons for the ineffectiveness of the bringing in of multiple sectors in ensuring the delivery of WASH services in Binga district. These are discussed below:

**Coordination challenges:** Respondents pointed out to the fact that the coming in of various stakeholders pose challenges in trying to coordinate players from different professions and backgrounds where it may be difficult to speak the same language and agree on common issues. Each member would be coming in from a different ministry or organization with a different vision and policies, and as such, there is no coherent policy or legislature to guide these WASH committees nor the other NAC structures. The committees rely on scattered pieces of legislation whose enforcement is generally weak since they do not emanate from the WASH sector itself. The legislation cited by the respondents include the Public Health Act (1981), the Pollution Control Regulations, Environmental Management Act (1999) and Rural District council (RDC) by-laws which set requirements for drainage and water supply. The respondents further cited the need for the harmonization of these laws.

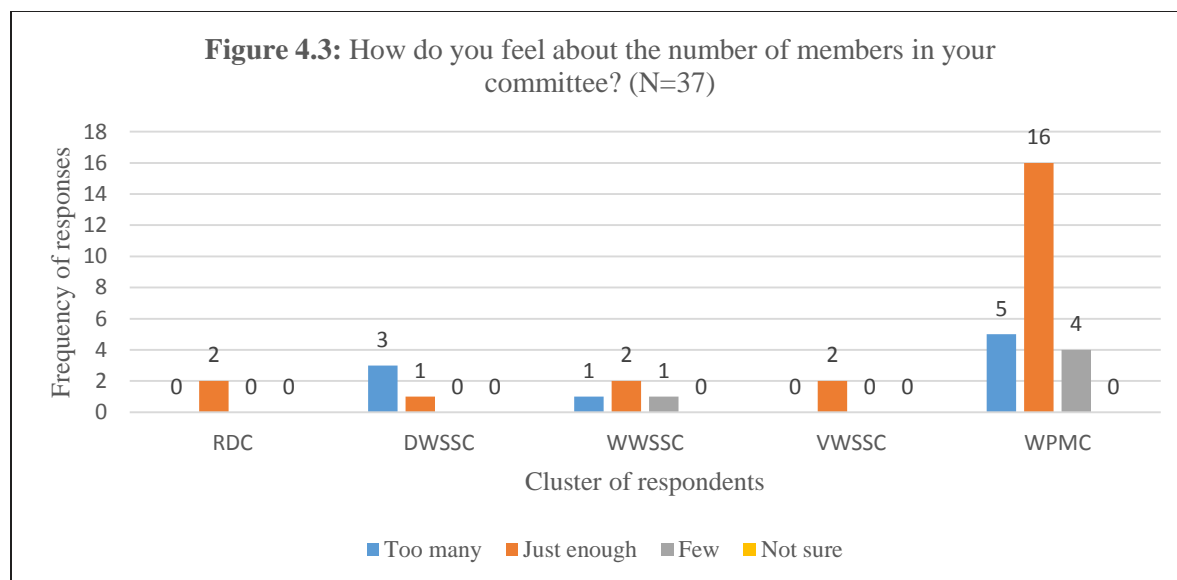


**Inefficiencies in decision-making:** Respondents mentioned that the multiplicity of players makes it very difficult to reach consensus on the key decisions on WASH service delivery, all at the expense of the rural communities. Powerful ministries may unilaterally force their decisions on the other members who may in the end be frustrated and end up absconding the planning and coordination meetings. Some respondents further mentioned that members do not feel bound by the policies of the NAC institutional arrangements and as such did not feel responsible for their actions. One respondent was quoted in one of the focus group discussions saying that *“these multi-sectoral WASH arrangements and platforms have done nothing to improve the plight of our rural communities, but rather, they have only extended the bureaucratic systems in our government, making planning and decision-making a nightmare.”*

**Increased costs:** Some respondents felt that the bringing in of various sector ministries together may come in at a very high cost due to the nature of the coordination and planning meetings which require sitting and other allowances for members. They further pointed out that such multiple sector arrangements, though noble in furthering the goals of ZimASSET, will however not work in the face of the current poor economic environment which Zimbabwe is currently experiencing. Such an approach, they say, can only work in the presence of donor supported programmes.

#### **4.2.2. Benefits, limitations and threats of the IDM approach in delivery of WASH services**

**Membership:** A question was asked on how the respondents felt about the number of members in their committee. The differences in the sizes of the various clusters or committees instigated an analysis of the responses by cluster. Secondary data gathered from the district showed that membership in the different committees thinned out as one moved out from the district to the sub-district levels, and as such, the researcher felt that an analysis per cluster on this question was thus needed. Figure 4.3 below shows the analysis of responses to the above question.



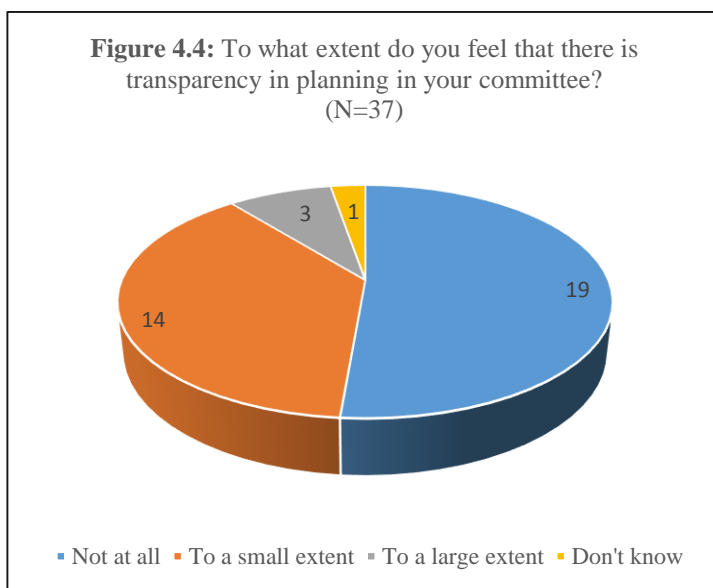
**Source:** Field Survey, 2015.

An interesting trend emerged from the responses given, as depicted in figure 4.6 above. Although the respondents from the RDC said that their members were just enough, the DWSSC members believed that their committee was just too big to allow for its effective running. Secondary data revealed that although official documents put the membership of the DWSSCs at 25, actual participation in the Binga DWSSC based on the minutes of planning and coordination meetings which all members are supposed to attend, varies from between 15 and 25. Therefore, 75% (N=3) of the respondents from the DWSSC believed that this number was way too high. On the other hand, for the WWSSC whose membership is six (6), 50% (N=2) of the respondents from this cluster said that they felt that this number was just enough to allow for the effective running of their committee. This was the same for the VWSSC and the MPMCs, both with a membership of five (5), for which again 50% (N=2) of the respondents in VWSSC and 64% in the WPMC cluster felt that their membership was also just enough to allow for the effective running of their committees.

For the respondents who felt that the number of their committee members were not just enough, they were then further probed to say what number of members they recommended their committee to have for effective delivery of its mandate. An analysis of the results shows that 37.8% (N=14) of the respondents did not choose ‘just enough’ as their option. In order to make a useful analysis due to the reasons cited earlier on, the responses were analyzed per cluster. Of the 37.8% (N=14)

members who felt that the members of their committees were not enough, those from both the DWSSC and the WWSSC recommended a membership of less than 10 whilst those in the WPMCs had 55% (N=5) of the respondents in their cluster recommending membership of less than 10 whilst 45% (N=4) recommended a membership of between 10 and 20. Information gathered from the key informants and the FGD indicated that the respondents felt that a bloated committee was very ineffective in carrying out its mandate.

**Transparency in planning:** A question was also posed to the respondents on the extent to which they felt that there was transparent planning in their respective committee.



As reflected in figure 4.4, the majority of respondents felt that there was no transparency in the way planning is made in their respective committee, with 51.3% (N=19) indicating that there was ‘not at all’ any transparency, whilst 37.7% (N=14) indicated that transparency in planning only existed ‘to a small extent.’ Only 8.1% of the respondents indicated that there was transparency in the way in which planning is made in their respective

**Source:** Field Survey, 2015.

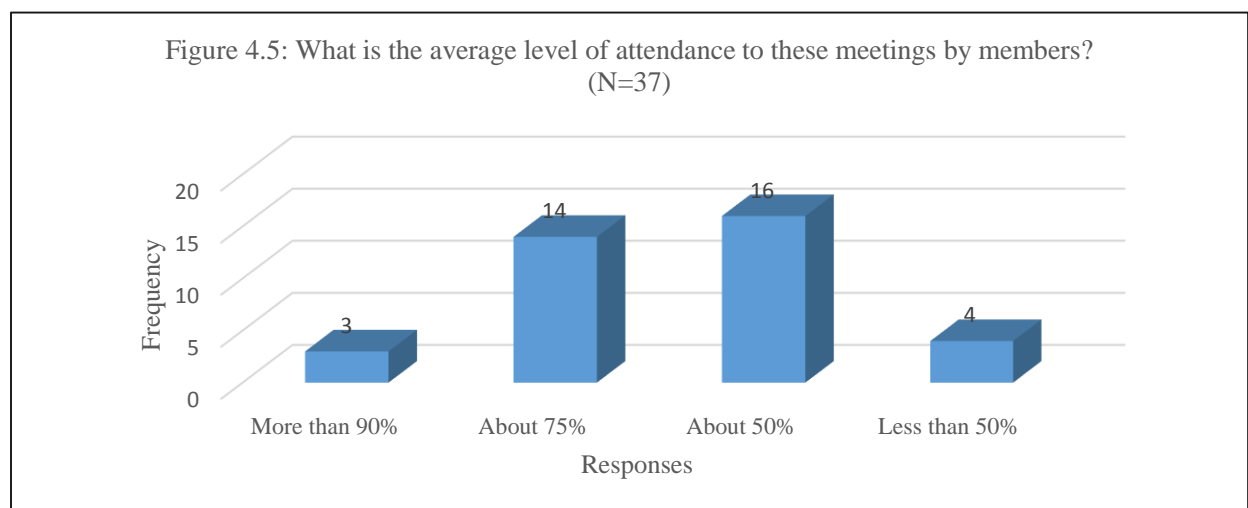
committee ‘to a large extent.’ 2.7% (N=1) of the respondents indicated that they didn’t know how decision-making was done in their respective committee.

A follow up question was made to solicit for the reasons to the responses given above. The information gathered from the questionnaires was triangulated with that gathered from the key informant interviews and the FGDs. Reasons given for the lack of transparency included the exclusion of less powerful agencies in taskforces of the respective committees; use of planning forums outside the formal structures; the negative perceptions given to some sector ministries as regards their technical capacity in WASH issues, and unilateral decisions in planning meetings by the most powerful sector ministries discussed earlier on.

**Frequency of coordination meetings:** As alluded to earlier on in the literature review cited, the National Action Committee (NAC) and RDC records stipulate that all the district and sub-district structures are supposed to meet at least once every month to have their coordination and planning meetings (NAC, 2010). The documents further assert that, in addition to the monthly meetings, *‘the committees can call for extra-ordinary and adhoc meetings, and can also coopt additional members as they feel is necessary to further their business.’*

The study revealed that 78.4% (N=29) of the respondents argued that coordination and planning meetings have only been held just ‘once in every quarter’ in the last 12 months. Only 5.4% (N=2) of the respondents said that the meetings have been held as per the NAC policy guidelines of ‘at least once a month.’ The researcher concludes that these may be the members who have recently joined the committee due to the insignificant counts and from the data initially gathered above on ‘how long the respondents have been members of their respective committees’ where only 10.4% (N=4) had indicated that they had been members of their committees for less than a year (Field Survey, 2015). In addition, only 16.2% (N=6) indicated that the meetings are held only when necessary. Literature review cited by this researcher argued that because of the expensive nature of the coordination and planning meetings, such meetings are sometimes never held due to lack of funding (Fleming, 1999).

**Attendance to committee meetings**



Source: Field Survey, 2015.

As indicated in figure 4.5 above, the majority of respondents (N=16) indicated that on average, about half of the members attend the planning and coordination meetings. The other significant respondents (N=14) were of the view that about three quarters of the members regularly attend the meetings, with only 3 of them citing that more than 90 percent attend the meetings, whilst 4 were of the view that the majority of meetings are attended by less than half of the members. It can therefore be argued from this analysis that most members pointed to the fact that on average, the meetings are not well attended as most of them are attended by less than 75% of the members, who themselves are supposed to form a quorum by meeting standards. The NAC documents analyzed by the researcher did not specify the quorum for any of the district and sub-district meetings. The poor attendance at the district and sub-district meetings was also corroborated by the secondary analysis of the minutes of the main committee, the District Water Supply and Sanitation Sub-Committee (DWSSC) as shown in table 4.5 below:

**Table 4.5: Analysis of actual attendance to DWSSC Meetings (January to September 2015)**

Year	Month	Actual attendance	% attendance
2015	January	19	76
2015	February	14	56
2015	March	21	84
2015	April	23	92
2015	May	15	60
2015	June	20	80
2015	July	12	44
2015	August	14	56
2015	September	16	64

**Source:** Binga Social Services Department, DWSSC Minutes, 2015.

Participants were further probed to provide reasons for the response which they would have given to the above question. Reasons cited by the key informants from the RDC indicated that for the July 2015 meeting cited above, most of the DWSSC members were committed in the National Nutrition Survey. However, as depicted in the table above, the researcher confirmed that there were other meetings which were attended by less than 75 percent out of the regular 25 members. These were the February, May, July, September 2015, and the recent August 2015 meetings (RDC, 2015). It is therefore clear that district and sub-district WASH committee coordination and

planning meetings are very vulnerable to national and district activities which may demand the attention of the same member representatives from the sector ministries and agencies who may be members of other development committees. Other reasons for the poor attendance at meetings have already been cited earlier in this report.

### **Financing of committee activities**

Respondents were then asked on whether the activities of their respective committees were adequately financed or not. 89.2% (N=33) of the respondents said that the activities of their committees were not adequately financed, whilst 10.8% (N=4) felt that they were adequately funded. This resonates well with the information gathered from secondary documents analyzed from the Social Services Department of Binga RDC. The documents revealed that the various sub-committees come up with their annual budgets, which when approved by the RDC, are submitted for funding on a quarterly basis through the Social Services Department. Further analysis of the approved planned budgets versus the actual disbursements for one of the committees, the District Water Supply and Sanitation Sub-Committee (DWSSC) however revealed that of all the three (3) quarterly budgets that have so far been submitted to Binga Rural District Council in the 2015 Financial Year, none has been funded to the tune of more than 15% of the approved planned budgets (Binga Social Services Department, 2015). This analysis is as shown in table 4.6 below:

**Table 4.6: Analysis of planned versus actual disbursements to the Binga DWSSC**

<b>Fiscal Year</b>	<b>Financial Quarter</b>	<b>Approved Planned Amount</b>	<b>Disbursed Amount</b>	<b>% of actual versus planned</b>
2015	January - March	\$17,300.00	\$1,600.00	9.2%
2015	April - June	\$23,100.00	\$1,955.00	8.5%
2015	July - September	\$19,500.00	\$2,300.00	11.8%
<b>TOTALS</b>		<b>\$59,900.00</b>	<b>\$5,855.00</b>	<b>9.8%</b>

**Source:** Binga Social Services Department, 2015

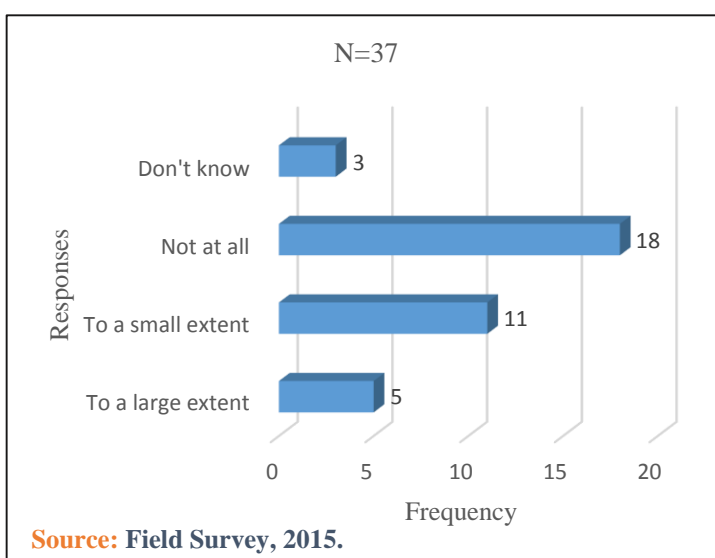
As depicted in the table above, the first two quarters of this year have both fallen short of the 10% mark, while this current quarter budget has only been funded to the tune of 11.8%, leaving a funding gap of 88.2%. Information gathered from the RDC and DWSSC key informants and FGDs indicated that this has been the trend for the past 5 years. Asked if there was any other sources of

funding for their committee’s activities, all the respondents were quick to point out that the UN, NGOs and other donors working in their district were the major sources of additional funding for the activities. Respondents in the FDGs further explained that the level of funding however differed from committee to committee, with the bulk of the funds being channeled to the DWSSC.

#### 4.2.3. Overall impact of WASH services in Binga district

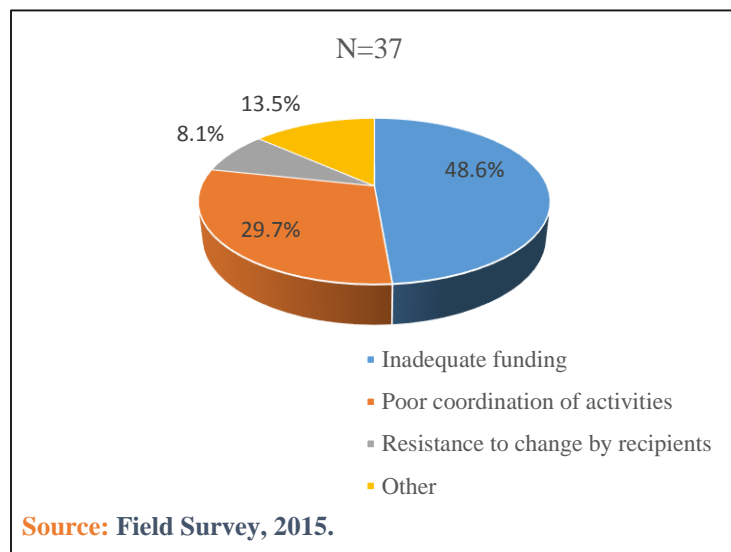
**Figure 4.6: To what extent are the activities of your committee contributing to the delivery of WASH services at community level?**

Respondents were then asked to what extent they felt that the activities of their respective committee was contributing to the delivery of WASH services at community level. The majority of respondents, 48.6% (N=18) felt that the activities of their committee were not at all directly contributing to the delivery of WASH services at community level. A further analysis of



the data by the different clusters revealed that the majority of respondents who felt that the activities of their respective committee were significantly contributing to the delivery of WASH services at community level were at the sub-district levels, particularly the Village Water Supply and Sanitation Sub-Committee (VWSSC) and the Water Point Management Committee (WPMCs). The reason given by these committees was that this was not surprising as these are the committees which interface directly with the communities on a day to day basis, and as such, have a direct influence in the way in which WASH services are delivered at community level. Respondents from the DWSSC cluster who felt that their activities were not at all contributing to the delivery of WASH services at community levels cited the fact that, due to lack of funding and other challenges they were currently facing, they were very ineffective to carry out their mandate and as such they had no direct influence of the WASH activities at community level, a mandate which had been taken over by NGOs.

**Figure 4.9: In your opinion, what is the most contributory factor to the low WASH coverage in Binga district, despite the significant number of NGOs?**



Respondents were also asked on their opinion on what they thought was the most contributory factor to the low WASH coverage in Binga district despite the significant number of NGOs in the district. As depicted in figure 4.9, the majority, or 48.6% (N=18) of the respondents, pointed out to the issue of inadequate funding to finance the activities of their committees. Others, 29.7% (N=11)

pointed out to the issue of poor coordination of the NGO activities in the district, which was closely related to the inadequate funding, whilst 8.1% (N=5) cited resistance to change on the part of the recipient communities. The remainder of the respondents had ‘other’ reasons apart from those that were listed as the options on the questionnaire. Probed further on these other reasons, respondents cited issues various issues as depicted in table 4.7 below:

**Table 4.7: Other reasons for the low WASH coverage in Binga district**

Reasons for the low WASH coverage in Binga district
- Remoteness of the district worsened by the poor state of the roads
- Inaccessibility of some communities
- Poor geology which made drilling of boreholes and deep well a major challenge
- Hot climate resulting in drying up of water points, particularly shallow wells
- Low population density which makes the provision of social services, including WASH, a challenge

Source: Field Survey, 2015.

Respondents cited reasons to do with remoteness of the communities exacerbated by the poor state of the roads; the poor geology of Binga district which made the drilling of boreholes and wells a



challenge; and lastly, respondents felt that their district had a very low population density which made the provision of social services a challenge on the part of government. The same information was also echoed in the key informant interviews and the FGDs conducted during the study. One key informant from the District Development Fund (DDF) was quoted having said that; *“The geology of Binga consists of solid granite rock due to the mountainous nature of the terrain and geology of the district. This makes borehole drilling a very expensive exercise, with most boreholes drilled to depths beyond 120m, most of which do not yield enough water or dry up during the peak of the dry season.”*

Documents gathered from the 2012 Census Report during the literature review revealed that the population density of Binga district stands at 17, compared to the national average of 33 persons per square km (ZIMSTATS, 2012). The respondents therefore feel that this low population density makes it difficult for the local authority to avail social services thus further contributing to the poor delivery of WASH services in the district. A final question was posed to the respondents on what they felt was needed to be strengthened or changed in the way in which their respective committee was operating so as to ensure the effective delivery of WASH services in their district. The following issues were noted by the respondents:

**Streamlining the number of members:** An issue that was particularly raised by respondents from the DWSSC cluster was the streamlining of the membership to this committee. Respondents felt that the current membership has to be reviewed downwards to cut down on costs and to also allow efficient and smooth running of the committee.

**Increased funding from Government:** Respondents also felt that the both the central government and the local authorities needed to prioritize on the work of the district and sub-committees as reflected in their work plans and budgets by increasing the level of funding for these committees. Having the plans gathering dust and without being adequately funded demoralizes members resulting in poor attendance to meetings.

**Capacity-building and clarification of roles:** Respondents also pointed out to the issue of some duplication of roles between some sector ministries and agencies which they feel needed to be

clarified as a matter of urgency. They also suggested that some capacity-building was also needed in the form of training and material support in the form of vehicles, stationary and computers.

### **4.3. Chapter Summary**

This chapter focused mainly on the analysis and presentation of the data that was collected in this study through the questionnaires, key informant interviews and focus group discussions (FGDs). The chapter thus dwelt on an analysis of the ‘impact of the integrated development management approach on the delivery of WASH services in Binga district’. The analysis and presentation of the data was done thematically as per the three objectives and research questions of this study. Quantitative data was analyzed by the SPSS software package and presented through descriptive statistics in the form of frequency tables, charts and graphs. Qualitative data was analyzed and presented through narrations into the different themes as identified by the respondents. The next chapter will now focus on the summary, conclusions and recommendations based on the presented data.

## Chapter 5

# SUMMARY, CONCLUSION AND RECOMMENDATIONS

### 5.0. Introduction

This chapter gives the detailed conclusions of this study based on the key findings as per the presented and analyzed data in the previous section. It further goes on to give the researcher's recommendations following the conclusions made on the 'impact of the integrated development management approach on the delivery of WASH services in Binga district. Both the conclusions and recommendations were done thematically as dictated by the three objectives of the study and the ensuing research questions. As discussed earlier on in chapter one of this study, the researcher is of the view that the recommendations presented in this study will go a long way in improving the effective provision of WASH services, not only in Binga, but also in other rural districts of Zimbabwe. Although the study was meant primarily for academic purposes, the recommendations were however directed to rural local authorities, the National Action Committee (NAC) and its sub-structures, and also to NGOs implementing WASH projects at district level.

### 5.1. Summary of findings

The study sought to examine the impact of the integrated development management approach on the delivery of WASH services in Zimbabwe. The study focused on Binga district as a case study, by sampling three (3) out of the 21 wards in the district. Existing literature related to the WASH sector was reviewed, with particular focus on how the integrated approach is applied in the sector. The summary of findings for this study will be presented thematically in line with the objectives of the research. As such, the findings will be presented as per the following three (3) thematic areas:

- ❖ Application of the integrated development management approach in the WASH sector.
- ❖ Benefits, limitations and threats of the IDM approach in the delivery of WASH services.
- ❖ Overall impact of WASH services in Binga district.

### 5.1.1. Application of the IDM approach in the WASH sector

The study revealed that the WASH sector in Zimbabwe adopted the integrated approach soon after independence in line with the Prime Minister's directive of 1984 which saw the new government embracing decentralization as a means of availing services to the previously disadvantaged rural communities. The sector is managed and coordinated by an inter-ministerial committee, the National Action Committee (NAC) for Water Supply, Sanitation and Hygiene (WASH). The committee has structures which are replicated from national, provincial, district and sub-district levels. The NAC structures also embraced all the principles which are in line with the integrated approach, which include popular participation, multiple stakeholder coordination, good governance and transparency in decision-making and consensus-orientation. In addition to review of existing literature, primary data was also collected from respondents sampled from the Binga NAC structures at both district and sub-district levels. An analysis of this data further revealed the following issues related to the way the integrated approach is applied in the WASH sector, and how this further impacts on the delivery of WASH services in Binga district:

**Membership:** In the interest of upholding the principle of popular participation, the district and sub-district WASH committees have diverse membership drawn from various sector ministries and government departments with a stake in WASH services provision. Membership thins out as one moves from district to sub-district levels, with the district WASH committee having a membership of between 15 and 25, the ward WASH committee with 5 – 10 members whilst the village committees has up to 7 members. In some cases, more than one member can be represented from one ministry, especially in cases where the parent ministry has multiple agencies or department. For example, Ministry of Water, Environment and Climate is represented in the DWSSC by 3 members, one from the Catchment Council, the other from EMA and another from Forestry Commission. The study has shown that members of the DWSSC feel that their committee should be trimmed, from an average of 25 to about 10 members for it be effective in carrying out its mandate.

The study has also revealed that membership to the various committees is not consistent, and changes regularly due to a number of reasons. These include the reshuffling of government

ministries and departments, with the recent reshuffling having taken place in September 2015, which saw the merging and creation of new ministries. A case in point is the creation of the Ministry of Rural Development and the merging of Public Works and National Housing ministry with the Ministry of Local Government. As such, the majority of members of the different committees have only been in the committees for a maximum of 3 years.

**Leadership and clarity of roles:** The study revealed that leadership into the WASH committees is not democratically elected, but is determined as a matter of policy by the Cabinet Committee on Water and Sanitation. As such, leadership varies across the different committees, and is neither based on merit of the members nor of the member agencies. Decision-making is also not democratic and tends to be skewed in favor of the sector ministries and government departments that are perceived to be the most powerful. The District Development Fund (DDF) was perceived to be the most powerful in the DWSSC by virtue of it being not only the chair, but also by being resident in the Office of the President and Cabinet (OPC), which is an office which oversees all government ministries and departments. As such, DDF tended to make unilateral decisions related to WASH issues in the district.

**Multiple-Sector Participation:** As alluded to earlier on, one important principle of the integrated approach is that of multiple-stakeholder participation. The study has revealed that the WASH sector in Zimbabwe has embraced this important principle in the provision of WASH services in rural areas, including Binga district. The study has however further revealed that the participation of multiple stakeholders is not an effective vehicle for the delivery of WASH services as it is punctured with numerous challenges. These challenges include poor coordination emanating from numerous membership from various sectors with incompatible goals and policies, and also cost ineffectiveness brought about by the frequent meetings and sitting allowances for members.

### **5.1.2. Benefits, limitations and threats of the IDM in the delivery of WASH services**

Although membership of the sub-district WASH structures has been viewed to be fine, the district WASH committee has been noted to be bloated, a development that also continues to compromise on their mandate in the delivery of WASH services due to the challenges alluded to above. A membership of up to 10 was recommended by the stakeholders. Transparency in decision-making

is another issue which the study identified to be lacking in the various WASH structures. This relates to all stages of the project management cycle, that is, at planning, implementation, monitoring and evaluation. Lack of transparency in decision-making is exacerbated by the exclusion of key agencies in the various taskforces of the WASH structures and lack of technical capacity on the part of some member ministries or departments which chair the committees.

The other factors that limit the effectiveness of the integrated approach to WASH service delivery which came out of this study is the infrequent nature of the coordination and planning meetings of the district and sub-district WASH committees. The study has revealed that the reasons for the low number of coordination and planning meetings include lack of funding for refreshments, stationary and sitting allowances for members. This is in addition to the fact that these meetings are also poorly attended due to the fact that either the members are committed elsewhere or that they are demotivated to attend. Indications from the study are that the members may be committed elsewhere since they are full time employees who have key result areas in their respective agencies and will only be doing WASH business on a 'part time' basis. The other major reason for the low attendance to meetings is that the same members may also belong to other district committees such as the Agriculture and Nutrition Security Committee, the State Occasions Committee and the Health and Social Services Committee.

The study also revealed that the activities of the WASH committees as outlined in their Annual Work Plans and Budgets are severely underfunded. The government, through the Rural District Councils (RDCs) which are supposed to fund the committees, revealed that they are in financial distress due to the poor performance of the economy, and as such cannot fully fund the activities of the WASH committees. The paltry support that the committees are receiving to support their budgets comes from UN agencies and NGOs implementing WASH projects in Binga district. The activities that lack funding include planning and coordination meetings, review meetings, technical support to sub-district structures and monitoring and evaluation of ongoing WASH projects.

### **5.1.3. Overall impact of WASH services in Binga district.**

The study has revealed that the various WASH committees are positively contributing to the delivery of WASH services albeit to a very small extent. This is particularly for the District Water

Supply and Sanitation Sub-Committee (DWSSC) committee which remains severely underfunded yet requires some significant funding due to the bloated membership and also the nature of their activities. The study further revealed that the defunct and ineffective committees are a major contributory factor to the poor delivery of WASH services and the low WASH coverage in Binga district. This is despite the significant number of NGOs and UN agencies implementing WASH projects in Binga district, projects of which are poorly coordinated, insufficiently supported and closely monitored by the ineffective and poor-funded WASH committees. Other reasons for the poor delivery of WASH services in the district revealed by the study, which although are not attributable to the integrated approach, include the low population density, remoteness and inaccessibility of most of the wards, and the poor geology coupled with a very hot climate.

## **5.2. Conclusion**

This study sought to examine the impact of the integrated approach as a tool used in the delivery of WASH services in Zimbabwe, with a case study of Binga district. The study had three (3) specific objectives which were as follows:

- ❖ To examine how the integrated development management approach is applied in the WASH sector.
- ❖ To assess the benefits, limitations and threats of the IDM approach in the delivery of WASH services.
- ❖ To ascertain the overall impact of WASH services being implemented through the IDM approach in Binga district.

It can therefore be concluded that although the integrated approach has been entirely embraced by the Government of Zimbabwe in order to steer the WASH sector towards the delivery of WASH services to the rural poor, an analysis of the WASH sector has revealed that it is still riddled with numerous challenges which are translating into poor provision of WASH services and low access and coverage levels at district and sub-district levels. This is despite the fact that some rural districts like Binga have numerous NGOs and UN agencies implementing WASH projects. The study managed to expose some of the factors related to the application of the integrated approach

that are impacting negatively on the delivery of WASH services at district and sub-district levels. It can therefore be concluded that the integrated approach is not an effective tool in the delivery of WASH services to the rural poor. This has a negative bearing on the attainment of both the Millennium Development Goals (MDGs) and the ZimASSET goals as envisaged in the Social Services and Poverty Eradication and Infrastructure and Utilities clusters.

The principle of multiple stakeholder participation, although noble on paper since it brings together experts from various fields and sectors, has resulted in the creation of bloated WASH committees which has continued to compromise on their efficiency and effectiveness. This is in addition to the fact that the WASH committees are marred with inconsistent representation and disgruntled membership and low attendance to planning and review meetings. In addition, the bloated committees remain largely underfunded, with their activities not being implemented according to the approved Annual Work Plans and Budgets. This results in the Annual Work Plans and budgets becoming white elephants whilst gathering dust in the offices of the Rural District Council (RDC). This in turn further translates to disgruntlements on the part of the committee members who feel their activities are not being adequately prioritized and supported by government. In most cases, the RDC leaves the financial support of the committees to be taken up by the NGOs and UN agencies resident in the district, and this further compromises on the role of the WASH committees to monitor and supervise the work of the same NGOs and UN agencies. It can therefore be concluded that the adoption of the integrated approach, although noble in theory, has resulted in the creation of ineffective and inefficient district and sub-district WASH structures which have failed to stir the provision of WASH services to the rural poor.

Another important principle of the integrated approach which has also been embraced by the WASH sector in Zimbabwe is that of multiple sector coordination. The coming in together of different stakeholders and sectors need to be effectively coordinated if each member ministry or agency is to successfully carry out its mandate and contribute fully to the mandate of the WASH structures. One coordination forum recommended by the NAC as per its policy guidelines is that of coordination meetings, the frequency of which varies from one WASH committee to the other. Effective coordination also requires clarity on the roles of each sector ministry or agency and that technically sound and democratic leadership that are respected by all members of the WASH



committees. The study has however revealed that not only are the coordination meetings poorly attended, but that they are infrequent in nature and not in line with the NAC policy recommendations. The study further revealed that leadership to the committees is pre-determined by policy, thus in most cases, the leadership is neither technically sound nor democratically elected by members, leaving the decision on determining leadership of the different committees to politicians. It can therefore be concluded that multiple sector coordination of the WASH sector is very weak, and this has translated into duplication of roles by the member ministries and agencies on one hand, and of the activities of NGOs and UN agencies. This has further translated into poor WASH service delivery as evidenced by the low WASH access levels and coverage at sub-district levels. One can therefore deduce that the integrated approach has led to ineffective coordination of the various stakeholders and activities which has further resulted in poor WASH service delivery. It can be further concluded that the integrated approach is largely irrelevant as a tool for the delivery of WASH services to the rural poor.

It can also be concluded that the WASH committees outlined above are largely ineffective if not defunct mainly due to lack of funding, imposed leadership, duplication of roles and responsibilities, inconsistent coordination meetings and erratic member representation. The committees are thus caught up in a vicious cycle where all these factors directly lead to disgruntlement among members and ineffective WASH committees incapable of carrying out their core mandate of coordinating, monitoring and technically supporting NGO activities. This then eventually leads to the poor delivery of WASH services to the rural poor. Another issue highlighted by the study is that of lack of transparency in decision-making across all stages of the project management cycle. This is caused by imposed leadership and exclusion of key agencies in key taskforces constituted by the various committees. This further adds on to the vicious cycle of the ineffective WASH committees that eventually result in poor WASH services delivery to the rural poor. Overallly therefore, the study can conclude that the integrated approach is negatively affecting the delivery of WASH services to the rural poor as evidenced by the case study of Binga district. This is despite the fact that there is a lot of donor supported WASH programmes in Binga district, some of which have been implemented for the past 20 years. Although the study was able to spell out some of the issues contributing to the poor delivery of WASH services in Binga district,

the research presented some strong arguments that these are not the major factors contributing to the poor delivery of WASH services in Binga district.

### **5.3. Recommendations**

Given the aforementioned findings that emanated from this study, the researcher hereby recommends that a number of measures be put in place to ensure that the integrated approach impacts positively on the delivery of WASH services to the rural poor and hence to the attainment of the country's blueprint goals, the ZimASSET and the achievement of the Millennium Development Goals (MDGs). These measures include the following:

1. The WASH structures need to be revisited by the main NAC as a matter of urgency to address the issue of bloated membership and, issues which are rendering the WASH committees ineffective. The District Water Supply and Sanitation Sub-Committee (DWSSC) would need to be trimmed from an average of 25 to 10 members. This would ensure that only the key ministries and agencies are coopted into the committee, rather than including all sector ministries represented district level, all in the interest of promoting popular participation. A streamlined structure would ensure cost-effectiveness and efficient decision-making processes, which would in turn impact positively on the delivery of WASH services to the rural poor.

2. Another key recommendation is for the government to address the area of inconsistent representation into the WASH structures as this has a bearing on institutional memory, continuity and hence sustainability of the committees in the long run. The NAC should ensure that the abolishment, reshuffling and/or creation of some ministries and department should not affect membership to the WASH structures by at least maintaining the same representatives into the committees. Incentives such as sitting allowances for members can also boost the morale and commitment of the committee members, thus resulting in consistent attendance and high participation by members.

3. The study has shown that for WASH structures to be effective in fully embracing the integrated approach, they should adhere to the principles of good governance, which include transparency in

decision-making and democratic leadership. The researcher therefore recommends that leadership of the various committees should be elected by the different members based on technical capacity and good leadership skills. Democratic leadership results not only results in good governance, but it also ensures transparency in decision making. This would ensure that the WASH structures are both efficient and effective in ensuring the delivery of WASH services to the rural poor.

4. For the integrated approach to be an effective tool in the delivery of WASH services to the rural poor, financial and material support is needed to oil the activities of the various WASH structures. A lot of advocacy with government and local authorities is required on the part of the main NAC and its sub-structures to ensure that adequate funding is availed. This advocacy would ensure that both the) central government and Rural District Councils (RDCs avail funds earmarked for WASH coordination through the fiscas and the Rural Consolidated Development Fund (RCDF). Such funding modalities would increase the motivation of members and also enable the NAC and its sub-structures to effectively carry out their mandate of ensuring the delivery of WASH services to the rural poor as per their Annual Work Plans and Budgets.

#### **5.4. Areas for further study**

The study has contributed to the debate on how the integrated approach is impacting on development as it relates to the delivery of WASH services to the rural poor by looking at a case study of Binga district. Not so much research has focused on this area, hence the researcher is of the view that further studies are needed on not only how the integrated approach is impacting on the delivery of WASH services to the rural poor, but also on how the approach could be adapted into the WASH sector. Further research is needed on how the approach is also impacting on the other sectors such as Agriculture and Food Security and HIV and AIDS.

## Appendix 1: Composition and functions of the NAC and its sub-committees

Committee & its membership	Key functions
<p><b>National Action Committee</b></p> <p><b>Composition</b></p> <p>Permanent Secretaries from Ministry of</p> <ul style="list-style-type: none"> <li>- Environment, Water &amp; Climate (Chair)</li> <li>- Office of the President and Cabinet (OPC) - District Development Fund (DDF)</li> <li>- Health &amp; Child Care</li> <li>- Agriculture, Mechanization &amp; Irrigation</li> <li>- Rural Development</li> <li>- Women Affairs, Gender &amp; Community Development</li> <li>- Public Service, Labour and Social Services</li> <li>- Primary and Secondary Education</li> <li>- Energy &amp; Power Development</li> <li>- Youth, Indigenization &amp; Economic Empowerment</li> <li>- Small and Medium Enterprises and Co-operative Development</li> <li>- Finance and Economic Development</li> </ul> <p><b>Reports to:</b> Cabinet Committee on Water and Sanitation chaired by the Minister of Environment, Water &amp; Climate</p> <p><b>Meetings:</b> Meets once in a quarter</p>	<ul style="list-style-type: none"> <li>▪ Provide sector policy guidelines, regulation and oversight</li> <li>▪ Approve sector plans and strategies</li> <li>▪ Mobilize resources and facilitate and approve investment plans</li> <li>▪ Provide sector coordination, including trans-boundary issues</li> <li>▪ Liaise with sector donors and NGO activities</li> <li>▪ Monitor, evaluate and report on sector performance</li> <li>▪ Receive and act on reports from the sub-sector committees and other structures as determined from time to time.</li> </ul>
<p><b>NAC sub-committee on Rural WASH</b></p> <p><b>Composition</b></p> <p>Permanent Secretaries from Ministries of:</p>	<ul style="list-style-type: none"> <li>▪ Advise NAC on the review and harmonisation of all enabling legislations.</li> <li>▪ Facilitate the involvement of all stakeholders in rural water supply and sanitation.</li> <li>▪ Oversee the planning, coordination, implementation and monitoring of rural water supply and sanitation programmes</li> </ul>

<p>- Office of the President and Cabinet (OPC) - District Development Fund (DDF) (Chair)</p> <p>- Health &amp; Child Care</p> <p>- Environment, Water &amp; Climate</p> <p>- Local Government, Public Works &amp; National Housing</p> <p>- Transport and Infrastructural Development</p> <p>- Women Affairs, Gender &amp; Community Development</p> <p>- Rural Development</p> <p>- Lands &amp; Rural Resettlement</p> <p>- Youth, Indigenization &amp; Economic Empowerment</p> <p>- Public Service, Labour and Social Services</p> <p><b>Reports to:</b> The sub-committee reports to the main NAC</p> <p><b>Meetings:</b> At least once every month</p>	<ul style="list-style-type: none"> <li>▪ Facilitate the development of capacity of all actors to ensure effective participation at all levels in the planning and management of water and sanitation programmes</li> <li>▪ Facilitate the collection, analysis and dissemination of data on water supply and sanitation coverage</li> <li>▪ Establish and sustain effective community based operation and maintenance systems</li> <li>▪ Develop sub-sector strategies for the sustainable implementation of water supply and sanitation programmes</li> <li>▪ Facilitate the development of policy guidelines on the management of rural water supply and sanitation programmes</li> <li>▪ Promote appropriate technologies and raise awareness on gender issues for the sub-sector</li> <li>▪ Raise awareness on the importance of efficient and sustainable use of water resources, including measures to mitigate the impacts of climate change and other natural disasters.</li> </ul>
<p><b>NAC Sub-Committee on Urban Water and Waste Water</b></p> <p><b>Composition</b> Permanent Secretaries from Ministries</p> <p>- Local Government &amp; Public Works &amp; National Housing (Chair)</p> <p>- Health &amp; Child Care</p> <p>- Finance &amp; Economic Development</p> <p>- Environment, Water &amp; Climate</p> <p>- Energy &amp; Power Development</p> <p>- Small and Medium Enterprises and Co-operative Development</p> <p>- Public Service, Labour and Social Services</p> <p><b>Reporting:</b> Sub-committee reports to the main NAC</p> <p><b>Frequency of Meetings:</b> At least once every month</p>	<ul style="list-style-type: none"> <li>▪ Advise NAC on the review and harmonisation of all enabling legislations.</li> <li>▪ Oversee the planning, coordination, implementation and monitoring of urban water supply and wastewater treatment programmes</li> <li>▪ Facilitate the production and implementation of tariff setting guides and models for the sub-sector</li> <li>▪ Facilitate the development of capacity of all actors to ensure effective participation at all levels in the planning and management of urban water and wastewater programmes</li> <li>▪ Facilitate the collection, analysis and dissemination of data on water supply and wastewater coverage</li> <li>▪ Support piloting of privatizing urban water supply services, including capacitating new utilities</li> <li>▪ Develop sub-sector strategies for the sustainable implementation of water supply and wastewater programmes</li> <li>▪ Facilitate the development of policy guidelines on the management of urban water supply and sanitation programmes</li> <li>▪ Promote gender and ecologically sensitive waste removal and treatment measures</li> <li>▪ Advocate and raise awareness on the importance of efficient and sustainable use of water resources,</li> </ul>

	<p>including measures to mitigate the impacts of climate change and other natural disasters.</p> <ul style="list-style-type: none"> <li>▪ Raise awareness and support programmes dealing with solid waste management</li> </ul>
<p><b>NAC Sub-Committee on Water Resources Management</b></p> <p><b>Composition</b>  Permanent Secretaries from Ministries of:  - Environment, Water &amp; Climate (Chair)  - Agriculture, Mechanization &amp; Irrigation  - Energy and Power Development  - District Development Fund (DDF) Local Government &amp; Public Works &amp; National Housing  - Women Affairs, Gender &amp; Community Development  - Lands &amp; Rural Resettlement</p> <p><b>Reporting:</b>  Sub-Committee reports to the main NAC</p> <p><b>Frequency of Meetings:</b>  At least once every month</p>	<ul style="list-style-type: none"> <li>• Coordinate and regulate major water infrastructure development</li> <li>• Facilitate the production of River Systems Outline Plans (RSOPs), including Catchment Outline Plans and integrating these with trans-boundary River Basin Plans</li> <li>• Facilitate the development of capacity of all actors to ensure effective participation at all levels in the planning and utilization of water resources</li> <li>• Facilitate studies to inform the sub-sector, including but not limited to dam safety and management, flood mitigation and control, ecosystems approaches, raw water tariff setting and policies, among others.</li> <li>• Participate and contribute regionally to trans-boundary water resources management, taking account of key water sector protocols for which Zimbabwe is a signatory</li> <li>• Facilitate the collection, analysis and dissemination of data on water resources management for sustainable utilization and monitoring of the resources</li> <li>• Develop sub-sector strategies for the sustainable utilization of water resources</li> <li>• Facilitate the national water infrastructure development, implementation and coordination.</li> <li>• Facilitate the involvement of co-operating partners in water resources management.</li> <li>• Facilitate monitoring of water quality in all national water bodies, including the control of aquatic invasive weeds</li> <li>• Raise awareness on the importance of efficient and sustainable use of water resources, including measures to mitigate the impacts of climate change and other natural disasters.</li> </ul>

**Source:** Ministry of Water Resources Management and Development (2010). Water and Sanitation Sector Coordination Mechanisms, Terms of Reference for the NAC and its Sub-structures

## Appendix 2: Composition and functions of the WWSSC

NAC Structure	Roles and responsibilities
<p><b>Ward Water Supply and Sanitation Sub-Committee</b></p> <p><b>Composition:</b></p> <ul style="list-style-type: none"> <li>• Ministry of Local Government - Ward Councillor (Chair)</li> <li>• Ministry of Health - Environmental Health Technician (EHT)</li> <li>• Ministry of Agriculture - AGRITEX Officer</li> <li>• Ministry of Women Affairs, Gender &amp; Community Development - Ward Development Officer</li> <li>• Ministry of Youth, Indigenisation &amp; Economic Empowerment – Youth Officers (2)</li> <li>• DDF – Pump Minder</li> <li>• NGO representative</li> </ul> <p><b>Reporting:</b> Reports to the District Water Supply and Sanitation Sub-Committee</p>	<ul style="list-style-type: none"> <li>• Facilitate the mobilization of all community members in rural water supply and sanitation.</li> <li>• Ensure production of ward WASH plans that are in line with district development plans</li> <li>• Oversee the planning, coordination, implementation and monitoring of rural water supply and sanitation programmes in their respective ward.</li> <li>• Facilitate the capacity development of community members to ensure effective participation in the planning and management of water and sanitation programmes</li> <li>• Facilitate the collection, analysis and dissemination of data on water supply and sanitation coverage</li> <li>• Establish and sustain effective community based operation and maintenance systems</li> <li>• Promote appropriate technologies and raise awareness on gender issues for in WASH</li> </ul>
<p><b>Village Water Supply and Sanitation Sub-Committee</b></p> <p><b>Composition</b></p> <ul style="list-style-type: none"> <li>• Ministry of Local Government – Village Head</li> <li>• Ministry of Health – Village Health Worker</li> <li>• Ministry of Youth, Indigenisation &amp; Economic Empowerment (Youth Officer)</li> </ul> <p>Community Members:</p> <ul style="list-style-type: none"> <li>• Latrine Builder;</li> <li>• Home Based Carer</li> <li>• Pump Care Taker</li> </ul> <p><b>Reporting:</b> Reports to the Ward Water Supply and Sanitation Sub-Committee</p>	<ul style="list-style-type: none"> <li>• Facilitate the mobilization of all community members in their respective villages.</li> <li>• Oversee production of village WASH plans in line with district and provincial plans.</li> <li>• Ensure the involvement of all community members in the planning, implementation and monitoring of rural water supply and sanitation programmes in their village.</li> <li>• Facilitate the selection of project sites and beneficiaries as per agreed criterion.</li> <li>• Facilitate the collection of data on water supply and sanitation coverage and beneficiaries.</li> <li>• Establish and sustain effective community based operation and maintenance systems</li> <li>• Ensure the participation of women in WASH.</li> </ul>

<p><b>Water Point Management Committees</b></p> <p><b>Composition</b> Representatives of Water Point Users:</p> <ul style="list-style-type: none"> <li>• Chairperson</li> <li>• Vice Chairperson</li> <li>• Secretary</li> <li>• Treasurer</li> <li>• Committee Members (3)</li> </ul> <p><b>Reporting:</b> Reports to the Village Water Supply and Sanitation Sub-Committee.</p>	<ul style="list-style-type: none"> <li>• Day to day management of water point, ensuring proper functionality</li> <li>• Reporting on any major breakdowns to the Pump Minders</li> <li>• Mobilization of revenue for repairs and maintenance from water point users</li> <li>• Maintenance of water point, ensuring proper hygiene is maintained.</li> <li>• Calling for meetings and maintaining reports of such meetings.</li> <li>• Maintaining proper records on users, repairs, meetings, as required.</li> </ul>

**Source:** National Coordination Unit (2013). Decentralisation of Rural WASH, NAC documents.



### Appendix 3: Letter from Midlands State University

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Zimbabwe,  
Telephone: 26354260432 ext 319

Fax: 263-054-60442



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**MIDLANDS STATE UNIVERSITY**  
Chairperson of the Department of Development Studies

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21 September 2015

To Whom it May Concern

**STEWART NYAMURANGA: MASTERS IN DEVELOPMENT STUDIES (MADS)**

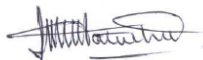
This letter serves to confirm that Stewart is in his final year of study and is expected to carry out a research in partial fulfillment of the requirements of his degree programme. The student has received training in Research Ethics. Kindly allow him to collect data for his research. Thank you in advance for being helpful in this regard.

For further details about the student, feel free to contact me on [matunhuj@msu.ac.zw](mailto:matunhuj@msu.ac.zw) or

00263733809555

Yours faithfully

Jephias Matunhu (PhD)



**Appendix 4: Questionnaire**

My name is Stewart Nyamuranga. I am a Master of Arts in Development Studies student at Midlands State University and currently undertaking a research study on the “*Impact of the integrated approach on the delivery of WASH services in Binga district.*” As one of the key WASH stakeholders in your district, you have been selected as one a respondent for this study. The information you provide will be treated confidentially and the results generated from this study will only be used for academic purposes only.

Questionnaire No:.....

**Section A:** Application of the integrated development management approach in the WASH sector.

1. In your district, which committee do you belong to?

DWSSC       WWSSC       VWSSC       Water Point

2. In your WASH committee, which member institutions or agencies are represented?

.....

3. Which government ministry/ department/agency is currently chairing your committee?

.....

4 (a). Are you satisfied in having this ministry/ agency chairing your committee?

Very satisfied     Satisfied       Not satisfied

(b) Kindly provide reasons for your above response.

.....

5 (a) Are the roles and responsibilities of the member institutions/ agencies clearly spelt out and understood?

No       Yes       Don't Know

(b) Kindly give reasons for your above response.

.....

6. For how long have you been a member of this committee?

>5yrs     3 – 5 yrs       1 – 3 yrs       <1 yr

7. Has there been consistent representation into your committee by nominees from member ministries and agencies?

Yes       Not at all       Don't know

(b) In your opinion, what are the reasons for this level of consistency of representation?

.....  
8 (a) Which ministry or agency, if any, has the most decision-making powers in this committee?  
.....

(b) Kindly provide reasons for your above response.  
.....

9 (a) Which other ministries or agencies, if any, do you think should also have been included in your committee?  
.....

(b) Kindly provide reasons for your above response.  
.....

10 (a) To what extent do you think the coming in together of multiple sectors and agencies is an effective vehicle in the delivery of WASH services in your district?

Very effective       Effective       Ineffective       Very ineffective   
Don't know

(b) Kindly provide reasons for your above response.  
.....

**SECTION B: Benefits, limitations and threats of the IDM approach in delivery of WASH services**

11 (a) How do you feel about the number of members in your committee?

Too many       Just enough       Few       Not sure

(b) If not just enough, what number of members do you recommend your committee to have for effective delivery of its mandate?

Less than 10       10 – 20       20 – 30       >30

12 (a) In your opinion, is there transparency in planning in this committee?

Not at all       To a small extent

To a large extent       Don't know

(b) Kindly provide reasons for your above response.  
.....  
.....

13. How often have your coordination meetings been held in the last 12 months??

At least once a month  Once in every quarter

Once a year  Only when necessary  Don't know

14(a). What is the average level of attendance to these meetings by members?

More than 90%  About ¾  About ½  Less than ½

(b) In your opinion, what are the reasons for this level of attendance?

.....

15 (a) Are the activities of your committee adequately financed?

Yes  No  Don't know

(b) Apart from government/RDC, what are the other sources of funding, if any, for your committee's activities?

.....

**SECTION C: Overall impact of WASH services in Binga district.**

16 (a) To what extent are the activities of your committee contributing to the delivery of WASH services at community level?

To a large extent  To a small extent  Not at all

Don't know

(b) Kindly provide reasons for your above response.

.....

.....

17. In your opinion, what is the most contributory factor to the low WASH coverage in Binga district?

Inadequate funding  Poor coordination of activities

Resistance to change by recipients  Other: Specify.....

18. In your opinion, what will need to be strengthened or changed in the way in which your committee operates in order to ensure effective delivery of WASH services in your district?

.....

.....

## **Appendix 5: Interview Guide for WASH Stakeholders**

**Objective 1:** To examine how the integrated development management approach is applied in the WASH sector.

1. Explain how the WASH sector is structured in your district, clearly indicating the reporting lines of the different pillars?
2. Elaborate on the roles and responsibilities of the different institutions and sector ministries or agencies?
3. How is decision making authority organized in this structure? Which sector ministries are most powerful? Which ones are the least powerful and why?

**Objective 2:** To assess the benefits, limitations and threats of the IDM approach in the delivery of WASH services.

4. What mechanisms are put in place in these institutions to ensure transparency in planning and decision making?
5. In your opinion, do you feel that there are some sector ministries or agencies that are left out of this structure or that should not be part of this structure?
6. What are the factors which influence the effectiveness of the coordination and planning meetings of the various structures?
7. What challenges do the various institutions represented in this structure face in ensuring that they carry out their full mandate?

**Objective 3:** To ascertain the overall impact of WASH services being implemented through the IDM approach in Binga district.

8. To what extent are the activities of the various committees contributing to the delivery of WASH services at community level? Explain your answer.
9. In your opinion, what will need to be strengthened or changed in the way in which your committee operates in order to ensure effective delivery of WASH services in your district?

## **Appendix 6: Focus Group Discussion Guide**

- Explain how the WASH sector is structured in your district, clearly indicating the reporting lines of the different pillars?
- Elaborate on the roles and responsibilities of the different institutions and sector ministries or agencies?
- How is decision making authority organized in this structure? Which sector ministries are most powerful? Which ones are the least powerful and why?

- What mechanisms are put in place in these institutions to ensure transparency in planning and decision making?
- In your opinion, do you feel that there are some sector ministries or agencies that are left out of this structure or that should not be part of this structure?
- What are the factors which influence the effectiveness of the coordination and planning meetings of the various structures?
- What challenges do the various institutions represented in this structure face in ensuring that they carry out their full mandate?
- To what extent are the activities of the various committees contributing to the delivery of WASH services at community level? Explain your answer.
- In your opinion, what will need to be strengthened or changed in the way in which your committee operates in order to ensure effective delivery of WASH services in your district?

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