



**DIMPEX**  
ASSOCIATES, INC.

**RURAL WATER SUPPLY PROJECT  
BURKINA FASO**

**USAID Project No. 686-0228**

**Trip Report**

**October 19 - 31, 1985**

**Management • Economics • Research • Education & Training**  
**New York • Washington, D.C.**

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**Team: Leyland Hazlewood  
President  
Dimpex Associates**

**Pierre R. Leger  
Director  
International Division  
Medical Care Development, Inc.**

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## 1.0 INTRODUCTION

In the framework of their contract to provide technical assistance to the Government of Burkina Faso (GOBF), the major responsibility of the Contractor, Dimpex Associates and Medical Care Development (MCD) is understood to ensure that:

- a. The project achieves its objectives.
- b. Technical assistance demobilization is done in an orderly manner as dictated by the agreements which exist between the GOBF and USAID.
- c. That the major operational activities which are being implemented by the institutions responsible for both components of the project, that is health and wells construction, can effectively continue to at least maintain the systems and programs developed during the life of the project.

During the period October 19 through 31, 1985, the Contractor provided a high-level management team to make a field visit to Burkina Faso, which was composed of the President of Dimpex Associates, Mr. Leyland Hazlewood, and the Director of MCD's International Division, Mr. Pierre R. Leger. The objective of this visit was:

- a. To review project progress made to date and ascertain capability to achieve the major objectives stipulated in the Contractor's Scope of Work (P10/T No. 686-0228-3-20031 A3).
- b. To prepare a technical assistance demobilization plan which would be orderly and acceptable to the GOBF and USAID.
- c. To ensure that the major project activities have an opportunity to continue beyond all present project assistance (technical assistance and external funding).

Messrs. Hazlewood and Leger had briefing and debriefing sessions during the October field visit and met with the following:

- Officials from:

U.S. Agency for International Development  
Ministry of Health  
Ministry of Water

- U.S. Ambassador to Burkina Faso
- Key project officials, which included the project directors, Chief of Party and other members of the technical assistance team.

The first section of this report presents the Conclusion and Recommendations by the team members during the site visit. The second section is divided into three subsections:

- a. Field Trip Results.
- b. Proposed Demobilization Plan.
- c. Project Activity Maintenance (beyond the anticipated AID assistance, July 31, 1986.)

An annex lists all officials the team met during the site visit.

On behalf of the Contractor, Dimpex Associates and its subcontractor, Medical Care Development, the management team would like to thank officials from the Ministries of Water and Health, and the U.S. Government who have worked with us in the implementation of this successful project. We would also like to extend our thanks to all project personnel with whom we have been able to develop close ties over the years, as well as our technical personnel who have made it possible for the Dimpex and MCD to fulfill their contractual agreements.

While we recognize the problems encountered during the lifetime of this project, we are pleased to acknowledge that the Contractor and its personnel were able to effectively surmount them and contribute to its success. We further acknowledge that throughout the fulfillment of our contractual obligations we have done our best to ensure a successful end result. However, just as important has been our ability to learn from this experience and to improve our capability in

cooperating with the Burkinabe institutions and AID. We believe that this experience, as well as that acquired from managing similar projects throughout the world, are important assets for the implementation of Phase II of the Rural Water Supply Project and would welcome the opportunity to re-invest our acquired experience and expertise in Burkina Faso.

## 2.0 CONCLUSION AND RECOMMENDATIONS

### 2.1 Conclusion

The purpose of the project is to provide the rural residents of southwestern Burkina Faso with (1) a potable water supply system which will meet their minimal daily requirements and (2) an effective community health system enhanced by an improved water system. This achievement is well underway. Most of the project's objectives regarding institutional, technical, and village systems/ programs improvement or development are within reach, and presently have the strong possibility to be achieved by the anticipated external assistance funding.

It is anticipated that some of the targets set for the project will not be achieved. Some of these are numbers of:

- Pumps installed,
- Villages with demonstrated latrines,
- Wells with appropriate sanitary protection,
- Deepened wells,
- Project water systems with known water quality.

However, the project will have put in place the necessary structures upon which these could be achieved in the near future.

In view of this project status, the visiting management team established with project personnel a plan for demobilizing the technical assistance team which entailed the following:

- a. Departure of all members of the long-term technical assistance team by 1 March 1986.
  - Health Education Specialist - mid December.
  - Vehicle Maintenance Specialist - end of December.
  - Chief of Party - end of February.

- b. Completion of all inventories required for demobilization (equipment, furniture, supplies) by February 15, 1986.
- c. Determination of all deliverables required (final report, vouchers, inventory lists, etc.)
- d. The closing of all technical assistance accounting by February 1986.

Thus, the departure of the Contractor's personnel will take place at an appropriate time and will not pose any problem to the completion of the project by July 31, 1986. Moreover, the Contractor will be able to effectively close its accounts in Bobo-Dioulasso, and submit all deliverables by the time that its Chief of Party departs from Burkina Faso.

The management team was quite pleased to learn that the U.S. Government is giving serious consideration to a Phase II of the Rural Water Supply Project. It is anticipated that the proposed second phase would be funded by FY 87 and would most likely begin during the first semester of 1987 at the earliest. Further, the team was pleased to note that specific actions in the areas of provincial pump maintenance systems, pump representation, and the development of a handbook for Itinerant Agents will provide the basis for consolidating project achievements and the foundation upon which the proposed Phase II can be designed and implemented. The key will be to ensure that during the lapse time between the end of Phase I and the start of Phase II (6-12 months), the structures developed within the framework of Phase I, and are deemed necessary to support a Phase II, are permitted to be operated at a minimal level in order not to lose the momentum that has been reached in the first phase. The GOBF and USAID should decide by July 1986, what units of the project will need to be kept operational for Phase II, and should seek ways to fund some level of operation of these units.

Specific recommendations on End of Project Achievement, External Assistance, Demobilization, and Phase II Development are presented hereafter.

## 2.2 Recommendations

Recommendations pertaining to the End of Project Achievement and Phase II Project Design are presented herein. The management team presents only policy recommendations; operational recommendations will be addressed by the technical assistance team. Following are our policy recommendations:

### 2.2.1 End of Project Achievement

- A. Funding for all project activities in both components should continue until July 1986 in order to maximize project outputs and keep operational units active.
- B. The project should continue the funding of all operating costs, including salaries for the 78 Itinerant Agents (AI's) who have been trained by the project, until July 1986.

It is presently too late to consider transferring operational costs for the AI's to the GOBF. Such an action would pose problems that would threaten the existence of the trained AI corps, but it would reduce their efficiency, which is possibly the most important structure that has been put in place by the project.

- C. The project should seek to create a special committee which objective will be to plan the transition to GOBF of the trained AI corps. This committee should be put in place by January 1986, and the following tasks should be required:
  - 1. Address the issues concerning integration of the AI's into the civil service.
  - 2. Determine and propose national job descriptions for this group of personnel.
  - 3. Develop and recommend clear policies regarding the education (training) and utilization of AI's.

4. Review and finalize an official national manual for the AI's.
  5. Identify and recommend solutions for all other issues related to the integration and utilization of AI's.
- D. The project should consider giving priority to the complete development of the laboratory unit at Bobo-Dioulasso. The physical infrastructure and basic equipment and supplies are presently available; however, the organization and operation of the lab remains a critical factor to the rationalization of the investment. It is recommended that short term technical assistance be provided by the Contractor to resolve all outstanding problems, and develop operational guidelines and training programs for lab operator(s).
- E. The project should give priority consideration to the following activities during the remaining eight months:
1. Development of pump repair and maintenance structures in the provinces covered by the project.
  2. The training of the remaining 32 AI's.
  3. The completion of the manual for the AI's.
  4. The establishment of a functional water laboratory in Bobo-Dioulasso.
  5. The drilling of at least 40 additional deep wells.
  6. The deepening of at least 30 additional deep wells.
  7. The installation of at least 100 more pumps.
  8. The sanitary improvement of at least 100 more water points.
- F. The Contractor should be given the opportunity to meet with the evaluation team and comment on project implementation prior to the evaluation, as well as review and comment on the evaluation report. It is preferred that the latter be done before the report is finalized. This will greatly reduce misunderstanding and enhance the achievement of a rational evaluation of the project.

**2.2.2 Design of a Second Phase for the Rural Water Supply Project**

- A. The design of the second phase should be a collaborative undertaking by Burkinabe and U.S. professionals. Such a collaborative arrangement will prove to be crucial for the success of the second phase. Because of the need to have a team approach to project design, it will be highly desirable that team building of 3-5 days exercise take place in Ouagadougou prior to design activities.**
- B. Careful consideration should be given to the project implementation strategy. Such a strategy should continue to be based on institutional development. The process of institutional development may have been more expensive and more difficult during Phase I, but on a long-term basis, this would prove to be more beneficial to the country than simply providing turnkey systems.**
- C. The design team should seek the close collaboration of all Burkinabe who have worked in the project. Unless past project personnel are integrated into the design, problems encountered during Phase I may not be identified and addressed by the design team.**
- D. It is during the design process that the role and responsibilities of technical assistance contractors be defined and agreed upon. This will help avoid problems which the contractors have had to address during Phase I.**

### 3.0 FIELD TRIP RESULTS

#### 3.1 Project Status

The management team found that project progress has been quite remarkable since their last field visit in December 1984 and was satisfied with the project status, which is summarized in Table 3.1. While the team feels that technical indicators reflecting project success were quite appreciable (such as the number of wells drilled and dug, etc.) it was much more pleased with the level of institutional development that has taken place since December 1984. The Technical Management Unit (TMU) concept has been fully instituted and is functioning in a satisfactory manner. The concept of using the Chief of Party for technical assistance was found to be much appreciated by the technical directors. The Chief of Party himself was highly considered by his counterparts and found to be quite efficient. Many of the problems which existed with the administrative/financial unit are in the process of being resolved. The management of commodities has been rationalized and an effective system has been put into place. The new administrator, Pauline Tiendrebeago, seemed to be working very well. She is primarily addressing financial matters presently a new central procurement unit is being developed and is proposed to become an administrative function under the Administrator.

Tighter administrative and accounting control procedures are currently being put in place, fuel and vehicles utilization control, small parts purchasing control, etc.

The garage operation was found to be in good shape and presently faces no major operational problems. However, the effective replacement of the T.A. garage specialist is quite doubtful.

The stock room organization and operation have been greatly improved.

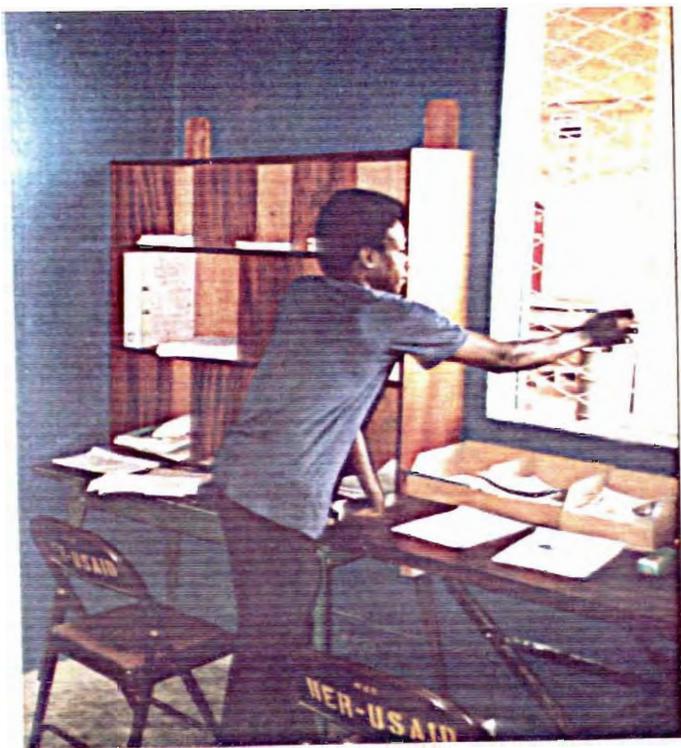
The management team was not pleased with the water laboratory that has remained non-operational. While investments have been made in the physical plant, equipment procurement remains a problem. Moreover, no specific program has been designed to define the scope of operation for the laboratory in terms of services to be provided and personnel.

As for drilling equipment, the management team was pleased to find the TH-60 in operation and a stand-by engineer for the rig is available. This will greatly increase the chance for all remaining wells to be drilled by the end of this campaign.

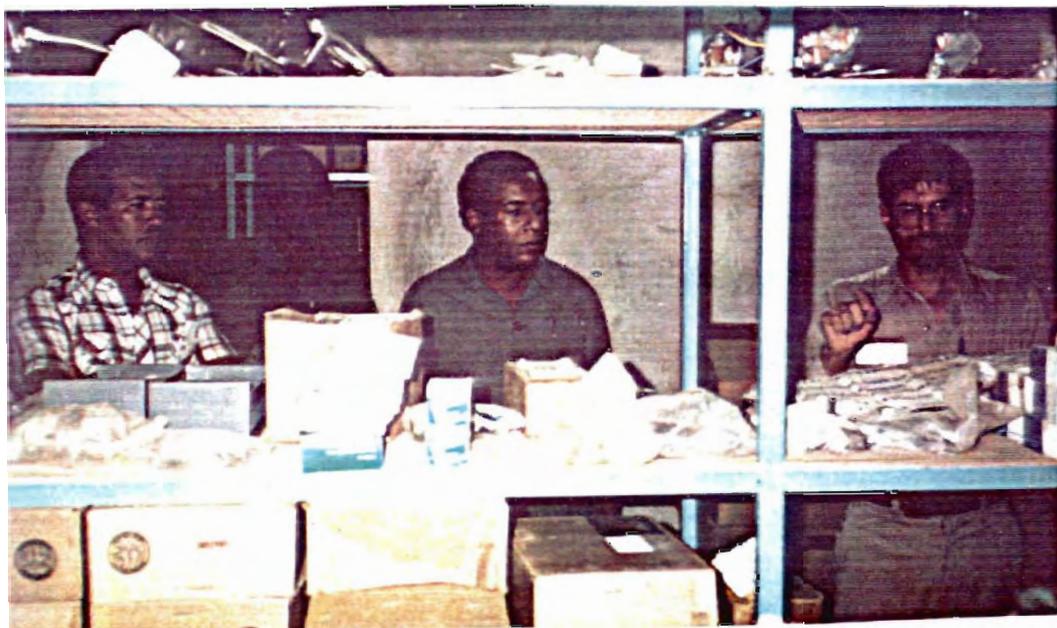
The management team was also pleased to find that a manual for the AI's was being prepared. This manual will greatly facilitate the acceptance and integration of this corps into the government structure.

Finally, the team was pleased with the progress registered by the hydrogeology unit. Presently the host country national who is working in the hydrogeology unit is performing very satisfactorily. The unit is primarily involved with wells siting and the analysis of collected data.

Much of the work that needed to be done by the end of the project was in the process of completion. The hydrogeological information which will be left behind by the project will be of great value to the region and the country.



IMPROVED LAYOUT AND MANAGEMENT PROCEDURES IN GARAGE AND WAREHOUSE



**TABLE 3.1 PROJECT STATUS**

<u>Activity</u>	<u>Objectives</u>	<u>Status</u>	<u>%</u>
<u>Technical Level</u>			
Drilled Wells	320	268	84
Dug Wells	300	300	100
Pumps Installed	620	415	67
Sanitary Protection of Wells	620	284	46
Deepened Wells	150	16	11
Water Analysis	139	12	9
Demonstration Latrines	550	378	69
<u>Institutional Level</u>			
1. <u>Human Resources</u>			
a. Drilling Brigade	1	1	100
b. Digging Brigade	2	2	100
c. Pump Installation & Repair Team	4	2	50
d. Masonry Team	1	1	100
e. Well Development & Testing Team	1	1	100
f. Health Extension Worker	110	78	71
2. <u>Management Systems</u>			
a. Components Management		Satisfactory	
b. Technical Assistance Management		Satisfactory	
c. Coordination		Satisfactory	
d. Administration		Satisfactory	
e. Commodities Management		Satisfactory	
<u>Village Level</u>			
1. Village Covered	550	511	911
2. Village Health Workers	550	400	73
3. Health Education Program Coverage	550	480	87
4. Pump Maintenance Structure	110-550	0	0
5. Village Midwives Trained	-	194	-

### 3.2 PROPOSED DEMOBILIZATION PLAN

#### 3.2.1 Personnel Departure

- |   |                 |
|---|-----------------|
| - STC. McKay                              | End of November |
| - D. Dishman, Health Education Spec.      | Mid December    |
| - R. Robertson, Vehicle Maintenance Spec. | Mid December    |
| - N. Adrien, Chief of Party               | End of February |

Note: LTC to spend 1-2 days at home office debriefings. Also will need at least 1-2 days debriefing in Ouaga.

#### 3.2.2 Requested STCs

- |                                |         |
|--------------------------------|---------|
| - Master Driller               | 4 weeks |
| - Laboratory Development Spec. | 4 weeks |

#### 3.2.3 Housing

- Vacated houses to have lease terminated at end of month submitted to GOBF. COP will work out details with USAID.

#### 3.2.4 Final Report

- Submission of final report of all T.A. personnel to COP is prerequisite for departure.
- Final project report to be prepared by COP in collaboration with Technical Directors before departure.

#### 3.2.5 Financial Plan

- Required funds for travel and personal effects transportation will be sent to COP as soon as final estimates are telexed to Dimpex/MCD.
- It is anticipated that some bills from the field will be received after departure of T.A. personnel. However, USAID will approve all vouchers nine (9) months after Contractor's termination date.
- The total expenditures may go beyond amount of contract by \$20,000-\$30,000. By January 1, 1986 Dimpex/MCD will have balanced project books and, therefore, will be sure of that matter.

ANNEX

Trip Schedule

- |   |                 |
|---|-----------------|
| 1. Team arrival in Burkina Faso   | 19-20 Oct. 1985 |
| 2. Meeting with USAID Officials   | 21 Oct. 1985    |
| 3. Meeting with Ministries of Water<br>and Health Officials                       | 22 Oct. 1985    |
| 4. Departure to Bobo-Dioulasso  | 23-24 Oct. 1985 |
| 5. Meetings/Visits with Project Officials<br>(Directors, T.A. Team Members, etc.) | 23-26 Oct. 1985 |
| 6. Return to Ouagadougou  | 26 Oct. 1985    |
| 7. Debriefings at USAID   | 28 Oct. 1985    |
| 8. Visit with U.S. Ambassador   | 28 Oct. 1985    |
| 9. Debriefing with Ministry of Water  | 29 Oct. 1985    |
| 10. Debriefing with Ministry of Health  | 31 Oct. 1985    |
| 11. Departure from Burkina Faso   | 31 Oct. 1985    |