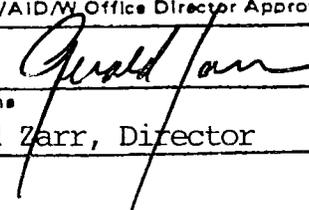


## PROJECT EVALUATION SUMMARY (PES) - PART I

PROJECT TITLE  Community Water Systems Development			2. PROJECT NUMBER 521-0155	3. MISSION/AID/W OFFICE USAID/Haiti
			4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>2</u>	
5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING	
A. First PRO-AG or Equivalent FY <u>84</u>	B. Final Obligation Expected FY <u>88</u>	C. Final Input Delivery FY <u>88</u>	A. Total \$ _____	7. PERIOD COVERED BY EVALUATION
			B. U.S. \$ <u>6.0 million</u>	From (month/yr.) <u>6/84</u>
				To (month/yr.) <u>2/87</u>
				Date of Evaluation Review <u>2/12/87</u>
8. SUMMARY OF PROJECT IMPLEMENTATION STATUS				

After an initial rocky start-up period, project management and field systems are now firmly established and functioning smoothly, as the project has built up momentum. The pace of project implementation was slowed down during the first year by a set of unfortunate circumstances, for the most part, outside of the Grantee's control. Among the most significant of these can be mentioned: 1) the underestimation by project planners of the time required for the Grantee to set up and render operational the project implementation local office at Les Cayes; 2) protracted delay encountered in satisfying certification requirements imposed by Congress for funding approval which, inter alia, pushed back the equipment and vehicle procurement schedule; and 3) initial difficulty by the Grantee in bringing on board key project management personnel.

Work progress continued to be adversely affected during the second year of operation because of civil disturbances, in the wake of the overthrow of the Duvalier regime, which disrupted the work schedule and damaged some of the systems already constructed. Another restraining factor that emerged from project implementation experience is that the process of community building and organization, and use of volunteer and "FW compensated labor proved to be far more problematic, complex and time consuming than was originally believed. The sum total of all of the factors

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS			10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT	
<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify)	A. <input type="checkbox"/> Continue Project Without Change	
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PID/T	_____	B. <input type="checkbox"/> Change Project Design and/or	
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PID/C	<input type="checkbox"/> Other (Specify)	<input checked="" type="checkbox"/> Change Implementation Plan	
<input checked="" type="checkbox"/> Project Agreement	<input type="checkbox"/> PID/P	_____	C. <input type="checkbox"/> Discontinue Project	
11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)			12. Mission/AID/W Office Director Approval	
John Airhart, Chief, ENG David Smith, Project Manager, ENG Peter Buijs, Project Coordinator, CARE Robert Gilson, MEO, DRE Daniel César, DRE			Signature 	
			Typed Name Gerald Zarr, Director	
			Date	

previously mentioned is that after almost two-thirds of project implementation time has elapsed (June 1984 - February 1987), about 7 project sites (17.5%) are completed to date, out of the 40 originally planned water systems, and only 40% of budgeted funds were expended. CARE is in the process of developing an implementation plan, to be submitted in one month to USAID, which proposes a two-year extension beyond the current June 1988 PACD, with a modest funding increase (local currency), to allow for the completion of the full 40 water systems, and six months of intensively monitoring and providing technical assistance, on an as-needed basis, to local water user groups (CAEPAs) in community organization and water system maintenance areas. The increase in funding will permit the fielding of an additional 3 construction teams (bringing the total to eight), repairing and/or replacing old vehicles, and adjusting for the higher current costs of materials and equipment, to significantly step up the completion pace of water systems to 12 per year. The Mission will carefully consider this request when submitted, and will base its decision on the Grantee's project implementation performance during the remaining life of the project, and subject to the availability of funds.

ACTION DECISIONS APPROVED BY MISSION AND GRANTEE	OFFICE RESPONSIBLE FOR ACTION	DATE ACTION TO BE COMPLETED
<p>Report recommendations, listed in pages 3-6, were approved for implementation by both the Mission and the Grantee. Many of these focused on the need by the Grantee to undertake rational planning in order to maximize productivity by:</p>		
<p>1. negotiating a contract with each beneficiary community, before beginning construction, spelling out, inter alia, the quantity of volunteer and FFW compensated labor to be provided; the FFW ration size; semi-skilled labor compensation; and the total costs of household connections;</p>	<p>-CARE -CAEPAs</p>	<p>As-needed</p>
<p>2. rank ordering and clustering construction sites throughout the project area. Priority should be given to matching concentrations of beneficiaries with cost effective water systems. Work should proceed cluster by cluster to obtain maximum efficiency in field logistics. As part of this process, consideration should also be given to expanding existing older systems, even though they were not constructed and maintained on a technical par with project systems, because it might be more cost-effective to build on existing systems than construct new ones, in certain cases; and</p>	<p>-CARE</p>	<p>12/87</p>
<p>3. conducting quality community assessments should continue as part of the site selection process, to more objectively measure the potential level of community involvement. Community mobilization and participation initiatives, however, should not be undertaken, nor contributions, solicited, until the feasibility of implementing the water system is determined is determined.</p>	<p>-CARE</p>	<p>As-needed</p>
<p><u>Maintenance</u></p>		
<p>1. The Comites de Quartiers (COQs), or neighborhood committees, whose members were hitherto appointed by the CAEPAs or local water user committees, should be elected on a periodic basis, by affected neighborhood residents.</p>	<p>-CARE -CAEPAs</p>	<p>On-going</p>

ACTION DECISIONS APPROVED BY MISSION AND GRANTEE	OFFICE RESPONSIBLE FOR ACTION	DATE ACTION TO BE COMPLETED
<p>They should be responsible for supervising the maintenance of the fountains and showers rather than performing such tasks themselves. The actual maintenance should rotate among households using the fountains or, if this proves to be unsatisfactory, fountain and shower maintenance should be done by workers paid through the O&amp;M account;</p>		
<p>2. CARE should assist the CAEPAs in identifying and obtaining alternative sources of income, where private connection fees are expected to be insufficient to cover operation and maintenance costs; and</p>	<p>- CARE - CAEPAs</p>	<p>As-needed</p>
<p>3. the level and nature of SNEP repair interventions, including personnel and material resources, need to be negotiated and agreed upon by SNEP, CARE, the CAEPAs and USAID.</p>	<p>- SNEP - CARE - CAEPAs - USAID</p>	<p>6/87</p>
<p><u>Sanitation and User Education</u></p>		
<p>1. CARE should reassess the sanitation and user education promoter's role in terms of allocation of time, appropriateness of messages communicated, materials used and their relationship to desired outcome. In this regard, it is suggested that CARE utilize the services of a consultant who is a specialist in user health education; and</p>	<p>- CARE</p>	<p>9/87</p>
<p>2. the User Education and Community Development units should develop ways and means of mutually supporting and reinforcing each other's activities and messages in the field.</p>	<p>- CARE</p>	<p>on-going</p>

ACTION DECISIONS APPROVED BY MISSION AND GRANTEE	OFFICE RESPONSIBLE FOR ACTION	DATE ACTION TO BE COMPLETED
<p><u>Research</u></p> <p>Studies should be conducted to identify the real costs of system operation and maintenance, willingness to pay for household connections and fountain use, and intermediate benefits (e.g., increased water consumption, improved water quality decreased time in obtaining water, etc.) related to the ultimate benefits of improved health and quality of life.</p>	<p>- CARE</p>	<p>As-needed</p>

PART II

The Mission was favorably impressed by the overall quality of the evaluation report. The scope of work was generally followed and the Executive Summary section is for the most part adequate. The report proposed several thoughtful recommendations to maximize productivity and efficiency. One of the most significant recommended actions urged the expansion of the pilot latrine program to all project sites, given the project's emphasis on proper waste disposal, and the prestige community residents associate with this basic convenience. Although it accepts the validity of this recommendation, CARE project management at the same time signals USAID attention to the financial and time implications that the implementation of this action would cause. In any case, CARE is agreeable to the inclusion of this component in its implementation plan to be submitted to USAID in one month, as previously mentioned in page 2. The recommendation calling for the election of the COQ members by neighborhood groups, and that COQ members should be responsible for supervising the maintenance of fountains and showers by neighborhood families on a rotational basis, rather than performing such tasks themselves, should lead to a more institutionalized and rational routine maintenance system of the fountains and showers.

The evaluation report contains an informative section on the development impact of the project covering the health, economic, social and environmental aspects (see pages 48-58). Project health benefits are of particular interest to the Mission which recently requested LAC approval to shift this project from the ARDN to the Health account. Unfortunately, discussion in this context had to be limited to the generally accepted presumed positive impact on child diarrhea and infectious diseases transmissible by contaminated and stagnant water. In fact, the effectiveness of child survival interventions (e.g., ORT, immunization, etc.) will be limited to the extent that they are implemented in the absence of an adequate, safe and accessible water supply, and modern sanitation practices. A management information system to collect and maintain data on anthropometric, mortality and morbidity indicators over a three-year period was designed at one time by WASH, but was not implemented because of additional cost and staffing resource requirements not available to the project. The project design has also demonstrated that substantial cash and in-kind resources can be generated and harnessed for development purposes in apparently impoverished communities. Thus, the report estimates that beneficiary communities as a whole generated a counterpart cash and in-kind counterpart contribution of \$553,358, an average of \$74,778 per community, or \$14.72 per person (see page 52).

The most significant lesson learned gleaned from the project's implementation experience is an obvious one, but bears repeating nonetheless: the process of community building and organization is a highly complex and time consuming effort, and requires systematic, careful planning to be successful. Project designers should therefore take into account, and build in the project implementation schedule, the time consuming characteristic of this approach.

EVALUATION COST DATA

USAID/Haiti \_\_\_\_\_ or Bureau/Officer \_\_\_\_\_

Form completed by Daniel César DRE/EVAL 5/4/87  
Typed Name Office Date

1. No. and Title of Project/Activity: Community Water Systems Devt. (521-0155)  
(or Title of Evaluation Report) \_\_\_\_\_

2. Date of Evaluation Report: March 1987  
Date of PES (if different): April 1987

3. Mission Staff Person Days involved in this Evaluation (estimated):  
- Professional Staff 5 Person Days  
- Support Staff \_\_\_\_\_ Person Days

4. AID/W Direct-Hire or IPA TDY support funded by Mission (or office) for this evaluation:

<u>Name</u>	<u>Period of TDY (Person-Days)</u>	<u>Dollar Cost: (Travel, Per Diem, etc)</u>	<u>Source of Funds*</u>
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5. Contractor Support, if any, for this evaluation:\*\*

<u>Name of Contractor</u>	<u>Contract #</u>	<u>Dollar Amount of Contract</u>	<u>Source of Funds*</u>
Philip Roark		8,750*	Project
Jacqueline N. Smucker		8,750*	Project

\* The total cost of the evaluation was \$38,000. The \$17,500 amount represents USAID/Haiti's buy-in contribution to the WASH Project.

\*Indicate Project Budget, PD&S, Mission O.E. or Central/Regional Bureau funds

\*\*IQC, RSSA, PASA, PSC, Purchase Order, Institutional Contract, Cooperative Agreement, etc.