

recommendations

technical recommendations

- 1) OGB may consider rehabilitating the four water points near Monigi tank, distributing jerry cans to the people in the North of Goma, and paying the metered water bills until September when the rains start, and discontinue water trucking only at this stage. There will definitely be resistance to stopping the trucking at the stage we are now. Another option may be for OGB to assess the amount of water reaching the Monigi tank. Because the traffic drawing from this tank is increasing by the day, OGB may consider installing a parallel T70 tank with a check valve between the two tanks. This would mean that water level in the Monigi tank and the new OGB tank will be the same when water comes. Then the four rehabilitated tapstands will draw from the two tanks. When the Monigi tank dries up, then the T70 will still hold water for the community around. Due to the hardship people are undergoing, OGB may choose to pay REGIDESO for the water drawn at the 4 tapstands until September when the rains come. Then the people can start paying for their own water.
- 2) The recently formed water committees will need further support and training. In addition it is important to examine documentation from previous involvement in the creation of water committees in Goma ville to try to understand why these have failed. The programme may opt to strengthen the link between the committees with the Zones de Santé. This will make the committees answerable to the Zone de Santé. The existing eastern DRC programme could support this initiative until the committees are well established. OGB should also continue lobbying REGIDESO to ensure that water continues flowing at the taps to boost these committees (a short discussion with REGIDESO during this review mission got water in Tuungane tapstands in an hour).
- 3) OGB will need to move fast (there is only one month left for this work) and ensure sound designs based on sound scientific considerations are generated to ensure that the channel can transport efficiently all the runoff to safe distance, and to ensure that construction is done expeditiously and to acceptable minimum standards of quality. This may mean OGB opting to provide all the necessary materials (stone, sand and gravel) and carrying out supervision of the work, this needs to be done before the rains otherwise there could be bad consequences.
- 4) To do this the invert levels of this channel need to be carefully controlled professionally, so that the necessary grading is obtained. Furthermore the linking of this channel to an existing drain (through a culvert) needs re-examining as no check has been made to establish whether the old channel will carry the additional flow and this may lead to flooding of other parts of the town.
- 5) The remaining cement needs to be well sealed with plastic to increase its life.
- 6) Future drainage works should take into account the hard volcanic formation in this area of DRC, and that it may not be easy to do this hard work for free. It is only fair to ask for community participation in areas where the community can manage/afford. However the community involvement in drainage management is a good initiative that should continue.
- 7) There is a need to standardise the payment of wages in an area to avoid problems and also to be fair to all. The payment of USD11 per m3 in de-sludging (takes 8 men about half an hour to do) does not compare at all with the rate of USD3.06 per m3 for excavating lava (takes 5 men about 1 week to do).
- 8) The Goma team had a good contingency stock that all ironically got lost in the volcano that the team was planning for (amongst other things). It is advised that further stock is stored either in Kigali or in Bukavu. Given the speed with which Oxfam GB was able to mobilize mostly appropriate equipment it is strongly advised that no further contingency stocks are considered for Goma.

- 9) The failure of the team to make use of the plastic squatting slabs raises questions. These slabs were available and should have been put to use. They are easier to move in this environment where latrines are shallow and can fill fast. The argument that wooden slabs are easier to clean than plastic begs scrutiny. The mission recommends maximum use of the resources at hand before moving on to make procurements to serve the same purpose (and at a cost to the environment). In any case it is hard to qualify the use of a permanent timber slab with a temporary tarpaulin super structure, in particular when in use over shallow latrines.
- 10) OGB may consider handing over the de-sludging kits to the teams, then working out a nominal charge of de-sludging (based on no. of latrines de-sludged before the protective clothing is worn out, and before the equipment disintegrates, and a further USD5 for labour OGB is paying this rate per day at the dumping site. Then the recommended fee can be discussed with the teams and the Aires de Santé. This way the teams remain self-employed, the latrines are emptied to adjacent pits (as before), and the latrine owner can dig the dumping pit to bring down the cost.
- 11) OGB may also consider generating a twin pit latrine (this would take the space of a latrine and the adjacent dumping pit). People would use one chamber (it takes roughly two years to fill a latrine) and once filled, shift the super structure to the second chamber for a further two-year use. By this time the night soil in hole one will have decomposed to harmless manure which can easily be bailed out and even sold for farming.
- 12) OGB may consider donating money for garbage collection to Caritas (if they **are** winding up due to funding constraints) and continue mobilising the community to gather garbage at centralised points from where Caritas can then move it to dumping sites.
- 13) Another option may be to consider using this money for purchasing a tractor and a trailer for the environment department. The dept has indicated its readiness to meet the operational costs were they to receive such equipment. The environment dept. can then use this equipment, with strict guidelines (protocol) signed with OGB, for garbage collection. A tractor and a trailer would be less tempting for the local authorities to grab and use for combat. This option would require the closest of scrutiny given the appalling track record of DRC authorities of appropriating for private usage much donated material but OGB has successfully tried this approach in the Palestinian territories. In their favour OGB has, in the past, donated a land rover to REGIDESO in Goma in 1995 that continues to be put to good use.
- 14) With regard to Participation, there is a need to consult and discuss with communities especially when there are problematic issues to be resolved. It is recommended that the current team ensure that they continue discussions with the residents of Birere on the issue of garbage collection and whether they wish to continue with the construction of garbage collection depots.
- 15) Ensuring participation is the remit of both the engineers and the promoters and every effort must be given to ensure that this responsibility is assumed by both. In promoting participation it is inevitable that debate amongst community members and between OGB staff and community members takes place. This is the nature of participation. In an integrated team problem solving must then become the responsibility of all team members.
- 16) The promotion of ORS/SSS requires more rigorous training and monitoring. Giving the wrong quantity of salt may well be dangerous and some countries no longer advocate the homemade remedy for this reason. However, as access to commercially made ORS in many of the counties that OGB works in may require a financial outlay that people are not prepared to make, continuing to promote access to a home based remedy is important. (Goma Programme, Health Advisors and HSP Health).

- 17) If HIV/AIDS is to be integrated into existing programmes then a more structured monitoring process needs to be developed. In addition the country team must endeavour to obtain specific and local background information on HIV including potential partners working in HIV/AIDS, attitudes and beliefs of rural and urban populations and at risk groups and to define possible appropriate interventions.
- 18) Current guidelines for working with volunteers state that during an acute emergency payment of volunteers is acceptable but it must be explained why these incentives will not be continued beyond a certain time and that they are given because it is expected that at this time the volunteers will have a heavy workload. Cash is probably the most appropriate incentive at this time especially if other workers (e.g. tap stand attendants) are also being paid in cash.

general recommendations.

- 19) There is a need to have a clear technical team leader who would work closely with the health promotion team leader. This lessens the burden of the public health coordinator of having to liaise with numerous engineers.
- 20) Under many circumstances it may well be worth considering placing a health promoter as the PHT leader. This would boost the overall recognition, by the engineers, of the public health promotion as key ingredient in the PH interventions.
- 21) In the absence of the above being appropriate then it is essential that project managers of public health programme receiving adequate training and support in the correct planning and management of projects in this sector.
- 22) A great effort was made to shift materials and equipment from OH to the field at very short notice. Once again consideration should be made in the future to procure locally what is available (petrol pumps proved useful, are also locally available, in place of the small diesel engines which could not be used). This is not only in line with the red cross code of conduct, but saves freight charges while ensuring the right equipment for the job, equipment where there is local skill in maintaining, is acquired.
- 23) In order to achieve the above this task should be written into the objectives of the logistics department, possibly under supervision of the RHC (whose job description presumably contains the remit to ensure appropriate preparedness)
- 24) It is recommended that mosquito nets are not sent out on a charter flight unless an epidemic of malaria is predicted or it is known that people are used to using nets, know how to use them and will value them accordingly.
- 25) The collection of mortality and morbidity data should not be necessary if clinics are operating. Whilst clinics may not provide data that is wholly representative of the state of health of the population, it will provide at least information on health trends and is to be preferred to engaging in this very time consuming activity that yields few benefits. Additional information may be obtained by asking communities about the incidence of diarrhoea etc. when discussing other issues.
- 26) Whilst narrative reports are necessary and may be seen as a way to improve writing skills amongst team members, it would also be useful to make use of a monitoring form which summarises data collected. Work needs to be undertaken to ensure that Public Health Promoters are familiar with what kind of forms may be useful and how to use them. (HD Public Health Team in liaison with Goma programme).
- 27) There is a need to develop, standardise and disseminate training materials used during emergency responses. Most of the training is currently organised and conducted by the PHP team with occasional support and participation from other team members but training should be the responsibility of all team leaders and managers. (PHT and HD)

- 28) There is a need to ensure the completion and distribution of the PHP Guidelines in French and to work on the translation of other materials. (PHT and HD)
- 29) Programme support staff must be involved in meetings and programme planning. This did not appear to happen sufficiently in the volcano response programme and resulted in frustration and misunderstandings that could have been avoided or at least moderated.
- 30) Conducting and evaluation is a useful exercise to undertake to develop skills in critical analysis. Whilst it is sometimes appropriate to recruit outside evaluators, a lot more may be learnt by ensuring that HD staff (including where possible, HSP's) are involved in this. However, conducting an evaluation is a time consuming process and time needs to be made available to allow HD staff to do this.
- 31) Report preparation and submission needs to be phased in such a way that it suits as many people's needs as possible. If certain deadlines are impossible to exact too high a cost to meet then discussion and compromise to meet as many stakeholders needs as possible should take place. If everybody's needs are not going to be met this needs to be explained, and will almost always be accepted.
- 32) It must be recognised that however many resources get injected into an existing team with the arrival of a lot of donor money are interest we still cannot get maximum effectiveness and cannot avoid doing long-term damage if we build our responses on existing infrastructure if it is fragile.
- 33) The programme team as a whole must prioritise projects and actions. Once decisions regarding this have been made then the whole team must own them and be managed to them. Overview managers should be a part of the prioritisation process and support teams in meeting objectives. There must be recourse for people to discuss when things are going wrong. Performance management is possible to implement over short periods of time and it is essential that this is carried out.
- 34) More consideration needs to be given to who is capable of managing quality responses and who isn't. For those for whom it is going to be a stretch 'step-aside' should be an option that must be portrayed in a positive light. For those for whom support could be considered as a learning and performance enhancing exercise this support needs to be put in place immediately. We cannot continue to let personnel flounder in positions as a result of management indecision or because we think the alternative might be worse.