

THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF WATER



WATER SECTOR DEVELOPMENT PROGRAMME

PROGRAMME IMPLEMENTATION MANUAL

ANNEX 8

FIELD MONITORING AND
COACHING GUIDE

FEBRUARY 2006

TABLE OF CONTENTS

ABBREVIATIONS	i
PURPOSE OF THE GUIDE.....	1
1.0 MONITORING GUIDELINES	2
1.1 Monitoring.....	2
1.2 Involvement in monitoring.....	2
1.3 Monitoring tools and techniques.....	3
1.4 Organising Field Monitoring.....	4
1.5 Monitoring requirement.....	4
2.0 FIELD COACHING GUIDELINES	4
2.1 Conducting Field Coaching.....	4
2.2 Key Coaching Areas	5
2.3 Planning for Field Coaching Visits.....	6

LIST OF ANNEXES:

ANNEX 1: COMMUNITY PROJECT CYCLE

ANNEX 2A: MONITORING CHECKLIST

ANNEX 2B: MONITORING INDICATORS FOR RWSSP IMPLEMENTATION

**ANNEX 3: FACILITATOR'S GUIDE FOR COUNCILLORS' ORIENTATION
SEMINAR**

**ANNEX 4: ACTION POINTS TO GUIDE DWSTs, FSPs AND TSPs IN
SELF-ASSESSMENT IN IMPLEMENTATION RWSSP**

ANNEX 5: COMMON CRITICAL INCIDENTS

ABBREVIATIONS

CAPSTART	-	Capacity Building Starter Activities
COM	-	Community Ownership and Management
CORPS	-	Community Resource Persons
DC	-	District Council
DRA	-	Demand Responsive Approach
DWST	-	District Water and Sanitation Team
DED	-	District Executive Director
DWE	-	District Water Engineer
DWSP	-	District Water and Sanitation Plans
EHW	-	Education, Health and Water Committee
FGD	-	Focus Group Discussion
FMP	-	Facilities and Management Plan
FSPs	-	Facilitation Services Providers
GoT	-	Government of Tanzania
H+S	-	Health and Sanitation
HIV/AIDS Syndrome	-	Human Immuno Virus/Acquired Immune Deficiency
MoW	-	Ministry of Water
NAWAPO	-	National Water Policy
NRWSSP Programme	-	National Rural Water Supply and Sanitation
O&M	-	Operation and Maintenance
PHAST Transformation	-	Participatory Hygiene and Sanitation for
PV	-	Payment Voucher
RS	-	Regional Secretariat
RWSD	-	Regional Water Supply Division
RWSD	-	Regional Water and Sanitation Team
RWSS	-	Rural Water Supply and Sanitation
RWSSP	-	Rural Water Supply and Sanitation Programme
TCs	-	Trainer- Coaches
TSPs	-	Technical Services Providers
VG	-	Village Government
VC	-	Village Council
VHW	-	Village Health Workers
W&S	-	Water and Sanitation
W.H.O	-	World Health Organisation
WATSAN	-	Water and Sanitation Committee
WEO	-	Ward Executive Officer
WBOs	-	Water Basin Offices
WUA	-	Water User Association
WUC	-	Water User Community
WUG	-	Water User Group

PURPOSE OF THE GUIDE

This Guide has been prepared specifically for Regional Secretariat (RS) and Water Basin Office (WBO) staff assigned to provide capacity building support to districts implementing the National Rural Water Supply and Sanitation Programme (NRWSSP). It is meant to help them organise and conduct the field coaching and monitoring activities in a systematic and effective way. For efficiency purposes, monitoring shall be undertaken through the field coaching process, and this is why this Guide has purposely combined the monitoring and coaching guidelines.

According to capacity building and training scheme – CAPSTART -, monitoring and field coaching shall take place two weeks after the foundation training workshops have taken place. The objective is to ensure that formal training and coaching are realistically complimentary.

The foundation course involves formal training workshops to orient the DWSTs, FSPs and TSPs to new approaches and strategies involved in NAWAPO, their new roles and responsibilities, the project cycle and skills and techniques needed to implement their new tasks.

For the purpose of this Guide the RS and WBO staff assigned to undertake field coaching and monitoring are referred to as Trainer-Coaches (TCs). Under this programme they are assigned to:

- 1) Provide on-the-job field coaching and monitoring of district level players – DWSTs, FSPs and TSPs in order to continuously strengthen their knowledge and skills acquired during the foundation training
- 2) Monitor the implementation of the planned W&S activities and the performance of the players in order to provide supportive guidance and advice

Monitoring and field coaching shall be done on a continuous basis. However, it is not necessary and even not practical for the TCs to visit all the communities during one single field visit to a district. What is needed is for them to regularly review monthly or activity progress reports of FSPs, TSPs and DWSTs, and consult the latter in order to identify specific areas which require their intervention during the field coaching process.

Nevertheless, the first coaching visit must be organised immediately after the foundation course has taken place. It will include a one-day orientation seminar for District Councillors.

For the first rounds of field coaching, the TCs will work closely with the national CAPSTART training consultants in order to provide them with on-the-job skills.

Once the TCs have acquired the skills of the process, they will do the training on their own, with periodic but minimal support from the consultants.

1.0 MONITORING GUIDELINES

1.1 Monitoring

In the context of NRWSSP monitoring is about:

- i) Assessing NRWSSP implementation process i.e. what activities have been implemented and what has not been done
- ii) Identifying constraints encountered during the implementation and their possible causes as well as providing appropriate mitigation measures
- iii) Checking whether the resources are being utilised effectively and efficiently (value for money monitoring)
- iv) Assessing whether the community water and sanitation (W&S) sub-projects are producing the required results

MONITORING IS A CONTINUOUS PROCESS WHICH COMPARES OUTPUT AND PLANNED ACTIVITIES TO:

- a) DETERMINE THE PROJECT'S PERFORMANCE AND ITS PROGRESS TOWARDS ACHIEVING ITS OBJECTIVES**
- b) INFLUENCE THE IMPACT OVER A LONG TERM**

Monitoring results will help District Councils to manage the RWSSP effectively since they will:

- i) Show whether the planned activities are being completed as planned, with good quality and on time
- ii) Allow the revision or rescheduling of the plans/activities in relation to the programme objectives

1.2 Involvement in monitoring

Monitoring will be of value if it is conducted in partnership among different stakeholders. All stakeholders from national to community level have a role to play in the monitoring of rural water supply and sanitation development. However, stakeholders at different levels will monitor the project activities based on their own perspective. Some will have a larger role than others.

a. National Level:

- 1) MoW/RWSD
- 2) External Support Agencies

3) Other line ministries

b. Regional Level:

Regional Secretariat

c. Basin Water Office

- i) Engineers
- ii) Technicians

c. District Level

- i) DWSTs
- ii) FSPs
- iii) TSPs
- iv) ESAs

d. Community Level:

- i) WATSAN/WUG Committees
- ii) Village Council
- iii) Water User Entity or Executive Committee
- iv) Village Health Committee
- v) Ward Development Committee
- vi) Extension staff
- vii) Local NGOs
- viii) Community members

1.3 What are the monitoring tools and techniques?

The programme monitors will have, at their disposal, various tools and techniques of getting information. These will include:

- 1) District Water and Sanitation Plans (DWSP)
- 2) Field monitoring visits
- 3) DWST quarterly and annual progress reports
- 4) FSP and TSP progress reports
- 5) Survey and designs reports
- 6) Training Guides and Manuals
- 7) Training reports
- 8) Community Project Cycle (**See Annex 1**)
- 9) Field monitoring reports
- 10) Observation at scheme sites
- 11) Informal interviews
- 12) Social and technical audit reports
- 13) Focus Group Discussions

1.4 Organizing Field Monitoring

Despite that monitors will get sub-project information from documents, they will have to make periodic field-monitoring visits to the districts and the community. Field monitoring will involve four important parts namely:

- (a) Preparation which include:
 - i. Going through various reports, DWSPs,
 - ii. Consultation of DWSTs on issues and problems and dates for visits,
 - iii. Agree on checklist and indicators
 - iv. Plan any logistics e.g. transport, allowances etc
- (b) Actual Field Visit
- (c) Information Analysis
- (d) Report Writing

1.5 Monitoring Requirement

Your monitoring plan should be based on the key activities in the NRWSSP plan. For each planned activity you need to make decisions decide on:

- i) Key results or outputs?
- ii) Indicators for each output?
- iii) Areas to get required information (means of verification)?

The Guide has drawn up in **Annexes 2A and 2B** a number of key elements of the programme to be monitored as well as indicators and means of verification. However, this not a blue print as each stakeholder will identify those areas which suit their specific interests and goals.

2.0 FIELD COACHING GUIDELINES

2.1 Conducting Field Coaching

Field coaching is one of the important aspects of training. It is a planned process of field practice and on-the-job training aimed at reinforcing what the DWSTs, FSPs and TSPs have learnt during the formal training workshops. Hence, field coaching and formal training are necessarily complementary as the former aims at strengthening what the district level players have learnt through formal training workshops.

In the NRWSSP context, field coaching aims at:

- 1) Monitoring the tasks defined in the action plan at the end of the training of DWSTs, FSPs and TSPs
- 2) Assessing the work which is ongoing at district and community levels
- 3) Finding out how practical the trained DWSTs, TFSs, and TSPs are applying the acquired knowledge and skills in a real work situation
- 4) Supporting DWSTs, FSPs, and TSPs through demonstrations, advice, discussions on how to solve critical incidents they are encountering
- 5) Providing them with feedback on their performance during field visits
- 6) Participating in planned activities e.g. Councillors and WATSAN training or community planning sessions etc in order to identify the strengths and weak areas of the players with the view of providing necessary supportive feedback

FIELD COACHING HELPS TO ENSURE THAT WHAT IS LEARNED THROUGH FORMAL TRAINING IS APPLIED AND PRACTICED THROUGH FEEDBACK ON PERFORMANCE

2.2 Key Coaching Areas

During field coaching RWSTs and WBOs will provide knowledge and skills to the DWSTs, FSPs and TSPs in the following key areas:

(a) Knowledge areas include:

- i) NAWAPO principles and how to interpret them on a practical basis
- ii) NRWSSP concept, operational strategies, components, players and roles
- iii) DRA and COM concepts, strategies for building strong COM
- iv) NRWSSP process i.e. Project Cycle phases including who does what, with whom and when (**See Annex 1**)
- v) Community selection procedures for NRWSSP support
- vi) Community organization and management strategy as stipulated under NRWSSP: water user entity management options
- vii) Technical options – type, service levels, capital and O&M costs, site selection near toilets not appropriate and distance from houses should not less than 30m
- viii) Methods for raising and managing money: Book – keeping-bookkeeping techniques; bank procedures
- ix) Hygiene, sanitation and HIV/AIDS – PHAST methodology, key messages and information
- x) Facility Management Plan – its purpose and rationale complete

(b) Specific Skills Needed by DWSTs

- i) Manage the programme in an efficient manner
- ii) Appraise community applications for NRWSSP support
- iii) Procure goods and services
- iv) Analysis and managing W&S information
- v) Undertaking promotion of NRWSSP
- vi) Project financial management
- vii) Planning and budgeting for Water and sanitation activities
- viii) Team building and coordination
- ix) How the programme should be supervised and monitored by DWSTs
- x) Skills in coaching service providers
- xi) Report writing skills

(c) Specific Skills Needed by FSPs

1. To facilitation of effective community discussion to plan and make informed choices
2. Sustaining participants' interest
3. Motivating/facilitating WATSAN to take action
4. Helping community to complete FMP-Parts A&B
5. Helping community to build a strong COM
6. Presenting basic information in a clear, structures way
7. Conducting effective WATSAN/WUG/WUA training sessions
8. Using participatory tools – PHAST
9. Collaborating with other players e.g. TSP, contractors etc
10. Preparing and presenting strategic reports

(d) Specific Skills Needed by TSPs

- 1) Facilitating open-ended community discussions
- 2) Facilitating community to make informed decisions on technical options and service levels
- 3) Assisting community to complete FMP-Parts A&B
- 4) Work out the economics of public earning so that community can decided on financing the sub projects
- 5) Work with community during siting and surveying

2.3 Planning for Field Coaching Visits

After attending the formal training workshop (i.e. foundation course on NRWSSP approaches and strategies and how to facilitate the community to participate in planning, implementing and managing the W&S facilities), DWSTs, FSPs and TSPs will have to apply their new skills in a practical job situation, reinforced with

field coaching from TCs. In order to be effective, field coaching should be done in a systematic way.

FIELD COACHING SHOULD NOT JUST HAPPEN. NO ASSUMPTIONS SHOULD BE MADE THAT THINGS WOULD WORK WELL IF THE TCs DO NOT MAKE CONCRETE PLANS FOR THE COACHING VISITS.

1. Plan and prepare before going to the field

- i) You need to ask yourselves:
 - What are your tasks during field coaching: Are we supervisors or trainer-coaches?
 - What are the specific issues or problems to be addressed?
 - Are the persons we intend to coach on the job available at the time we are planning to visit the districts?
 - What specific assignments are they currently undertaking so that we may be able to participate as trainer-coaches?
- ii) Make joint planning – RS and WBO staff - before going into the field
- iii) Read relevant documents including W&S plans and progress reports to get a clear picture about the status of the NRWSSP implementation
- iv) Consult DWSTs to make sure that the FSPs or TSPs have plans to do some work in the communities and that everyone including all DWST members will be available during your visit
- v) Confirm with the districts on the dates you intend to make the coaching visits

2. Provide a workable structure for coaching exercise

The first coaching visit will include a one-day orientation seminar for the councillors and the extension staff to ensure that they deepen their understanding of the new NAWAPO approaches and strategies. A detailed facilitator's guide for this seminar is appended in **Annex 3**. The subsequent field visits will take a maximum of between 2-3 days depending on the agreed plans with the respective districts.

DAY 1: TCs will meet representatives of DWST, FSP and TSP to discuss progress in the implementation of NRWSSP sub-projects in the selected communities. The objective is to critically review what has taken place after the training workshops and identify general and specific issues, which need immediate action. Use the checklist in **Annex 4** to review performance of the players.

DAY 2: TCs in close collaboration with the FSP team will facilitate a one-day workshop aimed at orienting all councillors and a selected number of community-based field staff on the NRWSSP approaches and strategies in order to capture their support and advocacy in implementing the project at the community level. Other participants will include all DWST members, a few community/WATSAN representatives and FSPs and TSPs.

DAY 3: Field visit to at least 2 project villages (one in the morning and another in the afternoon). The visit will involve representatives of DWST, FSP and TSP. Activities in the villages could vary but the team should be able to participate in any of the following activities:

- i) Meeting with WATSAN committee and Village Government to review implementation of NRWSSP sub-project(s)
- ii) Participating in a community meeting to discuss issues of sub-project implementation e.g. preparation of FMP, hygiene and sanitation/HIV/AIDS action plan, formation of legal entities for management of water facilities etc
- iii) Participating in training of WATSAN/WUG committees
- iv) On site visits to assess work progress or maintenance and user satisfaction

Day 4: Debriefing meeting in which the TCs will provide supportive feedback and get response from the district players.

3. Coaching

TCs will have to use a mixture of approaches and methods to ensure that the DWSTs, FSPs and TSPs apply the learned skills in a practical job situation. TCs will, as often as possible, coach, demonstrate and advise the DWSTs, FSPs and TSPs on the job. Coaching should be as practical as possible – **get into field and let FSPs and TSPs do things on their own.** What the TCs need to do is:

- i) Observe the DWSTs, FSP's and TSPs perform their work e.g. running DWST or community meetings, TSPs working with the community during siting, etc
- ii) Go through the minutes of previous DWST meetings to identify any concerns in teamwork e.g. number of absentees at each meeting
- iii) Discuss with TSPs and DWSTs the technical issues e.g. appropriateness of designs,
- iv) Get the opinions of the FSPs on how they are helping the communities to acquire provisional water utilisation permits, solve land issues etc
- v) Review training sessions and provide supportive feedback afterwards
- vi) Advice on strengthen teamwork and division of work within each player

- vii) Let the FSPs do the facilitation and make mistakes, but try to keep a balance between the two learning processes that take place – the FSPs' own learning and learning by the community
- viii) Take a short break when things get out of hand to consult the FSPs

EFFECTIVE COACHING MEANS CAREFUL OBSERVATION AND GIVING SUPPORTIVE FEEDBACK!

4 Effective Coaching

1) Never make an embarrassing statement or action to the people being coached in front of the community e.g. by interrupting him or her. Use any of the following techniques if you think you need to intervene during the session:

- Slip a note to the facilitator
- Use an agreed signal e.g. indicating to the facilitator that people are bored, becoming tires or the discussion is too long or going too slow
- Call the facilitator aside to brief him/her
- Say – *“May I add to what you have just said?”*
- Ask a question to help get the session back on track
- Brief his/her co-facilitator at the side with suggestions
- Recommend a short break when really things seem to be out of hand. This will help you to allow opportunity to consult with the facilitators.

2 Avoid being overly critical. Help the facilitators:

- a. To analyse their own performance
- b. To identify their problems
- c. To find better methods of doing things on their own

3. Don't do things for the facilitators!

- Allow them to do things on their own. Don't frown or shout at the them when they make mistakes!

4. Keep a balance between the two learning processes that are taking place at the same time i.e. the facilitators' own learning and that of the community.

5. Always give supportive feedback on return from a field trip

- Creating an informal and friendly atmosphere

6. Allowing the DWSTs, FSPs and TSPs to give their own assessment on their performance. It helps them to give each other useful feedback on how they performed in the field

- Providing clear and positive feedback i.e. explain in terms of things that can work better
- Discuss common critical incident the facilitator is likely to encounter and possible solutions (**See Annex 5**)

**KEY QUESTIONS FOR SUPPORTIVE FEEDBACK INCLUDE:
WHAT**

1. **Worked well?**
2. **Did you learn?**
3. **Was the most difficult during the practice?**
4. **Areas can we improve our facilitation or communication skills?**
5. **Did community members not like?**
6. **Can we do about it?**
7. **Can DWST do to help FSPs and TSPs become more effective?**
8. **Can FSPs and TSPs do to improve their performance?**

Tanzania (CC) Form 5.

8. **Organise the coaching on a sustained basis**
 - Find ways to continue to reinforce what has been learned
 - Help the district level players improve their performance

ANNEX 1: COMMUNITY PROJECT CYCLE

COMMUNITY PROJECT CYCLE

	PHASE/ACTIVITY	DWST	COMMUNITY	WATSAN/VG	FSP	TSP	CONTRACTORS	MoW
1.0	Promotion Phase							
1.1	Promotion NRWSSP information and distribute application to all villages	●	●					
1.2	Meet to get information on NRWSSP, analyse W & S situation and decide on self-mobilization plan		●	●				
1.3	Form WATSAN/WUG Committee		●					
1.4	Raise initial commitment fee for capital costs		●	◐				
1.5	Open bank account							
1.6	Complete and submit application form to District			●				
1.7	Verify baseline data on villages which have applied	●						
1.8	Select communities to be assisted based on objective criteria	●						
1.90	Prepare tender documents and advertise for potential service providers	●						◐
1.1	Evaluate technical & financial proposals & select TSPs and FSPs	●						◐
1.12	Orient Councillors & extension staff on NRWSSP	◐						●
1.13	Provide data to FSP & TSP on W & S include water technologies feasible in selected communities	●						
2.0	Planning Phase							
2.1	Brief VG & WATSAN on sub-project planning process and prepare Village Assembly meeting	◐		◐	●	◐		
2.2	Verify /update baseline data of selected villages include inspection of preferred sources			◐	●	●		
2.3	Prepare preliminary design and costing of preferred options					●		
2.4	Prepare brief description of community social profile			◐	●			
2.5	Hold / facilitate village assembly to decide on technology, service level	◐	●	●	●	◐		

2.6	raising and managing funds							
2.7	Organise detailed technical feasibility studies	●		●		●		
2.8	Produce detailed technical design including costings	●				●		
2.9	Assess concerns on hygiene, sanitation & HIV/AIDS and develop action			●	●			
2.10	Finalise Facilities and Management Plan (Implementation Plan)			●	●	●		
2.11	Review and settle land ownership issues e.g.on proposed DPs, intake etc.	●		●	●	●		
2.12	Appraise each community sub-project proposal	●						
2.13	Sign agreement between Council and successful community	●		●				
2.14	Prepare tender documents for contractors	●				●		●
2.15	Select Contractors	●						●
3.0	Implementation / Construction Phase							
3.1	Provide support for construction e.g. access roads, storage of materials		●	●				
3.2	Construct water supply and sanitation facilities						●	
3.3	Support and supervise FSP and TSPs	●		●				●
3.4	Monitor and supervise contractors	●		●		●		●
3.5	Select and train caretakers		●	●		●	●	
3.6	Facilitate training No. 2 for WATSAN			●	●			
3.7	Facilitate establishment of a legal management system	●		●	●			●
3.8	Assess and certify construction quality (quality audit)	●				●		●
3.9	FMP (Management Plan)		●	●	●	●	●	
3.1	Train H & S & Animators (CORPS)			●	●			
3.11	Implement monitor H & S & HIV/AIDS action plan		●	●	●			
3.12	Raise O & M funds		●	●				
3.13	Commission water supply facilities	●	●	●	●	●	●	●

4.0	O & M follow up Phase							
4.1	Facilitate training No.3 for WUA/WUG			●	●			
4.2	Monitor and support O&M management by community	●		◐	●			
4.3	Provide ongoing technical advice and information	●						
4.4	Support community to acquire spare parts	●						
4.5	Facilitate training No. 4 WUA/WUG			◐	●			
4.6	Provide on-job coaching for WUA treasures	●		◐	●			
4.7	Follow-up, monitoring of caretakers' operations	●		●				
4.8	Set water charges	◐		●	◐			
4.9	Continue to raise O & M funds		●	●				
4.10	Conduct regular audits of O&M funds	●		◐				
4.11	Implement H & S & A plan		●	◐				
4.12	Develop networking mechanism among WUAs	◐		●				
4.13	Monitor behavioural / change (H&S&A)	●	●	◐				

Key:

● Lead Implementer

◐ Collaborating partner

ANNEX 2A: MONITORING CHECKLIST

ANNEX 2A

MONITORING CHECKLIST

I: WATER SCHEME DESCRIPTION

- a) Name of water scheme:.....
- b) Location and Address:.....
- c) Type:.....
- d) Population served:.....
- e) Yield $q=m^3/hr$:.....
- f) Type of source:.....
- g) Rising main (km):.....
- h) Distribution network (km):.....
- i) Number of Kiosks/taps:.....
- j) Number of reservoirs (tanks) and capacity:.....

II: INSTITUTIONAL AND SOCIAL ISSUES

NO	CHECKLIST	STATUS QUO YES/NO/Partially	RECOMMENDED ACTION	BY WHOM	DEADLINE
1	Was the community involved in the initial planning of the sub projects?				
2	Is there a register for membership?				
3	Which legal option has users chosen?				
4	Has the WUA constitution been approved by Village Assembly meeting?				
5	Is the water users association legally registered?				
6	Does the water scheme have functioning, gender balanced elected management teams at all levels?				
7	Is the WATSAN/WUG/WUA management been equipped with necessary right skills e.g. community management training?				
8	Have the CORPS been selected and actively involved in hygiene and sanction promotion and HIV/AIDS?				
9	Have the WUA leadership been trained on PHAST Methodology?				
10	Are there plans to provide service to the disadvantaged/poor?				
11	Is there a timetable for regular cleaning of the kiosks, water tanks and intake?				
12	Has WUA been granted right of occupancy around the source?				
13	Has the community facilitation guide been provide to WUA management?				

III: FINANCIAL ADMINISTRATION ISSUES

NO	CHECKLIST	STATUS QUO YES/NO/Partially	RECOMMENDED ACTION	BY WHOM	DEADLINE
1	Is the tariff system in place?				
2	Are water users willing and able to pay the set charges?				
3	How much money does WUA have on water A/C				
4	Is the current amount on water A/C sufficient for initial O&M costs?				
5	Are there feasible plans t raise funds for operation and maintenance?				
6	Has the money management training been conducted for WUA treasurers?				
7	Are books of accounts i.e. Receipts, PV, Cashbook available and used?				
8	Has WUA established financial reporting and auditing plans?				
9	Are there cash security facilities?				

IV: TECHNICAL ISSUES

NO	CHECKLIST	STATUS QUO YES/NO/Partially	RECOMMENDED ACTION	BY WHOM	DEADLINE
1	Has the WUA appointed a scheme pump attendant?				
2	Are the pump attendants trained and competent to look and work on: <ul style="list-style-type: none"> i. Chlorination facilities based on instructions ii. Submersible motor pumps iii. Pressure gauge iv. Flow gauge v. Water meter vi. Non return valves/ Gate valves 				
3	Is the map showing the infrastructure of the scheme available?				
4	Is the distribution system meeting the demand for targeted population and within National Water Policy requirement i.e. 400m from homesteads?				
5	Is the quality and quantity of water supplied per person per day meeting the national standard?				
6	Has works at pump house and intake been completed?				
7	Have reservoirs been constructed as per specifications?				
8	Have WUA selected pump attendants at kiosks?				
9	Have WUA been provided with O&M job-guide?				

**ANNEX 2B: MONITORING INDICATORS FOR
RWSSP IMPLEMENTATION**

MONITORING INDICATORS FOR RWSSP IMPLEMENTATION

1. PROMOTION, SOCIAL ISSUES, CAPACITY BUILDING AND TRAINING

Key Issues	Indicators	Means of Verification	Remarks / Observations
<p>Community Awareness and Participation</p>	<ul style="list-style-type: none"> • Level of community awareness (number of WUC members) of: <ul style="list-style-type: none"> - RWSSP approaches, - Selection conditions, roles and responsibility of different players, - Choice of technological options and service levels (what and why) • Number of WUC meetings and gender of people in attendance 	<ul style="list-style-type: none"> • Interviews with community members • Observation • Application for RWSSP Support • Minutes of community • Meetings/attendance list: men and women • Community Action Plan (FMP)& Commitment Declaration • Application forms 	

<p>Gender and Equity</p>	<ul style="list-style-type: none"> • Number of women & the marginalized elected in WATSAN/WUG/WUA committees and participating in meetings • Number of community members (regardless socio-economic status) getting access to improved water supply • Number of marginalized persons receiving subsidy (capital and O&M contributions) 	<ul style="list-style-type: none"> • Interviews of women and the marginalized • Observations • Minutes of committee meetings • Water sales records 	
<p>Training of WATSAN/WUG/WUA Committee</p>	<ul style="list-style-type: none"> • Number of trained WATSAN/WUG/WUA committee members and actively in involved in community leadership • Number of WATSAN/WUG/WUA training activities VS planned • Number of on job-training visits by FSPs and TSPs/contractors 	<ul style="list-style-type: none"> • Attendance list at committee meetings • Relevant training Reports • Water collection/sales records • Interviews with committee members • Observation during committee meetings 	

Caretakers/ pump operators training	<ul style="list-style-type: none"> • Clean surroundings around water points • Number of regular maintenance carried out • Number of breakdowns reported • Number of caretakers/pump operators trained • Number of on job-training visits by TSPs/contractors 	<ul style="list-style-type: none"> • Observation • Entries in caretaker/ pump operator logbook • Number of breakdowns reported in logbook • Committee reports • Training reports • Field visits reports • Critical observation of caretakers/pump operators by TSPs, TCs, contractors etc 	
Training of district staff & private sector service providers	<ul style="list-style-type: none"> • Number of District staff and FSPs and TSPs trained in RWSSP foundation course • Number of related training activities organised VS number planned • Quality of community baseline data • FSPs ability to initiate and encourage community discussions enhanced • TSPs capacity to communicate effectively with community improved • DWSTs planning and coordination capacity improved • Number of field coaching and on job training visits made 	<ul style="list-style-type: none"> • Training Reports • Records of payments etc. • Interviews & informal discussion with DWSTs, FSPs, and TSPs • Observation during community meetings • District W&S plans • CAPSTART Training plan • Reports of field coaching visits • District community baseline data bank 	

Working Environment for DWSTs	<ul style="list-style-type: none"> • Transport availability and effective utilisation by all sectors constituting DWSTs • Availability and sharing of office equipment computers, photocopiers etc 	<ul style="list-style-type: none"> • Transport logbook • Observation • Discussions with DWST members • Procurement records 	
DWST visits	<ul style="list-style-type: none"> • Number of DWST visits and frequency • Work plans of the staff • Satisfaction of communities for DWST interventions 	<ul style="list-style-type: none"> • Community Visit Reports • Action taken • Community logbooks • Information from communities 	

2. COMMUNITY ORGANISATION AND MONEY MANAGEMENT

Key Issues	Indicators	Means of Verification	Remarks / Observations
Committee Awareness and Capacity	<ul style="list-style-type: none"> • Number of WATSAN/WUG/WUA committee members conversant with their roles and responsibility 	<ul style="list-style-type: none"> • Interviews • Observation • Committee reports • Minutes of committee meetings indicating attendance, division of work among committee members 	

Committee Selection	<ul style="list-style-type: none"> • Approved open and democratic selection procedures of WATSAN/WUG/WUA committee • Number and gender of democratically elected WATSAN/WUG/WUA committee members 	<ul style="list-style-type: none"> • Interviews • Observation • Selection procedures as per minutes of various water user community (WUC) meetings 	
Functioning of committee: Transparency and Accountability	<ul style="list-style-type: none"> • Number of committee meetings held • Number of reports (e.g. financial) committee reports presented to user community meetings • Approved rules and regulations on the use and maintenance of W&S facilities • Amount collected for capital and O&M contributions • Use of proper accounting procedures and bank accounts • Number of times committee supervises service providers 	<ul style="list-style-type: none"> • Committee minutes • Written rules and regulations available • Cross check procedures on enforcement • Availability of record of defaulters • Existence of tariff structure • Actual revenue collection • Accounting records/financial reports • Audited accounts reports • Community monitoring reports • Signatures of WATSAN/WUG/WUA on service providers' reports 	

Functioning of Committee: Conflict Resolution	<ul style="list-style-type: none"> • Number of community land, social or power disputes settled by WATSAN/WUG/WUA committee • Number of consultation meetings between WATSAN/WUG/WUA committee and Village Council and local opinion leaders • Level of committee approval/support by community • Number of complaints from users and ability of committee to answer questions 	<ul style="list-style-type: none"> • Interviews with VC, WATSAN/WUG/WUA leaders, and community in general • Observation during field visits • Progress reports • Minutes of consultation meetings 	
--	--	---	--

3. TECHNICAL ISSUES: SURVEYS, DESIGNS, CONSTRUCTION, COVERAGE, USE AND O&M

Key Issues	Indicators	Means of Verification	Remarks/Observations
Reliability and Appropriateness of Surveys, Location of sites, and Designs	<ul style="list-style-type: none"> • Level of approval/acceptance by WUC on designs, selection/location of water points of sites 	<ul style="list-style-type: none"> • Interviews, • Meetings with users • Drawings/technical designs • FMP – Part A 	

	<ul style="list-style-type: none"> • Level of community knowledge on technological option and service levels chosen • Number of boreholes with sufficient water yields • Percentage of design data accuracy 	<ul style="list-style-type: none"> • Minutes of Community Planning Meeting • Survey reports • Site visits 	
Construction Quality	<ul style="list-style-type: none"> • Number of boreholes/ water points constructed against planned targets • Number of supervision visits by TSPs • Number of boreholes meeting required standards (quantity and quality) 	<ul style="list-style-type: none"> • Completion reports • TSPs progress reports • Site visits • Contractor's reports • MWLD/RWSD technical standards • Pump testing reports • Water quality analysis reports 	
Coverage and Effective Use	<ul style="list-style-type: none"> • System functionality • Distances and time taken to collect water (refer to national standards i.e. 400m away to nearest water point) • Number of community members using improved water supply at each water point/whole village 	<ul style="list-style-type: none"> • Physical Inspections, • Discussions with WUC members • Interviews/discussions with users • Completion certificate • As built drawings 	

O&M Management	<ul style="list-style-type: none"> • Level of O&M funds collection efficiency • Number of water users compliance to approved water tariffs • Number of reported breakdowns and action by caretaker/committee/area mechanic • Number of spare parts dealers within the project area • Number of times caretakers/pump operators have made minor repairs and periodic maintenance 	<ul style="list-style-type: none"> • Water tariff collection records • TSPs, contractors reports • Discussions with water users • Discussions with TSPs, contractors, spare parts dealers • Observations: spot checks • Caretaker/pump operator register/logbook • Bank Statements 	
---------------------------	--	---	--

4. PROGRAMME COSTS AND FINANCE

Key Issues	Indicators	Means of Verification	Remarks/Observations
Tendering / bidding process (competitiveness)	<ul style="list-style-type: none"> • Presence of an independent tender Board • No of competent service providers, contractors tendering 	<ul style="list-style-type: none"> • Advertisements • Contract forms • Evaluation reports • Bills of quantities • Checking on neutrality and competence of evaluation 	

		team members	
Expenditures	<ul style="list-style-type: none"> Amount of money paid to contractors, suppliers, salaries, allowances administrations, costs etc. Number and quality of financial reports 	<ul style="list-style-type: none"> Invoices, receipts, delivery notes, payrolls, vouchers Financial reports (monthly) 	
Total production cost including depreciation of assets	<ul style="list-style-type: none"> Quantity of water (m³) in a month Total cost/month Unit cost (Tshs/m³) 	<ul style="list-style-type: none"> Meter readings on daily records at pumping stations & consumer outlets Receipts for payments made 	

5. WATER RESOURCES MANAGEMENT

Key Issues	Indicators	Means of Verification	Remarks/Observations
Water flow	<ul style="list-style-type: none"> Daily discharge (m³/day) 	<ul style="list-style-type: none"> Field data Contractors/TSP reports 	
Water quality	<ul style="list-style-type: none"> Colour presence of smell, taste Faecal Coliform Count Concentration of toxic chemicals 	<ul style="list-style-type: none"> Reactions from water users Lab test reports 	
Intake protection & pollution	<ul style="list-style-type: none"> Percentage of Catchments with human activity Use of fertilizers & Pesticides Physical state of the intake structures 	<ul style="list-style-type: none"> Sanitary inspection Lab test results Physical inspection Water utilisation permits 	

6. HYGIENE, SANITATION AND HIV/AIDS

Key Issues	Indicators	Means of Verification	Remarks / Observations
Hygiene and sanitation practices	<ul style="list-style-type: none"> Number of improved latrine per household per year 	<ul style="list-style-type: none"> Hygiene and sanitation progress report by CORPS Field observation 	
	<ul style="list-style-type: none"> Number of reduced incidences of waterborne disease 	<ul style="list-style-type: none"> Dispensary record Field reports 	
	<ul style="list-style-type: none"> Number of households with refuse pits 	<ul style="list-style-type: none"> Observations during field visits CORPS reports 	
	<ul style="list-style-type: none"> Cleanliness of water facilities environment Availability of sanitary facilities at water points washing basins, fence, drainage etc 	<ul style="list-style-type: none"> Observations during field visits CORPS report Time table for cleaning 	
	<ul style="list-style-type: none"> Improved personal hygiene of the community 	<ul style="list-style-type: none"> Observations during field visits Discussions with community members 	
	<ul style="list-style-type: none"> Methods of transport, storage of water 	<ul style="list-style-type: none"> Observations during field visits Discussions with community members 	

	<ul style="list-style-type: none"> • Number of people boiling drinking water 	<ul style="list-style-type: none"> • Records dispensary/hospitals • Direct interviews • Observation 	
	<ul style="list-style-type: none"> • Number of meetings to promote better hygiene and sanitation behaviour/practice 	<ul style="list-style-type: none"> • Minutes of meetings for H+S promotion • Meeting Schedule of CORPS 	
HIV/AIDS Mitigations	<ul style="list-style-type: none"> • Number of meetings in villages to address HIV/AIDS 	<ul style="list-style-type: none"> • Minutes of meetings on HIV/AIDS campaigns • Meeting Schedule of CORPS 	
	<ul style="list-style-type: none"> • Level of knowledge of people regarding prevention and control measures of HIV/AIDS 	<ul style="list-style-type: none"> • Observations, • Discussions with community members and HIV/AIDS committee • Available reports on HIV/AIDS 	

**ANNEX 3: FACILITATOR'S GUIDE FOR
COUNCILLORS' ORIENTATION
SEMINAR**

ANNEX 3

FACILITATOR'S GUIDE FOR COUNCILLORS' ORIENTATION SEMINAR

1.0 Background

(a) District Councillors have an important role to play in RWSSP. They are the elected community leaders in their own areas and policy makers at district council level.

As community leaders:

- They will help to explain the RWSSP policies, approaches and strategies
- They are expected to encourage communities to participate in RWSS sub-projects e.g. form WATSAN/WUG committees, submit on time the application forms for support
- They will support the community efforts to implement their own W&S facilities

As policy makers:

- They will approve the objective selection criteria for RWSSP support
- They will go through community applications and select communities to be assisted under RWSSP
- They will endorse contributions by the District Council
- They will monitor progress

(b) Extension Officers: These are council staff based in the community. Their main roles include:

- To take lead role during promotion and post implementation phases
- To provide backup support to FSPs during implementation of the sub-projects

1.1 Workshop Objective:

1. Building understanding of RWSSP goals, strategies and approaches
2. Reaching agreements on roles of the councillors, extension officers and other different partners
3. Securing political commitment and support of the councillors for effective implementation of RWSSP in the district
4. Reviewing the status of RWSSP implementation in the selected communities

1.2 Expected Outputs

1. Increased awareness of RWSSP strategies and approaches among the councillors and extension officers
2. Strategies to support RWSSP implementation agreed upon
3. Expressed political commitment to support communities

1.3 Topics

- Review of status of RWSSP implementation in the district
- Introduction to RWSSP goals, strategies and approaches
- RWSSP players, roles and relations
- Strategies to promote demand and COM

1.4 DETAILED WORKSHOP PROCESS

08:00-09:00: Arrival and Registration:

Participants to be provided with writing materials and asked to write their names, titles and addresses on a special form.

09:00-10:30: Openers:

1. **Warm up and self-introductions**
2. **Expectations & Fears:** Let participants express their wishes and dreams (expectations) during this workshop. At the same time they should express their worries i.e. things that might go wrong during the workshop. Allow pairs to buzz and report back in a round robin style. Co-facilitator to write all expectations and fears on separate flipcharts.
3. **Workshop Objectives:** Display the objectives written on the flipchart and go through each one and as much as possible relate the expectations and fears to these objectives.
4. **Norms:** Let participants brainstorm on things they think can help to maximise participation during the workshop. Remind the participants the need to have a timekeeper.
5. **Housekeeping Issues:** Ask MWLD representative or a member of DWST to briefly explain any logistical or organisational issues e.g. participants' upkeep, transport etc

10:30-11:00: Tea Break

11:00-12:00: Review of status of RWSSP implementation in the district

1. What is the Existing Situation in RWSSP Villages?

Objective: To enable participants describe the status of the W&S situation after RWSSP intervention.

(a) Walk and Talk: Divide participants in FGD, which represent their electoral/work areas, and specifically from the RWSSP villages. Each group walks (in an imaginary way) to the RWSSP village they are familiar with. Allow

them to talk about what they see or observe in that village/community in terms of *water sources, sanitation, hygiene, women's situation, poverty, HIV/AIDS, community organisation, cost-sharing, private sector participation*. Write these topics on separate flipcharts (one topic per flipchart). Report back in a round robin fashion and write down the generated ideas on each topic.

(b) Report Presentations: Ask DWST, FSP and TSP to present brief reports on the status of sub-projects implementation. The reports should dwell on general and specific issues including successes and challenges related to *community organisation, cost sharing, community conflicts, etc.* Allow participants to make comments or ask for clarifications. All key issues should be written on flipcharts.

12:00-13:00: Introduction to RWSSP Goals, Strategies and Approaches

Objective: Enabling councillors and extension staff to have a clear understanding of the new approach under RWSSP.

1. **INTRODUCTION: Facilitator makes the following introduction:**
NAWAPO and RWSSP strategies are based on an analysis of the weaknesses in the way W&S were organised in the past. So we will start off by first identifying those weaknesses e.g. no/limited community involvement, etc. This will help us understand the rationale behind the RWSSP strategies.
2. **PAIRED ACTIVITY (11:00-11:30):** Ask participants to form pairs and discuss with your partner the following questions:
 1. ***Why do you think water and sanitation projects have done poorly in the past?***
 2. ***What were the effects on these water and sanitation projects?***
 3. ***What can we do to improve things in the W&S projects?***Write these questions on the flipchart for everybody to see. Allow this discussion to continue for about 15 minutes. Key points should be written down.
3. **REPORT BACK:** Ask each pair to give one point. Record points on the flipchart.

EXPECTED OUTPUT1:

- Centralised planning and maintenance.
- Central government doing implementation.
- Limited involvement of District Councils.
- Supply driven approach: communities not involved.
- Limited community involvement. Women left out.
- No financial contribution.
- Different approaches used in different areas – no coordination and no uniform national policy Etc

EXPECTED OUTPUT 2:

- Community had no sense of ownership
- Pumps were broken down
- Vandalism
- No funds to repair and maintain the pumps
- No community organisation etc

4. **PRESENTATION:** Facilitator makes a quick summary of the key problems or weaknesses. The presentation should highlight the magnitude of the challenges and ways of addressing them i.e. basic principles in the National Water Policy and RWSSP strategies and approaches:

EXPECTED OUTPUT 3:

- **DEMAND RESPONSIVE APPROACH (DRA)**
- **COMMUNITY OWNERSHIP AND MANAGEMENT (COM)**
- **COST SHARING: CAPITAL AND O&M COSTS**
- **GENDER PARTICIPATION**
- **POVERTY RESPONSIVENESS**
- **PRIVATE SECTOR PARTICIPATION**
- **ROLE OF DISTRICT COUNCIL AS MANAGER OF RWSSP**
- **ROLE OF CENTRAL GOVERNMENT AS FACILITATOR**
- **HYGIENE AND SANITATION PROMOTION**
- **W&S LINKAGE WITH HIV/AIDS MITIGATION**

5. **BRIEF ON PROJECT CYCLE:** Facilitator makes a brief presentation of a community project cycle by highlighting the four phases and what is involved:

PHASE	WHAT IS INVOLVED
Promotion	<ul style="list-style-type: none"> • Demand promotion at community level by district • Community mobilises itself to apply for RWSSP support • District council verifies community data and approves applications • District procures services and works from FSP & TSP
Planning	<ul style="list-style-type: none"> • Community entry thro Village Government & WATSAN/WUG • Planning Meeting (Village Assembly) • Community prepares FMP with help from FSP & TSP • WATSAN/WUG Training No. 1 • Surveys, designs etc • Raise contribution on capital costs
Implementation	<ul style="list-style-type: none"> • Construction • WATSAN/WUG Training No. 2 • Monitoring of ongoing sub-project works • Form legal entity to manage the completed W&S facilities • Raise O&M funds • Implement hygiene, sanitation and HIV/AIDS plan • Train caretakers • Certify and commission completed projects
O&M/Follow up	<ul style="list-style-type: none"> • WATSAN/WUG Training No. 3 • Raise O&M money • Hygiene & sanitation promotion (continued) • Network building • Provide back stopping to communities on management and technical issues • Monitoring & Evaluation

13:00-14:00: Lunch Break

14:00-15:00: Overview of Key Players, Roles and Relations

Objective: Enabling councillors & extension staff to have clear understanding of their own (individually and collectively) roles and tasks so that they can participate actively in the implementation of RWSSP in the district.

1. RWSSP PLAYERS: Ask participants to brainstorm on: ***Who are the specific players (they already know) involved in RWSSP under each of the three categories: Community, Government, and Private Sector?*** Write answers on a flipchart.

COMMUNITY: Community members, VG, VHC, WATSAN/WUG, caretakers, VHW etc

GOVERNMENT: MWLD, DC, DWST, councilors, extension staff, EHW standing committee, District Tender Board,

PRIVATE SECTOR: FSP, TSP, Drilling firms, contractors, surveyors, spare parts dealers etc

2. ROLES (Rotational Brainstorming): Form eight (8) small groups of not more than six people each. Write on the flipcharts the following players: ***MWLD, Community, Village Government, WATSAN/WUG Committee, Councillors, Extension Staff, DWST, Private Sector.*** Ask each group to choose a station and write the roles of that player. Allow time enough for each group to write at least one or two roles. Then ask groups to rotate. Continue until groups have contributed to the role description for each of the 8 players.

3. REPORT BACK: Gallery Walk: Guide all groups to move from one station to another and read out the most crucial statements or those which need further clarifications. Facilitator makes clarifications and summary.

4. RELATIONS: (Small Group Discussion):

Objective: Enabling participants to appreciate the common problems likely to occur among the players and suggest type of support they can provide to harmonise the situation.

5. TASK GROUP: Use the same group as in 2 above (reduce the groups to six by breaking two groups). Focus on the following players and their relations:

- **Councillors/politicians and community,**
- **Private Sector and District Council,**
- **Private Sector and Community,**
- **Councillors and DWST,**
- **Extension staff and community,**
- **Village Government and WATSAN/WUG Committee**

Ask each group to discuss the following:

- 1. What are the problems/conflicts likely to occur between the two players?***
- 2. What can be done to build a strong relationship between these players?***

6. REPORT BACK: Ask each group to present its report (3 minutes for each group). Identify major problems and allow short discussions.

15:00-16:00: Strategies for Promotion of Demand and COM

Objective: Enabling participants to come up with practical ways of participating in RWSSP.

1. RECAP ON DRA & COM: Facilitator makes a brief recap on the meaning of DRA and COM.

2. TASK GROUP: (Focus Group Discussion) Divide into small FGD i.e. DWST, private sector, councillors and extension staff and ask each group to make recommendations/statements based on the following question:

What should I do in order to ensure that the communities in my district get improved W&S services?

3. REPORT BACK: Gallery Walk. Ensure that participants especially the councillors make firm commitments as these recommendations will make a basis for their future participation in RWSSP. Summarise the major recommendations.

16:00-16:15 Workshop Evaluation

1. Evaluation: Distribute the evaluation form and allow at least ten minutes for each participant answer the questions.

2. Closing: Ask DWST rep: DED or DWE to request the Council Chairman to make some brief statements of closing the workshop.

**ANNEX 4: ACTION POINTS TO GUIDE DWSTs,
FSPs AND TSPs IN
SELF-ASSESSMENT IN
IMPLEMENTATION RWSSP**

ANNEX 4

Action Points to guide DWSTs, FSPs and TSPs in self-assessment in Implementation RWSSP

Key Issues	Problem Area	Recommended Action
Coordination & Teamwork	Limited internal coordination and teamwork among DWSTs; All RWSSP activities done by one person- DWE.	<ul style="list-style-type: none"> • DWST members to meet monthly and share information on RWSSP implementation • Except the DWE who is secretary & coordinator other departments should appoint full time officers to deal with RWSSP • DWST should establish clear systems of exchanging RWSSP documents and progress reports e.g. Progress reports by FSPs, TSPs, contractors should be circulated to all DWST members for comment • DWST to share responsibilities according to professional requirements • DWSTs should have a clear joint work plan e.g. joint field visits • MWLD should timely provide work facilities to DWSTs e.g. transport, operational funds
	FSPs and TSPs work in isolation and sometimes provide conflicting messages to communities; FSP and TSPs spend little time with communities	<ul style="list-style-type: none"> • Develop a synchronised work plan involving TSPs, FSP and DWST. This should be developed during the inception phase. DWST should coordinate FSP & TSP to produce a synchronised work plan i.e. contracts should specify contractual relationship between FSP and TSP • FSPs & TSPs should establish offices in districts to make communication with communities and DWST more effective • FSP contracts should be activity based in order to effectively monitor their performance and no payment should be made until the planned activities have been completed • DWST should arrange regular meetings between the key players at the district level • DWST should read the service providers reports within 3 weeks and provide feedback and pay the TSP and FSP promptly

	FSPs and TSPs make staff changes without client's approval	Service providers should immediately request for and make sure they get the client's approval of new staff changes before engaging them.
	Some districts do not have FSPs e.g. Manyoni and Kiteto and DWSTs claim not to be in a position of effectively facilitating communities	<ul style="list-style-type: none"> • FSPs should be hired immediately in those districts. • As a temporary measure, field backstopping by NTCs should be focused mainly to Kiteto and Manyoni • DWSTs in these districts should be urgently capacitated in terms of transport and allowances to enable them travel to selected villages
Promotion & Demand Creation	RWSSP as a concept not well understood by the DWSTs, FSPs, TSPs especially the practical interpretation of its approaches and strategies. Some confusion on what is involved, who to do it, timing, how to implement DRA etc. Application forms not distributed to all villages, no district promotion strategy, councillors and community based council staff not involved in the process. Objective selection criteria not sufficiently observed and in some cases selection of communities is politically influenced.	<ul style="list-style-type: none"> • DWST incl. Councillors, community based council staff are responsible for promoting DRA during the promotion phase • Councillors and extension officers should be oriented to RWSSP principles, strategies and approaches. • RWSSP information should be delivered to all villages in the district. • All avenues including a Swahili flyer, community meetings, councillors' advocacy and support, mass media etc should be used in ensuring community awareness about RWSSP. • RWSSP information should be provided to all villages in the district as well as application forms • Full Council should make final decisions on community selection based on objective and agreed criteria. • Community selection criteria should be officially discussed and approved in the normal council administrative procedures i.e. DMT, standing committees, and Full Council. • FSPs should ensure that community awareness and mobilisation continues throughout the project cycle.
	Donors supporting water sector in the districts adopt different approaches	DWST should make sure that NAWAPO principles and approaches e.g. community contribution on capital cost etc are commonly adhered to by all donors in their districts

	<p>Slow speed of water fund contributions from the communities (5%)</p>	<ul style="list-style-type: none"> • Communities should be provided with clear messages that the 5% contribution is for capital costs • FSP should facilitate the community to identify different methods of fund raising • FSPs & TSPs should help the community during the planning meetings in working out 'public mathematics' of each technical options and service level
<p>Community Planning Process</p>	<p>Poor community attendance during community meetings. Some confusion on which meeting at community level is legally mandated to make decisions/resolutions: community meeting or Village Assembly? Meeting agenda and process not clear. FSPs, TSPs and DWSTs not familiar to filling FMP. A. The main question was: who should complete the FMP and when?</p>	<ul style="list-style-type: none"> • Planning of community meetings should be done together with the VG leaders. In fact the VG should take a lead role in planning and conducting the Village Assembly. • Meetings should be planned early enough so that community members have ample time to get the information • Meetings should take place at a convenient time and place for the majority of the members to attend. • FSPs should also arrange to facilitate meetings at vitongoji level especially when the community population is sparsely scattered • FSPs should spend more time with the communities since mobilisation and awareness creation is a continuous activity throughout the project cycle • Planning meeting should be convened by VG and must be a Village Assembly • Guidelines for Participatory Planning Process should be issued to FSPs, and TSPs. • The community should fill in the FMP form during the planning phase assisted by both FSP and TSP. • FSPs and TSPs should ensure that all RWSSP communities have completed FMPs before construction starts. NTCs to make a follow up during the coaching visits. • Each sub-project should have its own FMP. • FMP should act as community commitment to undertake the implementation and management of the sub-projects • Villages sharing the same scheme

		should have the WEO and each VG chairman as witnesses
	Communities are demotivated to contribute 5% on capital costs if they see no holes and/or trenches	<ul style="list-style-type: none"> • Ensure that community understands its commitment as agreed and documented in the Facilities Plan • Construction could start if community has contributed a substantial amount e.g. between 60-70% of the 5%
	FSP budget inadequate to carry out effective mobilisation and training of communities	<ul style="list-style-type: none"> • FSP contracts should be activity based and time framed in such a manner that they are able to provide continuous mobilisation and support to communities • Contracts should be reviewed to ensure FSPs & TSPs have enough time for field work
Choice of Technical Options and Service Levels	In some communities TSP or FSP have imposed technical options and service levels. Such options have turned out to be costly for the communities leading to a slow pace in contributions of 5% on capital costs. The concept of service level is not well understood. There is a tendency for TSPs to focus on standard designs of schemes without taking into account of the community effective demand. In other areas only one technical option has been imposed though there were possibilities of having more than one sub-project.	<ul style="list-style-type: none"> • TSP should conduct a quick preliminary survey of the preferred options by community prior to planning meetings in order to establish reliable facts and figures to suggest indicative capital and O&M costs. • There is a need to demonstrate some flexibility when facilitating communities to choose technical options. It is possible for one village to have more than one sub-projects e.g. at kitongoji level. • After survey and designs communities should be given proper feedback including any cost implications e.g. increase/decrease in community contributions i.e. 5%. • As much as possible communities or their representatives should be involved in siting and location of water points, reservoir tanks etc • Communities should be clearly informed during the planning meeting that there is a likelihood that investment costs might vary from the initial estimated figure.

	<p>Inadequate information on community situation in RFP e.g. existing sources, population, distances from district headquarters</p> <p>Exploration is</p>	<ul style="list-style-type: none"> • DWST should provide adequate information on selected villages e.g. distances, population, existing water supply facilities (old and new) etc, • Bidding service providers should visit sites before presenting their proposals • FSP should prepare a brief community profile as part of the outputs during the Planning Phase. This profile should confirm social and economic situation of the community and included in the FMP.
	<p>Community have difficulties in choosing technology and service level</p>	<ul style="list-style-type: none"> • Clarifications on O&M costs for various technological option and service level • WATSAN and VG should participate during surveys so that they can give right feedback to community.
<p>Community Project Cycle</p>	<p>There are confusions among the players on who should do what, with whom, at what stage of the cycle</p>	<ul style="list-style-type: none"> • A clear community project cycle should be developed and circulated to all players. • DWSTs should convene a meeting during the inception phase for all service providers to draw up a common work plan for RWSSP implementation in the selected villages

WATSAN Formation & Capacity Building	<p>There are too many interface organisations dealing with W&S & HIV/AIDS at community level; which of these organisations should take a lead role under RWSSP? WATSAN imposed on communities, WATSAN is not a legal structure; existing WUGs sidelined; no legal framework adopted by any of the completed sub-projects; poor relations between village government and WATSAN committee</p>	<ul style="list-style-type: none"> • VG leaders should be involved in the early stages of the RWSSP intervention • VG leaders should be invited to attend WATSAN/WUG training in order to discuss each one's roles, responsibilities and relations • WATSAN should be transparent on money issues e.g. produce financial reports periodically to VG and village assembly • Monies collected for water should be banked immediately and DWST should have regular check up of community water funds including auditing • WATSAN should be a transition structure to enable community plan and implement the W&S facilities. FSP should, during the implementation phase assist communities to establish a legal framework for managing the completed facilities • The contractual scope of work for FSP should clearly specify that they have to assist communities to establish a legal framework for the completed facilities.
	<p>Some WATSAN committees not transparent and accountable on financial matters; In some communities the VEOs keep the money collected for water fund.</p>	<ul style="list-style-type: none"> • WATSAN treasurers should not hang around with cash collected from community members. All cash should be banked immediately; FSPs facilitate the process • Ensure all treasurers are adequately trained on the job on how to keep basic accounts • Train WATSAN committee on roles and responsibilities
	<p>Caretakers' training not packaged and not closely followed up by TSPs</p>	<ul style="list-style-type: none"> ▪ TSP should supervise closely the training of caretakers by contractors incl. Selection, training package etc
Report Writing	<p>Too many formats of report writing</p>	<ul style="list-style-type: none"> • Templates for report writing should be developed for FSPs, TSPs. and WATSAN • DWSTs should follow the normal district report formats
	<p>DWSTs delay payments to service providers for different reasons including taking too long a time to read progress reports or comments on designs etc</p>	<ul style="list-style-type: none"> • Progress reports by FSPs, TSPs, contractors should be circulated to all DWST members for comment

ANNEX 5: COMMON CRITICAL INCIDENTS

ANNEX 5

COMMON CRITICAL INCIDENTS

CRITICAL INCIDENTS	SUGGESTED SOLUTION
Women sitting at the back and not talking	Check on the physical arrangement – school style or circle. If school style, change the setup to a circle. Give special attention to women and encourage them to speak, using simple questions. Divide into male and female groups to allow women to meet and discuss on their won. If women are mixed up with men, they may not speak.
Community asks you how to solve a problem of vandalism of the tap	Instead of answering their question, throw it back – and ask for their ideas. Tell them – <i>“You know your situation better than id o, because I’m an outsider. How would you do it?”</i>
FSP criticizes the WATSAN harshly	Take a neutral attitude in dealing with this problem. Intervene by asking the WATSAN – <i>“Why did this happen?”</i> try to intervene in a way that doesn’t hurt the FSP. Example: <i>“The FSP said those things because he wants to see you (WATSAN) doing good work”</i>
WATSAN chairman is doing all the talking	Meet with him beforehand to ask him not to dominate – and to allow everyone a chance to speak/ tell him that it is important to get every one’s ideas if we are to build commitment to the proposed actions.
You ask a question and there is total silence	Ask again. Ask one person to explain your question. If a person says he understands, give him a chance to explain
Strong difference of opinion on how best to collect the money	First clarify the two different points of view – eg <i>“Some what to pay by cash. Some want to pay in kind (eg chicken)”</i> Then let them think about it and decide. Ask people to look at the advantages and disadvantages of each option. Look for a compromise – <i>“Would it possible to allow for both options –some paying in cash and others in kind? What do you think?”</i> Emphasize that whatever the option, the community needs to agree.
You suspect that there are many opinions by only two people are talking	Invite other people to speak eg <i>“What do those at the back think?”</i> <i>“Do you agree with the two people who have been talking?”</i>
Villagers are looking bored and a few start to leave	Move to a new topic. Take a break. Use buzz groups to get everyone talking.

FSP gives a long lecture on things the WATSAN already knows about	Find a polite way of asking the FSP to stop talking. Interrupt with a question and ask the villagers to respond.
FSP is reading from the manual when facilitating a community discussion.	Depends if reading is by standing or sitting. If standing we can see he is reading. Put up questions. Give him a signal to stop reading and ask questions.
FSP allows the community to select a complicated system without challenging them	Ask questions to get them to discuss the advantages and disadvantages of each system. Ask them about previous experience – what happened? If they have understood they will come up with decisions which are more realistic and which are less complicated

This document was created with Win2PDF available at <http://www.daneprairie.com>.
The unregistered version of Win2PDF is for evaluation or non-commercial use only.