

Swiss Development Cooperation (SDC)  
t.311 Kenya 30  
C492

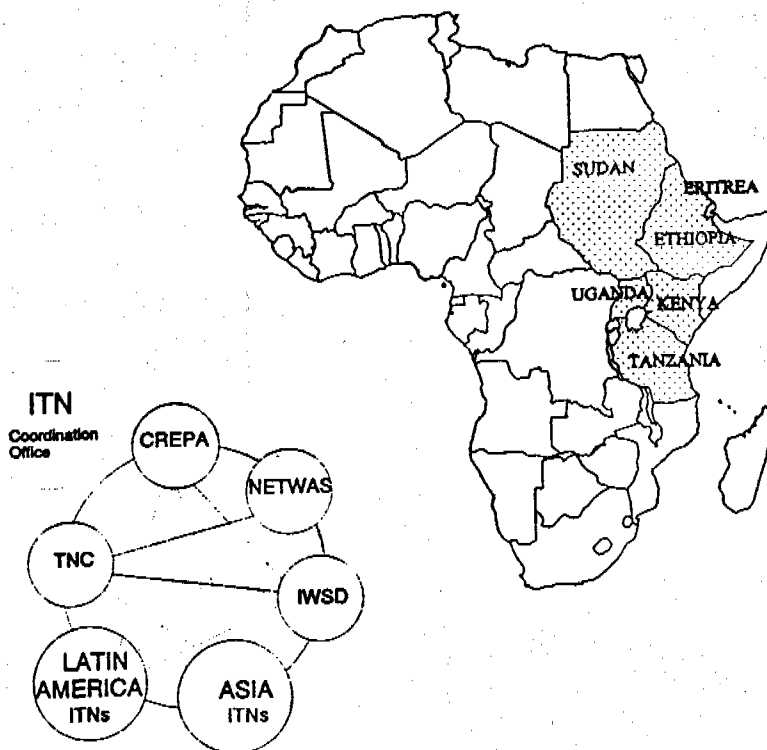
## NETWAS - Network for Water and Sanitation

### PROGRESS REVIEW

### FIRST ANNUAL GENERAL MEETING OF MEMBERS OF NETWAS INTERNATIONAL

### PREPARATION OF THE PLANNING WORKSHOP OF PHASE IV

LIBRARY  
INTERNATIONAL REFERENCE CENTRE  
FOR COMMUNITY WATER SUPPLY AND  
SANITATION (IRC)



Mission report by: Frank Haupt  
IC Infraconsult Ltd.  
June 1996



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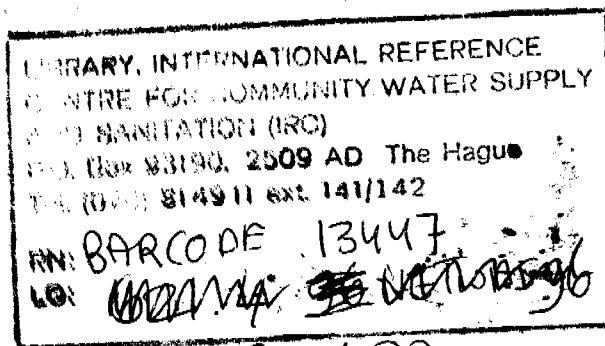
## NETWAS - Network for Water and Sanitation

### PROGRESS REVIEW

### FIRST ANNUAL GENERAL MEETING OF MEMBERS OF NETWAS INTERNATIONAL

### PREPARATION OF THE PLANNING WORKSHOP OF PHASE IV

Monitoring mission



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### List of abbreviations

AGM	Annual General Meeting
AMREF	African Medical and Research Foundation
ARUNET	Adaptive Research Training Network
CBWSS	Community Based Water Supply and Sanitation
CLC	Country Level Collaboration
CSD	Community Support and research Division (of NETWAS)
ED	Executive Director
ESA	External Support Agency
HRD	Human Resources Development
IRC	International Reference Centre (The Netherlands)
ITN	International Training Network on Water and Waste Management
NETWAS	Network on Water and Sanitation (ITN Nairobi)
NIS	Networking and Information Division (of NETWAS)
PALNET	Participatory Learning Network
PROWWESS	Programme for the Promotion of the Role of Women in Water and Environmental Sanitation Services
RWSG	Regional Water and Sanitation Group
SANDEC	Sanitation in Developing Countries
SDC	Swiss Development Cooperation
SKAT	Swiss Centre for Development Cooperation in Technology and Management
SWM	Solid Waste Management
WB	World Bank
WHO	World Health Organisation
ZOPP	Ziel-orientierte Projekt-Planung (objective oriented project planning)

### Exchange rates

US\$ 1.00 = CHF 1.25

US\$ 1.00 = KSh 55.60

## 1. Background and Terms of Reference

NETWAS, the East African centre of the World Bank initiated International Training Network for Water and Waste Management ITN has undergone a restructuring process from October 1994 to June 1995, transforming it from a budget financed project to a market-oriented non-profit organisation. Despite its difficult start, NETWAS slowly finds itself on track towards greener pastures in the donor community. The present mission was to assess the actual situation, and to check its performance against the plan of operation.

Box 1

### SUMMARY TERMS OF REFERENCE

#### Progress review

1. Check activities carried out against the plan of operation for 1996
2. Assess the actual financial situation of NETWAS and its viability

#### Participate in the first members' Annual General Meeting

3. On the agenda: discuss the annual report presented by the Executive Director of NETWAS; election/confirmation of the office bearers (chairman, vice-chairman, treasurer, secretary), the trustees, the auditor and the lawyer of NETWAS

#### Additionally:

4. Part-time participation in the Solid Waste Management workshop (organised by NETWAS / SANDEC)
5. Preparation of the NETWAS planning workshop for the following phase VI (1997 - 98)

#### Reporting

6. Mission report and debriefing on return

The mission schedule timely coincided with the Annual General Meeting of its members (AGM) and the Advisory Board Meeting. The latter had been postponed by the Council to September after signature of the contract, and is therefore no longer covered under the present terms of reference. The reason was, that the NETWAS Council found it more convenient to have a Advisory Board Meeting after or even during the planning workshop of the next phase (scheduled to take place in September 96), so that NETWAS could benefit from the Boards advice and integrate its recommendations in its business strategy.

Subsequently, part-time participation in the Solid Waste Management

workshop, organised by NETWAS and SANDEC, and preparation of the next planning workshop have been added to the terms of reference.

The terms of reference for the present monitoring mission are given in box 1.

## 2. NETWAS performance in 1996

### 2.1 Summary review of activities

NETWAS' activities and achievements during the last two months have been checked against the workplan in individual sessions with the division heads and the ED. The results are shown in annex 2. NETWAS is strongly recommended to use this same form when submitting monthly reports to SDC (as laid down in the agreement, art. 7, between NETWAS and SDC for the current phase). For the period January to March 1996, a project progress report has been submitted by NETWAS (see annex 6).

Some comments on the NETWAS performance are given below:

### *1. Dynamic network of WSS institutions in East Africa established/functioning*

The identification of national reference centres of NETWAS has reached only the state of the TORs for feasibility studies in Uganda and Tanzania. The head of the NIS division will enter on duty by mid-June and will immediately start with the study in Uganda, using his knowledge and experience gained in this country. In Ethiopia, "Water Action", an British NGO, has been identified as potential support for the establishment of a NRC.

### *2. Market oriented organisation established*

NETWAS is now fully staffed with 13 professionals (covering public health, civil engineering, information, social sciences and accounts) and 13 support staff.

The policies and structures of an self-sustainable and efficient organisation are laid out on paper; however, the application in the day-to-day business reality still lags behind. Internal administrative processes and control, observation of set rules and regulations have not become a routine yet, and experience will still have to show how to put theory into practice. The next six months and even beyond are to be considered as a consolidation phase in terms of market orientation (course development and service improvement) as well as in organisational and managerial development.

In an aim to avoid administrative overkill in collecting huge numbers of data that cannot reasonably be handled, NETWAS should rather concentrate on consolidating the existing procedures. The introduction of still other tools may not be indicated. The Management Information System (MIS) in preparation should therefore focus on a few very relevant data, before opening its spectre gradually to a collection of a wider range of data, which then can be handled easily by the users.

Among other sources of funding, IRC has become an important partner (25 % of income generated in the period June to December 1995). Other international and local organisations like UNICEF, WB, UNEP, Ministries and NGOs are widening the list of NETWAS clients, which opens a promising perspective on the future business development.

The first contacts with the future clients are usually decisive; definitely, NETWAS needs to pay more attention in this regard, e.g. submission of offers (lay-out, completeness, timeliness, correct spelling) and thorough follow-up with the client, once he has shown his interest in NETWAS' services.

This leads to the need of improved quality assurance, for which procedures still have to be worked out and introduced as a routine.

Since its constitution on February 9, 1996, the Council and its executive committee (chairman, vice-chairman, treasurer and ED) has become a powerful governing body, giving efficient management support to NETWAS. In the future, the Council will meet twice a year, whereas the executive committee will meet in shortly organised ad hoc meetings. It will allow SDC to step back from its predominantly donor-driven approach to a client-contractor relationship. This is an important step towards independence from donors and self-sustainability. By the words of the ED, the SDC supported technical backstopping by Infraconsult and the management support consultant (TARA) for specific tasks, should be maintained, since their work gives important inputs for the Council's decision making.

### *3. Quality and volume of advisory and consultancy services increased*

The IRC mandate on Action Research together with the consultancy for the diocese of Muranga is giving a comfortable baseline financing through CSR; efforts are being

made to attract additional income on consultancies, and there are certainly good perspectives to realise the budget target.

#### ***4. Information documented and/or disseminated on a regular basis***

The NETWAS documentation centre has been well organised and adequately staffed with one additional secretary. Two commendable publications are being printed regularly: the "traditional" *Water and Sanitation News*, and the recent *NETWAS update*. The latter is more an advertising brochure for NETWAS, whereas the first one should be a forum for sector institutions and NGOs. A home page is going to be worked out and fed into INTERNET on INTERWATER with the assistance of the University of Natal.

A Directory on organisations in and linked to the water and sanitation sector will be edited next month and will allow to embark on the finalisation of the already initiated bibliography on the water sector in Kenya.

Unfortunately, potential clients are very limited in the use of NIS services, the NETWAS offices being far off the town centre.

#### ***5. Training intensified and focused***

Training activities have been limited to a "management for sustainability" course in Uganda and one in Lokichokio (for UNICEF Southern Sudan Operations). One TRS programme officer participated as participant/facilitator in a PROWESS training workshop in Ethiopia. For the rest, most of the time had been spent in preparation of new courses (solid waste management, environmental impact assessment, environmental monitoring).

In the AGM the division has been urged to prepare a training programme for 1997 to be published in short course; this should allow the potential trainees and sponsors to plan for the early allocation of the necessary funds.

Courses such as requested by UNICEF (in-house courses in Karthoum and Lokichokio) and the "management for sustainability" - courses may still reverse the effects of a bad start of the TRS this year, so that the targeted 2250 participant-days can still be realised.

More attention should be laid on the "focusing" of the training courses. NETWAS be advised to concentrate on its strengths and areas of experience. New courses need very careful preparation (needs assessment, clients to be addressed, design of curriculum, marketing, etc.). NETWAS is building up its reputation; this effort can easily be jeopardised if one or two courses are not adequately prepared and held by professionally competent and experienced staff.

#### ***6. Capacity in adapted research/structured learning strengthened and used***

Adaptive research on CBWSS in collaboration with IRC is continued.

## ***2.2 Financial situation***

An unaudited statement at the end of the transition period - AMREF's audit report is not yet available - shows a budget balance of approx. 5,5 mio KSh and 45'000 US\$.

Financial procedures and accounts of the first half year of NETWAS functioning as independent NGO have been audited; the auditor reports that "NETWAS International statement of receipts (grants) and expenditure present fairly the programmes activities for the six months period ended 31st December 1995." The auditors report, the man-

agement letter and the comments by the management consultant are under annex 7 and 8.

Due to software problems in the NETWAS accounts system, the budget balance is available only for the period January to March 1996. If these problems cannot be solved in due course, NETWAS management should urge the supplier of the software for an alternative solution.

A call-down for the first quarter of 1996 amounting to 2,315 mio Ksh (as compared to budgeted 3,577 mio KSh) for salaries and performance subsidies has been paid by SDC. The reason for the high budget variance is that only one training course was held during this period. However, if NETWAS activities up to the end of the year can be carried out as planned, the full SDC budget will be spent.

### **3. First members' Annual General Meeting**

With 14 members attending the meeting, participation was rather behind expectations. After lecture of the chairman's statement and presentation of the annual report (June to December 1995), the discussion covered the following main points:

- **who is a member of NETWAS?** Members are admitted by the membership committee (elected by the Council); this committee is not yet in place, so, the founder members are the only members admitted so far. As a consensus, membership of NETWAS is open to the members of the Advisory Board. The question of open or restricted membership will be put on the agenda of the next Advisory Board Meeting for deliberation.
- **selection of courses should be based on NETWAS' comparative advantage** in the sector, making use of its strength, before entering new domains where NETWAS needs to first develop its own competence (e.g. course on EIA).
- **donors are usually paying for the training courses;** NETWAS should have a budget for fellowships for participants without access to donor money.
- **more attention will be given to urban/semi-urban areas** (collaboration with SANDEC and Habitat).
- **NETWAS should promote a more aggressive marketing.** Training courses must be announced well in advance (tentative schedules one year in advance).
- **there is urgent need to establish NETWAS branches in neighbouring countries** for ease of tapping these markets (NETWAS branches would be considered local NGOs); the first branch is scheduled to be open in Uganda before the end of this year, followed by Tanzania and Ethiopia.

The treasurer read her statement and opened the discussion on the auditor's report:

- **the present report covers only expenditure and income,** the next audit shall be a full audit, including profit and loss account; liabilities and assets should be shown in the balance sheet.
- **NETWAS has been commended for the transparency of its accounts.**

The members of the AGM elected the proposed Council, office bearers and trustees and confirmed the appointment of the lawyer; the auditor will be appointed by the executive committee of the Council in delegation of the AGM's powers (minutes of the AGM see annex 3).

#### **4 Solid waste management workshop**

A workshop has been organised by NETWAS in collaboration with SANDEC, with the objective to assess the needs and priorities, as well as the potential of the market. Participants came from municipal services, sector organisations and NGOs active in solid waste management (SWM), representing Kenya and Uganda. Invitees from Ethiopia and Tanzania did not arrive.

The workshop confirmed what had been assumed before: there is a great need for addressing the overwhelming problems of SWM in the fast growing towns; mainly the poor strata of the population (squatter areas) are usually not considered by municipal services. Solutions must be looked at as processes, and target a broad range of social, economical and technical aspects: capacity building for municipalities and in the communities, infrastructure (access roads, deposits, etc.), equipment (vessels, transport, etc.), sensibilisation of politicians and communities, financing (credit) schemes, development support to income-generating micro-enterprises, etc.

A future course on SWM could be divided into a part on planning aspects (addressing planners, civil servants, politicians), and a second part on operational aspects (addressing health workers, NGOs, community leaders). Follow-up on the course is taken at hand by NETWAS TRS, assisted by SANDEC.

#### **5 Planning workshop preparations**

NETWAS management will commence the preparation of the supporting document to the planning workshop in September. The basis for analysis of NETWAS' progress review is defined in the ZOPP project planning matrix, where indicators and the respective means of verification have been worked out.

The programme for the planning workshop looks as follows:

Fr, 30 Aug	supporting documents are handed out to Council members
Tu, 3 - Th, 5 Sep	planning sessions with NETWAS management/staff and consultants
Fr, 6 Sep	Executive Committee meeting; presentation of results
Mo, 9 - We, 11 Sep	planning sessions with NETWAS management/staff and consultants; preparation of reports
Th, 12 Sep	Advisory Board Meeting; presentation of preliminary workplans; official launching of NETWAS (press conference, and other activities)
Fr, 13 Sep	Council meeting; presentation of workplans and budget; finalisation



As a reminder, the two other important international events to come up are:

- Oct, 28 - Nov, 1      **Regional Seminar**, proposed theme: solid waste management
- Dec, 2 - 6            **ITN Africa meeting** (date to be confirmed), proposed theme: peri-urban water and sanitation

## 6 *Recommendations*

6.1 The **application of the rules and regulations** laid down in the manuals must be reinforced. Regular meetings of the management staff should be used to regularly recall certain items treated in the manuals, which tend to be left out in the daily work (e.g. competences and responsibilities as laid down in the job descriptions).

6.2 **Quality assurance** must be given more attention. The success and reputation of NETWAS are being built on the excellency of its products (reports, courses). This includes a qualitatively high standard of presentation of written documents (letters, tenders, reports, hand-outs etc.). Pleasant standard formats should be designed and used for all documents.

6.3 **Customers' care and follow-up** must be improved.

6.4 **Two staff meetings during six months are definitely not enough**; division staff meetings have almost not taken place. **Regular meetings** (instead of reorganisation of the divisional structure, as suggested in the last NETWAS progress report) assure coordination and collaboration between the divisions. Meetings must be fixed in the years workplan and be held accordingly; deputies must be appointed who can bridge the frequent absences of management team members.

Efforts must be made by the management to **promote a NETWAS team spirit** (corporate identity) across the divisions, rather than competition among them.

6.5 The **Council** is assuming its **important role** as supervisory and policy making body of NETWAS; SDC should recognise this role and establish further collaboration agreements on a client - contractor basis.

NETWAS' senior staff can be commended for their enthusiasm and dedication, having already made considerable steps into the wilderness of market-oriented business. Provided that this high level of motivation can be sustained, and that the above mentioned points can be improved, the viability of the organisation is most likely to be assured.

## **Annexes**

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- 1 Mission programme
- 2 Executive progress report April-May
- 3 Minutes of the AGM (draft)  
NETWAS' chairmans's statement  
NETWAS' treasurer's statement  
NETWAS' organisation structure
- 4 Synoptic table of members of NETWAS International and its Council,  
Advisory Board, Committees and Trustees
- 5 NETWAS workplans 1996

*on file with Infraconsult Ltd:*

- 6 NETWAS progress report January to March 1996
- 7 Audit report June to December 1995  
by H.W. Gichohi and Company
- 8 Assessment of the Financial Performance of NETWAS  
by TARA Consultants

## Mission programme

Date		Activities
Su, 2 June	a.m.	arrival from ZH
	p.m.	briefing and mission preparation with MNK
Mo, 3 June	a.m.	preparation of SWM workshop with MNK and RP
	p.m.	review session with VN; preparation for AGM
Tu, 4 June	a.m./ p.m.	AGM
We, 5 June	a.m.	participate in opening session of SWM workshop
	p.m.	review session with WN and PC; review session with IO
Th, 6 June	a.m.	review session with MNK
	p.m.	field visit Kibera (squatter area of Nairobi) with SWM workshop participants
Fr, 7 June	a.m.	review session with MNK
	p.m.	closing session of SWM workshop
Sa, 8 June	a.m./ p.m.	programme review
	a.m./ p.m.	report preparation
Mo, 10 June	a.m.	review session with JT debriefing with II and TL
	p.m.	planning workshop preparation with MNK
Tu, 11 June	a.m./ p.m.	flight NBO - ZH

MNK Matthew N. Kariuki, ED / RP Roger Pfammatter, SANDEC / VN Vincent Njuguna, ass. accountant / WN Wilfried Ndegwa, fut. head NIS / PC Paul Chikombe, documentalist / IO Isaack Oenga, head CSR / JT James Thuku, head TRS / TL Tore Lium, manager RWSG / II Inès Islamshah, SDC

Annex 2

**Executive progress review**

Chart 6.1 Workplan for Executive Director's Office: January 1996 to December 1996

Activity	1996												Facilitator				Others	POP Activity					
	J	F	M	A	M	J	J	A	S	O	N	D	MNK	MG	GN	PG							
ED 1. Management of NETWAS. Coordination of programmes						<i>on-going</i>																	
ED 2. Organisation and chairing of Management Team monthly meetings						<i>not done; weekly management team meetings to start 17/6; deputies to be appointed</i>																	
ED 3. Senior Staff meetings (monthly)						<i>not done; as from now, changed into: Programme Review Group (senior staff meeting, quarterly)</i>																	
ED 4. General Staff meetings (quarterly)						<i>quarterly, starting from mid-July</i>																	
ED 5. Financial management of NETWAS						<i>on-going; no senior accountant recruited, therefore a heavy workload for the ED</i>																	
ED 6. Networking and marketing						<i>on-going, not institutionalised; contacts with NL-Embassy, ODA</i>																	
ED 7. Monitoring and Evaluation						<i>analysis of time-sheets, financial statements, workplans</i>																	2
ED 8. Backstopping of Divisional assignments						<i>by necessity on Ed's own initiative, or on request by division heads</i>																	
ED 9. Regional WS Seminar														11-14	X	X	X				X		
ED 10. Coordination of NETWAS Workplans and Budget preparation/review															X								
ED 11. Advisory Board Meeting														18	X	X	X	X					
ED 12. NETWAS ZOPP Planning Workshop for 1997-1998														14-17	X	X	X				X		

MNK=Matthew Kariuki, MG= Ms Mary Gitau, GN=George Ngigi, PG=Peter Gichuki

Chart 6.1 Workplan for Executive Director's Office: January 1996 to December 1996 (contd.)

Activity	1996												Facilitator				Others	POP Activity						
	J	F	M	A	M	J	J	A	S	O	N	D	MNK	MG	GN	PG								
ED 13. Interim Meeting of NETWAS Members and AGM						AGM to be held 4th of June																02.01.04		
ED 14. NETWAS Council Meetings						held on 18/3, 25/4, 23/5															X	02.01.03		
ED 15. External Monitoring Missions of NETWAS						to be held 2 - 11/6											X	X	X	X		X		
ED 16. Staff recruitment: PM-NIS and SA-F&A						delayed											X	X						
ED 17. NETWAS Audit consultations						audit report finalised											X							
ED 18. Attend ITN Meetings												■												
ED 19. Review of Operational Guidelines for Africa ITN. Establish joint projects with other ITNs												■	X											
ED 20. Establishment of NETWAS Branches													X	X										
- TOR and appointment of consultants in the three countries (Uganda, Tanzania and Ethiopia)																								
- Feasibility study implementation			UG 	TZ 	ET 																			
- Evaluation				UG 	TZ 	ET 																		
- Preparation of Constitution and Registration of National Branches			TZ 	UG 	ET 								X	X										
- Preparation of funding proposals																								
ED 21. Staff development																								

*delayed; draft TOR for feasibility exist; funding proposal to SDC?*

MNK=Matthew Kariuki, MG= Ms Mary Gitau, GN=George Ngigi, PG=Peter Gichuki

Chart 5.1 Workplan for Finance and Administration Division: January 1996 to December 1996

Activity	1996					Facilitator							Others	POP Activity			
	J	F	M	A	M	JM	Sa	AO	VN	AK	EO	Gar					
F&A 1. Coordination of the activities of the Division; Organising of weekly meetings; Taking minutes of Staff meetings										X			X			X	
F&A 2. Obtaining quotations; Writing LPDs, Stock taking; Providing Personnel Services; Office Services										X			X	X	X		
F&A 3. Providing Transport Services; Insurance cover for vehicles, equipment and staff; Telephone, Transport and Photocopies recharges										X			X	X			
F&A 4. Organising delivery of statutory deductions to various authorities e.g. NSSF, Income Tax, NHIF, LG Service Charge, Drought Levy, etc.										X						X	
F&A 5. Recording of Creditors bills and invoices; Signing of Cheques; Follow-up on the preparation of Reimbursement for Services to NETWAS clients.										X	X	X	X	X			
F&A 6. Purchase of the stamps for relevant statutory deductions; Review of Bank Statements of Accounts and Reconciliation Statements.										X	X						
F&A 7. Receipts of cash & Cheques and issuance of receipts, Banking and Bank Statements												X					
F&A 8. Suppliers invoice processing and payment; Salaries preparation and delivery to bank; statutory deductions and processing cheques.										X	X	X					
F&A 9. Petty Cash advances and processing of claims; Posting of PCAs and PCCs; Preparation of Reconciled trail balance.										X	X						

F&A 1 to 9 are on-going

F&A 2 expensive electronic equipment must be protected against presently frequent power supply break-downs; get quotations on UPS.

JM=John Mutitu, SA=Senior Accountant, AO= Ms Alice Oenga, VN=Vincent Njuguna, SEC=Secretary, AK=Antipas Karakula, EO=Eliud Ochieng, Gar=Gardener

Chart 5.1 Workplan for Finance and Administration Division: January 1996 to December 1996 (contd.)

Activity	1996												Facilitator							Others	POP Activity										
	J	F	M	A	M	J	J	A	S	O	N	D	JM	Sa	AO	VN	AK	EO	Gar												
F&A 10. Monthly Income and Expenditure Statements and other management reports						<i>delayed due to software problems; actual statement: March 96</i>																									
F&A 11. Ensuring accuracy and coding of expenditures to proper Cost Centres; Opening new Cost Centres.						<i>on-going</i>												X	X		X					X					
F&A 12. NETWAS budgets preparation & review (semi-annually)																				X	X		X					X			
F&A 13. Invoicing and follow up						<i>on-going; invoicing list needs to be installed, in order to invoice tasks when finished</i>																									
F&A 14. Cash Flow forecast for the month						<i>not done</i>																									
F&A 15. Filing/ Telephone/ Production of Materials Operation/ Reception/ Registry Services						<i>on-going</i>																									
F&A 16. Preparation of documents for Auditing						<i>audit report submitted to Council in time</i>																									
F&A 17. Review of Income & Expenditure Statement and other monthly financial report.						<i>no monthly reports produced due to software problems</i>																									
F&A 18. Management of F&A division																															
♦ Preparation of the Annual Report 1995																				X	X	X	X				X				
♦ Preparation of the Workplans for 1996																			X	X	X	X				X					
♦ Monitoring and evaluation																			X	X	X	X				X					
♦ Organising F&A Meeting																			X	X	X	X									
♦ General Administration																			X	X	X	X									

JM=John Mutitu, SA=Senior Accountant, AO= Ms Alice Oenga, VN=Vincent Njuguna, SEC=Secretary, AK=Antipas Karakula, EO=Eliud Ochieng, Gar=Gardener



Chart 4.1 Workplan for Networking and Information Service Division: January 1996 to December 1996

Activity	1996												Facilitator				Others	POP Activity	
	J	F	M	A	M	J	J	A	S	O	N	D	PM	PC	GM	SEC			
NIS 1. Production of Directory of WSS ♦ Kenya ♦ Uganda																			initiated in March, published in July; approx. 140 organisations in Kenya listed; instead of a Ugandan, a regional directory is envisaged, if a preliminary survey shows market potential
NIS 2. Production of Newsletter (Water and Sanitation News). Dissemination of the same																			December issue had been delayed because AMREF publishing dept. closed without prior notice (!) problem: get articles from outside NETWAS on schedule
NIS 3. Production of NETWAS Update																			
NIS 4. Management of Documentation Centre * development of documentation services * Networking * Promotion of information services * Registration of members																			working on the directory gives good ground for networking registration of members of the library: delayed, no clear policy
NIS 5. Processing 1 * Accessioning * Labelling * Shelving * Indexing 1						on-going									X	X		04.02	
NIS 6. Processing 2 * Classification * Cataloguing * Indexing 2						on-going													
NIS 7. User Services * Charging and Discharging documents * Reference Services																			user services (advice, documents) being used by students and organisations
NIS 8. Desk Top Publishing for preparation of the newsletter, NETWAS Update, brochures, fliers, etc.						on schedule									X			02.02.04	
NIS 9. Development of NETWAS Home Page for Internet and network with other members of WENDY																			delayed; homepage is a big task, workload had been underestimated; will be done through University of Natal, when time available.

PM=Programme Manager, PC=Paul Chikombe, GM=Gilbert Muhanji, SEC=Secretary, Others=Staff from other Divisions or hired consultants

Chart 4.1 Workplan for Networking and Information Service Division: January 1996 to December 1996

Activity	1996												Facilitator				Others	POP Activity		
	J	F	M	A	M	J	J	A	S	O	N	D	PM	PC	GM	SEC				
NIS 10. Production of NETWAS Documentary																				<i>means: track records; delayed to July, important for marketing!</i>
NIS 11. Regional water and Sanitation Seminar																				<i>proposed agenda: SWM</i>
NIS 12. Development of Branches ♦ Tanzania ♦ Uganda ♦ Ethiopia																				<i>delayed to mid-june, lack of staff; important advantage of branches: confidence of host countries (tendering) and presence in the market</i>
NIS 13. Networking with sector organisations and the ITNs																				<i>accidentally, not institutionalised</i>
NIS 14. Collaboration with PALNET: Meetings																				<i>secretariat is being assured by NETWAS; secretary: Rose Lidonde</i>
NIS 15. Production of Bibliographies ♦ Kenya ♦ Uganda																				<i>partly done by consultants; finalisation depends on directory</i>
NIS 16. Development of NIS Management Information System plus NETWAS MIS																				<i>workshop on NETWAS MIS held 24 May; assessment of needed information; next step: define data format and support</i>
NIS 17. Management of NIS division ♦ Preparation of the Annual Report 1995 ♦ Preparation of the Workplans for 1996 ♦ Monitoring and evaluation ♦ Organising NIS Meeting ♦ General Administration																				<i>on schedule</i>  <i>division meetings have not been held (most of the time two staff only)</i>

PM=Programme Manager, PC=Paul Chikombe, GM=Gilbert Muhanji, SEC=Secretary, Others=Staff from other Divisions or hired consultants

Chart 3.1 Workplan for Community Support and Research Division for January 1996 to December 1996

Activity	1996												Facilitator					Others	POP Activity
	J	F	M	A	M	J	J	A	S	O	N	D	IO	PI	PN	SM	JK		
CSR 1. Marketing of services	██████████					on-going						X	X	X	X	X	X		
CSR 2. Management meetings						see ED 2/3						X	X	X	X	X	X		
CSR 3. Demonstration projects				██████████		one demonstration project started in Kisii, funded by SIMAVI													
CSR 4. Advisory services (Kenera)						PN provides to Muranga, 8 m-d/month													
CSR 5. Reviews/Appraisals/Evaluations					■	no contracts; prequalified for Tanzania (DANIDA)													
CSR 6. Baseline studies					■	no contracts						X	X	X	X	X			
CSR 7. Adaptive research	██████████					on-going, funded by IRC; 13 m-m in one year; participation in CC working group on community management, funded by ISW													
CSR 8. Monitoring, Evaluation and Planning	██████████					staff appraisal has been conducted with positive reaction by staff members													

IO=Isaack Oenga, PI=Ms Pauline Ikumi, PN=Patrick Nginya, NA=Norman Aluse, SM=Simon Mokaya, JK=Judy Kariuki, Others=Staff from other Divisions or hired consultants

Chart 3.1 Workplan for Community Support and Research Division for January 1996 to December 1996 (Contd.)

Activity	1996												Facilitator					Others	POP Activity			
	J	F	M	A	M	J	J	A	S	O	N	D	IO	PI	PN	SM	JK			NA		
CSR 9. Development of CSR Management Information System						<i>workshop held on 24/5, on-going</i>																
CSR 10. Management of CSR division																						
♦ Preparation of the Annual Report 1995													X	X	X	X	X	X	X			
♦ Preparation of the Workplans for 1996													X	X	X	X	X	X	X			
♦ Monitoring and evaluation													v	v	v	v	v	v				
♦ Organising CSR Meeting						<i>only three division meetings have been held this year</i>																
♦ General Administration																						

IO=Isaack Denga, PI=Ms Pauline Ikumi, PN=Patrick Nginya, NA=Norman Aluse, SM=Simon Mokaya, JK=Judy Kariuki, Others=Staff from other Divisions or hired consultants

Chart 2.1 Workplan for Training Division for 1996 to December 1996

Activity	1996												Facilitator					Others	POP Activity																						
	J	F	M	A	M	J	J	A	S	O	N	D	JT	BK	DC	AS	SEC																								
TRS 1. Management for Sustainability Course for Uganda ♦ Course preparation ♦ Course implementation		12- 																		X	05.05.01																				
TRS 2. Participatory Planning, Monitoring and Evaluation Training Course - Tanzania ♦ Workshop preparation ♦ Workshop implementation			11-15 																			05.05.01																			
TRS 3. Solid Waste Management Workshop ♦ Workshop preparation ♦ Workshop implementation					6-9 															C		X							C	X	X	X	X		05.05.01						
TRS 4. Management for Sustainability Course, UNICEF - OLS ♦ Course preparation ♦ Course implementation					15-3 																																				
TRS 5. Hygiene Education ♦ Course development ♦ Course preparation																					X								C	X					05.05.01						
TRS 6. Environmental Impact Assessment Course ♦ Course development ♦ Course preparation ♦ Course implementation																																			X	X	X	X	X		

JT=James Thuku, BK=Ms Beth Karanja, DC=Dr. Davies-Cole, AS=Ali Saleh, Others=Staff from other Divisions or hired consultants

Chart 2.1 Workplan for Training Division for 1996 (Cont.)

Activity	1996												Facilitator					Others	POP Activity							
	J	F	M	A	M	J	J	A	S	O	N	D	JT	BK	DC	AS	SEC									
TRS 7. Participatory Planning Monitoring and Evaluation Course ♦ Course development ♦ Course preparation ♦ Course implementation															X										05 05 01	
<i>course on PRA and PROWWESS; course fees: 2'000 USD; so far, only 3 participants;</i>																										
TRS 8. Environmental Management Course ♦ Course development ♦ Course preparation ♦ Course implementation		■	■																							05 05 01
<i>course extended to 4 weeks; flyers have been sent out, material is being prepared; input by IC-Geneva: 5 days</i>																										
TRS 9. Management for Sustainability Course, Kenya ♦ Course preparation ♦ Course implementation		■	■																							
<i>regional annual course, together with IRC</i>																										
TRS 10. Development of Funding Proposal for:- ♦ Participatory Methods Course(PRA, DELTA, SARAR) ♦ Control of Water and Sanitation Related Diseases ♦ Gender Issues in Water and Sanitation Issues		■																								
<i>some courses have been prepared, but not submitted</i>																										
TRS 11. Development of Proposals to bid for consultancies ♦ Birongo Water Supply Training Consultancy Proposal for KFFHC ♦ Letter of Interest for Training Consultancy for ASAL/Kenya Livestock Development Programme (GOK/EC) ♦ Preparation of Other Proposals		■																								05.01.02
<i>both canceled by the donors for lack of funds</i>																										

T=James Thuku, BK=Ms Beth Karanja, DC=Dr. Davies-Cole, AS=Ali Saleh, Others=Staff from other Divisions or hired consultants

Chart 2.1 Workplan for Training Division for 1996 (Cont.)

Activity	1996												Facilitator					Others	POP Activity								
	J	F	M	A	M	J	J	A	S	O	N	D	JT	BK	DC	AS	SEC										
TRS 12. Development of tailor Made Courses	██████████					<i>on-going (e.g. Meru diocese)</i>												X	X		X			05.01.02			
TRS 13. Deveopment of training materials	██████████					<i>on-going for courses offered</i>																					
TRS 14. Marketing of training courses. Maintain working relationship with partners	██████████					<i>flyers for all courses are ready; course programme for 97 is being prepared</i>																					
TRS 15. Evaluation and follow up on training courses	██████████					<i>questionnaire on mfs course will be sent out six months after the end of the course for impact assessment</i>																					
TRS 16. Assist training institutions in curricula development			██████			<i>no activities</i>														^	^						
TRS 17. Development of TRS Management Information System	██████████					<i>workshop held 24/5</i>												X	X		X		X				
TRS 18. Management of TRS division																											
♦ Preparation of the Annual Report 1995	██████████																		X	X	X	X	X		X		
♦ Preparation of the Workplans for 1996	██████					<i>staff (except mangement) appraisal done successfully</i>																					
♦ Monitoring and evaluation	██████████					<i>meetings are held ad hoc</i>																					
♦ Organising TRS Meeting	█	█	█	█	█																						
♦ General Adminstration	██████████																							X			

JT=James Thuku, BK=Ms Beth Karanja, DC=Dr. Davies-Cole, AS=Ali Saleh, Others=Staff from other Divisions or hired consultants

Annex 3/1

**Minutes of the AGM**



**MINUTES OF NETWAS FIRST ANNUAL GENERAL MEETING  
HELD AT WORLD BANK CONFERENCE HALL, NAIROBI ON  
TUESDAY 4TH JUNE 1996 AT 11.00 A.M.**

**PRESENT**

1. Mr. Tore Lium - Chairman
2. Mrs. I. Islamshah - Treasurer
3. Mr. Matthew N. Kariuki - Secretary
4. Mr. Frank Haupt - Member
5. Mrs. Margaret Mwangola - Member
6. Mr. Isaack O. Oenga - Member
7. Mr. Patrick O. Kahangire - Member
8. Dr. Ralph Engelmann - Member
9. Mr. James P.M. Thuku - Member
10. Mr. Wilfred M. Ndegwa - Member
11. Ms. Rose Lidonde - Member
12. Mr. Roland Schertenleib - Member
13. Mr. Pascoal Denis - Member
14. Mr. John W. Mutitu - Member
15. Mr. Armon Hartman - Member (Appointed Mr. Frank Haupt as a proxy)

**IN ATTENDANCE**

1. Mr. Nganga Munene (NETWAS LAWYER)

**ABSENT WITH APOLOGY**

1. Mr. Evo Imparato - Vice Chairman
2. Prof. Nimrod Bwibo - Member
3. Mr. Gunnar Schultzberg - Member
4. Mr. Rolf Winberg - Member
5. Mr. Jo Smet - Member
6. Mr. Karl Werhle - Member

**AGENDA**

1. Chairman's Statement
2. Secretary's Report
3. Treasurer's Statement
4. Consideration of 1995 Annual Accounts
5. Presentation and Election of Office Bearers and Other Members of the Council.
6. Presentation and Election of Trustees
7. Appointment of Auditors
8. Any Other Business

## **MIN. AGM 01/96 - CHAIRMAN'S OPENING REMARKS**

The Chairman called the meeting to order at 11.15 a.m. He welcomed the members to the NETWAS International first Annual General Meeting.

## **MIN. AGM 02/96 - CHAIRMAN'S STATEMENT**

The Chairman read his statement to the meeting. The statement gave the background of NETWAS and the challenges ahead.

The full report of NETWAS was contained in the Annual Reports to be presented by the Secretary/Executive Director NETWAS International.

The Chairman invited comments to his statement and there being no comment raised, he invited the Secretary to present NETWAS Annual Report.

## **MIN. AGM 03/96 - THE SECRETARY'S REPORT**

The Secretary presented NETWAS Annual Report by aid of overhead projector and thereafter the Chairman invited comments.

### **Comments**

1. The role of NETWAS Advisory Board required clarification.
2. - Who are the members of the Advisory Board.  
- Who determine membership fees and registration of members
3. Funding of NETWAS Courses.
4. Sanitation issues were being overlooked.
5. Establishment of Branches.

### **Reaction to the above comments by the Secretary:**

1. The role of Advisory Board is to give advise to NETWAS Council.
  - i) The initial role of the Board was to act as a lobbying group for establishment of NETWAS.
  - ii) Marketing avenue of NETWAS activities
2. The members of the Advisory Board includes some members who had declined to be members of NETWAS Council.
3. NETWAS Council determines the membership fees and was empowered by the Constitution to give waiver to fees payment.

The constitution provides open membership and selected membership.

4. Funding of NETWAS courses was being undertaken by donors through the community groups and NGOs.

5. The Secretary explained that Sanitation was not being overlooked as course on hygiene focusing a sanitation in urban areas was being developed. A programme on Solid Waste Management was also being developed.

6. **Establishment of Branches**

The meeting was informed that Mr. Ndegwa the newly appointed NIS Manager would be assigned the responsibility of opening NETWAS Branch in Uganda. Other Branches would be opened in Tanzania and Ethiopia. Contact persons in Tanzania had been approached and were expected to give reports on modalities of opening the branch soon.

The organisation from who NETWAS could draw course participants were finding it difficult to secure funds to sponsor their staff. It was suggested that NETWAS should circulate their scheduled programmes two years in advance.

7. **NETWAS Newsletter and NETWAS Update.**

Dr. Engelmann suggested that Update could be combined with Newsletter to cut on the cost of printing and postage. However, the meeting was informed that the Newsletter was established as an exchange forum within the Region and was published quarterly and the number of copies produced were 2000 while update was circulated to 500 institutions and groups.

NETWAS Update focused on the activities of NETWAS and acted also as a marketing tool to NETWAS programmes. The meeting resolved that the publication of the two newsletters should continue.

**MIN. AGM 04/96 - THE TREASURER,S STATEMENT**

The Treasurer read her statement to the meeting and thereafter the chairman called for comments:-

There being no comment, the Treasurer was called upon to read the Auditors Report. The Auditor's Report of the Statement of Local Currency Receipts (Grants) and Expenditure for a period of six months from 1st July 1995 to 31st December 1995 was read.

The Chairman invited comments on Auditors Report.

**Comments:**

**(i) Complete Accounts were expected**

The members suggested that since NETWAS unlike other NGOs was expected to make profit, in addition to Income and Expenditure Accounts a profit and loss account and Balance Sheet could be produced.

- The meeting resolved that the Auditors in the final annual account for 1996 be asked to provide complete Accounts.

- Opening balances which could be derived from assets acquired from AMREF and other assets procured by NETWAS.
- NETWAS Debtors.

**(ii) Direct Expenses**

The members did not appear to understand why direct expenses were lower than the budgeted provision. The Secretary explained to the meeting that some direct expenses anticipated were not incurred since the consultant work was done by NETWAS staff.

**(iii) Cash in Bank**

The cash in the bank appeared high. The Treasurer explained that the amount reflected in statement was actually not there since some of the amount was due to the creditors who had not been paid at the close of the year. Other amount was invested in the Savings Account and were earning interest.

NETWAS operated the following accounts with Barclays Bank (K) Ltd.

1. Current Account - Barclays Bank
2. SDC Savings Account - for funds from SDC
3. NETWAS Savings Account - for funds generated from NETWAS activities
4. NETWAS - US\$ Current Account - 3 months Short Term investment with Housing Finance of Kenya for funds received from SIMAVI.

The meeting commended the investment policy adopted by NETWAS Management. The NETWAS Lawyer Advised the meeting that short term investment for a period of 3 months was allowed. Longterm investment was to be administered by the NETWAS Council

**iv) Cash Flow Forecast**

It was suggested that cash flow forecast should be prepared. The flow of funds should be ensured by adopting proper cash flow management. The clients should be asked to pay in advance a certain amount of the cost of the programme and the payment of the balance should be paid immediately after the course. The flow of donor funds should also be monitored properly to ensure that there were adequate funds to start of the programmes.

**Resolutions**

1. It was proposed by Mr. Denis that the chairman's statement be adopted. The proposal was seconded by Mrs. Mwangola and it was unanimously carried.
2. It was proposed by Mr. P. Denis that the Treasurer's Report be adopted. The proposal was seconded by Mrs. Mwangola and it was unanimously carried.
3. It was proposed by P. Denis that the Auditor's Report be adopted. The proposal was seconded by Mrs. Mwangola and it was unanimously carried.

**MIN. AGM 05/96 - ELECTION OF MEMBERS OF NETWAS COUNCIL**

It was proposed by Mr. Denis Pascoal that the following members of the Interim NETWAS Council be duly declared the elected members of NETWAS Council.

1. Mr. Tore Lium - Chairman
2. Mr. Evo Imparato - Vice Chairman
3. Mrs. I. Islamshah - Treasurer
4. Mr. Matthew N. Kariuki - Secretary
5. Mr. Patrick Kahangire - Member
6. Mrs Margaret Mwangola - Member
7. Prof. Nimrod Bwibo - Member
8. Mr. Frank Haupt - Member
9. Mr. Isaack Oenga - Member

The proposal was seconded by Ms. Rose Lidonde and was unanimously carried.

**MIN. AGM 06/96 - ELECTION OF TRUSTEES**

The following members were proposed as NETWAS Trustees:

1. Mr. Pascoal Denis
2. Mr. Armon Hartman / Alternate Mrs. I. Islamshah
3. Mr. Gunnar Schultzberg
4. Mr. Matthew N. Kariuki

The meeting sought clarification as to whether it was in order for the Executive Director to be a Trustee member. Mr. Denis gave the explanation that it was normal for many organisations to have its Executive Director as a Trustee member as he acted as a link between the Trustees and the Organisation.

It was also suggested that in future the number of Trustees could be increased from four to six members and should include a female member.

**Resolution:**

It was proposed by Mrs. Margaret Mwangola that the above named be declared as duly elected trustees of NETWAS International.

The proposal was seconded by Mr. Patrick O. Kahangire and it was unanimously carried.

**MIN. AGM 07/96 - APPOINTMENT OF AUDITORS**

The meeting was informed that quotations had been received from three Auditors Firms:

1. M/S H.W. Gichohi & Co  
Certified Public Accountants
2. M/S Price Water House Auditors
3. M/S Githongo & Partners Auditors

The first two firms had quoted a fair amount of around Kshs.300,000/= while the third firm had quoted Kshs.500,000/=.

No detailed analysis had been done since the quotations were received late.

The meeting authorised the NETWAS Council to analyse the first two quotations with assistance of Management Consultant and make the selection.

**MIN. AGM 08/96 - ANY OTHER BUSINESS**

The members wanted to know whether the members of NETWAS Board Advisory were to be elected or nominated. The meeting was informed that NETWAS Advisory Board was a Committee of the Council. As such members were to be nominated by the NETWAS Council.

There being no other business the Chairman thanked the members and declared the meeting closed at 3.50 p.m.

Distribution: \_\_\_\_\_  
Secretary

Date:.....

Minutes confirmed by: \_\_\_\_\_  
Chairperson

Date:.....

## **NETWAS' chairman's statement**

4th June, 1996

NETWAS was created in 1986 as part of the international contribution toward capacity building for more sustainable water supply and sanitation services. The African Medical and Research Foundation (AMREF) hosted NETWAS until 1994 when it was agreed that it should become independent. NETWAS was registered as an NGO in June 1995.

The present NETWAS is the result of a systematic approach to the establishing of a new organization. Its constitution was developed as an instrument for its legal registration and is now governing the operations. The current two year work plan, up to December 1996, is based on the new set of objectives and strategies for NETWAS; a demand based orientation now being the guiding principle.

A management consultant assisted NETWAS in the development of its new structure, strategies and a number of other outputs such as Organization Manual, Financial Operations Manual and a Marketing Strategy. After NETWAS was finally registered in 1995, its membership was established, mainly by inviting the members of the earlier Advisory Board.

These members were called to meet on 9th February 1996 and elected an Interim NETWAS Council which is chaired by myself and has members as listed in annex 2 of the Annual Report. The NETWAS Interim Council met for the first time on 18th March 1996. Again it met on 25th April and 23rd May 1996 respectively. The NETWAS Council's Terms of Reference are set out in the Constitution, Clause 14; it shall ensure the smooth running of NETWAS, aiming to achieve the adopted goals and objectives. This authority is entrusted to the Council by the members of NETWAS.

**For NETWAS to succeed and become fully sustainable, it must observe stringent rules of the game in an increasingly competitive market. Some of the keys to survival and expansion in this new marketplace are:**

- Maintaining a good professional image must be a primary consideration for NETWAS and all its staff;
- Providing high quality services, sound financial management, and reliable partnership to its clients are crucial for attaining success;
- Establishing mutually beneficial partnerships with sector actors within and outside the region are essential in order to command the high stature as a resource center.

To succeed, NETWAS must be ready to face and overcome various challenges. These include:

- The need to move towards increasing and, eventually, full financial self-sufficiency in the face of a highly competitive market;
- The task of developing a **highly respectable** NETWAS organization to serve the sector as a center of excellence;
- The need to be on the cutting edge in its dealings with the emerging sector issues in a developing market;
- The balance between a non-profit, capacity building and service rendering catalytic operation, as opposed to becoming a fully commercial organization managed for profit.

The first year of the "new" NETWAS has been encouraging and the stage has been set for a bright future. The role of NETWAS Council, the Members of NETWAS and the NETWAS Advisory Board will be to assist NETWAS to deal successfully with these challenges so that it can, in accordance with the Constitution, achieve the Mission, goals and objectives as explained in the Annual Report.



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Tore Lium,  
Chairman,  
NETWAS Interim Council



## NETWAS' treasurer's statement

4th June 1996

In the past NETWAS has depended on funding for services obtained as grants from various donors. It was not until 1995 when NETWAS decided to change its strategy by developing products which could be sold to various clients including donors. This was a drastic change in policy as it meant that NETWAS products and services had to be demand driven and consequently, of high standard to make them competitive in the market.

NETWAS has slowly moved towards achieving this strategy. The financial report of the first six months show an organisation which has effectively set up transparent management and financial structures and is fully geared towards the attainment of its goals and objectives.

The NETWAS Council decided that NETWAS books of accounts be audited for the first six months in order to provide a picture to this AGM of how NETWAS was performing under its new management and financial structure. The auditors have provided NETWAS with a clean report. This is encouraging considering that NETWAS is a new organisation.

NETWAS is slowly moving towards financial self-sufficiency. There is still a long way to go, but this first attempt appears encouraging considering that in the past NETWAS was fully grant funded by the Swiss Agency for Development and Cooperation, in short (SDC). It is worth to note that NETWAS has expanded its financial resource base and is continuing to do so through sale of services to a variety of clients by offering training courses, consultancy and advisory services. During the last six months of 1995, SDC contributed only about 63% of NETWAS income while the balance came either from other donors through services rendered or from self-generated income, and a small amount from bank interest. This is good but a lot has still to be done in order to achieve complete self-sufficiency and sustainability of the organisation.

NETWAS must continue to develop and offer products and services which are of the highest standard in order to make them attractive and competitive in the sector. I urge NETWAS to maintain full transparency and accountability in its financial affairs in order to make it a respectable organisation in the sector and within the NGO community.

I wish NETWAS every success.

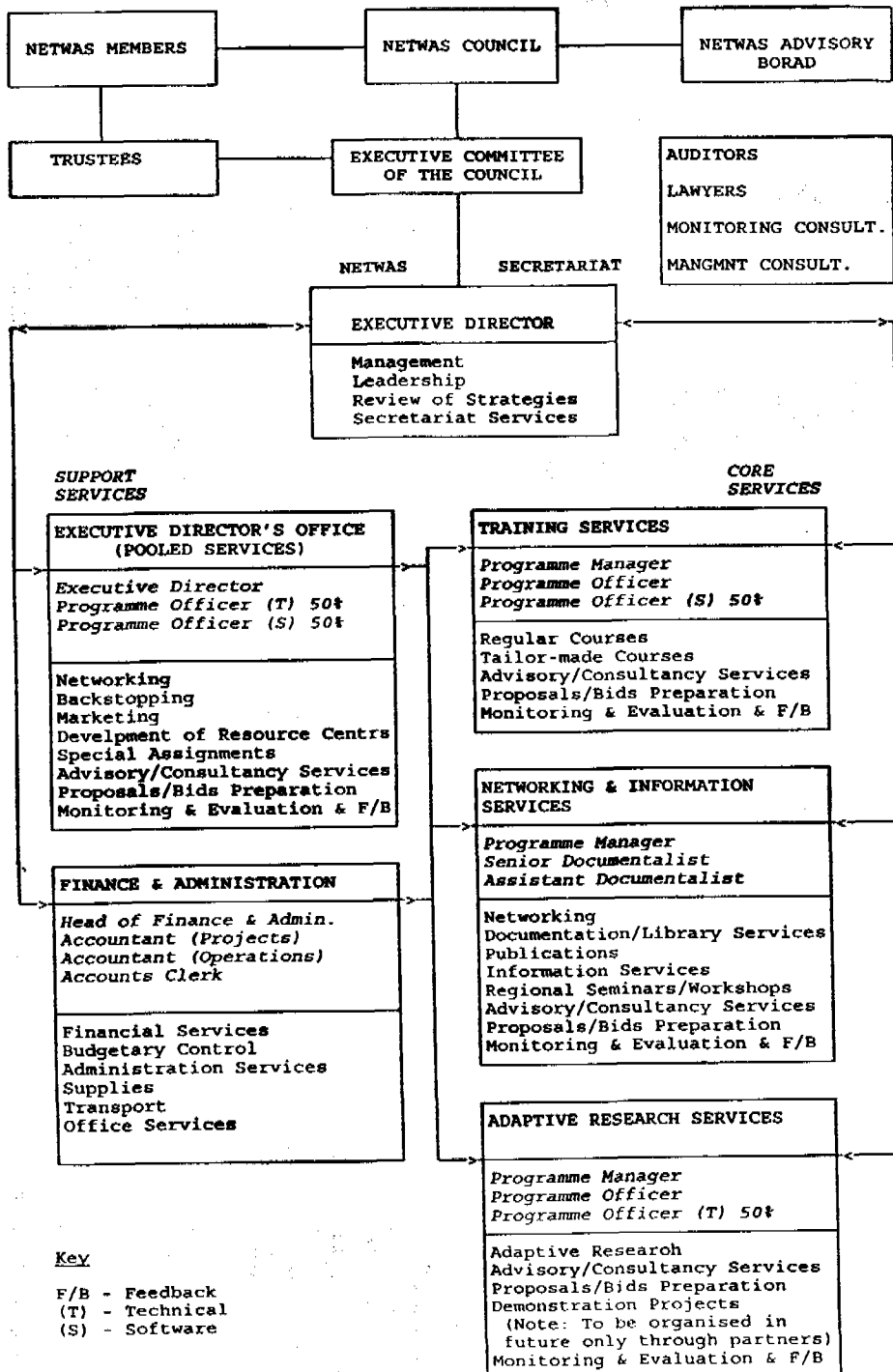
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I. Islamshah (Mrs)  
Treasurer,  
NETWAS

NETWAS' organisation structure

NETWAS Organisation Structure

May 1996



**Synoptic table of members of NETWAS International and its  
Council, Advisory Board, Committees and Trustees**

Country	First Name	Family Name	Organisation	Advisory Board	Member	Council	Trustee	specific function
Kenya	Nimrod	Bwibo	AMREF	x	x	x		
South Africa	Piers	Cross	Mvula Trust	x				
Kenya	Pascoal	Denis	consultant	x	x		x	
Kenya	Ralph	Engelmann	TARA	x	x			consultant
Ethiopia	Yohannes	Gebremedhin	Water supply	x				
USA/international	Gourisank	Ghosh	UNICEF	x				
Switzerland	Daniel	Gubler	consultant	x				
Switzerland	Armon	Hartmann	SDC	x	x		x	
Switzerland	Frank	Haupt	Infraconsult	x	x	x		consultant
Kenya/international	Ivo	Imparato	habitat	x	x	x		vice-chairman
Kenya	Inès	Islamshah	SDC	x	x	x		treasurer
Uganda	Patrick	Kahangire	Directorate of	x	x	x		
Kenya/regional	Mathew N.	Kariuki	NETWAS	x	x	x	x	ED
Netherlands	Sierk	Keuning	SIMAVI	x				
Ghana	Eugene	Larbi	TREND	x				
Kenya	Rose	Lidonde	RWSG	x	x			
Kenya/regional	Tore	Lium	WB/RWSG	x	x	x		chairman
Kenya	Andrew	Makokha	consultant	x	x			
Kenya	Margaret	Mwangola	KWAHO	x	x	x		
Kenya	Francis N.	Mwaura	Min. Local Govt	x				
Kenya	E. K.	Mwongera	PS of MLRR	x				
Kenya/regional	Wilfred M.	Ndegwa	NETWAS	x	x			
Tanzania	Baltazar	Njau	Commissioner	x				
Kenya	M. W.	Njui	lawyer	x				
Kenya/regional	Isaack	Oenga	NETWAS	x	x	x		staff repr.
Kenya	Gilbert	Otieno	consultant	x				
Switzerland	Roland	Schertenleib	SANDEC	x	x			
Kenya/Sweden	Gunnar	Schultzberg	consultant	x	x		x	
Kenya	Anne Marie	Skjold	IUCN	x				
Zimbabwe	Paul	Taylor	IWSD	x				
Kenya/regional	James	Thuku	NETWAS	x	x			
Burkina Faso	Cheik	Touré	CREPA	x				
Netherlands	Hans	van Damme	IRC	x	x			
Switzerland	Karl	Wehrle	SKAT	x	x			
Kenya	Rolf	Winberg	SIDA	x	x			
Uganda			Env. Health U	x	x			
Kenya			GTZ	x				

Annex 5

**NETWAS workplans 1996**













