

**Promotion of Community Management of Rural  
Water Supplies in Developing Countries (WW041404)**

**Project Progress and Results 1 July - 31 December 1999**

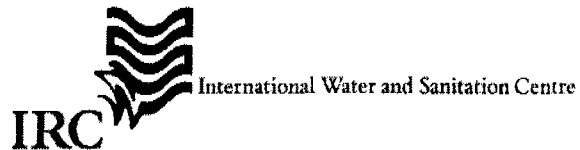
Fifth six-monthly Progress Report, February 2000

LIBRARY IRC  
PO Box 93190, 2509 AD THE HAGUE  
Tel.: +31 70 30 689 80  
Fax: +31 70 35 899 64  
BARCODE: 16472  
LO: 205.1 00PR

## **About IRC**

Access to water and sanitation is a basic human right. IRC's mission is to help people in developing countries to get the best water and sanitation services they can afford. Working with partners in developing countries, we aim to strengthen local capacities by sharing information and experience and developing resource centres. We emphasize the introduction of communication, gender, participation, community management and affordable technologies into water and sanitation programmes.

IRC is an independent, non-profit organization supported by and linked with the Netherlands Government, the United Nations Development Programme, the United Nations Children's Fund, the World Health Organization, the World Bank, and the Water Supply and Sanitation Collaborative Council.



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## INTRODUCTION

This is the fifth progress report of the MANAGE Dissemination project, which aims at contributing to the sound management of water supply systems by rural communities by disseminating experiences gained through the Participatory Action Research on community management or rural water supplies. This document reports on developments in the context of the MANAGE Dissemination project and in of the Additional Activities DGIS decided to finance through a separate agreement to allow the research teams and communities to better embed the PAR experiences and to continue meeting the NRG.

The past half year has been a dynamic one. A number of crucial questions regarding the direction of the project became paramount and required thorough discussion among all project partners (see chapter 3). In October the project team met with Mr. Willem Ankersmit of DGIS to discuss project progress, the challenges we face and the questions we have. Both DGIS and IRC appreciated the meeting (see annex I for the report on the major issues discussed during this meeting) and it was decided to have similar meetings around the production of the progress reports.

The dare-to-share fair in October offered the opportunity to not only exchange experience with people all over the world, but also to meet some of the country-team members, who decided to use part of their country budget for participation in the fair (see chapter 2). The discussions the team had with the representatives of the country-teams made IRC decide to find means for an extra, unplanned support visit to the partner-organisations. Funds for travel and DSA were requested and obtained from DGIS (see chapter 3). Although the support visits took place in February 2000, which is outside the scope of this progress report, some reporting about these visits can be found in this report, since planning for 2000 was largely determined during these visits. The visits have led to a number of new questions to be discussed with DGIS and the planned meeting to discuss this progress report offers a good opportunity to do so.

A major question the project team tried to deal with was: what do we exactly understand by community management and which elements of it do we cover in our project publications? Over the past few years much more has become known about options communities have for the management of their water supplies. Whereas the MANAGE Action Research focused on the "communities do it themselves" option, one can also find communities forming user associations or hiring the private sector to carry out management for them. Regarding the publications the project team decided not to go beyond what the action research has dealt with. However, the "communities do it themselves" option will be put in the context of the broader spectrum of options (see also chapter 2).

The composition of the IRC-project team has undergone some changes. The project manager, Marc Lammerink, left IRC and Eveline Bolt, project team member since 1994, took over project management. Ton Schouten, project video-consultant, became associate consultant of IRC and started to work on the project for three days a week. The project team was further extended with a Research Associate, Catarina Fonseca, (an ISS-graduate) who assists in the preparation of the second and final draft of the publications. Carolien van der Voorden joined the team as an intern from Nijmegen University and she is doing literature research for an update on sector thinking with relation to community management as one of the options for management of rural water supply systems. Finally, mr. Toine Vriens, who enjoys a study leave through DGIS, has given some inputs regarding the second version of the project publications. Further inputs from his side will be determined soon. Internally the project was now brought under IRC's Information Training and Advise section.

An issue still pending is the incorporation of the review comments in the new version of the project publications. Former project manager mr. Marc Lammerink was asked to analyse the outcomes of the review and indicate how the comments made could lead to improvement of the publications (see annex II).

Already for quite some time the continued collaboration with the Pan African Institute has been an issue of internal debate. Institutional conditions seem to have deteriorated to the extent that project implementation is becoming more and more difficult. On the other hand, making Mvula Trust in South Africa a project partner has been issue of debate as well. At its own expense Mvula Trust took part in the Information Focal Point workshop in November 1998 and since then Mvula Trust has been in close contact with IRC's Nigel Browne, for further information exchange regarding setting up of an IFP. This triggered the wish for more intense collaboration and a formal agreement between Mvula Trust and IRC. The possibility of Mvula Trust joining the project was discussed with DGIS and positively evaluated.

## **1. DEVELOPMENTS WITHIN DISSEMINATION SUB-PROJECTS**

### **General**

The Dissemination Project consists of a number of activities, for management reasons dealt with as sub-projects. The transfer from the Research project to the MANAGE Dissemination project has been difficult for some of the partner organisations. The research was an activity of small teams who operated rather independently from the rest of their organisation and took place in a laboratory kind of situation, whereby the focus was mainly on the communities. A translation of the research findings to the partner organisation as a whole or to other agencies in the water sector did not take place during that research period. This has also been the case at IRC. The objective of the Dissemination project is this translation and for some the partner organisations it requires a major effort make the entire organisation feel responsible for this. In NETWAS for example, the management deliberately involved other staff in the dissemination project. Also in CINARA other staff is getting involved. Another reason for the transfer from research to dissemination being hampered is that some of the partner organisations are not experienced in dissemination activities. They may not have the communication policies and skills which are the basis and framework for dissemination. Marketing of products, needs assessment in the water sector, developing clear information strategies, are not necessarily part of daily routine. Whereas the MANAGE Dissemination project offers excellent opportunities to address the challenge of increasing dissemination capacities of the project partners, it is also felt that in the future we have more explicit strategies to embed research programmes in the partner organisations and to link research with dissemination activities right from the start. This will also force research programmes to continuously assess the usefulness of research outcomes for the water sector and to embed research findings in the reality of daily work in the sector. In that way the transfer from research to dissemination phase will be easier and dissemination products will be more effective.

Still, a lot has been done over the past 6 months and once again we realised the huge differences among the project partners and the consequences this has for the dissemination project, in particular for the sub-projects Information Focal Point Development and Training. Unlike the production of leaflets and a video, these sub-projects touch at the core of an organisation. Predominately implementing organisations may want to develop either of the two, but given their lack of experiences in these fields may take much longer to develop the required capacity than organisations that already have information and training as a mandate. As discussed with mr. Ankersmit, this requires a high level of flexibility from all project partners, both in terms of "who does what" as well as in terms of timing. At the same time the project has to deliver a number of outputs such as video's and publications that do not allow for too much divergence in timing of inputs by the various project partners. The dilemma of on the one hand wanting to accept and appreciate the different pace and interests of the partners and on the other hand the need to deliver outputs timely, creates a challenge for project management. Meanwhile, it is at times also realized that the project does not necessarily evolves as planned at the time of project conception. Ideas related to the Training of Trainers have changed and thinking about the publications we realized that the 5 draft documents should be transformed into three final publications. Under the different headings the rationale behind the changes will be given. The implications for planning and budgeting are found in chapter 3 and 4.



## **Publications**

The MANAGE Research project was concluded with five documents carry the overall title "Community Managers for Tomorrow". The IRC project team responsible for the MANAGE Dissemination project decided to reorganise these five documents. The content, experiences, tools, methods and concepts learned in the MANAGE Research project and documented in "Community Managers for Tomorrow" will be brought into three publications for different target groups in the water sector. One publication for staff working at field level (with communities), one publication for managers and directors of programmes, projects and government institutions involved in the construction and maintenance support of rural water supply schemes and one publication for policy makers.

The publication for staff working at field level will be compiled in a generic manner by IRC staff and will then be sent to the partner organisations. They will get the opportunity to add country specific information and some of them need to translate the publication into the local language (Nepal, Pakistan, Colombia and Guatemala).

The publication for managers and directors will be written in English and Spanish by IRC staff. Partner organisations will be consulted. The publication for policy makers, politicians and donors will be written in English.

The IRC project team prepared a note on the three publications to be sent to the partner organisations, to IRC staff and external experts for review and feedback. Research associate for the MANAGE project Catarina Fonseca, is already going through all available documents and reports to re-organise them in the new concept of three publications for specific target groups. She will have a major task in collecting and reorganising the information; Eveline Bolt, Peter Bury and Ton Schouten will do the final writing of the publications. The publications are also going to benefit from the work of Carolien van der Voorden on the State of the Art Study on community management of water supply systems. This is a desk research looking into current opinions, definitions and operationalisations (in policies, legislation and implementation of projects) of community management by experts in and outside IRC, donors, governments, NGOs etc. Interesting experiences, facts and concepts will be included in the three publications.

IRC plans to have a first draft of the publications ready by November/December 2000. The publication for staff working at field level will then be used and tested in the community management training courses of the partner organisations. The publication for managers and directors will be used and tested in the workshop for senior level staff that IRC will organise in the Netherlands. In 2001 the publications will be made final. A sort description of the content of the three publications can be found as annex III.

Meanwhile CINARA organised a translation of the ToT-manual and SER developed a series of practical manuals (still in draft) both for field staff and water committees on monitoring, committee management, technical issues on gravity fed piped supplies.

## **Video's**

Six country videos were made to stimulate reflection and discussion among water sector staff about community management of water supply systems. They will be used a.o. in the training courses that are being developed by five of the six partners in the MANAGE Dissemination project. They are all made by local video directors in cooperation with staff of the partner organisations.

NETWAS, Kenya : "Our Water, Our Management". The video is ready and was officially launched in Nairobi. Some 70 people from key institutions (including the NRG members) in the water supply and sanitation sector in Kenya attended the video-launch and there was a lot of demand for copies of the video. The video cover has basic information on the content of the video and addresses of the producers NETWAS and IRC. It also contains guidelines on how to use the video. NETWAS made

some 50 copies for sale. The video is now being used for the country case study. All the organisations and government institutions that are visited for the country case study will be introduced to the project by showing the video. Together with the film director, Albert Wandago, NETWAS is looking for an opportunity to broadcast the video on Kenya television.

PAID-WA, Cameroon : the MANAGE team in Cameroon had problems to get the video finalised. A first draft was already made in the summer of 1999, but the film director, Cyrille Dieudonne Bitting, was so much involved in television work that editing of the final version had to be postponed. After pressure from IRC the final editing started in December 1999. The first draft was promising. IRC now waits for the final edition. In the meantime staff of PAID-WA is working on the video cover.

NEWAH, Nepal : a first draft was ready in the summer of 1999. It was tested and NEWAH reported that the video was useful. However, in August 1999 the video director, Sushma Joshi, suddenly left Nepal for studies in the USA. This hampered the finalisation of the video very much. The remainder of the work on the video, bringing it back from 40 to 30 minutes, is now being done by Sushma Joshi in New York. We expect a final version in March 2000. Meanwhile the staff of NEWAH is working on the video cover. It was decided to produce an English sub-titled version of the NEWAH video as soon as it is ready.

WASEP, Pakistan : after problems with the transcription and translation of the interviews (in local languages other than Urdu) the video film was finalised in September-October 1999. The Urdu version is ready and five copies have been sent to WASEP in Gilgit. The video film will be shown on the International Documentary Festival of Amsterdam (IDFA), that will run parallel to the World Water Forum in March 2000 in the Hague. For that purpose an English, sub-titled, version is being made.

SER, Guatemala : in the last stage of the production process there were differences of opinion between the staff of SER and the film director, Alfonso Porres on the sequence of interviews in the Guatemala video. Two final versions were sent to IRC, one version of SER, one version of Alfonso Porres. IRC decided to use the version of SER. The 20-minute film is now ready. Official launches of the video film will be organised in both Guatemala City and in Quetzaltenango, home base of SER.

CINARA, Colombia : despite a clear Terms of Reference the video director, Consuelo Cepeda, did not make the video IRC and CINARA had asked her to make. The first version was a nice video on water supply management in the three Colombian communities involved in the research project, but it did not challenge water sector staff sufficiently. Consuelo Cepeda was asked to make a second version on the basis of suggestions for change of CINARA and IRC. This second version was made, but was still not an improvement. A compromise was found. The film is made with great artistic skills, but it is in fact too "beautiful" to stimulate reflection and discussion. CINARA decided to use the video for other purposes than originally meant. The film will be used for communities and for adult education. CINARA will look for opportunities to broadcast the video film in Colombia.

In October 1999 IRC prepared a document on the finalisation of the video production process. Guidelines for the production of a cover were made as well as for how to use and distribute the videos. The partner organisations were asked to critically evaluate the video production process. Whereas almost all partner organisations have made a video cover (see annex IV for an example) evaluations have not yet been made.

All six video films were sent to the International Documentary Festival of Amsterdam (IDFA). For that purpose the two Spanish films, the WASEP film (in Urdu) and the NEWAH film (Nepali) were translated into English. Only the film of Sabiha Sumar for WASEP was selected for the festival.

The advocacy film that has to be edited out of the material made for the six country videos is not yet ready. IRC wanted to wait for all country videos to be ready to be able to use them in the advocacy video. The advocacy video will be finalised in the first half of 2000.

Both the partner organisations and IRC will sell the videos.

### **Leaflets**

In principle leaflets are produced as and when required, for example to promote a certain information product. So far leaflets have been produced by IRC (preparatory to the Dare-to-Share fair), by NEWAH and by NETWAS.

NEWAH wrote and printed a leaflet on the activities it is developing in the framework of the MANAGE Dissemination project. The leaflet is part of a series of leaflets of NEWAH. It is made with the same design as a more general leaflet on the mission and work of NEWAH. NETWAS made a first leaflet on its activities for the MANAGE Dissemination project in particular on its training course. The leaflet will be brought along when NETWAS staff visits organisations in the context of the country case study. SER drafted promotional leaflets for the video and the training courses.

### **Information Focal Point and IFP-kit**

Bi-monthly IFP E-mail briefings were compiled and distributed. The draft IFP inception reports (outputs of the IFP-workshop) mentioned in the previous progress report, were meant to help partner organisations develop clearer ideas on what an IFP is and what the target audiences could be, particularly in terms of concrete information outputs emanating from the various IFPs. However, IRC staff felt that these plans were not innovative enough. Besides, the plans were not sufficiently directed at the production of certain outputs, e.g. information services. The partner organisations invested a lot of time in building up an information basis on community management of water supply systems (books, articles, websites and other information sources). Too little time and attention was spent on developing concrete information services for water sector staff in the respective countries. It was decided to write a letter to the partner organisations as part of the IFP Newsletter. In issue number 6 partner organisations were informed about ideas concerning the reorientation of the MANAGE Dissemination Project in an "Open Letter" (see annex V) and were invited to consider a variety of questions in connection with the reorientation of the IFP sub-project. The IRC project team members were asked to use the "Open Letter" as a basis for the discussions during their planned support visits. WASEP has been very active with regards to IFP-development. It carried out a target group survey to get a view on functioning of libraries and documentation units in Gilgit and among NRG-members. WASEP set up a library and recruited staff and purchased software and furniture for this purpose. It is catalogising over 800 documents. NETWAS is trying to make IFP-inception report more practical and is preparing for a return visit by staff of Mvula Trust. CINARA made an extensive plan, which carries good and innovative ideas, including the creation of a network, linked to the working group of the Council.

The IFP E-mail briefing has been used as a communication tool to bind the three organisations in the project that are involved in setting up an IFP. It has been difficult to gauge in how far this tool has succeeded in its aim. The reorientation of the project is a good opportunity to encourage greater input and feedback from partner organisations in using the IFP E-mail briefing as a communication tool between all organisations involved in the project, and not just a tool with one-way traffic from IRC to the partners. The intention has been to try and show partners ways of using modern communication tools to develop a simple information product. The next challenge is to encourage a much higher degree of involvement, in terms of copy from and guest-editing by our partners.

A draft IFP tool kit was also prepared at the end of 1999 and circulated through issue no. 6 of the IFP E-mail briefing to the partner organisations. Comments to the draft IFP tool kit were invited, but little feedback in terms of comment/additions to the content were received. Further discussion and thought needs to be undertaken to see how the draft IFP tool kit can be dovetailed to fit in with the other proposed activities of the MANAGE Dissemination Project.

The special position of the Mvula Trust in the IFP sub-project needs to be emphasised. As an NGO in South Africa involved in implementing community-based water and sanitation schemes, although it

was not directly involved in the earlier research phase of the MANAGE Project, the contribution of the Mvula Trust to the IFP has been extremely beneficial.

## Training

Over the past months strategic discussions on training activities within the project have been conducted both within IRC and with the partners. The participation of CINARA, NETWAS and NEWAH in the Dare-to-share Fair at DGIS in The Hague in October 1999 was used to further develop ideas.

The revised strategy and ongoing activities concerning training can be summarized as follows:

- The training of trainers component needs further improvements;
- The second training of trainers (ToT) will only take place after the first round of short training courses on community management to be started this year. This will allow for making improvements in the ToT based on partners' experience with organising short training courses. This means that the second ToT will only be held in 2001. Participants in this ToT will have to cover most of the costs themselves.
- ToT's and short training courses primarily target field staff and their supervisors involved in community management projects and programmes. The need to also allow for exchange of experiences and further advocating and promoting community management as an important management option in rural water supply and sanitation at higher management and decision-making levels was identified. It will therefore be discussed with DGIS to use some of the ToT resources to organise a high level workshop at the end of 2000 for this purpose. Participants will be invited from key international and national agencies.
- NETWAS and CINARA have expressed interest to organise ToT's themselves targeting their own regional clients. Discussions are ongoing to find appropriate arrangements between NETWAS, CINARA and IRC. Especially for the Spanish speaking world it makes sense to organize language specific courses in Latin America. The experience in the MANAGE Dissemination project with working in two languages has shown its difficulties and limitations.

The short training courses targeting field staff and their supervisors will be primarily developed by the partners organizations themselves with support of the IRC team. Base materials (e.g. video's, curricula, draft manuals) will have to be available and their elaboration is therefore being given top priority. Partners currently involved in setting up training course include CINARA, SER, NETWAS, NEWAH. The situation in PAID WA needs to be cleared first before a decision on training courses can be made. Meanwhile the team questions the feasibility of the original training concept. SER will start in training activities in May 2000 and opts for a series of 3 workshops with practice in between. It also concluded a memorandum of understanding with the University of San Marco in Quetzaltenango for official recognition of course certificates, logistic support and joint training content and capacity building activities. NEWAH will start with incorporation of more community management issues when training its own staff, before it starts selling courses. NETWAS is working on a re-orientation of the training package. The training package now consists of a 3-week training course and the development of tailor made services for specific programmes and projects. The market is regional. CINARA also re-orientes the original concept of the training course since it is doubted whether a module of 3 times two weeks is feasible. CINARA is also developing a 5 day training course on community management in the framework of Agua 2000.

It is possible that WASEP will request supported for internal training through this project.

The approach of developing short training courses together with our partners, with them in the driving seat, is clearly a new approach for IRC (and its partners). While from the viewpoint of the MANAGE Dissemination project this is a good approach aiming at capacity building in our partners it is not without risk. An important issue is that the short courses on community management developed in this way will not be IRC products. Questions such as: will the courses carry IRC/partner copyright? What possibilities exist for IRC to guarantee quality of the courses? Will IRC use its channels (IRC

training brochure, promotion leaflets, IRC's website), for marketing the courses? The approach embarked upon will require close support and monitoring from IRC's side and possibly an increased number of visits to our partners.

### **Training manual**

The draft training manual is being used by partners preparing training events. Once they have used it they will be asked to provide some feed-back about the usefulness of the manual. The manual will then be adapted and printed.

### **Electronic Information**

The number of sector organizations and programmes with access to e-mail and internet is growing rapidly throughout the world. An increasing number of partners in the MANAGE Dissemination project are using e-mail and have (sometimes limited) access to the internet.

The project has a provision to support activities geared at making more active use of electronic information for a number of project relevant purposes:

Exchange of information among all partners in the project (principally through e-mail, see also below on electronic discussion lists);

Networking among partners and others working in the field of promotion of community management;

Making available information on project results and offering links to other relevant web-based information through web-pages;

Using the internet as a platform to build up an archive / database on relevant information on community management in rural water supply and sanitation (archive and search facility on case studies, relevant documentation, relevant links, etc.);

This sub-project is primarily carried out with those partners that have a minimum level of experience and required hardware/software to actively make use of electronic information tools. In a first phase CINARA and NETWAS are the main partners, at a later stage others may join in, discussions are ongoing with SER and WASEP.

This sub-project has been amalgamated with similar activities being developed with partners in the STREAM project, with technical support provided by IRC's webmaster. In a first phase he has contacted selected partners and inventoried their needs, experiences and skills. Experience so far shows that many partners, while having the basic technical tools to use electronic information tools, still have limited ideas and experiences on how to make effective use of these tools. A discussion has been initiated with interested partners on their ideas on content, audiences and type of electronic information provision to develop. This discussion also addresses the important issue on how to make available electronic based information at local level to those that do not have direct access to e-mail and the internet.

Communication among the partners has been stimulated by the establishment of an e-mail discussion list. As a first step to build experience with actively using some of the electronic information tools a project internal e-mail-discussion-list has been set up. Guidelines on its use have been provided and participation in its use is being actively promoted. After a fairly slow and hesitant start partners now start to understand its purpose, use and usefulness. Increasingly ideas and outputs produced are being shared through this channel. Advantages are clear: (1) faster exchange and possibilities to react on contributions; (2) more ease in using digital material of others for own purposes; (3) more ease in sharing ideas and information in a network context instead of the traditional bi-lateral (one to one) exchange. The experience being built up in this activity is very beneficial to building up partners skills in playing their role as information brokers and networkers in cyberspace.

### **Community management toolkit**

The original plan was to produce a kind of small suitcase with tools to be used in the facilitating work of field staff in communities. Such small suitcases have been developed by other projects and donor organisations. However, the effectiveness and usefulness of such suitcases is increasingly doubted.

Rather than developing another suitcase with tools, we would like to strengthen the chapters on tools and methodologies in the three publications being developed, by using illustrations and photographs on what tools look like and how they can be used in field situations.

### **Country-studies**

The country studies to be produced as an output of the MANAGE Dissemination project will be an update of the studies prepared at the start of the Manage research period. Some 5 years have passed since the first country studies were prepared and changes in the field of rural water supplies may be substantial. Whereas the teams could keep themselves to a certain extent updated through the NRG-meetings, producing the update will allow them to gain more in-depth insight in sector developments and at the same time in sector needs regarding community management. In October 1999 a document on this sub-project was sent to the partner organisations. This document proposed to use the country case study for different purposes. First to get an update picture of the state of the art of community management in the respective countries. Producing the update is therefore also considered as a marketing tool and will help to strengthen the ties with the key institutions in the water sector. Whereas only NETWAS reacted positively on these suggestions, most teams are now contacting (I)NGO's, Government Agencies at different levels working in the water supply sector and communities to discuss their views and practices related to community management, their possible information and training requirements, legal and policy issues that hamper or stimulate community management. Questionnaires for use when visiting sector organisations were produced by PAID-WA and NEWAH. It is recognised that the use of questionnaires in this context should be accompanied by face-to-face contacts. The information obtained will help the teams adapt their dissemination product to their potential clients. In Colombia, where the study is linked to the working group of the Collaborative Council and to the Colombian Ministry of Development, it will be a joint effort, resulting in different outputs (such as a publication and an electronic conference on community management). The country studies will also contribute substantially to the work being done by Carolien, who is preparing the State of the Art document.

Annex VI reflects the suggestions put forward to the teams on the Country Study.

### **State of the Art Study**

In the autumn of 1999 IRC staff decided to make an update of the 1994 IRC publication : "Community Management Today" : a State of the Art on community management of water supply systems. The information being gathered for the country case studies on concepts, policies and projects in the field of community management, will be integrated in this State of the Art study for which preparatory work is well underway and a draft will be ready around June. IRC staff working as well as donors agencies, IRC partner organisations and experts in research institutions dealing with community management will also be questioned for this purpose. The objective of the State of the Art study is to get a picture on how water sector professionals define community management and how policy makers and donors operationalise the concept into policies and implementation practises (see annex VII for part of the ToR for the intern working on the State of the Art).

### **Conference presentation and Article production**

In October MANAGE Dissemination project was well presented at the Dare-to-Share fair, organised at the DGIS. There was a stand carrying information about the project and the various partners. We organised a workshop on scaling-up, which was very well attended and lively and the project video from Kenya was shown. The participating partners considered learning from other projects and networking to be the most beneficial aspects of this event. Since posters and flyers had to be prepared, the fair speeded up the development and production of the project 'house-style', which has elements of IRC's house-style and logo's as when required.

A joint initiative of NETWAS, NEWAH and IRC was undertaken to prepare a paper (cum workshop) to be presented at the 2000 WEDC conference in Bangladesh. An abstract was submitted to the organisers. Its main purpose is to present how the PAR project led to changes in working philosophy

and approaches to promoting community management in rural water supply projects within the involved partner organisations. A second theme that will be covered is discussing issues related to scaling up promotion of community management by implementing agencies beyond the comfortable research context in which the PAR project was carried out.

Also WASEP submitted a number of abstracts to the conference organisers. It also submitted an article about PAR to Waterlines.

Community evaluations were carried out in Guatemala and Pakistan. In Pakistan some of the PAR-communities were taken up in the WASEP-programme for rehabilitation of water schemes. However, reports reflecting the outcomes of these evaluations have not yet been sent to IRC.

In addition to these planned results and outputs a number of other things happened as a result of PAR-experiences:

- NETWAS has been asked for specific advisory services.
- SER has initiated a discussion on setting up a community based enterprise to manage the system of Aguacatan,
- SER indicates to use lessons learned and skills developed during the PAR-project when developing projects for donors such as the World Bank and CORDAID.

## **2. LOOKING FOR A DISSEMINATION STRATEGY AND BEYOND**

Dealing with all these activities as sub-projects also made all partners somehow loose sight on the strategic issues related to dissemination and to the linkages between the activities and their impact on capacity building for information services and training development. Although work on most of the sub-projects was carried out, it was felt that we had to take a close look at how to stimulate strategic thinking among the project partners. This was initially done through e-mail and at the time of writing this progress report support visits to the partners took place.

As illustrated by what is said in chapter 1, efforts have gone into developing a more strategic approach towards the MANAGE Dissemination project. A number of questions were dealt with, such as: what is the link between the various sub-projects; how can they feed into each other; what is an efficient sequence of activities; how are they related to the organisations' mandate and interest; how can the MANAGE dissemination project best be used to gain meaningful experience for each of the partners; how do the partners' activities in the context of MANAGE dissemination link up to their activities in the context of STREAM or other resource centre development activities? These questions were brought up and discussed through e-mail, during the get together around the Dare-to-Share fair and during the support visits, which have proven to be extremely useful.

As a result of these discussions the Nepali team for example, decided to work on integration of PAR-experiences in the Gender and Poverty approach currently being developed and piloted by NEWAH. Given the limited training experience the Nepali team decided to first gain experience with training about community management by contributing to training that is meant to prepare NEWAH staff for the implementation of the Gender and Poverty Approach. By bringing in their insights and the training tools developed in the course of the MANAGE project, NEWAH's staff training will also get a community management focus. After having gained in-house experience, the training will be marketed. This however, implies that a training through which income can be generated will only be conducted by the end of 2001 or early 2002. Also WASEP, being an implementing organisation, has been working on an integration of PAR-experience in their approach towards working with communities. In Guatemala external contacts in the context of the project made SER consider a possible collaboration between SER and UNICEF-Guatemala (and possibly KfW) for the preparation of a country specific field-manual on community management.

All project are looking at how the country study can serve the promotion of products.

“Follow-up to the communities”, which is to be picked up again over the next 6 months, is also expected to have a lot of impact on the dissemination products.

### 3. PLANS FOR THE NEAR FUTURE

As indicated earlier the discussions we had helped the teams as well as IRC staff to identify the most effective and useful sequence of activities within this complex project. For the next half year this implies that for the project partners the necessary activities for the country study will have first priority. Their second major area of work will be further preparation of training events. The production of leaflets will be supportive to the promotion of the Information Focal Point and/or the training events. Partners will also be asked to review the second draft of the documents.

The IRC team will probably spent quite some time supporting the teams in the further development of the IFP and training. At the same time major time spending will be on the preparation of the publications. A final draft is expected to be ready during the second half of the year 2000. Should DGIS agree to the idea, the IRC project team will also organise a training workshop for managers on various forms of management of rural water supplies, with particular emphasis on the communities-do-it-themselves option, and the institutional implications. The IFP-kit will be finalised and, as for the partners, the preparation of leaflets will follow the need for promotion of products.

With regards to general project management the major activity is the formulation of new appendices to the agreement with the partners. These will be based on their workplans and include an indication of the financial installments. More synergy will be sought between the MANAGE Dissemination project and other resource centre development initiatives within IRC.

A correspondence is ongoing with the acting director of PAID-Cameroon. This is meant to get clarity about the future role of PAID in the MANAGE Dissemination project. It is tried to find out whether the institutional arrangements can be changed in such a way that the project will lead to sustainable activities. Depending on the outcome it has to be decided whether or not to continue and whether or not to further explore the option of getting Helvetas-Cameroon involved instead of PAID, in particular for training activities.

Mvula Trust has been visited in January. The strong point of Mvula is that it has extensive experience with implementation of community management of water supply systems within a context of challenging changes in the South African water sector. Mvula has a prominent role in that process and it has an elaborated communication policy with effective information products.

It has the potential of providing valuable contributions to the project, whereas at the same time Mvula can benefit from it.

Mvula Trust presented good plans for the IFP which is the only sub-project the Mvula Trust is involved in so far. It expressed the need for support in the development of their resource centre.

Mvula expressed the wish to be involved in the MANAGE Dissemination project, to get IRC support and to exchange with the partner organisations in the project. At the moment staff of Mvula Trust is preparing a plan and a budget reflecting its ideas regarding the Trust's participation in the remainder of the project. The plan will include a return visit to NETWAS in the context of IFP development.

This plan will be put forward to DGIS for a final decision about allocation of project funds to Mvula.



#### 4. SCHEDULING AND BUDGET IMPLICATIONS

The following matrix reflects the sequence of activities for the planned project period (till mid 2001).

##### Proposed planning of major activities for the remainder of the Manage Dissemination project

Year 2000	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Activity</b>												
Update WEB-site	X	X										
Produce guidance for "advice and monitoring to communities"		X										
Support visits		X										
General Video ready			X									
Produce country update	P's	P's	P's	P's								
National seminar to discuss country update			P's	P's	P's							
Finalise project planning		P's	P's									
Prepare annexes to the agreement			X									
Compile update		X	X	X	X							
Write progress report		X										
Write annotated outlines for 3 doc's	X	X										
Collect information for 3 doc's and further assist in production			X	X	X	X	X	X	X	X		
Produce/mail leaflet for managers workshop						X						
Write final draft of documents				X	X	X	X	X	X	X		
Write progress report									X			
Draft version of IFP-kit					X							
Country level training									X	X		
Comment on draft documents											P's	P's
Prepare and organise managers workshop											X	X
Finalise documents												X

2001	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Publish final doc's		X										
Write progress report			X									
Translation of doc's in Spanish, Nepali and Urdu			X	X								
Second Managers workshop or IRC ToT					X							
Second round of in-country training								X	X			
Write progress report								X				
Write end of project report										X		

- X= IRC project team member(s)
- P's= partners
- Continuous activities are general project management, support to the country teams for IFP-development and training preparation.
- Leaflets will be produced as and when required, they should have a clear purpose.
- Opportunities for attending conferences and writing articles will be assessed and used if useful.

It is estimated that a reservation of Dfl 700,000 is to be made for the year 2000, which is to cover salary costs, a next payment to the partners, travel and DSA. It also includes a minor amount for unexpected expenses for the production and translation of the video's. It is proposed to cover these and expenses related to Mvula trust involvement through a reallocation of funds. In particular funds for the visits to support training activities can be re-allocated. Whereas the initial budget caters for a total of 6 weeks in-country training support, this does not seem valid anymore. Partners either do not consider 6-weeks training feasible or do not consider 6 weeks on the spot support by IRC-staff a necessity. Funds allocated for involvement of the International Advisory Group may not all be needed for that purpose and could, to some extent, be relocated. Expenses related to the actual publication of the documents are expected to be made early 2001. After the meeting with DGIS on March 8, in which agreement is expected on the proposed project adaptations, a new cash-flow overview will be made reflecting the changes and the necessary budget reservations.

## 5. CONCLUDING REMARKS AND ISSUES FOR DISCUSSION

### **Budget related**

As also indicated in the report of the meeting with Mr. Willem Ankersmit last November, the programme is already flexible in the sense that it does not force all partners to take part in all sub-projects. It is now proposed to apply this flexibility in terms of budget allocation. Very concretely the following is proposed regarding re-allocation of funds:

- DGIS to allow for use of funds left over from training capacity development (since only five out of six partners participate in this sub-project and six weeks IRC presence is not foreseen) and travel of IAG-members for i) involvement of Mvula Trust, and ii) the organisation of a Managers workshop by the end of 2000.
- IRC to submit a revised plan and cash-flow overview by the end of March 2000.
- DGIS to allow justification for minor deviations from the original budget in retrospect through the half-yearly progress reports.

### **Related to publications**

To rearrange the contents of the six draft documents into four solid publications.; one for policy makers, one for managers, one for field workers, and one for trainers.

Rather than developing suitcase with tools (community management toolkit), we would like to strengthen the chapters on tools and methodologies in the four publications to be developed, by using illustrations and photographs on what tools look like and how they can be used in field situations

### **Extension of project period**

It is very likely that f.e. NEWAH, focusing on internal training now, could still do with some IRC support at a later stage, i.e by the end of 2001 or even early 2002. Should we want to be able to provide this support, we either need a budget neutral extension of the project period or additional budget, depending on (basically time)spending throughout the year to come. It is suggested that these options are considered and further discussions will take place about it later this year.



## **ANNEXES**



## **ANNEX I            Report of the major issues discussed during the meeting held at IRC, 23 November, 1999**

### *Present:*

Mr. Willem Ankersmit, DGIG/DSI  
Mr. Peter Bury, IRC project team member  
Mr. Ton Schouten, IRC project team member  
Ms. Eveline Bolt, IRC project manager  
Mr. Jo Smet, IRC, project principle

### *Purpose of the meeting*

Exchange on the major issues being dealt with lately and showing some products.  
Indicate the proposed planning for the remainder of the project period.  
Discuss a number of specific questions related to the project proceedings and the budget.

### *Brief presentation on project progress and important challenges*

Over the last few months we, the IRC-team, had many internal discussions, since we did not feel totally comfortable with the course the project was taking; it seemed to become a bunch of sub-projects, carried out one after another, without much relation among them. Since with a number of the Manage partners IRC has a broader relationship (STREAM, Gender Initiative) we think that we also need to look in possible reinforcement of activities. Last but not least we also felt that communication with the partners was far from optimal, leaving us insufficiently aware of whether the project answers the needs and wishes of the partners.

This "internal review" made us conclude that we need to:

1. think more strategically instead of in sub-projects and that we need to support the partners in the development of their strategy.
2. work on a better embedding of the project in the partner organisations and within IRC, whereby institutional embedding is to be part of the strategy.
3. intensify and improve communication with the partners and be more supportive than monitoring.

We also looked at project planning, expenditures so far and for the future. When discussing future expenditure we adopted the principle that we are demand responsive. This means to say that we want the project to answer to the interests and support of the partner organisations, however, without forgetting the project objectives. As already indicated in the workshop in July 1998, this implies that not all partners involve themselves in all sub-projects. Already at that time WASEP in Pakistan indicated not to be sure about the usefulness of training capacity development within their organisation. In the course of the year following the workshop NEWAH in Nepal indicated to be interested in training capacity for training its own staff in the first place and only later look into possibilities of extending its target group for training.

In order to start properly addressing the above, we undertook a lot of effort to communicate with the partners and to pose them a large number of questions to stimulate strategic thinking. We also decided to look into the possibility of paying a short visit to the partners within the next 2 to 3 months to assist them in strategic decision making and planning of the project. Since such visits were not foreseen, a proposal for additional funding to cover travel costs has been submitted to DGIS.

### *Reallocation of funds*

The above implies that budget allocations as made a few years ago, are no longer entirely applicable, some sub-projects will require less fund than anticipated, others will require more (such as the sub-project "international conferences". We had 3 partner organisations represented and topped up on the funds they have available for the sub-project "regional conferences"). In addition to this we had a request from Mvula Trust, that had a staff-member participate in the IFP-training, for further

involvement in the project. Mvula Trust is very dedicated to improve its information services and would appreciate help through the project. We feel that Mvula Trust has a lot to contribute, given its extensive experience in the rural water supply sector. This will require funds. The question to DGIS is whether reallocation of funds is acceptable.

*Defining community management and finalising the research documents*

The five draft documents will be improved and rearranged into three documents. One for policy makers, one for project managers and sector specialists of donor organisation and one for field workers. However, we felt that before this can be done the scope of "community management" needs to be clarified. The Manage Research project had a particular focus on the community management modality whereby communities are fully responsible for management of their water supplies and for implementation of management and maintenance activities. The Manage Research project developed a methodology and tools for this "communities-do-it-themselves" modality. It is realised that the present documents insufficiently reflect technical tools and how to deal with the institutional environment.

However, when discussing community management one can also think of management modalities whereby communities (jointly) decide to hire the services of others/an organisation. The community then co-ordinates, supervises through a water committee or a local authority. This would require different skills at the community level and the Manage Research project did not touch upon these. The institutional environment becomes even more important.

Given the above we felt that we should go for a series of documents describing the "communities-do-it-themselves" modality and a methodology and tools for use by support organisations (with ample attention towards technical tools and the "dealing with the institutional environment"). Still, we also want to include a description of other community management modalities, indicating why we have opted for a detailed elaboration of the "communities-do-it-themselves" modality.

Mr. Ankersmit stressed that there is a need to incorporate the comments made by the review group last March, in particular those related to technical management tools and to the economical and institutional environment in which communities find themselves, in the final version of the documents.

*Video's*

Ton Schouten, now full-fledged project team member and formerly the video-consultant, opted for supervising the 6 country teams in a process of script-writing and working with a film maker, rather than making the films himself. This resulted in 6 very different video's, all having their value in their country specific contexts. It also resulted in 6 country teams having gained valuable experience. The video from Kenya was shown during the meeting and Mr. Ankersmit indicated he will talk to mr. Thijs van Praag to try to get time allocated for the video's during the World Water Forum.

*Collaboration with PAID-Cameroon*

The partnership with PAID-Cameroon needs reconsideration. Although the work delivered by the two project team members is OK, doubt arise about the institutional environment they have to work in and hence the sustainability of the Manage Dissemination activities. Given the DGIS-evaluation results mr. Ankersmit agreed that collaboration with PAID-Cameroon needs further thought, whereby the option of terminating the contract between IRC and PAID-Cameroon is to be kept open.

*Continued dialogue with DGIS/DSI*

It was proposed to arrange for meetings between DGIS and IRC around the delivery of half yearly progress reports. This was appreciated by all and a second meeting was tentatively planned for January/February (exact date and place are still to be decided and a proposal will be put forward by the project manager).



**Proposed decisions to adapt the project to suit the changing needs**

- The programme is already flexible in the sense that it does not force all partners to take part in all sub-projects. This was decided during the planning workshop in July 1998. It is now proposed to apply this flexibility in terms of budget allocation. For example, to re-allocate money left over from training capacity development (since only five out of six partners participate in this sub-project) to other sub-projects or to have additional partners (such as Mvula Trust, South Africa) tag on to the project.
- It is also proposed to, once general permission has been granted, justify deviations from the original budget in retrospect through the half-yearly progress reports.
- To rearrange the contents of the five draft documents into three solid publications.; one for policy makers, one for managers and one for field workers. The remaining material will be used for other purposes (see attached table, which reflects the outcome of an internal discussion on December 8).
- To replace a second Training of Trainers by a training workshop for project managers, whereby the emphasis will be put on how to create favorable (institutional) conditions, enabling field workers to apply an approach geared towards community management (planned for end 2000 or beginning of 2001).

<b>Type of publication</b>	<b>Status</b>
1. A 15/20 page publication for policy makers.	High priority
2. A publication for managers, enabling them to get insight in (institutional) conditions for community management (a compilation from various documents).	High priority
3. A manual for fieldstaff, enabling them to understand and put in practice an approach towards community management (a combination of documents 4 and 5).	High priority
4. A ToT-manual	Low priority, since we are not sure whether ToT's at IRC are feasible. The contents of the present draft will be used in the above documents and can also be used for other training activities at IRC.
5. A compilation of the 22 community cases	As such low priority. We will, in consultation with Dick, see which draft cases are good enough to update (using the community evaluations) and to publish for use during training activities.
6. Country studies	These will be done, but not formally published.
7. Synthesis of the country studies in combination with the global State of the Art study	Formal publication, giving an overview of various management options (using experiences of others and other IRC-staff also) and at the same time indicating that we will publish documents elaborating the "communities do it themselves option. This document will also indicate areas for further research on the effectiveness of various management modalities.
8. How to do PAR (parts of doc.1)	Low priority as a document, but may be used for an article for researchers on how to carry out participatory, multi-country research.
9. Course package on community management for use with various partners when carrying out joint training activities.	Country specific packages will be developed by the partners involved in training. From these a more general package can be derived.



## **ANNEX II                    Synthesis of review comments March '99: Analysis and recommendations**

### **Introduction**

In March a review meeting was held in which three reviewers gave their comments on the five draft documents which were produced in November 1998 as a result of the PAR research project. This short paper will highlight major recommendations made by the reviewers and comments from public in general during a feedback meeting at DGIS the same day. Furthermore some conclusions will be made about how the documents can be improved. As an annex a letter sent to Mr. Piet de Lange of DGIS is included which summarises the comments and reflections of the two desk-officers of as a result of the review meeting in DGIS.

During the review meeting the following main comments and questions were raised:

#### **1)        Mr. Ed Maan from the point of view of research methodology.**

Discussions raised in the documents related to research are very timely and top of the bill in current discussions on development related research. Especially the question on scientific validity, reliability and replicability from this type of development related research. This research project had a strong development component, learning, diagnosis, experimenting, monitoring and evaluation and sharing experiences, as important aspects of a locally driven development process. At the same time, the results put research strongly on the development agenda. Also time is over of technicians thinking the technical is the core of the problem, social, economic and institutional issues are put highly on the agenda. It shows the relevance of a 'integral' approach. It shows relevance of research as an instrument for a learning process of local actors. However, it is important for the sake of improvement of the approach to have full ownership in the south.

What could be enforced in his view was:

- Research process: how did it take place?
- Scientific standards: Mr. Maan suggests a chapter to render account of the research methodology chosen: expliciting research methodology, operationalising conceptual framework, ways of data gathering and who is involved and what are roles of different stakeholders/partners in research. That will also allow the learning process of such approaches and the replicability in other situations.
- It would improve if attention is given to the link with other international discussions.
- In this research important issues for policy are not touched upon: institutional development, role of donors, corruption, local government, influence of local policy, relation between the state and traditional rural leadership. Finally, a sociological vision on the problem of water management at village level is missing (power, patronage, incentive system,...).
- Indicate how this research strengthened 'capacity enhancement' and 'capacity development' of national and local research institutions in the South?

#### **2)        Mr. Koos de Goede dealt with the institutional aspects**

He commented that a wealth of information is generated by this project. The subject is one of the most difficult and complex ones if you talk about water supply. The technicalities of water supply are relatively easy, and it is already for decades known that failures in getting a real involvement of the target population are in fact all institutional. So all of us working for many years in the water sector have experienced many failures and, also, forced to come to the conclusion that they are not technical but institutional.

Main problem is that:

- The **social receiving structure is not always capable of absorbing technical systems** of both the community, implementing agencies, but also legal systems.
- Issue is related to both good governance and political will ('You talk about corruption. You talk about good governments. You talk about political will'). And, especially in these aspects problems start especially when you talk about sustainability. So: What are **prerequisites which you need in order to achieve something at the community level**
- Put more clearly in the report.
- Institutional development is a very long-term process; and, in fact, requires a lot of investments, long-term investments, and require, among others, changes in attitudes. So, what I was missing, also, the **feasibility of this process** represented by the research group. Also, missing a **financial perspective** for time needed for support in order to initiate these processes. How much time and what investments are needed and is that feasible?
- In addition a certain remark is that the team rightly said that the **PAD approach is very location and culture specific**. It makes a big difference if you work in Latin America where there is a long tradition of social organization at community level or in countries where that doesn't exist, for instance in India. So already here you start to question the possibility of arriving or of being able to arrive **at one approach**. Secondly, what are the differences between working with the PAD approach with shallow wells at the community level or regional pumped water systems using community taps or house connections and metering? There are situations where you run into the problem of anybody's property is nobody's property, how to handle?
- Finally he recommends to the five reports into one very clear and practicable manual. The syntheses which, indeed, gives the tools to arrive at community management, and, also, indicating the tools how to increase that capacity. That manual should also give due attention to sustainability as the last phase of the PAD Approach, which is still very meager represented in the final results, and sustainability is the essence of what you want to achieve at the community level.

### 3) Mr. Sjef van Gussenhoven on new knowledge for the water sector.

What new knowledge has this research produced from the perspective of the water sector? The international consensus on the importance of community management is widely available. Although a lot of information is available on participatory approaches and attempts in the water sector supported by international institutions and local government to put in practice; but still **amongst professionals many questions still remain on how to operationalise community management**. How to make solutions for the area of safe water more sustainable and how to operationalise them in a more effective way.

This project is more an exercise in developing an operational approach. And in that sense, a very welcome effort which was made by DGIS and which gave IRC and partner organizations a unique opportunity to work out these approaches in a number of situations in six countries. The exercise has provided tools and methods to promote community management in water supply systems at the very low and grass root level.

It provides 'hands on' experiences gained in very concise and very particular efforts in twenty-two cases, which provide particular solutions or efforts at least to solutions which can be very important and relevant starting point.

- Main question will be to what extent these examples (cases) can be made **replicable** in other realities with different technical aspects, institutional aspects and social aspects.
- Sufficient attention should be paid to the **feasibility of this approach**. Otherwise it will not be easy to convince donors to apply it.
- It should be clearly stated in what context the approach can be used: is there sufficient political will, what will be reaction of vested interests including powerful engineers.

- There is a challenge to try and see more cost effective implementation ways and means.
- Finally, try to synthesize it more and draw conclusions for policy making level as well as for a lot of local institutions.

**4) Other comments made during the discussions:**

- What are useful indicators to measure improved management capacity?
- Feasibility and financial issues: it is important to get an idea of this will this methodology cost when implementing and these are the benefits/effects. The question is to reinvest in hardware or software. If a calculation could be made available that would certainly enhance the synthesis of the findings. For example in the case of Guatemala: what would it costs to remove the old water system and install a new one compared to enhancing community management of existing system. Such a calculation would give a good argument.
- Important to pay attention at scaling-up of the approach to other communities, by means of communities already involved. What are possibilities?

**5) Mr. de Lange's conclusions:**

'We are still in the fortunate position to consolidate the findings and to add a little to ensure that the results indeed will contribute to processes of change in the countries. We all know how difficult these processes of change are...!'

**6) What should be done to improve the draft documents?**

We have already identified the three major documents that should be based on the four of five existing draft documents now. The following gives an overview of the indices of these three documents. It should be enhanced on: financial feasibility; a bit about the research methodology (Mr. Maan) although I doubt who will be interested in it in these documents

**Document A: 'What to do' for policy makers**

- Intro: context document and research (see also comments Mr. Maan)
- Chapter 1: Why community management?: based on recent conferences (Text of Phil Evans, draft doc. 3.1 with update based on Vision 2000, Manila, Global Partnership Stockholm)
- Chapter 2: What is community management? based on draft doc.3.1 - 3.3 and executive summary of draft doc 1 (see also PLA Notes: 5. Introduction)
- Chapter 3: What is role of PAD in community management? See PLA Notes: 6 and draft doc 3.4 - 3.6)
- Chapter 4: Institutional implications: enabling factors, replicability, conditions, sustainability, institutional development. Here also the issue of financial feasibility should be addressed (See comments of both Mr. de Goede and Mr. van Gussenhoven and during the discussion with Ms. Jose van Hussen: may be ask Fabian to write a box about: what does it cost a new system compared to enhanced community management of old system).
- Chapter 5: What policy makers can do: short overview on cards of most important issues (see also John Thompson comments during 'Writing workshop'), Review results should be incorporated in this chapter in clear bullets type of text.
- Eventually: Annex with cases examples and policy cards of John Thompson

**Document B: 'How to do the PAD approach for improved community management' for implementers**

- Chapter 1: chap,1,2,3 of draft doc 3 shortened and summarised
- Chapter 2: full text based of chap 4 and 5 of draft doc 3, as presented in PLA Notes

- Chapter 3: based on first part of Draft Doc 4 and Draft Doc 5 (amplified with M&E and sustainability) as amplification of phases of chap.5 of draft doc 3
- Chapter 4: Tools part of draft doc 4 en 5 added with new tools for sustainability, which were not yet in doc 5 (Peter knows what I mean...): Building rapport tools, Diagnostic Tools, Experimenting Tools, Sustaining Tools. If needed difference should be made according to different water systems (see comments Mr. de Goede)

**Document C: Cases** (not all cases, may be 15 cases from draft doc 2, only most revealing). See our work done for PLA-Notes, comments Laura Greenwood. See also comment Esther. Do basic grammar check!. Ask additions from teams. Use table of contents as Esther (major issues) has developed but add an index to get the possibility also to highlight other entry points/subissues. Ask someone like Laura Greenwood to do the editing (costs and conditions to be checked). With her comments back to the countries. Final editing. Illustrations: photo's, maps.

**Annex: Meeting 9/6/1999 with Mr. Piet de Lange and Mr. Willem Ankersmit**

## **Verslag van gesprek op 9 juni 1999 op DGIS**

**Aanwezig:** Piet de Lange (DCO/OZ); Willem Ankersmit (SBI/SB); Marc P. Lammerink (IRC).

### **Agenda:**

- Follow-up van bijeenkomst in maart tav. rapportage rond Manage project;
- Commentaren voor het afronden van de rapportages/publikaties als onderdeel van het project 'Manage Dissemination'.

Eerst spraken we over de belangrijkste commentaren van de drie 'peerreviewer', over de resultaten van het 'Manage' project op basis van de vijf draft documenten tijdens de bijeenkomst op 17 maart 1999 op DGIS. Dat gaf het volgende beeld:

- De heer Gussenhoven (ETC) vond de documenten nog onvoldoende voor de sector geschreven, als sector papers, waarin de methode ondergeschikt is aan de sector vraagstelling. Evenwel hij betoogde dat dit met name een kwestie van redactie was.
- Ook de heer de Goede (DHV) betoogde dat een 'operationele handleiding', welke ook verwees naar de 'hardware' in de sector, nuttig was geweest. Met name de institutionele context waarbinnen community management een plaats dient te krijgen kwam naar zijn mening onvoldoende uit de verf, terwijl dat een sine-qua-non voorwaarde was voor de duurzaamheid van de beschreven participatieve benadering. Op basis van de ervaringen in het 'Manage' project, zou het interessant zijn te zien welke inzichten op dat vlak zijn op gedaan.
- De heer Ed Maan (RAWOO) had onder meer commentaar over de explicitering van de gebruikte methodologie en verantwoording van de onderzoeksmethode. Voor toekomstig gebruik van de materialen in de sector lijkt die vraag minder relevant om nu uit te werken.

Naar aanleiding van deze korte bespreking van de commentaren vroegen we ons tijdens het gesprek af: hoe kan op basis van het materiaal een document worden geproduceerd welke de mensen actief in de watersector aanspreekt en die PAD kunnen zien als instrument om Community Management te realiseren.

Dat lezerspubliek kan worden verdeeld in twee hoofdgroepen, te weten de groep beleidsmakers en managers, die vooral behoefte hebben aan teksten over: **Wat te doen?**, en de mensen die direct in de uitvoering zitten of uitvoerders ondersteunen door training of andersoortige ondersteuning, die behoefte hebben aan een document over **Hoe het te doen?**. Dat laatste verwijst naar een soort handleiding. Het is bedoeld voor diegenen, die, nadat binnen de beleidskaders een keuze is gemaakt voor community

management, de uitvoeringsmogelijkheden voldoende gezien worden en de kaders voldoende aanwezig zijn, willen weten hoe community management te ondersteunen door middel van een 'PAD' benadering.

In het 'Wat te doen?' document dient zo mogelijk ook onderscheid gemaakt te worden tussen verschillende voorzieningennivo's, waarover de heer de Goede sprak. Willem gaf als voorbeeld, dat een 'piped-supply' of het aanwezig zijn van huiswataansluitingen, wel wat anders is dan een handpomp midden in het dorp. Zo'n verschillende voorziening heeft uiterard effect op 'community management'. De vraag blijft in de huidige draft documenten nog onbeantwoord: onder welke omstandigheden heeft 'community management' kans van slagen? En hoe ver kun je gaan met 'community involvement'? Ook een typering van onder welke locatie specifieke situaties community management wel/niet zin heeft of waar community management een gangbare optie is, zou zinvol zijn. In zo'n document dient in feite een brug geslagen te worden tussen de Delhi verklaringen over het belang van 'community management' aan de ene kant en de 'PAD support approach' aan de andere kant. Dat is het type document dat nu in feite ontbreekt en een goede aanvulling zou betekenen op het bestaande eventueel te herstructureren materiaal uit de vijf draft documenten. Een combinatie met het materiaal geschreven door Phil Evans in de eerdere fase van het project 'Manage' kan ook zeker nuttig zijn.

De handleiding over 'Hoe te doen?' kan worden samengesteld op basis van de huidige of aangevulde draft documenten uit de serie 'Community managers for tomorrow', te weten document no. 3, 4 en 5. Het materiaal hiervoor is grotendeels aanwezig in de draft documenten, alhoewel draft document no. 5 nog aanvulling behoeft.

Gevraagd werd over de 'breedte' van die handleiding. Het gaat naar de mening van Piet en Willem om materiaal zoals ontwikkeld tijdens het 'Manage' project. "Anders zie je door de bomen het bos niet meer", was de mening. Voor ander materiaal dat aanwezig is binnen het IRC vanuit andere project ervaringen zouden wellicht andere publicatie bronnen kunnen worden gezocht en is dit niet de geëigende plaats. Een voorbeeld zijn eenvoudige waterkwaliteits metingen zoals die ontwikkeld zijn in Colombia (in het kader van TRANSCOL) en die belangrijk zijn voor management, maar waar tijdens het 'Manage' project niet mee geëxperimenteerd is. Kennelijk zijn meer technische beheersmethoden minder prioritair gebleken voor het versterken van 'community management'.

Er ontspoon zich een kort gesprek ten aanzien van het medium waarin het beste kan worden gepubliceerd. Zowel Piet als Willem waren van mening dat moet worden uitgezocht bij welke uitgever de verspreiding van het materiaal naar de sector het best gewaarborgd kan worden. Intermediate Technology Publications heeft een brede verspreiding, maar er zijn ook andere uitgevers en voor bepaalde continenten is wellicht ook de IRC-publikatie een goed alternatief, maar het argument van brede verspreiding kan ook een commerciële uitgave motiveren. Tony Milburn (Interwater Quality Control in London) heeft goed inzicht in waar zo'n publikatie goed kan worden uitgegeven. Hij kent de watersector markt en heeft zo'n vraag uitgezocht voor de Collaborative Council. Hij kwam voor verschillende publikaties uit bij Thompson Professional (precieze details tav. serie en adres heeft Willem Ankersmit gegeven).

Willem merkte nog op dat het belangrijk is dat de ervaringen die zijn opgedaan in het 'Manage' project ook een plaats krijgen op het 'World Water Forum'. Hij zal daar ook op toezien en allert zijn op mogelijkheden.

Concluderend spreken we af dat het IRC zich aan het volgende zal committeren, ten behoeve van de afronding van het onderzoek en publikaties die daaruit voortvloeien:

- Startpunt blijft hoe de commentaren van de peerreviewers te integreren;
- Differentiatie van documentatie over: 'What to do?' gericht op policy makers en 'How to do?' voor veldwerkers;
- Materiaal voor de publikatie gebaseerd op de ervaringen in het 'Manage' onderzoeksproject in brede zin (inclusief het voortraject gedocumenteerd door Phil Evans);
- Overweging over bij welke editor uit te geven dient gebaseerd te zijn op waar toegang tot het materiaal het best gewaarborgd is;

- In principe gaat Piet de Lange akkoord met de vijf draft documenten die in November 1998 zijn afgerond en bovenstaande afspraken als afronding van het Manage project. Hiermee is na accoordbevinding van deze afspraken tevens het project bij DCO/OZ afgesloten.
- Bovenstaande afspraken zullen worden afgerond binnen het project 'Manage Dissemination', waarvoor onder het item afronding/publicatie van de draft documenten ook additionele fondsen zijn gereserveerd.

Aldus opgemaakt op 21 juni door Marc P. Lammerink.



## **ANNEX III Note on the 3 publications**

### **The publication for staff working at field level**

#### For whom:

- For field officers, staff working with communities in all phases of the project cycle.
- This publication will also be used in the training programmes that are being developed in five of the six involved countries.

#### Format:

- The largest part of this publication will be designed as a practical manual.
- The publication will be on A5 format, with loose pages in a ring band, i.e. pages could be easily taken out and put back.
- Should have a small format “to fit easily in a woman’s purse”.
- A directory should bring the user to tools that address specific problems or phases of the facilitation process.
- Colours will be used for different tool sections addressing different problems and situations.
- Should look simple, professional and appealing visually. Graphic designer is a must.

#### Content:

- It will be a tool book, providing practical methods on how to work with communities. The tools will however not be presented as mechanical instruments, they will be presented as aids to facilitate processes to enable communities to take informed and negotiated decisions about their water supply management.
- Social skills will play an important role in the manual.
- The content of the publication will be synchronised with the content of the training programmes.
- Illustrations, case stories, story-telling and practical examples will be used to show the applicability of the tools and how they can be used.
- There should be some flexibility in the manuals to allow for more “local” experiences to be putted in. For instance, illustrations, photographs and case-stories could be different if the manual is for Asia or for Latin America. However, what’s the flexibility that is allowed? Should it involve also broader sections where focus is given to issues such as the water supply sector, the international set up or other regional features? More flexibility will produce better manuals, but it is more time consuming and asks more from partners. Which is the degree of involvement of the partners? What is possible for them?

### **The publication for managers**

#### For whom:

- Senior staff of government water departments, senior staff in municipalities, training co-ordinators, field officers, local NGOs and private sector personnel.
- It is not for short term support staff (from projects or programmes) but ongoing support agencies, at institutional level.

#### Format:

- This will be a learning book.
- It will also be made on an A5 format, but not in a ring band but as a “gebonden” booklet.
- A directory should bring the user to tools that address specific problems or phases of the facilitation process.
- Colours will be used for different tool sections addressing different problems and situations.
- Should look simple, professional and appealing visually. Graphic designer is a must.

Content:

- Managers of water supply projects and programmes as well as senior staff in government water departments play an important role in creating a favourable working environment for staff working with communities. They also play an important role in assessing and using the opportunities that local private and public actors can play in improved water supply management at community level. These two aspects will be addressed in this publication.
- It will address the management of a so-called learning organisation, as well as the opportunities for improved water supply management in communities in the institutional environment of the organisation.
- Focus on inter-agency and multidisciplinary collaboration addressing in a structural way opportunities for the sector in the country where they are and the institutions and organisations that exist.
- Photographs and illustrations will be used to make it attractive.
- Examples, checklists, area specific solutions, raising questions and best practices will be integrated.
- Content linked with training programmes of partners.

### **The publication for policy makers**

For whom:

- Donors funding water supply schemes, legislators, policy makers, head of water supply schemes.

Format:

- This will be a 10-15 page booklet, presenting some challenging statements in a glossy manner (not a tool or a learning book).
- It will be printed in full colour on high-grade paper and A4 format.

Content:

- Without proper policies and legislation improved community management is doomed to fail. This publication wants to challenge policy makers to reflect on their policies for rural water supply. The publication will present statements to help start this process of reflection.
- Photographs and proper design will be used to make it attractive.
- Challenging statements.
- Ideas to think about, "food for thought".

### **Some final notes on the publications**

The MANAGE Dissemination project has taken a customer oriented focus, trying to serve the needs for information and capacities to promote community management of water supply systems in the water sector. The publications should not prescribe one approach towards community management, because a simple blueprint does not exist. The publications should offer simple tools and working methods for different levels of staff in the water sector. The publications should moreover stimulate reflection on current practices in water supply management at community level. They should stimulate creativity in finding location specific solutions for water supply management involving the most important stakeholders in the process.

Special attention will be given to the design of the publications. They should not only present high quality information, but they should also be nice to look at, practical to work with and pleasant to show. For that purpose we will seek cooperation with a professional design agency.

## Our Water, Our Management

Rural communities face the challenge of broken down water supply systems. And agencies do not have time or money to repair the systems. Management of a water supply system by the community itself is therefore often a necessity to secure a reliable and sustainable water supply. Governments, donors and communities do realize this. However, how to do it and what is demanded of communities and agency staff, is often not clear. This film shows how people in four rural communities in Kenya, together with professional staff of NETWAS, worked on the improvement of the management of their water supply systems.

The film was directed by Mr. Albert Wandago a Kenyan film director.

The film is geared to stimulate reflection and discussion of agency staff on how to work with communities on the management of their water supply systems. Because community management is not a blue print, it demands creative thinking and negotiation of everyone involved.

*Duration of the film is 25 minutes.*

The film is part of a project that wants to increase capacities and stimulate support for community management of water supply systems. This project is carried out by organizations in Kenya (NETWAS), Cameroon (PAID-WA), Nepal (NEWAH), Pakistan (WASEP), Guatemala (SER) and Colombia (CINARA). The project is being coordinated by IRC International Water and Sanitation Centre in the Netherlands and funded by the Netherlands government.

Other means of stimulating support for community management are training courses for field and management support staff, publications and manuals, articles and leaflets. Information Focal Points will be developed to gather and disseminate information on community management from a central focal point in each country. Other videos on community management were produced in Cameroon, Pakistan, Nepal, Colombia and Guatemala. There is also a video on community management specifically made for policy makers and donors.

*For more information you can contact NETWAS or IRC.*



**NETWAS Network for Water and Sanitation International**  
 PO Box 15614  
 Nairobi, Kenya  
 Phone: +254 2 890555-8  
 Fax: +254 2 890554  
 E-mail: [netwas@nbnet.co.ke](mailto:netwas@nbnet.co.ke)  
 Website:  
<http://www.nbnet.co.ke/netwas>



**IRC International Water and Sanitation Centre**  
 P.O. Box 2869  
 2601 CW Delft  
 The Netherlands  
 Phone: +31 15 2192939  
 Fax: +31 15 2190955  
 E-mail: [general@irc.nl](mailto:general@irc.nl)  
 Website: <http://www.irc.nl>



25 minutes

Our Water, Our Management



# Our Water, Our Management

A film of

**NETWAS/IRC**

directed by

**Albert Wandago**

Alwan Communications Limited



ANNEX IV

Example of Video Cover; Kenya

Progress report July-December 1999

# Our Water, Our Management

## What is the objective of this video?

There are many different options for the management of water supply systems in rural communities. This video addresses the option whereby the community manages its water supply system itself.

This video wants to stimulate the reflection and discussion of field staff and management support staff on how they can cooperate with communities on improved management of water supply systems.

## What this video is about?

The main actors in this video are the people of four rural communities in Kenya and the staff of NETWAS (Network for Water and Sanitation). In this video they show how they worked on the improvement of the management capacities of the community water supply systems.

## What are the key messages of this video?

The most important message of this video are that communities are indeed able and capable to manage their own water supply systems and that improved management of the water supply system is a key to sustainable water supply.

The video also shows the importance of the role of field staff in the process to strengthen these management capacities. This role is not a technical one, but a social one. Not the technical features of the water supply system need to be addressed in this process, but social arrangements in the community, gender relations, negotiation and decision making in the community, training and the attitude of field staff towards community people.

## Who is the target group for this video?

The most important target group is field staff and management support staff who want to cooperate with communities on the improvement of the management of the water supply system.

## How to use this video?

This video may be used in training of extension staff to start a discussion on community management of rural water supply systems. It is also important for ESAs to realize that sustainability of improved water systems requires community support and not just "committee" support.

## Just watch the video

3 Just watch the video with the audience and let them react spontaneously on what they have seen. Observe the audience well while they are watching. When do they get more interested, when do they laugh, when are they shocked, when do they fall asleep? Use these observations in the discussion

afterwards.

## Watch the video and ask the audience questions

If a discussion does not come spontaneously, then start asking questions to simulate a discussion:

### Questions on experiences:

- Do you recognize the situation in the video from your own experiences?
- Does this video give a realistic picture of water supply in communities?
- Do you think you could work in the same manner as being portrayed in the video?

### Questions on constraints and possibilities for community management:

- What do you think are the constraints and possibilities to work with communities on improved management of the water supply system?
- What are the constraints and possibilities shown in this film?
- Is this an optimistic film? Is the film too optimistic?

### Questions on ideas and opinions:

- Which ideas and opinions does the video present on community management of water supply systems?
- Do you agree with these ideas and opinions?
- How do you think the problems of rural water supply should be solved?

## Give the audience an assignment

Give an assignment before the audience watches the video. For example: note the key messages of this video. Use the notes of the audience to start a discussion. You can also watch the video twice. The first time just to get a general picture of the video and the second time with a concrete assignment to note the key messages of the video.

## Give the audience separate assignments

Give everybody in the audience a separate assignment. For example; you watch what is being said about roles of field staff, and a water committee. You watch what is being said about technical features of a water supply system, about participation, and about training, etc. Use these notes to start discussion on these issues.

In this case too, you can watch the video twice: first to get a general picture of the video and then to work with these assignments.

## Important

Use this video to challenge the audience to express its own experiences and opinions. These experiences and opinions are the basis for discussions and will stimulate the process of reflection of professional staff on how they, in their particular situation, can work with communities on the improvement of the water supply systems. Because there is no blueprint for community management, every situation demands its own approach that needs to result in specific management arrangements in communities.

## ANNEX V Open letter to teams about IFP-development

Dear Paul, Pauline, Haider, Cecilia, ? and Kate,

We hope to find you all in good health and spirit.

This is a letter about the Information Focal Points on community management that you all are developing in your respective countries. It is a letter that poses questions and would like to give you material for reflection. As you may know Eveline Bolt, Peter Bury and we have discussed the Dissemination project in the last weeks. We have asked ourselves if we are still on the right track and if we are still in good contact with our partners. We had discussions with Pauline, Raju and Rolando about the project and we have written letters to you with lots of questions, ideas and doubts. Some of you responded with new ideas, opinions and plans. The focus of the discussions and letters of the last weeks was mainly on the following:

- To look at the Dissemination project in a more strategic manner. Instead of carrying out one sub-project after another we should ask ourselves where we want to be in two or three years time, what do we want to achieve, whom do we want to address and with what. Which sub-projects and resources from MANAGE do we need to address these objectives and groups?
- To develop the project much more from the strengths, capacities and interests of the partner organisations and not as a blue print for all.
- To see that we develop activities that extend the duration of this project and that can be made sustainable by the partner organisations after this project has ended.
- To look much more closely at the needs in the sector and at the marketing of our strategy, our activities and products.

We are discussing and working on these strategies and plans with each of the partner organisations. We think it is good to look critically at what we are doing. We at IRC, you in your partner organisations. We, Nigel and Ton, also looked back at what has been done in the IFP sub-project. Are we still on track? What is essential in the IFP, what do we want to achieve with the IFP, can we make it sustainable after the MANAGE project? We would like to present you some of our reflections and questions and we would like to ask you to comment on them and speak freely about your work in the IFP. Is the IFP carried out in a strategic manner? Is it clear to whom the information and materials that will be assembled in the IFP is directed and what they should be able to do with that information? Why should they have that information? For example: will your IFP service communities, e.g. with information on legal issues, or on funding, or on other communities with similar experiences, or on simple tools for better management? Is that what your IFP wants? Then, how should communities get that information, what is the exact demand of communities, how do you match your supply with their demand? With what media and tools? Or is your IFP directed at the field level: to enable them to work with communities on better management capacities. How do you address the field staff in your countries or regions? How do you get them to your IFP or will your IFP go to them? Or will you service the managers of big water supply projects? Or do you want to service all these groups? Would it not be more effective to focus on a specific group? But what group would that be? In an IFP demand and offer for information and materials meet. Do you have any idea of that demand? Is it there? How does it look like? Just gathering information and then waiting for someone to collect it may not be enough. In our opinion there is an active role for the IFP to define a specific market and address that market. What are the interests of your organisations? How can the IFP strengthen the activities and objectives of your organisation, how can the IFP be linked to the long-term strategies of your organisation? What is your strength? Is it in working with communities? Is it in implementing water supply schemes? Is it in serving students and academics? Is it in training? Should your IFP not be linked to these strengths so that your organisation can make optimal profit from an IFP? What are your possibilities? Do you have your target groups nearby? Can they come to you, do they already know how to get to you? Or will you go to them? What services can you offer if there is a demand? Do you have library services? What kind of Internet services can you offer? Or do you have experiences with other media to get information across (magazines, extension workers, engineers who

visit communities, radio, networks of policy makers or regional resource centres)? Which lines and canals do you normally use to let information stream? Should you not use that for the IFP? What will the relationship be between the overall dissemination strategy of your organisation and the IFP? Are sub-projects linked (training, country studies, leaflets, advisory work, IFP etc.)? What is the timing of the sub-projects and what consequences does that have for the timing of the IFP? What will be the place and the role of the IFP in your existing communication and information policy? What is the place in your documentation centre or library or other ways of processing information? Will the IFP become a one-off activity or will it be integrated in existing services of your institution to make it sustainable after the project?

These are many questions. They build on what has been done in the IFP until now, but they want to try to focus you again, to look at your work critically and to make the link between your work in the IFP and the work in the dissemination project and more in general in your organisation. We would like you to bounce back, to ask us questions and give us material for reflection. Feel free to reflect on what we have written here. We would like to get more focus in each of the IFPs, to make choices, select objectives and target groups, to be active in defining needs and markets and to be active in making the IFP a true enterprise or venture. We plan to make support visits to each of the partner organisations. Mainly to work on the overall strategies and the integration of the project in the organisation. We would like to discuss the IFP during these support visits (planned for the beginning of 2000) and work out a strategic plan for the IFP. We would like to start that discussion now. So please give us your ideas, your doubts about the project or your strategy. Thank you!

## **ANNEX VI THE COUNTRY STUDY: letter sent in November 1999**

### **Introduction**

In our discussions of the last weeks we had a look at the country study. We think that the country study could be a good start of the dissemination strategy. In the list of sub-projects this country study is called: "Update of 1994 country cases". This name caused some confusion with what we also know as the "community cases studies". So we propose to call it the Country Study, meaning an update of the state of affairs in the water sector in the various countries with regard to community management. We also propose to involve in this country study another sub-project that is called Contact NGOs. Pauline Ikumi and I worked this out for the Kenya strategy. I used the Kenya model as an example.

### **Why is the Country Study/NGO Contacts a good start for the strategy?**

The dissemination strategy is directed at the outside world. At field and programme staff, at policy makers and managers and bureaucrats. For the dissemination strategy we develop materials not so much for our own good, but for this outside world. To strengthen capacities and to create support for community management of water supply systems. We think that we should look at the Country Study and at the Contacts with NGOs in that manner. The dissemination strategy must profit from this study as well as our target groups. How? By networking, need assessment, marketing and update.

### **The objectives of Country Study/NGO Contacts**

We think that the Country Study/NGO Contacts could have the following objectives:

- Networking: making and improving contacts with key institutions, key people and key programmes in the national water sector. That involves some social talk, some getting to know each other.
- Update of the national situation with respect to community management of water supply systems. Your key institutions and key people need to tell about what they understand by community management, what they have been doing in community management, what their opinions are about community management, what they think the bottlenecks are and the prospects. This involves a lot of listening: let them assess the situation in the water sector and the problems of small community water supply systems.
- Need assessment: what are the needs of these key institutions and key people with respect to community management. Needs for training, needs for information, needs for advice and support etc. Let them talk and express their worries and expectations, their opinions. Let them tell what they need and how they think they can improve the situation.
- Marketing: the visits can be used to present the MANAGE project, what it has been doing and what it is going to do in the next years. What products will be developed, what activities will take place in the next year?

In short: the Country Study and the NGO Visits are important tools to go back to key institutions and people in the water sector, to make yourself known, to improve contacts and tie people to the project in the future, to show interest in the problems and needs of these key institutions and key people. It also involves getting a clear picture of the issues at hand with respect to community management. In our opinion community management should not be limited to PAR or other participatory approaches alone. People should be able to talk about problems and solutions of small water supply systems in rural areas in general.

### **What do you need to carry out this Country Study/NGO Contacts?**

- Make a selection of the key institutions, key people and key programmes in the water sector that you want to visit.
- Contact them and explain them about the purpose of your visit (by letter or by telephone or both).
- Develop a protocol for the update of the situation in the water sector.

Let me give you some ideas on this protocol:

I looked in the 1994 document with country reports ("Water Supplies Managed by Rural Communities"). You should all have it, if not contact us and we send you one. In this document the different countries addressed different issues. They include issues such as: the rural water supply situation in general, who is doing what, GOs and NGOs, legal and policy issues, payment systems, role of men and women, skills development, training and support in the sector, institutional and community problems with good management etc. Many interesting things to involve in the update. We suggest that you have a look at your own contribution in that 1994 document and the contributions of the others. Then start to make a list of the issues you want to address in your update.

- The video to show your work.
- It would be very practical to take a short leaflet with you that introduces the project. What is MANAGE about, what is it going to do in the next years, which products will be developed, who and how to contact etc. NETWAS will also make a preliminary leaflet on their training offer. They want to know from these key institutions what they think of their proposals for training.
- Each visit must be concluded with a letter to thank people and explain about what will be done with the information and how they will be informed about the project in the future.
- Maybe a small tape recorder is practical to record the interviews. In that case you can use quotes and statements later in your encyclopaedia or paper. Such quotes would also be very helpful for the documents that we at IRC have to finish.
- It would be good to look at the amount of days and money that is available for Country Study and NGO Visits and see what can be done with that money: how many people can be visited, costs for transport, time to write the paper, time and money for the small encyclopaedia (maybe use money from IFP for that) etc. In short: make a budget and make a planning.

### **The outcomes of the Country Study/NGO Contacts**

The Country Study/NGO Visits will have direct results and products. These are: better networks, knowing the needs, a larger market for our products, sympathy for our work. The update should also result into products that others can use:

- Peter suggested that maybe these Country Study/NGO Visits could eventually be made into a small encyclopaedia for the national water sector. A small booklet for institutions and agencies with names and addresses, with who is doing what, with legal and institutional issues, with training institutions, videos, a short bibliography etc. It could be a booklet for managers and policy makers with which they can get a quick update of community management issues and names and addresses that can help them or support them. You could imagine that you update this small encyclopaedia every 4 years. The question is: would there be a need for such a small encyclopaedia, what kind of a need, what should be put into this small encyclopaedia? We think that there is also a role for the IFP or documentation department to work on this encyclopaedia.
- The Country Study/NGO Visit could also be turned into a small paper on the present situation in the water sector with respect to community management. This paper should be sent back to all those you have visited. This paper could also be used as the starting point for a national seminar/workshop on community management. With that paper you can brief the participants of such a seminar/workshop (among them all those you have been visiting) and it could include some challenging statements on the chances and constraints of better water supply for communities. To be discussed in the seminar/ workshop.

The results of this update could also be used in the documents we at IRC have to finish.

These are our ideas about the Country Study/NGO Visit. What do you think? Does it appeal to you, do you have other ideas? Please let us know. If you are interested we can work on these ideas more specifically together.



The Country Study/NGO Contacts could have a key role in the strategy of each country. We need to develop these country strategies further. We already expressed some ideas on how to do that, e.g. the support visits we plan to make. We thought that by making this protocol for the Country Study/NGO Contacts we maybe give you some idea on what we mean with strategy and how to work on it. Of course, we would like to have some feedback, maybe it does not fit into your plans. Let us know.



## **ANNEX VI (Part of) Terms of Reference for a practical of Carolien van der Voorden**

### **The scope of the State of the Art Study**

The State of the Art Study should search for the different interpretations of community management and the different management options that are propagated and used to improve the management of water supply systems in rural communities. In particular it should search for experiences and ideas on the management option that this project has been using: the community manages the water supply system itself.

### **Research questions:**

- 1 What is being meant with community management of water supply systems and what are the experiences with implementing this concept?
  - How does IRC staff describe community management and what kind of experiences do they have with community management?
  - How do the most important donors, NGOs and External Support Agencies describe community management of water supply systems? What kind of projects in the field of community management do they support and what are their experiences with these projects?
  - How do water and development experts describe community management and what kind of experiences do they have with the concept?
- 2 What is the specific interest of governments and donors in community management and how do they transform that interest in policies, institutional arrangements, legal frameworks, projects and actions?
- 3 Is it possible to speak of different options for the management of water supply systems in rural communities? What kind of options are being used? What are the pre-conditions for these options? Under which circumstances are they being used?

### **The State of the Art Study is descriptive**

The research is preliminary descriptive. We realise that in three months time a complete picture can not be created. There are too many experiences and ideas to cover in that time span. The State of the Art Study should be a first step to getting the picture on trends, ideas and experiences with community management, and a first step to distinguish the most important management options that are being used at community level. We suggest that the last two weeks of the three months will be used to make a first analysis of the material, that analysis would have the character of a summary or recapitulation of the most important approaches, experiences and options of community management of water supply systems.

### **Outputs**

We expect a paper of some 25-30 pages to be the output of this State of the Art Study. We intend to use this State of the Art Study as the basic material for an IRC publication (Occasional Paper): "Community Management Today, Part II".

All names, addresses, phone number, e-mail addresses and websites should be classified for the MANAGE project team to be able to use them in the Dissemination project.