

# PARTNER ORGANISATION MANUAL



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# Credits

Many people and agencies have contributed to this manual. It was compiled from a number of sources:

- CWSP Implementation Manual
- Handbook on Community Support and Hygiene Education for POs (produced by ISODEC)
- training reports produced by ACHD and GAS
- PO Manual developed by COWAP (Upper Regions)
- Software Manual produced by TREND and Volta RWSS Project
- Community Participation Guide produced by Central Region Project
- Watsan Manual developed by IGIP.

The PO Manual also draws on the guidelines developed during a number of national workshops, including:

- Community Animation/Training Workshop (Koforidua May 96)
- Material Production Workshop (Sogakope June 1996)
- Hygiene Education Workshop (Tamale September 1996).

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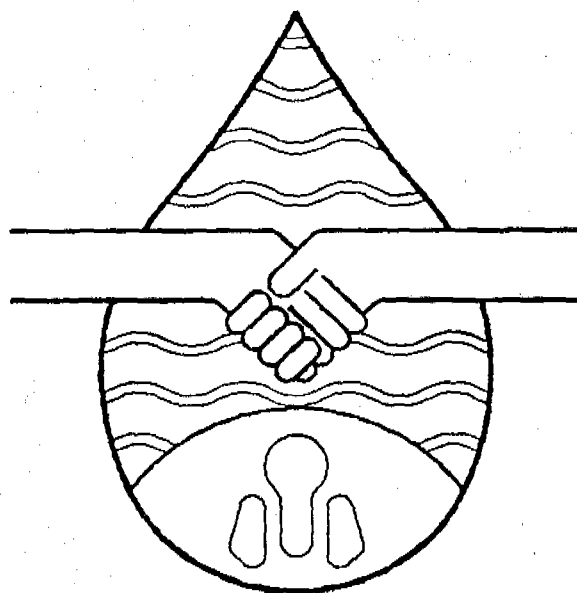
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The PO MANUAL is for the use of groups and organisations working to support the sustainable expansion of water and sanitation in Ghana. It may be reproduced with acknowledgement of CWSA.

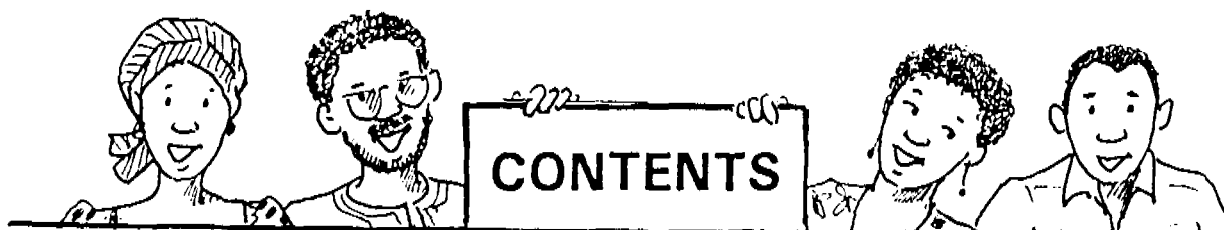
It is one of a series of manuals produced by CWSA to support the National Community Water and Sanitation Programme. The other publications in the series include:

CWSP Implementation Manual  
Trainer's Guide for PO Training  
Trainer's Guide for Watsan Training  
Watsan Committee Member's Manual  
Manual for DWST Members  
Trainer's Guide for DWST Training  
Technical Booklets on Water Supply  
Pictures for Community Work



**COMMUNITY WATER AND  
SANITATION AGENCY**  
P/Bag Kotoka International  
Accra, GHANA

PMB



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Welcome to your own manual. Yes - the manual is written for YOU, the PO field worker. It will tell you all you need to know to do your job.

**CHAPTER 1** looks at **CWSP AND YOU** - it will explain the CWSP and its goals, your role in the programme, and the work of other players.

**CHAPTER 2** looks at the **OVERALL APPROACH** - how to work with communities, how to build community water management, and how to get women involved.

**CHAPTER 3** looks at the **PROJECT CYCLE** - how to organise each of your meetings with the community and other tasks on a step-by-step basis

**CHAPTER 4** looks at **PARTICIPATION** - how to facilitate a participatory process in community meetings, sector group meetings, and training workshops

**CHAPTER 5** looks at **COMMUNITY ORGANISATION** - how to select and build an effective Watsan committee.

**CHAPTER 6** looks at **MANAGING MONEY** - how to help the community and Watsan find effective ways to collect and manage money.

**CHAPTER 7** looks at **HYGIENE AND SANITATION** - how to help the Watsan committee promote hygiene and sanitation.

**CHAPTER 8** looks at **TECHNICAL ISSUES AND PLANNING** - how to help the community make informed choices about the type of water supply and sanitation.

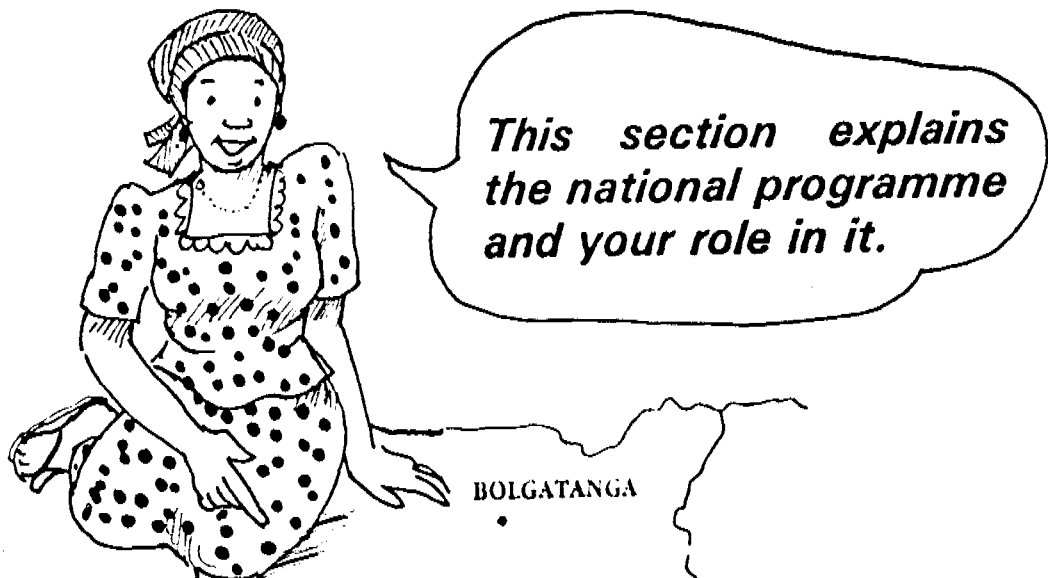
**CHAPTER 9** looks at **WORK PLANNING, REPORT WRITING, MONITORING, and COORDINATION** - why and how to do each of these tasks

**CHAPTER 10** looks at **PO DEVELOPMENT** - how to strengthen the PO as an organisation and as a business.

## ABBREVIATIONS

AM	Area Mechanic
BH	Borehole
COM	Community Ownership and Management
CWSA	Community Water and Sanitation Agency
CWSP	Community Water and Sanitation Programme
DA	District Assembly
DMC	District Management Committee
DWST	District Water and Sanitation Team
FMP	Facilities and Management Plan
GWSC	Ghana Water and Sewerage Corporation
HDWC	Hand Dug Well Contractor
HPC	Hand Pump Caretaker
NGO	Non Government Organisation
O&M	Operation and Maintenance
PO	Partner Organisation
RWST	Regional Water and Sanitation Team
SBDU	Small Business Development Unit
VDC	Village Development Committee
VIP	Ventilated Improved Pit
VLOM	Village Level Operation and Maintenance
WATSAN	Water and Sanitation (Committee)





# CHAPTER 1

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## CWSP and You

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# What is CWSP?

The Community Water and Sanitation Programme (CWSP) is a national programme to improve water supply, sanitation, and health in the rural areas of Ghana. The programme is organised by the Community Water and Sanitation Agency (CWSA). It is supported by the Government of Ghana and a number of donor agencies.

CWSP will assist:

*rural villages and small towns*  
to develop  
**COMMUNAL WATER SUPPLY**



*individual households*  
to build  
**HOUSEHOLD TOILETS**



*rural schools and clinics*  
to develop  
**TOILETS & WATER SUPPLY**



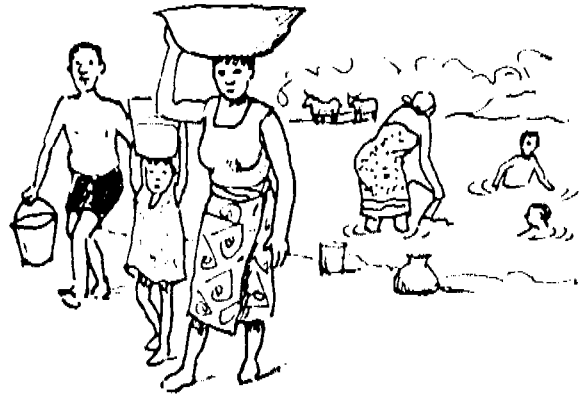
*rural communities*  
to develop  
**HYGIENE PRACTICES.**



But CWSP is more than just wells and toilets. It is about **PEOPLE** - people working together to plan, develop, and manage their own water and sanitation facilities. So - read on! .

# Why CWSP?

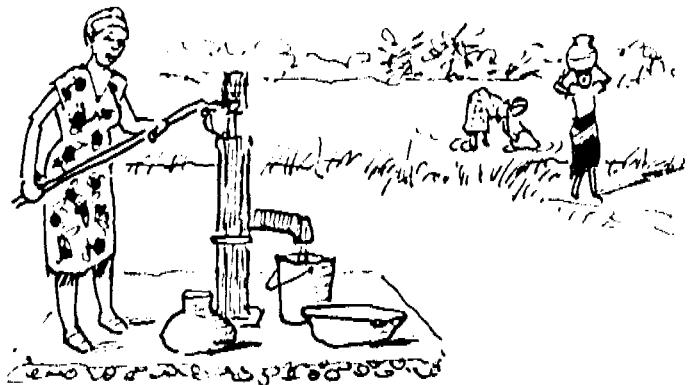
Some rural communities **DO NOT HAVE** a safe water supply or toilets. They depend on surface water from streams, ponds, or dugouts - and they use free range. Without potable water and toilets they get diseases such as diarrhoea and guinea worm.



Other communities **HAVE** safe water, but the supply is **NOT DEPENDABLE**. Many of these communities have boreholes and pumps which were developed under the old water supply system. The pumps break down and often it takes a long time for repairs. In the meantime households use surface water and it makes them sick.

Many rural families do **NOT PRACTICE HYGIENE** as a daily part of their lives. In many cases they know hygiene messages, but do not practice them.

All of these situations lead to **POOR HEALTH**. This lowers productivity and causes economic hardship.



## CWSP AIMS

1. Give more communities **ACCESS TO SAFE WATER AND TOILETS**.
2. Build a **MORE DEPENDABLE WATER SUPPLY SYSTEM**.
3. Promote **GOOD PRACTICES IN USING WATER AND LATRINES** so that users will get the most out of them in terms of health.



All of these actions will result in  
**IMPROVED HEALTH**

# CWSP Strategy - A New Partnership

The CWSP STRATEGY involves a new partnership and allocation of roles in planning, financing, developing, and managing the new water facilities:

## THE COMMUNITY ARE PLANNERS, OWNERS, AND MANAGERS

The community will own the new water facility so they will play a major role in planning, siting, financing, and building it. Once it is built, they will be responsible for maintaining it. If it spoils, they will repair it and pay for parts and repairs.



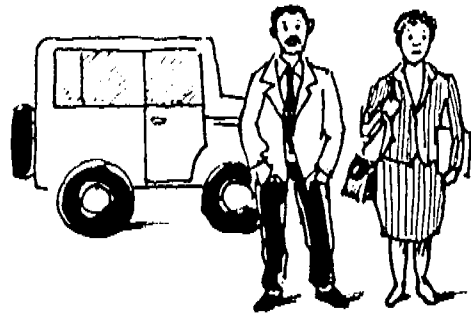
## WOMEN TAKE KEY ROLES IN MANAGING THE WATER SUPPLY

Water is "women's business" so they will play a key role in planning and decision-making. They will also be leaders of the Watsan committee formed to manage the new facility.



## GOVERNMENT PROVIDES FUNDS AND "FACILITATES" THE PROCESS

Government will help pay for the new facilities (capital cost), but will no longer build or maintain the facilities. They will rely on the private sector to provide services. Government's role will be to facilitate and coordinate.



## THE PRIVATE SECTOR PROVIDES ANIMATION & TECHNICAL SERVICES

Private contractors will help the community with planning and organisation, build the facilities, provide pumps, pump parts, and other materials, and help with repairs.



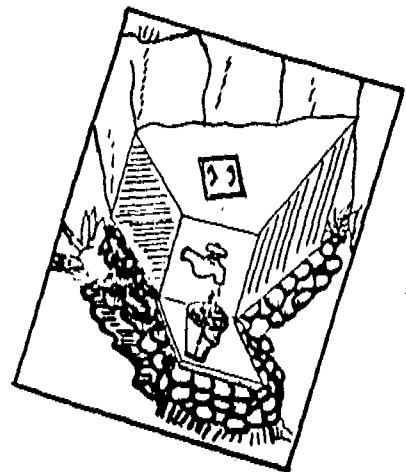
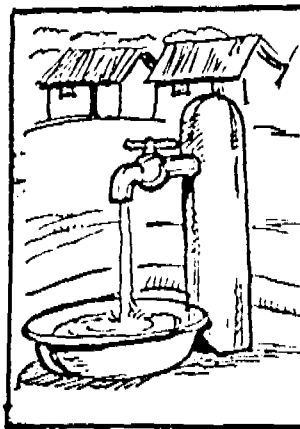
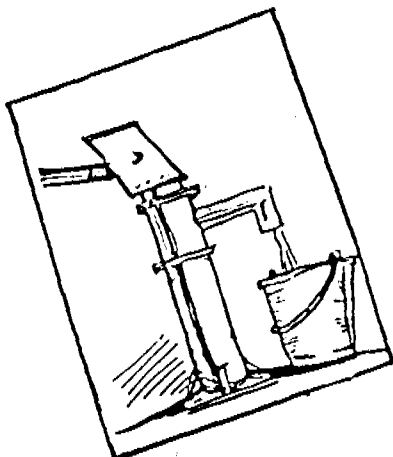
## ***What Type of Facilities?***

Communities will be able to choose the type of water supply facilities that they want, can afford, and can maintain. Individual households will also choose the type of toilet they want and can afford.

The choice of water supply technology will be made by the community after extensive discussion and technical advice.

The water supply options include:

- HAND DUG WELL WITH BUCKET**
- HAND DUG WELL WITH HANDPUMP**
- BOREHOLE WITH HANDPUMP**
- SPRING DEVELOPMENT**
- PIPED WATER SUPPLY**

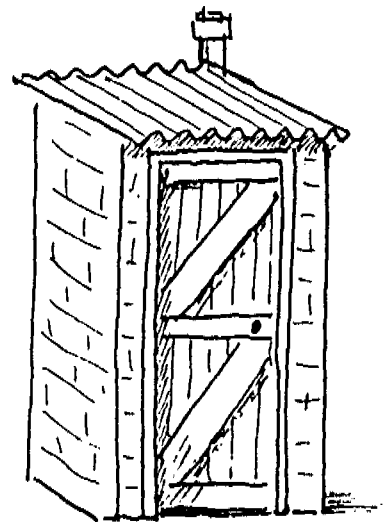


The community will also select the type of hand pump, choosing from four different options - AFRIDEV, GHANA MODIFIED INDIA MARK II, NIRA AF-85, and VERGNET. These pumps are all VLOM PUMPS - pumps which the community can maintain and do minor repairs by themselves.

The latrine options include two types of VIP latrines:

- MOZAMBIQUE SLAB**
- RECTANGULAR SLAB**

For more information on the types of water facilities and latrines see Chapter 8.



# Who are the Players?

## 1. THE COMMUNITY

The community plan and help to build the new water facility - and then own and maintain it. They form a **WATSAN COMMITTEE** to manage the new water supply.



## 2. THE GOVERNMENT

Government facilitates and coordinates the programme. The work of coordination is divided between two major institutions:



### ▣ COMMUNITY WATER AND SANITATION AGENCY (CWSA)

is the overall coordinating body. It has teams at the national and regional levels. The **REGIONAL WATER AND SANITATION TEAM (RWST)** selects, arranges training for, and monitors the work of POs and other contractors; works closely with the District Assembly and DWST in each district; and manages the construction grants.

### ▣ THE DISTRICT ASSEMBLY

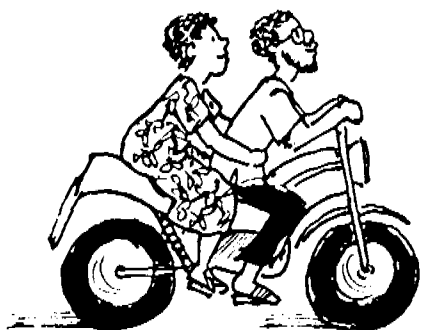
coordinates the programme at the district level. It works through a **DISTRICT WATER AND SANITATION TEAM (DWST)**, which develops plans for water and sanitation in the district; promotes community demand for these facilities; supervises the work of POs and other contractors; and provides advice to the community.



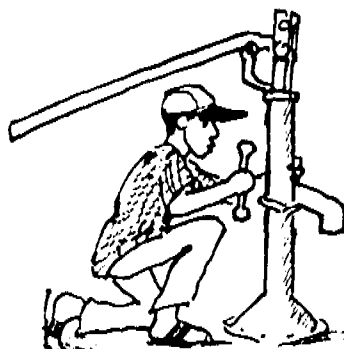


### 3. THE PRIVATE SECTOR

The private sector are individuals, NGOs, and companies hired by government to provide goods and services. They include the following:



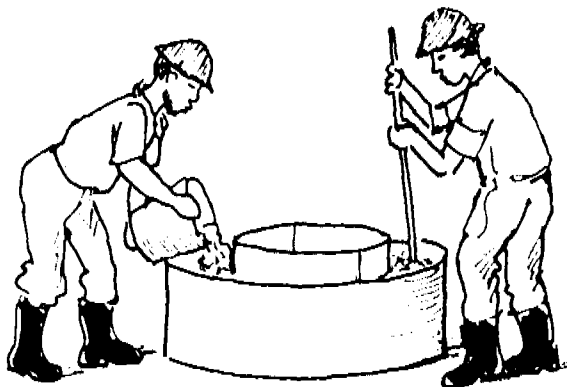
**PARTNER ORGANISATIONS (POs)** - teams of community development field workers who help communities plan, develop, and manage their own water supply facilities



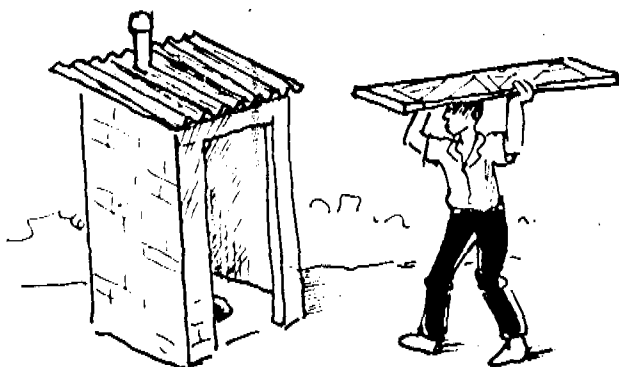
**AREA MECHANICS** - mechanics who do major repairs of pumps at the request of and paid by communities. They also help to install pumps and train community pump caretakers.



**SMALL BUSINESS DEVELOPMENT UNITS (SBDUs)** - experienced water sector professionals who help the RWST select and train the POs



**BOREHOLE DRILLING AND HAND DUG WELL CONTRACTORS** - private construction companies who drill boreholes and build hand dug wells



**LATRINE ARTISANS** - local builders who are selected, given training, and then hired by individual households to build latrines



**SPARE PARTS SUPPLIERS** - local shops who stock spare parts for pumps and sell directly to communities.

# YOU and your PARTNER ORGANISATION

We have talked a lot about CWSP. Now we want to talk about YOU - the field worker - and about your Partner Organisation.

## What is a 'Partner Organisation'?



A **PARTNER ORGANISATION** is one of the private contractors working for CWSP. It is an NGO or small company with skills in community development, hygiene education, and technical issues. It is hired by CWSA to help communities plan and manage their own water supplies and organise hygiene education.

The **PO STAFF** includes: four or more field workers, one or two managers, and office staff. The field workers are divided into two teams, each of which is assigned 10 communities to work with at a time.

Each PO has its own **ORGANISATIONAL STRUCTURE AND LEGAL STATUS** - eg partnership, company limited by shares, or company limited by guarantee. You will find more information on how to develop your PO as an organisation and as a business in chapter 10.

## Why do we need Private Contractors?

The PO will help communities plan their water supply, develop the organisation to manage it, and promote hygiene action. In the past this type of work would have been done by a government department. Government now believes that this work can be done more efficiently by the private sector. Government can't employ all the people needed for this work, so they hire private sector services.

## Working as part of a TEAM

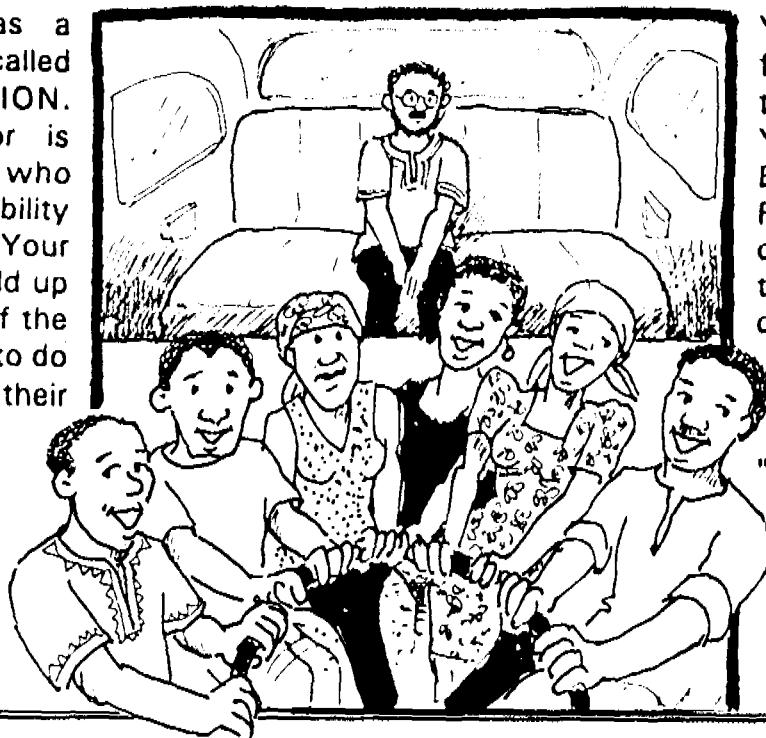
As a field worker you are not working on your own. You are part of a team and will need to learn how to work effectively as a team. As each one of you has complementary knowledge and specialist skills, you will need to plan together and find ways of working together and supporting each other.

# What is your **ROLE** as a Field Worker?

Your role is to **GUIDE** the community in planning, constructing, and managing the new water facilities. You will **COACH** them to set up a Watsan committee, raise funds, choose the type and siting of facilities, and organise hygiene action.

This job as a guide is called **FACILITATION**. A facilitator is someone who builds up ability in people. Your job is to build up the ability of the community to do things on their own -

- discuss
- decide
- plan
- organise
- **ACT!**



You are a facilitator, not the main actor. You have a **BACKSEAT ROLE** - the community is in the front seat in control. Your job is to help them make decisions "without taking over the wheel" so that they can do the managing on their own.

**Take your hands off the wheel and let the community do the driving! Let them do their own thinking and make their own decisions. This is the only way people learn to drive - and it is the only way people learn to manage! The community have to **DO IT** themselves - solve problems, make decisions, plan, organise, and act. If you take over and tell them what to do, the community will never learn to manage. They will always wait for you. So they will never become independent managers.**

To play this role as a facilitator you will need to be able to do a number of things -

- Ask good questions and help people express their ideas.
- Create a participatory process in which everyone gets to talk.
- Encourage women to be actively involved.
- Listen carefully to what people say and summarize what is said.
- Encourage self-reliance - the community making their own decisions.
- Explain basic information clearly and simply - when it is needed.

You will note that the task of explaining basic information is placed at the end of the list. This was done on purpose: in other projects information delivery is the most important activity. In CWSP information delivery is not as important as getting villagers to talk, discuss, solve problems, and make decisions themselves.

# What is your GOAL as a Field Worker?

Your goal as a PO field worker is to help **BUILD**:

- **A NEW WATER SUPPLY** - to help the community plan, finance, construct, and maintain new water supply facilities of their choice
- **COMMUNITY OWNERSHIP AND MANAGEMENT (COM)** - to strengthen the ability of the community to make informed decisions and take responsibility for planning, building, managing, and maintaining their new facilities
- **COMMUNITY ORGANISATION** - to help the community form a Watsan committee and build up the skills and confidence of this committee
- **HYGIENE & SANITATION ACTION** - to help the community become aware of and take action on hygiene and sanitation issues

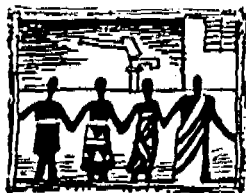


Your **MAIN JOB** as a field worker is to:

- conduct **COMMUNITY MEETINGS, MEETINGS WITH WATSAN, or SECTOR GROUP MEETINGS**.
- facilitate a **PARTICIPATORY** process of **DISCUSSION, PROBLEM-SOLVING, DECISION-MAKING, PLANNING, and ACTION**
- conduct discussions on **MANAGEMENT ISSUES - ORGANISATION, MONEY, TECHNICAL ISSUES, and HYGIENE/SANITATION.**

# What are your ACTIVITIES?

Your job can be divided into FIVE MAJOR ACTIVITIES:



**PARTICIPATION** - help to build a participatory process of community discussion and decision-making in which women take a major role (CHAPTER 4)



**ORGANISATION** - help the community form an effective Watsan committee and then train the committee for its management responsibilities (CHAPTER 5)



**MONEY** - help the community/Watsan decide how it wants to raise funds, organise safekeeping and record-keeping, buy spare parts, be accountable (CHAPTER 6)



**HYGIENE & SANITATION** - help the community to get more health benefits from the new facilities through hygiene practices and latrine construction (CHAPTER 7)



**TECHNICAL ISSUES & PLANNING** - help the community plan the new water facility, select and train caretakers, organise pump maintenance, etc. (CHAPTER 8)

These are your 5 major field work responsibilities. To support these tasks you will also need to do the following (see CHAPTER 9):

- ◆ Make PLANS for your community visits. → See page 137
- ◆ Collect DATA on each community → See page 140
- ◆ Write REPORTS on your field work. → See page 145
- ◆ Help write FACILITY MANAGEMENT PLANS → See page 147
- ◆ MONITOR and EVALUATE your work. → See page 150
- ◆ COORDINATE your activities with others. → See page 151

Help write FACILITY MANAGEMENT PLANS  
MONITOR and EVALUATE your work  
COORDINATE your activities with others

# Phasing Your Work - PROJECT CYCLE

Before you start your work the District Assembly has already done some promotional work with the community. Then you start your work, which is organised into four phases. These phases are called the **PROJECT CYCLE**:

## **PROMOTION (done by the District Assembly)**

- ◆ Assembly members and others inform community about programme.
- ◆ Community applies for a grant to build a new water supply.
- ◆ DWST verifies community interest/need and collects baseline data.
- ◆ District Assembly approves application and reports to RWST.
- ◆ RWST contracts community animation work to a Partner Organisation.



## **PHASE 1: MOBILISATION → see page 33**

- ◆ Establish a participatory process for community decision-making.
- ◆ Study existing situation and build commitment to new water supply.
- ◆ Explain CWSP and build awareness of responsibility for management.
- ◆ Help the community establish or strengthen a Watsan committee.
- ◆ Organise hygiene education and sanitation promotion.

## **PHASE 2: PLANNING → see page 47**

- ◆ Provide initial training for Watsan Committee.
- ◆ Help community choose the type of facilities and their siting.
- ◆ Help community decide on how to manage the new facilities.
- ◆ Help community develop hygiene action plan and promote sanitation.
- ◆ Help community start fund-raising and establish a bank account.
- ◆ Help community write Facilities Management Plan (FMP).

## **PHASE 3: CONSTRUCTION → see page 55**

- ◆ Help supervise construction and organise material/labour inputs.
- ◆ Conduct followup training for Watsan - eg record-keeping.
- ◆ Assist Watsan to promote hygiene action and latrine construction.
- ◆ Caretaker training starts (taught by Area Mechanics or pump supplier)

## **PHASE 4: FOLLOWUP → see page 59**

- ◆ Support for Watsan decision-making on money and maintenance.
- ◆ Assist Watsan to promote hygiene/user education and latrine use.
- ◆ Support linkages with other Watsans, spare parts shops, DWST, etc.
- ◆ Handover to the DWST.

*This chapter explains why we need  
a new approach for developing  
rural water supply, working with  
communities, and involving women.*



## **CHAPTER 2**

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**A New System for Water Supply  
A New Approach for Community Work**

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# Why a new system for water supply?

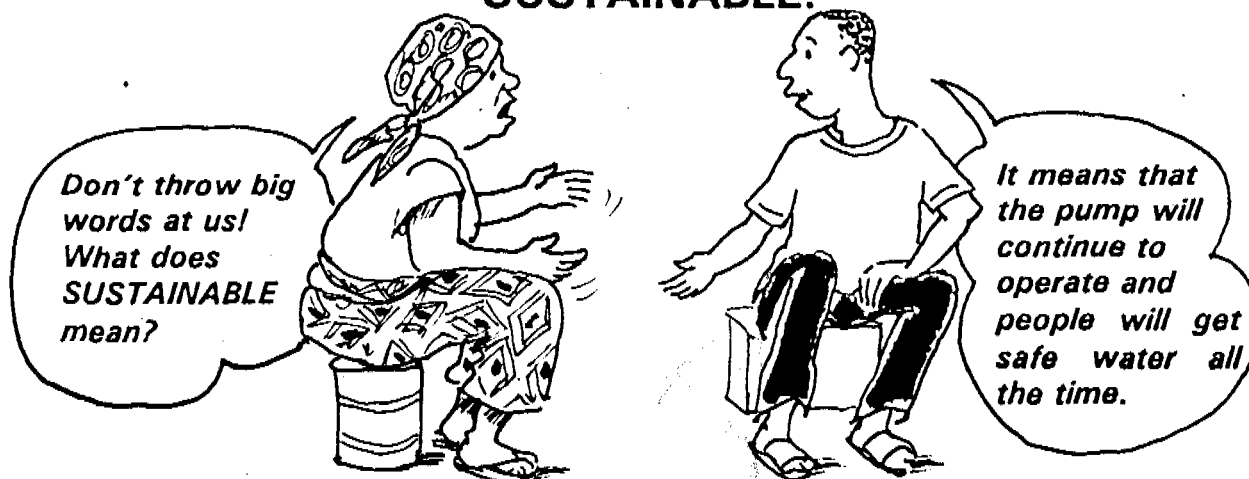
Half of our rural villages have no potable water and people have to use surface water from streams or ponds. Nine out of ten rural dwellers have no access to a decent latrine. Lack of potable water and toilets causes diseases - diarrhoea and guinea worm.

There are also problems for those communities who already have a potable water supply. In the old system the pumps break down and often it takes a long time for repairs. Households return to non-potable sources and this makes them sick.



- ◆ Some communities **DON'T HAVE A SAFE WATER SUPPLY OR TOILETS** and this lowers their health and productivity.
- ◆ Some communities **HAVE A SAFE WATER SUPPLY**, but their supply is **NOT DEPENDABLE**. It breaks down for long periods of time.

The AIM then is to help all communities develop a new water supply which is **SUSTAINABLE!**





# What is wrong with the old system?

The old system was run by government without community involvement. Government did everything to establish the new water supply -



They **DECIDED** a village should get a well or borehole.  
They **SELECTED** the type of pump.  
They **FINANCED** the new facility.  
They **SITED** and **CONSTRUCTED** it.  
They **MAINTAINED** and **REPAIRED** it.



Government behaved like **PARENTS** who do everything for their **CHILDREN** (the community). They gave the community no responsibility and no say in the decision-making.

The community were left out! They had no involvement in deciding, planning, financing, building, or maintaining the water supply. Their only role was to wait for government to give them water - and to pay tariff.

The community felt no sense of ownership or responsibility for the water supply. They felt treated like children so they acted like children. They just sat and let government do everything. When the facilities broke down, **THEY DID NOTHING!**

Communities have become too dependent and government has done too much without involving communities. As a result government has not been able to provide and maintain rural water supplies in all parts of the country. Systems have broken down and government has been unable to keep them all operating.

This is the main reason for a new water supply system -

**TO REVERSE THE PARENT-CHILD RELATIONSHIP  
BETWEEN GOVERNMENT AND THE COMMUNITY**

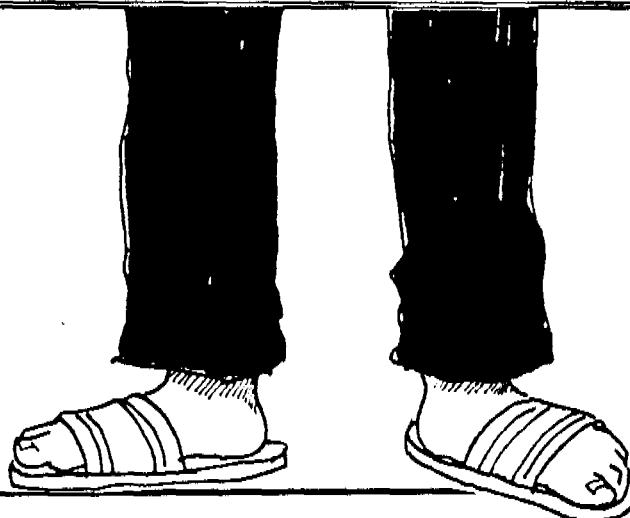


The new approach is to involve the community and give them responsibility and ownership. It is called **COMMUNITY OWNERSHIP AND MANAGEMENT (COM)**

# What is COM?



- ⊗ The community **OWN** the water facilities and are **RESPONSIBLE** for their operation, care, and maintenance.
- ⊗ The community form a committee - the **WATSAN COMMITTEE** - to make decisions and take action on their behalf.
- ⊗ **WOMEN** are equally represented on the committee and take a big role in decision-making and action.
- ⊗ The committee hold **MEETINGS** to solve problems and plan action.
- ⊗ Community members are trained to be **CARETAKERS**. Their job is to do maintenance and minor repairs. For major repairs the community hire an **AREA MECHANIC** who is paid by the community.
- ⊗ The community **COLLECT MONEY** to buy spare parts and pay for repairs. The community does not have to pay tariff to **GWSC**.
- ⊗ The community **CLEAN AND MAINTAIN THE WATER POINT SITE**.
- ⊗ The community work together to **IMPROVE HYGIENE PRACTICES** and promote the **CONSTRUCTION OF HOUSEHOLD TOILETS**.

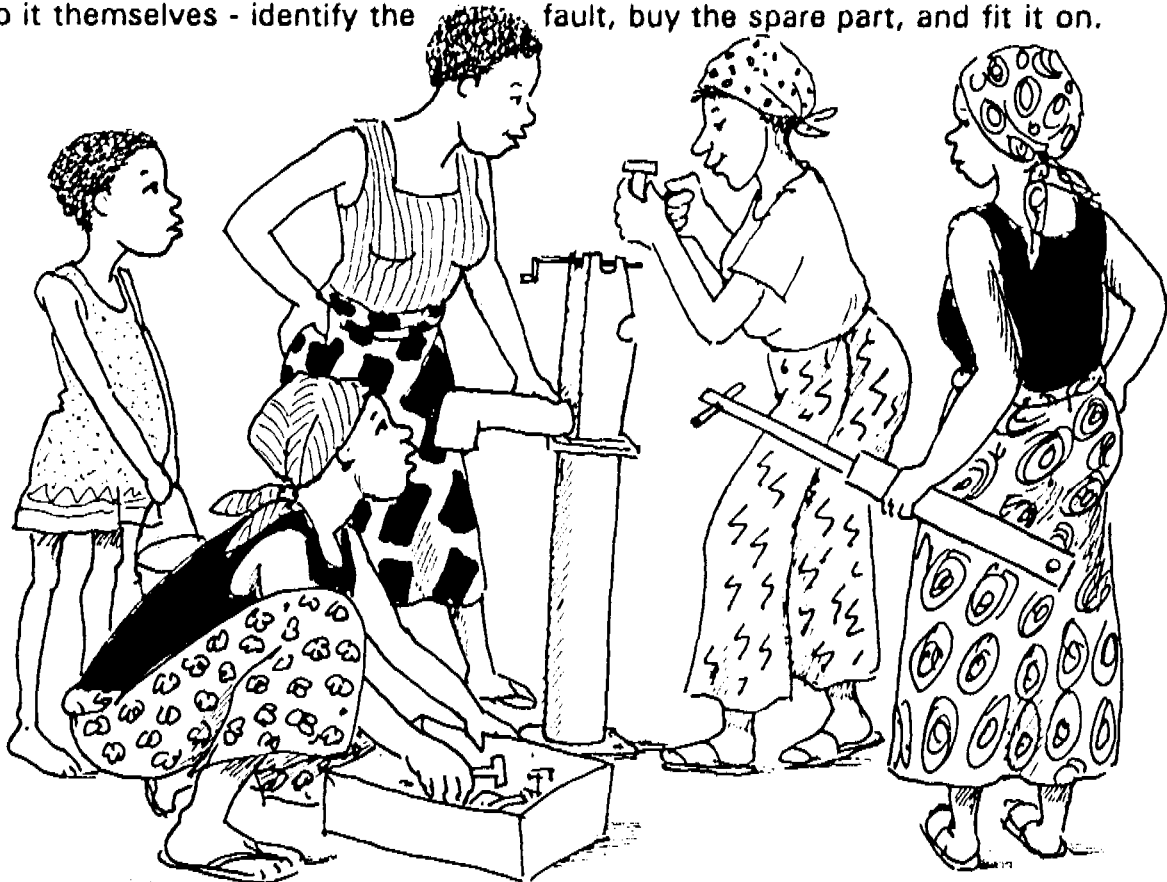


## What is VL0M?

In the old water supply system the pumps were difficult to repair and required special tools. Villagers had to depend on trained mechanics from GWSC to keep their pumps operating. If a pump broke down, they had to wait a long time for a mechanic to come with the right spares and tools to repair it.



The new water supply system has adopted the idea of **VILLAGE LEVEL OPERATION AND MAINTENANCE (VL0M)**. VL0M pumps are pumps which are easier to maintain and repair. Community members - both men and women - can be trained to do most of the maintenance and repairs. They will only need help from outside mechanics when there is a major problem. For most repairs they can do it themselves - identify the fault, buy the spare part, and fit it on.



The VL0M pump gives the community **MORE CONTROL**. They don't need to wait for GWSC mechanics. They can repair the pump themselves - or when there is a major fault, hire a mechanic.

You can find more information on the new type of pumps on page 125.

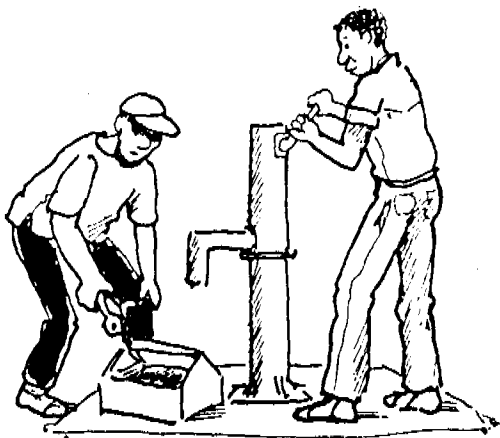
# What is the New System?



- **The Community Initiates, Owns, and Manages the Water Supply**  
The community make the decision to improve their water supply and plan and help build the facilities. Once the facilities are built, the community own, manage, and maintain them.



- **Women Take the Lead!**  
Women are the experts on water and health - so they play a key role in deciding on the type of facility, where it should be sited, and how it should be financed. They also become key leaders in the Watsan committee.



- **The Private Sector Helps to Provide Goods and Services**  
Private contractors build and repair the new facilities; they also do community animation. Government is no longer the provider of these services - its role is to facilitate.



- **Hygiene and Sanitation are a major part of the programme.**  
Hygiene education and sanitation are promoted along with water supply. Communities will be encouraged to adopt new hygiene practices and build their own household latrines.

# Old Approach for Community Work



The old approach was TOP DOWN.

*We did all the talking.*

*We told the community what to do.*

*We imposed our own ideas.*

*We solved all their problems.*

*We made all the decisions.*

*And the villagers listened passively and did what we told them to do.*

**How did this approach affect the community?**

We stopped the community from talking, solving problems, and making decisions themselves. Instead we forced them to accept our ideas, to dance to our tune!

The old approach made villagers feel they knew nothing and destroyed their confidence. It stopped their own thinking and their own initiative. It made them **DEPEND** on us for ideas, solutions, and advice.

To change the situation, **WE WILL NEED TO CHANGE** - to talk less and listen more, to stop giving too much advice and instead ask questions, to help villagers figure things out for themselves. They know best what will work in their community.

## Changing our Approach and Attitude

Some of us will find this change hard to accept. We think we are experts, we know everything, so the community should listen to us. We are so used to telling people what to do that we are not open to the idea that villagers have ideas and experience to create their own management system.

Community members know their own situation better than outsiders. They know what will work and what will not work. They know how to raise funds in a way that will win support from the whole community. They know when to use force to make things happen and when to use consultation. (See below.)

One Watsan had problems getting people to pay money for maintenance. They decided to hold a community meeting. No one came - so they decided to visit each family. When they went house to house, they found that people were saying they had "chopped" the money from the first collection. When they tried to explain that it had been used to buy spare parts, no one listened and people refused to attend the meetings. So they took stronger action. They seized buckets at the pump from defaulters. This got people's attention! The next meeting everyone came and they were able to explain the whole situation. This turned things around and collections from then on went smoothly.



Rural communities have management experience. They organise cleanup campaigns, manage grinding mills, and raise funds. Each community will know best how to manage their own water facilities, based on their own experience and ways of organising things. If we trample on their ways of doing things and impose our own guidelines, then we won't succeed in building community management.

The main problem is **US**, not **THEM**. We need to change our own attitudes first. We need to have **FAITH** in their ability to analyse, plan, decide, and act. If we give them a chance, they are capable of analysing situations, coming up with solutions, making informed decisions, and taking effective action. **LET THEM DO IT!**

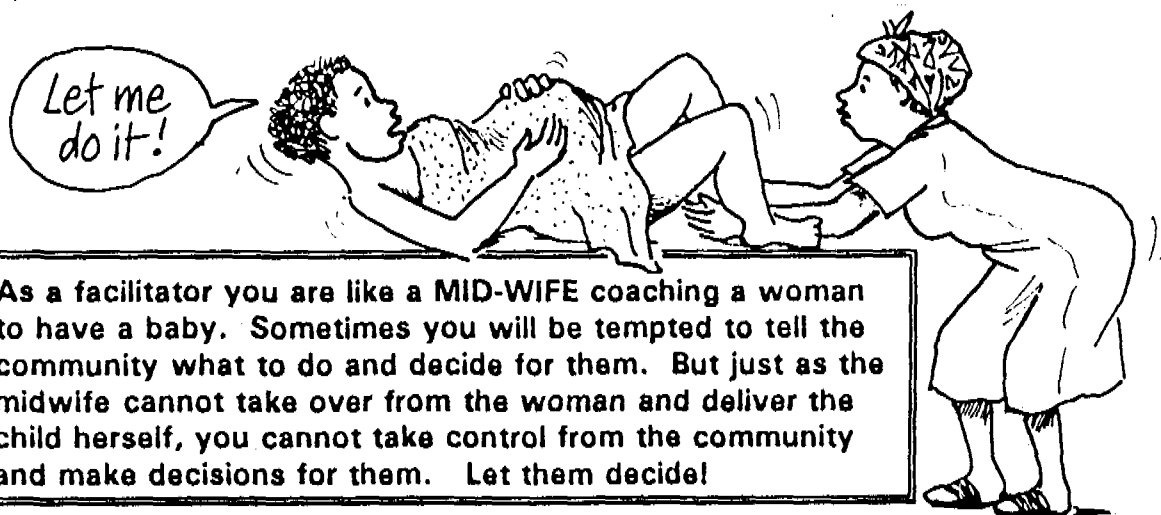
**The community have within them  
the seeds of their own development.**



## How can you help to build COM?

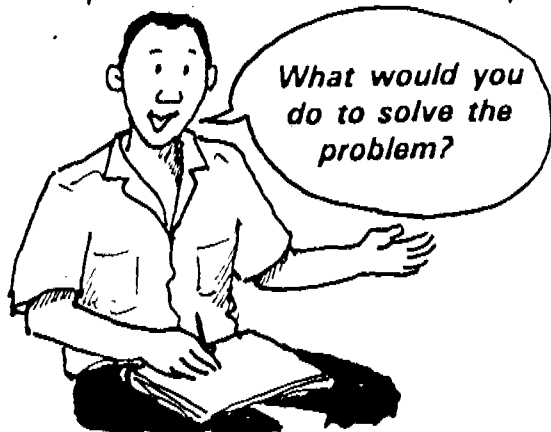
◆ **Let them manage!** The only way to get them to start managing their new water supply is to **ALLOW THEM TO MANAGE**. They can't learn to manage by watching you do all the talking and decision-making. So "put them in the driver's seat" and let them do the talking and make the decisions.

◆ **Stop telling the community what to do!** Stop giving them advice and trying to solve their problems. Let them talk, let them decide, let them find their own solutions. They will find their own ways of managing things, based on their own experience and what will work for their situation.



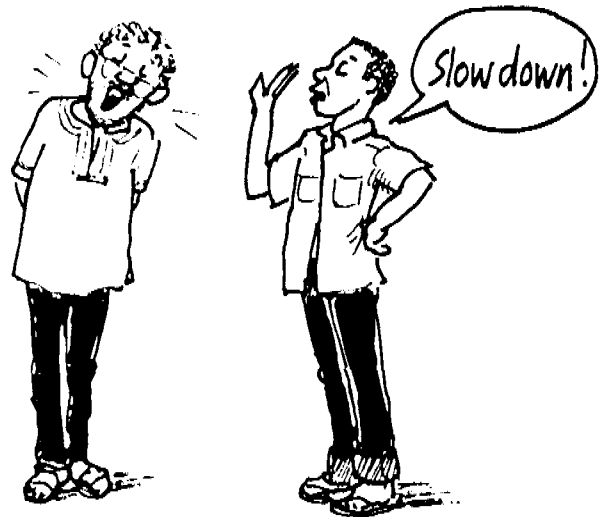
◆ **Show them you are serious about letting them manage.** The community have been used to being told what to do by field workers. So show them clearly that things have changed. When somebody raises a problem, don't answer it for them. Throw it back and ask more questions to get a better idea of what the problem is. Try to find out if others agree that this is a problem. Ask if they would like to do something about it. If so, suggest that they meet on their own to come up with a solution. Remember - they can solve problems without you.

◆ **Don't give them a set of rules.** Instead offer them experience you have learned from other communities. Sometimes it helps to know how other communities have organised things. But in the end help people analyse their own experience and come up with their own ideas. They know what will work best in their village.



◆ **Ask questions and listen carefully.** This will get people talking and raising their own solutions. Your questions will help them decide what they want to do and how to do it. Your questions can also help them think more critically about their ideas - by asking questions you will help them find realistic solutions.

◆ **Be patient!** Don't rush the process! Allow the community time to get a clear understanding and make their own decisions. If you rush, you will end up telling them what to do, rather than helping them do their own thinking. If you rush, you will get bad results - a weak Watsan committee and poor decision-making. Slow down! Move at the pace that allows everyone to be involved.



◆ **Help them understand the basic agenda.** Explain to them what issues need to be discussed and decided on - eg forming a Watsan committee, collecting money, opening a bank account, selecting the type of water supply, etc. Once they know the agenda, they can start doing their own problem-solving, planning, and decision-making. Having the agenda allows them to control the discussion process - and they don't need to depend too much on you!

◆ **Provide information when needed.** You do have a role to provide information. The community need to know basic information about how CWSP works, the amount of money to be contributed for each type of option, the support expected from the private sector, their own responsibilities for the new water supply. But don't end up telling the community how to do everything. Don't bombard them with information to the point that they stop coming up with their own ideas. Give them information only when needed.



◆ **Give them time to discuss and decide on their own!** Leave the community alone at times so that they can meet on their own and make their own decisions without your influence. At your meeting with them help them discuss what they need to do to prepare for the new facilities - then stay away for a while. This will give them a chance to decide on their own how they are to raise the funds and organise their own Watsan. This will give them the confidence to manage on their own.

◆ **Look for different approaches from community to community.** Each community has their own ways of doing things. Allow them to figure out their own approach for management. If you find that all communities have used the same approach, then you are probably imposing your own ideas - and they are simply following what you tell them. Give each community a chance to find their own way.



# Water is Women's Business!



**WOMEN ARE THE COMMUNITY'S WATER EXPERTS.** They manage the existing water sources; if they go dry, they have to find alternatives.

One of the aims of CWSP is to make women managers of the new water facilities. Women will be encouraged to attend all meetings, take a key role in all decisions, and take a leadership role in the Watsan committee. Their involvement in all aspects of the programme will help to ensure its success.

Women are water experts, but their expertise is not recognised in the community. One of your jobs as a facilitator is to build this recognition and win support for their role as water managers. Your job is to ensure their active participation in meetings, problem-solving, planning, and decision-making, as members and leaders of Watsan, and in community water action.

Getting women involved in making the key decisions won't be easy! You will meet resistance. Men, and even some women, will find many reasons to block women's involvement -

*Why are you putting women at the head?*

*Men have always been in charge.*

*If women are too involved, they'll neglect the home.*

*Women don't have the ability to make decisions.*

*It is men's role to decide and women's role to listen.*

*It is a taboo for a woman to talk in front of her husband.*

Be prepared for these arguments and find ways of countering them. You will need to build up women's courage to speak out, while winning the support of men for women's new leadership roles. This is a tricky job!

# How to Involve and Empower Women



*WOMEN are often left out of the discussion. They sit and listen to the men do all the talking. What can you do to solve this problem?*

◆ **Change your own attitude and habits.** Do you have trust in women's ability? Do you allow them to speak in meetings - or do you spend all your time focusing on the men? If you have confidence in women and give them support, they will respond. Give them your attention, encourage them to speak, and make sure they are listened to and their views taken seriously.

◆ **Challenge Men's and Women's Attitudes:** Some men think women can't make decisions and some women have accepted this idea. Find ways of challenging this attitude. Explain why women should be involved in making decisions on water and health. Some of the reasons are given below.



*WOMEN ARE THE MOST AFFECTED by water problems. So they should have a major say in decisions about the new facility - choice of technology, where it should be sited, and how it should be financed, managed and maintained.*

*WOMEN WILL ACT MORE QUICKLY when the water facility spoils, because they have to deal with the consequences. Women can identify faults before they become a big problem and help to get them repaired.*



*WOMEN KNOW WATER BETTER than men because they deal with water every day.*



*WOMEN TAKE CARE OF THE HEALTH OF THE FAMILY. If women learn more about hygiene, the health of the whole household will improve.*



*WOMEN CAN CONTRIBUTE MANY IDEAS to the decision-making. If they are left out, you lose their good ideas and commitment.*



# Practical Ways of Involving Women

- ◆ **Build up women's confidence.** Women can be shy, especially in the presence of their husbands. Organise meetings with women on their own where it will be easier for them to talk. Help them get their ideas together and build the courage to speak out in the community meetings.
- ◆ **Hold community meetings at convenient times for women** when they are not overloaded with chores. Educate men to respect women's ideas and support their active involvement in these meetings.



- ◆ **At meetings encourage women to sit in the front row along with men.** Don't seat them at the back where they are left out of the discussion. Allow them to sit together so they can support each other.

- ◆ **At the start of the meeting explain the importance of women's participation -** *"We would like to hear from everyone, especially women. Women are the managers of water and suffer most when the river dries up. It is important that we listen to them, because they are more likely to take fast action when something is wrong with the new water supply."*

- ◆ **Involve them right from the beginning.** Don't focus all your attention on the men! Give the women your eye contact and encourage them to speak. When they talk, make sure people listen and their views are taken seriously.

- ◆ **If they are silent, use buzz groups or small groups to get them talking.** If women meet on their own, they can express their ideas without interference from men. It helps them get their ideas together and build up their confidence.

- ◆ **Challenge the men through jokes when they are doing all the talking.**

*Is it the men who fetch the water in your community? Do you know more about water than women? Let's hear from the women.*

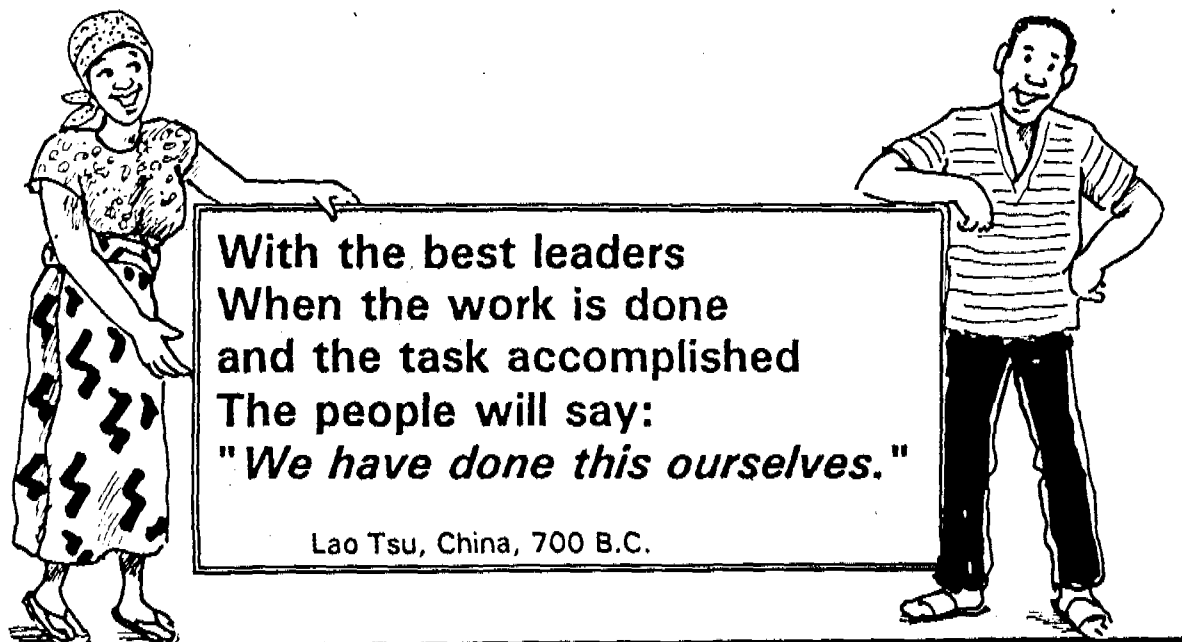


- ◆ **"SHE who pays the piper calls the tune!"** Help women see that the fact that they often contribute more for the maintenance fund gives them more say in how the water supply is managed.

- ◆ **Help to reduce women's workload.** This will make it easier for them to participate more actively - as well as improving water use and hygiene.

# Tips for Working with the Community

- ⊗ LET THEM DECIDE! ALLOW THEM TO BE THE MANAGERS, THE DOERS. Let them solve the problems, make the decisions, plan and take action.
- ⊗ ASK QUESTIONS - the questions will get the community doing the talking, thinking, deciding, and acting.
- ⊗ HELP EVERYONE TO PARTICIPATE - everyone should have a chance to talk, contribute ideas, and take part in decision-making.
- ⊗ ENCOURAGE WOMEN to have a major say in the decision-making. They are the water experts. Get them involved, let them talk, and make sure their ideas are listened to and taken seriously.
- ⊗ AVOID THE TALKING DISEASE. Shut up and really LISTEN to people.
- ⊗ STOP TELLING VILLAGERS how to solve a problem. If asked to do so, throw the question back to them - "*How would you solve it?*"
- ⊗ BUILD CONFIDENCE. Encourage the community to trust their own ideas and recognise their own ability and experience.
- ⊗ ENCOURAGE THE COMMUNITY TO WORK ON THEIR OWN. If necessary, get out of the community so they can hold their own meetings and decide on their own.
- ⊗ Explain that you will ONLY BE AVAILABLE FOR THE FIRST YEAR. After one year the community will have to manage entirely on their own - so they should get used to working on their own and making their own decisions.





# CHAPTER 3

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## Project Cycle - Step by Step

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# Introduction

This chapter describes the steps and activities in your work with the community. You will work with each community for about one year to achieve these goals.

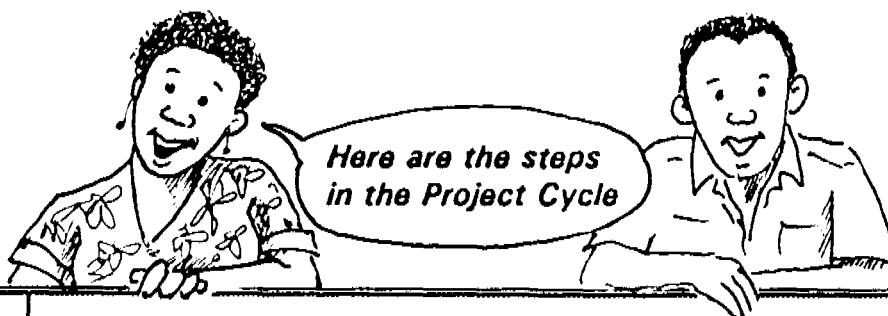
## GOALS

- **TO HELP BUILD A NEW WATER SUPPLY** - to help the community plan, finance, construct, and maintain new water supply facilities
- **TO HELP BUILD COMMUNITY OWNERSHIP & MANAGEMENT (COM)** - to strengthen the ability of the community to make informed decisions and take responsibility for planning, building, and maintaining facilities
- **TO HELP BUILD COMMUNITY ORGANISATION** - to help community form a Watsan committee and build up the skills of this committee
- **TO HELP BUILD HYGIENE & SANITATION ACTION** - to help the community take action on hygiene and sanitation issues

## What is the Project Cycle?

The Project Cycle describes what you do and what the community do at each phase to achieve the above goals. It is a series of activities that follow each other in sequence, but it is meant to be a flexible guide. You will need to adapt it to suit each community you work with. In some communities you will be able to introduce 2-3 activities in the same meeting; in other communities you may find that one of these activities takes up the whole meeting.






PHASE	ACTIVITIES
<p><b>MOBILIZATION</b></p> <p>3-4 visits over 2-3 months</p>	<ul style="list-style-type: none"> <li>● <b>Community Entry:</b> Meet chief and elders. Get approval and help to get started. Meet with contact persons to set up meetings.</li> <li>● <b>Build Participation:</b> Invite women and minority groups to attend meetings and take an active part in decision-making.</li> <li>● <b>Build Awareness:</b> Help the community analyse their existing situation (water, sanitation, health/hygiene).</li> <li>● <b>Introduce CWSP:</b> Explain CWSP - objectives, activities, and what community has to do to prepare for and manage the new facilities.</li> <li>● <b>Build Commitment:</b> Facilitate discussion of changes, benefits and responsibilities - and get clear commitment from whole community.</li> <li>● <b>Watsan Formation:</b> Strengthen existing committee or form a new committee to plan and manage the new facilities. Registration.</li> <li>● <b>Hygiene &amp; Sanitation:</b> Get community to discuss and take action on priority hygiene or environmental sanitation problems.</li> </ul>
<p><b>PLANNING</b></p> <p>3-4 visits over 2-3 months</p>	<ul style="list-style-type: none"> <li>● <b>Watsan Training:</b> This is the 1st of 3 courses. You will introduce Watsan to management roles and how to plan new water facilities.</li> <li>● <b>Technical Options:</b> Facilitate discussion and decision-making to select type of facilities - hand dug well, borehole or piped system.</li> <li>● <b>Siting:</b> Organise discussion, site visits, and technical advice to help community decide on the siting of new facilities.</li> <li>● <b>Management:</b> Facilitate discussion on how the community wants to manage the new facilities - ie money and maintenance.</li> <li>● <b>Hygiene &amp; Sanitation:</b> Build awareness of health implications of technical choices and take action on existing water sources.</li> <li>● <b>Facilities and Management Plan (FMP):</b> Help community document decisions on options, costs, siting, management, and hygiene.</li> <li>● <b>Money Collection/Banking:</b> Help community collect its contribution to capital cost of new facilities and open a bank account.</li> </ul>
<p><b>CONSTRUCTION</b></p> <p>3-4 visits over 3-4 months</p>	<ul style="list-style-type: none"> <li>● <b>Watsan Training:</b> Prepare Watsan for tasks during phase, including supervision, fund-raising, record-keeping, and hygiene education.</li> <li>● <b>Community Inputs:</b> Community (with your help) organises access road, accommodation, materials, storage, and labour (as required).</li> <li>● <b>Supervision:</b> Community (with your help) supervises construction.</li> <li>● <b>Maintenance Fund:</b> Watsan (with your help) starts to collect funds for maintenance and to keep records.</li> <li>● <b>Hygiene &amp; Sanitation:</b> Watsan (with your help) organises community education and action on hygiene + latrine promotion.</li> <li>● <b>Caretakers:</b> Caretakers start to be trained.</li> <li>● <b>Certification:</b> Facilities are tested and commissioned. Then Watsan, DWST and RWST sign certificate of completion.</li> </ul>
<p><b>FOLLOWUP</b></p> <p>2-3 visits over 3-4 months</p>	<ul style="list-style-type: none"> <li>● <b>Watsan Training:</b> Strengthen Watsan's management skills.</li> <li>● <b>Maintenance:</b> Help with managing money, buying spare parts, etc.</li> <li>● <b>Hygiene &amp; Sanitation:</b> Hygiene/user education and latrine promotion.</li> <li>● <b>Network Building:</b> Links with other Watsans and other players.</li> <li>● <b>Monitoring &amp; Evaluation:</b> Help to identify and solve problems.</li> <li>● <b>Handover:</b> PO hands over community support role to the DWST.</li> </ul>

# The Community are a Big Player!

Your own meetings and activities with the community are only half the story. After each meeting with you, the community meet on their own to discuss issues, solve problems, make decisions, and take action (eg raise money, choose the Watsan committee, organise hygiene action). So you need to factor the community's activities into the Project Cycle. You can see how much they have to do below.



PHASE	WHAT YOU DO	WHAT COMMUNITY DO
Promotion		<ul style="list-style-type: none"> <li>● Find out about CWSP from the District Assembly members</li> <li>● Apply for construction grant to build new water supply</li> </ul>
Mobilization (Phase I)	<ul style="list-style-type: none"> <li>● Build participatory process</li> <li>● Study existing situation</li> <li>● Introduce CWSP + what it means</li> <li>● Build commitment to change</li> <li>● Organise Watsan formation</li> </ul>	<ul style="list-style-type: none"> <li>● Involve women in meetings</li> <li>● Analyse existing situation</li> <li>● Develop understanding of CWSP</li> <li>● Make commitment to change</li> <li>● Form Watsan committee</li> </ul>
Planning (Phase II)	<ul style="list-style-type: none"> <li>● Train Watsan Committee</li> <li>● Facilitate decision-making on technical options and siting</li> <li>● Facilitate planning on how to manage water supply facilities</li> <li>● Help with writing of FMP</li> <li>● Facilitate discussion on raising funds and opening bank account</li> <li>● Support hygiene/sanitation action</li> </ul>	<ul style="list-style-type: none"> <li>● Choose technical options</li> <li>● Choose siting of new facilities</li> <li>● Decide how to manage facilities</li> <li>● Write Facility Management Plan</li> <li>● Select caretakers</li> <li>● Raise funds for capital cost (5%)</li> <li>● Open bank account</li> <li>● Organise hygiene action</li> <li>● Promote latrine construction</li> </ul>
Construction (Phase III)	<ul style="list-style-type: none"> <li>● Help organise community inputs</li> <li>● Train Watsan Committee</li> <li>● Supervise construction</li> <li>● Facilitate discussions on how to establish Maintenance Fund</li> <li>● Support hygiene/sanitation action</li> </ul>	<ul style="list-style-type: none"> <li>● Organise inputs to construction (access road, labour, materials)</li> <li>● Supervise construction</li> <li>● Establish Maintenance Fund</li> <li>● Keep records (minutes, accounts)</li> <li>● Hygiene/sanitation action</li> </ul>
Followup (Phase IV)	<ul style="list-style-type: none"> <li>● Train Watsan Committee</li> <li>● Facilitate maintenance system</li> <li>● Support hygiene/sanitation action</li> <li>● Assist with network building</li> <li>● Monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>● Record-keeping for pump repair</li> <li>● Establish maintenance system</li> <li>● Hygiene/sanitation action</li> <li>● Establish links with Watsans, Area Mechanics, DWST</li> </ul>



## Before You Start Your Work!

You are not the first person to enter the community on behalf of the project. Before you start, the District Assembly has already told the community about the programme and encouraged them to take part. The steps are:

1. District Assembly members inform the community about the programme.
2. Community meets to discuss idea of new water supply.
3. Community completes an application form for a CONSTRUCTION GRANT.
4. DWST verifies the information provided in the application form by visiting the community to check on the level of interest and other things.
5. Assembly prioritises applications and selects communities to be assisted.
6. RWST contracts the PO to help the community plan, build, and manage the new water supply.



## Project Development Contract

Your PO will be given a CONTRACT to organise a number of communities over a period of roughly 12 months. This work will be assigned to teams of field workers: each team of 2 field workers will work in roughly 10 communities at a time.

The DWST will provide you with basic information on each community, such as the location, population, water sources, sanitation, health, etc.

The RWST will provide you with information on the depth of the water table in each community. This will help you determine whether a hand dug well is possible. If the water table is too deep, the only option available is a borehole.

**REPORTS:** Your PO will be expected to produce a one-page report on each visit and a monthly summative report, to be reviewed by the DWST and RWST.

**PAYMENT:** Your PO will be paid in four instalments:

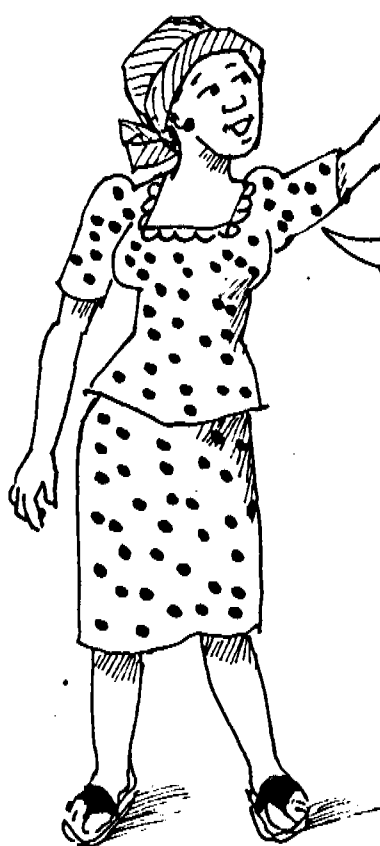
- 1st instalment - at the time of signing the contract
- 2nd instalment - at the end of the Mobilization Phase
- 3rd instalment - at the end of the Planning Phase
- 4th instalment - after M&E assessment (end of Followup Phase)

# Now it's your turn!

Your main job in the Project Cycle is to organise meetings with the community and trainings for Watsan. At these meetings and trainings you have two tasks:

1. To create a **PARTICIPATORY PROCESS** through the use of **FACILITATION TECHNIQUES**. These techniques will be described in Chapter 4.
2. To help the community **DISCUSS, DECIDE, PLAN, AND TAKE ACTION ON:**

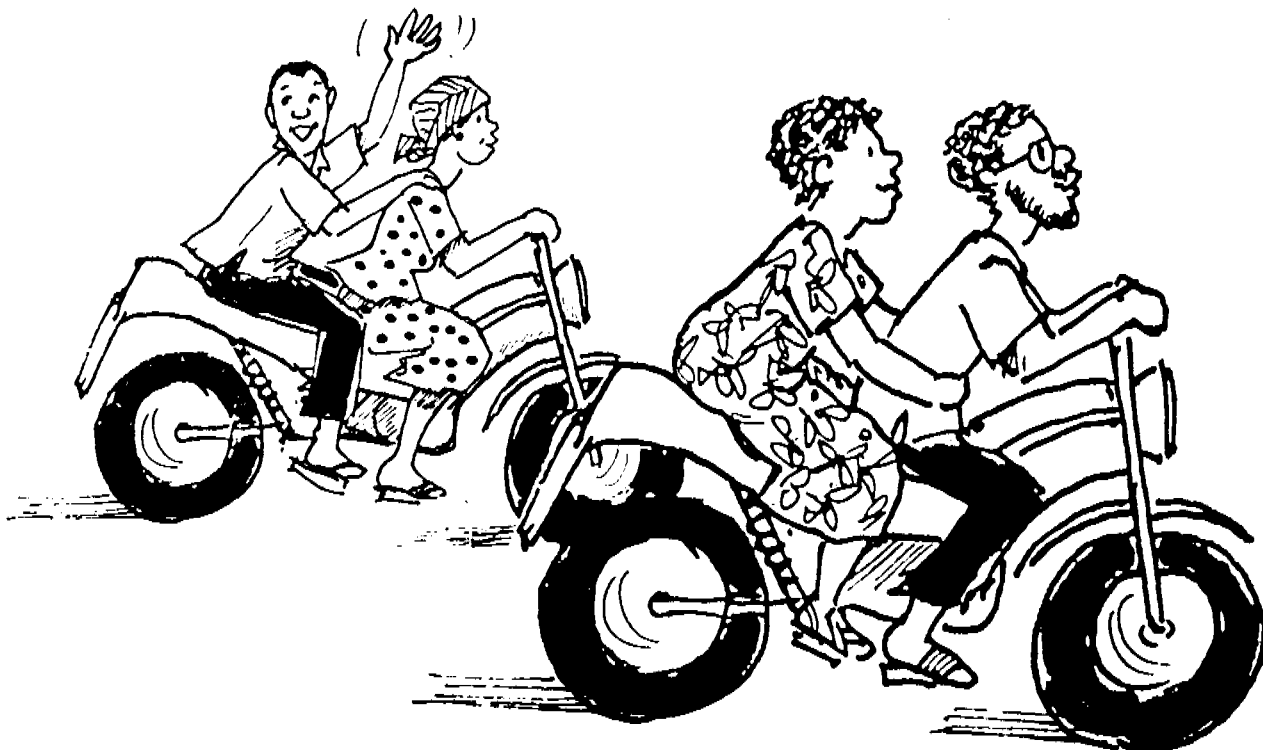
- **ORGANISATION** - formation and training of Watsan committee
- **MONEY** - how to raise and manage money and keep records
- **HYGIENE & SANITATION** - hygiene and latrine construction
- **TECHNICAL ISSUES** - technical options, siting, maintenance.



*This is the **AGENDA** - the topics that need to be discussed and decided on by the community. When they discuss these issues, they are planning and managing the facilities. At each meeting with the community or Watsan you will raise some or all of these topics for discussion.*

The rest of this chapter will take you **STEP BY STEP** through the four phases. It will explain what you do in each phase and how you manage each of these four topics.

# PHASE 1: MOBILIZATION



## OBJECTIVES:

Your job during this phase is to:

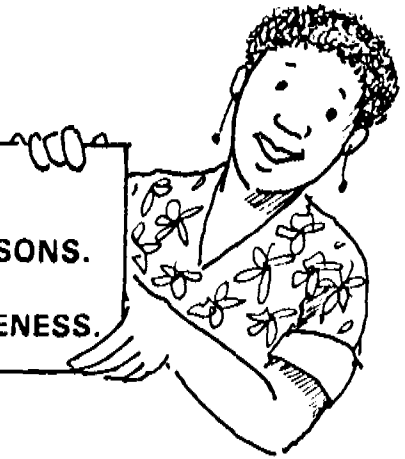
- Get to **KNOW THE COMMUNITY** and build **AWARENESS OF EXISTING SITUATION** (water supply, sanitation, and health)
- BUILD PARTICIPATION** - ensure that all interest groups, especially women and minorities, attend meetings and take an active part in decision-making.
- Provide **INFORMATION ON CWSP** - its goals and the idea of **COM**.
- Build **AWARENESS OF WHAT THE COMMUNITY HAS TO DO** to finance, plan, and manage the new water supply.
- Get the community to **FORM A WATSAN COMMITTEE** or strengthen an existing organisation.
- Help the community discuss how it will **RAISE AND MANAGE MONEY**.
- Help the community identify and take action on key **HEALTH CONCERNS**.

## Overview of Mobilisation Phase

1. **AIM:** The aim of the Mobilisation Phase is to get everyone in the community involved in discussing their existing water sources and what they can do to develop a new water supply - and to build their commitment to the new water supply and new management system.
2. **WHAT HAPPENS?** This phase is divided into two sets of activities:
  - A. **COMMUNITY ENTRY ACTIVITIES (BEFORE MEETINGS):**  
These "community entry" activities take place immediately after you arrive in the village. You introduce yourself, find out what the community have already done in preparing for the new water supply, identify contact persons who can help you organise activities, meet with the women to get them actively involved, and carry out data gathering to orient you and make the community more aware of their water, sanitation, and health problems. Sometimes you will be introduced to the community by the DWST.
  - B. **COMMUNITY MEETINGS OR SECTOR GROUP MEETINGS:**  
This is a series of 3 or 4 community meetings or in some cases sector group meetings. During these meetings your aim is to get people to talk about their existing water/sanitation/health situation and build a commitment to change; introduce CWSP and the idea of "community management"; and then discuss the details of planning and managing the new water supply - forming a Watsan committee, raising money, choosing technical options, and developing awareness (and in some cases action) on water-related health problems.
3. **PROCESS:** Your aim is to get everyone in the community actively involved. To do this you will need to:
  - Find out more about the community so you are better informed and can ask the right questions in leading discussion.
  - Encourage women and minority groups to attend meetings and take an active part.
  - Meet with different sectors on their own to stimulate interest and get them thinking before the community meeting.
  - Create a new process for community meetings in which everyone gets a chance to speak and contribute.
4. **OUTPUTS:** By the end of this phase the community should have:
  - Made a clear commitment to the new system
  - Formed a Watsan committee
  - Started to plan for money collection
  - Identified health benefits of the new water supply
  - Started to think about technical options.

## A. COMMUNITY ENTRY

1. DEFINE THE CATCHMENT AREA.
2. MEET WITH THE CHIEF AND ELDERS.
3. IDENTIFY AND WORK THROUGH CONTACT PERSONS.
4. GET WOMEN ACTIVELY INVOLVED.
5. GET TO KNOW COMMUNITY AND BUILD AWARENESS.



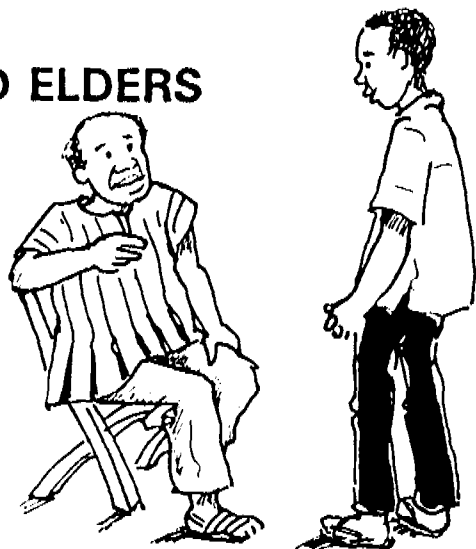
### 1. DEFINE THE CATCHMENT AREA

You will need to help the community decide what villages, wards, or sections will work together as a "community" to develop the water supply. In most cases this will be determined by the "community" who applies for the construction grant - but it may change.

*Afreseni, a village of 500 people, applied for a construction grant. Three neighbouring settlements also applied for grants, but they were too small to qualify. The PO discovered that Afreseni and the other 3 villages shared a common source of water - the river at Afreseni, which they all used in the dry season. They encouraged the 4 communities to meet and work together on a joint water scheme: each village would be represented on the Watsan committee and each would contribute to the capital and maintenance costs.*

### 2. MEET WITH THE CHIEF AND ELDERS

Introduce yourself to the chief, elders, and other local leaders. Inform them of your work with them and ask for their permission and advice to get started. This is not just protocol: it will help you get to know the community. The chief and elders can help to make your work easier. They can tell you some of the problems; what they think of the water supply project; and what the community has done already. You can get their ideas on contact persons and how to organise the Guided Walk, sector groups, and community meetings.



You are not the first person to introduce the programme to the community. Find out what they have learned from their meetings with the DA member or DWST; and what they have discussed and done already. They may have already started collecting money. How many people actually know about the application? Or was it just decided by the chief and Assemblyman?

## How do you introduce yourself?



You will introduce yourself many times at the start, so you should find a simple way to explain what you are doing. Here is one way of doing it.

- Greetings. Introduce yourself. Then make the following points:
- *Your village applied for a construction grant to build a new water supply. Your application has been successful. Congratulations!*
- *We have been hired by government to help you solve your water, sanitation, and health problems. The idea is to help you plan, develop, and manage new water facilities to give you better health.*
- *We are not government field workers. We are a private organisation hired by government to work with you. Other private contractors will also help, including latrine artisans, borehole contractors, hand dug well contractors, area mechanics, and spare parts dealers.*
- *We would like to meet with the whole community, but we also want to meet with groups - men, women, and youth. We particularly want to meet with and involve women. Explain why. (See page 24)*
- *Our first step is to find out about your existing water situation. We would like to visit your water sources and meet with different groups,*
- *How should we start our work? Who can help us organise meetings?*
- *What are your ideas on the water problem and what should be done?*

### Remember -

- Show respect. Be polite, friendly, respectful.
- Explain who you are and your purpose. Keep it simple.
- Explain that you are a private contractor, not government.
- Ask for permission to work in their community.
- Explain how you would like to work in their community.
- Explain the importance of involving women in the meetings.
- Ask for their help in setting up meetings and sector groups.
- Get their ideas on the water problem and what should be done.
- Listen carefully and show interest in what people tell you.

### 3. IDENTIFY CONTACT PERSONS

Ask the chief and other villagers to help you identify CONTACT PERSONS. These would include existing community leaders and would help you organise the Guided Walk, sector groups and community meetings. Don't rely on one contact person. Identify several contact persons, each of whom can help to spread the word.



*This is what one group of POs thought about different types of contact persons.*

TYPE	ADVANTAGES	DISADVANTAGES
CHIEF OR HEADMAN	<ul style="list-style-type: none"> <li>● Good meeting organiser - people respect his authority</li> <li>● His presence helps people see the issue is important.</li> </ul>	<ul style="list-style-type: none"> <li>● Sometimes not respected - if so, people may not come to meetings</li> <li>● Presence at meetings may discourage people from talking</li> </ul>
DISTRICT ASSEMBLY MEMBER OR VDC MEMBERS	<ul style="list-style-type: none"> <li>● Popularly elected/selected</li> <li>● Can set up meetings</li> <li>● Know community priorities</li> <li>● Links with opinion leaders</li> <li>● Helpful in chieftaincy disputes</li> </ul>	<ul style="list-style-type: none"> <li>● Some may have lost credibility</li> <li>● Some may embezzle funds</li> <li>● Some may dominate meetings</li> <li>● Some have conflicts with chief</li> <li>● Some are too busy to help</li> </ul>
CATECHIST/ PASTOR	<ul style="list-style-type: none"> <li>● Trusted by the people</li> <li>● Can invite people at church</li> </ul>	<ul style="list-style-type: none"> <li>● Non church-goers won't hear</li> <li>● May discourage non-believers</li> </ul>
MAGAZIA/ WOMEN'S GROUP LEADERS	<ul style="list-style-type: none"> <li>● Respected organisers</li> <li>● Elected by women</li> <li>● Can help to invite women</li> <li>● Women know water situation</li> </ul>	<ul style="list-style-type: none"> <li>● Husbands may feel threatened and not allow wives to attend</li> <li>● Men may not get the information</li> <li>● Some may dominate meetings</li> </ul>

### 4. GET WOMEN INVOLVED

Women are key players in this process. You should spend at least a day meeting with women and encouraging them to take an active part.

◆ Use all possible channels to ensure they are well represented at meetings. Meet with men's leaders and women's leaders and explain why it is important for women to attend meetings and be actively involved.

◆ Meet with women as a group on their own. This will give them the confidence to express themselves in the full community meeting.



## 5. GET TO KNOW THE COMMUNITY

One of your first tasks is to get to know the community. Your aim is to find out not only its physical features - water sources, schools, clinics, etc. - but also how people think and feel about water and sanitation, and how they work together as a community. The information provided by the DWST will give you the physical details; your job will be to get a better understanding about people's concerns.

While you are finding out about the community, your questions will help the community do its own thinking and analysis. Your questions will help them become more aware of their water, health, and sanitation problems and more committed to doing something about them.

*Why do the community want a new water supply? Is it the long distances to existing sources? Or problems with seasonal shortages? Are they aware that their sources are polluted? If you know their views about water, you will have a better idea what questions to ask in the community meetings.*

### ■ Guided Walk - or "Walk, Look and Listen"

This is a walk around the community guided by a few local residents. The aim is to get to know the community by using your eyes and ears.

Arrange for a few guides to show you different water sources and other points of interest. Ask questions while you are walking and observe what is happening. Talk to people you meet at each place.



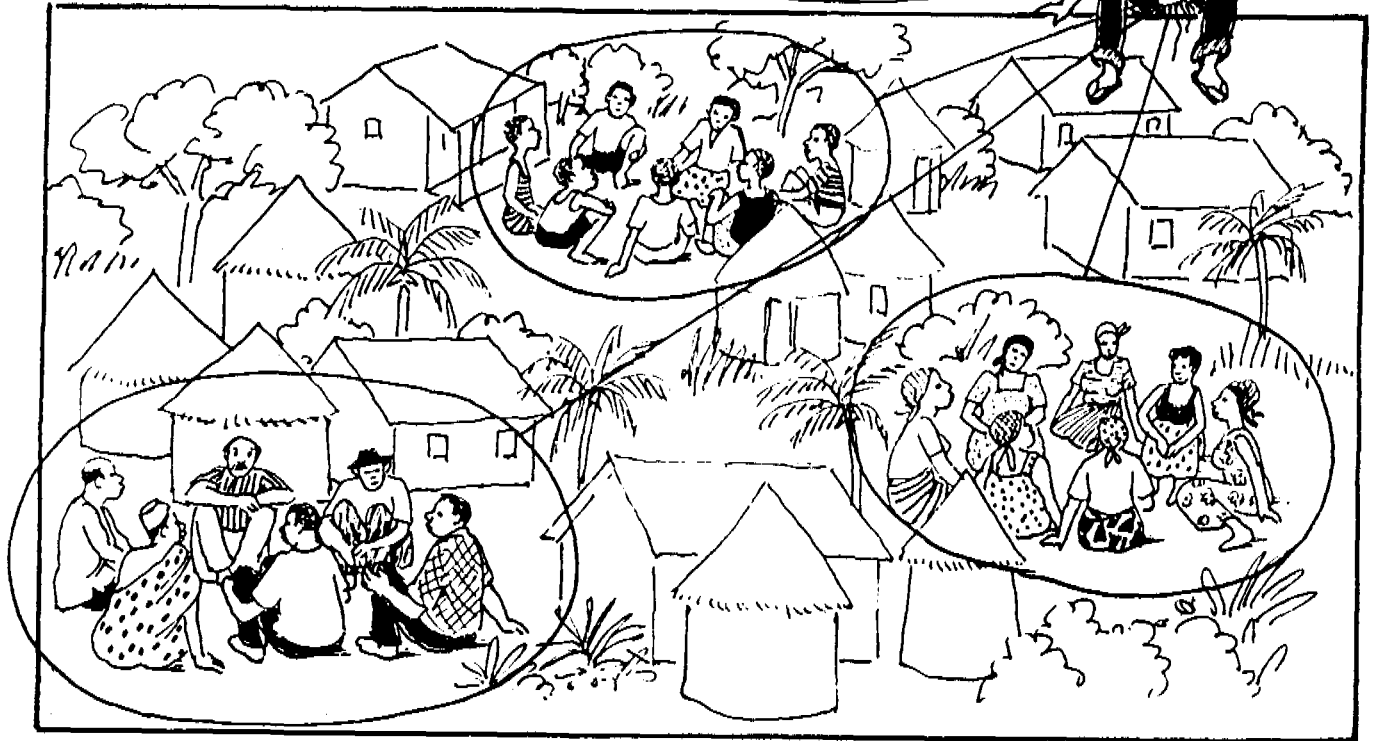
### Guided Walk Checklist

- Settlement information - *Where do people live? Who owns the land?*
- Water sources - *river, dams, ponds, dugouts, hand dug wells, pumps*
- Comments on sources - *likes/dislikes? distance to source? how much water? seasonal shortages? taste/colour? how safe? who uses?*
- Women's views - *Ask women at each source to talk about water*
- Health - *health problems? water-related diseases? water use?*
- Sanitation - *How many own/use latrines? interest in building latrines?*
- Economic activities - *farming, commercial, and production activities*
- Social structure - *traditional leaders, sectional divisions, ethnic groups*
- Infrastructure - *schools, clinics, churches, grinding mill, roads, etc.*
- Community organisations - *eg VDC, women's groups, farmers' groups*
- Community projects - *successful (why?) and unsuccessful (why?)*
- New Facility - *Are villagers aware about application? Expectations?*



## ■ Sector Groups

Sector groups are a good way of getting groups of villagers talking together.



Another starting point is to meet with **SECTOR GROUPS** - groups of men, or women, or youth, or people from the same part of the village. This allows you to find out the ideas and concerns of different groups within the village before meeting with the whole community. The sector groups allow villagers with common interests to share their ideas and to start thinking about the issues before the full community meeting. Because the sector groups are small, everyone gets a chance to talk. If women, for example, meet as a group on their own, they build up their confidence to speak out at the community meeting.

You will use **SECTOR GROUPS** often in your work because it is not always possible to bring the whole community together. For example in the Planning Phase you might meet with the women on their own to get their ideas on the type and siting of facilities; then meet with the men and youth to get their ideas. Then you can bring all three groups together to share their ideas and agree on a common idea.

## ■ Community Mapping

During a sector group meeting ask participants to make a map of their village on the ground, using stones and sticks to mark major features. The "map" helps to get people talking and makes the discussion real. People can show you how they see their community and what is important to them. They can mark the water sources and where they would like to see new facilities sited. Transfer the map to paper for use in discussing the siting of the new sources. (page 52)

## B. COMMUNITY MEETINGS

You will organise 3 or 4 community meetings (or in some cases sector group meetings) on the following topics:

1. **EXISTING SITUATION** - status of water sources, health, and sanitation
2. **TALK ON CWSP** - goals, strategies and how community can take part
3. **COMMITMENT TO CHANGE** - decision by community to adopt new system
4. **ORGANISATION** - how to choose an effective/representative committee
5. **MONEY** - capital contribution, maintenance cost, how to raise and manage
6. **HYGIENE & SANITATION** - health concerns related to water and sanitation
7. **TECHNICAL ISSUES** - information and initial discussion on options.

**BUILD ROOM FOR WOMEN!** At the start of the first meeting explain why it is important for women to take an active part in the meeting - eg women are the water experts, women are most affected or concerned about water problems. Encourage them to talk, make sure the men listen, and don't let the men dominate.

### 1. EXISTING SITUATION

Get the community to talk about the problems they have with their existing sources of water. (This activity builds on the Guided Walk and sector group meetings.) This will help people recognise WHY they need to change to a new system - and will lead into the presentation and discussion on CWSP.

Ask an open question - "*What are your main problems with your existing sources?*" Break into buzz or small groups to get everyone talking. Then organise a report back - each group gives one point. [Possible answers: source too far; not enough water; dry season shortage; unsafe water - diarrhoea or guinea worm; bad taste]

Then ask some of the following questions:

- *What problems do WOMEN have in using water from each source?*
- *What are some of the HEALTH PROBLEMS with your sources?*
- *How do people dispose of faeces? Is that a problem? Why? What is the effect on water sources? How many people own/use toilets?*
- *What can be DONE about problems? What have you done already?*
- *WHY do you want to change to a new water supply?*
- *WHO has asked for the new water supply? WHO will use it?*
- *What will be the BENEFITS (including health) from new water supply?*

*Things to emphasize:*

- *small or buzz groups*
- *encourage women to speak*
- *get everyone to talk*
- *good questions and probing*

## 2. TALK ON CWSP



The AIM of CWSP is to

help you change to:

**SAFE WATER SUPPLY:**  
clean, safe water all

This will give you  
the year round.

**NEW SYSTEM FOR DEVELOPING WATER SUPPLY:** In the past government planned and built the water facility. The community were left out. In the new system you will be actively involved - you will help plan and build the new facility.

**NEW SYSTEM FOR OWNERSHIP AND MANAGEMENT:** You will own and manage the new facility. You will be responsible for maintaining it. If it spoils, you will repair and pay for repairs. Instead of paying tariff to GWSC, you will collect and keep your own money, and use it to pay for spare parts and repairs. [Compare with bicycle maintenance. If bicycle spoils, you repair it yourself or buy spare parts and ask mechanic to repair]

**HYGIENE AND SANITATION:** The new facility will help to improve your health. You will also get help to build latrines.

**ROLE OF WOMEN:** Women will play a major role in the meetings, decision-making, and Watsan committee.

**ROLE OF PRIVATE SECTOR:** Private contractors will help you - POs, etc. (Explain role of each briefly.)

**ROLE OF THE COMMUNITY:**

- ▶ Capital - 5% contribution.
- ▶ Maintenance - 100%
- ▶ Form Watsan committee.
- ▶ Choose facilities & siting.
- ▶ Manage water supply.

### 3. COMMITMENT TO CHANGE

After your presentation lead a discussion on the new system. Ask:  
*What have you LEARNED about the new system?*  
*What will be your new RESPONSIBILITIES?*

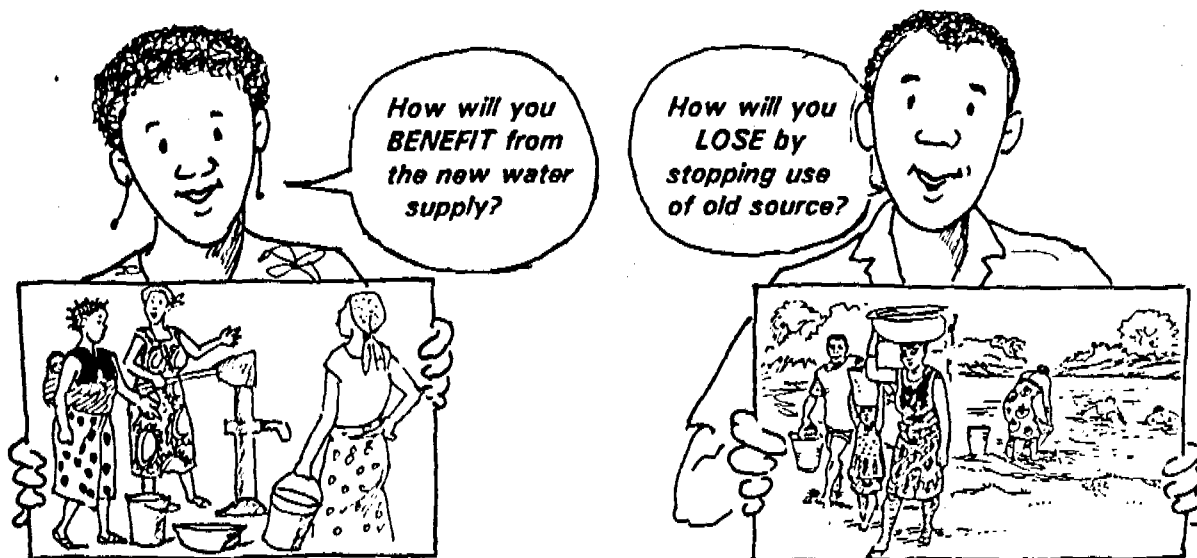
#### Possible responses - RESPONSIBILITIES:

- Pay for the new water supply (5%) and its maintenance (100%).
- Choose the type of facility and where it should be sited.
- Help with construction - access road, materials, labour.
- Set up a representative and accountable Watsan committee.
- Collect and manage money and use it for maintenance.
- Select caretakers, buy spare parts, and hire Area Mechanics.
- Organise hygiene action and promote latrine construction.

Then **STOP** - and check that everyone agrees with the new system.

*Does everyone agree with the change? I can see people nodding their heads, but are you really committed to the idea of stopping the use of river/pond water and starting to use the new water supply?*

Hold up two pictures and ask:




#### Possible responses - BENEFITS:


- Safe water will avoid disease (eg guinea worm) and improve our health.
- Shorter distance and less time and effort to fetch water.
- More reliable water supply - water will be available year round.
- Community will be able to fix pump quickly. No waiting for GWSC.
- No tariff - community controls money spent on maintenance.

After a report back, **PROBE FOR DISAGREEMENT** - and discuss these concerns. Some of the reasons for not wanting to change are given on the next page.


## Reasons for NOT wanting to change




*Our stream is okay. It has always given us enough water. Why should we change?*




*Other communities have received free facilities. Why can't government give us free facilities?*




*Water people came before to help, but they never came back. Maybe you will disappoint us too!*



*We contributed money in the past, but we never got water. Give us the water first - and then we'll pay.*



*We tried to work together on other projects, but people chopped the money. Why don't you do it for us?*

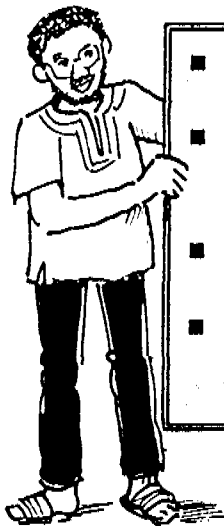


*Our leaders cannot agree. The chief and VDC are fighting. Who will be responsible for the project?*

*We are poor. We won't be able to afford the new system.*

## How To Deal With These Concerns?

People usually have good reasons for not accepting change. Deal with them seriously. Don't ignore them. Acknowledge that problems do exist. Then....



- Find out if it is one person's concern or the concern of many. If the latter, organise a full discussion.
- Get the community to discuss among themselves and come up with their own answers. They will be more committed if they find their own solutions.
- Provide more information where necessary. People often need more facts to make a decision.
- Use examples of other communities who have been successful - or, where possible, organise a visit to these communities to learn from them.

Each of these concerns is different so they will need different responses.

**Concern:** *People don't see surface water (streams or ponds) as dangerous.*

**Solution:** Get people to talk about their own experience in using surface water and help them recognise that surface water makes people sick. Discuss the health and other benefits of the new system.

**Concern:** *People feel government should provide everything.*

**Solution:** Explain that government cannot build and maintain water facilities for all communities in Ghana on an adequate basis. If the community want a regular supply of safe water, they will have to take some responsibility for developing and maintaining it.

**Concern:** *People fear they will be cheated by outsiders.*

**Solution:** Some communities have been cheated many times. They have parted with money, goats or foodstuff, without receiving facilities in return. Ask the District Assembly to reassure them that the project is genuine. Explain that construction will begin soon and that their money will not be collected until the facility has been completed.

**Concern:** *People question the ability of the community to manage things.*

**Solution:** Emphasise positive experiences. Tell them that they are in control - they will choose the Watsan committee, so they should choose responsible people and hold them accountable.

**Concern:** *People are concerned about their ability to raise the funds.*

**Solution:** Remind them that a safe water supply will prevent disease and save on medical bills. Show them how to divide the total cost into contributions by households. This will make it easier to understand.

## 4. ORGANISATION

See Chapter 5.

One of your main jobs is to help the community set up an effective Watsan committee.

### 4.1 Discuss the Selection Process and Criteria

Ask some of the following questions:

- **ROLES:** *What tasks/activities will the committee have to manage?*
- **CRITERIA:** *What things are you looking for in committee members?*
- **SECTORS:** *Who should be represented? (eg women, different sections)*
- **WOMEN:** *Why include women on Watsan? What roles will they play?*
- **NEW OR OLD?** *Are there existing committees? How are they working? What needs to be done to strengthen or make more representative?*
- **EXPERIENCE:** *What projects have (not) worked and why? What committees have (not) worked and why? What can you learn from this?*
- **POSSIBLE PROBLEMS:** *What things should you try to avoid in the new Watsan committee? [eg money problems, one-man show, no meetings]*

### 4.2 Leave the Community

That's right. Get out of the community so that the community can make their own decision on how to form the Watsan committee. You don't want to influence their choice. They know their people best.



### 4.3 Meet the New Committee

Organise a community meeting to meet the new committee. Ask the following questions at this meeting:

- **NEW COMMITTEE:** *How formed? How representative? [If women not represented, ask "Why?" and "What can be done?"]*
- **TASKS:** *What are your tasks? How will you divide up the work?*
- **MEETINGS:** *How often will the committee meet?*
- **REPORTING:** *How will the committee report to the community?*

## 5. MONEY

See Chapter 6.

Remind people that the community will need to raise money for capital contribution (5%) and maintenance (100%). Ask the following questions:

- **CAPITAL CONTRIBUTION:** *How will you collect this money? How to keep the money safe?*
- **MONEY FOR MAINTENANCE:** *How will you collect the money on a regular basis? What problems might arise? Solutions?*
- **POSSIBLE PROBLEMS:** *What things do you need to watch out for?*

## 6. HYGIENE & SANITATION

See Chapter 7.

Hygiene has already been covered as part of the discussion on the "Existing Situation" and the "Commitment to Change". People have talked about the health risks of the old sources and health benefits of the new water supply. If awareness about the health risks of the old sources is low, organise a FOLLOWUP SESSION. The aim would be to help people see that water from rivers or ponds is dangerous. Use the pictures showing a polluted source and free-range defecation and ask -

- *What problems do you have with the old water sources?*
- IF NO ONE MENTIONS "POLLUTED WATER OR SICKNESS", ASK -**
- *What health problems are caused by the old sources?*
  - *What health problems are caused by free range defecation?*
  - *What problems does this cause you? [eg medical fees, off work]*
  - *What are the CAUSES? [defecation into source, animals polluting water]*
  - *What can be done to PREVENT these problems? Action planning.*

## 7. TECHNICAL ISSUES

See Chapter 8.

Introduce the 4 water supply options and 2 latrine options, using the flipchart pictures. Answer any questions. Explain that this will be discussed in more detail in the next phase. Encourage them to visit nearby communities to look at the options and ask for advice.

## 8. FOLLOWUP

At the end of each meeting encourage the community to meet on their own to discuss and take action on the issues.



## PHASE 2: PLANNING



### OBJECTIVES:

- TRAIN Watsan Committee - tasks, knowledge, skills, and confidence.
- Help community make a decision on TECHNICAL OPTIONS and SITING.
- Get the community to agree on HOW TO MANAGE THE NEW WATER SUPPLY - money, maintenance, and hygiene.
- Help the community develop plans and take action on FUND-RAISING (for capital contribution) and opening a BANK ACCOUNT.
- Help the community write up the FACILITIES MANAGEMENT PLAN.
- Develop skills, understanding and commitment to take action on HYGIENE and SANITATION.

# Overview of Planning Phase

**AIM:** The aim is to get everyone in the community involved in planning their own water supply. If they plan it, they will get the type of facilities they want, will feel they own it, and will be more likely to maintain it.

**WHAT DO THEY PLAN?** Planning is choosing. They will decide or choose:

- **OPTION** - hand dug well, borehole, spring catchment, or piped system
- **SITING** of the new facilities
- how to **FINANCE** and **MANAGE** the new facilities.

**OUTCOME:** The product of this decision-making process will be:

- **AGREEMENT BY THE COMMUNITY** on each of the above features
- **FACILITIES & MANAGEMENT PLAN** - to document what is agreed.

**ACTIVITIES:** The activities in the planning process are:

- **WATSAN TRAINING** in technical and planning issues
- **COMMUNITY MEETINGS** organised by Watsan (with PO help)
- **SITE VISITS** to check on water sources and siting.

**PROCESS:** The idea is for you to train the Watsan first so they can lead the community meetings. Then Watsan will organise two or three community meetings with your help. The time between meetings will allow the community time to think about the options and allow for the collection of relevant data to help with the decision-making.

**COLLABORATION:** This phase involves collaboration between four players - Watsan, community, PO field workers, and technical people. The technical people are the DWST or RWST technical officers, who will help to identify the depth of groundwater and siting of the wells. It is important to get these four players talking together and listening to each other. Each has a contribution to make. The PO field workers need to ensure that the ideas of the community are central to the decision-making. Technical people will help with technical advice, but they should not dominate. They should listen to the community's own ideas. The community know what they want. The technical people should also explain things clearly so that people can understand their advice.

*Hang on! Your job is to advise, not tell the community what to do.*



## What are the Planning Issues?

In helping the community make these decisions, you will take Watsan and the community through the following issues:

**POPULATION AND NUMBER OF FACILITIES:** The population of the village will determine the number of facilities that can be provided. For every 300 people one water point can be provided. For example a village of 1200 people could be assisted to build 4 water facilities.

**TECHNICAL OPTIONS AVAILABLE:** There are a number of options to choose from - hand dug well (with a bucket or pump), borehole (with a pump), spring development, or piped system (with standpipes). For more information on each technology, see Chapter 8.

**ADVANTAGES AND DISADVANTAGES:** Communities will compare the different technical options and identify the strengths and weaknesses of each option. This discussion will look at costs, maintenance requirements, health implications, and sustainability.

**LOCAL CONDITIONS:** The type of facility will also depend on the water resource available. If the groundwater is too deep (ie more than 20 metres), it will not be possible to build a hand dug well. Spring development will only be possible where there is a spring.

**HAND DUG WELL:** Where it is feasible the hand dug well will be promoted as the most cost effective option.

**MIX OF TECHNOLOGIES:** Where conditions allow, communities will be encouraged to use a mix of technologies - eg hand dug wells and boreholes. This helps to ensure more sustainability - if the pumps break down, water from the hand dug well is still accessible; if the hand dug well dries up, borehole water will still be available.

**TYPE OF PUMP:** Communities will also be able to choose the type of pump. They will select a pump from one of the standard options - Nira, Afridev, India Mark II, and Vergnet. See page 125.

**BUILDING ON THEIR EXPERIENCE:** Most communities are already familiar with hand dug wells and boreholes and already have views about both technologies. For example they may have a PAMSCAD well which has run dry and this may have turned them off hand dug wells. They may have seen boreholes in their area and feel this is the more modern and reliable option. Your job is to provide information on the new method of building hand dug wells and help them see the advantages of this option, including the use of hand pumps. Explain that if they try a hand dug well and it fails, they will be assisted to get a borehole.

## A. WATSAN TRAINING NO. 1

This training is conducted for a single Watsan committee. In this training you will cover the following topics:

- Management tasks and roles
- Selecting and siting the new facility
- Developing a management plan (FMP)
- Collecting money and safekeeping
- Hygiene education and latrine promotion
- Action planning and evaluation

For more information on how to conduct each session of the training course, see the **TRAINER'S GUIDE FOR WATSAN TRAINING**.

Your aim is to brief the Watsan committee fully on the technical issues involved and build their skills in running meetings so that they can organise the planning meetings with the community.



## B. COMMUNITY MEETINGS

Help Watsan conduct 2 or 3 community meetings to discuss:

1. CHOICE OF TECHNICAL OPTIONS
2. SITING OF NEW WATER SUPPLY
3. MANAGEMENT OF MONEY AND MAINTENANCE
4. HYGIENE AND SANITATION
5. FACILITIES MANAGEMENT PLAN



Before you started your work the RWST made a TECHNICAL SURVEY to check the ground water conditions. This information will let you know whether a hand dug well is feasible.

### 1. CHOICE OF TECHNICAL OPTIONS

Use the following agenda (and pictures) to lead a discussion on the options. This will take at least two meetings, giving people time to think in between meetings.

- Benefits:** Review benefits discussed earlier [eg shorter distance, safe water/ less disease, easier/less risky to collect, more water available year-round.] This will clarify what people are looking for in the new water supply.
- Results of Technical Survey:** Give information about depth of groundwater ie if water table is more than 20 metres deep, the only option is a borehole.
- Known Options.** Ask - "*What options are you interested in and why?*" [By this time people already have an idea of the option they want.] Discuss each of these options, using the flipchart pictures as a visual aid. Add things which are not mentioned - eg cost of capital contribution and maintenance, how dependable, health implications, etc.
- Unknown Options.** Provide information on other options - how each is built, maintenance, costs, and health implications. Use the pictures.
- Population Factors:** Explain population served by each technology:
  - HWD/Bucket: 100-150; HDW/Pump: 150-300; Borehole: 300-2000.
  - One water point will be provided for every 300 people.
  - Example: if population is 1200, able to build 4 water points.
  - Mix of options - eg combination of hand dug wells and boreholes.
- Compare Options.** Ask - "*What are the GOOD POINTS and BAD POINTS about each option? Which option do you like best - and why?*"
- Let Community Talk.** Let the community meet on their own and make their own decision. Leave the pictures with Watsan as an aid for discussion. Then return later to help finalise an agreement and solve any conflicts.

## 2. SITING OF NEW WATER SUPPLY

Help Watsan to organise community discussion and site visits. In the discussion ask the community -

*Where would you like to SITE the new facilities?  
How to ensure that everyone has EQUAL ACCESS?  
Where should facilities NOT BE SITED?*

In third question probe for HEALTH IMPLICATIONS.  
Record the proposed sites on the COMMUNITY MAP.



Then organise COMMUNITY VISITS to the sites to check on their acceptability. At each site discuss good points and bad points. Before leaving each site get agreement on a rating - high, medium, or low - and mark on the community map. At the end of the whole visit review the ratings and agree on a list of sites - three possible options for each facility. Then ask the RWST technical person to make the final decision, selecting from the three options.

*For more information on siting, see pages 123-124.*

## 3. MONEY AND MAINTENANCE

### 3.1 MONEY:

Explain that the community will need to collect money in advance for spare parts and also to pay for repairs. Tell them how much they will need each year to cover these costs. (For more information see pages 92-93.)

Then lead a discussion on how to collect money and how to keep it safe:

- *How will you COLLECT this money? Who will contribute? How much per person/compound? How often? What other methods could you use?* [eg kilo contributions, user fees, community farm, communal labour, fines, etc]
- *How will you KEEP THE MONEY SAFE? a) banking - how to open and operate? b) alternatives to banking - how to ensure money is safe?*
- *What will you do if people REFUSE TO CONTRIBUTE?*

### 3.2 MAINTENANCE

→ For more information see page 129

Lead a discussion on how to maintain facilities:

- *How will you maintain your facilities?* [proper use of pump, inspections, replacement of worn parts, help from Area Mechanics for major repairs, etc]
- *How can individual users help to care for the new facilities?*
- *Who will you appoint as caretakers? What will be their roles?*
- *What will you do when the facilities spoil?*
- *What is involved in the maintenance of the pumpsite?* [cleaning, weeding, backfilling, etc] *How will you organise site maintenance on a regular basis?*

## 4. HYGIENE AND SANITATION

### 4.1 HYGIENE

Help Watsan lead an action-focused discussion with sector groups (eg women, youth) about the OLD SOURCES and what they will do with them:

- *What are the main problems with the old sources?*  
[possible responses: unsafe water - source of diarrhoea/guinea worm; people defecate near source; chemicals and other things polluting water; water point is full of weeds and dirt; long distance to get water - women are very tired]
- *Will the new water supply provide enough water to meet all our needs?*
- *Will people continue to use the old sources? For what purposes?*  
[eg production of palm oil, washing, water for livestock, etc]
- *What are the health hazards in continuing to use the old sources?*  
[eg water brought home for making palm oil may get used for drinking]
- *What can we do to minimize the problems in using the old sources?*  
[Possible responses: Filter or add alum before drinking - boiling is not realistic. Clean and weed the water point so it is easier for women to fetch water. Discourage people from defecating near the water points.]
- **ACTION PLANNING:** Help the community plan and implement action on major problems they have identified and want to change (eg weeding water point).

### 4.2 SANITATION

Help Watsan conduct this session. Invite the Latrine Artisan to attend the meeting. Use the sanitation pictures to trigger interest. Ask the following questions:

- *What do you know already about latrines?*
- *Why do people need latrines? What are the benefits?*
- *What has been your experience with latrines? What do you like/dislike?*
- *What can you do to build your own latrine?*

Explain how individual families can apply for a latrine subsidy and get help from the artisan. (For more information see pages 112-114.) Distribute application forms to people who are interested.

## 5. FACILITIES MANAGEMENT PLAN (FMP)

Help Watsan write up the Facilities Management Plan, based on the outcomes of each of the above discussions. The FMP should be presented and discussed at a community meeting before it is finalised. Check that people really agree on the choice of technical options, siting, and how they will be financed and managed.

## Coaching the Watsan Committee

During this phase you are helping the Watsan committee run the community meetings. They are leading the discussion and you are sitting back and "coaching". How do you do this?

- ◆ **Meet with Watsan before the meeting to discuss the agenda and issues - and how you can help.**
- ◆ **Let Watsan run the meeting and control the discussion without interference. Don't hijack the meeting!**
- ◆ **Lead from behind. Ask questions at points in the meeting to help deepen analysis of the issues, but don't take over the meeting.**
- ◆ **Meet with Watsan after the meeting to review what happened - the meeting process and what was discussed and decided.**
- ◆ **Give Watsan supportive feedback on how they organised the meeting. State clearly:**
  - a) what they did well
  - b) what they did not do well
  - c) how they can improve.
- ◆ **Make sure the feedback is NOT overly critical and hurts people. Remember - the idea is to help Watsan improve their meeting skills, not make them feel bad.**





## PHASE 3: CONSTRUCTION



### OBJECTIVES:

- STRENGTHEN WATSAN COMMITTEE - knowledge, skills, and confidence.
- Organise COMMUNITY INPUTS to construction - access road, labour, and materials.
- Review with community their plans and action on MAINTENANCE - fund-raising, buying spare parts, training of caretakers.
- Assist Watsan to organise HYGIENE EDUCATION and LATRINE PROMOTION.
- Help Watsan SUPERVISE the construction process.

## A. WATSAN TRAINING NO. 2

During this phase your job is to organise Watsan Committee training for two or three neighbouring Watsan committees.

In this training you will cover the following topics:

- Review of management tasks and problem solving
- Community inputs for construction
- Managing money and buying spares
- How to keep records
- How to organise community meetings
- Hygiene education and action
- Latrine promotion, use and maintenance
- Action planning and evaluation

For more information on how to conduct each session of the training course, see the **TRAINER'S GUIDE FOR WATSAN TRAINING**.



## B. COMMUNITY MEETINGS

Help Watsan conduct meetings to discuss:

1. COMMUNITY INPUTS TO CONSTRUCTION
2. MANAGING MONEY AND MAINTENANCE.
3. HYGIENE EDUCATION AND SANITATION

### 1. COMMUNITY INPUTS TO CONSTRUCTION

The community are expected to provide inputs for construction (especially for hand dug wells). Help Watsan conduct a meeting to discuss these inputs.

Explain and discuss the following issues:

- schedule and the work to be done
- construction of access road
- storage of materials, tools, and equipment
- provision of materials - sand and stones
- manual labour - to help with digging
- accommodation for the hand dug well crew

For each item get agreement on: what is to be done, who will do it, when and where it will be done. Discuss possible constraints and how to overcome them. For more information, see page 128.

### 2. MANAGING MONEY AND MAINTENANCE

#### 2.1 MONEY:

Discuss with the community how the money is being collected and managed:

- *How are the collections going? How much money has been collected? Any problems? How can they be solved?*
- *How is the money being kept? Any problems? How can you solve them?*
- *What will the money be used for? [spare parts and repairs]*

#### 2.2 PUMP MAINTENANCE:

- *How will you maintain the new facilities?*
- *Who have been selected as caretakers? Explain arrangements for training.*
- *Where will you buy spare parts? When? [in advance or when pump spoils?]*

#### 2.3 SITE MAINTENANCE:

- *What is involved in maintaining pump site? [cleaning, weeding, backfilling, repairs to pad and gutter, removing waste water, etc]*
- *How can pumpsite maintenance be organised? How will you divide up the work? How can you get everyone involved? How to deal with defaulters?*



### 3. HYGIENE EDUCATION AND SANITATION

Help Watsan conduct community meetings or sector group meetings on the following topics - one topic per meeting. Each of these sessions should be conducted in the form of problem-solving and action planning. For each topic help people work out a realistic strategy for behavioural change. Use pictures or drama to create some interest - then ask the following questions:


#### 3.1 USE OF NON-POTABLE WATER:

- *Why do people still drink from old sources? What are the major reasons - eg women's workload or lack of hygiene awareness?*
- *What can be done to solve the problems described above?*  
[Example: if women's workload is the major problem, focus the discussion on how to reduce women's workload]


#### 3.2 KEEPING POTABLE WATER CLEAN:

- *How can potable water get contaminated during: a) collection at the water facility? b) transport? c) storage and use in the house?*
- *How can contamination be prevented? [cleaning containers, no leaves in water, covers on containers, one cup to remove water, etc]*
- *Which of these changes are women and men willing to do/promote?*
- *What can be done to support women in making these changes?*

#### 3.3 HAND WASHING:

- *Why is it important to wash hands?*
  - *What are the critical times when people should wash their hands?*
  - *What makes it difficult for people to wash their hands? [lack of water and soap, no handwashing habit, no perception of risks involved]*
  - *What can the community do to promote/support handwashing?*
-  Organise a handwashing demonstration to create interest.

#### 3.4 LATRINE CONSTRUCTION:

- *Why is 'free range' (open defecation) a health problem?*
  - *Why do people need latrines? What are the benefits?*
  - *What has been your experience with latrines? What do you like/dislike?*
  - *What can you do to build your own latrine?*
-  Explain and discuss the latrine construction programme - a) options b) costs c) how to apply for subsidy d) how to contact artisan

#### 3.5 KEEPING THE ENVIRONMENT CLEAN:

- *What are the environmental problems in our village?*
- *What can we do to solve them? → Action planning*

## PHASE 4: FOLLOWUP



### OBJECTIVES:

- STRENGTHEN WATSAN COMMITTEE - knowledge, skills, and confidence.
- Build COMMUNITY SUPPORT and ACCOUNTABILITY of Watsan to community.
- Review with community how MAINTENANCE is being done - fund-raising, role of caretakers, buying spare parts, etc.
- Assist Watsan to organise HYGIENE EDUCATION AND LATRINE PROMOTION.
- Help build community action on SITE MAINTENANCE.
- Build LINKAGES with other Watsans and support from other players (eg DWST, Area Mechanics, etc)
- HAND OVER project support to DWST.

## A. WATSAN TRAINING NO. 3

Organise Watsan Committee training for two or three neighbouring Watsan committees.

In this training you will cover the following topics:

- Review of management tasks and problem solving
- Managing maintenance and repairs
- Managing money and buying spares
- How to keep records
- Hygiene education and action
- Networking with other Watsans
- Linkages with DWST, Area Mechanics, schools
- Action planning and evaluation

For more information on how to conduct each session of the training course, see the **TRAINER'S GUIDE FOR WATSAN TRAINING**.



## B. COMMUNITY MEETINGS

During this phase your role is to do TROUBLE-SHOOTING - to check on how the Watsan is performing and to help them identify and solve problems and improve in areas where they are weak.

Your aim is to identify key problems - and then focus on those problems.

Ask them - *"How are you doing on: raising funds? buying spare parts? keeping records? helping the caretakers do their job? organising repairs? keeping the community involved? maintaining the pumpsite? organising hygiene education?"*

Help Watsan conduct 1 or 2 community meetings to discuss:

1. MANAGING MONEY AND MAINTENANCE
2. HYGIENE AND SANITATION
3. HANDOVER TO DWST

### 1. MANAGING MONEY AND MAINTENANCE

#### 1.1 MONEY:

- *How is money being collected? Any problems? Solutions?*
- *How is money being kept and used? Any problems? Solutions?*
- *How are the records? How is money reported to the community?*
- *What things do you need to avoid/guard against in money matters?*

#### 1.2 PUMP MAINTENANCE:

- *Are there any problems with the use of the pump or the distribution of water? If so, how can you solve them?*
- *How are the caretakers doing? Any conflicts with water users? What support do you (caretakers) need from users?*
- *Any problems with the pump? What can be done?*
- *Which of the Area Mechanics will you get support from? How will you hire them? [rates, supervision]*

#### 1.3 SITE MAINTENANCE → For more information see page 133

- *What things need to be improved at the site - cleaning? weeding? backfilling? repairs needed to pad, gutter or trough?*
- *Why is pump site not being kept clean? [Possible reasons - quarrels; work rotation not working; bye-laws not working]*
- *How is site maintenance work organised now? Any problems?*
- *How could you improve the organisation of site maintenance? Be specific - who? when? how often? how to share the work?*

## 2. HYGIENE AND SANITATION

### 2.1 HYGIENE:

Continue with the discussions started in the Construction Phase (See page 58). During this phase support the push for action. Here are a few things you can do:

- Help the community/Watsan select 2-3 CHANGES they want to focus on: *What changes do you want to implement? Why? Are you willing to do it? Are you sure? How can you get the support of everyone in the community?*
- Discuss with the community what are the BLOCKS to behaviour change and what can be done to SUPPORT change: *What things may prevent people from adopting the new behaviour? How can we overcome them? How can we support change?*
- Encourage Watsan committee members to MODEL the new behaviours.
- Get the community to identify INDICATORS for change - *What would you expect to see in the village that shows there has been real change?*

### 2.2 SANITATION:

Help Watsan and local latrine artisans to promote the construction of latrines.

## 3. HANDOVER TO DWST

At the end of this phase your work will be assessed by the RWST or DWST. If your work is satisfactory, you will hand over to the DWST and say goodbye to the community.





*This chapter shows how to build  
a **PARTICIPATORY PROCESS** -  
how to get everyone involved.*



# CHAPTER 4

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## Facilitation Techniques - or How to Build Participation

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# Introduction

Your main job as a PO field worker is to conduct meetings and training sessions in a participatory way. We call this technique **FACILITATION**.

The aim of facilitation is to:

**Develop the ability of the community to discuss, solve problems, make decisions, and take action.**

To develop their ability, you need to get them **DOING** things. People only learn through doing! Remember - the community can only learn to manage by managing - solving problems, making decisions, and taking action themselves.

So the community are the main **ACTORS!** They are performing while you are in the backseat, encouraging, guiding, supporting, motivating - but not taking over the wheel! You are the **COACH** or **FACILITATOR**.

## What does a facilitator do?

You have two main jobs as a facilitator:

1. To guide the discussion so that the community get **RESULTS** - solve problems, take decisions, and plan for action.



2. To encourage **PARTICIPATION** - a process of discussion and decision-making in which everyone gets involved, respected, and listened to.

Both "**RESULTS**" and "**PARTICIPATION**" are important. You will need to pay attention to both of these things when you are facilitating.

# Why Participation?



In many communities decisions have been made in the past by the chief or a few big men or by outsiders. Most of the villagers, especially women and minority groups, are left out and feel left out.

One PO field worker, on entering the village, was told by the chief -  
*I built this village and made this road. I control everything here.  
We don't need a Watsan committee. I'll make the decisions.*

You may find a similar situation when you enter the village. You may find that decisions are controlled by a few men and women are excluded.

Community management requires a new approach to decision-making. One of your main jobs is to help change things so that MORE PEOPLE are involved in decision-making. Decisions should NOT be made by one or two people. This limits the ideas - remember 50 brains are better than 2 or 3!

Your job is to help build a **PARTICIPATORY PROCESS** in which more people have a say in the decision-making. The following pages will show you how to create an atmosphere in which everyone gets a chance to talk and make an input.

Many villagers would like to get more involved, but are often scared about expressing themselves. Many have grown up in an atmosphere where they sat back and listened to the leaders do all the talking. Your job is to help them gain the confidence to speak out.

The chief and other leaders may at first want to stop you, since the old system gave them much more power. Your job will be to help the chief and other leaders see the value in letting everyone talk and contribute.

# How do you facilitate to get RESULTS?

- ◆ **FOLLOW AN AGENDA.** Introduce one topic at a time, ask people to give their ideas, and then ask for a decision. Keep the discussion on topic.



- ◆ **SET TIME LIMITS.** Decide how much time you need for each topic and try to organise the discussion within this time period. But be flexible - you may need more time for some topics because of high interest.

- ◆ **USE A PROBLEM-SOLVING PROCESS:**

1. Describe the problem. Draw out all possible facts about the problem.
2. Brainstorm solutions. Draw out a number of solutions to the problem.
3. Review the solutions. Ask "Which solution will work?"
4. Make a decision. Get agreement on what is to be done.
5. Plan for action. Ask - "WHO will do WHAT by WHEN and HOW?"

- ◆ **ASK QUESTIONS.** Questions are used to draw out people's ideas on the problem and get agreement on the solution and how to implement it.
- ◆ **DRAW OUT IDEAS AND INFORMATION.** It is important to have all the facts and opinions in the open. This makes it easier to come to a decision.
- ◆ **CLARIFY.** Repeat a point in different words to make it clear and then check with the speaker - "What I hear you saying is..... Is that what you mean?"
- ◆ **PROVIDE INFORMATION.** Sometimes you need to provide information yourself to allow for realistic decision-making eg information on one of the technical options, how a disease is transmitted, or how to open a bank account.
- ◆ **SUMMARIZE.** Briefly state the major points to help people see what they have said. Example: "We have been talking about collecting money. One person said each individual should pay C200, another said C100, and another said each compound should pay C500. Before agreeing on the amount, let's decide on how to collect - by individual or by compound? Which do you prefer?"

- ◆ **ASK PEOPLE TO DECIDE.** Your aim is to get agreement on what is to be done. Restate the suggestions and ask for agreement. Check that people actually agree.



- ◆ **PLAN FOR ACTION.** Help the community make a clear decision - WHO is to do WHAT and WHEN. Check that people know what they have promised to do and feel responsible for completing the task.

# How do you encourage PARTICIPATION?

- ◆ **BE FRIENDLY AND RELAXED.** Don't be too formal - talk in a conversational tone. Create an open atmosphere in which people feel free to talk.
- ◆ **ASK QUESTIONS.** Questions are your main tool for building participation. Keep your questions simple and easy to understand. If people don't understand, repeat or rephrase your question.

- ◆ **WAIT FOR RESPONSES.** Ask your question and then pause. Give people time to think and come up with an answer.



- ◆ **TALK WITH YOUR BODY.** Smile, walk towards people, look at them, and use your hands and body to encourage people to talk.
- ◆ **LISTEN ACTIVELY.** Nod your head and encourage each person to talk with the use of short phrases - "yes", "I see", "okay", "and then?", "tell me more".
- ◆ **PRAISE CONTRIBUTIONS.** People like to feel their ideas are appreciated. But don't overdo it - people don't want to be treated like children.
- ◆ **KEEP ASKING QUESTIONS.** Don't be satisfied with one answer. Repeat your question, ask it in a different way, or ask others if they have something to add.
- ◆ **REPHRASE OR REPEAT WHAT PEOPLE SAY.** This helps to ensure that you and others have heard them and understood them correctly.
- ◆ **DON'T CONDEMN OR IGNORE WHAT PEOPLE SAY.** If people say they have a concern, don't try to convince them they have no problem. Take their concerns seriously, acknowledge the problem, and help them look for solutions.



- ◆ **LIMIT YOUR OWN TALKING.** Remember - your job is to help others think, talk, and find their own solutions, not solve the problems for them.
- ◆ **OBSERVE - AND EQUALIZE PARTICIPATION.** See who is not talking and try to get them to talk. Keep the big talkers from dominating the discussion.
- ◆ **INVOLVE ALL SECTORS.** Encourage all groups to contribute - men, women, youth. You can also use small group discussion to let them talk together.
- ◆ **INVOLVE WOMEN.** Make room for women's voices. Look at them and invite them to speak. Make sure they are listened to and their views taken seriously.
- ◆ **TEST THE CLIMATE.** Are people looking tired? Ask people how they are feeling. If they are tired, take a break or do a wakeup song.

# How do you ask GOOD QUESTIONS?

Choosing the right question will improve your work as a facilitator. Here is a guide to different types of questions and how they are used:

◆ **OPEN QUESTIONS** are questions which get people to give their own opinions, rather than a "yes/no" or single response. Example: "*What problems do you have with your water sources?*" or "*How can you raise money for the new facility?*" These questions facilitate open discussion. They allow people to express their own ideas and find their own solutions without fear of giving a 'wrong' answer.

◆ **CLOSED QUESTIONS** are questions which get people to give a specific, short answer or a "Yes/No". Example: "*Is the river water dirty?*" or "*How often will you collect the money?*" These questions stop people from discussing. Instead they create an uncomfortable, "interviewing" process which is tightly controlled by the facilitator. Avoid using closed questions.

◆ **REPHRASING** is to make a short summary of what someone has said in your own words - "*What I heard you say is you want to ..... Is that what you said?*" This helps to clarify what was said. It allows the first speaker to say, "*No, that's not what I said.*" When you rephrase, make sure to do two things - 1) verify with the speaker if you have understood correctly, and 2) see if others want to add something.

◆ **REDIRECTING** is a way of building on one person's answer in order to get others involved in the discussion. Example: "*She said ..... What do others think?*"

◆ **PROBING** is to ask followup questions to get more information. "*Could you tell me more? What do you mean? Give me an example.*" Probing draws out more details.

Facilitator:	What is happening with your money collection?	OPEN
Participant:	People are not paying.	
Facilitator:	You say people are refusing.....	REPHRASING
	How many people?	PROBING
Participant:	About half the community.	
Facilitator:	Why are people refusing?	OPEN/PROBING
Participant:	Some say we chopped the money.	
Facilitator:	What do others think?	REDIRECTING
Participant:	It's the hunger season - people have no money.	



Now I see how to ask different types of questions.

# Use **GROUPS** to get everyone involved

## **SMALL GROUPS:**

Many people feel shy to speak in a large group, but once they are in a small group they find it easier to talk. By using small groups you will give everyone a chance to contribute and you will get more ideas to work with. Assign one team member to work with each group as a facilitator - or ask a question and get groups to discuss on their own. You can also use small groups to get each sector - men, women, youth - to talk together.

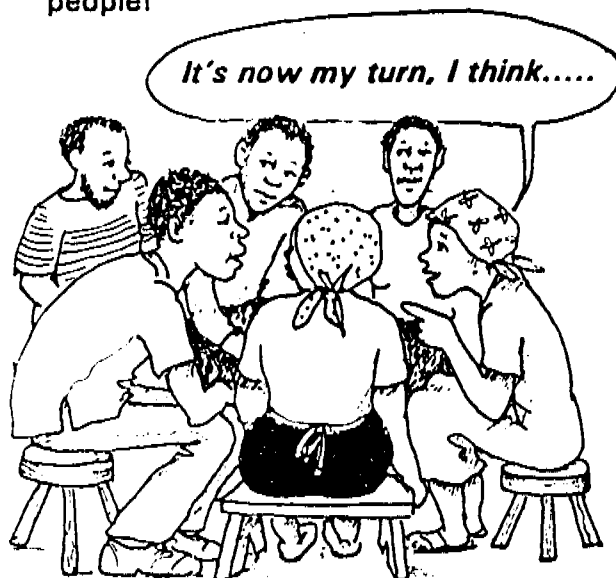


## **BUZZ GROUPS:**


Buzz groups are "mini-groups" made up of two people sitting alongside each other. You can ask pairs to talk together without breaking up the meeting circle. This is a good way of getting everyone to talk: it's hard to remain silent in a group of two people!

## **GOING AROUND THE CIRCLE:**

This is another method to get everyone talking. It works well in small groups. Ask an open question and then draw out one response from every participant, going around the circle. Everybody gets a turn to say something and nobody interrupts while someone is talking.



## What is your ATTITUDE?



*We are the experts, we know far more than the villagers do. They are ignorant and just don't understand. So our job is to tell them, to educate them.*

This is a bad attitude. If you make yourself superior and talk down to the community, they won't like it. Remember - villagers may be illiterate, but they are not ignorant. They are capable of good analysis and decisions.

You set the climate for participation. If you respect the villagers and show them you believe in them, you will be successful in getting them to talk and make good decisions. If, however, you have no confidence in them, you will end up telling them what to do and hijacking the decision-making process.

## Do you treat the community like children?

In the old system government (PARENT) did all the decision-making and planning to provide communities with water - but communities (CHILD) cared very little about the facilities. Under the new system communities (ADULT) have to make decisions on their own and will be responsible for the new water system.

If you act like a parent towards communities, you can expect child-like behaviour from them. They will become dependent on you to solve their problems and to help make decisions. If, on the other hand, you maintain adult to adult relationships with communities, you can expect adult behaviour from them. They will take responsibility, solve their own problems and make their own decisions.

Respect that the community have ideas, experience, and ability.

Accept that they have a right to make their own decisions.

Help them to think, decide, plan, and act on their own.

Get them to trust their own ideas and ability.

Encourage them to take responsibility.

Be tolerant, patient, and supportive.

**DO!**

See yourself as the expert, the only person with ideas and experience.

Try to solve problems and make decisions for the community.

Impose your own ideas and solutions on the community.

Criticise, condemn, or make fun of people's ideas.

Make people dependent on your advice.

Talk - talk - talk - talk - talk - talk!

**DON'T**



# Do you have the TALKING DISEASE?

- Do you do all the talking in your meetings with the community?
- Do you have trouble resisting the temptation to talk too much?
- Do you try to solve all of the community's problems for them?

If so - you have the **TALKING DISEASE**. Don't worry - many field workers suffer from the same disease. God gave us 2 ears and only 1 mouth, but we all love to use our mouth more than our ears!

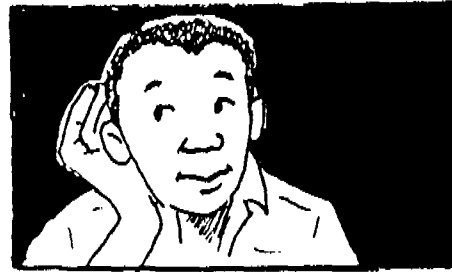


How to get a cure? Your aim is to get the villagers talking, rather than you. And the way to do it is to ask questions and to learn to **LISTEN ACTIVELY**.

Listening is as important as asking questions. It is only by listening that we can know what our next question will be.

## How do you LISTEN ACTIVELY?

◆ Listening builds participation. Listening makes people feel you appreciate what they have to say and builds up their confidence.



◆ But most of us are poor listeners. We think we listen, but often we only hear part of what is said, or we shut out things we don't want to hear, or we become so focused on what we want to say in reply that we don't hear what is being said.

◆ Listening is hard work. We need to control our love to talk - and instead focus our attention on what the speaker is saying.

### HERE ARE A FEW HINTS ON HOW TO LISTEN EFFECTIVELY:

- ◆ Give each speaker your full attention. Use your eyes, face, and body to express interest and concern. Concentrate on what the speaker is saying.
- ◆ Nod your head and use words to encourage people to continue to talk - "Yes", "I see", "that's interesting", "and then?", "tell me more". But don't interrupt.
- ◆ Rephrase what the speaker says in your own words to show her you value what she has said, to help clarify it, and to help others add on their own ideas.

# What do you do if.....?

- ◆ **People seem confused:** Sometimes people may not understand your question and there is total silence. They may not understand what you have asked them to discuss. Rephrase the question. If they are still confused, give an example of what you are looking for or get another person to ask the question their way. This often helps to clarify the question.

- ◆ **Someone talks too much:** You can deal with this problem in a number of ways. One is to avoid eye contact with the talkative person, so he does not have recognition to speak. If all else fails, say politely but firmly - *"We really appreciate your ideas, but let's give others a chance to speak."*



- ◆ **Few people are talking:** Sometimes people are silent or not taking part. To get everyone talking, use buzz groups or break into small groups.
- ◆ **People look bored:** One of your skills as a facilitator is timing and pacing. You will have to judge whether it is time to get a decision and move on, or whether a short break is needed. Taking a break will give people more energy.
- ◆ **Discussion goes off track:** When discussion goes off topic, bring it back by repeating the last question. Or praise the point and relate it to another topic, eg *"That's an important point. When we move to the next topic we will make use of it. Let's finish with the first problem before we tackle that issue"*.
- ◆ **Discussion is too general:** People often make general responses - eg *"The pumpsite is bad."* Ask them to be more specific or give an example of *"what is bad"*. Asking for an example helps clarify people's thinking.



- ◆ **People begin to argue:** Disagreement is not necessarily bad. It only becomes a problem when it becomes an argument and people begin to repeat their points. To deal with it clarify the points of disagreement. Then ask others *"Do you understand each person's point of view?"* To bring the debate to an end, you might say something like *"we will need to include both of these points of view in our discussions. Now let's move on to another topic"*.

# How do you SOLVE CONFLICTS?



In some of your communities you will run into **CONFLICTS** - eg conflicts between leaders or groups within the community or strong disagreement on issues.

There is nothing wrong with conflicts. They are always with us in our communities. But they should be managed. If we try to ignore them, they will create more problems.

## What can you do?

**Avoid conflicts which are not related to your work** - eg chieftaincy disputes or conflict between political parties. It is not your role to solve these problems. If they are interfering with community decision-making on water supply, ask the Assembly member or another neutral person to help deal with this problem.

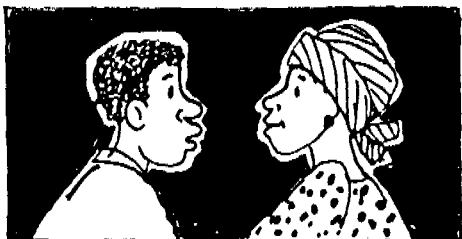
**Help to solve conflicts which are related to your work.** For example the community may disagree on how to collect money or where to site a new facility. To deal with these conflicts, you should:

- ◆ **Recognise that there is a problem.** Don't ignore it or tell people there is no problem. Acknowledge it.
- ◆ **State the two sides of the argument** and then invite speakers to talk for each position.
- ◆ **If people are having difficulty listening to the other side of the argument, ask each side to summarize the other's argument.**
- ◆ **Get people to look at the strengths and weaknesses of each position and come to an agreement.** Try to create a situation where there is no loser!
- ◆ **Summarize and ask people to choose.**

# How do you give EFFECTIVE TALKS?

Your presentations must be clear. Villagers must be able to hear and understand what you say. Here are a few hints on how to give effective talks:

- ◆ **Be your normal, friendly, and confident self!** Look at people, relax, and smile! Use a joke or question to get people's immediate attention.



- ◆ **Use eye contact and body language.** Look at people as in normal conversation and remember to look at everyone. Don't stay rooted in one place - move around. Use gestures, but don't overdo it.

- ◆ **Speak clearly and loud enough.** Take it slowly - some points will be new to people so don't rush. Vary tone of voice. Don't drone on and on!
- ◆ **Keep it short!** Limit your talk to a few key points. People have a short attention span (7 minutes) so don't waste time on unnecessary facts.
- ◆ **Explain one idea at a time and summarize at various points.**
- ◆ **Use simple words and avoid technical jargon.** Talk to the community as if you are having a conversation with them. Don't sound too formal.

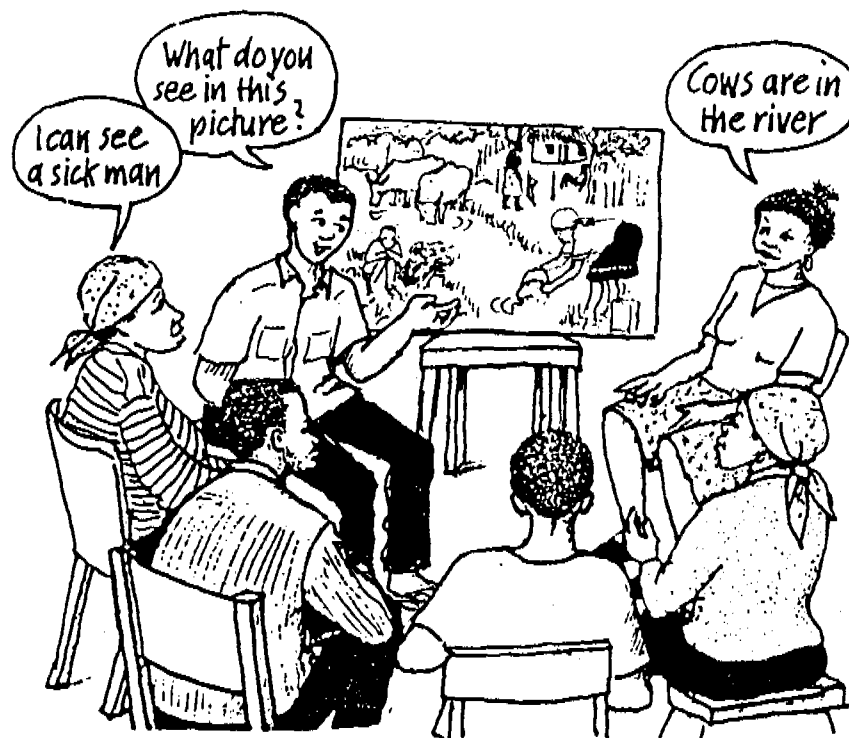
It is difficult to translate certain concepts (eg agenda or maintenance) into the local language. It helps to describe the concept first in simple English - then translate. For example the word 'AGENDA' simply means "what we are going to talk about during a meeting". This is easy to translate!

- ◆ **Respect your audience.** Don't talk to them as if they are children. They have experience and ideas too, so don't talk down to them.
- ◆ **Relate what you say to people's lives.** Find out what people know already and build on it. Don't assume they know nothing.
- ◆ **Use examples, stories, or proverbs drawn from their own experience.** For example when talking about community management, ask people to describe their own experience in managing the grinding mill. Or use a proverb to get people thinking - eg "*The person who goes to the well first drinks good water.*" (*Good things come your way if you take initiative.*)
- ◆ **Include questions as part of your talk.** This will keep people involved and encourage people to ask their own questions.
- ◆ **Don't talk too long!** Finish quickly to allow time for questions and discussion.

# How do you use PICTURES?

PICTURES help to arouse interest in a topic, stimulate people to talk, and focus the discussion. You will be given a set of pictures covering:

- COM, GENDER, & WATSAN ISSUES
- WATER SUPPLY OPTIONS
- COMMUNITY MANAGEMENT ISSUES
- LATRINE OPTIONS
- HYGIENE AND HEALTH PROBLEMS
- GOOD VS BAD PUMPSITE



- ◆ Allow people to see the picture before discussing it. Check that everyone can see it clearly. If necessary, move closer to people or move the picture around the group. Give people time to see it.
- ◆ Ask questions to get people to discuss the picture:
  - *What do you see in the picture? What is the problem?*
  - *Why is the problem happening?*
  - *Is this real? Do we have this problem in our own situation?*
  - *What can we do to solve this problem?*
- ◆ Move from the pictures to people's own situation. Remember - each picture only shows a general situation. At a certain point you will need to put the picture down and focus on participants' own situation.
- ◆ Use pictures for comparison. The technical pictures can be used together to help people compare the options. Hold up one picture at a time and get the group to study it and become familiar with its features. Then display all four pictures and ask - *"Which of the options do you like/dislike? What are the advantages and disadvantages?"*

# How do you use DRAMA?

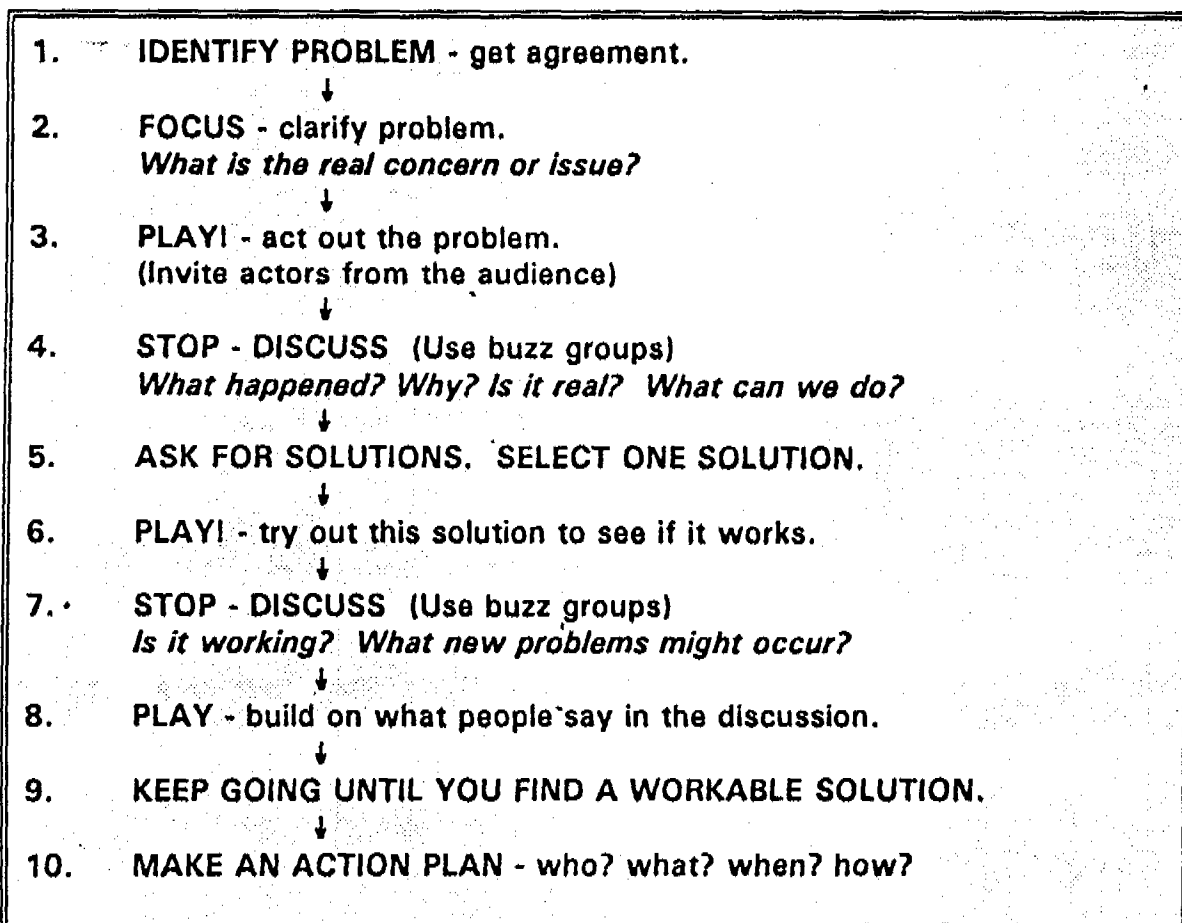
DRAMA can be used as an alternative to pictures as a focus for discussion and problem-solving. Participants can act out their own short scenes to show their own problems and try out how to solve them.

## Why use drama?

- ◆ Creates fun, humour, energy, and interest - and gets people talking.
- ◆ Helps show problems and solutions clearly - it makes things real.
- ◆ Makes people active and helps shy people to participate more easily.
- ◆ Makes it easier to talk about sensitive issues eg theft of money.



Drama needs to be combined with DISCUSSION. Putting the two together we call the method "STOP-START DRAMA" or the "DRAMA-DISCUSSION METHOD".



# How do you work as a TEAM?

**WORK AS A TEAM.** You will go to the village as a team of 2 or 3 people. Each one of you should have a role in running the meetings. Discuss this before you go.

**TAKE TURNS** in the lead role - let one team member start, then after a while have another team member take over.

When you are not facilitating, **OBSERVE** the process and **DOCUMENT** what is said by the community. You may see things that the lead facilitator cannot see because s/he is in the heart of the action. Listen carefully so you can take over without repeating what has already been said.

**TAKE OVER** or **CONTRIBUTE** at appropriate points - for example

- Help the facilitator when he gets stuck about where to take the discussion.
- Suggest a new question - or encourage silent people to contribute.
- Provide a summary which helps people see what they have said or agreed.

**GIVE A SIGNAL** (agreed beforehand) to the main facilitator when you want to step in and help with the facilitation. Step in and take over by asking a question. Don't break the discussion by getting into a long talk with the main facilitator.

At the end of the meeting sit together as a team and review what happened:

- *How was the level of participation? Who talked? Who didn't talk?*
- *How were the issues handled? Did you cover all you needed to cover?*
- *What issues came up which will need more attention in the next meeting?*
- *How can you improve your facilitation techniques at the next meeting?*



If you are not facilitating the session, **DON'T SIT BACK AND FALL ASLEEP.** The community are watching you, even if you are not leading the session. If you are dozing or looking bored, they will quickly sense your lack of interest. Pay careful attention to what is going on and play a supportive role. This will show you have an interest in what people are saying.

Remember - it is not just the person up front who is running the meeting. Everyone on the team should be involved.

## A CHECKLIST FOR FACILITATORS

Rate yourself. How are you doing on each of these points?



- ⊗ Be friendly, positive, supportive, energetic.
- ⊗ Be well prepared and well organised.
- ⊗ Make everyone feel comfortable and part of the group.
- ⊗ Respect everyone's ideas and the community's decisions.
- ⊗ Treat people as equals. Accept criticism and be open to learn from them.
- ⊗ Be gender aware. Encourage women to have more say in decision-making.
- ⊗ Be patient and don't rush. Find the pace that villagers feel comfortable with.
- ⊗ Communicate clearly and simply - but don't do all the talking!
- ⊗ Equalize participation - draw out the silent and control the talkative.
- ⊗ Be a good listener. Listen carefully, show you are listening (non-verbally), show you are interested, rephrase what was said, ask followup questions.
- ⊗ Be a good observer. Watch while you facilitate. Look for signs of tiredness or boredom and respond appropriately.
- ⊗ Check for understanding, energy level, or agreement - *"What did he mean?"* *"How are you feeling now?"* *"Do you agree with what she said?"*
- ⊗ Encourage a spirit of openness and constructive criticism. Encourage people to identify problems and work out realistic solutions.
- ⊗ Praise and encourage. Build up individual and community self-confidence.
- ⊗ Use different methods to maintain interest - eg different sizes of groups, different activities (eg discussion, pictures, drama), etc.
- ⊗ Be a good time manager. Estimate how much time each activity takes, watch the time and set an appropriate pace for the group.
- ⊗ Be flexible. Be prepared to change the programme to fit the circumstances.
- ⊗ Get the community to take responsibility for the meetings and decision-making. Remind them it is their facility so they should make the decisions.
- ⊗ Leave participants "in action" - motivated to meet and act on their own.





# CHAPTER 5

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## Community Organisation - Building an Effective Watsan Committee

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# Introduction

This chapter looks at **COMMUNITY ORGANISATION** - how to select and build an effective and accountable Watsan committee.

What is a "WATSAN COMMITTEE"? A Watsan committee is a formal organisation, made up of between 7 and 15 villagers, who will plan, raise funds for, build, own, and manage the new water supply facilities.

For more information on Watsan committees, see the **WATSAN MANUAL** and the **TRAINER'S GUIDE FOR TRAINING WATSAN COMMITTEES**.

## Communities Are Not Perfect!

In the earlier sections we emphasized the positive side of communities. They have lots of experience and ideas to use in making decisions on how to manage the new water supply. Their ideas, their own organisations and leadership need to be respected and used as the starting point for community water management.

But there is also a negative side. Communities also have weaknesses. Some of the more common problems include:

- Chieftaincy disputes and conflicts between leaders and groups.
- Some chiefs or village leaders impose their ideas and make all the decisions.
- Community organisations are often selected on the basis of favouritism - eg the chief or other leaders select their own friends or relatives.
- Some committees exist in name only - they were formed by an outside agency, have little sense of purpose, and rarely meet.
- Committees are often not accountable to community members - eg they collect money from people but they never report back how it was used.
- Some leaders exploit their positions for their own benefits - eg chopping money raised for community projects.
- Women and minority groups are often left out of the discussion and decision-making. They are only involved when there is real work to be done!



These problems are well known to community members. In fact in many cases they have lost confidence in "committees". Your job is to help them form a new type of committee - one that involves women, meets regularly, gets things done and is accountable to the community. Help the community see that the committee is their committee. If it is not doing its job, they can throw it out!

# How to Form a Watsan Committee



**There is no single model for Watsan formation.** The idea is to allow each community to work out its own type of committee to suit its own ideas and needs.

Some communities may decide to work with an existing committee - this is okay. Others may decide to establish a new committee - this is okay too. Some may strengthen an existing committee by adding new members (eg women) and making it more representative. Whatever decision is made, it must be sensitively handled as it will affect the balance of power between different sections of the community.

The questions on organisation used on page 45 will help the community think through these issues and make an informed decision.

The main thing is for the community to decide what kind of organisation will work for them. Here are a few **EXAMPLES** of what communities have done:

- ◆ **One village decided to use the existing Unit Committee. They asked 7 members to form a subcommittee to manage the new water supply.**
- ◆ **Another community formed a new committee made up of 9 members - one from each of 7 sections in the village plus a chairman and secretary.**
- ◆ **Three small villages worked together to develop a common water system. They formed a 9-member committee made up of three committee members from each village.**
- ◆ **One community built 3 hand dug wells and a borehole. They formed a committee of 3 persons for each facility and a central committee made up of the smaller committees and a common chairperson and secretary.**

# How to Select Committee Members

Ask the community to talk about the type of people they want before making the selection. They will come up with their own criteria - for example:

- ◆ *We looked for people who are active and hard-working - people who get things done and not just talk. We looked for people who are dependable and committed - people who have the welfare of the community at heart.*
- ◆ *We selected the old man as chairman because he knows how to control a meeting, solve problems, and handle arguments successfully. He is not a "big boss" - he listens to people and encourages them to talk.*
- ◆ *We selected our treasurer because he never drinks so our money is safe with him. He is patient with people - when he asks for contributions and they insult him, he never gets angry.*
- ◆ *Even though she is illiterate we selected her because we trust her. She handles money for other groups and has never lost a cedi.*
- ◆ *We selected her as caretaker because she lives near the pump and has the confidence of all the women.*

You might also raise some of the following issues:

- ◆ **Women:** At least half of the committee members should be women. Women should also be elected to executive positions - chairperson, secretary, or treasurer.
- ◆ **Ward Representation:** In large villages ask people to think about selecting representatives from each of the major sections or wards in the village.
- ◆ **Literacy:** For some tasks - eg minutes or accounts - it helps to have one literate person. Some Watsans have coopted teachers to help with these tasks.
- ◆ **Caretakers:** Ask the community to select two caretakers for each water point - one woman, one man. Make sure they are young/strong enough to do the job.
- ◆ **Permanent Resident:** It is important to select people who will stay in the community. Migrant workers who leave the village should be excluded.



Watch out for "ONE MAN SELECTION" - the chief or another leader selecting the whole committee. Help the community stop this practice.

# How Watsan Gets Started

Once it is formed, the Watsan committee should meet and decide how it is to function. The following issues should be considered:

- ◆ **Registration:** The committee should be registered so that it can become the legal owner of the facilities and be able to run a bank account. A simple way of doing this is to register it as a subcommittee of the local Unit Committee.
- ◆ **Committee Rules:** Each Watsan should set its own set of rules or guidelines on how it wants to work as a group - for example:
  - regular meetings - eg once a month - first Monday every month
  - meeting rules - eg start on time, everyone can talk, time limits, etc.
  - action planning - clear decisions and sharing of work
  - regular meetings with and reports to community on money issues.
- ◆ **Leadership Tasks:** Each person on the Watsan committee should be given a leadership task. This will give everyone a feeling that they are contributing. The division of work might look like this:



<b>Chairperson:</b>	Conduct meetings, assign tasks and check they are done.
<b>Secretary:</b>	Inform members about meetings and write minutes.
<b>Treasurer:</b>	Receive money, banking, keep records, give reports.
<b>Collectors:</b>	Collect money from each ward/section and give to treasurer.
<b>Organiser:</b>	Organise community meetings and community action.
<b>Health Organiser:</b>	Organise hygiene education and latrine promotion.
<b>Caretakers:</b>	Inspection, regular maintenance, report major faults, etc.

- ◆ **Action Planning:** Each meeting should produce an action plan and lead into action carried out by committee members. The tasks should be:
  - clear - who will do what when - and shared among all members
  - checked - the committee checks at the next meeting that tasks are done.
- ◆ **Community Meetings:** Watsan should hold regular meetings with community to report on progress and money issues, discuss problems, and get ideas.
- ◆ **Financial Systems:** Watsan will collect lots of money and those who pay will want to know the money is handled and used properly. A financial system is needed, including the operation of a bank account, record-keeping, and regular reports to Watsan and the community. See page 96 for more details.
- ◆ **Renewal:** Elections should be held at least every two years. Encourage the idea of re-electing some old members and electing some new members. This will ensure continuity and bring new ideas into the committee.

# What does a Watsan Committee Do?



1. **ORGANISE MEETINGS** - its own meetings as a Watsan Committee and meetings with the whole community.
2. **INVOLVE THE COMMUNITY** in all activities - attending meetings, planning and siting the new facilities, care of the facilities, contributing money for maintenance, site cleaning, hygiene education, and latrine promotion.
3. **PLAN AND BUILD WATER SUPPLY** - choose the type of facilities and their siting, provide labour, materials, and access road for construction, and supervise the construction.
4. **CHECK ON USE OF FACILITIES** - make sure that the new facilities are used properly and water distribution is organised fairly.
5. **MAINTENANCE AND REPAIR** - keep the facilities operating through regular inspection and routine maintenance by community caretakers and hiring Area Mechanics where necessary.
6. **MANAGE MONEY** - collect and manage money to pay for capital contribution, spare parts and repair of the facilities.
7. **RECORD-KEEPING** - keep records of money collected and spent, records of breakdowns and repairs, and minutes of meetings.
8. **SITE DEVELOPMENT** - clean and maintain water point sites through organising community self-help action.
9. **PROMOTE HYGIENE AND SANITATION** - help community members learn how to improve their health through drinking clean water, improved hygiene practices, and the construction and use of latrines.
10. **LINKAGES** - arrange contacts with and help from other Watsan committees, DWST, spare parts shops, Area Mechanics, and other agencies.

# Organising Community Action

One of Watsan's main tasks is to organise **COMMUNITY ACTION** - communal labour activities to solve common problems. These activities might include, for example, building an access road to the water point, maintaining the water point site, or organising a cleanup campaign.

During the mobilization period Watsan will be expected to organise a **SMALL ACTION PROJECT**. The idea is to get the community not only talking, but also doing. This is a practical way of building up the initiative of the community and their commitment to the new water supply and community management. It will also help to strengthen the organising ability and confidence of Watsan.

Help Watsan and the community select an appropriate "action" - something that helps to solve one of the problems identified, can be easily done in a short period of time, and involves as many members of the community as possible. The idea is to start with something small and achievable to build confidence.

During the other phases of the project Watsan will organise community actions to address hygiene or environmental problems or support water supply development (eg construction of access road or laundry facilities). One of the major continuing activities is to maintain the water point site. For more details see page 130.

Getting people involved in communal labour is not easy. People are busy and have other commitments. They also have pride: they can't be bullied into working. They need to feel **CONSULTED** and **INVOLVED**, not simply ordered to work.

Each community has its own ways of organising communal labour. A number of ideas can be learned from their experience:

- ◆ Hold a community meeting before each action to discuss and agree on what is to be done. Explain the importance and benefits. Let people decide what should be done and on what day. Make sure people feel part of the decision.

- ◆ Divide up the work: Assign different tasks to men and women and divide the work among different sections. Ask each household to send one person.

- ◆ Organise the work when people are available eg taboo days when people are not working on their farms.

- ◆ Find innovative ways to get work done. One Watsan gets people to bring stones with them when they come to community meetings, which are held beside the pumpsite. This way they gather enough stones to do the backfilling.



# How to Build An Effective Committee



- ◆ **UNITY:** Members like, trust, and help each other. They work together effectively as a team. They are able to discuss and resolve disagreements.
- ◆ **EVERYONE IS INVOLVED:** Work is shared among all members and everyone feels she is making a contribution. No one is left to do all the work.
- ◆ **WOMEN PARTICIPATE AS EQUALS:** They are not asked to do all the work and left out of the decision-making.
- ◆ **PARTICIPATORY COMMUNICATION:** In meetings everyone gets a chance to speak; members listen to and respect each other's views.
- ◆ **NO ONE MAN SHOW:** The chairperson listens to members and does not dominate the decision-making.
- ◆ **GOOD PROCEDURES:** Committee meets regularly, gets regular reports on money, holds regular meetings with community, checks on work done, etc.
- ◆ **REGULAR ACTION:** The committee not only meets, it also takes action. There is a regular check on what gets done.
- ◆ **GOOD MONEY MANAGEMENT:** Money is collected and used effectively. Records are regularly kept and people are kept informed about its use.
- ◆ **FULL RECOGNITION AND SUPPORT FROM COMMUNITY:** The committee has the full backing of the community to take decisions on their behalf.
- ◆ **ACCOUNTABILITY:** The committee holds regular meetings with the community to report what they are doing and get ideas from them.
- ◆ **STRONG OUTSIDE LINKS:** The committee has links with neighbouring Watsans and is able to access resources from outside agencies.



# How to Train the Watsan Committee



One of your big jobs is to **TRAIN WATSAN**. You will organise three workshops for each Watsan committee.

LEVEL	TIMING	TOPICS
<b>COURSE 1</b> (1 day)  only 1 Watsan	Start of Phase II (Planning) - 2-4 weeks after the formation of Watsan	<ul style="list-style-type: none"> <li>● Roles and management tasks</li> <li>● Selection and siting of new facilities</li> <li>● Developing a management plan (FMP)</li> <li>● Collecting money and safekeeping</li> <li>● Opening and operating a bank account</li> <li>● Hygiene action and latrine promotion</li> </ul>
<b>COURSE 2</b> (2 days)  2 - 3 Watsans	Phase III (Construction) - 2 months after Workshop 1	<ul style="list-style-type: none"> <li>● Community inputs for construction</li> <li>● Managing money and buying spares</li> <li>● Keeping records - accounts and minutes</li> <li>● Organising community meetings</li> <li>● Hygiene action and latrine promotion</li> <li>● Problem solving and action planning</li> </ul>
<b>COURSE 3</b> (2 days)  2 - 3 Watsans	Phase IV) (Followup) - 2-4 months after Workshop No. 2	<ul style="list-style-type: none"> <li>● Managing maintenance and repairs</li> <li>● Managing money and buying spares</li> <li>● Keeping records - accounts and minutes</li> <li>● Hygiene action and latrine promotion</li> <li>● Networking with other Watsans</li> <li>● Linkages with DWST, AMs, schools</li> <li>● Problem solving and action planning</li> </ul>

The workshops are designed to help the Watsan committee members acquire new skills, knowledge, and self-confidence on a gradual basis. Each course provides the skills needed at that phase in the Project Cycle. This means that new skills can be applied immediately and committee members are able to strengthen their skills through trying them out in their work as a committee.

You will be given a separate manual - the **TRAINER'S GUIDE** - to help you conduct these workshops. You will also be given copies of the **WATSAN COMMITTEE MANUAL** for distribution to Watsan Committee members.

# When Things Go Wrong

Things will go wrong. Here are some of the typical problems that might come up and suggestions on what you might do. Remember - these are only suggestions. You should try to help the community find their own solutions.

- ◆ **Money problems:** Many Watsans have problems getting community members to contribute to the maintenance fund; and in some cases the money gets "chopped". These problems are discussed in detail in the next chapter.
- ◆ **Chieftaincy and factional disputes:** These disputes may disrupt community participation. Avoid trying to solve this problem yourself. It requires the help of other people (eg District Assembly). Your role should be to minimize conflict between the parties by avoiding situations where the two factions compete.



**Members stop coming to meetings:** Help Watsan analyse why people have stopped. Don't accept the easy explanation - "*Oh, they are lazy!*" It may be that the meetings drag on too long, or only a few people get a chance to talk, or there is no action. Help Watsan find ways to make the meetings more interesting, participatory, and productive.

- ◆ **Women are left out of the decision-making:** Help Watsan see the importance of getting women's views on these issues. Tease the men about how much they know about water problems (compared to women).
- ◆ **The chairman makes all the decisions:** Find a polite way (without the other members present) to help the chairman see that he is dominating things.
- ◆ **Opposition from the chief or other leaders:** Sometimes traditional leaders will try to undermine new committees in order to maintain their power. Help Watsan find a way of winning their support.
- ◆ **Lack of support from the community:** The community may, for example, refuse to help clean the pumpsite. Help Watsan analyse the reason behind this problem and take appropriate action. It could be a number of reasons - community members are too busy or they have lost confidence in Watsan or the work is poorly organised or other things. Help find out the real reason.
- ◆ **Breakdown in accountability:** The committee may stop meeting with the community. The community need to be strong enough to keep a check on their leaders, to make sure they are kept informed.

*This chapter is about  
helping the community  
raise and manage money*



# CHAPTER 6

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## Managing Money

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# Introduction

This chapter looks at **MANAGING MONEY** - how to help the community and Watsan find effective ways to collect and manage money.

It is divided into the following sections:

**BASIC RULES**  
**CAPITAL PURCHASE**  
**PAYING FOR MAINTENANCE**  
**COLLECTING MONEY FOR MAINTENANCE**  
**SAFEKEEPING AND RECORD-KEEPING**  
**WHEN THINGS GO WRONG**  
**TARIFF ARREARS (VLOM CONVERSION)**



## Basic Rules

1. The community have to pay **5%** of the **CAPITAL COST** of a new facility and **100%** of the **MAINTENANCE COST**.
2. The capital contribution has to be paid partly in **CASH**, but the community can also contribute in the form of **LABOUR** and **LOCAL MATERIALS**.
3. The community are expected to open a **BANK ACCOUNT** to deposit their instalments during the planning phase. (In those areas where banks are not easily accessible Watsan will need to keep the money safely in the village.) The full amount (5%) should be deposited at the end of the planning phase.
4. The community will decide how much it needs to **save on a regular basis** for maintenance.

# Capital Purchase

The community are expected to pay 5% of the capital cost of the new water supply. The amount will depend on the number of facilities and the cost of each. The cost of the various technical options are given below (1997 costs).

TECHNOLOGY	TOTAL COST	COMMUNITY
HDW (REHABILITATED)	2 million	100, 000
HDW WITH BUCKET	3 million	150, 000
HDW WITH PUMP	4 million	200, 000
BOREHOLE	10 million	500, 000
SPRING CATCHMENT	design specific	
MECHANISED WELL	10 million	500, 000



These costs are reviewed each year and the community share changed when necessary.

- ☛ **GIVE THIS INFORMATION TO THE COMMUNITY** so they know how much they will need to pay for each option. Once they have selected the options, they can work out the amount they will have to contribute. See example below.

**EXAMPLE:** Village of 1500 people - able to build 5 facilities (300 per water point). They already have a PAMSCAD hand dug well which could be rehabilitated.

NUMBER OF FACILITIES	TYPE OF FACILITIES	CAPITAL COST (estimate)	COMMUNITY CONTRIBUTION
1	Hand Dug Well (rehabilitated)	2 million	100, 000
2	Hand Dug Well with pump	4 million x 2 = 8 million	200,000 x 2 = 400, 000
2	Borehole with pump	10 million x 2 = 20 million	500,000 x 2 = 1, 000, 000
<b>TOTAL (5)</b>		<b>30 million</b>	<b>1, 500, 000</b>

# Paying for Maintenance

Help the community understand that maintenance is their job! When a part wears out, they will have to replace it at their own expense. When the pump breaks down, they will have to fix it themselves or pay an Area Mechanic to fix it. Ask them - "What happens when the grinding mill in your village spoils?" - and use this example to discuss what is involved in maintenance.

Help the community see they will need to collect money in advance - so that they have money in hand (or in the bank) when they have to buy new parts, pay an Area Mechanic, or pay other expenses (eg cement to repair pump pad or transport costs). Some of this money should be used to buy spare parts in advance.

## How much money is needed for maintenance?

☛ Explain to Watsan the MAINTENANCE SCHEDULE and COST of spare parts.

Example of Maintenance Schedule (when to replace fast-wearing parts): Afridev



PART	Months					
	6	12	18	24	30	36
U-seal	✓	✓	✓	✓	✓	✓
O-Ring (big)		✓		✓		✓
O-Ring (small)		✓		✓		✓
Bobbin		✓		✓		✓
Rod Centraliser		✓		✓		✓
Bearing (inner)	✓	✓	✓	✓	✓	✓
Bearing (outer)	✓	✓	✓	✓	✓	✓
Hanger Pin				✓		
Fulcrum Pin				✓		
Pipe Centraliser				✓		

Example of Cost of Fast Wearing Parts: Nira



FAST WEARING PARTS	UNIT COST
Plunger ring	5, 000
Bobbin	6, 000
Sleeve bearing	40, 000
T-handle	20, 000
<b>Total for Parts</b>	<b>71, 000</b>
+ 20% commission for shop	14, 200
+ 20% fee for Area Mechanic	14, 200
<b>GRAND TOTAL</b>	<b>99, 400</b>

The maintenance schedule shows that parts wear out at different times. Some need to be replaced every 6 months, others once a year, and others once every two years. Normally a community would put aside enough money to cover parts that need to be replaced frequently. In addition Watsan should be encouraged to buy one or two of the long wearing parts - eg rod (Afridev) and sleeve bearing (Nira) - as a way of investing the money and guarding against inflation.

On average most pumps will require the following maintenance:

<b>YEAR 1:</b>	<b>No major problems - the warranty will cover any costs.</b>
<b>YEARS 2-4:</b>	<b>Replacement of fast-wearing parts - but no major repairs.</b>
<b>YEARS 5+:</b>	<b>Major faults will occur, requiring help from the Area Mechanic.</b>

Communities will have to pay roughly C20, 000 a year (per facility) for the first four years to cover maintenance expenses (based on costs in 1997). After the fourth year the costs will increase as the pump begins to have major problems.

Advise the community to build up a maintenance fund of at least C50, 000 per facility so that there is money on hand to buy spare parts and make repairs.

## Spare Parts

Encourage the community to buy spare parts. These parts will be available from shops within each district. Until these shops are established, spares can be obtained from Area Mechanics. Each community will need to pay about C10,000 a year for fast-wearing parts. Some parts, such as the rod (Afridev) and sleeve bearing (Nira), can easily be damaged if children play with the pump. Both parts are expensive - 40,000 (sleeve bearing) and C21, 000 (rod). If the community use the pump carefully, they won't damage the rod and will avoid this expense.



*Buy spare parts - especially fast-wearing parts - in advance.*

## Warranty

Explain the warranty to the community. The warranty runs for one year. If there are any problems during the first year and if it is not as a result of misuse by the community, the manufacturer will replace the part free of charge.

# Collecting Money for Maintenance

There are many ways to raise funds for maintenance:



**CASH CONTRIBUTIONS:** This is the most common method. Each household or individual makes a regular contribution. There are a number of options:

- **Payment Unit:** Some communities levy money from each individual adult; other communities levy money from each family or compound.
- **Frequency:** Some communities who have a regular source of income pay on a regular (eg monthly) basis; other communities (especially farming communities) do it on a seasonal basis (eg after harvest).
- **Amount of Payment:** Some collect the same amount from men and women; others collect different amounts from men and women.



**IN-KIND CONTRIBUTIONS:** Some commercial farming communities who produce cash crops like cocoa deduct a kilogram of cocoa as the farmer's annual contribution to maintenance.



**COMMUNAL FARMS OR LABOUR:** Some communities establish community farms or organise communal labour to generate income for maintenance.



**LEVY ON EACH BUCKET:** In some communities money is levied at the water point on each bucket of water collected.



**REVENUE FROM STOOL/SKIN LANDS:** Some communities who have industries or mines sited on their land use the fees paid for communal projects.

**Let the community decide what method will work best for them.**

Whatever method is chosen, it should be decided **WITH** the community. If the community help to choose the method of collection and the amount to be collected, they are more likely to support the fund-raising.

Watsan should meet with the whole community to decide on how money is to be collected. This meeting will set the basic rules for collection and any sanctions (eg fines) for those who fail to contribute. At this meeting they might also decide to exempt certain people from contributions (eg older or disabled people).



## When to collect the money?

When to collect the money will depend on the targets put into the Facilities Management Plan. It will also depend on when people have money to contribute. In some communities people earn a regular income so they can pay on a monthly basis. Farming communities are more likely to pay at the time of harvest.

There may be a need to design different payment systems for the different sections of the community. Traders may want to pay a small amount after every market day, whereas farmers will prefer to pay a large amount at harvest.

## Who to collect?

Money makes and breaks the community! Many community projects have failed because leaders have collected money and then misused it. This destroys the confidence of villagers and they may refuse to pay the next time they are asked.

So deciding WHO should collect the money is an important decision. The decision must be made by the community - they know who are trustworthy.

The number of collectors will be determined by the size of the village and the payment system adopted. If payment is collected from individual compounds, it will require a number of collectors to go from house to house. If, however, payment is done at a central location, then fewer collectors would be needed.

## How to collect?

Money should be collected in a way that promotes trust. Payments should be carefully recorded in a register of payees and receipts should be issued for all payments. At meetings the total amount collected and the names of people who have not yet paid should be read out.

Money collected should not be allowed to stay with the collectors for more than 24 hours. Money should be paid to a source identified by the community and from there to the bank promptly.

Don't let the money be used by the collectors. They may be tempted to take out some money for their own use with the intention to refund it immediately. If this practice is not stopped, however, the small amounts may build up to a huge sum that collectors cannot easily refund.



# Safekeeping and Record-Keeping

Each community is encouraged to keep its money safe in a **BANK ACCOUNT**. One of Watsan's first tasks is to open a bank account where it can keep its money.

Some communities, which are far from towns where there are banks, may decide instead to keep their money in the community, leaving it with someone who is known to be completely trustworthy.

- ☛ Advise the committee on how to set up and operate a bank account - or how to find other ways to keep their money safe.

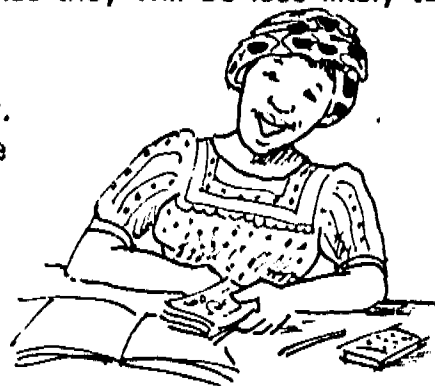
Every Watsan committee will be expected to keep its own **ACCOUNTS**. The accounting system will be a simple system involving a record of payees and an accounts book to record monies collected and used.

- ☛ Help the committee establish a book-keeping system and learn the skills to operate it. (For more details see the Trainer's Guide for Watsan Training.)

The maintenance fund is the community's money, so the whole community should know what is happening to their money. Otherwise they will be less likely to contribute at the next collection.

- ☛ Encourage regular reporting by the treasurer. At each Watsan and community meeting the treasurer should report:

- how much money has been collected
- how much has been spent and on what
- how much money is left in the account
- who has not paid their contribution.



Watsan members should check the accounts books on a regular basis. The books should be made available to all members of the community to inspect, ask questions, and obtain answers that satisfy them.



*TRUST and  
TRANSPARENCY  
are important!*

*Yes, if we don't  
manage money well,  
people will not pay  
next time.*

- ☛ Inform community members about their rights and how they can arrange for accountability through a community meeting called by community members.

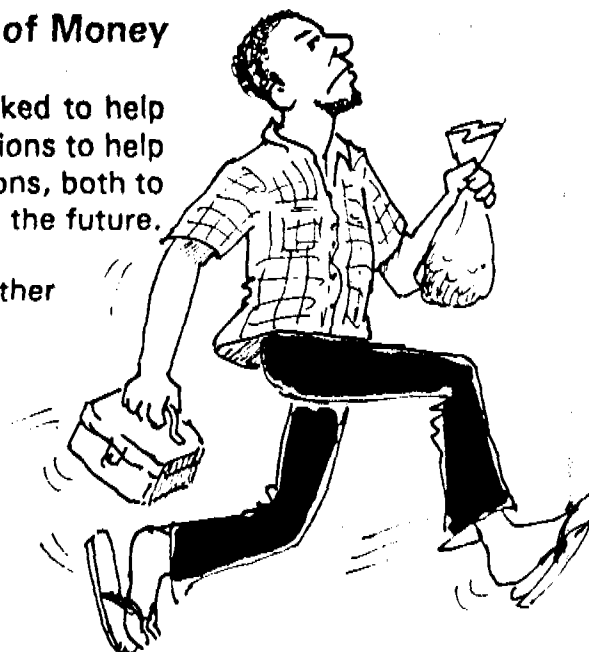
# When Things Go Wrong

## Embezzlement of Funds and Misuse of Money

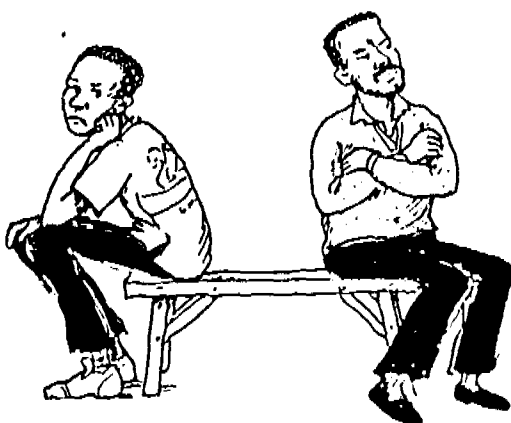
Money will go missing - and you will be asked to help solve the problem. Your role is to ask questions to help the community come up with realistic solutions, both to recover the money and avoid this problem in the future.

How to avoid this problem? This is what other communities have done:

- ☛ Keep everyone's eyes on the money.
- ☛ Ask for regular reports.
- ☛ Do a regular check.
- ☛ Insist on money going into the bank immediately after collection.



## People Refusing To Contribute



In some communities people may refuse to pay. When this happens, the Watsan committee needs to meet and decide what to do. It is important to get them to analyse the problem first - WHY are people refusing to pay. It may be a number of reasons - for example:

- People may not understand the reason for a maintenance fund.
- People may not trust the Watsan committee due to previous experience.
- People may be too poor to pay - or their harvest may have been poor.

Once they know the reason, it will be easier to find a solution. This type of problem should be raised at a community meeting so that the whole community is involved in finding a solution.

Here are some ideas from other communities:

- ☛ Make money collection more open. Announce the money collected at a meeting held immediately after each collection period.
- ☛ Announce the names of defaulters at community meetings.
- ☛ Refuse water to those who have not paid.
- ☛ Collect water fees at the pump.

# **Paying Tariff Arrears**

## **(This section applies to COM/VLOM Conversion only!)**

Communities have to pay tariff arrears as one of the requirements for conversion to community management (and in some cases getting a new VLOM pump).

Most villagers know little about how much tariff they have to pay. They only know the individual amounts they are told to pay by their leaders. Billing should stop when a pump breaks down, but many communities don't report breakdowns, especially when they are behind on tariff. As a result many communities get further behind with tariff - and their pumps break down and don't get repaired. The end result is a good deal of misinformation and angry feelings about tariff.

Some communities misreported the number of houses (thinking this might help them get better service) and as a result they have been overcharged on tariff. This needs to be sorted out in getting them to pay their tariff arrears.

Many communities want to change to community management because of tariff problems. One of your jobs as a PO is to help the community understand what tariff payments are required so they can settle their outstanding bill. Communities are usually willing to pay their arrears once things have been clearly explained.

Explain that they have to pay their tariff arrears as a requirement for changing to community management (and in some cases getting a new VLOM pump). Tell them how much they have to pay. Use the tariff information provided by GWSC. Then let the community work out how they are to pay the arrears.

Explain that if they pay their arrears within 6 months, they will only need to pay half of the amount. Otherwise they are expected to pay within a two year period.

At followup meetings ask "*What have you decided or done about your arrears?*" If they have a problem, facilitate a discussion to help them find a solution. Some villagers may refuse to contribute because of bad experience - eg tariff money getting chopped, or poor service from GWSC. Encourage the community to identify these problems and decide what they are going to do to solve them.

**Take their problems seriously. If villagers say there is a problem, don't deny it. Recognise it and say - "*Okay, what can you do about it?*"**

The community may disagree with the tariff figures provided by GWSC. In this situation ask the community to produce its own receipts, record this information, and ask the DSWT to intervene on behalf of the community. Don't remove the receipts from the community! They may need these receipts to prove their case.

*This chapter is about helping the community to improve their hygiene and build latrines.*



# CHAPTER 7

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## Hygiene and Sanitation

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# Introduction

We have been talking a lot about water supply and the development of community management. This section will look at the other two components of CWSP - **HYGIENE** and **SANITATION**.

Hygiene education and latrine promotion will be part of your work in the community. You will integrate these activities with the development of water supply and community management.

## Goals and Indicators

A new water supply on its own will produce some health benefits like eliminating guinea worm. However, more benefits can be obtained if the new water facilities are combined with the construction of latrines and the development of new hygiene practices (eg safe use of water, handwashing, etc).



### GOAL: IMPROVED HYGIENE AND SANITATION

1. **HYGIENE HABITS:** More people are
  - Using new water facilities on a regular basis
  - Avoiding the use of surface water for drinking and bathing
  - Washing hands with soap/ash before meals and after defecation
  - Cleaning fetching containers and covering storage containers
  - Using a clean cup or calabash in fetching water from containers
2. **COMMUNITY ACTION:** Water point, compounds, and the environment are regularly cleaned.
3. **SITE MAINTENANCE:** Water point is clean and well maintained:
  - Regular cleaning and weeding of area around facilities
  - Drainage of water away from water point and backfilling
  - Repairs of cracks in cement structures
4. **SANITATION:**
  - Number of completed latrines
  - Number of latrines constructed without subsidy
  - More people using latrines
  - Clean condition of latrines and absence of anal cleaning materials
  - Provision of water and soap/ash at latrine

# Old Approach to Hygiene Education



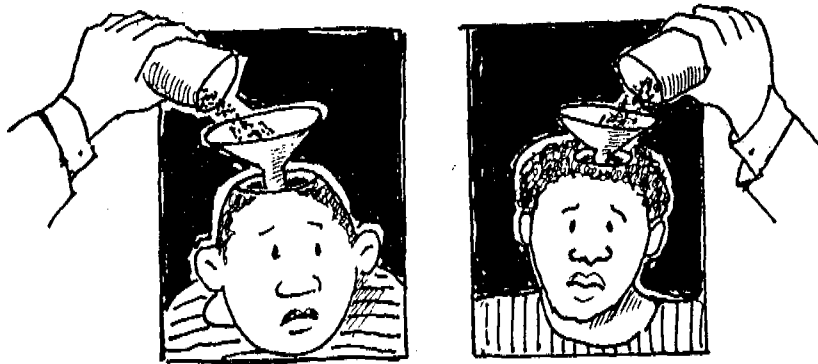
We have bombarded rural communities with hygiene messages for a long time. As a result they know the messages, they can sing all the songs, but they don't practice these behaviours. **WHY?**

Field studies have shown that community members already have considerable knowledge about hygiene messages, but do not apply what they know in practice -

- They know that water from rivers and dugouts can make them sick, but many continue to use these sources in the wet season.
- They know it is important to wash hands before eating and after defecation, but they don't do it.
- They know that faeces can cause disease and should be buried, but few dispose of their children's faeces.

# Why Didn't the Old Approach Work?

◆ The old approach was a message delivery approach. Health workers told villagers what to do through lectures. They thought that if people had more information, they would stop their old practices and adopt new ones. But the lectures didn't work. Villagers were expected to listen, swallow the ideas, and put them into practice - and their own ideas and experience were ignored. Villagers felt treated like "empty pots" into which the field workers poured information. It made them feel ignorant. They had no chance to speak up about the difficulties they might have in putting the messages into practice.



◆ The messages made change look simple, but changing behaviour is difficult. The messages didn't talk about the problems people face in putting them into practice. People often have very good reasons for not following these messages. For example telling people to "*drink pump water*" sounds simple, but it is difficult for the woman who in the rainy season is so overworked that she has to use water from a nearby dugout. She knows the water is dirty and can make her family sick, but because of her workload she has no time to walk to the pump and wait in line. Unless she finds a solution to the workload problem, she won't be able to "*drink pump water*" and stay healthy.

◆ The hygiene topics were imposed on the community. The health workers decided that villagers had a health problem - and they made no effort to find out what the villagers were really concerned about. As a result, the villagers were not really interested in the messages. The messages had no meaning to their lives. They were simply a set of rules to be blindly followed, not a set of actions that people had planned themselves. Villagers knew the messages but there was no commitment to these actions, so villagers didn't do what they were told.

◆ Knowing facts does not change behaviour. People need more than information. They need to discuss and think about it. How will it help them? How can they do it? What will others think if they change? We can't expect people to follow our ideas. The process of adopting new ideas is not a passive process of swallowing other people's ideas. It is an active process involving problem-solving, decision-making, and action. People need to discuss these ideas with others and get approval and support for change.



# New Approach to Hygiene Education

◆ **An Integrated Approach:** In the old approach field workers held separate meetings on hygiene with no link to water supply or sanitation. In the new approach you will bring hygiene or health issues into all discussions. For example in discussing the water supply you will ask - "*What are the health risks with the old sources and health benefits with the new facilities?*" In discussing the choice of technical options and siting you will also raise health issues. At each stage you will bring hygiene issues into the discussion.

◆ **Change Our Own Attitudes First:** We need to stop thinking of villagers as "*those ignorant people who are not practising what we preach!*" If we take this attitude, people will never change. We need to accept that villagers have knowledge and experience: they already know many hygiene facts and are capable of working out practical solutions if we give them a chance.

◆ **From Knowing to DOING:** The old approach focused on giving people information about hygiene. It assumed that knowledge alone would bring about change. The new approach will focus on **BEHAVIOURAL CHANGE** - villagers will discuss and decide on how to improve their hygiene practices and then put those ideas into action. Your job will be to help the community find do-able solutions - practical, affordable, and realistic.



◆ **Participatory Methods.** The old approach used one-way communication. The new approach will use a participatory process of discussion, problem-solving, and action planning. The community will identify problems with their old sources and with the use of their new facilities; then they will work out solutions and develop action plans. The aim will be to get the community to decide themselves what they want to do. They will develop their own "messages" to guide their behaviour.

◆ **Putting the community in charge.** In the old approach field workers did all the talking and the community sat back and listened. The new approach puts the community in the "driver's seat". The idea is to get Watsan members committed to hygiene, to see it as an important part of their management job. Once they are committed, they will begin to take the lead in organising community meetings to discuss how to improve hygiene. Your job is to help Watsan develop the commitment and skills to run community meetings.



# How To Organise Hygiene Education?

## Phase 1: Existing Situation and What Can Be Done

**AIM:** to make people aware of the link between surface water and disease, and committed to develop the new water supply.

1. In the first discussion with the community ask "*What problems do you have with your existing water sources?*" People will raise **HEALTH PROBLEMS** (eg polluted water, guinea worm); they will also mention **OTHER PROBLEMS** (eg long distance to water, sources drying up, weedy/dirty water point).
2. If people do not mention health problems, ask - "*What HEALTH PROBLEMS are caused by the old sources?*" Help people see that their sources are polluted and this can make them sick. This will help them see the link between the old sources and disease (diarrhoea and/or guinea worm). Then ask - "*How do the water sources get polluted?*" [Possible responses - people defecating or washing in river, rainwater washing dirt into river, animals polluting river, contamination from industries or chemical insecticides, etc.]



Your goal is to help people see that surface water from streams, ponds, and dams is **DANGEROUS!**

3. In villages where there is no recognition that old sources are a health risk, organise a **FOLLOWUP SESSION** to help build this awareness. Visit the actual sources or use pictures as a focus for discussion.
4. Then discuss "*What can be done?*" People will talk about the new water supply as one of the solutions. Ask "*What will be the benefits of the new facilities?*" This will help people see that the new water supply will provide **SAFE WATER** and this will help to improve health. This discussion will also bring out other benefits like shorter distances for women to fetch water.
5. People will also mention other solutions - eg weeding the area where water is collected to make it easier for women to fetch water, stopping the contamination of the old sources, or filtering the water. If they want to do something, lead a discussion to find what they can really do - and then encourage them to **TAKE ACTION**.

Avoid action for the sake of action. Make sure villagers really want to do something - and are not simply acting because "you told them so"! As soon as you're gone, they will stop doing the action. Ask "*Which of these problems do you really want to change? Why?*"

## Phase 2: Health Implications of New Water Supply and What to do with Old Sources

1. **Choosing Technical Options.** As part of the discussion on technical options, ask questions to help people understand the health risks of each option:



OPTION	HEALTH RISKS
Hand Dug Well with bucket	Well is exposed to contamination from dirty buckets or ropes.
Hand Dug Well with pump	Water can only be contaminated when pump breaks down and people have to use bucket.
Borehole	Some contamination during drilling. Borehole is chlorinated to eliminate this contamination.
Spring Development	No contamination because the water source is protected.
Piped Water System	If piped water supply uses surface water as source, water will need to be treated (using a sand filter).

2. **Siting Facility.** In selecting sites for the water facilities help people identify potential sources of contamination which should be avoided eg latrines, septic tanks, refuse dumps, cattle kraals, cemeteries, etc.
3. **Old Sources and What Can Be Done.** Ask questions to help the community decide what they are going to do with the old sources:
  - *What are the problems in continuing to use the old sources?*  
[unsafe water - source of diarrhoea/guinea worm; people defecate near source; chemicals and other things polluting water; water point weedy and dirty; long distance to get water - women are very tired]
  - *Will new water supply provide enough water to meet all our needs?*
  - *Will people continue to use the old sources? For what purposes?*  
[eg production of palm oil, washing, water for animals, etc]
  - *What can we do to minimize the problems in using the old sources?*  
[Possible responses: Filter or add alum before drinking - boiling is not realistic. Clean and weed the water point so it is easier for women to fetch water. Discourage people from defecating near source.]
  - **ACTION PLANNING:** Help the community plan action on major problems they have identified and want to change (eg weeding water point). Make sure they really want to do it and can do it.

## Phases 3 and 4: Problem-Solving User Education

1. During Phases III and IV the new facilities are already in place (or will soon be completed), so hygiene education will focus on the USE of these facilities. It will consist of PROBLEM-SOLVING discussions on the following topics:
  - Use of the new water facilities for drinking purposes
  - Discontinue use of the old sources for drinking purposes
  - Keeping potable water "from pump to mouth" clean
  - Hand washing
  - Latrine construction, use, and maintenance
  - Keeping the environment clean
2. Help Watsan organise these discussions with sector groups (or the whole community). You will find questions to guide these discussions on page 58.
3. The idea in these sessions is to promote BEHAVIOURAL CHANGE, to get the community to agree on the new practices they are willing to adopt and then to take action. This will be achieved through problem-solving discussion, not telling the community what to do. The aim is to build real commitment to change: this will only come when villagers identify their own problems and find their own solutions. Your job will be to help them:
  - Recognise that there are risky hygiene conditions or problems.
  - Select which of these conditions they would like to change first.
  - Develop a commitment to solving the problem - "*Let's do it!*"
  - Come up with their own ideas on how to solve the problem.
  - Assess these solutions and decide what is realistic and do-able.
  - TAKE ACTION!
  - Set their own indicators and monitor the changes.

### EXAMPLE: CONTINUING USE OF OLD SOURCES

The facilities have been completed, but some people are still using the old sources. What can you do?

- ☛ Don't condemn or shout at people. That won't change things. It will just make people feel bad and more resistant to change.
- ☛ Visit the old sources and the new water supply with Watsan members and ask people at each place - "*Why do you like this source?*"
- ☛ Help Watsan organise a meeting to discuss all of the reasons given. Start off with a drama showing the problem to make things lively.
- ☛ Analyse the problem with people and ask them to find a solution.
- ☛ Probe for realism - *What will work? Are you willing to do it? What obstacles might prevent you from doing it? How to overcome them?*

## What Motivates People To Change?



Which reasons are likely to be the most convincing? Remember - people will only change if it makes a real difference in their lives. They need to see that the change will make their lives better - or they won't continue the new practice. If, for example, new hygiene behaviours require a lot more work without the women seeing any real benefits, they are less likely to adopt these new behaviours.

Ask women to talk about the real obstacles which prevent them from adopting the behaviours - and then discuss with them what can be done to overcome these obstacles. How can they support each other in making these changes?

One of the major factors in change on hygiene is **WOMEN'S WORKLOAD**. Get women and men talking about this problem and what can be done. Divide into men's and women's groups so that women have a chance to talk through what changes they would like to see before talking with the men. It will help them be more confident about telling the men what they think should be done. If the men meet on their own and decide what they can do to reduce women's burden, they are more likely to support each other in implementing this decision.

When a number of people in a group change their behaviour, the change is more likely to last because people can support each other and find ways of changing. For example the men might help with the construction of a laundry area near the pumpsite to reduce the time women spend fetching water for washing clothes.

### ***Behavioural change is more likely to happen if....***

- ◆ **People see real benefits in adopting the new practice.**
- ◆ **People recognise that certain practices are harmful and have felt the harmful effects.** Children don't see bilharzia as harmful so there is no motivation to stop swimming in stagnant pools.
- ◆ **The negative consequences of certain practices are immediately felt.**
- ◆ **New practices are decided by the community, rather than imposed from the outside - they are based on community agreement.**
- ◆ **Opinion leaders set an example** eg Watsan members build latrines.
- ◆ **Field workers are patient, respectful and supportive.** They don't criticize people and don't impose their own ideas. They understand that change is difficult.
- ◆ **Men and women are equally involved in the decision-making and action.**
- ◆ **People have the resources to adopt the new practice - eg money to build latrines or buy soap.**
- ◆ **People have the time to do it.** If women are too overloaded with work, they won't be able to take on the extra work to carry out new hygiene practices (eg cleaning storage containers).
- ◆ **Facilities are accessible - eg pumps which are too far away, have a long queue, or are locked at times may force people to use the old sources.**
- ◆ **Facilities are designed to promote hygienic practice - eg latrines designed with a place to put water and soap.**
- ◆ **The new practice is perceived as being "modern" or giving them status - eg the status of having a latrine.**
- ◆ **Solutions build on what people already know and do and are adapted to local conditions** eg use of ash rather than soap.
- ◆ **New hygiene habits are taught to the children through the school hygiene programme.**
- ◆ **Where possible, new practices build on local beliefs, many of which are aimed at protecting community members.**

*We know pump water is "good" and dugout water is "bad", and when we have time we go to the pump. But in the farming season there's not enough time. The pump is far and there's a long queue.*

*Yes - and the dugout is much closer. And our husbands are pressuring us to finish our housework and bring food and water to the farm. If I'm late, my husband will beat me!*



Many reasons for not changing are related to women's workload. For example if the women are to stop using surface water during the busy farming season, then their workload needs to be reduced so they can take the extra time needed to walk to the pump and wait in the queue. Your discussions with the community may move from the problem of surface water to the problem of reducing women's workload.

When this issue was discussed in the Upper Regions, many communities saw that women returned to the old sources in the farming season because of workload. Men and women discussed what to do and came up with a number of proposals: men helping with household tasks; collecting their own water for bathing and washing their clothes; carrying their own food and water to the farm; reducing women's workload at the farm and allowing women to return home early so they could fetch pump water before it gets too late.

In your own area find out why people have difficulties with the new practices. This will help facilitate problem-solving discussions focused on these difficulties.

# Training Watsan for Hygiene Education

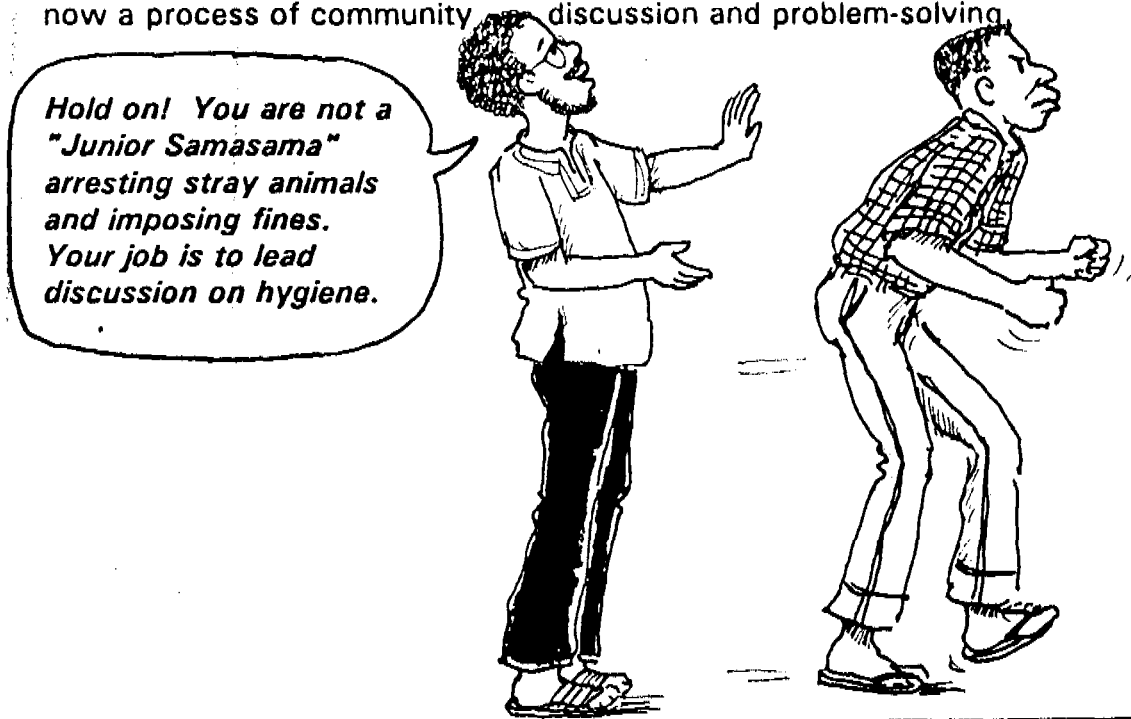
Organising hygiene education is one of Watsan's management tasks. Your role is to help Watsan learn the skills for this job. Your aim is to help Watsan members become more aware of hygiene issues and committed to hygiene promotion, and to learn the skills to lead community discussions on hygiene.

It will take a while for Watsan members to learn this part of their job. It is not easy. We suggest you introduce the work to Watsan members gradually:

PHASE	WHAT HAPPENS
1	Watsan not yet formed. You are responsible for hygiene sessions.
2	1st Watsan training. Demonstrate how to lead community discussions on hygiene. Let Watsan members try to take over.
3-4	2nd and 3rd training. Watsan runs the meetings using the approach you have shown them. Support with coaching.

The **TRAINER'S GUIDE FOR WATSAN TRAINING** will show you in detail how to run each of the hygiene modules in Watsan training.

Help Watsan understand the new approach to hygiene. They may still think hygiene is a set of rules imposed by health workers. If you are not careful, they may think of themselves as "Junior Samasama", going around the village to inspect compounds and impose fines. This is no longer the way to do hygiene education. Help them see that hygiene is no longer a matter of punishment. It is now a process of community discussion and problem-solving.





## LIST OF POTENTIAL ACTIONS

The following is a list of general "messages" on hygiene topics. The community will need to decide how to adapt them to their own situation.

### At the river or pond:

- Stop using water from the river or pond.
- Use river or pond water for non-drinking purposes.



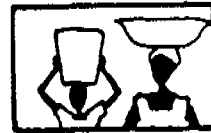
### At the water point:

- Use potable water for drinking.
- Keep the site clean and well weeded.
- Clean the drains and remove pools of waste water.
- Repair cracks in the concrete apron and do backfilling.
- Locate washing of clothes at a distance.



### Fetching of Water:

- Clean containers before filling them.
- Don't put leaves or plastic sheets in the water.



### Storage and Use of Water:

- Keep containers clean and covered.
- Change water in containers on a regular basis.
- Use one cup for removing drinking water. Keep it clean.
- Show children how to get drinking water in a safe way.



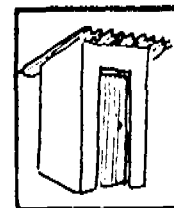
### Washing Hands with Soap (or Ash):

- Wash hands before preparing food and before eating.
- Wash hands after defecation or handling children's faeces.
- Wash hands after returning from the farm or funerals.



### Use of Latrine:

- Build a latrine. Encourage all family members to use it.
- Teach children how to use the latrine.
- Put the faeces of small children into the latrine pit.
- Put anal cleansing materials into the pit.
- Sweep the slab regularly and clean often with water.
- Provide water and soap (or ash) for handwashing.



### Environment:

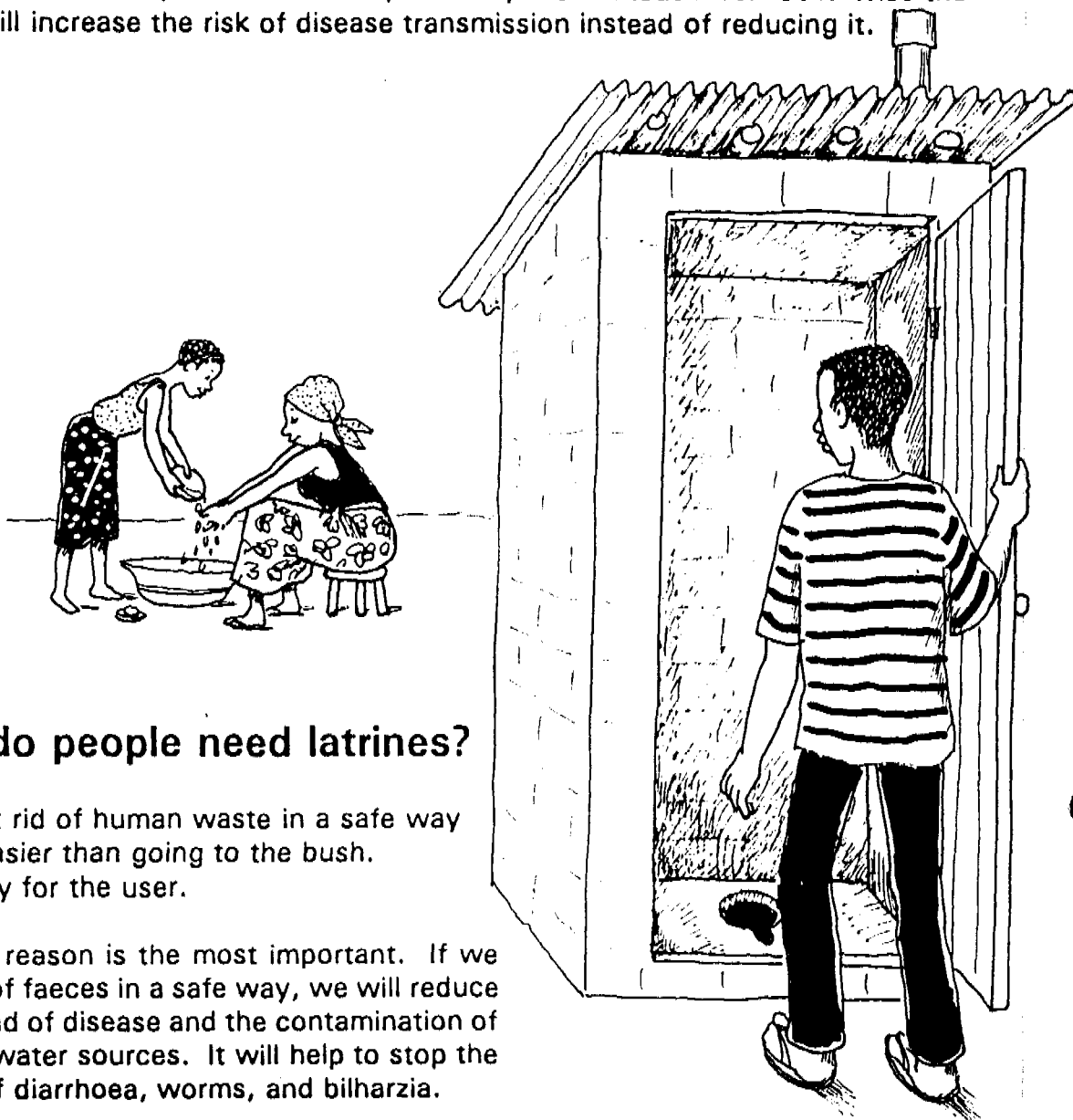
- Cover faeces. Faeces carry disease (by flies, in water, soil, food).
- Burn or bury refuse.
- Develop community refuse disposal sites.
- Weed around compounds on a regular basis.



# Sanitation

Sanitation is to keep the environment clean and free from diseases. One of the most important ways to improve sanitation is to use a latrine instead of using the bush. This section will look at how you can help promote the construction and hygienic use of household latrines.

A latrine is a safe place to pass stools and urine, but only when the latrine is properly constructed, well maintained, cleaned, and without flies. Otherwise the latrine will increase the risk of disease transmission instead of reducing it.



## Why do people need latrines?

- To get rid of human waste in a safe way
- It is easier than going to the bush.
- Privacy for the user.

The first reason is the most important. If we dispose of faeces in a safe way, we will reduce the spread of disease and the contamination of soil and water sources. It will help to stop the spread of diarrhoea, worms, and bilharzia.

To have a real improvement in health everybody in the family and most families in the village need to use latrines. And they need to use them in a safe way. If they don't wash their hands after using the latrine, the excreta will be passed to food or water and they will get sick.

## Why include latrine building in a water programme?

Safe water and safe latrines both reduce the spread of germs. By building latrines at the same time as a safe water system and teaching people to use water to stop the spread of germs (eg washing hands after using latrines), you will help reduce the number of people who get sick from diarrhoea and other diseases.

## Why a new approach to sanitation?

- ◆ Few families own latrines - only 1 out of 10 households. The rest use "free range" or open defecation, which is a major health hazard.
- ◆ Previous sanitation efforts focused on communal toilets. These toilets were poorly cleaned and maintained because they were communally owned.
- ◆ The most common latrines are pit latrines. These latrines are often poorly constructed: they are unsafe to use, smelly, and breed flies.
- ◆ Many toilets are poorly cleaned and maintained.
- ◆ In households owning toilets only some people use the latrine. Landlords prevent tenants and parents prevent children from using the latrine.



## What is the new latrine programme?

The new latrine programme has the following features:

- ◆ Construction of individual household latrines, not communal latrines
- ◆ Developing local skills for latrine building - through training local artisans
- ◆ Using affordable and appropriate designs - the latrines will be designed to be low-cost, safe, minimize smell and flies, and provide privacy.
- ◆ Promoting use of the latrines by the whole family and proper maintenance.

## How will individual families participate?

1. A family approaches a latrine artisan and completes an application form.
2. The family decides on the type of latrine - Rectangular or Mozambique Slab.
3. The family receives a subsidy from the District Assembly covering roughly half the cost of the toilet. The family uses the subsidy and its own contribution to pay for labour and materials. Often their own contribution consists of in-kind inputs (eg labour for digging the pit and locally obtained materials).
4. The family enters into a contract with the artisan, who then constructs the toilet. The artisan advises the family where to get materials.

## How can you help to promote latrine construction?

One of your roles is to promote the construction of latrines by individual families. While latrine building is an individual choice, you can still use community meetings and the Watsan committee to promote the idea of latrine building.

*Remember - Watsan is a Water and **SANITATION** Committee. Help them get involved in promoting sanitation.*



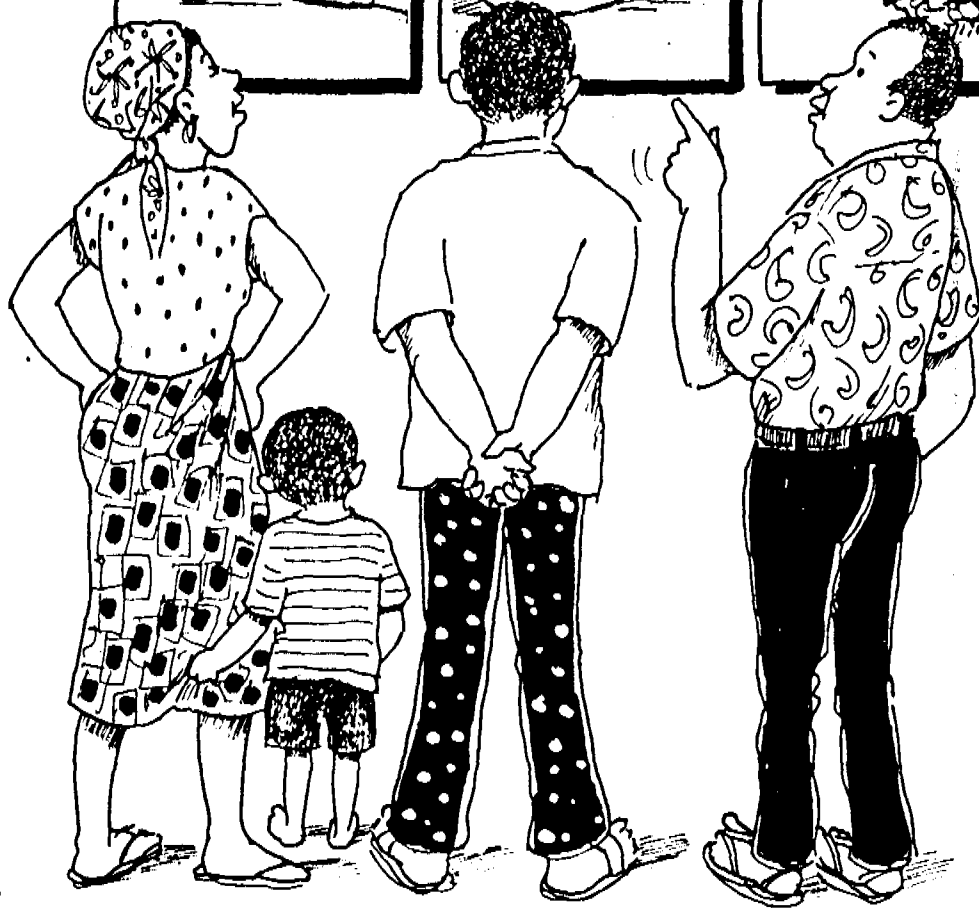
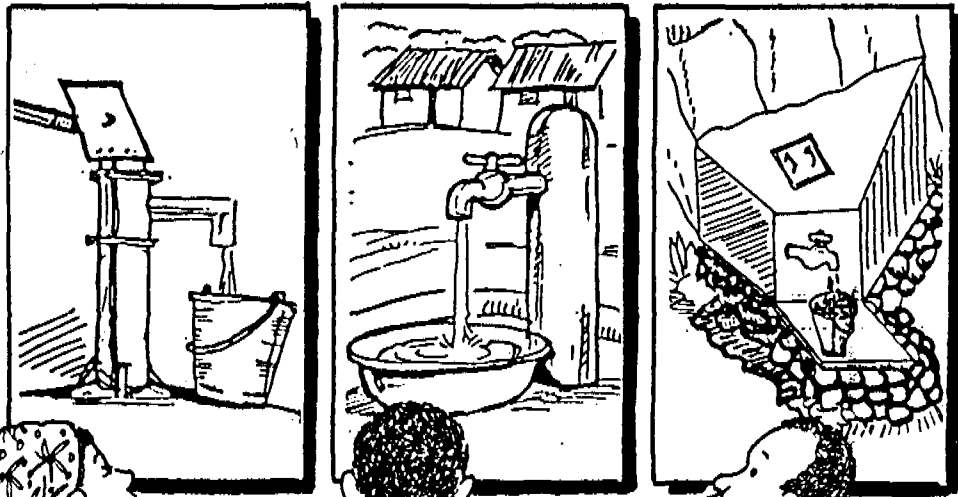
Here are a few things you can do:

- Get to know the local artisans and introduce them at your meetings. Help the artisans promote customers in the villages in which you are working.
- Invite one or two artisans to join the PO. You can then help the latrine artisans promote their business and help with transport.
- Get Watsan to promote the latrine programme and record the names of those who want latrines.
- Encourage Watsan members to be models, building their own latrines.

### HOW TO PROMOTE INTEREST IN LATRINES?

1. Ask the following questions -
  - a) *What do you know already about latrines?*
  - b) *Why do people need latrines? What are the benefits?*
  - c) *What fears or concerns do you have about latrines?*
  - d) *How can you build your own latrine?*
2. Build on people's knowledge and respond to their concerns. They may, for example, look at latrines as communal facilities and may not like them because of the poor maintenance and bad smell. They may be worried about the safety of latrines based on their experience with pit latrines. Explain that the new latrines will be individually owned and maintained; and will be stronger and no longer smelly.
3. Explain the health benefits of latrines, but don't limit yourself to health arguments. Also mention convenience, privacy, and social status.
4. Discuss the practical steps to build a toilet and how families can reduce costs by digging their own pit and using local building materials.

For more information on latrine construction, see page 131.



# CHAPTER 8

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## Technical Issues and Planning

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# Introduction

This chapter looks at **TECHNICAL ISSUES AND PLANNING**. It provides the information you need to help the community make informed choices about the type of facilities to be developed, their siting, and maintenance.

It is divided into the following sections:

- SURFACE WATER AND GROUNDWATER**
- HAND DUG WELLS & BOREHOLES**
- SPRING DEVELOPMENT & PIPED WATER SYSTEMS**
- SITE SELECTION**
- PUMPS**
- CONSTRUCTION AND COMMUNITY INVOLVEMENT**
- CARETAKERS AND MAINTENANCE**
- SITE MAINTENANCE**
- LATRINES**

## Surface Water and Groundwater

Many rural communities depend on **SURFACE WATER** - water from streams, ponds, or dams. Surface water, unless treated, is not safe for consumption - it gives people diseases, such as diarrhoea and guinea worm.

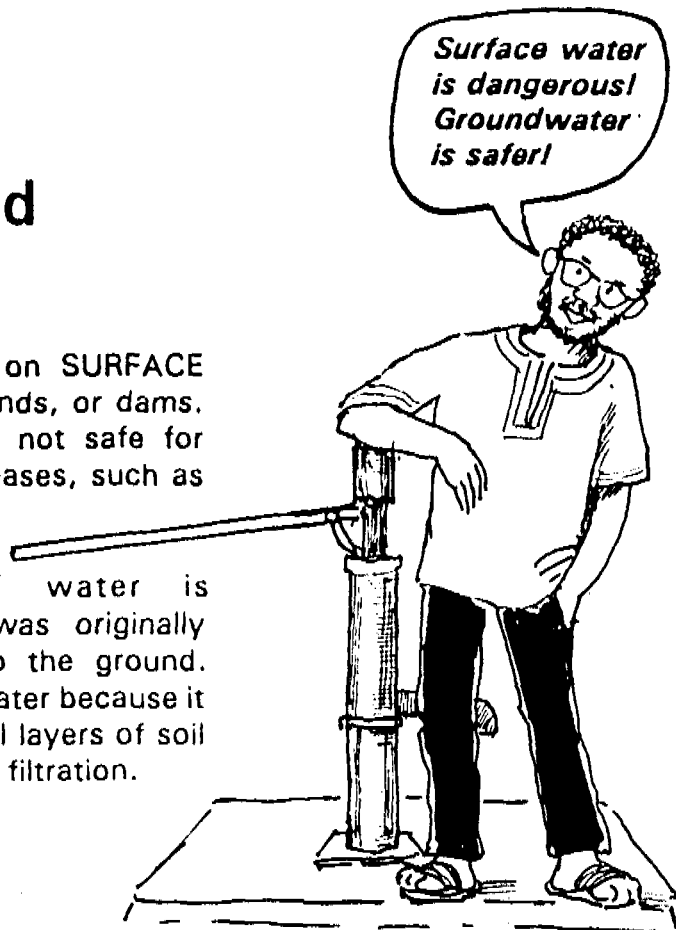
The alternative source of water is **GROUNDWATER**. This water was originally rainwater but it has seeped into the ground. Groundwater is a safer source of water because it has travelled down through several layers of soil and sand and is cleaned by natural filtration.

Ground water can be:

- tapped by sinking **WELLS** into the ground water
- protected at places where it flows out in the form of **SPRINGS**.

There are two types of wells -

- **HAND DUG WELLS** - wide wells that are dug by hand that are relatively shallow.
- **BOREHOLES** - narrow wells that are drilled by machines that are normally deeper than hand dug wells.



# Hand Dug Wells

Hand dug wells are **SHALLOW WELLS** ranging from 5 to 20 metres. They are constructed in areas where groundwater is close to the surface. To protect the quality of the water hand dug wells should be at least 6 metres deep and the top 3 metres should be sealed to prevent contamination by surface water.

Hand dug wells have a **LARGE DIAMETER**, ranging from 0.8 metres to 1.3 metres. The large diameter ensures that people can enter the well for digging; water can be drawn out by bucket; and water is stored for use during peak collection times.

Hand dug wells are **MUCH CHEAPER** to construct than boreholes. They can be dug with simple hand tools (eg modified picks, digging hoes, rope and buckets) using local labour. Digging a hand dug well takes much longer to construct than a borehole (2-4 weeks for a team of 3-4 workers).

Water can be drawn out of the well with a **HANDPUMP** or a **BUCKET** (through an access hole in the cover slab). If a pump is installed, it will protect the well water from contamination. When the pump breaks down, the access hole in the cover slab can be opened so that a bucket can be used to draw water until the pump is repaired. This ensures a continuous supply of water.

The big risk with hand dug wells is that the village digs for 2 or 3 months and then hits rock and doesn't find water. Hand augers are one way of quickly testing a site to make sure water is there. A community can auger down to 50 feet in few days.

**HAND DUG WELLS ARE NOT A NEW TECHNOLOGY!** Many communities have been using them for a long time. Traditional wells, however, had some problems:

- Some were poorly lined and they often collapsed.
- They did not go deeper than the water table and dried up in the dry season.
- The top part of the well was left unprotected, so there were dangers of people falling in or the well becoming contaminated.

**MODERN CONSTRUCTION METHODS** have helped to overcome these problems:

- Caisson rings and improved digging tools are used to deepen the well in loose soils and below the water table - this helps to ensure water year round.
- The top part of the well is protected to avoid contamination.
- A hand pump is added to make collection easier and minimize contamination.



In the 70s and 80s many rural water projects concentrated on boreholes and ignored hand dug wells. In CWSP hand dug wells are being revived as a cost effective alternative to boreholes. They are much cheaper and more easily sustainable. Your job is to help the community to reassess this technology - to see its improvements (eg lining, digging below the water table, fitting with hand pump) and its advantages over boreholes.

## New Digging Methods

In the period 1990-1994 PAMSCAD constructed many wells, but they were built very quickly with limited quality control. As soon as the digging team struck water, they stopped and didn't dig deeper. Many of these wells have gone dry.

In the new CWSP approach the contractor is paid on the depth of each well - not as in PAMSCAD on a completed well. The contractor is given a financial incentive to go deeper into the water table. As part of his contract he is expected to return the following dry season to check on the well and if necessary dig it deeper.

The contractor is assisted to construct a deeper, better quality well with improved equipment and design. The greatest improvement is the use of **CAISSON (cement) RINGS** to dig in loose soils and below the water table. The caisson rings shut out unstable soils and allow the digging to continue. The sinking of the caissons has been assisted by better design of the caissons themselves, and by a variety of equipment for lifting them, binding them together, excavating under them, and doing related tasks such as raising and lowering buckets and workers.

The community's experience with PAMSCAD hand dug wells may discourage them from choosing this option. You should carefully explain the new methods for hand dug well construction - eg digging below the water table using caisson rings - and how this will ensure that they get a well which provides water year-round.

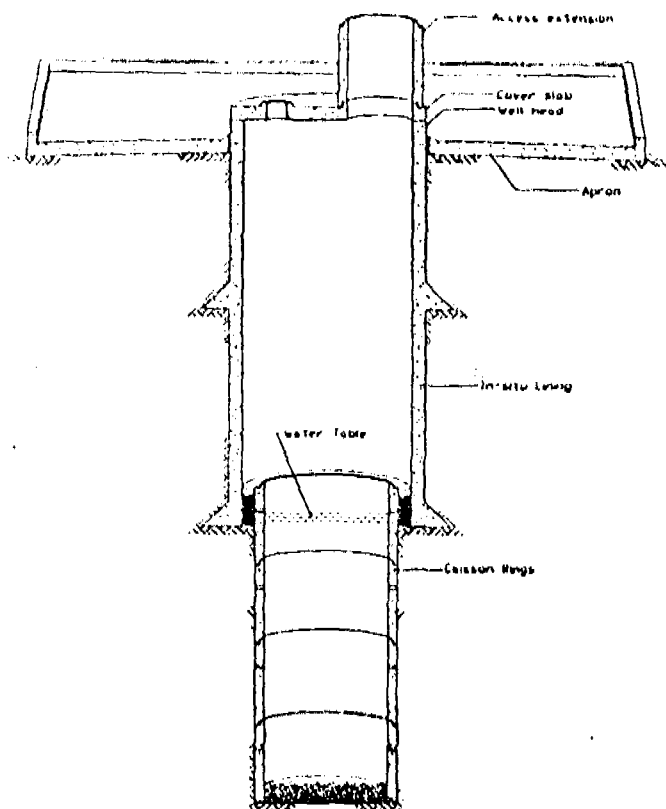
One option for communities who have PAMSCAD wells is to **REHABILITATE** them, which can be done with CWSP assistance. CWSP does not, however, rehabilitate traditional wells because they are usually too narrow for easy digging.

### An Improved Hand Dug Well

**TOP** - well cover, well head, apron, drain channel, and animal trough. These parts provide safety for users and prevent surface water and dirt from entering the well.

**MIDDLE** - a shaft or lining made out of concrete rings, stone, or bricks. This prevents the walls from collapsing and surface water from seeping into the well.

**BOTTOM** - caisson rings, cutting ring, and filter. These parts allow water to flow freely into well and prevent any soil from aquifer entering the well.



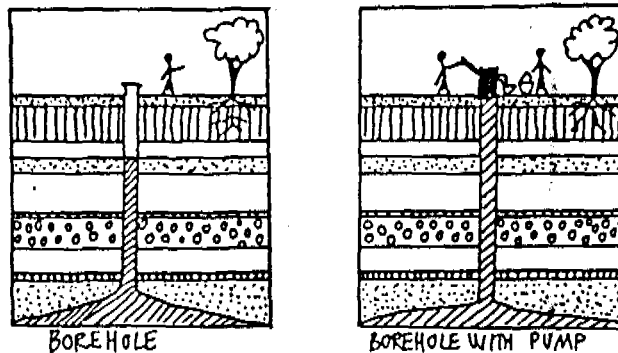


# Boreholes

Boreholes are **DEEP WELLS** which are drilled with a machine. They are particularly suited for areas where the water table is below 20 metres and where the ground is too hard for hand digging. They can be drilled quickly and use little labour, because they require specialist skills and equipment. They are much more expensive to construct than hand dug wells.

Boreholes are **NARROW IN DIAMETER** - ranging from 5 to 20 cm. This means that they are too small for a bucket to enter the hole. Instead a pump is installed to draw water out of the borehole. A concrete pad is constructed to hold and protect the pump. The top 2-4 metres of the hole is sealed with cement to prevent contamination from the surface.

A borehole allows the drawing of clean water from deep underground, but a pump is needed to lift the water to the surface.



After drilling the hole is lined with **PLASTIC CASING** to prevent collapse and **SLOTTED SCREENS** to allow water to flow into the well.

The **PLASTIC CASING** is placed at the top part of the hole where there is no water flow into the well. This keeps the soil from caving in. The casing also serves as the housing for the pump cylinder.

The **SCREENS** are placed lower down at the water bearing zone. The slots in the screen allow water to flow into the well from the water bearing zones. The slots are small so that soil particles cannot enter the well and damage the pump.

## Maintenance

A borehole will require maintenance about once in ten years. Over time the screen becomes blocked with sand and silt and the borehole no longer produces sufficient quantities of water. When this happens, the borehole needs to be cleaned and redeveloped: the cleaning is done by blowing air down the hole (with a compressor) to dislodge sand and silt from the screen and then blow out the dirty material that has been dislodged. This will help to improve the flow of water from most boreholes.

# Spring Development

**SPRINGS** occur at places where water bubbles out of the ground in a continuous flow. Springs are found usually at the bottom of hills. Springs can be developed as a source for a community's water supply.

To develop a spring a **SPRING BOX** or **SPRING WALL** is constructed. This helps to provide a collection point for users, increase the water flow (if necessary), and and protect the spring from contamination.

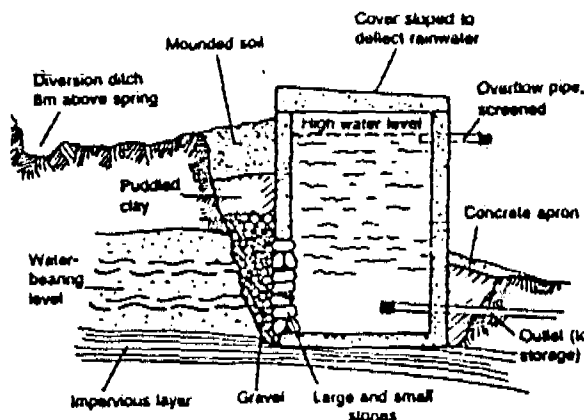
The main source of the spring (known as the "eye") is dug out to increase the flow and also to expose the firm soil on which the spring box or wall is constructed. The exposed eye is covered with gravel and sealed with clay or cement mortar. The box or wall is fitted with pipes (outlet and overflow) to draw out water and also allow excess water to flow into a drain. A diversion ditch is dug above the spring to prevent surface water getting into the spring. The area is fenced to prevent access by people or animals.

Before developing a spring, check on two things -

- **QUALITY:** Conduct a survey to identify all possible sources of contamination (eg latrines, refuse dumps, use of insecticides, etc.)
- **QUANTITY:** Measure the flow of the spring in the dry season to see if it produces enough water for the community. To do this dam the spring, redirect the water into a container with a known volume, and time the filling rate.

**Example:** The example below shows that the spring is producing enough water on a daily basis for the present population.

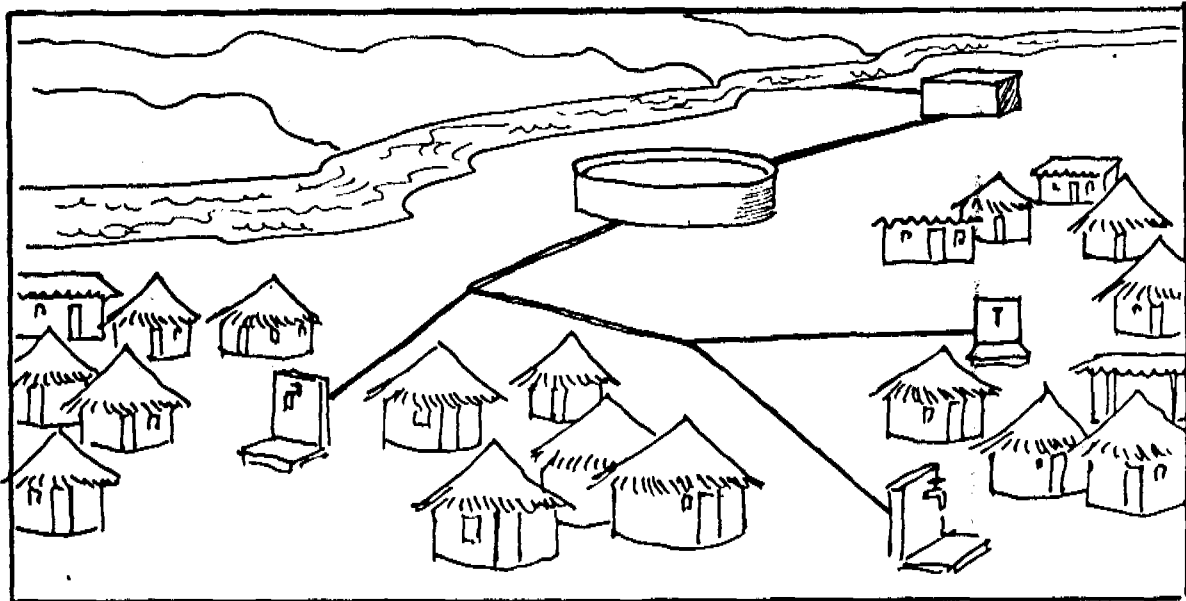
WATER PRODUCED BY SPRING	WATER NEEDED BY COMMUNITY
Volume of container: 10 litres	Needs per person per day: 15 litres
Filling rate: 10 seconds	Village population: 500 people
Volume per minute: 60 litres/minute	Total needs per day: 7500 litres
Volume per hour: 3600 litres/hour	
Volume per day: 86400 litres/day	



# Piped Water Systems

A **PIPED WATER SYSTEM** is built to carry water from the source to the community in pipes. Water is pumped (or flows by gravity) into a tank and then distributed by gravity through pipes to standposts at different points in the community.

Under the CWSP a piped water system is recommended for small towns with a population between 5000 and 15000.



The parts of a piped water system are:

**SOURCE OF WATER:** The best source is a spring. A borehole or hand dug well could also be used. A stream is okay if it flows year-round. (If a stream is used, the water may need to be treated.) The source of the water should be protected.

**WATER TREATMENT TANK:** A special tank using a sand filter is built to remove dirt from the water. This is only required if the source is surface water.

**STORAGE TANK:** The storage tank fills up during the night and stores the water for use during the day. It is built with concrete, aluminum, or galvanised steel. It should be elevated to enable water to flow to the standpipes by gravity.

**PUMP:** Where the water source is lower than the tank, a pump may be needed to pump water up into the storage tank.

**MAIN PIPELINE:** The main pipeline carries the water from the source to the storage tank. The pipeline is buried in the ground but may be above ground in some places. Burying the pipe protects it from damage.

**PIPE NETWORK:** This is a series of pipes of smaller diameter than the main pipeline that take the water from the pipeline to the standposts in the community. All the network pipes are buried underground so a trench will need to be dug.

# Choosing the Technical Option

Help the community discuss the advantages and disadvantages of each option:

OPTION	ADVANTAGES	DISADVANTAGES
HAND DUG WELL WITH A BUCKET	<ul style="list-style-type: none"> <li>• Cheap to construct - uses simple tools</li> <li>• Stores lots of water</li> <li>• Allows easy access so it can be cleaned</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of contamination</li> <li>• Prone to accidents in uncovered wells</li> <li>• Dries up in dry season - needs to be deepened</li> </ul>
HAND DUG WELL WITH A PUMP	<ul style="list-style-type: none"> <li>• Can be opened to use a bucket if pump spoils</li> <li>• Cheaper than borehole</li> <li>• Little contamination because water taken through pump</li> </ul>	<ul style="list-style-type: none"> <li>• Contamination when pump breaks down and people use a bucket</li> <li>• If water table too deep, hand dug well is not possible - only borehole</li> </ul>
BOREHOLE WITH A PUMP	<ul style="list-style-type: none"> <li>• Some contamination during drilling. Borehole chlorinated to eliminate this contamination.</li> <li>• Suitable for deep water table and hard ground</li> <li>• Less time and labour to construct</li> </ul>	<ul style="list-style-type: none"> <li>• Expensive - 2-3 times cost of hand dug well</li> <li>• If pump spoils, no alternative to get water; people may return to old sources</li> <li>• May wait a long time for drilling rig to come</li> </ul>
SPRING DEVELOPMENT	<ul style="list-style-type: none"> <li>• No contamination - source is covered</li> <li>• Year round supply - no reversion to old source</li> </ul>	<ul style="list-style-type: none"> <li>• Farming activities around the spring can use up the water</li> </ul>
PIPED SYSTEM	<ul style="list-style-type: none"> <li>• Water brought closer to community</li> <li>• Use of local labour</li> </ul>	<ul style="list-style-type: none"> <li>• Expensive - cost depends on the amount of pipe used</li> </ul>

In helping the community to make these comparisons, you should remember:

- ☛ Hand dug wells are the recommended option where water table is shallow.
- ☛ Hand dug wells are not possible if the water table is below 20 metres.
- ☛ Hand dug wells with a bucket can be upgraded - ie at a later stage the community can put on a handpump.
- ☛ PAMSCAD hand dug wells can be rehabilitated.
- ☛ The community can select a MIX of options (eg a combination of hand dug wells and boreholes) to increase sustainability.
- ☛ Piped systems are only available to large villages with populations between 2000 and 15,000.

# Site Selection

After deciding on the type of facilities, the next step is to **CHOOSE THE SITES**. The community should take an active part since they know their own environment. The selection will be based on **SOCIAL** and **TECHNICAL CRITERIA**.

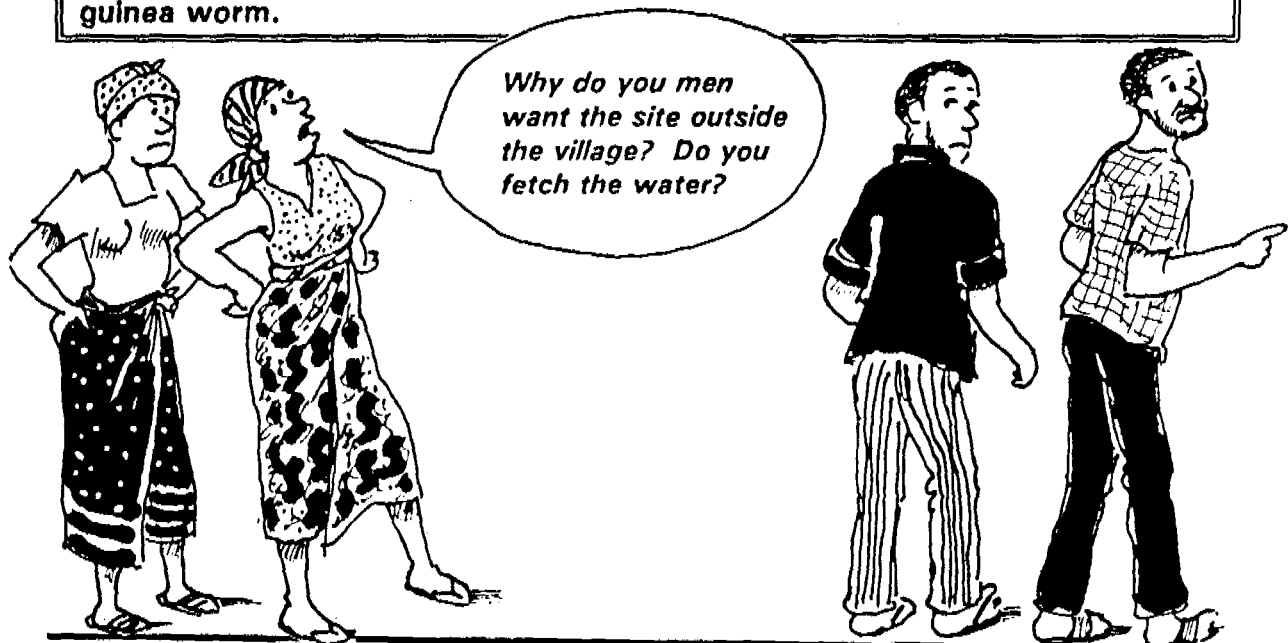
## Social Criteria

The community should start the selection process. Let them select 2-3 optional sites for each facility. The sites should provide **EASY ACCESS FOR EVERYONE**. They should be centrally located and well distributed over the settlement. They should be as close as possible to people's houses, since a major objective is to reduce walking distance.

Women, who fetch the water several times a day, want to have the new facility as close to the house as possible. If it is located further away from an old source (river or pond), they may continue to use the old source, especially if they are not convinced it is unsafe.

The community will also know **PLACES THAT SHOULD BE AVOIDED** - eg sacred groves or cemeteries.

In one village PAMSCAD sited a borehole in the main lorry park, hoping this would help the community who were suffering from guinea worm. But no one talked to the community about where it should be sited. If they had, they would have discovered that the lorry park was the site of an old cemetery. When the borehole was completed, no one in the community used it. It remains unused to this day, even though people still suffer from guinea worm.



## Technical Criteria

Once the community have selected a number of optional sites, the PO should visit each site with the community to check on their suitability. This review can be based on **TECHNICAL CRITERIA**, which are given below.



### PLACES TO AVOID

Site wells at least 100 metres away from places that could contaminate the wells - eg latrines, septic tanks, refuse dumps, cattle/goat kraals, farms that use chemicals, and cemeteries.

You should also avoid siting the well too close to

- places which are low and may get flooded in the wet season
- rocks - it will make digging difficult.

### SIGNS OF A GOOD SITE

Technical people need to be consulted on the siting of the wells so that they are located on good aquifers which can supply lots of water. Their job is to look at each of the sites proposed by the community and make the final selection, based on technical criteria.

Some of the **indicators of good aquifers** include:

- layers of gravel and sand
- weathered rock zones
- valleys and river beds
- many ant hills
- deposits of clay for making pots
- the presence of traditional wells

Certain types of trees and bushes are also good indicators:

- Baobab, mango, nim, and teak indicate that *groundwater is deep*.
- Banana, sugar cane, and evergreen areas indicate *shallow ground water*.
- Grass and the salty taste of sugar cane indicate *salty water underground*.

# Pumps

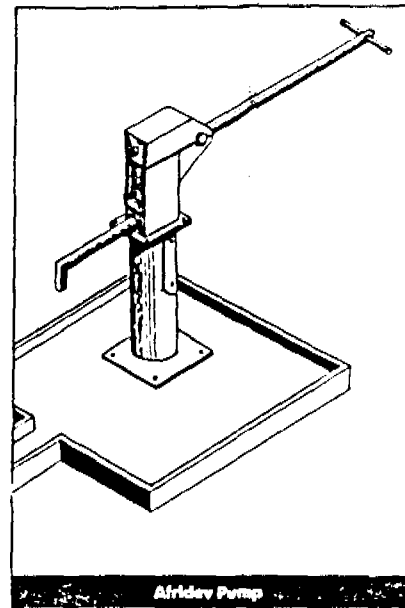
CWSD has selected the following four pumps for use in the CWSP:

- AFRIDEV
- NIRA AF-85
- GHANA MODIFIED INDIA MARK II
- VERGNET

NIRA is used for shallow boreholes and hand dug wells, the other three for deep wells. All four pumps are designed to serve a population of up to 300 people.

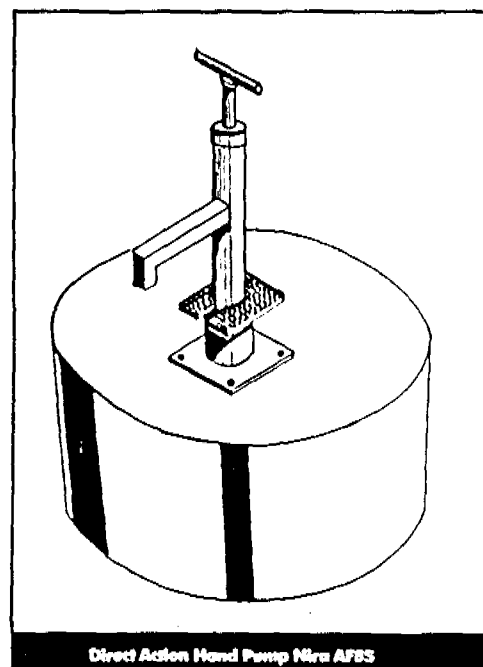
## AFRIDEV

- Deep well reciprocating pump
- Pump head - galvanised steel.
- Pump rod - stainless steel. Can be easily removed without tools.
- Rising main, pump cylinder, piston, foot valve - plastic.
- Wearing parts - U-Seal, O-ring, bobbins - rubber.
- Top cylinder is open - plunger and foot valve can be withdrawn through rising main.
- Recommended installation depth - 16.5 to 30 metres. If deeper than 30 metres, frequent breakage of plastic pipes.
- Cheaper than other 3 pumps.
- Local manufacture soon by ITTU.



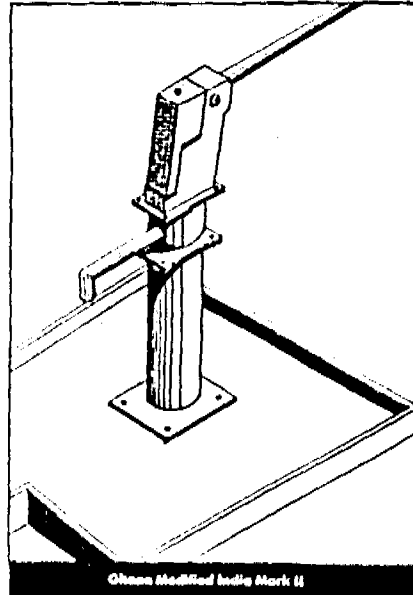
## NIRA AF-85 PUMP:

- Direct action pump - water is lifted to the surface by plunger assembly.
- Limited to pumping lifts of maximum 16 metres.
- Pump head is made of galvanised steel to protect it against corrosion.
- Pump rod, rising main, piston, foot valve are made of strong plastic.
- Wearing parts - sealing ring, collar bearing, valve bobbin - rubber.
- Open top cylinder allows the plunger and footvalve to be pulled out easily.
- Minimal maintenance - no hydraulic system to be greased.
- Partly manufactured and partly assembled in Ghana.



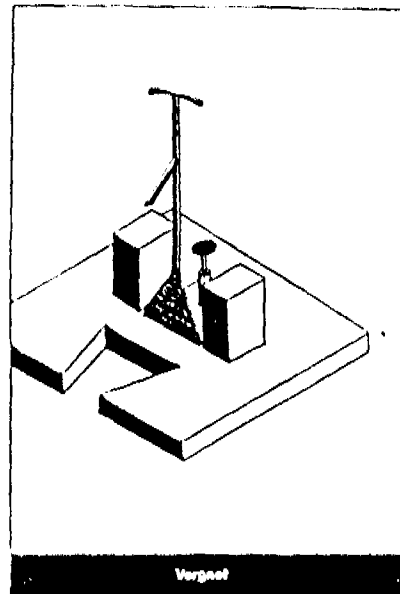
### GHANA MODIFIED INDIA MARK II

- Deep well reciprocating pump: water lifted to the surface by reciprocating action of the plunger assembly.
- Pump head is made of galvanised steel to prevent corrosion.
- Pump rod and rising pipes are made of stainless steel.
- Cylinder and other parts are made of brass.
- Recommended installation depth - 16.5 to 50 metres.
- Maintenance requires outside help from trained mechanics.



### VERGNET

- Hydraulic operated pump.
- Operating principle: water is forced into an expandable bag within a closed and valve-operated stainless steel cylinder. The bag increases in size and forces the water out into the discharge hose. When the pedal is released, the bag contracts and sucks water into the cylinder.
- The pump head is made of galvanised steel.
- Corrosion resistant.
- Maintenance requires help from trained mechanics.



All four pumps are strong and reliable - they may be "used and abused" by pump users but they won't break easily. They are also cost effective - the pumps and their parts are cheaper than other pumps. Some of the pumps and their spare parts are being manufactured in Ghana.

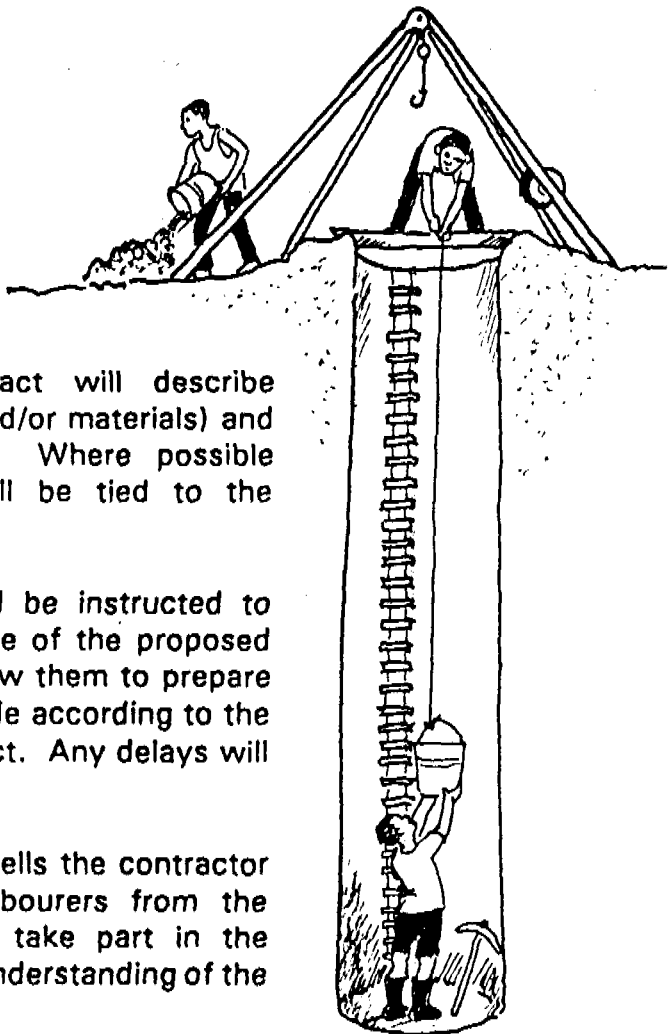
Afridev and Nira pumps are "Village Level Operation and Maintenance" or **VLOM** pumps. They are simple to repair and both above ground and below ground parts can be repaired by village caretakers who have been trained to replace parts whenever they wear out. In some cases, however, they require help from a trained Area Mechanic.

Mark II and Vergnet are "Village Level Operation and Management of Maintenance" or **VLOMM** pumps. They are maintained through a combination of skills: local caretakers are able to maintain the above ground parts; below ground parts require the services of a trained Area Mechanic. So in this case the community is "managing its maintenance": when the caretaker recognises a fault in the pump, Watsan hires an outside mechanic to come and repair it.



# Construction

- ◆ **Construction Contracts:**  
The contracts will be drawn up:
  - by RWST for boreholes
  - by DA for hand dug wells.
- ◆ **Community Inputs:** The contract will describe community inputs (cash, labour, and/or materials) and when they are to be provided. Where possible community cash contributions will be tied to the purchase of specified materials.
- ◆ **Advance Notice:** Contractors will be instructed to inform communities well in advance of the proposed construction schedule, so as to allow them to prepare their inputs. The inputs will be made according to the schedule in the construction contract. Any delays will be chargeable to the community.
- ◆ **Labour:** In the case of hand dug wells the contractor will be encouraged to employ labourers from the community. Caretakers will also take part in the construction so they have a better understanding of the new facility that they will maintain.
- ◆ **Materials:** The HDW contractor will also be encouraged to use local materials provided by the community. However, the contractor may refuse to use them if they are poor quality or too expensive.
- ◆ **Supervision:** The RWST water engineer will be responsible for supervision, with help from the community, PO, and DWST.
- ◆ **Pump Installation:** Once the borehole or hand dug well is completed, a local supplier will instal the pump. The supplier will also train the caretakers.
- ◆ **Testing:** The RWST will test completed wells and record their performance and water quality. In some cases a contractor might be hired to monitor, disinfect, and test the yields of a number of wells.
- ◆ **Certification:** After testing there will be a final inspection and handover ceremony, attended by Watsan, PO, DWST, and DA representative. A Certificate of Satisfactory Completion will be signed by Watsan and DWST.
- ◆ **Warranty:** Hand Dug Well contractors will be required to return to all dug wells at the end of the dry season following their construction to check on the well and deepen it, where necessary. Pump suppliers will be required to maintain pumps during the warranty period (12 months after installation).



# Community's Role in Construction

The community will own the new facility so they should take an active part in the construction. It is their job to make sure it is built properly. RWST, PO and DWST may help with supervision, but the community is the "manager".

The Watsan committee and community should be involved in the following:

- ◆ **Schedule:** Watsan should meet with the contractor before construction starts to agree on a schedule and how the community can help.
- ◆ **Access Road:** Before contractors arrive, the community should clear a road to make the sites accessible. Where this is difficult because of the terrain, they should help to carry the tools, materials, and equipment to the site.
- ◆ **Food and Accommodation:** The community can help arrange accommodation for the hand dug well crew, but they are not expected to provide free food for the workers during the construction.
- ◆ **Storage:** Watsan should help with the storage of tools, materials, and equipment - as close to the site as possible - and ensure their safekeeping.
- ◆ **Materials:** The community may provide materials (eg sand and stone) for the hand dug well as an in-kind contribution to the cost of the well. The contractor will decide if the materials are an acceptable standard and negotiate the price.
- ◆ **Labour:** The community may also provide unskilled labour as part of its in-kind contribution. The cost would need to be negotiated with the contractor.
- ◆ **Quality Control:** Watsan should check the quantity and quality of materials used in the construction. They should also check on each part of the hand dug well as it is being constructed. They should complain to the PO or DWST if they have doubts about the workmanship.
- ◆ **Site Meetings:** Watsan should meet with the contractors on a regular basis (eg once a fortnight) to review progress.
- ◆ **Pump Installation:** The caretakers and other committee members should be present when the pump is installed.
- ◆ **Certificate of Completion and Commissioning:** Once the facility has been constructed, the RWST/DWST will test the performance of the pump, borehole, or well system. Watsan will then give final approval of the work done.



# Caretakers

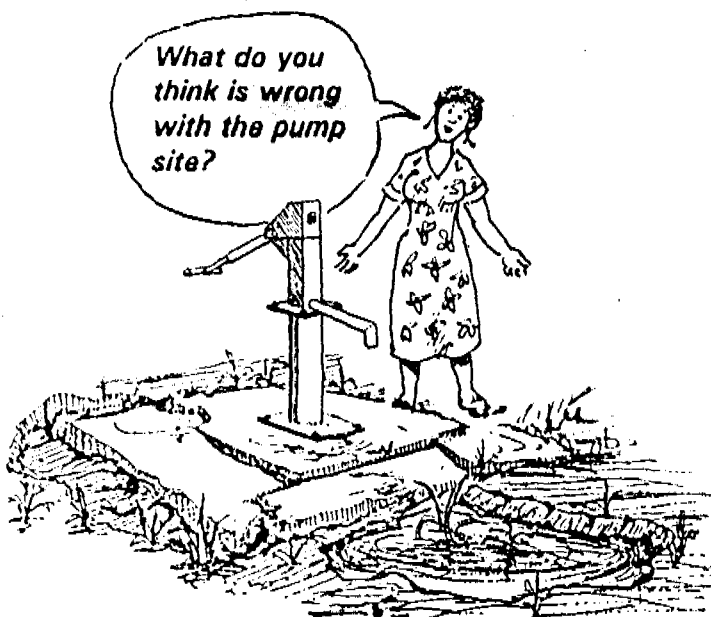
- ◆ **Selection:** Each community will select caretakers for their new water supply. One caretaker is needed for each water point - and ideally two. At least half of the caretakers should be women. Most communities look for people who are good at working with their hands, relatively young, hardworking and reliable, trusted by the women using the water point, and available on a regular basis. Caretakers should live close to the water point and be members of Watsan.
  
- ◆ **Job Description:** The job of the caretaker is to:
  - Carry out routine maintenance (eg tighten bolts/nuts).
  - Conduct pump tests eg check the flow of water for signs of a leak in the foot valve or a low water table in the well.
  - Check the parts of the pump and replace worn out parts.
  - Keep records - of parts bought and used, maintenance and repairs.
  - Report major faults to the Watsan committee.
  - Supervise repairs done by Area Mechanics.
  - Teach everyone how to use the pump properly.
  
- ◆ **Training:** Caretakers will be trained for the above tasks, given basic tools and encouraged to do regular inspections and maintenance.



- ◆ **Culture of Maintenance:** In the new COM system the community are responsible for maintenance. To minimise costs, they will need to build a "culture of maintenance" - a commitment to using the facility properly and organising regular maintenance. Some parts, such as the pump rod in the Afridev pump, can easily be damaged if children play with the pump. If those using the pump learn how to operate it carefully, the rod won't get damaged and the community will avoid this expense.

# Site Maintenance

Site maintenance is a way of protecting the community's investment - the new facility. It is their responsibility and should be organised at their initiative, not just to satisfy the PO. A dirty site makes it difficult for women to fetch water, may contaminate the water, and will attract mosquitoes.



## What Needs to be Done?

- ☛ **Keep the Site Clean:** Keep the site free from mud, weeds, and excess water. Sweep the pad and the area around it daily. Weed it whenever necessary. Scrub the pad and pump stand to remove the green slime.
- ☛ **Drain Spilled Water away from the Site:** Standing pools of water around the well will attract mosquitoes and pollute the well. Make sure that gutters are swept so that water flows away from the pump pad into the cattle trough.
- ☛ **Protect the Pad against Erosion:** When a pad is not protected, the cement will crack. The pump will then become loose and get damaged, causing expensive repairs. To avoid this, pack stones firmly around the pad. (This is called **BACKFILLING**.) Protecting the pad keeps the pumpsite drained.

## How to Organise Community Action?

Many Watsan committees find it difficult to get the whole community to support site maintenance. In some cases they take on this work themselves. This should be discouraged! It is not Watsan's job to do this work on their own. It should be shared with other community members. Watsan are the organisers. It is their job to motivate and organise community members to do this work.

Each community will find its own way to organise site maintenance. Most communities assign different tasks to men and women and divide the work among different sections or clans. For example women are usually assigned to keep the site clean and this work is rotated among women from different sections. The men are assigned to weed the site and remove water from the trough (especially in the wet season). Both men and women help with backfilling - the women bring stones to the site, the men construct the backfilling.

# Latrines

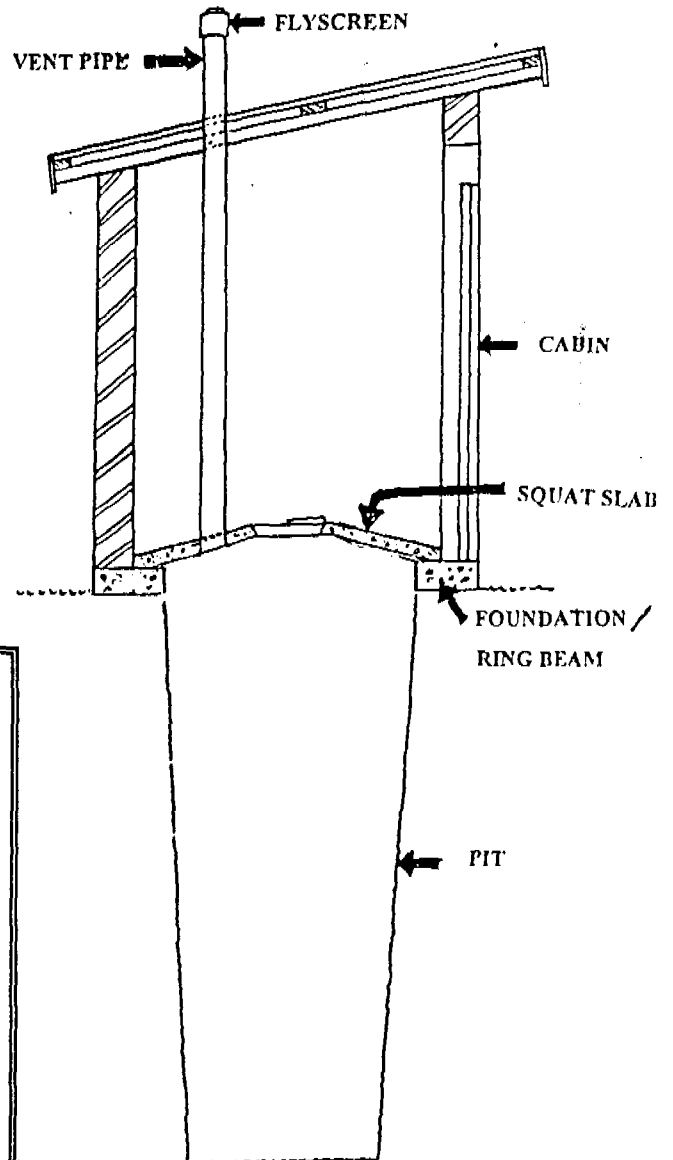
This section provides information on types of latrines. Chapter 7 explained what you do to promote the building of household latrines (pages 112-114).

In the past the most common type of latrine built in Ghana was the PIT LATRINE. This type of latrine has a number of problems:

- It is often poorly constructed and can easily collapse.
- Flies and mosquitoes breed in the pits.
- The latrines have a bad smell.

CWSP is promoting a new design for latrines, called the VENTILATED PIT LATRINE (VIP). This type of latrine has the following features:

- It has a VENT PIPE, which helps to reduce flies and the bad smell. Foul air is sucked out of the pit through the vent pipe.
- The vent pipe has a FLY SCREEN, which prevents flies from entering or leaving the pit.
- It uses a COVER SLAB which is strong and feels safe to use.



## What Are The Essential Parts of a VIP Latrine?

- PIT - to store excreta and urine
- COVER SLAB - to carry weight of the user and serve as the toilet floor
- SQUAT HOLE - an opening in slab through which excreta enter the pit
- RING BEAM - to transmit weight of user and cover slab into the stable soils beyond the pit
- SUPERSTRUCTURE (walls, door, roof) - to provide privacy and shelter
- VENT PIPE - to reduce flies and smell
- WATER AND SOAP - to wash hands!

There are two different designs for the cover slab promoted by CWSP - RECTANGULAR and MOZAMBIQUE (a circular dome-shaped concrete slab). The Rectangular slab uses iron rods as reinforcement; the Mozambique slab does not. Some people are unsure about the safety of the Mozambique design because of the lack of reinforcing iron rods. However, the Mozambique slab is as strong as the rectangular slab.

## Ring Beam and Slab

Proper casting of the concrete items - ring beam and slab - are essential for the safety and proper functioning of the latrine. This is important not just for the latrine owner, but also for the success of the whole sanitation programme: a collapsing latrine will not encourage other community members to build one. The curing process is very important for the concrete to reach its full strength. If the castings dry out before they have finished curing, they will be weak and likely to crack. Households should be encouraged to keep the ring beam and slab permanently wet for 7 days after casting.

## Superstructure

Each family should choose its own materials for the superstructure. The walls could be built out of sandcrete, landcrete, mud-wattle, sun-dried bricks, or bamboo; the roof out of thatch, corrugated roofing sheets, or burnt bricks. Encourage the use of locally available materials.

## Siting a Latrine

Where should the latrine be sited?

- At least 30 metres away from any water supply so that waste from the latrine does not contaminate the groundwater.
- Close to the house so that it is convenient to use by everyone in the house.
- On firm soil so that the pit and latrine building will not collapse.
- On a slightly raised ground so that rainwater can drain away from the site.



## Latrine Maintenance

It is important to keep the latrine clean and well maintained to get the full health benefits. A clean latrine will encourage people to use it!

- Sweep the cover slab regularly and clean with water to remove faeces.
- Do not cover the squat hole. Covering the hole interferes with the circulation of air which is responsible for fly and odour control.
- Put all anal cleansing materials into the pit.
- Keep the latrine door closed at all times. This will keep the latrine dark which helps to prevent flies.
- Check the fly screen regularly. If the fly screen is torn or has holes, flies will escape from the pit and spread disease.
- Check vent pipe regularly. Make sure it is not blocked or broken. Cut off tree branches that prevent light or wind movement over top of vent pipe.

For more information, see *Manuals on Latrine Construction* produced by TREND.

*This chapter is about all those things you do outside the field eg planning, writing reports, etc to support your work in the field.*



## **CHAPTER 9**

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**Work Planning, Report Writing,  
Monitoring, and Coordination**

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# Introduction

This chapter looks at all the other tasks you do to support your community work - **WORK PLANNING, DATA COLLECTION, REPORT WRITING, MONITORING, EVALUATION, AND COORDINATION.** We will look at each of these tasks - why it is needed and how it is done.

It is organised into the following sections:

**GOALS AND INDICATORS**  
**WORK PLANNING**  
**DATA COLLECTION**  
**REPORT WRITING**  
**FACILITY MANAGEMENT PLAN**  
**MONITORING AND EVALUATION**





# Goals and Indicators

What are we aiming at? What **RESULTS** do we want to see at the end of our work in each community? If we know what we would like to see happen, it will make it easier to plan, report on, and evaluate our work.

CWSP has set itself a number of goals. You have a major input to the following three goals:

- to build **COMMUNITY OWNERSHIP AND MANAGEMENT (COM)**
- to improve health through **HYGIENE ACTION AND SANITATION**
- to build a **SUSTAINABLE WATER SUPPLY**



*For each goal there are a number of **INDICATORS** - measures to show that the goal has been achieved.*

## **GOAL 1: COMMUNITY OWNERSHIP & MANAGEMENT (COM)**

1. **WATSAN COMMITTEE:**
  - Key sectors represented, including women and minority groups
  - Popularly elected by and accountable to the whole community
  - Regular Watsan meetings to report on action and solve problems
  - Regular community meetings to report on money and plan action
  - Funds collected on a systematic basis to pay for maintenance
  - Keeping of financial and maintenance records and minutes
  - Meetings with community to discuss and take action on hygiene
2. **COMMUNITY AWARENESS: 50% know and are able to explain:**
  - Need for good water, sanitation, and hygiene
  - Capital contribution, O&M costs and individual contribution
  - Roles of community/Watsan in relation to community management
3. **COMMUNITY PARTICIPATION:**
  - Frequency of meetings and number of people in attendance
  - Number of people contributing to maintenance fund
  - Number of people taking part in community action (eg site cleaning)
4. **CONTRIBUTION TO CAPITAL PURCHASE: Cash, labour, or materials.**
5. **MANAGEMENT OF MAINTENANCE:**
  - Stock of spare parts
  - Trained caretakers who regularly inspect and maintain facility
  - Quick action in response to breakdown
6. **LINKAGES: Links with DWST and Area Mechanics for assistance in solving water and sanitation problems.**

## GOAL 2: HYGIENE AND SANITATION

1. **HYGIENE HABITS:** Increased percentage of people who are
  - Using new water facilities on a regular basis
  - Avoiding the use of surface water for drinking and bathing
  - Washing hands with soap/ash before meals and after defecation
  - Cleaning fetching containers and covering storage containers
2. **COMMUNITY ACTION:** Number and frequency of actions to clean water point, compounds, and environment
3. **SITE MAINTENANCE:** Water point is regularly maintained:
  - Regular cleaning and weeding of area around facility
  - Drainage of water away from pump and backfilling
  - Repair of cracks in cement structures
4. **SANITATION:**
  - Number of completed latrines
  - Number of latrines constructed without subsidy
  - Increased percentage of people using latrines
  - Clean condition of latrines and absence of anal cleaning materials
  - Provision of water and soap/ash at latrine



## GOAL 3: SUSTAINABLE WATER SUPPLY

1. **FACILITY OPERATION AND CARE:** Percentage of users who are operating pump properly - eg correct/full strokes, not banging handle.
2. **FACILITY MAINTENANCE:**
  - Regular contributions to maintenance fund
  - Stock of spare parts and maintenance tools
  - Regular inspection and maintenance by trained caretakers
  - Repair of facility within one week of breakdown
  - Records of breakdowns and repairs.
3. **SUPPORT SYSTEM:** The community are:
  - Buying pump parts from private suppliers
  - Consulting DWST on water issues
  - Engaging the services of Area Mechanics for major repairs.

# Work Planning

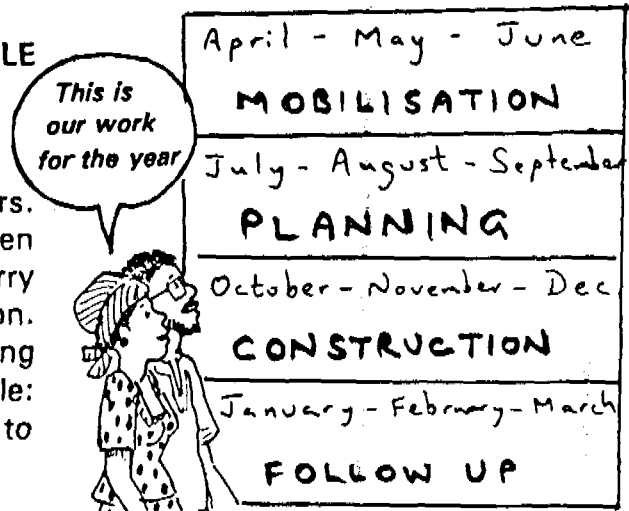
## CONTRACT PLAN AND MONTHLY PLAN

Your PO team will work in 10 communities over a one year period. This work will need to be carefully planned and scheduled so that:

- YOU complete your work within the time period
- COMMUNITIES know when you will visit so they can be prepared
- RWST, DWST, and SBDU know your schedule so they can provide support, training, monitoring, and payment.

First make an **OUTLINE PLAN OR SCHEDULE** for the whole contract period:

This plan will have to be adjusted to take into account seasonal and other factors. Mobilization and Planning phases are often scheduled in order to be ready in time to carry out construction during the dry season. Borehole construction sometimes takes a long time because of limited equipment available: communities have to wait for the drilling rig to come to their village.



Then make a **DETAILED MONTHLY PLAN**. Take the following into account:

- **Number of communities to be covered (10) and any transport limitations** (example: if you have to depend on public transport, you may need to stay in the community for 2-3 days on a single visit)
- **Different field work activities conducted during the relevant phase** - eg community meetings, sector group meetings, Watsan training, site visits, etc.
- **Number of meetings per day**. Normally a team can organise two community meetings a day. If you do more than that, the quality may suffer.
- **Community's own schedule**. The schedule will need to take into account:
  - a) farming season and market days - when it is difficult to hold meetings
  - b) taboo days (non-farming days) - when people are more easily available.
- **Community's own meetings**. You need to allow time in between your own meetings with the community for them to meet on their own.
- **Planning and reporting time**. Allow time to write reports, hold evaluation/ planning meetings, attend training sessions, and meet with other people.
- **Unforeseen circumstances**. You can't predict funerals, but you know they will come and stop your meetings. Allow time for postponed meetings.

## PLAN FOR AN INDIVIDUAL VISIT

Develop a written plan for each visit. This will help you organize your time, prepare yourself for each task, and make it easier to write your report at the end.

You only have a few visits during each phase to help the community achieve its objectives. To make the best use of each visit, you need to **PLAN!**

To plan a visit you need to review what happened in previous visits. Look at your team's last report. Get it out and read it over carefully - let it help you remember:

what happened...

what you heard...

what you saw...

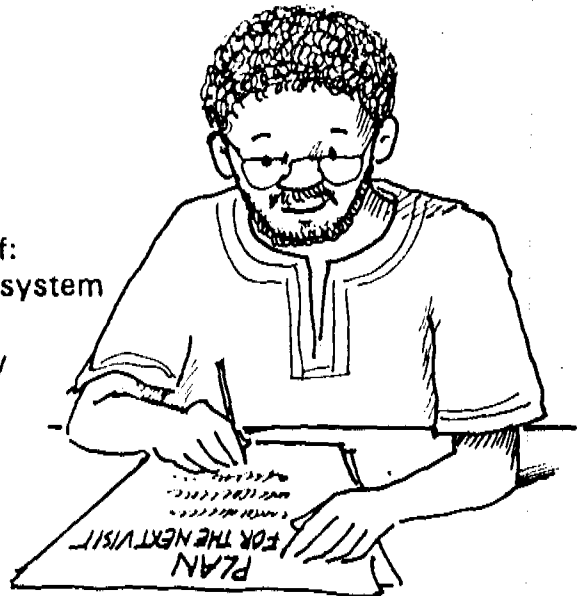
who you met...

what they said...

and...

where you thought the community was in terms of:

- awareness and acceptance of the management system
- understanding of technical issues
- organisation for managing the new water supply
- new hygiene and sanitation attitudes/practices
- practical action to raise funds, clean site, etc.



Your last report, along with the Project Cycle (pages 27-62), will help you plan the objectives and activities for your next visit.

Each plan needs to be written for a specific community. There is an agenda to follow, but you also need to look at the individual situation of the community. What are their major problems in preparing for COM? To help solve these problems should be the focus of your next visit.

Your plan for a meeting should describe:

- what **TOPICS** or **ISSUES** will be discussed
- what **QUESTIONS** will be asked to deal with those topics
- what **METHODS** will be used - eg community meeting or sector groups, buzz or small groups, report by Watsan, visit to potential sites, etc
- the **ROLES** of each team member - who will facilitate? who will take notes?
- a rough **TIME ALLOCATION** for each activity/topic and the whole meeting.



TOPIC	ACTIVITY	WHO	TIME
WARMUP	Songs and dancing (while gathering)	Peter	10
INTRODUCTION	Prayer. Short introduction to purpose of meeting. Reminder re importance of full participation, especially women.	Mary	5
REVIEW	Ask "What have you discussed and done since the last meeting?" Summarize to check on understanding.	Sam	10
COMMITMENT TO NEW WATER SUPPLY	<ul style="list-style-type: none"> <li>• All agreed or only a few people?</li> <li>• Benefits and responsibilities?</li> </ul> (BUZZ GROUPS OR SMALL GROUPS)	Peter	10
ORGANISATION	<ul style="list-style-type: none"> <li>• Review Watsan's management tasks</li> <li>• New committee or existing one?</li> <li>• What makes a strong committee? (BUZZ GROUPS)</li> <li>• How to choose? What criteria?</li> <li>• Sectors represented? Women?</li> </ul>	Mary Sam	30
MONEY	<ul style="list-style-type: none"> <li>• Commitment Funds: how to collect?</li> <li>• Safekeeping of funds? (Bank account?)</li> </ul>	Peter	30
HYGIENE	<ul style="list-style-type: none"> <li>• Brainstorming health/hygiene problems (BUZZ GROUPS)</li> <li>• Priority setting → Choose one problem</li> <li>• Problem-solving (STOP-START DRAMA)</li> <li>• Action Planning</li> </ul>	Mary	30
TECHNICAL ISSUES	<ul style="list-style-type: none"> <li>• Which option are you interested in?</li> <li>• Advantages and disadvantages?</li> </ul>	Sam	15
FOLLOWUP ACTION	<ul style="list-style-type: none"> <li>• Summary - by community.</li> <li>• Encourage community to meet.</li> <li>• Explain what happens next.</li> </ul>	Peter	10
CLOSING	<ul style="list-style-type: none"> <li>• Songs and dancing</li> </ul>	Mary	5

# Data Validation and Collection

During the Promotion Phase the DWST will collect some data - eg location, population, water sources, sanitation, health, etc. You will receive this data before entering the community. Look at it and identify what is missing or what information needs to be validated. This will help focus your own data gathering.

Data is being collected for three purposes:

- to help YOU understand the community better
- to help the COMMUNITY analyse their own water/health situation
- to provide CWSA and DA with baseline data for monitoring and evaluation.

**Why collect data?** It is important to find out how the community feel about their situation. This will help guide you in leading community discussions. You may find, for example, that people don't see that their river is polluted because they don't mind its taste and have not seen the connection between river water and diarrhoea. Knowing these views about water will help you in asking questions in the community meetings.

Your job is to gather more information and to complete missing data on the **BASIC COMMUNITY DATA FORM**. You will collect this data during Phase I and at the first Watsan training course. Some of this information can be gathered by observation during the Guided Walk (eg data on water sources). Other information can be collected during focus group discussions or community meetings (eg information on local organisations).



Be careful how you collect this information. If you collect it too early in the process, you may make people feel uncomfortable. First establish a relationship and the trust of the community before you start to ask for this information.

Explain **WHY** you need this information so that people don't feel you are trying to "steal their secrets". For example, if you are asking about local organisations, explain that their own experience with organisations and committees will help them organise for COM.

On the following pages are given an example of the Basic Community Data Form.

## BASIC COMMUNITY DATA

Community Name OBOACHIRE Date 12/9/97

Zone ABOABO ZONKOR Community ID No. \_\_\_\_\_

Region SOUTH EASTERN District OKUMKOM

Nearest town NTERESO Distance (km) 15

Accessibility by vehicles: all year  difficult in wet season  difficult all year

No. of Houses 170 Approximate Population 1300

### Water Sources:

Type	No.	Dist. (m)	Quality OK?		Yield OK?		Perennial?		Condition (G/F/P)*
			Yes	No	Yes	No	Yes	No	
STREAM	1	1000		NO	YES		NO		POOR
PAMSCAD H.D. WELL	1	500	YES		NO		NO		FAIR
TRADITIONAL WELL	5	600		NO	NO		NO		POOR
RAINWATER	NUMEROUS		YES		RAINY SEASON		NO		GOOD

\* Good/Fair/Poor

Remarks STRONG INTEREST IN NEW WATER SUPPLY

WOMEN'S MAIN CONCERN: LONG DISTANCE TO FETCH WATER, ESPECIALLY IN DRY SEASON

### Sanitation Facilities:

Type	No.	Remarks
KVIP	1	BAD CONDITION - POORLY MAINTAINED
TRAD. PIT LATRINE	6	3 (MALE), 3 (FEMALE)
"FREE RANGE"	-	SOME ADULTS; MOST CHILDREN

### Health:

Does community suffer from:	Yes	No	Remarks
Frequent outbreaks of diarrhoea?	✓		COMMON IN CHILDREN
Guinea Worm?	✓		ADULTS + CHILDREN
Bilharzia?		✓	
Other - CHOLERA, SKIN RASHES	✓		ADULTS + CHILDREN

Level of Community Interest

Ranking of Problems:

- |  |                                 |
|--|---------------------------------|
| <ol style="list-style-type: none"> <li>1. WATER SUPPLY</li> <li>2. ROAD</li> <li>3. SANITATION</li> <li>4. ELECTRICITY</li> <li>5. COMMUNITY CENTRE</li> </ol> | Remarks _____<br>_____<br>_____ |
|--|---------------------------------|

Money raised for water supply: HAVE STARTED TO COLLECT COMMITMENT FEES - RAISED HALF THE AMOUNT

Actions taken by community to improve water supply and sanitation:

CLEARED WEEDS ALONG WATER POINT;  
DEEPEMED TRADITIONAL WELLS;  
CLEARED RUBBISH & WEEDS AROUND PUBLIC LATRINES

Commitment and interest displayed by the community:

FORMED STRONG WATSAN COMMITTEE  
OPENED BANK ACCOUNT  
CONTINUOUS REPORTING TO DA MEMBER

Community Management Potential

Community Organisations:

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. UNIT COMMITTEE</li> <li>2. 31<sup>ST</sup> DECEMBER</li> <li>3. FARMERS' COMMITTEE</li> <li>4.</li> <li>5.</li> </ol> | Remarks <u>① UNIT COMMITTEE NON-OPERATIONAL;</u><br><u>MEETS ONLY WHEN THERE IS A CRISIS</u><br><u>② NO ACCOUNTING OF MONIES</u><br><u>CONTRIBUTED TO UNIT COMMITTEE</u> |
|---|--|

Any conflicts in the community? ① CONFLICTS BETWEEN 31<sup>ST</sup> DECEMBER AND FARMERS' COMMITTEE ② PEOPLE HAVE STOPPED CONTRIBUTING TO UNIT COMMITTEE BECAUSE OF NO ACCOUNTS / REPORTING



Community projects in last 3 years:

Year	Project	Financial & Other Community Inputs
1991	KVIP TOILET	PAMSCAD + COMMUNITY
1992	OIL PALM EXTRACTION	UNICEF - WOMEN
1992	COMMUNITY FARM	FARMERS' COMMITTEE
1994	SCHOOL	DA + COMMUNITY
1996	GRINDING MILL	31 <sup>ST</sup> DECEMBER

Successes and Problems: SUCCESSES - ① GRINDING MILL - WELL MANAGED

② OIL PALM EXTRACTION - WOMEN ACTIVELY INVOLVED; <sup>GOOD</sup> LEADERSHIP

PROBLEMS - ① COMMUNAL PROJECTS (UNIT COMMITTEE) - FUNDS

MISAPPROPRIATED → PEOPLE REFUSE TO CONTRIBUTE MONEY BECAUSE OF LACK OF ACCOUNTABILITY

Who decided on the projects and how:

SCHOOL & KVIP - WHOLE COMMUNITY

PAMSCAD WELL - FEW LEADERS (CHIEF) ONLY

GRINDING MILL + OIL PALM EXTRACTION - WOMEN

How women were involved in management:

WOMEN MANAGE THEIR OWN PROJECTS - NOT INVOLVED IN UNIT COMMITTEE

Evidence of a strong maintenance culture:

① GRINDING MILL AND OIL PALM EXTRACTION IS STILL GOING STRONG - MILL IS REGULARLY SERVICED

② COMMUNITY LOOK AFTER WATER POINTS

General remarks:

# Report-Writing

The RWST and DWST hired you to do community animation work so they have an interest in what you are actually doing and what results are being produced eg sense of community ownership, management skills, hygiene awareness, etc. Your reports should give them this information. They can also serve as a marketing tool. It is a chance to tell the RWST and DWST the good work you are doing.

How can you write a good report? The first thing to remember is that planning and report-writing are closely linked. Good reporting supports good planning. Similarly a good plan will make it easier to write your report.

The best way to assess a report is to read it and ask yourself the question:

***Does this report give me some real clues as to what we should do next with this community?***

If the report only tells you what happened (like the minutes of a meeting) it won't be of much use. You can get the same information from the plan for the meeting.

Your report should NOT read like you are telling a story -

*First we did some dancing. Then we had a prayer. Then we sang another song. Then we had a discussion on Watsan formation. Then we had a discussion on hygiene. Then we had another song to wake people up. Then we.....*



This type of reporting does not show what were the real outcomes or decisions of the meeting, what issues were raised, and how villagers felt about the issues. It only explains what YOU did.

A good report needs to include some ANALYSIS of what happened. In writing a report you need to help the reader understand what were the major decisions at each event and how they furthered project goals - eg development of a strong Watsan, raising of funds, choosing of technical options, or new hygiene practices.

Your report should focus on what the COMMUNITY said and decided and did, not what YOU did. What are their major reasons for developing a new water supply? Why have they chosen boreholes? What problems are they having in raising funds? There is no need to report on what you said and did, unless it was unusual.

We suggest you produce a short report at the end of each visit and a summary report at the end of each month. On the next three pages we give examples of the kind of reports you might produce.

# COMMUNITY VISIT REPORT

Community: ADUKROM ID No. \_\_\_\_\_ Date: 21/10/97

Region: NORTH CENTRAL District: ANAFU NORTH Area/Zone ASOKORE

Community members present: Men 30 Women 50 Children 10

Watsan members present: Men \_\_\_\_\_ Women \_\_\_\_\_

Time of arrival 9.00 AM Time session started 9.30 AM Time session ended 11.45 AM

PO Team: LUCY AKOTO, STEPHEN MENSAH

Other officials involved: \_\_\_\_\_

Decisions or action taken by community since last visit:

- ① COMMUNITY HAVE STARTED COLLECTING COMMITMENT FEES
- ② WOMEN HELD THEIR OWN MEETING TO DISCUSS NEW WATER SUPPLY

Activities/Issues/Problems discussed during visit:

- ① COMMITMENT FEES - HOW TO RAISE BALANCE OF MONEY; IMPORTANCE OF ACCOUNTS; OPENING A BANK ACCOUNT
- ② CONTINUING USE OF STREAM WATER FOR OIL PALM EXTRACTION
- ③ FORMATION OF WATSAN COMMITTEE - TASKS; SELECTION CRITERIA; IMPORTANCE OF WOMEN'S INVOLVEMENT

Actions planned by community (during visit):

- ① COMMUNITY HAVE PLANNED THEIR OWN MEETING TO ELECT WATSAN COMMITTEE (28/10/97)
- ② HAVE PLANNED COMMUNITY ACTION TO CLEAN + WEED WATER POINTS

Your own observations during visit:

- ① COMMUNITY, ESPECIALLY WOMEN, ARE VERY COMMITTED.
- ② TENSIONS BETWEEN CHIEF AND UNIT COMMITTEE.
- ③ COMMUNITY ARE VERY SERIOUS ABOUT RAISING FUNDS FOR NEW WATER SUPPLY - VERY INTERESTED IN BOREHOLE

# MONTHLY REPORT

PO: WASH Report for the Period: OCTOBER 1997

Date	Village	Time in village	Community		Watsan	
			M	F	M	F
2/10	AKOBRO	2	30	80	6	7
	ADAA	2½	25	30	5	4
6/10	ANKAASE	3	40	35	3	6
12/10	BIOKROM	2½	10	25	5	5
	ONWENKWANTA	1½	15	30	4	3
13/10	ADROBAA	2	20	20	7	6
	SUBRISO	2	15	40	4	5
14/10	WORAMPONHO	3	10	30	3	5
	TWEAPEASE	2½	20	30	6	6
	AKOBRO	3	10	15	6	7
	RUBI	2	25	30	4	4
	ATUDUROBESA	2	15	30	5	4
15/10	MAMPONTEN	1½	20	25	6	4
	AHYIAEM	3	10	50	5	4
	NSUAPEM	3	30	50	6	3
16/10	MAWANINSO	2	20	40	4	5
	BOMMOPEN	2	15	45	5	5
	GYAAKYE	3	30	55	6	5
	ADAA	2½	30	50	5	4
	ANKAASE	2	40	40	4	6
17/10	BIOKROM	3	20	45	5	5
	ONWENKWANTA	1½	20	50	4	4
20/10	ADENAO	4	60	100	6	5
	ADROBAA	2	30	50	6	6
	SUBRISO	2	20	65	4	5
22/10	WORAMPONHO	3	10	50	3	5
	TWEAPEASE	2½	30	50	5	6
24/10	RUBI	2	15	30	4	5
	ATUDUROBESA	1½	10	40	5	4

#### MAJOR ACTIVITIES CONDUCTED DURING PERIOD:

- WATSAN FORMATION IN ALL COMMUNITIES
- FUND-RAISING FOR COMMITMENT FEES STARTED  
(1/3 HAVE RAISED 100% FEES)
- INITIAL DISCUSSIONS ON TECHNICAL OPTION
- HYGIENE EDUCATION RELATED TO OLD SOURCES  
+ SANITATION - COMMUNITY ACTION TO  
IMPROVE WATER POINT MAINTENANCE
- INITIAL BRIEFING OF WATSAN COMMITTEE  
ON COLLECTIVE TASKS + INDIVIDUAL RESPONSIBILITIES

#### MAJOR PROBLEMS AND RECOMMENDATIONS:

- ① MOST COMMUNITIES HAVE HISTORY OF MONEY BEING  
POORLY HANDLED - STRONG EMPHASIS TO BE GIVEN  
ON: A) RECORD-KEEPING B) REGULAR REPORTS TO COMMUNITY  
C) OPENING BANK ACCOUNTS
  - ② CONFLICTS BETWEEN WATSAN + UNIT COMMITTEE  
IN SEVERAL VILLAGES - FOLLOWUP MEETINGS NEEDED  
(PLAN TO INVOLVE DWST + DA MEMBERS)
  - ③ VERY LITTLE INTEREST IN HAND DUG WELLS -  
FOLLOWUP EDUCATION TO EMPHASIZE FEATURES OF  
ACTIVITIES PLANNED FOR NEXT MONTH: CWSP HAND DUG WELLS
- ① WATSAN TRAINING
  - ② FOLLOW-UP MEETINGS

# How Will Your Report Be Used?

You are the most important user of your report. It will help you plan your next visit to the community. But there are other users and other important uses to be made of your reports. Let's look at some of them.

◆ **Feedback to Community.** Your report helps you summarize what the community has achieved so far. If you give this information back to the community, it will help them get a better sense of how they are progressing and the issues that still need to be resolved. This helps to motivate them.

◆ **Feedback to Your Own Organization.** Your PO is one of a number of Partner Organisations helping to build community water management in Ghana. Your reports will help you recognise your strengths and weaknesses as community development professionals and improve your knowledge and skills.

◆ **Feedback to CWSA.** You are a part of a large scale project covering all of the regions of Ghana. Your reports help CWSA build a bigger picture of what is happening in the field. It helps us learn which strategies and methods are helpful and which are not, what is working and what is not working.

The information you provide in your reports goes into a **Management Information System**. It is added to and compared with information from other reports - not just PO reports but technical reports, financial reports, monitoring reports etc. This information helps CWSA improve their understanding of what we are doing and how effectively we are running the whole project.

Some information in reports is numerical. We use computers to manage this information and compile statistics. While numerical information is not enough, it does give us the "big picture" - the background against which the day-to-day and month-by-month project decisions have to be made.

◆ **Feedback to Donors.** Your reports also help us to be accountable to donors. They tell us how you have spent your time - how you and your PO have met your contractual obligations. Your reports enable us to be responsible in paying project funds to you for professional services.



# Monitoring and Evaluation

MONITORING and EVALUATION are tools to assess your field work and the overall impact of your work. Both tools involve the collection and analysis of information.

MONITORING is used while you are carrying out your field work in order to:

- Assess whether you are making progress
- Identify any bottlenecks and find appropriate solutions
- Check if your work is producing the required results.

By checking to make sure you are heading for a certain result, you are able to correct anything that is going wrong before it is too late.



To carry out monitoring you will need to:

Select indicators (see pages 135-136).

Collect data on the indicators.

Analyse the data.

Use this analysis to improve your work.

For example one of CWSP's indicators is "community awareness" - the community being able to explain the capital and O&M costs, roles of the Watsan committee, and reasons for technology choice. While you are carrying out your Phase One activities, you can collect data at the meeting or before the meeting to assess the level of understanding of the community. While waiting for a meeting to start, ask a few questions to check what people know about these issues.

The main thing about monitoring is to have clear indicators to guide you. If you know what results you are trying to produce, it will be easier to get there.

EVALUATION is done at the end of a phase of work (for example at the completion of the work in a single zone) to assess:

- successes and failures of the work carried out
- impact of your activities on communities
- results - to what extent have the objectives been achieved.

Be realistic about your performance. Identify where you can do better next time.

# Coordination

Remember - you are not the only player. There are other players involved in the CWSP. Your work needs to support and complement the work of other players.

So you need to know what the other players are doing - and how your different tasks fit together.

PHASE	PO	COMMUNITY	OTHER PLAYERS
Promotion		<ul style="list-style-type: none"> <li>Complete application for construction grant</li> </ul>	<b>DA/DWST:</b> <ul style="list-style-type: none"> <li>Inform community about programme</li> <li>Verify application</li> <li>Collect data</li> <li>Contract to PO</li> </ul>
Mobilization (Phase I)	<ul style="list-style-type: none"> <li>Collect data</li> <li>Build participation</li> <li>Introduce CWSP</li> <li>Build community awareness &amp; action</li> </ul>	<ul style="list-style-type: none"> <li>Analyse situation</li> <li>Make commitment to new water supply</li> <li>Establish Watsan</li> <li>Hygiene action</li> </ul>	<b>DWST:</b> <ul style="list-style-type: none"> <li>Attend 1st meeting</li> </ul> <b>RWST:</b> <ul style="list-style-type: none"> <li>Collect technical data</li> <li>Mobil. Assessment</li> </ul>
Planning (Phase II)	<ul style="list-style-type: none"> <li>Train Watsan</li> <li>Facilitate planning process (options and siting)</li> <li>Facilitate planning on how to manage facilities</li> <li>Facilitate plan for hygiene action</li> </ul>	<ul style="list-style-type: none"> <li>Choose options</li> <li>Choose siting</li> <li>Write FMP</li> <li>Select caretakers</li> <li>Raise money for capital contribution</li> <li>Open bank account</li> <li>Sign agreement</li> <li>Hygiene action</li> </ul>	<b>RWST:</b> <ul style="list-style-type: none"> <li>Advise on planning and siting</li> <li>Approve FMP</li> <li>Sign agreement.</li> <li>Contract work to HDW/BH contractors</li> </ul>
Construction (Phase III)	<ul style="list-style-type: none"> <li>Organise inputs</li> <li>Train Watsan</li> <li>Supervise construction</li> <li>Facilitate dev. of Maintenance Fund</li> <li>Support for hygiene education &amp; action</li> </ul>	<ul style="list-style-type: none"> <li>Community inputs (access road, labour, materials)</li> <li>Supervise construction</li> <li>Fund-raise for Maintenance Fund</li> <li>Hygiene action</li> </ul>	<b>HDW/BH Contractors</b> - construct water supply and train caretakers <b>RWST</b> - supervise construction; commission and hand over facilities
Followup (Phase IV)	<ul style="list-style-type: none"> <li>Train Watsan</li> <li>Support for hygiene education</li> <li>Monitoring and evaluation</li> <li>Handover to DWST</li> </ul>	<ul style="list-style-type: none"> <li>Establish system for maintenance</li> <li>Record-keeping</li> <li>Hygiene action</li> <li>Links with other Watsans, Area Mechanics, DWST</li> </ul>	<b>BH Contractors</b> - train caretakers <b>Area Mechanics</b> - major repairs <b>DWST</b> - take over from PO (community advice)



# Roles of Key Players

## COMMUNITY

- Apply for assistance
- Provide information to PO/DWST
- Establish Watsan committee
- Choose technology and siting
- Contribute to capital costs
- Raise maintenance funds
- Provide communal labour
- Supervise construction
- Sign certificate of completion
- Maintenance, repairs, finance
- Hygiene education and action
- Assume ownership

## PARTNER ORGANISATION

- Disseminate information
- Collect baseline information
- Community mobilization
- Promote women's involvement
- Facilitate Watsan formation
- Train Watsan committee
- Advise on fund-raising
- User/hygiene education
- Facilitate technology choice
- Facilitate site selection
- Assist with preparation of FMP
- Supervise construction
- Monitoring and evaluation
- Report to RWST/DWST

## LATRINE ARTISAN

- Promote latrines
- Site selection
- Offer choice of types
- Construction
- User education

## RWST

- Disseminate information
- Coordination and supervision
- Monitoring and evaluation
- Planning and budgeting
- Coordinate training
- Identify and select contractors
- Contract management
- Liaise with District Assemblies

## DISTRICT ASSEMBLY

- Establish and support DWST
- Develop district W&S plan
- Coordinate W&S activities
- Identify resources for W&S
- Establish sanitation funds
- Implement sanitation programme
- Inform communities about CWSP
- Select/prioritise communities
- Help select contractors
- Award HDW contractor contracts
- Monitoring and evaluation
- Provide feedback to RWST

## DWST

- Disseminate information on CWSP
- Collect baseline data
- Introduce POs to communities
- Help select latrine artisans and POs
- Help train latrine artisans
- Monitor PO activities
- Verify community applications
- Recommend communities to help
- Monitoring after PO phaseout
- Limited training for Watsan
- Maintain data on individual projects
- Advise District Assembly on W&S
- Support schools programme

## SBDU

- Help identify & select contractors
- Train and support POs in field
- Business development for POs
- Develop training materials
- Develop regional profile

## CONTRACTORS

- Rehabilitating boreholes & HDWs
- Siting of boreholes
- Construction of facilities
- Training of community caretakers

## AREA MECHANICS

- Identify spare parts needed
- Repair broken pumps
- Training of community caretakers



You may think you have too many bosses - RWST, DWST, and SBDU. But what is the case? Who really is your supervisor?

**RWST** is your client. They hire you on behalf of CWSA to do your job. Part of their job is to check that you do your job in a way that fulfills the conditions of the contract. In practical terms this means they will be visiting you or the communities you cover on an occasional basis to see how things are going. They will also be very interested in the reports you write.

**DWST** is working on behalf of the District Assembly to manage the development of water supply and sanitation for the district. They will visit some of your communities and will want to ensure that things are going well.

**SBDU** has been contracted by CWSA to train you for your community work. Their training includes both classroom instruction and field practice. So they will join you for some of your initial field visits to give you some coaching.

So don't look at the RWST, DWST, or SBDU as policemen who are forcing you to do things their way. You should see them as partners who are working with you to ensure the success of the programme.

*This chapter talks about  
PO DEVELOPMENT -  
how to strengthen your  
PO as a business and  
as an organisation.*



# CHAPTER 10

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## PO Development

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# Introduction

This chapter looks at PO DEVELOPMENT - how to strengthen the PO as an organisation and as a business.

It is divided into the following sections:

**TYPES OF BUSINESS**  
**HOW TO REGISTER AS A BUSINESS**  
**MARKETING**  
**HOW TO BUDGET FOR A CONTRACT**

It's not enough to do good animation work in the field. You also need to do good work as an ORGANISATION and as a BUSINESS. Each PO is made up of several people - how can you work successfully as a team? At the same time your PO is trying to build itself as a successful business. Your aim as a business should be to cover your costs and earn enough to build up your organisation and stay in business.

The aim of this section is to discuss how you can strengthen your organisation and improve its operations as a business.

# Types of Business

There are many types of business:

- Sole proprietorship or one person business unit
- Partnership
- Joint stock companies
  - limited liability company
  - unlimited liability company
  - company limited by guarantee
- Cooperative society or credit union.

## How to choose the type of business?

Ask yourself the following three questions:

*Do I want to spend time and money in a business?*

*Do I have the SKILLS to do this business?*

*Do I have the CAPITAL to do this business?*

Your answers will help you choose the type of business. If the answer to all three questions is 'yes', you may want to become a **SOLE PROPRIETOR**. If your answer is 'no', you might want to invite other people to join you who could bring with them skills and/or capital. You could invite them to join you either as **part owners** or as **employees**.

If you decide to invite others as **part owners**, you could invite them either as partners in a **PARTNERSHIP** or as partners in a **COMPANY LIMITED BY SHARES** or a **COMPANY LIMITED BY GUARANTEE**.

If your motive is to **make profit and share the profit**, then your choice is a **PARTNERSHIP** or a **COMPANY LIMITED BY SHARES**. If your choice is **not to make and share profit**, but to use your profit to further your objectives and to help humanity, then your choice is a **COMPANY LIMITED BY GUARANTEE** (mostly NGOs).

ANSWER

A. If

you

are

not

sure

to

be

limited

## TYPES OF BUSINESS AND FEATURES

TYPE OF BUSINESS	MAIN FEATURES	ADVANTAGES	DISADVANTAGES
<b>PARTNERSHIP</b>	<ul style="list-style-type: none"> <li>● Formed by 2 or more people.</li> <li>● Registered with Register General</li> <li>● Agreement spelling out relations between partners</li> </ul>	<ul style="list-style-type: none"> <li>● More capital and skills into business</li> <li>● Work can be shared among partners</li> <li>● Hard work, more profit</li> <li>● Share profit, but you may wish it was all yours</li> </ul>	<ul style="list-style-type: none"> <li>● Must pay tax</li> <li>● Disagreements may lead to collapse of business</li> <li>● One partner can bind the rest in a transaction</li> <li>● Death of one partner leads to dissolution of business</li> <li>● Limited business, because no legal identity</li> <li>● Liabilities are not limited</li> </ul>
<b>COMPANY LIMITED BY SHARES</b>	<ul style="list-style-type: none"> <li>● Formed by 2 or more people</li> <li>● Main objective - to make profit</li> <li>● Shareholders are owners and can be on board of directors</li> <li>● Must have external auditors</li> <li>● Legal identity of business apart from owners</li> <li>● Registered with Register General</li> </ul>	<ul style="list-style-type: none"> <li>● Liability of members is limited to the amount subscribed</li> <li>● More expertise and capital</li> <li>● Employees can buy shares</li> <li>● More accountability (includes checks and balances)</li> <li>● Can share profit or plough profit back to expand business</li> </ul>	<ul style="list-style-type: none"> <li>● Must pay tax</li> <li>● Must keep proper accounts</li> <li>● Profit must be shared among all shareholders (owners)</li> <li>● Making profit means less incentives for workers</li> </ul>
<b>COMPANY LIMITED BY GUARANTEE</b>	<ul style="list-style-type: none"> <li>● Formed by 2 or more people</li> <li>● Not formed to make/share profit</li> <li>● Executive Council who are accountable to owners and cannot be employed in executive positions</li> <li>● Most NGOs belong to this type of business unit</li> </ul>	<ul style="list-style-type: none"> <li>● No tax has to be paid</li> <li>● Can give staff better incentives</li> <li>● More accountable</li> <li>● Better use of resources, because checked by Register General</li> <li>● Easy to expand - no tax and profit ploughed back into business</li> </ul>	<ul style="list-style-type: none"> <li>● No profit sharing, so the owners may lose interest</li> <li>● Must keep proper accounts</li> </ul>

# How to Register as a Business?

To register a limited liability company, you will need to have the following:

- Acceptable name (with the word 'Limited' at the end)
- Shareholders - how many shares each shareholder is subscribing
- Board of Directors (between 2 and 7 members)
- Business address
- External auditors
- Regulations - if you don't have your own regulations, you can adopt Table B of the company code.

When you have submitted these records to the Register General, you will initially receive a Certificate of Incorporation. When you have satisfied all the conditions (including the appointment and the acceptance of the appointment by an external auditor) you will receive within two weeks a certificate to start business.

For a company limited by guarantee, you will register with the Department of Social Welfare. You need to have 2-6 members, but in adopting Table B (regulations) you will have to specify that you cannot share profits nor appoint any members of the Executive Council to a salaried position. Any member of the Executive Council appointed as secretary cannot be paid a salary.

## Marketing

Marketing involves four Ps - PRODUCT, PLACE, PRICE, and PROMOTION.

Before starting a business, you need to decide:

- what services you will provide (PRODUCT),
- where to locate or how to get your services to your customers (PLACE),
- how much you will charge for your services (PRICE),
- how to get people to know about your services (PROMOTION).

What is your product? Your PO is delivering a service - more specifically, community animation services.

At what price? You need to charge a price that is not too high for your customers and yet at the same time covers your costs. What are some of these costs?

- salaries
- transport, accommodation, and night allowances
- stationery and secretarial services
- medical insurance, social security, and risk allowance
- overheads - to cover rent, utilities, promotion
- inflation
- 20% profit to invest in the PO business

# How to budget for a contract?

In budgeting for a contract you need to consider all of the possible costs to your organisation during the contract period. It is important to estimate all these costs, otherwise you will be losing money and possibly going out of business.

In budgeting for a contract you should include the following:

- The contract covers 20 communities for a twelve-month period.
- Number of field workers involved in contract. Example: 4 field workers divided into two teams, each covering 10 communities.
- Field workers will make 15-20 visits over this period to each community.
- In some communities they will have to stay overnight, requiring a night allowance. Estimate: 20% of visits will require night allowance.
- Basic monthly salary per field worker - eg C100,000.
- Social security is 12.5 percent of the basic salary.
- Three motorbikes will be used on the contract - one for each team and one for the supervisor. Estimated distance: 400 field work trips plus 100 supervision trips = 500 trips @ 60 km per trip = 3000 km

The above costs are all **DIRECT COSTS** - costs that contribute directly to the work in the field eg salaries, allowances, social security, transport, etc. In addition there are **INDIRECT COSTS** - costs that do not contribute directly to the field work such as paper, office rent, utilities, postage, etc.

A budget for the contract might look like this:

## A. SALARIES/ALLOWANCES

- A1. Basic salary = 100,000 by 4 staff = 400,000
- A2. Manager and Supervisor = 150,000 x 2 = 300,000
- A3. Allowances: 10,000 per night x 80 overnight trips x 2 people = 160,000

## B. TRANSPORT

- B1. Fuel: 3000 km .....
- B2. Maintenance: 3000 km @ C... per km = .....
- B3. Depreciation on motorbikes
- B4. Use of public transport.....

## C. OFFICE COST

- C1. Equipment & furniture - tables, chairs, typewriter, filing cabinet, etc
- C2. Supplies - paper, flipcharts, pens, files, notebooks, envelopes
- C3. Rent
- C4. Utilities - water and electricity
- C5. Postage/communications



# Latrines

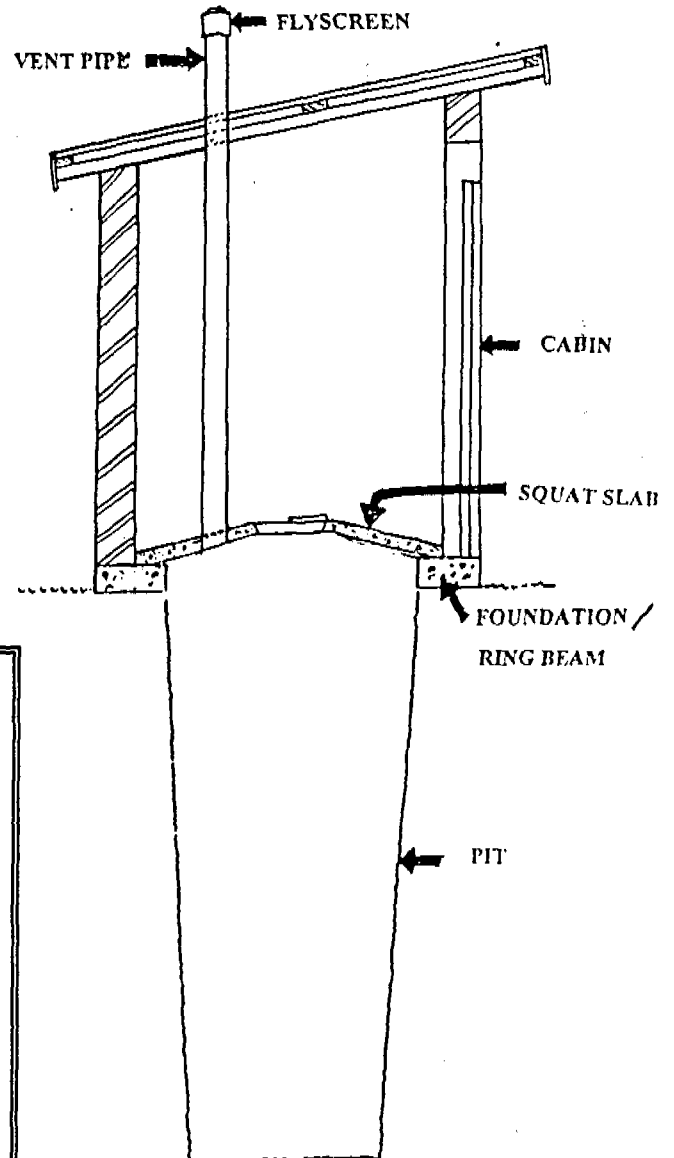
This section provides information on types of latrines. Chapter 7 explained what you do to promote the building of household latrines (pages 112-114).

In the past the most common type of latrine built in Ghana was the PIT LATRINE. This type of latrine has a number of problems:

- It is often poorly constructed and can easily collapse.
- Flies and mosquitoes breed in the pits.
- The latrines have a bad smell.

CWSP is promoting a new design for latrines, called the VENTILATED PIT LATRINE (VIP). This type of latrine has the following features:

- It has a VENT PIPE, which helps to reduce flies and the bad smell. Foul air is sucked out of the pit through the vent pipe.
- The vent pipe has a FLY SCREEN, which prevents flies from entering or leaving the pit.
- It uses a COVER SLAB which is strong and feels safe to use.



## What Are The Essential Parts of a VIP Latrine?

- PIT - to store excreta and urine
- COVER SLAB - to carry weight of the user and serve as the toilet floor
- SQUAT HOLE - an opening in slab through which excreta enter the pit
- RING BEAM - to transmit weight of user and cover slab into the stable soils beyond the pit
- SUPERSTRUCTURE (walls, door, roof) - to provide privacy and shelter
- VENT PIPE - to reduce flies and smell
- WATER AND SOAP - to wash hands!

There are two different designs for the cover slab promoted by CWSP - RECTANGULAR and MOZAMBIQUE (a circular dome-shaped concrete slab). The Rectangular slab uses iron rods as reinforcement; the Mozambique slab does not. Some people are unsure about the safety of the Mozambique design because of the lack of reinforcing iron rods. However, the Mozambique slab is as strong as the rectangular slab.

## Ring Beam and Slab

Proper casting of the concrete items - ring beam and slab - are essential for the safety and proper functioning of the latrine. This is important not just for the latrine owner, but also for the success of the whole sanitation programme: a collapsing latrine will not encourage other community members to build one. The curing process is very important for the concrete to reach its full strength. If the castings dry out before they have finished curing, they will be weak and likely to crack. Households should be encouraged to keep the ring beam and slab permanently wet for 7 days after casting.

## Superstructure

Each family should choose its own materials for the superstructure. The walls could be built out of sandcrete, landcrete, mud-wattle, sun-dried bricks, or bamboo; the roof out of thatch, corrugated roofing sheets, or burnt bricks. Encourage the use of locally available materials.

## Siting a Latrine

Where should the latrine be sited?

- At least 30 metres away from any water supply so that waste from the latrine does not contaminate the groundwater.
- Close to the house so that it is convenient to use by everyone in the house.
- On firm soil so that the pit and latrine building will not collapse.
- On a slightly raised ground so that rainwater can drain away from the site.



## Latrine Maintenance

It is important to keep the latrine clean and well maintained to get the full health benefits. A clean latrine will encourage people to use it!

- Sweep the cover slab regularly and clean with water to remove faeces.
- Do not cover the squat hole. Covering the hole interferes with the circulation of air which is responsible for fly and odour control.
- Put all anal cleansing materials into the pit.
- Keep the latrine door closed at all times. This will keep the latrine dark which helps to prevent flies.
- Check the fly screen regularly. If the fly screen is torn or has holes, flies will escape from the pit and spread disease.
- Check vent pipe regularly. Make sure it is not blocked or broken. Cut off tree branches that prevent light or wind movement over top of vent pipe.

For more information, see *Manuals on Latrine Construction* produced by TREND.

*This chapter is about all those things you do outside the field eg planning, writing reports, etc to support your work in the field.*



## **CHAPTER 9**

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**Work Planning, Report Writing,  
Monitoring, and Coordination**

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# Introduction

This chapter looks at all the other tasks you do to support your community work - **WORK PLANNING, DATA COLLECTION, REPORT WRITING, MONITORING, EVALUATION, AND COORDINATION.** We will look at each of these tasks - why it is needed and how it is done.

It is organised into the following sections:

**GOALS AND INDICATORS**

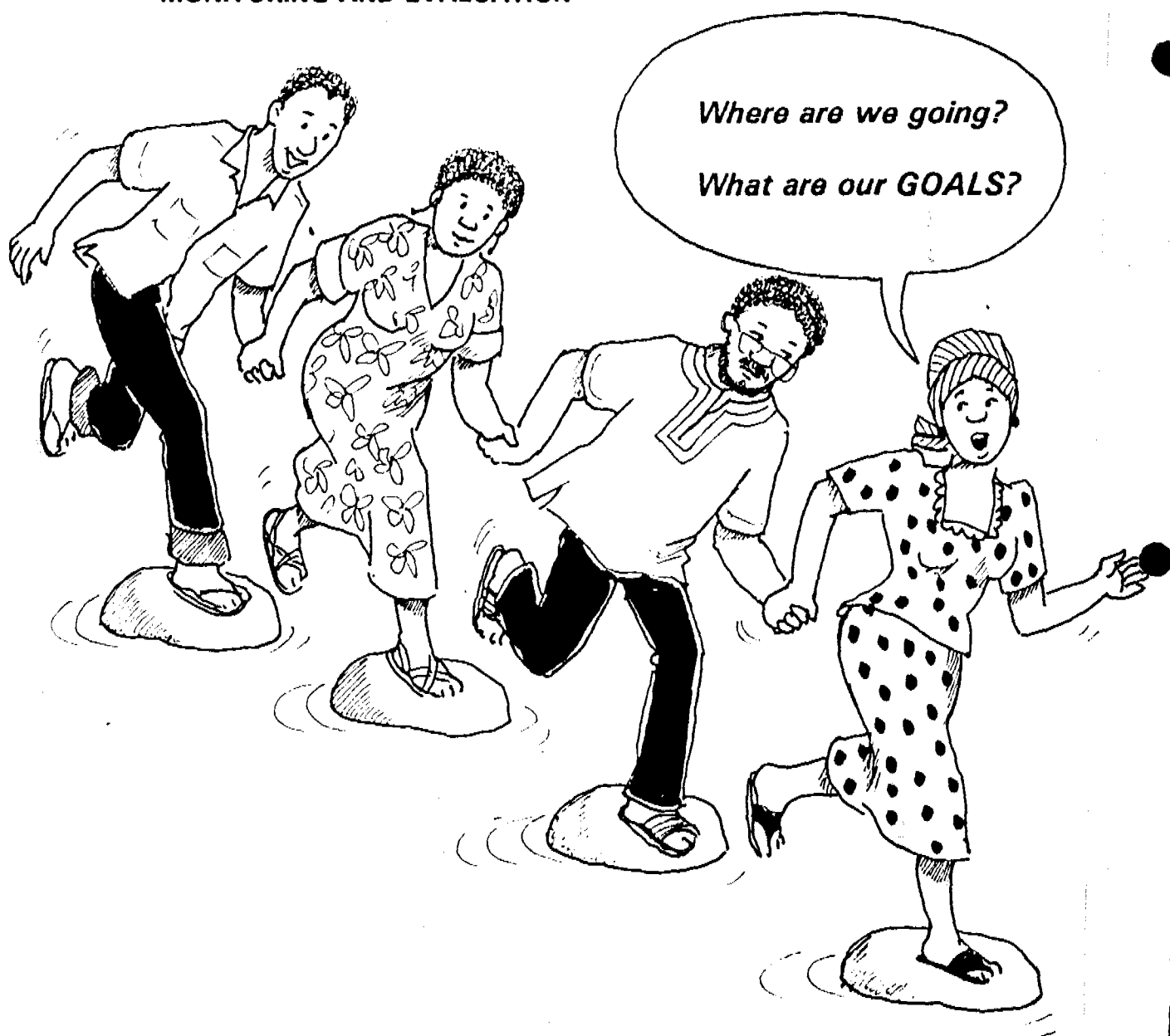
**WORK PLANNING**

**DATA COLLECTION**

**REPORT WRITING**

**FACILITY MANAGEMENT PLAN**

**MONITORING AND EVALUATION**



# Goals and Indicators

What are we aiming at? What **RESULTS** do we want to see at the end of our work in each community? If we know what we would like to see happen, it will make it easier to plan, report on, and evaluate our work.

CWSP has set itself a number of goals. You have a major input to the following three goals:

- to build **COMMUNITY OWNERSHIP AND MANAGEMENT (COM)**
- to improve health through **HYGIENE ACTION AND SANITATION**
- to build a **SUSTAINABLE WATER SUPPLY**



*For each goal there are a number of **INDICATORS** - measures to show that the goal has been achieved.*

## **GOAL 1: COMMUNITY OWNERSHIP & MANAGEMENT (COM)**

- 1. WATSAN COMMITTEE:**
  - Key sectors represented, including women and minority groups
  - Popularly elected by and accountable to the whole community
  - Regular Watsan meetings to report on action and solve problems
  - Regular community meetings to report on money and plan action
  - Funds collected on a systematic basis to pay for maintenance
  - Keeping of financial and maintenance records and minutes
  - Meetings with community to discuss and take action on hygiene
- 2. COMMUNITY AWARENESS: 50% know and are able to explain:**
  - Need for good water, sanitation, and hygiene
  - Capital contribution, O&M costs and individual contribution
  - Roles of community/Watsan in relation to community management
- 3. COMMUNITY PARTICIPATION:**
  - Frequency of meetings and number of people in attendance
  - Number of people contributing to maintenance fund
  - Number of people taking part in community action (eg site cleaning)
- 4. CONTRIBUTION TO CAPITAL PURCHASE: Cash, labour, or materials.**
- 5. MANAGEMENT OF MAINTENANCE:**
  - Stock of spare parts
  - Trained caretakers who regularly inspect and maintain facility
  - Quick action in response to breakdown
- 6. LINKAGES: Links with DWST and Area Mechanics for assistance in solving water and sanitation problems.**

## GOAL 2: HYGIENE AND SANITATION

- 1. HYGIENE HABITS:** Increased percentage of people who are
  - Using new water facilities on a regular basis
  - Avoiding the use of surface water for drinking and bathing
  - Washing hands with soap/ash before meals and after defecation
  - Cleaning fetching containers and covering storage containers
- 2. COMMUNITY ACTION:** Number and frequency of actions to clean water point, compounds, and environment
- 3. SITE MAINTENANCE:** Water point is regularly maintained:
  - Regular cleaning and weeding of area around facility
  - Drainage of water away from pump and backfilling
  - Repair of cracks in cement structures
- 4. SANITATION:**
  - Number of completed latrines
  - Number of latrines constructed without subsidy
  - Increased percentage of people using latrines
  - Clean condition of latrines and absence of anal cleaning materials
  - Provision of water and soap/ash at latrine



## GOAL 3: SUSTAINABLE WATER SUPPLY

- 1. FACILITY OPERATION AND CARE:** Percentage of users who are operating pump properly - eg correct/full strokes, not banging handle.
- 2. FACILITY MAINTENANCE:**
  - Regular contributions to maintenance fund
  - Stock of spare parts and maintenance tools
  - Regular inspection and maintenance by trained caretakers
  - Repair of facility within one week of breakdown
  - Records of breakdowns and repairs.
- 3. SUPPORT SYSTEM:** The community are:
  - Buying pump parts from private suppliers
  - Consulting DWST on water issues
  - Engaging the services of Area Mechanics for major repairs.

# Work Planning

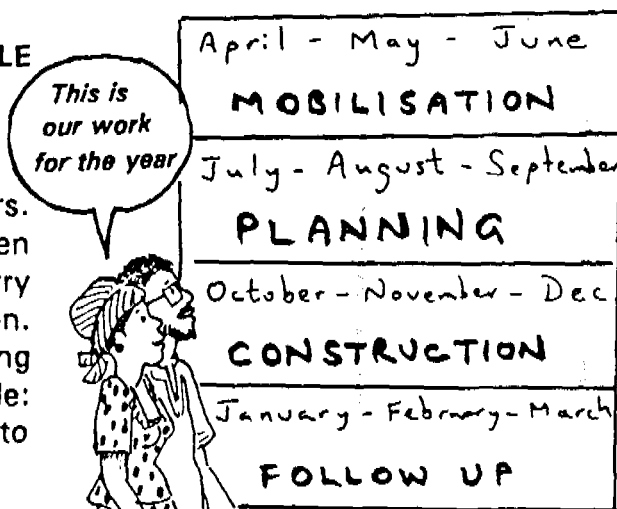
## CONTRACT PLAN AND MONTHLY PLAN

Your PO team will work in 10 communities over a one year period. This work will need to be carefully planned and scheduled so that:

- YOU complete your work within the time period
- COMMUNITIES know when you will visit so they can be prepared
- RWST, DWST, and SBDU know your schedule so they can provide support, training, monitoring, and payment.

First make an **OUTLINE PLAN OR SCHEDULE** for the whole contract period:

This plan will have to be adjusted to take into account seasonal and other factors. Mobilization and Planning phases are often scheduled in order to be ready in time to carry out construction during the dry season. Borehole construction sometimes takes a long time because of limited equipment available: communities have to wait for the drilling rig to come to their village.



Then make a **DETAILED MONTHLY PLAN**. Take the following into account:

- **Number of communities to be covered (10) and any transport limitations** (example: if you have to depend on public transport, you may need to stay in the community for 2-3 days on a single visit)
- **Different field work activities conducted during the relevant phase** - eg community meetings, sector group meetings, Watsan training, site visits, etc.
- **Number of meetings per day**. Normally a team can organise two community meetings a day. If you do more than that, the quality may suffer.
- **Community's own schedule**. The schedule will need to take into account:
  - a) farming season and market days - when it is difficult to hold meetings
  - b) taboo days (non-farming days) - when people are more easily available.
- **Community's own meetings**. You need to allow time in between your own meetings with the community for them to meet on their own.
- **Planning and reporting time**. Allow time to write reports, hold evaluation/ planning meetings, attend training sessions, and meet with other people.
- **Unforeseen circumstances**. You can't predict funerals, but you know they will come and stop your meetings. Allow time for postponed meetings.

## PLAN FOR AN INDIVIDUAL VISIT

Develop a written plan for each visit. This will help you organize your time, prepare yourself for each task, and make it easier to write your report at the end.

You only have a few visits during each phase to help the community achieve its objectives. To make the best use of each visit, you need to **PLAN!**

To plan a visit you need to review what happened in previous visits. Look at your team's last report. Get it out and read it over carefully - let it help you remember:

what happened...

what you heard...

what you saw...

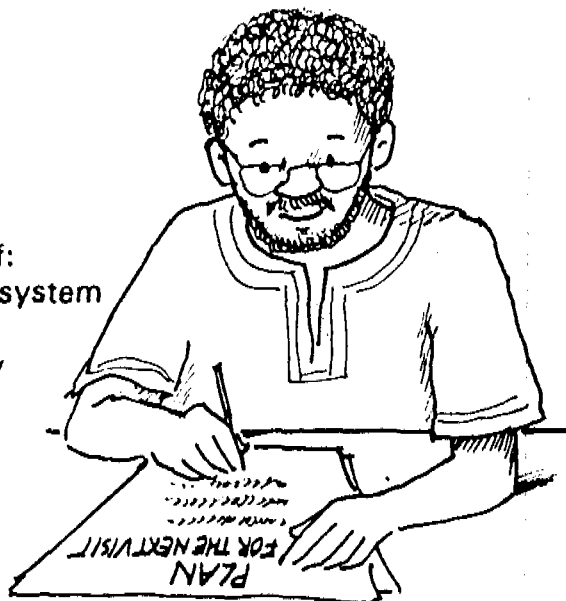
who you met...

what they said...

and...

where you thought the community was in terms of:

- awareness and acceptance of the management system
- understanding of technical issues
- organisation for managing the new water supply
- new hygiene and sanitation attitudes/practices
- practical action to raise funds, clean site, etc.



Your last report, along with the Project Cycle (pages 27-62), will help you plan the objectives and activities for your next visit.

Each plan needs to be written for a specific community. There is an agenda to follow, but you also need to look at the individual situation of the community. What are their major problems in preparing for COM? To help solve these problems should be the focus of your next visit.

Your plan for a meeting should describe:

- what **TOPICS** or **ISSUES** will be discussed
- what **QUESTIONS** will be asked to deal with those topics
- what **METHODS** will be used - eg community meeting or sector groups, buzz or small groups, report by Watsan, visit to potential sites, etc
- the **ROLES** of each team member - who will facilitate? who will take notes?
- a rough **TIME ALLOCATION** for each activity/topic and the whole meeting.





TOPIC	ACTIVITY	WHO	TIME
WARMUP	Songs and dancing (while gathering)	Peter	10
INTRODUCTION	Prayer. Short introduction to purpose of meeting. Reminder re importance of full participation, especially women.	Mary	5
REVIEW	Ask "What have you discussed and done since the last meeting?" Summarize to check on understanding.	Sam	10
COMMITMENT TO NEW WATER SUPPLY	<ul style="list-style-type: none"> <li>● All agreed or only a few people?</li> <li>● Benefits and responsibilities?</li> </ul> (BUZZ GROUPS OR SMALL GROUPS)	Peter	10
ORGANISATION	<ul style="list-style-type: none"> <li>● Review Watsan's management tasks</li> <li>● New committee or existing one?</li> <li>● What makes a strong committee? (BUZZ GROUPS)</li> <li>● How to choose? What criteria?</li> <li>● Sectors represented? Women?</li> </ul>	Mary Sam	30
MONEY	<ul style="list-style-type: none"> <li>● Commitment Funds: how to collect?</li> <li>● Safekeeping of funds? (Bank account?)</li> </ul>	Peter	30
HYGIENE	<ul style="list-style-type: none"> <li>● Brainstorming health/hygiene problems (BUZZ GROUPS)</li> <li>● Priority setting → Choose one problem</li> <li>● Problem-solving (STOP-START DRAMA)</li> <li>● Action Planning</li> </ul>	Mary	30
TECHNICAL ISSUES	<ul style="list-style-type: none"> <li>● Which option are you interested in?</li> <li>● Advantages and disadvantages?</li> </ul>	Sam	15
FOLLOWUP ACTION	<ul style="list-style-type: none"> <li>● Summary - by community.</li> <li>● Encourage community to meet.</li> <li>● Explain what happens next.</li> </ul>	Peter	10
CLOSING	<ul style="list-style-type: none"> <li>● Songs and dancing</li> </ul>	Mary	5

# Data Validation and Collection

During the Promotion Phase the DWST will collect some data - eg location, population, water sources, sanitation, health, etc. You will receive this data before entering the community. Look at it and identify what is missing or what information needs to be validated. This will help focus your own data gathering.

Data is being collected for three purposes:

- to help YOU understand the community better
- to help the COMMUNITY analyse their own water/health situation
- to provide CWSA and DA with baseline data for monitoring and evaluation.

Why collect data? It is important to find out how the community feel about their situation. This will help guide you in leading community discussions. You may find, for example, that people don't see that their river is polluted because they don't mind its taste and have not seen the connection between river water and diarrhoea. Knowing these views about water will help you in asking questions in the community meetings.

Your job is to gather more information and to complete missing data on the **BASIC COMMUNITY DATA FORM**. You will collect this data during Phase I and at the first Watsan training course. Some of this information can be gathered by observation during the Guided Walk (eg data on water sources). Other information can be collected during focus group discussions or community meetings (eg information on local organisations).



Be careful how you collect this information. If you collect it too early in the process, you may make people feel uncomfortable. First establish a relationship and the trust of the community before you start to ask for this information.

Explain WHY you need this information so that people don't feel you are trying to "steal their secrets". For example, if you are asking about local organisations, explain that their own experience with organisations and committees will help them organise for COM.

On the following pages are given an example of the Basic Community Data Form.

## BASIC COMMUNITY DATA

Community Name OBOACHIRE Date 12/9/97

Zone ABOABO ZONKOR Community ID No. \_\_\_\_\_

Region SOUTH EASTERN District OKUMKOM

Nearest town NTEBESO Distance (km) 15

Accessibility by vehicles: all year  difficult in wet season  difficult all year

No. of Houses 170 Approximate Population 1300

**Water Sources:**

Type	No.	Dist. (m)	Quality OK?		Yield OK?		Perennial?		Condition (G/F/P)*
			Yes	No	Yes	No	Yes	No	
STREAM	1	1000		NO	YES		NO		POOR
PAMSCAD H.D. WELL	1	500	YES		NO		NO		FAIR
TRADITIONAL WELL	5	600		NO	NO		NO		POOR
RAINWATER	NUMEROUS		YES		RAINY SEASON		NO		GOOD

\* Good/Fair/Poor

Remarks STRONG INTEREST IN NEW WATER SUPPLY

WOMEN'S MAIN CONCERN: LONG DISTANCE TO FETCH WATER, ESPECIALLY IN DRY SEASON

**Sanitation Facilities:**

Type	No.	Remarks
KUPIP	1	BAD CONDITION - POORLY MAINTAINED
TRAD. PIT LATRINE	6	3 (MALE), 3 (FEMALE)
"FREE RANGE"	-	SOME ADULTS; MOST CHILDREN

**Health:**

Does community suffer from:	Yes	No	Remarks
Frequent outbreaks of diarrhoea?	✓		COMMON IN CHILDREN
Guinea Worm?	✓		ADULTS + CHILDREN
Bilharzia?		✓	
Other - CHOLERA, SKIN RASHES	✓		ADULTS + CHILDREN

**Level of Community Interest**

**Ranking of Problems:**

- |  |
|--|
| <ol style="list-style-type: none"><li>1. WATER SUPPLY</li><li>2. ROAD</li><li>3. SANITATION</li><li>4. ELECTRICITY</li><li>5. COMMUNITY CENTRE</li></ol> |
|--|

Remarks \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Money raised for water supply: HAVE STARTED TO COLLECT COMMITMENT FEES - RAISED HALF THE AMOUNT

**Actions taken by community to improve water supply and sanitation:**

CLEARED WEEDS ALONG WATER POINT;  
DEEPEMED TRADITIONAL WELLS;  
CLEARED RUBBISH & WEEDS AROUND PUBLIC LATRINES

**Commitment and interest displayed by the community:**

FORMED STRONG WATSAN COMMITTEE  
OPENED BANK ACCOUNT  
CONTINUOUS REPORTING TO DA MEMBER

**Community Management Potential**

**Community Organisations:**

- |   |
|---|
| <ol style="list-style-type: none"><li>1. UNIT COMMITTEE</li><li>2. 31<sup>ST</sup> DECEMBER</li><li>3. FARMERS' COMMITTEE</li><li>4.</li><li>5.</li></ol> |
|---|

Remarks ① UNIT COMMITTEE NON-OPERATIONAL:  
MEETS ONLY WHEN THERE IS A CRISIS  
② NO ACCOUNTING OF MONIES CONTRIBUTED TO UNIT COMMITTEE

Any conflicts in the community? ① CONFLICTS BETWEEN 31<sup>ST</sup> DECEMBER AND FARMERS' COMMITTEE ② PEOPLE HAVE STOPPED CONTRIBUTING TO UNIT COMMITTEE BECAUSE OF NO ACCOUNTS / REPORTING

Community projects in last 3 years:

Year	Project	Financial & Other Community Inputs
1991	KVIP TOILET	PAMSCAD + COMMUNITY
1992	OIL PALM EXTRACTION	UNICEF - WOMEN
	ORGANIC COMMUNITY FARM	FARMERS' COMMITTEE
1994	SCHOOL	DA + COMMUNITY
1996	GRINDING MILL	31ST DECEMBER

Successes and Problems: SUCCESSES - ① GRINDING MILL - WELL MANAGED

② OIL PALM EXTRACTION - WOMEN ACTIVELY INVOLVED; <sup>GOOD</sup> LEADERSHIP

PROBLEMS - ① COMMUNAL PROJECTS (UNIT COMMITTEE) - FUNDS

MISAPPROPRIATED → PEOPLE REFUSE TO CONTRIBUTE MONEY  
BECAUSE OF LACK OF ACCOUNTABILITY

Who decided on the projects and how: \_\_\_\_\_

SCHOOL & KVIP - WHOLE COMMUNITY

PAMSCAD WELL - FEW LEADERS (CHIEF) ONLY

GRINDING MILL + OIL PALM EXTRACTION - WOMEN

How women were involved in management: \_\_\_\_\_

WOMEN MANAGE THEIR OWN PROJECTS - NOT  
INVOLVED IN UNIT COMMITTEE

Evidence of a strong maintenance culture: \_\_\_\_\_

① GRINDING MILL AND OIL PALM EXTRACTION IS STILL  
GOING STRONG - MILL IS REGULARLY SERVICED

② COMMUNITY LOOK AFTER WATER POINTS

General remarks: \_\_\_\_\_

# Report-Writing

The RWST and DWST hired you to do community animation work so they have an interest in what you are actually doing and what results are being produced eg sense of community ownership, management skills, hygiene awareness, etc. Your reports should give them this information. They can also serve as a marketing tool. It is a chance to tell the RWST and DWST the good work you are doing.

How can you write a good report? The first thing to remember is that planning and report-writing are closely linked. Good reporting supports good planning. Similarly a good plan will make it easier to write your report.

The best way to assess a report is to read it and ask yourself the question:

*Does this report give me some real clues as to what we should do next with this community?*

If the report only tells you what happened (like the minutes of a meeting) it won't be of much use. You can get the same information from the plan for the meeting.

Your report should NOT read like you are telling a story -

*First we did some dancing. Then we had a prayer. Then we sang another song. Then we had a discussion on Watsan formation. Then we had a discussion on hygiene. Then we had another song to wake people up. Then we.....*



This type of reporting does not show what were the real outcomes or decisions of the meeting, what issues were raised, and how villagers felt about the issues. It only explains what YOU did.

A good report needs to include some ANALYSIS of what happened. In writing a report you need to help the reader understand what were the major decisions at each event and how they furthered project goals - eg development of a strong Watsan, raising of funds, choosing of technical options, or new hygiene practices.

Your report should focus on what the COMMUNITY said and decided and did, not what YOU did. What are their major reasons for developing a new water supply? Why have they chosen boreholes? What problems are they having in raising funds? There is no need to report on what you said and did, unless it was unusual.

We suggest you produce a short report at the end of each visit and a summary report at the end of each month. On the next three pages we give examples of the kind of reports you might produce.

# COMMUNITY VISIT REPORT

Community: ADUKROM ID No. \_\_\_\_\_ Date: 21/10/97

Region: NORTH CENTRAL District: ANAFU NORTH Area/Zone ASOKORE

Community members present: Men 30 Women 50 Children 10

Watsan members present: Men \_\_\_\_\_ Women \_\_\_\_\_

Time of arrival 9.00 AM Time session started 9.30 AM Time session ended 11.45 AM

PO Team: LUCY AKOTO, STEPHEN MENSAH

Other officials involved: \_\_\_\_\_

Decisions or action taken by community since last visit:

- ① COMMUNITY HAVE STARTED COLLECTING COMMITMENT FEES
- ② WOMEN HELD THEIR OWN MEETING TO DISCUSS NEW WATER SUPPLY

Activities/Issues/Problems discussed during visit:

- ① COMMITMENT FEES - HOW TO RAISE BALANCE OF MONEY ; IMPORTANCE OF ACCOUNTS ; OPENING A BANK ACCOUNT
- ② CONTINUING USE OF STREAM WATER FOR OIL PALM EXTRACTION
- ③ FORMATION OF WATSAN COMMITTEE - TASKS ; SELECTION CRITERIA ; IMPORTANCE OF WOMEN'S INVOLVEMENT

Actions planned by community (during visit):

- ① COMMUNITY HAVE PLANNED THEIR OWN MEETING TO ELECT WATSAN COMMITTEE (28/10/97)
- ② HAVE PLANNED COMMUNITY ACTION TO CLEAN + WEED WATER POINTS

Your own observations during visit:

- ① COMMUNITY, ESPECIALLY WOMEN, ARE VERY COMMITTED.
- ② TENSIONS BETWEEN CHIEF AND UNIT COMMITTEE.
- ③ COMMUNITY ARE VERY SERIOUS ABOUT RAISING FUNDS FOR NEW WATER SUPPLY - VERY INTERESTED IN BOREHOLE

# MONTHLY REPORT

PO: WASH Report for the Period: OCTOBER 1997

Date	Village	Time in village	Community		Watsan	
			M	F	M	F
2/10	AKOBRO	2 <sup>1/2</sup>	30	80	6	7
	ADAA	2 <sup>1/2</sup>	25	30	5	4
6/10	ANKAASE	3	40	35	3	6
12/10	BIOKROM	2 <sup>1/2</sup>	10	25	5	5
	ONWENKWANTA	1 <sup>1/2</sup>	15	30	4	3
13/10	ADROBAA	2	20	20	7	6
	SUBRISO	2	15	40	4	5
14/10	WORAMPONHO	3	10	30	3	5
	TWEAPEASE	2 <sup>1/2</sup>	20	30	6	6
	AKOBRO	3	10	15	6	7
	RUBI	2	25	30	4	4
	ATUDUROBESA	2	15	30	5	4
15/10	MAMPONTEN	1 <sup>1/2</sup>	20	25	6	4
	AHYIAEM	3	10	50	5	4
	NSUAPEM	3	30	50	6	3
16/10	MAWANINSO	2	20	40	4	5
	BOMMODEN	2	15	45	5	5
	GYAAKYE	3	30	55	6	5
	ADAA	2 <sup>1/2</sup>	30	50	5	4
	ANKAASE	2	40	40	4	6
17/10	BIOKROM	3	20	45	5	5
	ONWENKWANTA	1 <sup>1/2</sup>	20	50	4	4
20/10	ADENGO	4	60	100	6	5
	ADROBAA	2	30	50	6	6
	SUBRISO	2	20	65	4	5
22/10	WORAMPONHO	3	10	50	3	5
	TWEAPEASE	2 <sup>1/2</sup>	30	50	5	6
24/10	RUBI	2	15	30	4	5
	ATUDUROBESA	1 <sup>1/2</sup>	10	40	5	4



#### MAJOR ACTIVITIES CONDUCTED DURING PERIOD:

- WATSAN FORMATION IN ALL COMMUNITIES
- FUND-RAISING FOR COMMITMENT FEES STARTED  
(1/3 HAVE RAISED 100% FEES)
- INITIAL DISCUSSIONS ON TECHNICAL OPTION
- HYGIENE EDUCATION RELATED TO OLD SOURCES  
+ SANITATION - COMMUNITY ACTION TO  
IMPROVE WATER POINT MAINTENANCE
- INITIAL BRIEFING OF WATSAN COMMITTEE  
ON COLLECTIVE TASKS + INDIVIDUAL RESPONSIBILITIES

#### MAJOR PROBLEMS AND RECOMMENDATIONS:

- ① MOST COMMUNITIES HAVE HISTORY OF MONEY BEING  
POORLY HANDLED - STRONG EMPHASIS TO BE GIVEN  
ON: A) RECORD-KEEPING B) REGULAR REPORTS TO COMMUNITY  
C) OPENING BANK ACCOUNTS
  - ② CONFLICTS BETWEEN WATSAN + UNIT COMMITTEE  
IN SEVERAL VILLAGES - FOLLOWUP MEETINGS NEEDED  
(PLAN TO INVOLVE DWST + DA MEMBERS)
  - ③ VERY LITTLE INTEREST IN HAND DUA WELLS -  
FOLLOWUP EDUCATION TO EMPHASIZE FEATURES OF  
ACTIVITIES PLANNED FOR NEXT MONTH: CWSP HAND DUA WELLS
- ① WATSAN TRAINING
  - ② FOLLOW-UP MEETINGS

# How Will Your Report Be Used?

You are the most important user of your report. It will help you plan your next visit to the community. But there are other users and other important uses to be made of your reports. Let's look at some of them.

- ◆ **Feedback to Community.** Your report helps you summarize what the community has achieved so far. If you give this information back to the community, it will help them get a better sense of how they are progressing and the issues that still need to be resolved. This helps to motivate them.
- ◆ **Feedback to Your Own Organization.** Your PO is one of a number of Partner Organisations helping to build community water management in Ghana. Your reports will help you recognise your strengths and weaknesses as community development professionals and improve your knowledge and skills.
- ◆ **Feedback to CWSA.** You are a part of a large scale project covering all of the regions of Ghana. Your reports help CWSA build a bigger picture of what is happening in the field. It helps us learn which strategies and methods are helpful and which are not, what is working and what is not working.

The information you provide in your reports goes into a **Management Information System**. It is added to and compared with information from other reports - not just PO reports but technical reports, financial reports, monitoring reports etc. This information helps CWSA improve their understanding of what we are doing and how effectively we are running the whole project.

Some information in reports is numerical. We use computers to manage this information and compile statistics. While numerical information is not enough, it does give us the "big picture" - the background against which the day-to-day and month-by-month project decisions have to be made.

- ◆ **Feedback to Donors.** Your reports also help us to be accountable to donors. They tell us how you have spent your time - how you and your PO have met your contractual obligations. Your reports enable us to be responsible in paying project funds to you for professional services.



# Monitoring and Evaluation

MONITORING and EVALUATION are tools to assess your field work and the overall impact of your work. Both tools involve the collection and analysis of information.

MONITORING is used while you are carrying out your field work in order to:

- Assess whether you are making progress
- Identify any bottlenecks and find appropriate solutions
- Check if your work is producing the required results.

By checking to make sure you are heading for a certain result, you are able to correct anything that is going wrong before it is too late.



To carry out monitoring you will need to:

Select indicators (see pages 135-136).

Collect data on the indicators.

Analyse the data.

Use this analysis to improve your work.

For example one of CWSP's indicators is "community awareness" - the community being able to explain the capital and O&M costs, roles of the Watsan committee, and reasons for technology choice. While you are carrying out your Phase One activities, you can collect data at the meeting or before the meeting to assess the level of understanding of the community. While waiting for a meeting to start, ask a few questions to check what people know about these issues.

The main thing about monitoring is to have clear indicators to guide you. If you know what results you are trying to produce, it will be easier to get there.

EVALUATION is done at the end of a phase of work (for example at the completion of the work in a single zone) to assess:

- successes and failures of the work carried out
- impact of your activities on communities
- results - to what extent have the objectives been achieved.

Be realistic about your performance. Identify where you can do better next time.

# Coordination

Remember - you are not the only player. There are other players involved in the CWSP. Your work needs to support and complement the work of other players.

So you need to know what the other players are doing - and how your different tasks fit together.

PHASE	PO	COMMUNITY	OTHER PLAYERS
Promotion		<ul style="list-style-type: none"> <li>Complete application for construction grant</li> </ul>	<b>DA/DWST:</b> <ul style="list-style-type: none"> <li>Inform community about programme</li> <li>Verify application</li> <li>Collect data</li> <li>Contract to PO</li> </ul>
Mobilization (Phase I)	<ul style="list-style-type: none"> <li>Collect data</li> <li>Build participation</li> <li>Introduce CWSP</li> <li>Build community awareness &amp; action</li> </ul>	<ul style="list-style-type: none"> <li>Analyse situation</li> <li>Make commitment to new water supply</li> <li>Establish Watsan</li> <li>Hygiene action</li> </ul>	<b>DWST:</b> <ul style="list-style-type: none"> <li>Attend 1st meeting</li> </ul> <b>RWST:</b> <ul style="list-style-type: none"> <li>Collect technical data</li> <li>Mobil. Assessment</li> </ul>
Planning (Phase II)	<ul style="list-style-type: none"> <li>Train Watsan</li> <li>Facilitate planning process (options and siting)</li> <li>Facilitate planning on how to manage facilities</li> <li>Facilitate plan for hygiene action</li> </ul>	<ul style="list-style-type: none"> <li>Choose options</li> <li>Choose siting</li> <li>Write FMP</li> <li>Select caretakers</li> <li>Raise money for capital contribution</li> <li>Open bank account</li> <li>Sign agreement</li> <li>Hygiene action</li> </ul>	<b>RWST:</b> <ul style="list-style-type: none"> <li>Advise on planning and siting</li> <li>Approve FMP</li> <li>Sign agreement.</li> <li>Contract work to HDW/BH contractors</li> </ul>
Construction (Phase III)	<ul style="list-style-type: none"> <li>Organise inputs</li> <li>Train Watsan</li> <li>Supervise construction</li> <li>Facilitate dev. of Maintenance Fund</li> <li>Support for hygiene education &amp; action</li> </ul>	<ul style="list-style-type: none"> <li>Community inputs (access road, labour, materials)</li> <li>Supervise construction</li> <li>Fund-raise for Maintenance Fund</li> <li>Hygiene action</li> </ul>	<b>HDW/BH Contractors -</b> construct water supply and train caretakers <b>RWST -</b> supervise construction; commission and hand over facilities
Followup (Phase IV)	<ul style="list-style-type: none"> <li>Train Watsan</li> <li>Support for hygiene education</li> <li>Monitoring and evaluation</li> <li>Handover to DWST</li> </ul>	<ul style="list-style-type: none"> <li>Establish system for maintenance</li> <li>Record-keeping</li> <li>Hygiene action</li> <li>Links with other Watsans, Area Mechanics, DWST</li> </ul>	<b>BH Contractors -</b> train caretakers <b>Area Mechanics -</b> major repairs <b>DWST -</b> take over from PO (community advice)

# Roles of Key Players

## COMMUNITY

- Apply for assistance
- Provide information to PO/DWST
- Establish Watsan committee
- Choose technology and siting
- Contribute to capital costs
- Raise maintenance funds
- Provide communal labour
- Supervise construction
- Sign certificate of completion
- Maintenance, repairs, finance
- Hygiene education and action
- Assume ownership

## PARTNER ORGANISATION

- Disseminate information
- Collect baseline information
- Community mobilization
- Promote women's involvement
- Facilitate Watsan formation
- Train Watsan committee
- Advise on fund-raising
- User/hygiene education
- Facilitate technology choice
- Facilitate site selection
- Assist with preparation of FMP
- Supervise construction
- Monitoring and evaluation
- Report to RWST/DWST

## LATRINE ARTISAN

- Promote latrines
- Site selection
- Offer choice of types
- Construction
- User education

## RWST

- Disseminate information
- Coordination and supervision
- Monitoring and evaluation
- Planning and budgeting
- Coordinate training
- Identify and select contractors
- Contract management
- Liaise with District Assemblies

## DISTRICT ASSEMBLY

- Establish and support DWST
- Develop district W&S plan
- Coordinate W&S activities
- Identify resources for W&S
- Establish sanitation funds
- Implement sanitation programme
- Inform communities about CWSP
- Select/prioritise communities
- Help select contractors
- Award HDW contractor contracts
- Monitoring and evaluation
- Provide feedback to RWST

## DWST

- Disseminate information on CWSP
- Collect baseline data
- Introduce POs to communities
- Help select latrine artisans and POs
- Help train latrine artisans
- Monitor PO activities
- Verify community applications
- Recommend communities to help
- Monitoring after PO phaseout
- Limited training for Watsan
- Maintain data on individual projects
- Advise District Assembly on W&S
- Support schools programme

## SBDU

- Help identify & select contractors
- Train and support POs in field
- Business development for POs
- Develop training materials
- Develop regional profile

## CONTRACTORS

- Rehabilitating boreholes & HDWs
- Siting of boreholes
- Construction of facilities
- Training of community caretakers

## AREA MECHANICS

- Identify spare parts needed
- Repair broken pumps
- Training of community caretakers



You may think you have too many bosses - RWST, DWST, and SBDU. But what is the case? Who really is your supervisor?

**RWST** is your client. They hire you on behalf of CWSA to do your job. Part of their job is to check that you do your job in a way that fulfills the conditions of the contract. In practical terms this means they will be visiting you or the communities you cover on an occasional basis to see how things are going. They will also be very interested in the reports you write.

**DWST** is working on behalf of the District Assembly to manage the development of water supply and sanitation for the district. They will visit some of your communities and will want to ensure that things are going well.

**SBDU** has been contracted by CWSA to train you for your community work. Their training includes both classroom instruction and field practice. So they will join you for some of your initial field visits to give you some coaching.

So don't look at the RWST, DWST, or SBDU as policemen who are forcing you to do things their way. You should see them as partners who are working with you to ensure the success of the programme.

*This chapter talks about  
**PO DEVELOPMENT** -  
how to strengthen your  
PO as a business and  
as an organisation.*



# CHAPTER 10

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## PO Development

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# Introduction

This chapter looks at PO DEVELOPMENT - how to strengthen the PO as an organisation and as a business.

It is divided into the following sections:

- TYPES OF BUSINESS**
- HOW TO REGISTER AS A BUSINESS**
- MARKETING**
- HOW TO BUDGET FOR A CONTRACT**

It's not enough to do good animation work in the field. You also need to do good work as an ORGANISATION and as a BUSINESS. Each PO is made up of several people - how can you work successfully as a team? At the same time your PO is trying to build itself as a successful business. Your aim as a business should be to cover your costs and earn enough to build up your organisation and stay in business.

The aim of this section is to discuss how you can strengthen your organisation and improve its operations as a business.



# Types of Business

There are many types of business:

- Sole proprietorship or one person business unit
- Partnership
- Joint stock companies
  - limited liability company
  - unlimited liability company
  - company limited by guarantee
- Cooperative society or credit union.

## How to choose the type of business?

Ask yourself the following three questions:

*Do I want to spend time and money in a business?*

*Do I have the SKILLS to do this business?*

*Do I have the CAPITAL to do this business?*

Your answers will help you choose the type of business. If the answer to all three questions is 'yes', you may want to become a **SOLE PROPRIETOR**. If your answer is 'no', you might want to invite other people to join you who could bring with them skills and/or capital. You could invite them to join you either as **part owners** or as **employees**.

If you decide to invite others as **part owners**, you could invite them either as partners in a **PARTNERSHIP** or as partners in a **COMPANY LIMITED BY SHARES** or a **COMPANY LIMITED BY GUARANTEE**.

If your motive is to make profit and share the profit, then your choice is a **PARTNERSHIP** or a **COMPANY LIMITED BY SHARES**. If your choice is not to make and share profit, but to use your profit to further your objectives and to help humanity, then your choice is a **COMPANY LIMITED BY GUARANTEE** (mostly NGOs).

## TYPES OF BUSINESS AND FEATURES

TYPE OF BUSINESS	MAIN FEATURES	ADVANTAGES	DISADVANTAGES
<b>PARTNERSHIP</b>	<ul style="list-style-type: none"> <li>● Formed by 2 or more people.</li> <li>● Registered with Register General</li> <li>● Agreement spelling out relations between partners</li> </ul>	<ul style="list-style-type: none"> <li>● More capital and skills into business</li> <li>● Work can be shared among partners</li> <li>● Hard work, more profit</li> <li>● Share profit, but you may wish it was all yours</li> </ul>	<ul style="list-style-type: none"> <li>● Must pay tax</li> <li>● Disagreements may lead to collapse of business</li> <li>● One partner can bind the rest in a transaction</li> <li>● Death of one partner leads to dissolution of business</li> <li>● Limited business, because no legal identity</li> <li>● Liabilities are not limited</li> </ul>
<b>COMPANY LIMITED BY SHARES</b>	<ul style="list-style-type: none"> <li>● Formed by 2 or more people</li> <li>● Main objective - to make profit</li> <li>● Shareholders are owners and can be on board of directors</li> <li>● Must have external auditors</li> <li>● Legal identity of business apart from owners</li> <li>● Registered with Register General</li> </ul>	<ul style="list-style-type: none"> <li>● Liability of members is limited to the amount subscribed</li> <li>● More expertise and capital</li> <li>● Employees can buy shares</li> <li>● More accountability (includes checks and balances)</li> <li>● Can share profit or plough profit back to expand business</li> </ul>	<ul style="list-style-type: none"> <li>● Must pay tax</li> <li>● Must keep proper accounts</li> <li>● Profit must be shared among all shareholders (owners)</li> <li>● Making profit means less incentives for workers</li> </ul>
<b>COMPANY LIMITED BY GUARANTEE</b>	<ul style="list-style-type: none"> <li>● Formed by 2 or more people</li> <li>● Not formed to make/share profit</li> <li>● Executive Council who are accountable to owners and cannot be employed in executive positions</li> <li>● Most NGOs belong to this type of business unit</li> </ul>	<ul style="list-style-type: none"> <li>● No tax has to be paid</li> <li>● Can give staff better incentives</li> <li>● More accountable</li> <li>● Better use of resources, because checked by Register General</li> <li>● Easy to expand - no tax and profit ploughed back into business</li> </ul>	<ul style="list-style-type: none"> <li>● No profit sharing, so the owners may lose interest</li> <li>● Must keep proper accounts</li> </ul>

# How to Register as a Business?

To register a limited liability company, you will need to have the following:

- Acceptable name (with the word 'Limited' at the end)
- Shareholders - how many shares each shareholder is subscribing
- Board of Directors (between 2 and 7 members)
- Business address
- External auditors
- Regulations - if you don't have your own regulations, you can adopt Table B of the company code.

When you have submitted these records to the Register General, you will initially receive a Certificate of Incorporation. When you have satisfied all the conditions (including the appointment and the acceptance of the appointment by an external auditor) you will receive within two weeks a certificate to start business.

For a company limited by guarantee, you will register with the Department of Social Welfare. You need to have 2-6 members, but in adopting Table B (regulations) you will have to specify that you cannot share profits nor appoint any members of the Executive Council to a salaried position. Any member of the Executive Council appointed as secretary cannot be paid a salary.

## Marketing

Marketing involves four Ps - PRODUCT, PLACE, PRICE, and PROMOTION.

Before starting a business, you need to decide:

- what services you will provide (PRODUCT),
- where to locate or how to get your services to your customers (PLACE),
- how much you will charge for your services (PRICE),
- how to get people to know about your services (PROMOTION).

**What is your product?** Your PO is delivering a service - more specifically, community animation services.

**At what price?** You need to charge a price that is not too high for your customers and yet at the same time covers your costs. What are some of these costs?

- salaries
- transport, accommodation, and night allowances
- stationery and secretarial services
- medical insurance, social security, and risk allowance
- overheads - to cover rent, utilities, promotion
- inflation
- 20% profit to invest in the PO business

# How to budget for a contract?

In budgeting for a contract you need to consider all of the possible costs to your organisation during the contract period. It is important to estimate all these costs, otherwise you will be losing money and possibly going out of business.

In budgeting for a contract you should include the following:

- The contract covers 20 communities for a twelve-month period.
- Number of field workers involved in contract. Example: 4 field workers divided into two teams, each covering 10 communities.
- Field workers will make 15-20 visits over this period to each community.
- In some communities they will have to stay overnight, requiring a night allowance. Estimate: 20% of visits will require night allowance.
- Basic monthly salary per field worker - eg C100,000.
- Social security is 12.5 percent of the basic salary.
- Three motorbikes will be used on the contract - one for each team and one for the supervisor. Estimated distance: 400 field work trips plus 100 supervision trips = 500 trips @ 60 km per trip = 3000 km

The above costs are all **DIRECT COSTS** - costs that contribute directly to the work in the field eg salaries, allowances, social security, transport, etc. In addition there are **INDIRECT COSTS** - costs that do not contribute directly to the field work such as paper, office rent, utilities, postage, etc.

A budget for the contract might look like this:

## A. SALARIES/ALLOWANCES

- A1. Basic salary = 100,000 by 4 staff = 400,000
- A2. Manager and Supervisor = 150,000 x 2 = 300,000
- A3. Allowances: 10,000 per night x 80 overnight trips x 2 people = 160,000

## B. TRANSPORT

- B1. Fuel: 3000 km .....
- B2. Maintenance: 3000 km @ C... per km = .....
- B3. Depreciation on motorbikes
- B4. Use of public transport.....

## C. OFFICE COST

- C1. Equipment & furniture - tables, chairs, typewriter, filing cabinet, etc
- C2. Supplies - paper, flipcharts, pens, files, notebooks, envelopes
- C3. Rent
- C4. Utilities - water and electricity
- C5. Postage/communications