

503 94EU

**INTERNATIONAL TRAINING NETWORK FOR WATER AND WASTE MANAGEMENT (ITN)**

## **EVALUATION OF NETWAS**

**(NETWORK FOR WATER + SANITATION) ITN'S REGIONAL CENTRE FOR EAST AFRICA**

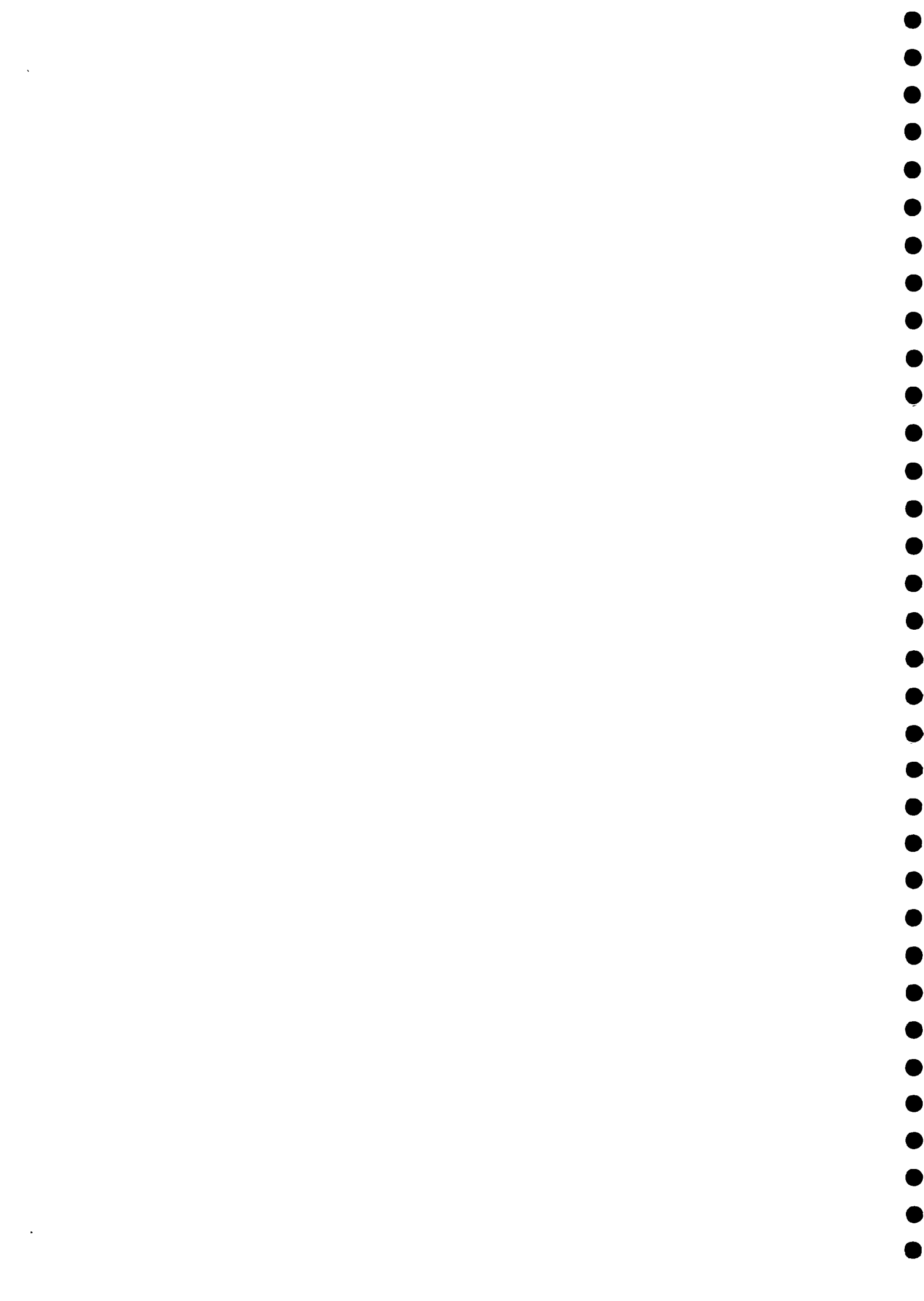
**FEBRUARY / MARCH 1994**

## **ABRIDGED VERSION**

Prepared for **Swiss Development Cooperation (SDC), Eigerstrasse 73,  
CH-3003 Berne**

by **Karl Wehrle, Team Leader, SKAT  
Vivian Bashemererwa (Ms), UDSM  
Andrew Makokha, Wakasa Consultants**

503-12501



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

## EVALUATION REPORT

March 1994

prepared for :

Swiss Development Cooperation (SDC), Eigerstrasse 73, CH-3003  
Berne, Switzerland, represented by Infraconsult AG (NETWAS'  
backstopping institution, Bitziusstrasse 40, CH-3006, Berne,  
Switzerland,

undertaken by :

Karl Wehrle\* (Team Leader), Civil Engineer, Head Infrastructure and  
Construction Section of SKAT, Vadianstrasse 42, CH-9000 St.  
Gallen, Switzerland

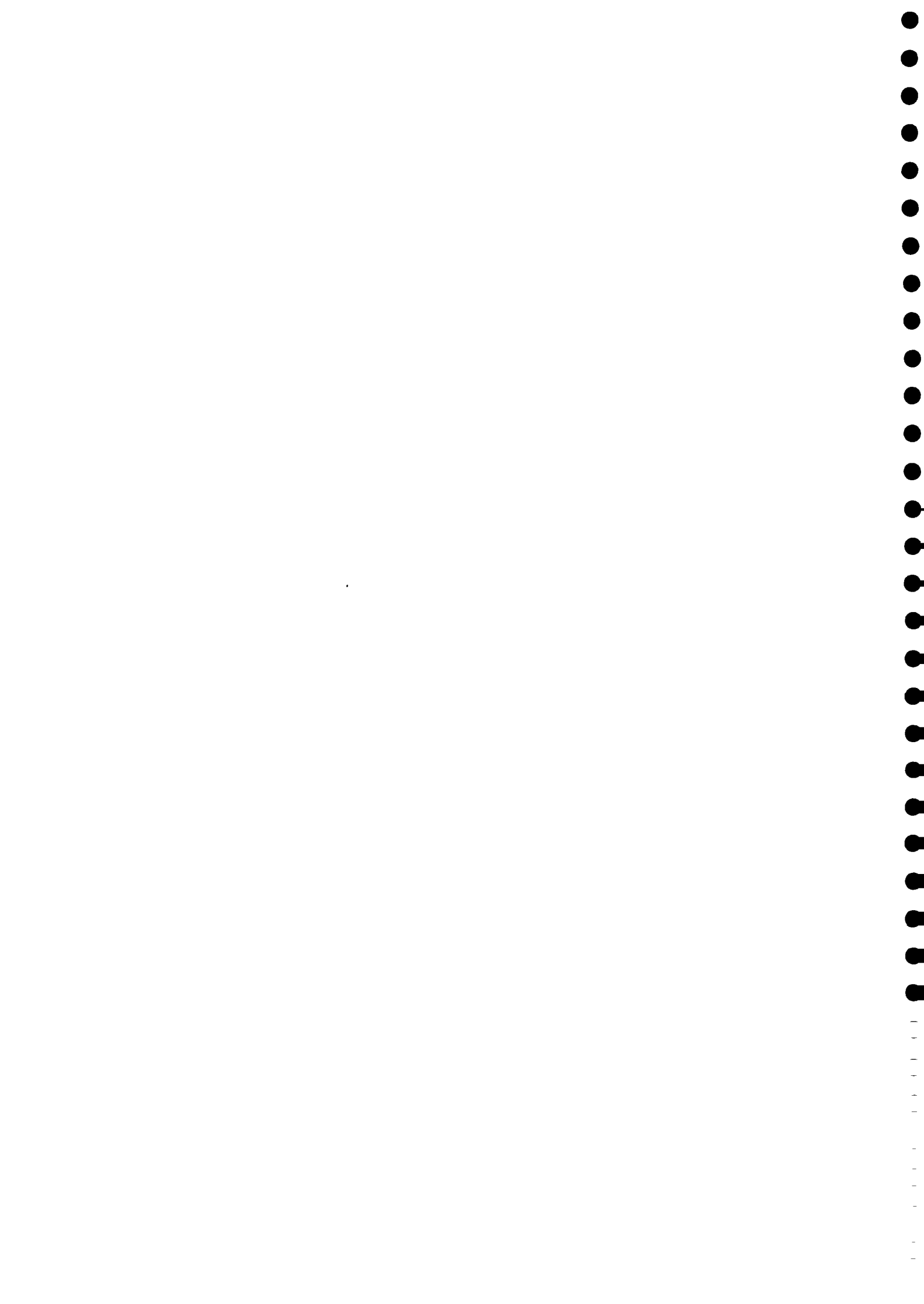
Vivian Bashemererwa (Ms), B.Sc., M.Sc., Senior Manpower  
Management Officer, UDSM, Tanzania

Andrew Makokha, Civil Engineer, Deputy Director of Wakasa  
Consultants, Nairobi, Kenya.

\* Edition of report

LIBRARY INTERNATIONAL REFERENCE  
CENTRE FOR COMMUNITY WATER SUPPLY  
AND SANITATION (IRC)  
P.O. Box 93190, 2509 AD The Hague  
Tel. (070) 814911 ext 141/142

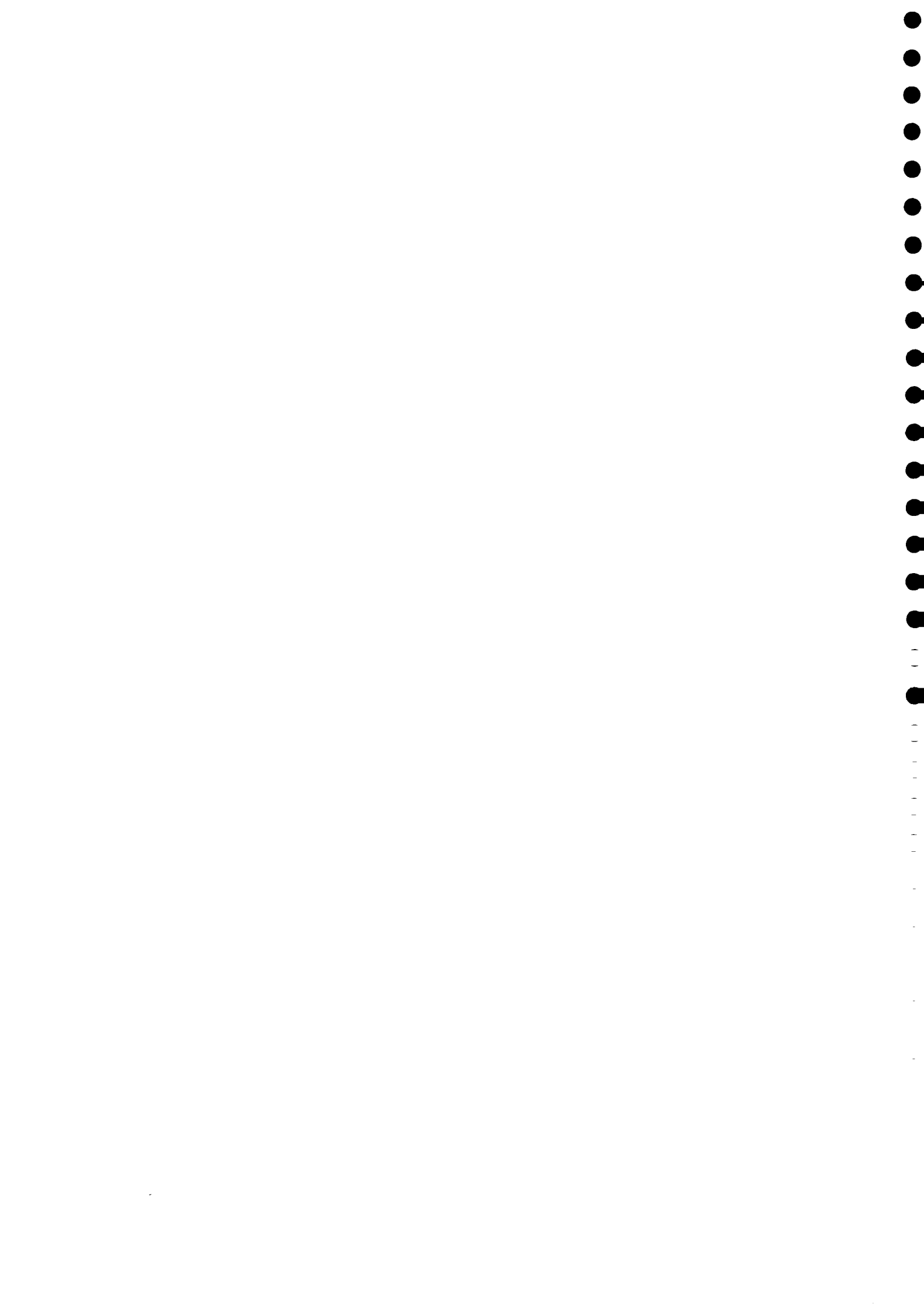
RW 12501  
LG: 503 94EV



## **FORWARD TO THE ABRIDGED VERSION**

**This is an abridged version of the main NETWAS Evaluation report. The numbering of chapters, sections and pages has been collated with those in the original report. The original report is available at the NETWAS Documentation Centre.**

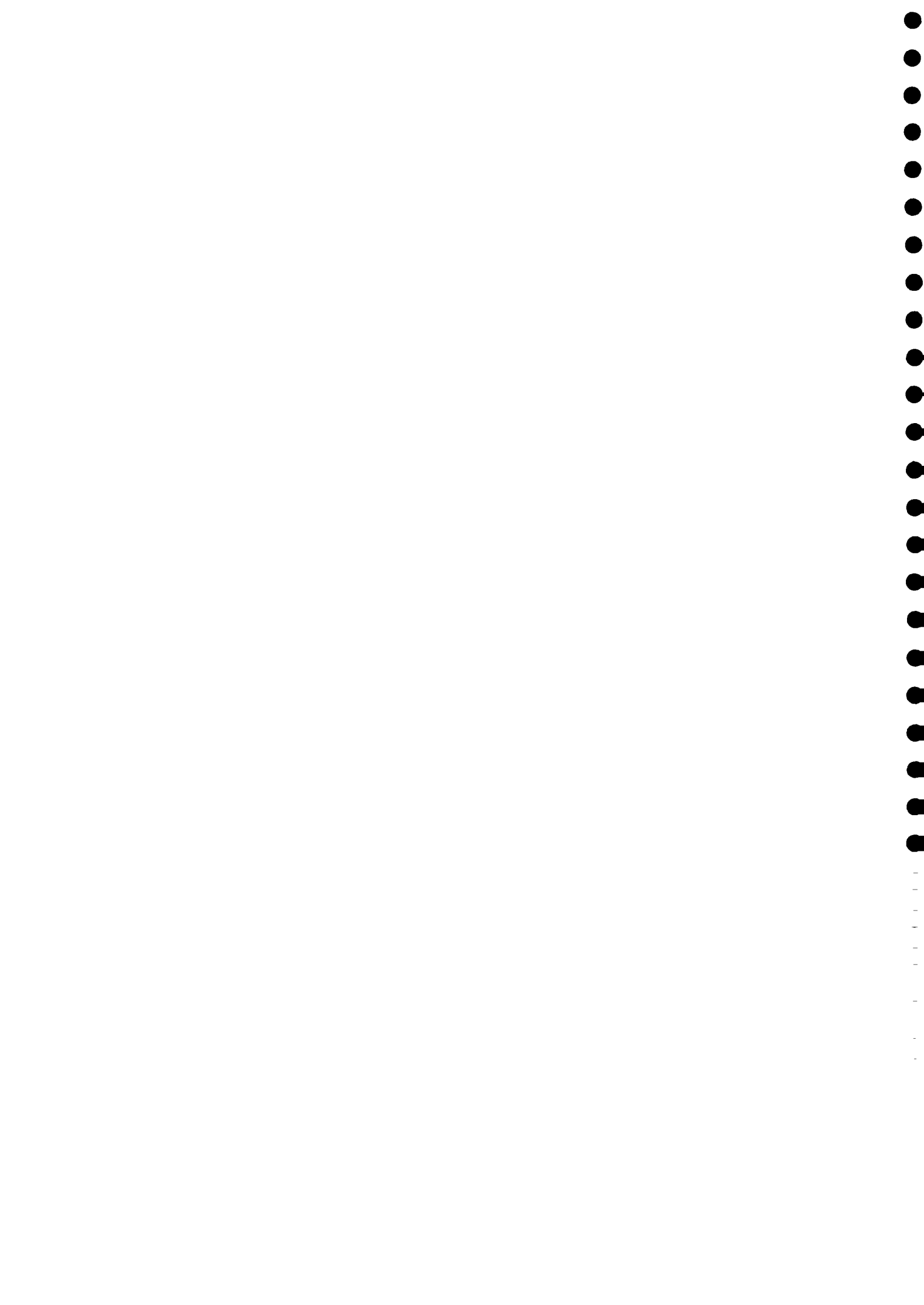
**Matthew N. Kariuki  
Head of NETWAS  
June 1994**



# TABLE OF CONTENTS

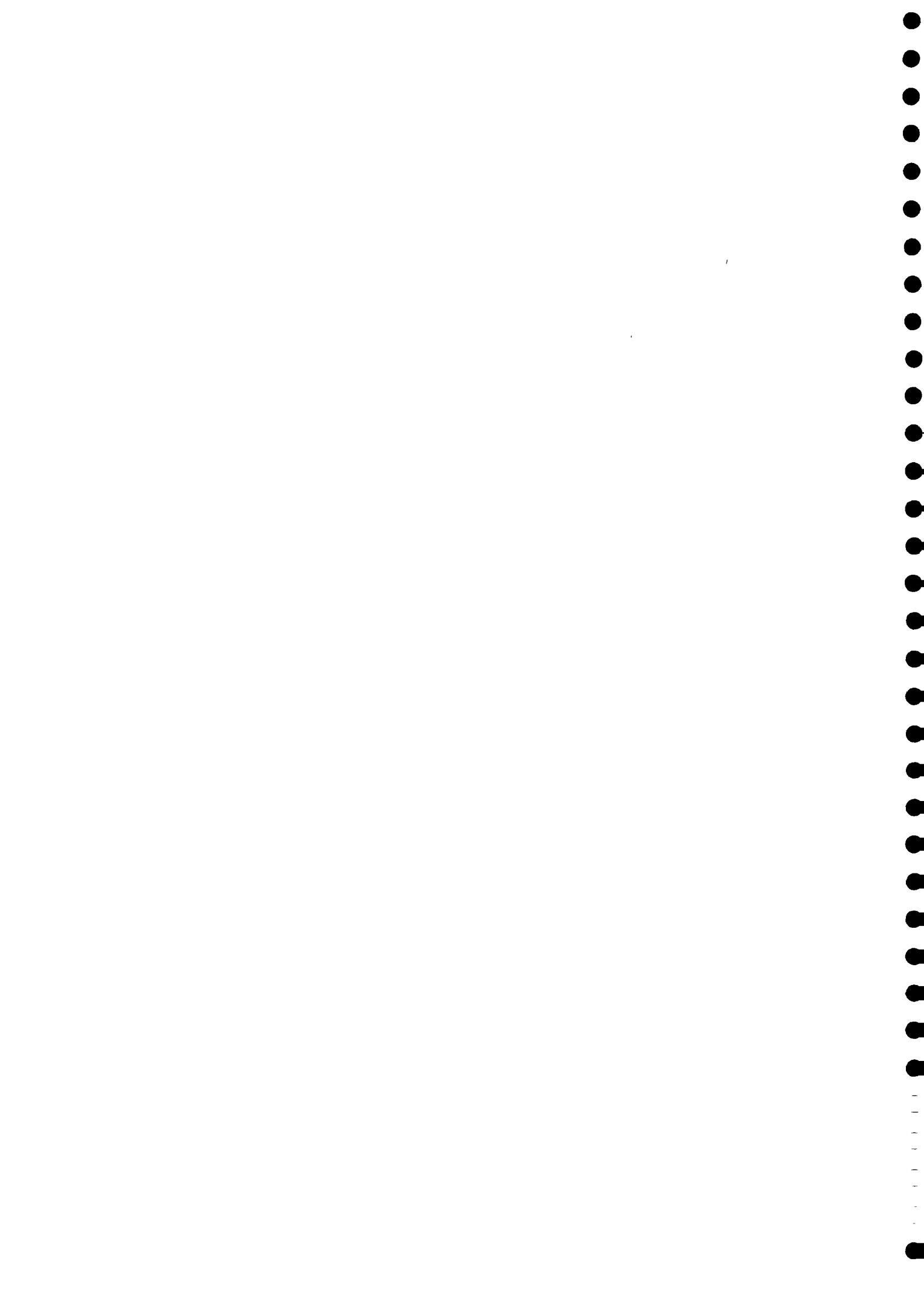
Page

	<b>LIST OF ABBREVIATIONS</b>	
	<b>ACKNOWLEDGEMENTS</b>	1
1	<b>EXECUTIVE SUMMARY</b>	1
1.1	Background and achievements	1
1.2	Evaluation, conclusions and recommendations	4
2	<b>INTRODUCTION</b>	7
2.1	The Evaluation Team (ET) and its TOR	7
2.1.1	The Evaluation Team	7
2.1.2	The Terms of Reference	8
2.2	Evaluation Methodology and process	9
2.2.1	Mandate	9
2.2.2	Participatory evaluation/ external evaluators as facilitators	9
2.2.3	Evaluation process	9
2.2.4	Evaluation report	10
2.3	Project-Background	11
2.4	Project Implementation History	12
2.4.1	Initiation of NETWAS	12
2.4.2	Phasing	12
2.4.3	Countries of coverage	12
2.4.4	Evolution of objectives of NETWAS	13
2.4.5	Strategies	13
2.4.6	Planning of NETWAS programme	13
2.4.7	Monitoring of NETWAS programme	14
2.4.8	NETWAS collaboration with sector institutions	14
2.4.9	NETWAS Management	14
2.4.10	Funding of NETWAS programme	15
3	<b>ANALYSIS AND ASSESSMENT OF PROJECT PLANNING</b>	16
3.1	Context and problem analysis	16
3.2	Analysis of general conditions and assumptions	16
3.3	Consideration of basic principles	18
3.4	Target groups	19
3.5	Objectives	20
3.6	Relevance of selected strategy	20
3.7	Project outputs	21
3.8	Activities	21
4	<b>THE MAIN ACTORS IN THE PROGRAMME AND THEIR MUTUAL RELATIONSHIP WITH EMPHASIS ON NETWAS' EXTERNAL COLLABORATION</b>	22
4.1	NETWAS' knowledge system (NKS)	22
4.2	Relations with ITN - UNDP/WB Headquarters and RWSG	24
4.2.1	Findings	24
4.2.2	Efficiency / Effectiveness	24
4.2.3	Relevance / Impact	25

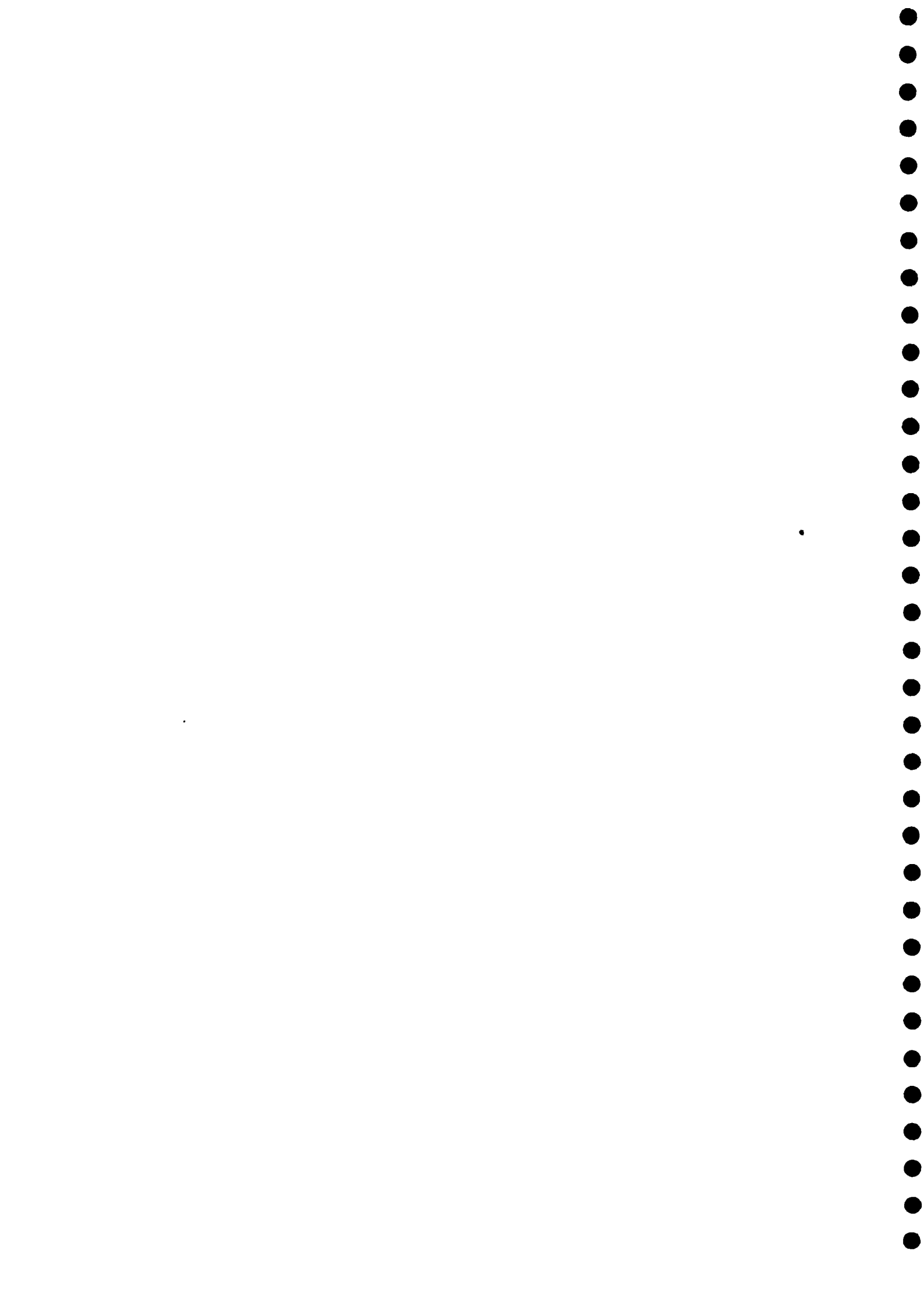




4.3	ITN - Africa Network	25
4.3.1	Findings	26
4.3.2	Efficiency / Effectiveness	26
4.3.3	Relevance / Impact	25
4.4	ITN - East Africa Network	27
4.4.1	Findings	27
4.4.2	Efficiency / Effectiveness	28
4.4.3	Relevance / Impact	28
4.5	Donors	28
4.5.1	Findings	28
4.5.2	Efficiency / Effectiveness	28
4.6	Resource Centres	29
4.6.1	Findings	29
4.6.2	Efficiency / Effectiveness	29
4.7	Infraconsult (IC) - The backstopping institution	29
4.7.1	Findings	29
4.7.2	Efficiency / Effectiveness	29
4.8	Governments, Policy / Decision-makers	30
4.8.1	Findings	30
4.8.2	Efficiency / Effectiveness	30
4.8.3	Relevance / Impact	30
4.9	Government institutions and NGOs	30
4.10	Community training and community demonstration project implementation	30
5	EVALUATION OF IMPLEMENTATION	31
5.1	Human Resources Development	31
5.1.1	Findings and Assessment	31
5.1.2	Efficiency	35
5.1.3	Effectiveness	35
5.1.4	Impact	36
5.2	Documentation, information and communication	36
5.2.1	Findings	36
5.2.2	Efficiency	38
5.2.3	Effectiveness	38
5.2.4	Impact	38
5.3	Community based WSS (CBWSS)	
	Technology and approaches	39
5.3.1	Findings and Assessment	39
5.3.2	Efficiency	40
5.3.3	Effectiveness	40
5.3.4	Impact	41
5.4	Community based WSS (CBWSS)	43
	Software approach	43
5.4.1	Findings and assessment	42
5.4.2	Efficiency	44
5.4.3	Effectiveness	44
5.4.4	Impact	44
5.5	Institutional issues	44
5.5.1	Findings and assessment	44
5.5.2	Efficiency	48
5.5.3	Effectiveness	49
5.5.4	Impact	50



6	<b>GUIDING PRINCIPLES FOR THE DEVELOPMENT OF RECOMMENDATIONS</b>	51
6.1	<b>Balanced development for a sustainable impact</b>	51
6.2	<b>ITN system for sustainable impact</b>	52
6.2.1	<b>The actors, their roles, contributions towards sustainability</b>	52
6.2.2	<b>Institutional requirements</b>	53
6.2.3	<b>Service requirements</b>	53
6.2.4	<b>The sustainability system</b>	54
6.3	<b>Gender issues : Potential for improvements (Julia Kunguru)</b>	55
6.3.1	<b>Introduction</b>	55
6.3.2	<b>Findings</b>	55
6.3.3	<b>Missing gaps</b>	56
6.3.4	<b>Potential for improvements</b>	56
7	<b>CONCLUSIONS AND RECOMMENDATIONS</b>	57
7.1	<b>Project planning</b>	57
7.1.1	<b>Project concept, planning and implementation</b>	57
7.1.2	<b>Actions up to the end of the ongoing phase</b>	58
7.1.3	<b>Actions in a new project phase</b>	58
7.2	<b>The main actors in the programme</b>	59
7.2.1	<b>Project concept, planning and implementation</b>	59
7.2.2	<b>Actions up to the end of the ongoing phase</b>	63
7.2.3	<b>Actions in the new project phase</b>	63
7.3	<b>Recommendations for HRD</b>	64
7.3.1	<b>The basis for HRD for all levels</b>	64
7.3.2	<b>NETWAS</b>	64
7.3.3	<b>Target groups / clients / collab. institutions</b>	66
7.4	<b>Documentation, information and communication</b>	67
7.4.1	<b>Project concept, planning and implementation</b>	67
7.4.2	<b>Actions up to the end of the ongoing phase</b>	67
7.4.3	<b>Actions in the new project phase</b>	67
7.5	<b>CBWSS Technology approach</b>	69
7.5.1	<b>Project concept, planning and implementation</b>	69
7.5.2	<b>Actions up to the end of the ongoing phase</b>	70
7.5.3	<b>Actions in the new project phase</b>	70
7.6	<b>CBWSS Software approach</b>	71
7.6.1	<b>Regarding project concept</b>	71
7.6.2	<b>Actions up to the end of ongoing phase</b>	71
7.6.3	<b>Actions in the new project phase</b>	71
7.7	<b>Institutional issues</b>	72
7.7.1	<b>Relation to AMREF</b>	72
7.7.2	<b>NETWAS staffing organization and management</b>	73
7.8	<b>Principal recommendations and their relations</b>	75
7.9	<b>Follow-up steps / realization of recommendations</b>	79
7.10	<b>Final Remark</b>	79



# 1. EXECUTIVE SUMMARY

---

## 1.1 Background and Achievements

The International Training Network for Water and Waste Management (ITN) is a UNDP/WB Programme that was set up as part of the global support to the International Drinking Water Supply and Sanitation decade (IDWSSD). Its main objective is the promotion of Community-Based Water Supply and Sanitation (CBWSS) through training and information support services. The network for Water Sanitation (NETWAS), established at AMREF in Nairobi in 1986, was the first of the four ITN centres in Africa.

The centre is identical with the Environmental Health Unit (EHU) in the Department of Community Health at AMREF.

AMREF has been most helpful in setting up NETWAS because of its network in the region. As NETWAS however, became more established, this strong link seems to have become a hindrance to NETWAS in building up its own identity and to avoid being confused as a competitor to its partners.

The sole donor of NETWAS' regional activities is SDC. An advisory board composed of representatives from government, NGOs, donors and resource centres supports NETWAS' management through regular meetings. In addition an external consultant provides regular backstopping.

NETWAS at present has a total staff of 15, composed of 7 professionals, 4 technicians and 4 administrative support staff. Three of the professional staff are in charge of country offices. Of the rest, two are information officers covering the region and one is a participatory training development associate.

NETWAS has established a network and contacts amongst the following three types of groups:

- partners and suppliers, such as ITN on a global and African level, resource centres, such as UNDP/WB, IRC, IRCWD, SKAT, etc. and donor institutions;
- potential clients, such as government institutions and NGOs;
- governments, policy/decision makers, i.e. managers and directors (this group is situated between the first two).

NETWAS operates in the following countries with reduced intensity : Kenya, Uganda, Tanzania, Ethiopia, Sudan and Eritrea.

NETWAS' main activities with its clients have been in the following three fields .

- Documentation, information and communication
- Human Resource Development (HRD), training both in technologies as well as in approaches and methodologies (hard- and software);
- Advisory services in the areas of hard- and software.

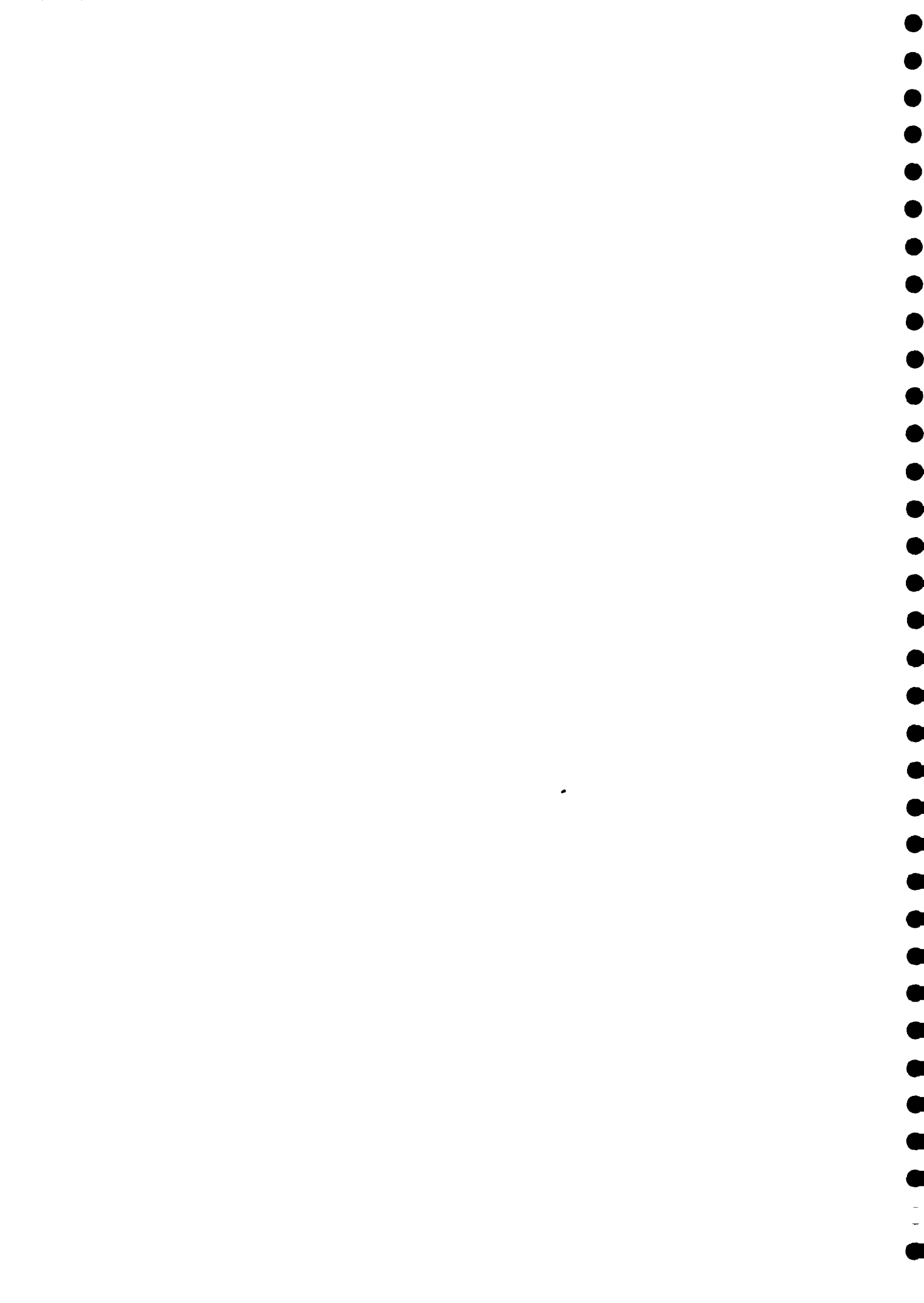


Documentation and information centres have been established and/or supported initially through the supply of well selected free books and teaching aids followed up in an unsystematical way by training of documentalists. Training of trainers including future field staff of government institutions and NGOs has been provided both in technologies as well as in approaches and methodologies. Wherever possible this training has been combined with practical application in a form of on-the-job training. For that purpose, so-called demonstration projects have been implemented by NETWAS at grass roots level. These training and advisory services have been mainly aimed at the dissemination of low cost technologies and the improvement of staff engaged in the W+S sector, but not systematically at institution-building, i.e. establishing national capacities for the ITN objectives.

The achievements are manifold, about six documentation and information centres, sometimes simply in the form of libraries, have been established. They are mostly well-maintained. Many of them, in particular the one at NETWAS, are highly frequented and considered to be of a high quality. Recognition and confidence has been achieved at the various levels of the clients and target groups. Training, in particular on-the-job training, is in high demand by those institutions who have already received such trainings. Awareness of the importance of a CBWSS project which includes participatory approaches to achieve sustainable improvements in the W+S sector has increased, not only at the level of trainers and field workers, but obviously also at the level of regional managers and departmental directors. Some hesitation on the part of NGOs to collaborate with NETWAS originate from the fact that they confuse NETWAS with other units of AMREF, whose activities seem to compete with those of the NGOs. The above-mentioned achievements are concentrated mainly in Kenya, to a lesser extent in Uganda and Tanzania, and to an even lesser degree in Sudan and Ethiopia. In Eritrea only first contacts have been established.

ITN coordination and donor support at country level has been continuously decreased and today has reached the level of practically zero. If it were not for SDC's support for its regional activities, NETWAS would be without financial means. RWSG reinforced the software side of NETWAS through the provision of an experienced trainer on participative learning methods.

The political and economic environment in which NETWAS has to operate has not been favorable everywhere. Travelling freely seems to be impossible for NETWAS staff in Sudan at present. Key personnel to which excellent contacts had been established in the relevant ministries in Ethiopia have recently retired because of the ongoing structural adjustment programme. None of the NETWAS local clients is in a position to pay for the services provided (i.e. government training institutions have no budgets for training of trainers, etc.)





## 1.2 Evaluation, Conclusions and Recommendations

After seven years of operation and just before the planning of phase V, it was decided that NETWAS should be assessed by means of an external evaluation. The main questions to be answered were the following :

- a) **"Are they doing the right thing ?"**
- b) **"Are they doing it in a correct way ?"**
- c) **"Will they be able to do it on a sustained base ?"**

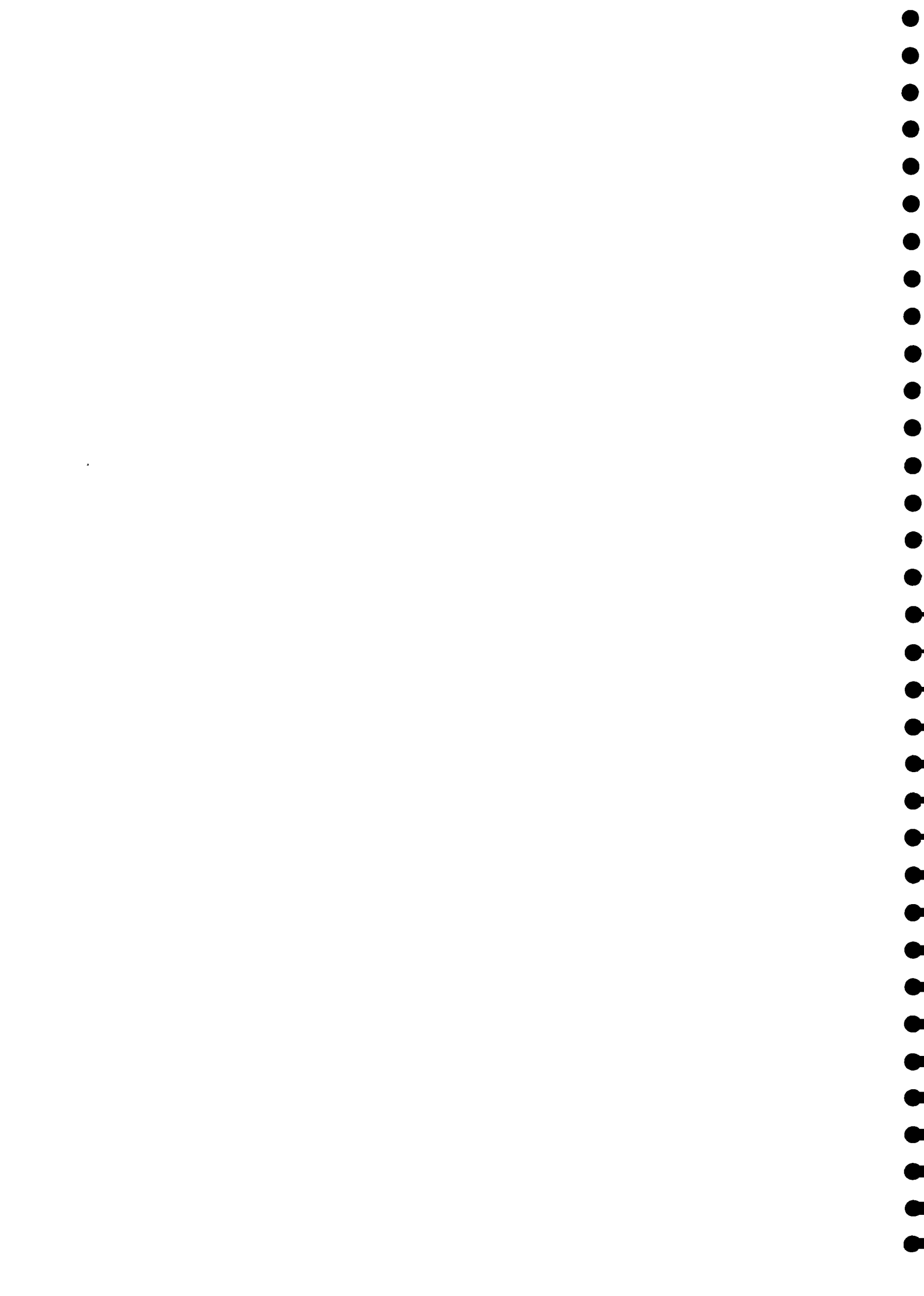
In a first step, the history of the project was studied and the project planning matrix (PPM) reconstructed before the activities and achievements were reviewed and assessed. The assessment and evaluation regarding efficiency, effectiveness and impact were done by the evaluation team in close collaboration with the project team. Solutions and recommendations were elaborated and developed in team working sessions and bilateral discussions before being reviewed and finalized during a two-day debriefing seminar. This process produced the following answers to the above questions :

- a) **"Yes, in general they seem to be doing the right thing. Yet NETWAS' activities are mainly based on a top-down needs' analysis and lack a clear demand and market analysis !"**

A thorough market analysis should provide information on the target groups, their demands and marketing needs (promotion in case of lack of awareness) as well as on existing gaps and holes which could best be filled by NETWAS. Based on this market analysis a business plan including HRD requirements etc. should be developed. By doing this the main aspects of balanced development need to be considered. This includes social, institutional, economic and technical components as well as the one dealing with "knowledge and norms". The presently-applied approach to reinforce existing bodies and work through them and not directly with the end-users is certainly relevant. The promoted method of participative learning is very important and relevant to WSS promotion at all levels. The scope of promotion of low cost technologies needs to be broadened to the level of appropriate technologies. This includes offering technical options to solve the WSS sector's needs and assisting in decision-making by showing their advantages, disadvantages, consequences - both institutional and financial. In other words, appropriate technologies should be promoted together with their system requirements.

- b) **"NETWAS has in most cases been quite efficient in implementation. Effectiveness is probably acceptable as far as achievement of results is concerned, but the effects on the ITN objective are certainly behind expectations".**

Considering the means available and the achievements assessed in documentation and information, networking, training both in technology and approaches, the extraordinarily motivated NETWAS team has been very efficient. The existing planning tool (PPM) has been frequently used to review progress, yet mainly only on the level of activities. The significant changes in the assumptions taken at the outset of the project were not taken into consideration in reviewing the relevance of the planned



results and project concept. These shortcomings in planning and management led to a lack of orientation. Since ITN at the level of UNDP/WB remained passive and did not provide ideas on a reviewed concept and strategy, NETWAS mainly continued in trying to fulfill the targets of the set activities.

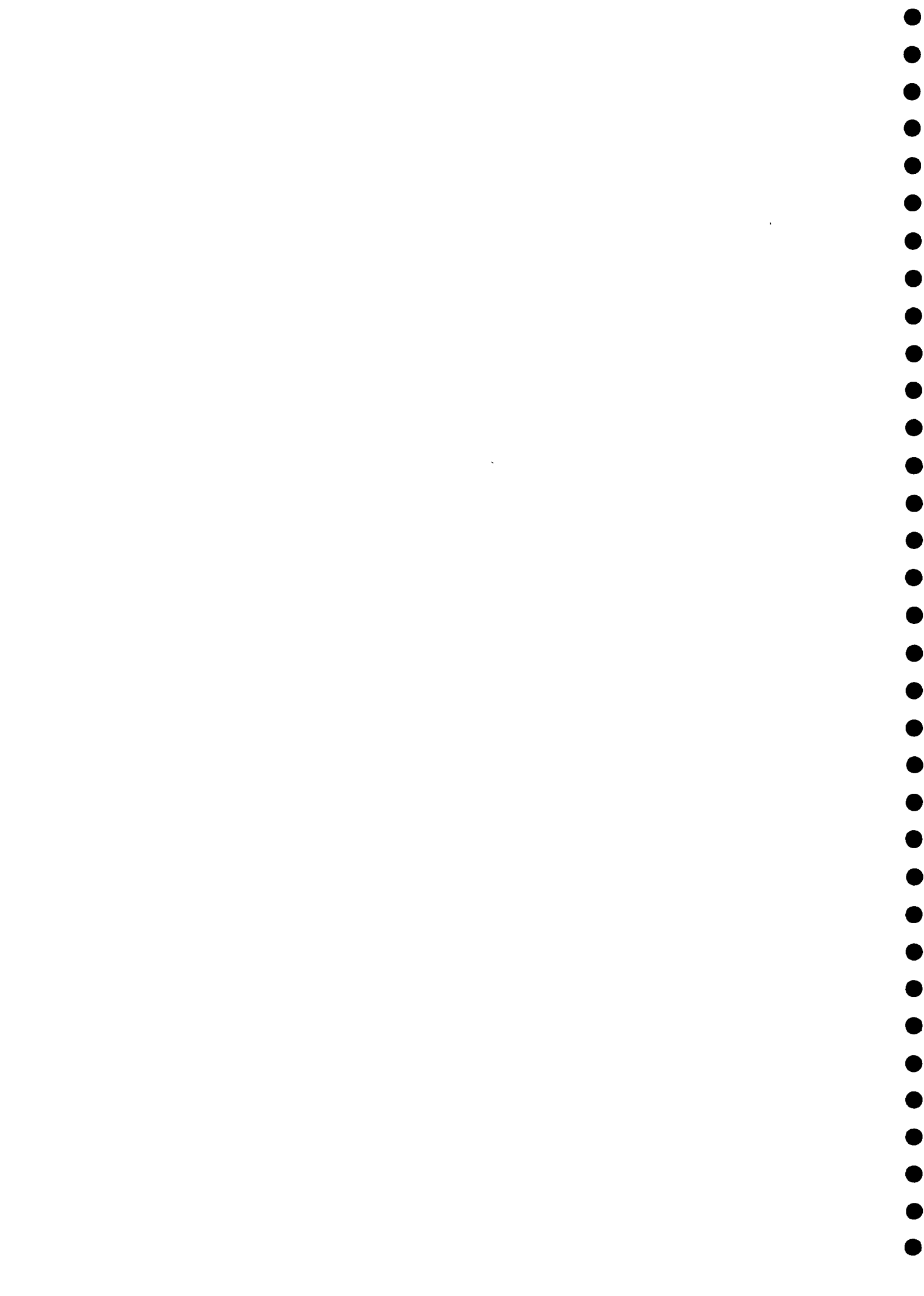
A revision of the concept is required. It has to be based on the above-mentioned market analysis and business plan as well as on the planned cross-sectional analysis of various evaluations of ITN centres. In any case, focusing and concentrating NETWAS' activities on the main issues is greatly required. This means the building up of National Reference Centres (NRC) in a manageable number of focal countries has to be emphasized with priority.

Donors additional to SDC need to be encouraged to support individual national ITN programmes (building up of NRCs). This support has to be carefully balanced, so that sufficient means are made available on one hand to build up and initiate the NRCs as well as to maintain the non-sellable services, such as documentation and information dissemination. On the other hand, however, marketable services should not be subsidized, so that the centres are forced to adapt their services creatively to the market's demands.

- c) **"The present set up of ITN East Africa and NETWAS lack of clear structures which would provide a sustained base for the institutions and their services and therefore achieve a sustainable impact. Realistic and practical options for a transparent and manageable set up need to be developed."**

The final aim of the project certainly is to achieve a sustainable impact. One of the main criteria of this achievement consists of sustainable provision of the services proclaimed by ITN (training and information support). Since the present ITN system including NETWAS as an institution, is far from sustainable by any measure, the following option has been developed and is recommended for further elaboration. The ITN global network should be revived, provide assistance in concept development and function as a monitoring and evaluation (M+E) pool at least up to the time when regional or national networks are well-established. These M+E activities should support a continuous learning process. NETWAS as RC East Africa has to focus its activities on initiating and supporting the building up of NRCs, preferably within existing capable institutions. Once the NRCs have been established, NETWAS as a RC would merge with the NRC Kenya and probably still maintain some coordinating functions. ITN East Africa would not maintain a separate coordination office with separate budget needs. However, each NRC would be autonomous and the network would continue to function to the extent of their partners benefitting from it.

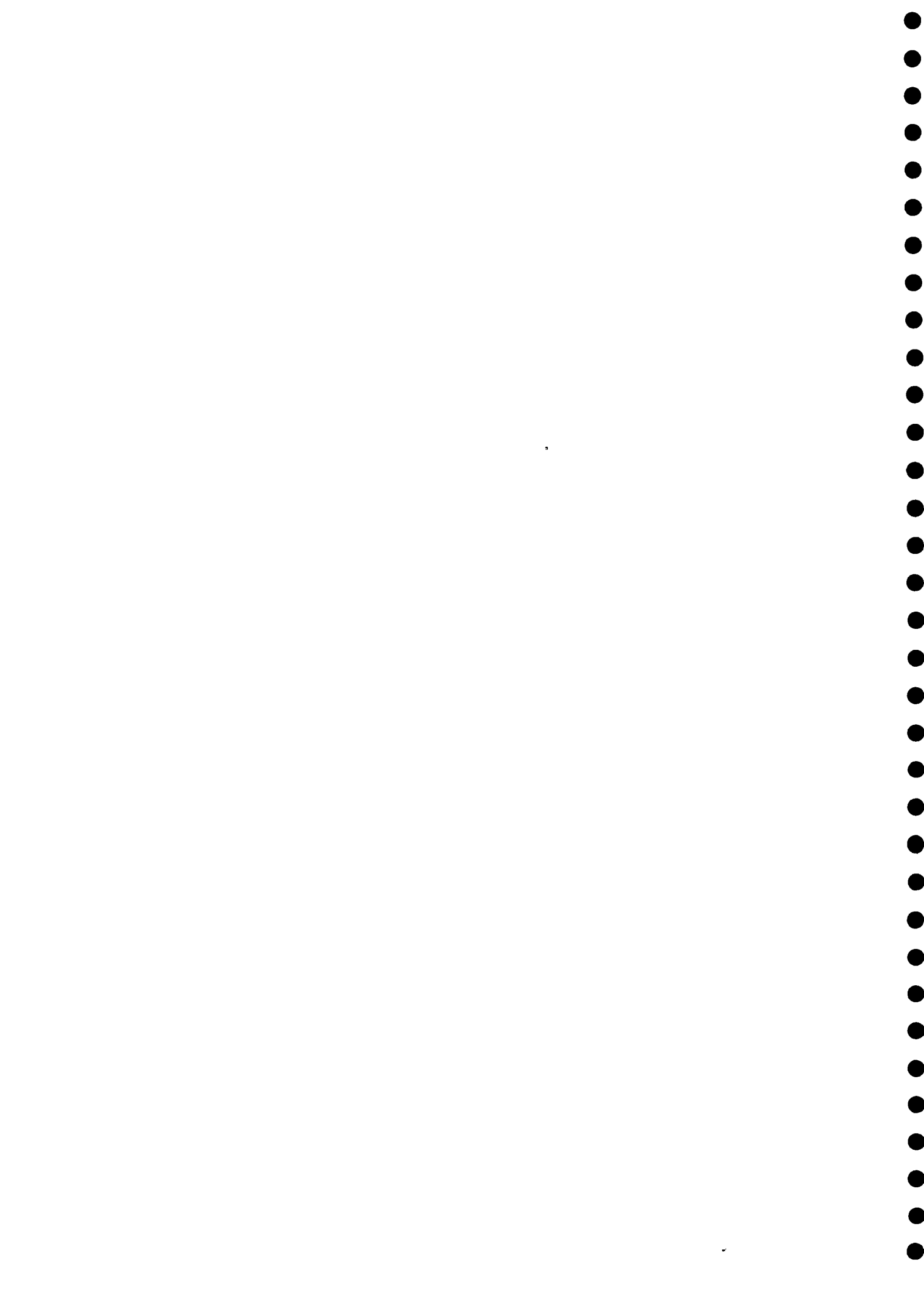
NETWAS' status within or outside AMREF requires upgrading, which means increased autonomy. This is required to avoid confusing NETWAS with AMREF's other activities which some participating NGOs perceive as being partly competitive, as well as to achieve the required recognition and identity of NETWAS.



**NETWAS' management system requires reorganization. The different activities and services provided should be covered by separate subsections, such as documentation, information, training, technical advisory service, software advisory service, etc. Each subsection should have its own plan of operation, budget lines, etc. In this way those subsections which require external financial support (such as documentation) can be clearly distinguished from those who have to obtain their income from marketing their services (such as advisory services). NETWAS' internal HRD requirements have to be shown in the market analysis, respectively business plan. Increased capacity for management and institution-building seem to be among the most prominent needs.**

**Whichever measures are considered to be relevant for the improvement of NETWAS' services, the following two aspects need to be kept in mind :**

- **The present high motivation and team spirit of NETWAS should not be hampered negatively by any so-called advanced management system.**
- **The proclaimed market and demand orientation to achieve sustainable projects and impacts should not result in leaving behind and forgetting the poorest who have no purchasing power.**



## 4. THE MAIN ACTORS IN THE PROGRAMME AND THEIR MUTUAL RELATIONSHIP WITH EMPHASIS ON NETWAS' EXTERNAL COLLABORATION

---

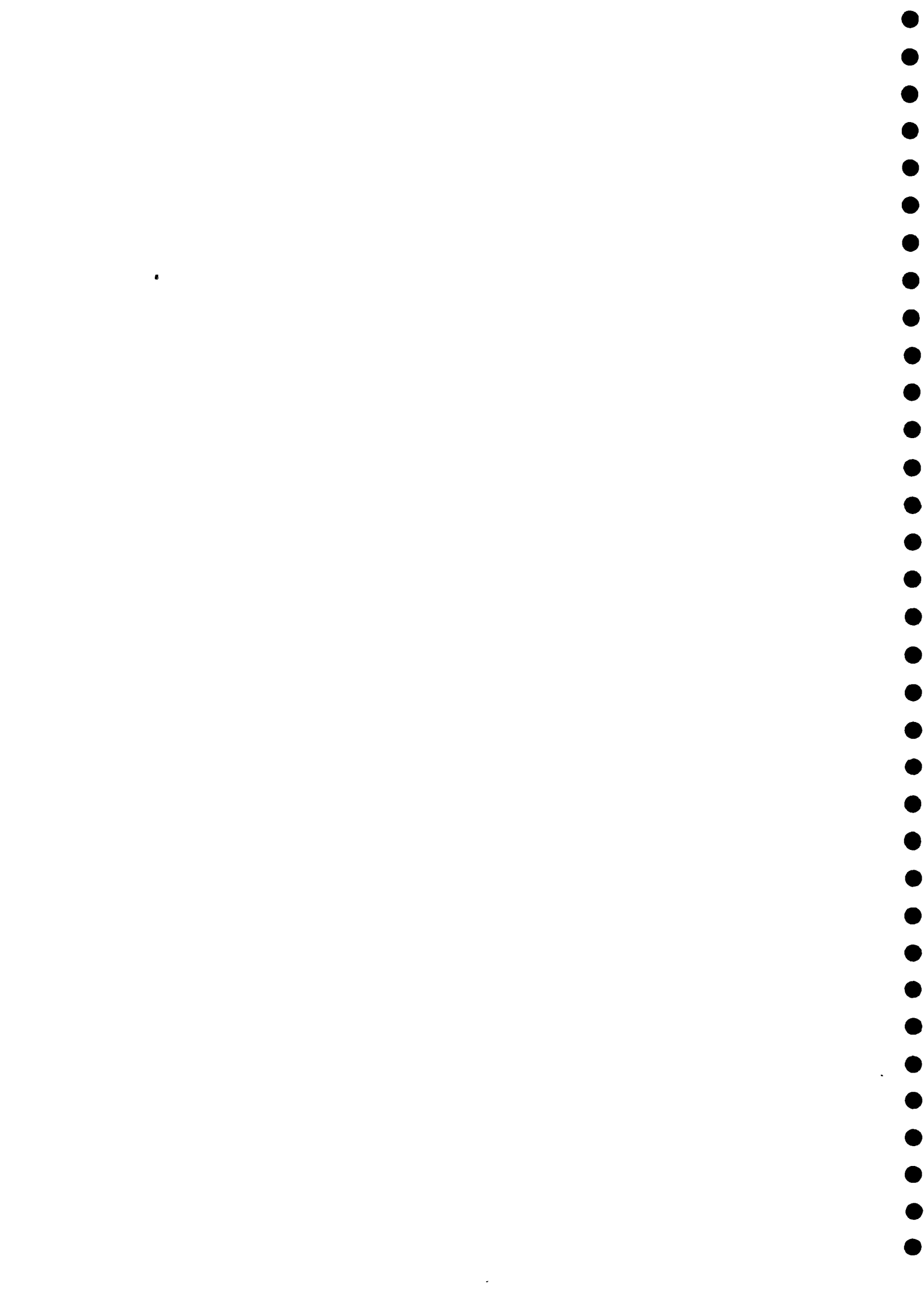
### 4.1 NETWAS' Knowledge System (NKS)

NETWAS' knowledge system was developed jointly by NETWAS and the evaluation team to gain a quick project overview, to understand the links and relationships and also to identify areas of communication strengths and weaknesses, of transferring and disseminating knowledge (cf. graph 4.1). NKS proved to be very helpful throughout the evaluation process. A summary of the working technique used to develop knowledge systems can be seen in annex 21.

When looking at the NKS it becomes obvious that NETWAS depends on too many "bosses" in the form of NETWAS advisory board, AMREF, ITN and donors. The complexity of the entire system also indicates and reveals the ambitious setting into which NETWAS has been placed. This becomes even more complicated if it is considered that the boxes below NETWAS each deal with NETWAS partners in three to six countries (for obvious reasons of clarity and space this could not be shown on this table). The NKS also shows the intensity of interactions, which are naturally highest in Kenya, followed by Tanzania and Uganda. Unfortunately the country programmes both in Kenya and Tanzania are without funding at this stage. The rating of interactions shown to be the highest was towards 7 (government institutions), followed by 8 (NGOs), 9 (community training) and 10 (community demonstration project implementation).

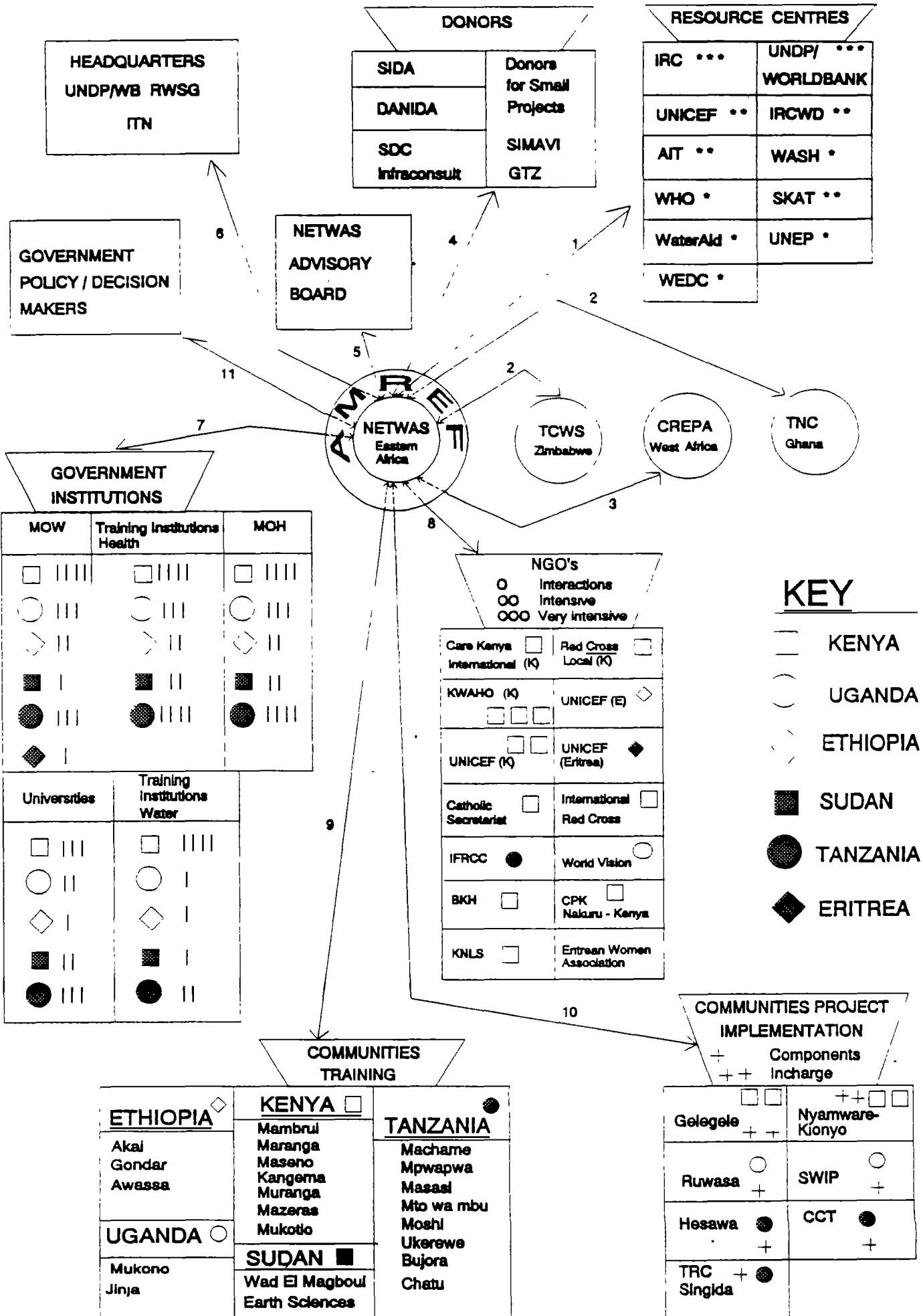
Although the network consists of institutions and organizations, the reality is that people matter in the first instance. This is understandable especially when considering that the network is still in an immature stage. Fortunately all present NETWAS staff has a high capacity and capability for networking. This fact of high acceptance of NETWAS and its personalities could be observed throughout the evaluation mission.

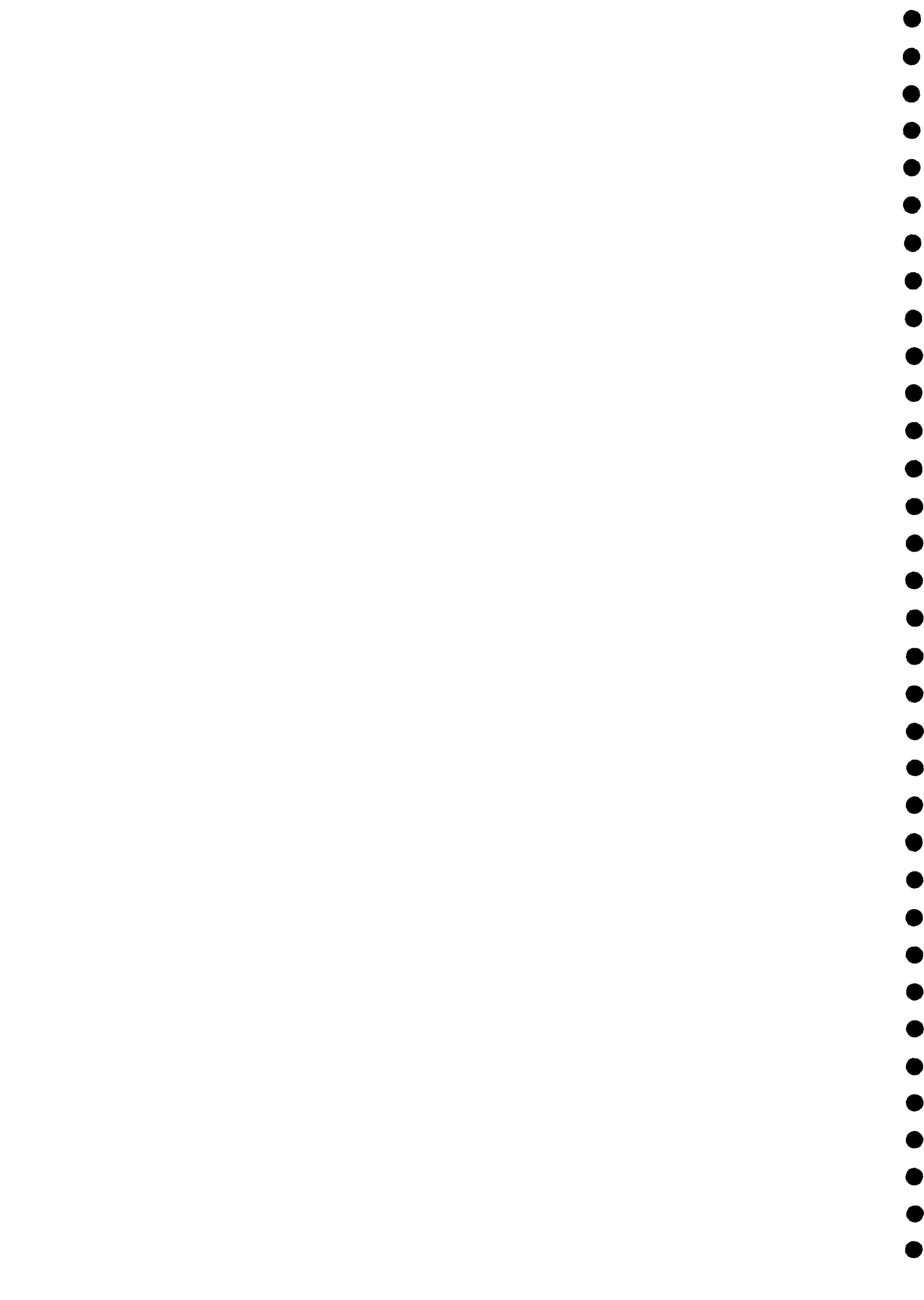
Graph 4.1 represents the NKS and shows the main actors in the programme and their mutual relationships. Interactions are outlined according to the figures in annex 10.





# NETWAS KNOWLEDGE SYSTEM (PARTICIPATION ANALYSIS)





## 5.5 Institutional Issues

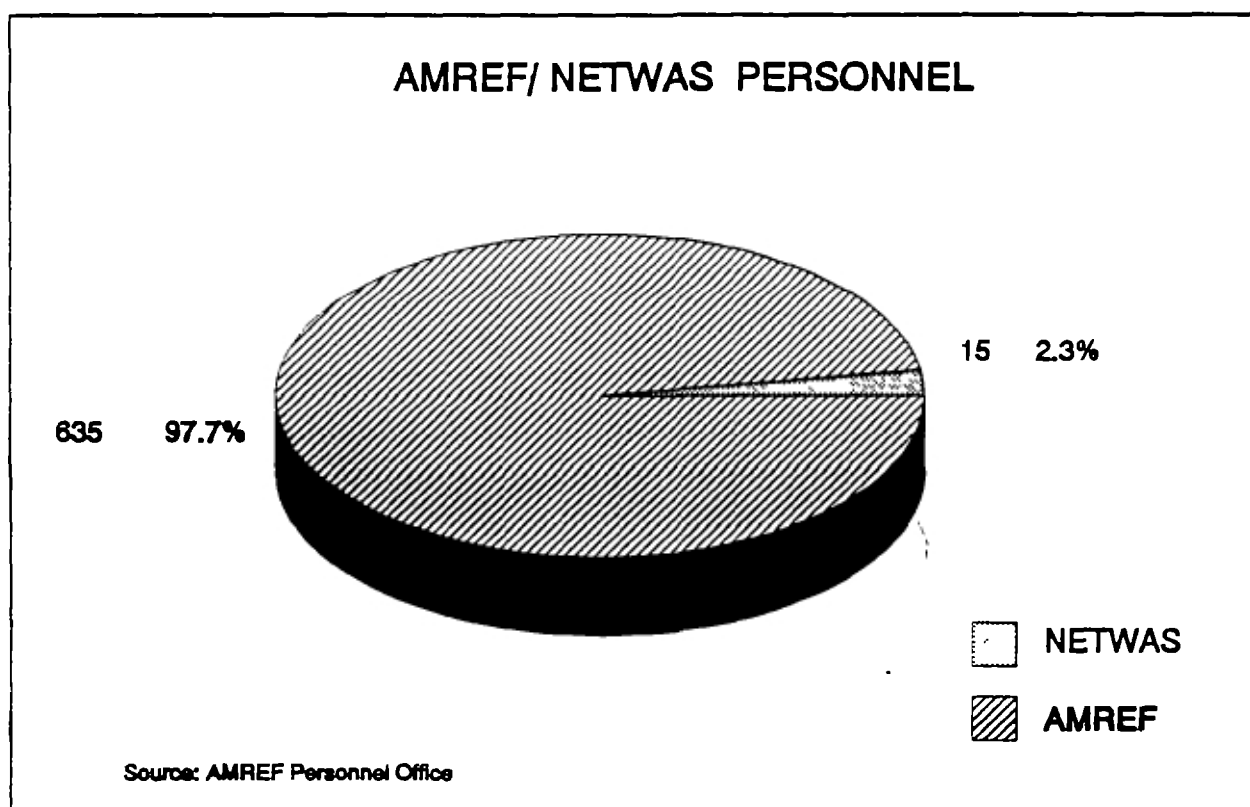
### 5.5.1 Findings and Assessment

#### a) NETWAS position in AMREF

The network for Water and Sanitation (NETWAS) for the East African region was established at AMREF in Nairobi in 1986 as the first of the four ITN centres in Africa. AMREF was selected to house NETWAS because of its comparative advantage of already being active in the region and having access to a regional network. Within AMREF, NETWAS is situated in the department of Community Health (compare organogramme in annex 17). Initially the head of NETWAS reported to the head of the Environmental Health Unit (EHU). Later, in 1989, the head of NETWAS became also the head of EHU.

Considering the size of AMREF, NETWAS is insignificant, both with regard to its share of budget and staff (compare table 5.5.1 below). Yet, the training and networking activities of NETWAS are considered to be complementary to AMREF's other activities.

table 5.5.1



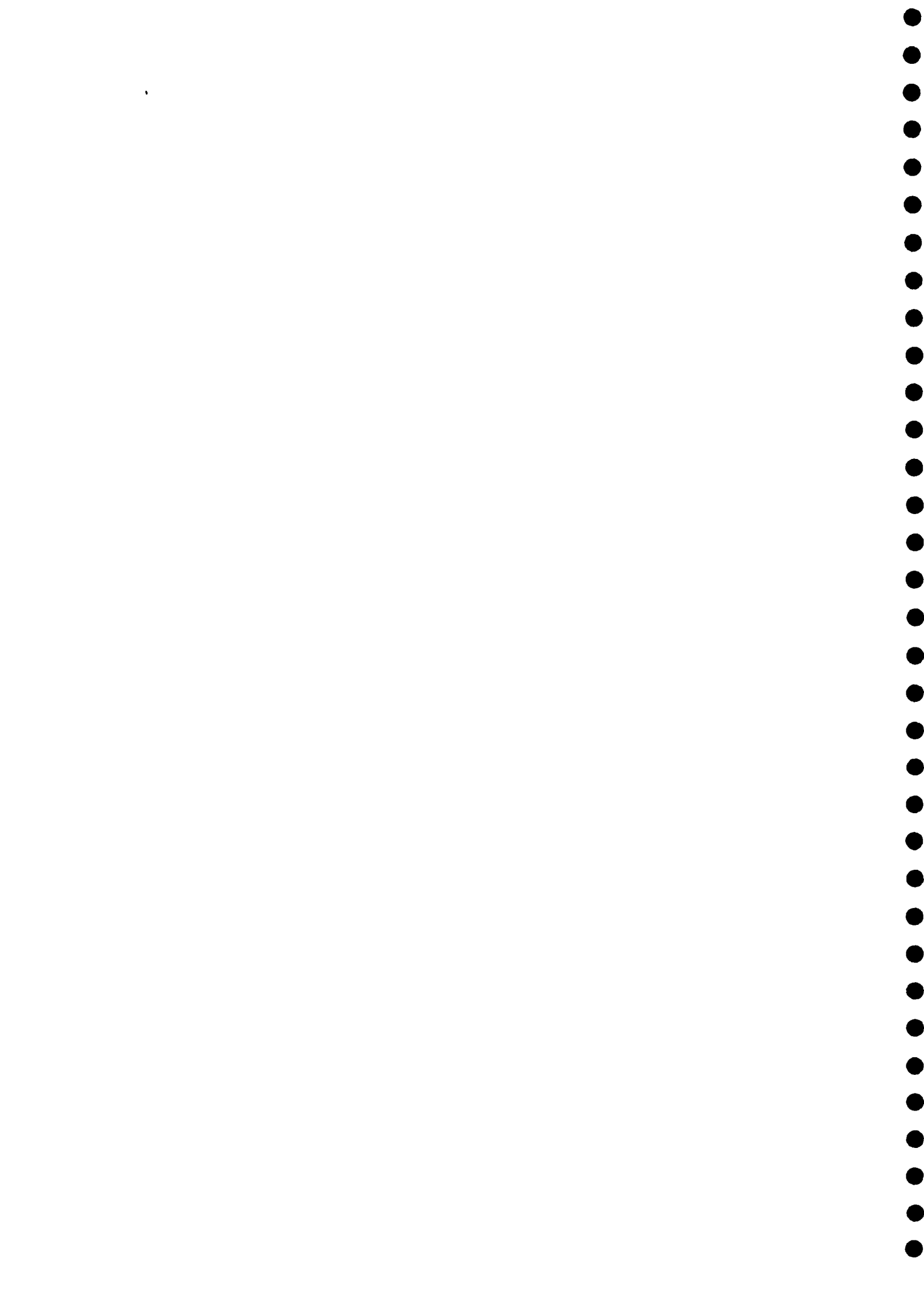
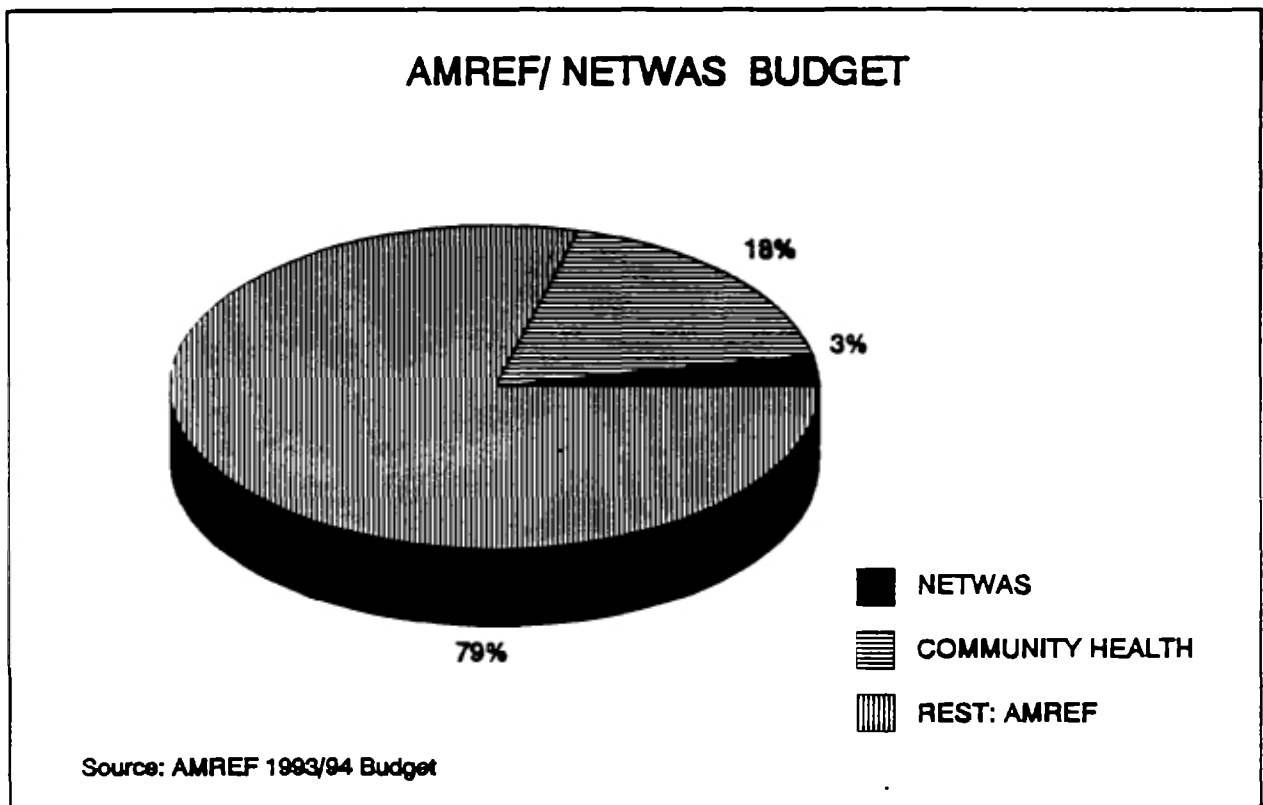
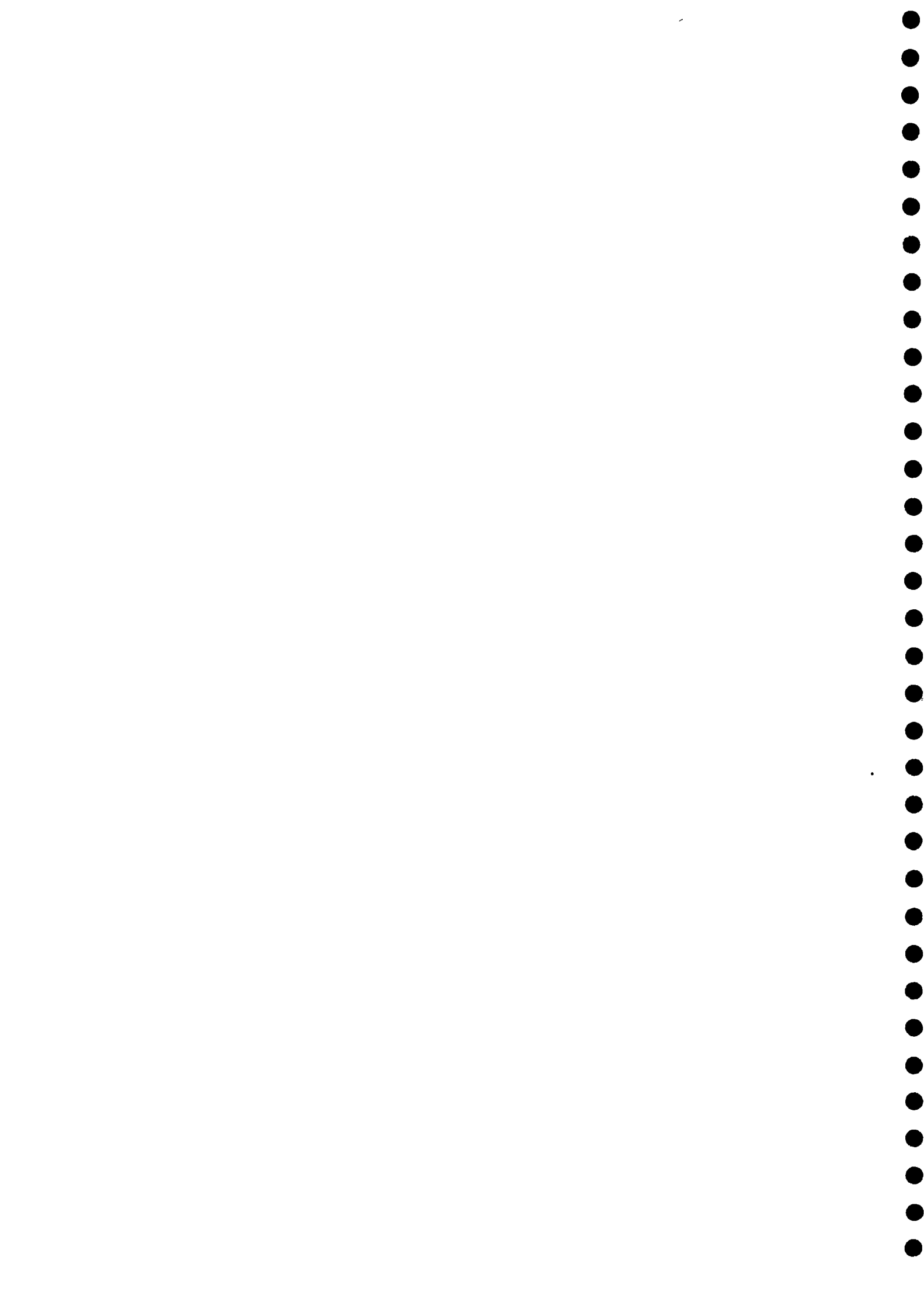


table 5.5.1



The EHU of AMREF was initially set up to deal with primary health care with WSS being only a component. At present the bulk of EHU's work is for NETWAS with only a small percentage of its time used on general PHC matters. There is a project (Kibwezi PHC) whose water and sanitation component is handled by NETWAS as a demonstration project, but which is independent of NETWAS.



b) Operation of NETWAS within AMREF

In its formative stages in 1986, NETWAS benefited a great deal from AMREF's already established status.

Being a regional organization, NETWAS has benefited from a regional outlook and establishment which have enabled it to gain access to the different institutions collaborating with AMREF right from the start. Apart from this, the information dissemination and training aspects of NETWAS are similar to those formerly carried out by AMREF. The co-existence of the two was therefore smooth.

In addition to this, the AMREF support structure has always been available to NETWAS in the form of rules and regulations pertaining staff, accounting and general administration. On the programme side, NETWAS has enjoyed a symbiotic relationship with AMREF in the areas of delineation of responsibility and integrated approach to programming.

Indeed the relationship of NETWAS to AMREF has been such that most of the actors in the sector make very little distinction between the two. Because of this, some NGOs have viewed NETWAS as an implementation arm of AMREF in the WSS sector and in this respect as a competitor. This has discouraged and endangered meaningful networking with such NGOs. To this end, most NGOs and collaborating government institutions in Kenya would prefer to see NETWAS independent of AMREF and performing a networking and advisory role rather than appearing to be involved in grass roots operations. Such NGOs then see NETWAS becoming more a reference centre in sector problems, and charging for services which will be demand driven.

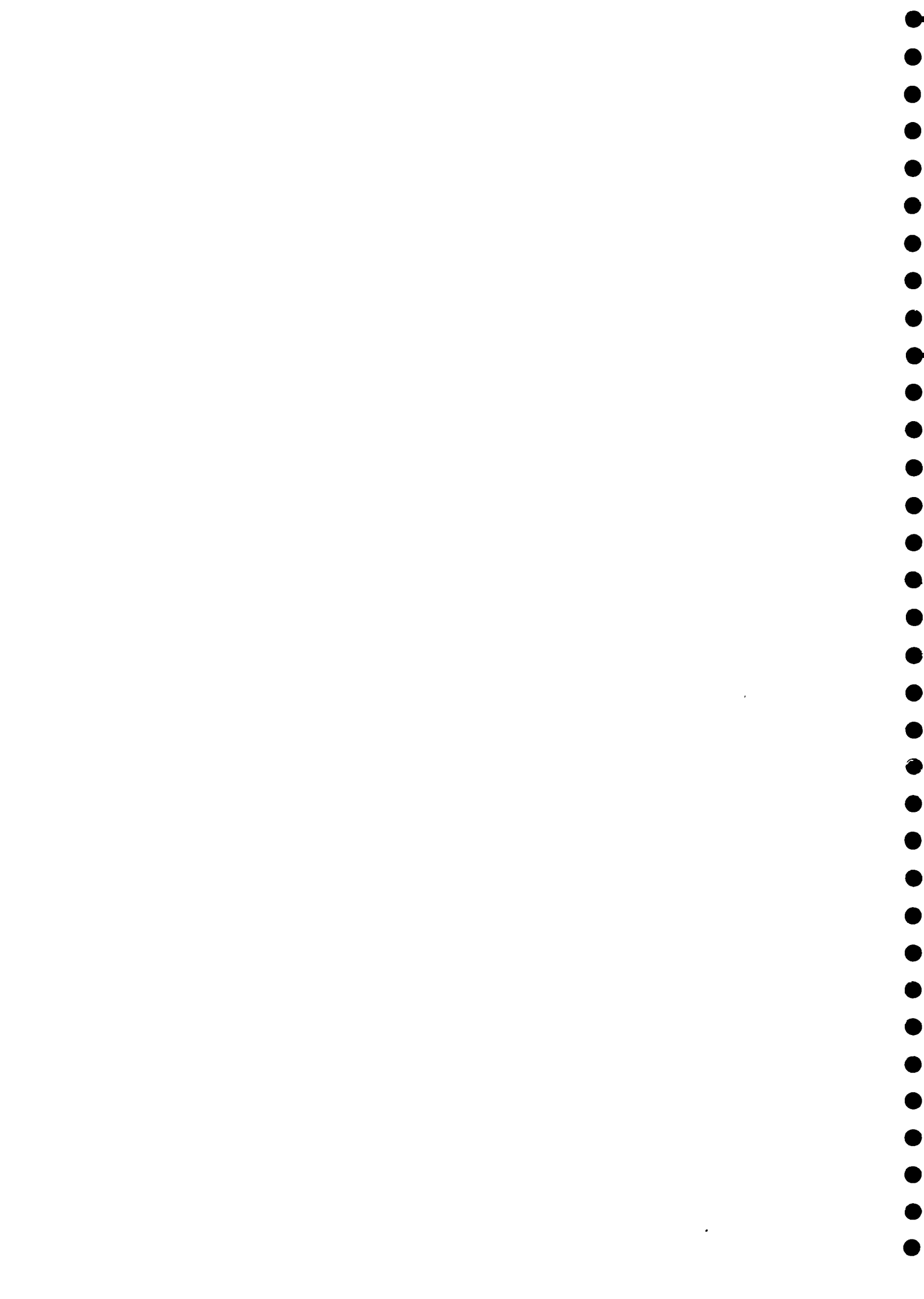
In the view of the above, reservations by most of NETWAS' clients in Kenya in accepting NETWAS as a network separately from AMREF's implementation activities in the WSS sector, different options need to be studied. The aim of these options has to be two-fold

- Increase of NETWAS' identity and recognition as an independent network
- Decrease the view of NETWAS as being considered a competitor by their potential clients.

In a first step different options were studied with the NETWAS team. The advantages, disadvantages, risks and chances were studied for the following four options

- 1) autonomy,
- 2) elevation to a department within AMREF,
- 3) liaison with host institutions other than AMREF,
- 4) retain the status quo.

The result of this NETWAS internal exercise can be seen in annex 17 b. This analysis clearly concluded that option 1, autonomous status, would be a significant advantage in meeting the above two aims. Yet it was considered that this status only could be achieved after a transition period of at least one year.





In a second step the conditional criteria were identified on how competition could be avoided as well as on how higher identity and recognition could be achieved. This was done during a brainstorming at the second day of the debriefing seminar (compare annex 17c). Many of the criteria named are not linked directly to the fact that NETWAS is within AMREF (i.e. increase quality and professionalism of services), others could probably easily be met even when remaining within AMREF (i.e. own letterhead). Increased autonomy within or even outside AMREF, however, was considered to be essential (i.e. complete autonomy for NETWAS and collaborative memorandum of understanding with AMREF). Yet, complete autonomy for NETWAS was not considered as being a "killer criteria" which needed to be fulfilled at all costs.

In a third step the collaboration of NETWAS with AMREF and vice versa were examined for their potential and constraints (compare annex 17d). The potential seems to be surprisingly high (i.e. AMREF to NETWAS : advisory service in health, management assistance; NETWAS to AMREF : advisory service in participative approaches and technologies), yet the constraints are as many (lack of confidence : fear of one's project being grabbed, competition for funds, communication problems between doctors and engineers, etc.). Independently of the future status of NETWAS, an improvement of collaboration between the two organizations seems to be very essential.

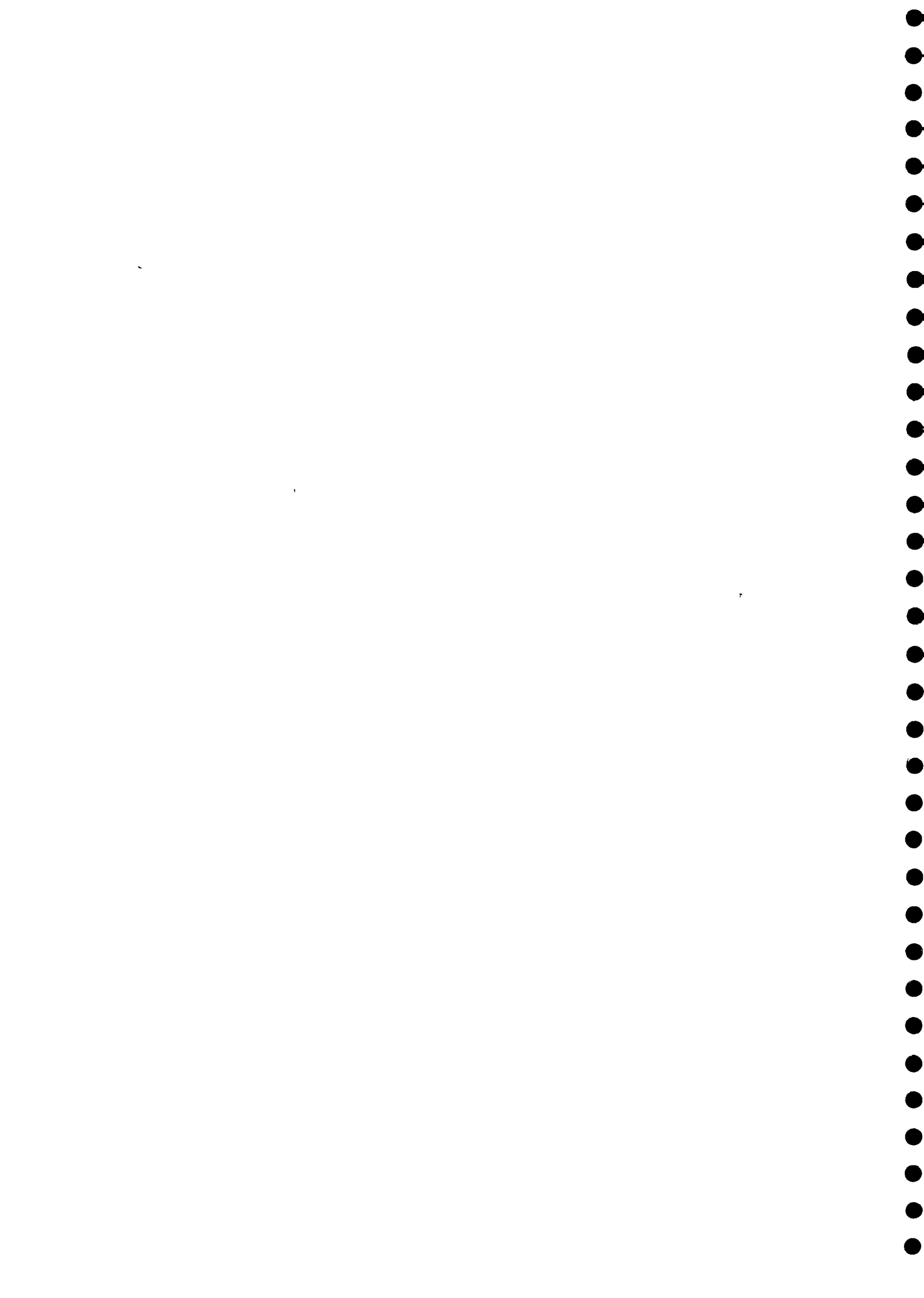
In a fourth step - again on the second day of the debriefing seminar - various options of status and situating NETWAS within and outside AMREF were studied and discussed (compare annex 17 e). Since no representative from AMREF could be present during this discussion, the Director General of AMREF was briefed about the outcome of the studies on the options. It was agreed that the options would be presented to AMREF by this report, probably supplemented with additional investigations submitted by NETWAS. AMREF would then study the proposed options and examine how far they could be integrated into AMREF's overall management system. Generously and openly, AMREF's DG showed himself to be prepared for concessions and indicated that AMREF would provide any assistance to support NETWAS' move toward a most essential status within or outside AMREF. In case an option outside AMREF would provide comparative advantages for NETWAS, he would be prepared to house NETWAS during the required transition period.

#### c) NETWAS staffing organization and management

NETWAS at present has a total staff of 15, composed of 7 professionals, 4 technicians and 4 administrative support staff. Three of the professional staff are in charge of country offices for Uganda, Ethiopia, Eritrea, Sudan and Kenya; of the rest, two are information officers covering the region and one is a participatory training development associate.

The country unit in Uganda is operated under the Country Director in Uganda and is AMREF's EHU there. Kenya, Eritrea and Sudan as well as Ethiopia are covered by officers stationed in Nairobi. In the latter three countries, AMREF does not have any activity other than the presence of NETWAS.

As already mentioned in chapter 5.1, job descriptions seem to exist for each position within NETWAS. Yet, they do not seem to correspond entirely with the current situation. Each staff member is assigned to specific tasks. Staff meetings are held occasionally, but not



systematically. Because of lack of concepts and planning (compare chapter 3), operational plans and programmes are mostly decided on an ad hoc basis. This has also been partly caused by the changing external conditions (i.e. in the Sudan). No daily or weekly reporting routine is maintained by the staff.

The financing concept of NETWAS is such that it follows traditional budgeting. There is no transparency about cost/benefits relationships of any activity of the sections.

During the entire evaluation period, which was at times also stressful for the NETWAS staff, the team spirit remained high. Solidarity, high motivation and identification with NETWAS' objectives have been observed throughout the mission. Various tasks handed to them by the ET, such as internal evaluation exercises were implemented in a professional and participative manner, often with visualization aids.

### 5.5.2 Efficiency

#### a) NETWAS within AMREF

The institutional framework of NETWAS has had a positive impact in its delivery of services in those countries where AMREF is active and has a good image. In these cases, and considering that the EHU objectives are similar in many respects to those of NETWAS, it has facilitated access to the beneficiaries. This access has however been limited in the case of other prospective collaborating partners who may have confused NETWAS with AMREF at later stages.

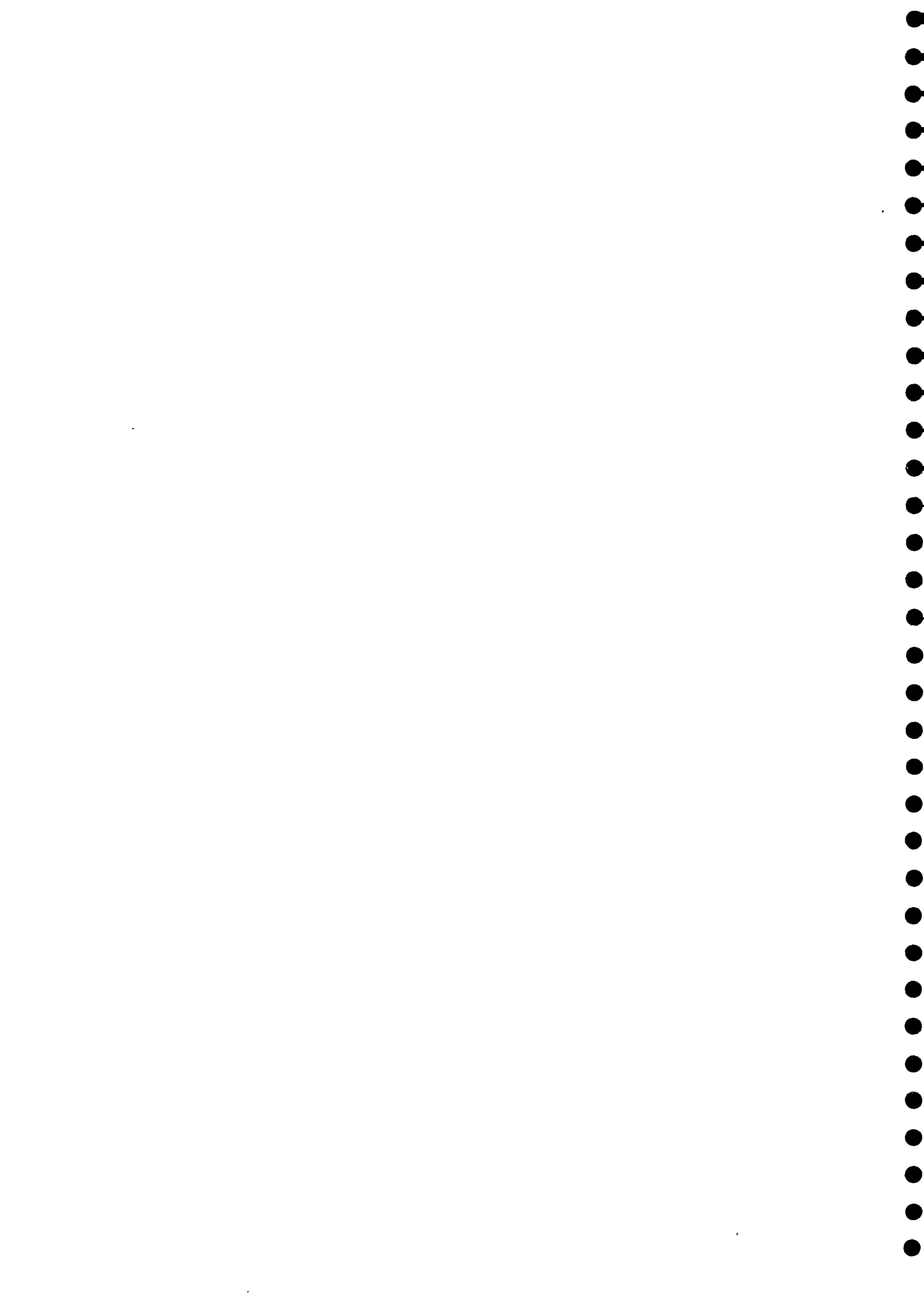
In the area of training in particular, rather than viewing some of the approaches promoted by NETWAS as tools for achieving CBWSS goals, some target groups have viewed them as an AMREF approach and much efficiency may have been lost in the sector in defining and trying out rival approaches.

Opportunities may have been lost in the areas of advisory services when collaborating partners did not trust the identity of NETWAS. In information dissemination and documentation as well as appropriate technologies research, there may have duplication of efforts which could have been avoided had NETWAS' identity been established.

The fact that NETWAS was situated within AMREF has certainly contributed overall to a higher efficiency. Yet this contribution has been very significant at the outset of NETWAS, but is obviously diminishing and even turning to the opposite recently. It seems that the comparative advantage of NETWAS being in AMREF has reached a turning point.

#### b) NETWAS staffing organization and management

Internally, the NETWAS organisation functions in a very smooth way. Many of the activities carried out are supportive of each other and the sections are aware of what is going on at the different levels. This integrated approach however has had some problems.

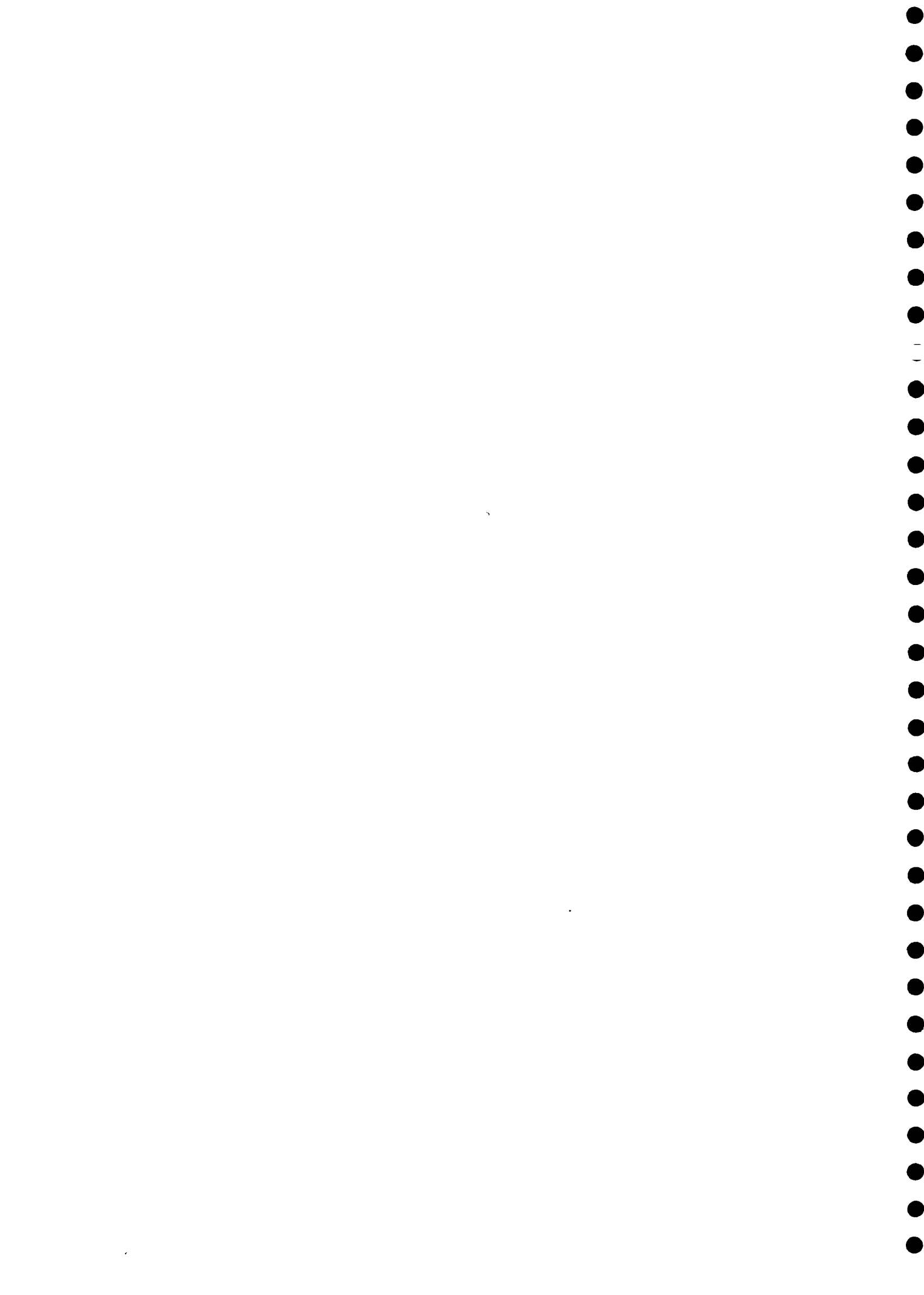


Overall the extraordinary commitment of NETWAS staff has certainly contributed to a very reasonable effectiveness. This needs to be considered when improving the management system by maintaining room for personal creativity and identification with the jobs.

#### **5.5.4 Impact**

The impact of NETWAS has been felt in the different countries of operation at different levels and with different intensity.

In Kenya and Tanzania, NETWAS activities in the areas of training and information dissemination are recognized, although at times confused with AMREF activities. In Ethiopia, Sudan and Eritrea, NETWAS as an entity is recognized for its role in supporting training institutions in the sector and as a conduit through which project proposals in the sector could be passed. In the case of Uganda, on the other hand, NETWAS does not appear to be recognized at all as the EHU activities there are synonymous with AMREF. Indeed when advisory services in training are requested, these are channelled to AMREF which then delegates NETWAS to carry them out. This confusion is in a way being minimized by the existence of a HRD club coordinated by NETWAS Uganda, but this is not very clear to NETWAS headquarters in Nairobi.



## 7. CONCLUSIONS AND RECOMMENDATIONS

---

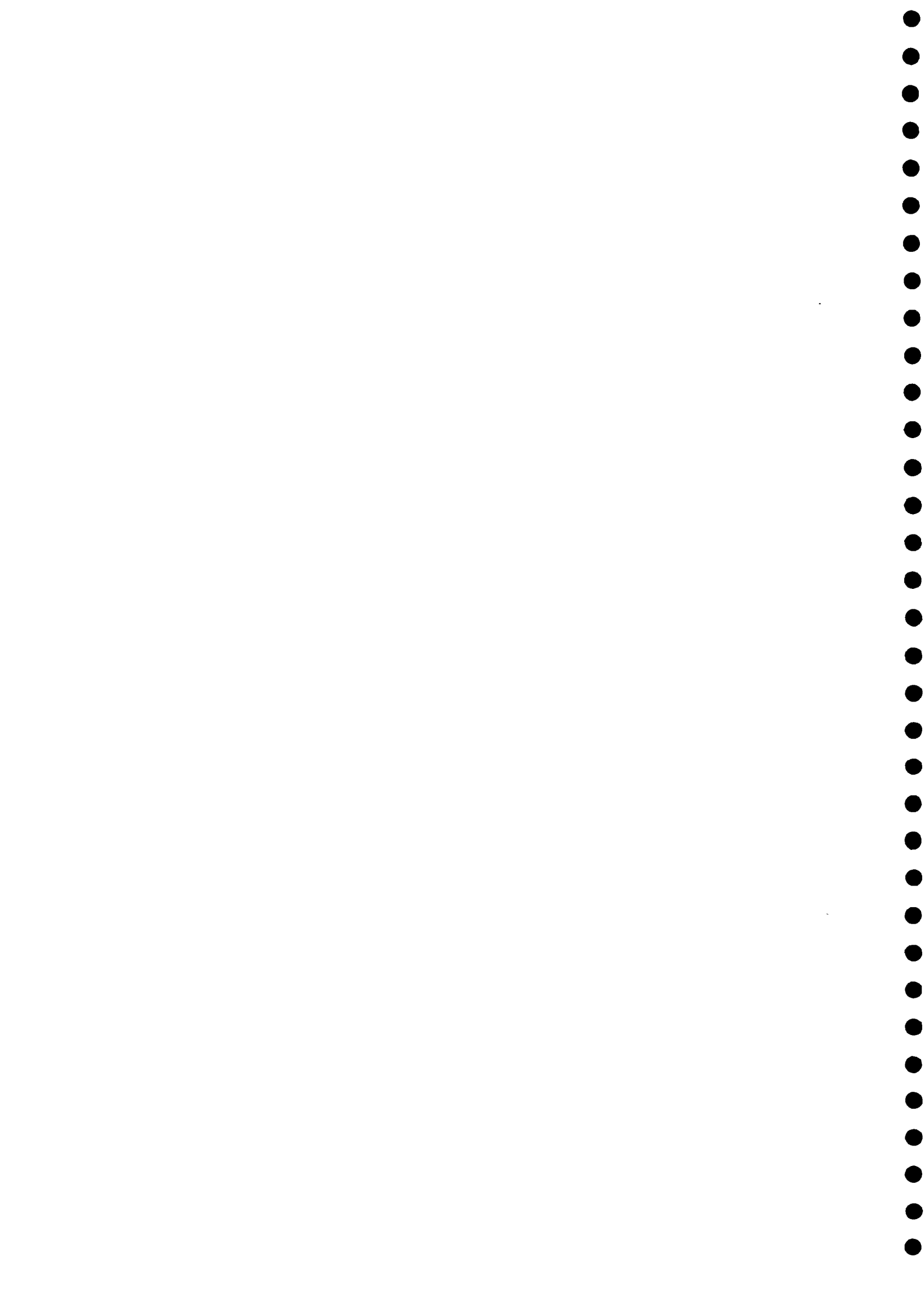
Conclusions and recommendations are made on each of the above chapters/ subjects on the following three levels :

- 1) Regarding project concept, planning and implementation
- 2) Actions up to the end of the ongoing phase
- 3) Actions in a new project phase.

### 7.1 Project Planning

#### 7.1.1 Project Concept, planning and implementation

- A needs and market assessment has to be made and a business plan developed accordingly. Since most of the effects can only be realized in the long term, this assessment requires professional experience and probably the application of unconventional methods (PRA, cf. annex 21). This market assessment which should be undertaken in all countries of operation, starting from the assessment of already available information, studies, etc., should provide information about the following issues :
  - need and demand of services in the fields of HRD, advisory services both in hard- and software, documentation and information dissemination;
  - gaps and qualitative shortcomings of already-existing services in the above fields (i.e. resulting from interviews it seems that knowledge and experience in solid waste and water resource management is lacking);
  - capacity of NETWAS staff, HRD and eventually additional staff requirements.
- Objectives, target groups and strategy need to be adjusted according to the results of the needs and market assessment as well as to the available means. (Caution has to be taken only to carry manageable load → demand and supply have to be in balance with each other, and also with the available financial means).
- In a new project concept, the need for a solid basis at the RC as well as the NRC in Kenya has to be emphasised. This will ensure that the activities at regional level become more effective (cf. recommendation 7.2.1. a).
- It is essential and relevant to continue the institutional approach in a future strategy, yet it has to be geared more towards demand orientation and balanced development. Under the aspect 'balanced development' special attention has to be paid to gender issues, i.e. that women are consulted already in the decision and planning stages,





since they hold considerable responsibility in water supply and sanitation (for more details refer to SDC's Sector Policy on water supply and sanitation, annex 9).

- The PPM, based on the ZOPP methodology, needs to be reviewed for its appropriateness as a planning instrument for NETWAS. NETWAS requires a manageable planning instrument with the following provisions :
  - Continuous cycle of MEPI (Monitoring, Evaluation, Planning, Implementation).
  - Opportunities at frequent intervals of space and time to develop creatively new options, solutions, etc., adapting to changes in internal and external conditions.
  - Clear phasing of activities, taking into account the available means (manpower, finances, etc.). Overloading of staff has to be avoided, but focusing at any time on specific and relevant issues has to be envisaged. Operational plans have to be developed and applied accordingly. The monitoring and backstopping mission will have to attend to this issue more intensively in future.

#### 7.1.2 Actions up to the end of the ongoing phase

- TOR for needs and market assessment should be developed as soon as possible.
- Need and market assessment should be implemented before the ZOPP planning workshop for the next phase. This will certainly conflict with the date already proposed for June 1994. Therefore a prolongation of the present phase has to be envisaged.

#### 7.1.3 Actions in a new project phase

- Planning and monitoring instruments must be strictly applied and adjusted if needed.
- Demand orientation has to be handled creatively. This means, for instance, that government institutions who need and demand training of trainers by NETWAS, but are without a budget for this, should be helped to raise funds by assisting them to make a project proposal.
- Additional target groups which could be addressed in a new phase could be professional associations, and women NGOs such as YWCA.



## **7.2 The main actors in the programme**

### **7.2.1 Project concept, planning and implementation**

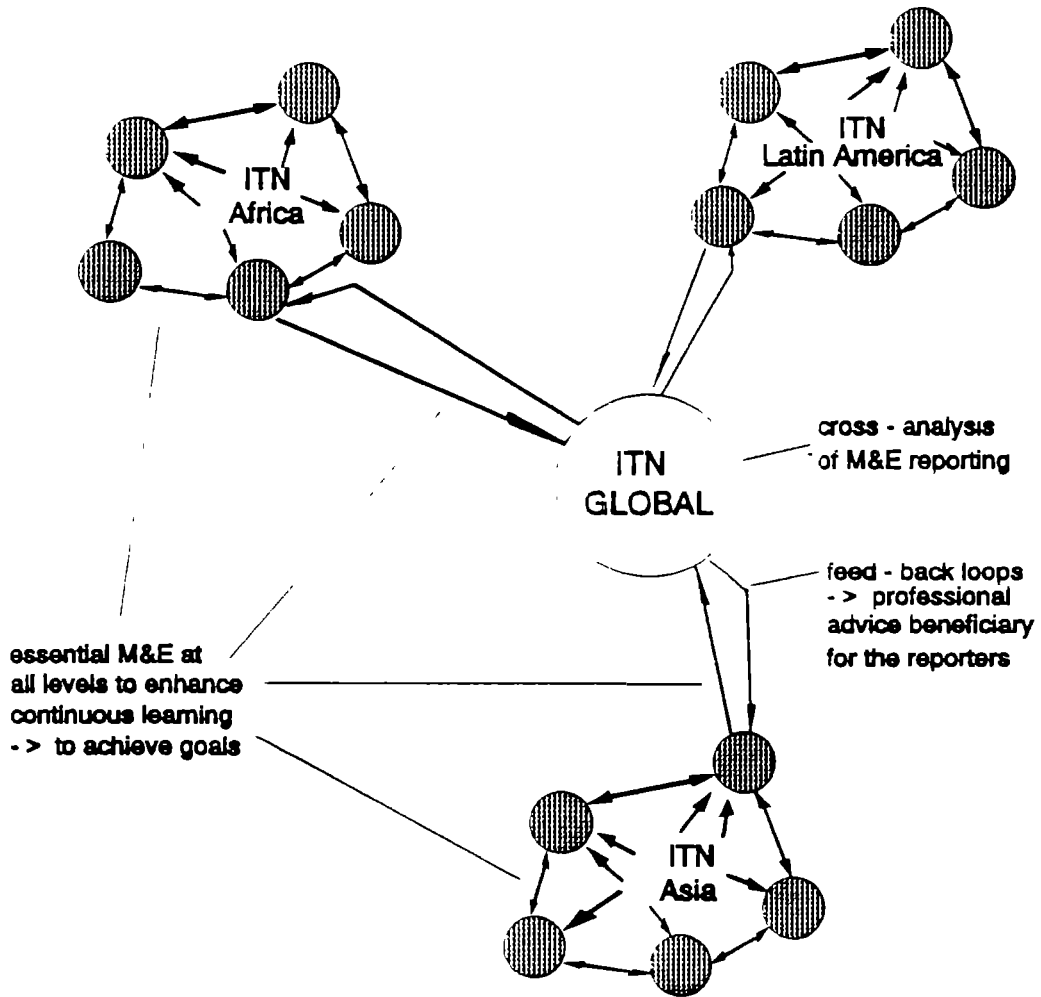
#### **a) ITN networks at different levels**

- **It is certainly justified that UNDP/WB's headquarters reviews the approach and strategy within the ITN network. A cross-analysis of the various regional ITN centres' evaluations would provide a useful basis for this exercise. In any case, it is suggested that UNDP/WB act either at a global or continental level as a monitoring and evaluation pool. Essential information would be reported from all directions (ITN centres) to this pool. The information received would be cross-analyzed and the results immediately fed back. The system would only work if the feedback is of a high quality and of benefit to the information suppliers. These services of the pool would contribute to enhancing a continuous and essential learning process and therefore contribute substantially to the sector's goal.**

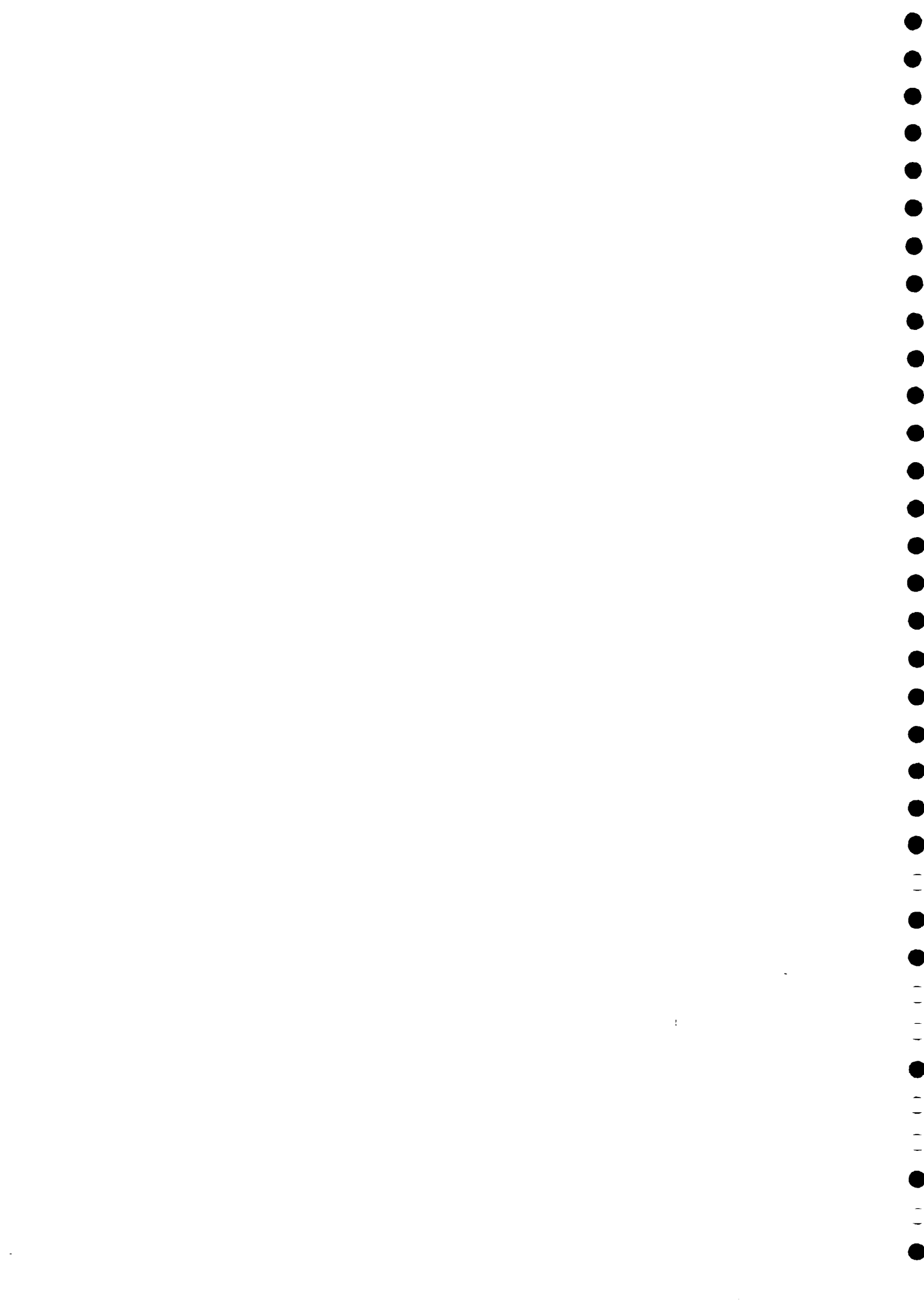


table 7.2.1.1

**ITN - Global Network**  
**Built on regional networks**  
**respective on national networks**



global system	→	for initial phase
regional system	→	ideally to be continued
national system	→	to be on a sustained base



- The ITN Africa network should be maintained, and efficient ways and means developed to achieve an essential coordination consisting of exchange of experiences and information, as well as conceptual orientation. More effective means could consist of professionally-facilitated workshops and seminars clearly geared towards the exchange of experiences and learning processes. In case this approach should not work, at least the monitoring and evaluation pool as described above should be established and maintained at the level of Africa.
- A clear vision concept and strategy need to be developed regarding the design and structure of the East Africa ITN network. Based on the mentioned needs and market analysis (chap. 7.1.), NETWAS should study various options and prepare a proposal.

In the following a possible option and some ideas are provided which evolved during the evaluation mission :

The underlying idea is to initially make use of the regional centre (RC) to build up and establish autonomous national reference centres (NRC). Therefore the RC would only be required for a transition phase, that is, up to the time the NRCs are well-established. NRCs would preferably be developed at existing, well-established institutions which would provide favourable conditions for a NRC in future. Criteria need to be identified for the selection of such potential institutions as well as TOR for the NRCs.

After the establishment of the NRCs, the network would continue to operate and remain effective if the following criteria are respected:

- The driving force of a network are the benefits to its partners. Thus benefits have to be obvious and accepted by all network partners (NPs);
- The NPs should preferably not be alike; each NP has to offer a speciality to the other NPs (i.e. rainwater harvesting, skills in participative approaches (PRA) etc.);
- Each NP is autonomous, both institutionally and financially;
- There is no central administration, office etc. which cause overheads. Each NP fulfils certain duties for the network. At times services may be bought from each other.

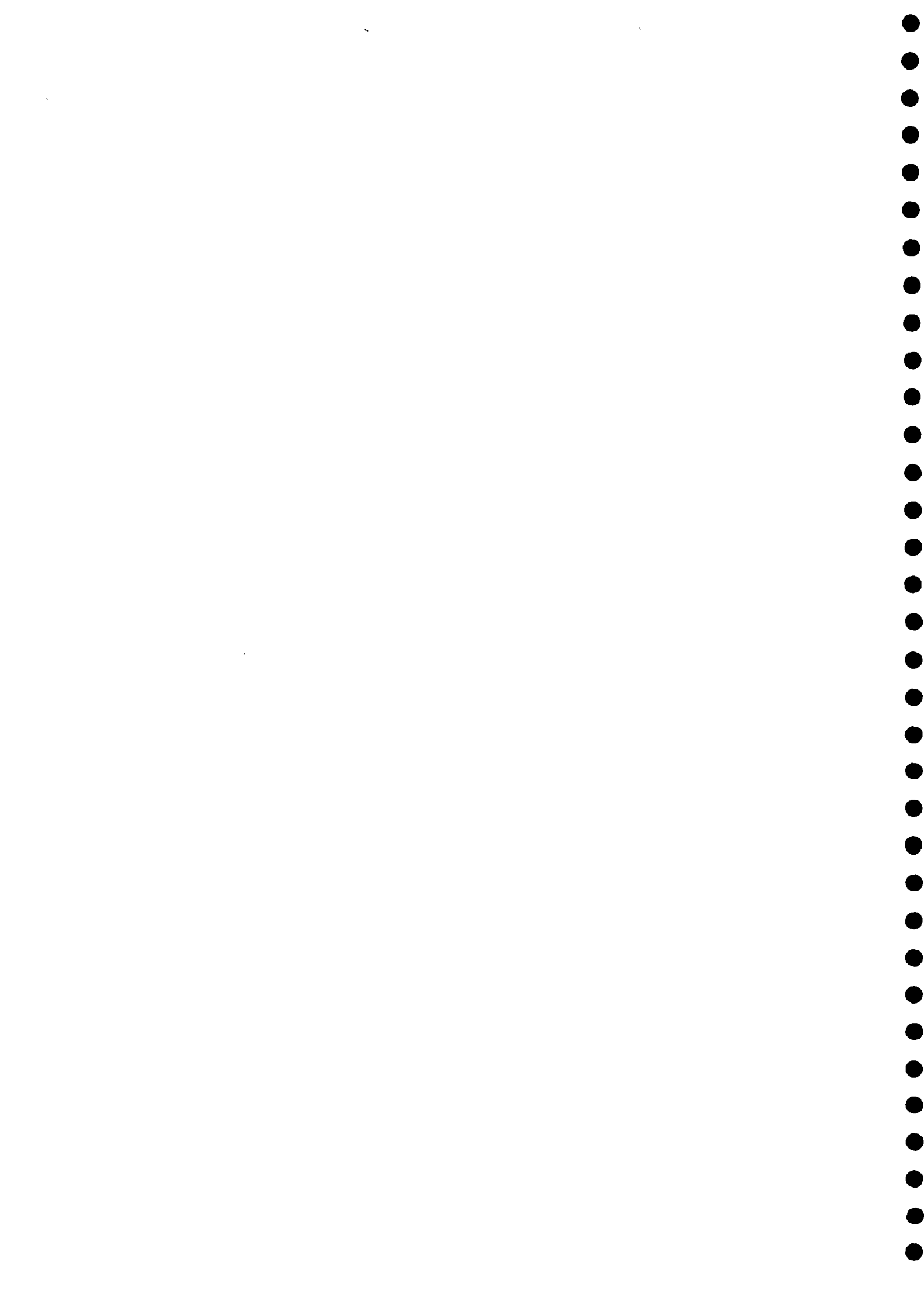


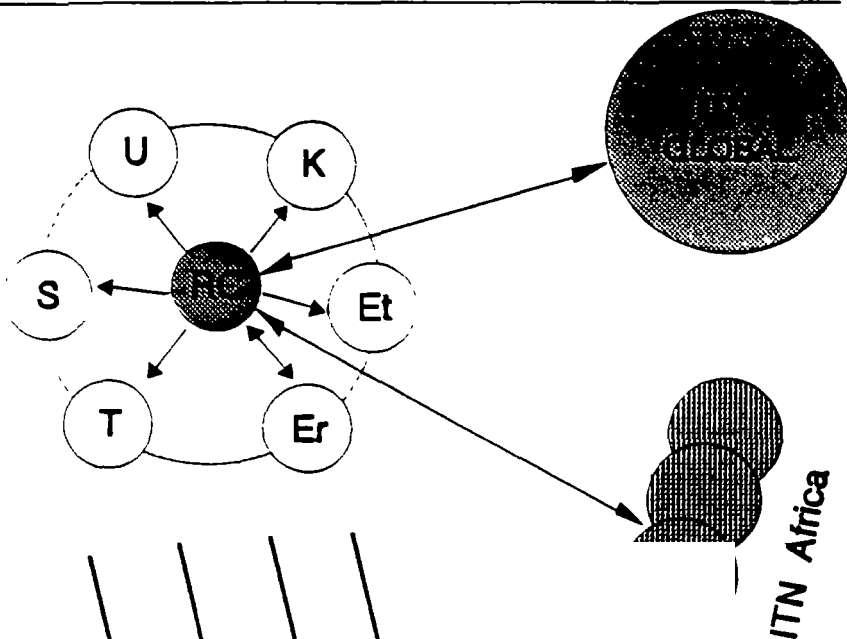


table 7.2.1.2

## ITN - EAST AFRICA

### Initiation and Transition Phase :

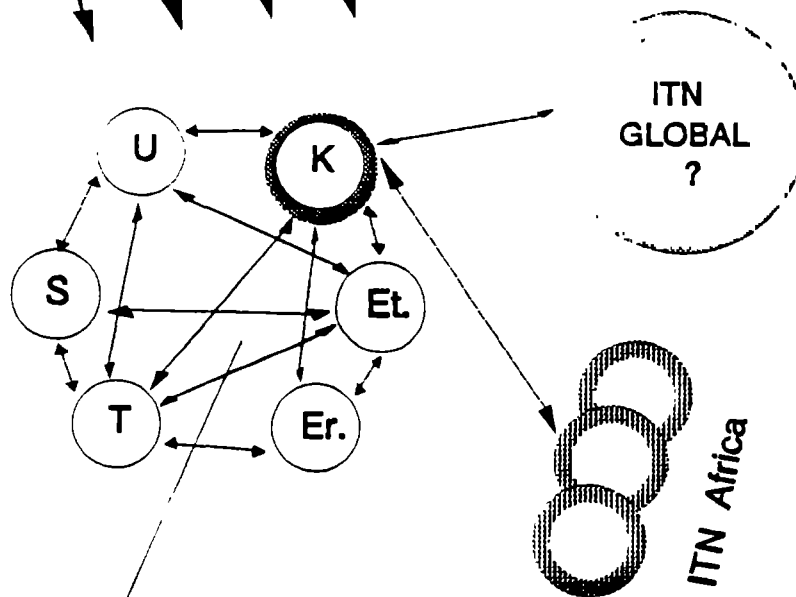
Regional Centre (RC) initiates and supports the building up of national reference centres (NRCs) in coordination (M&E) With ITN global and Africa



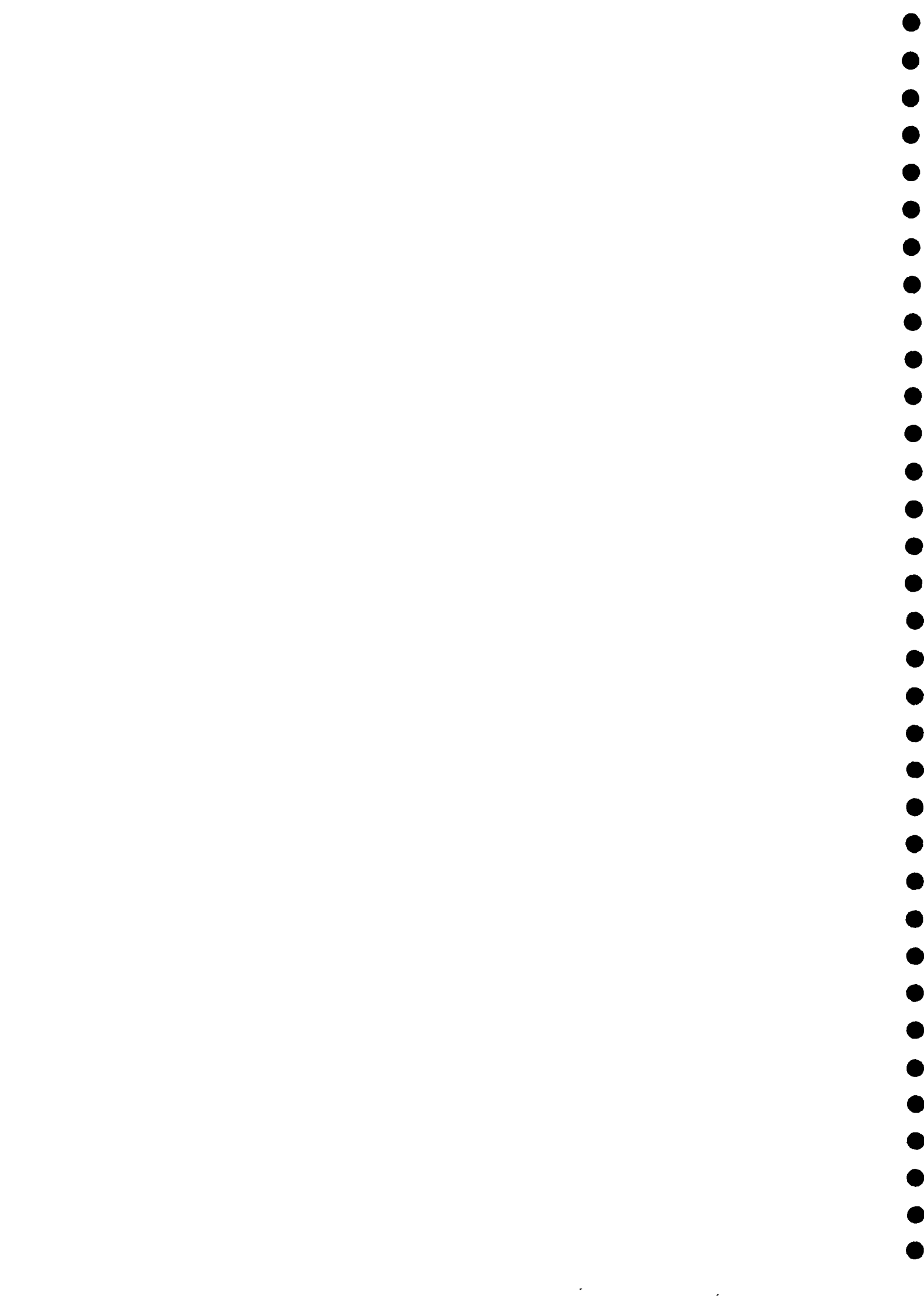
### Transition

### Final Phase :

autonomous national reference centres (NCRs) possibly each with special qualifications



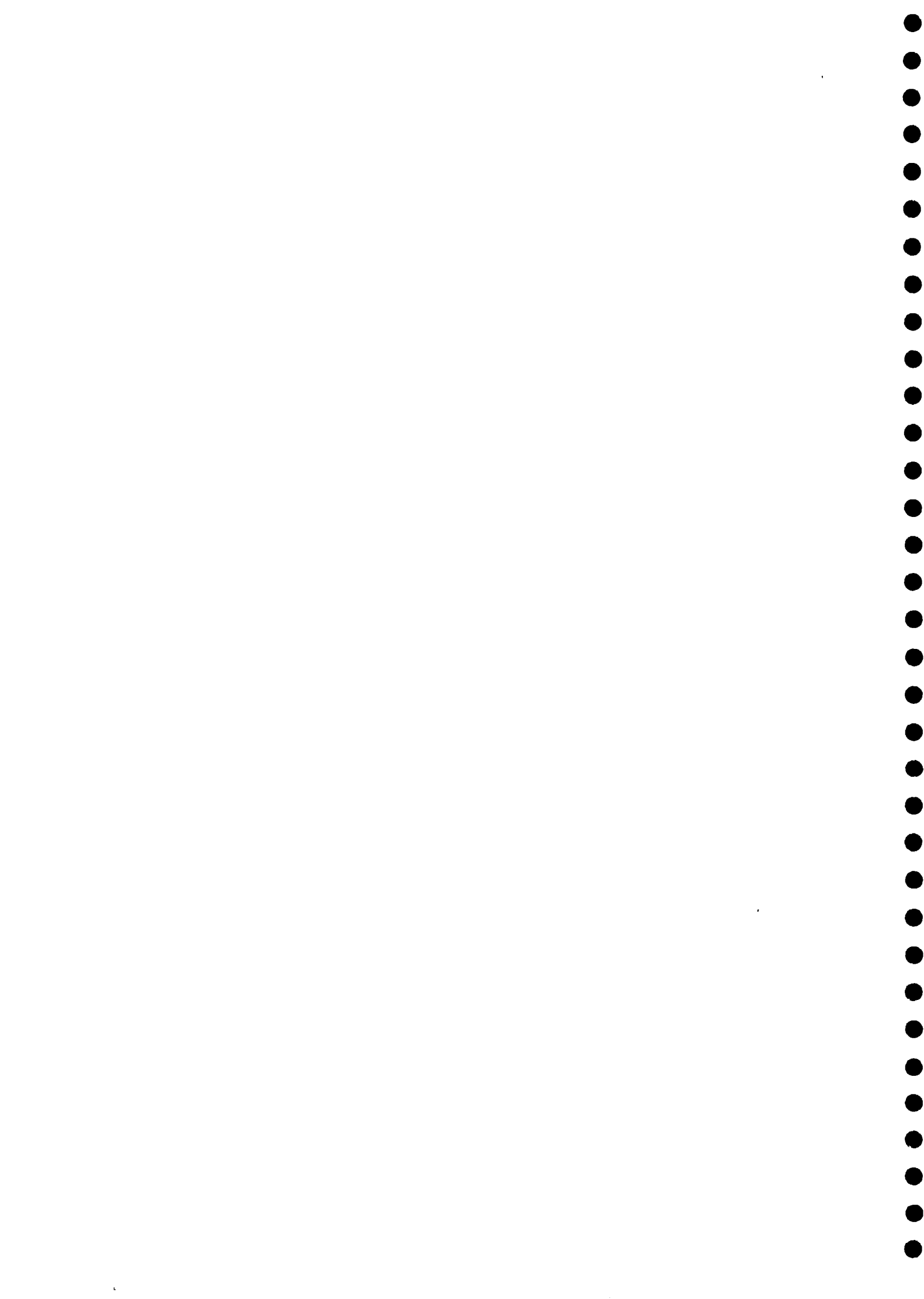
idealy but not necessarily the network is still continued by exchange of experiences and information, exchange of special know-how, M&E, in any case activities which are beneficiary to the NP



- The proposal that the RC in Kenya will, after the establishment of NRCs, not be maintained as a separate entity anymore, implies that the RC will then merge with the NRC Kenya, while possibly still maintaining some coordinating functions for the region as far as is desired. With this idea in mind, it will be important that the NRC Kenya is established with priority in the next phase separately from the RC, but under the same roof with NETWAS. Other practical reasons which call for the immediate establishment of the NRC Kenya are the following :
  - NETWAS will only be accepted as RC in the context of Kenya if they also provide services at a national level.
  - NETWAS requires the practical experience of running a NRC so as to be in a position to initiate and effectively support the establishment of other NRCs in the region.
- The initiation and establishment of NRCs require increased capacity in institution-building by NETWAS. Therefore NETWAS has to reinforce itself accordingly (training, additional professionals or external consultants).

b) **Donors**

- It is recommended that SDC continues its support of the ITN regional centre (RC) East Africa on condition that clear concepts and strategies are developed and applied based on a needs and market analysis and geared towards the greatest possible autonomy. Funding a NRC may also be envisaged if budgets are available. It is exclusively SDC's contribution which facilitates the promotion and establishment of NRCs, respectively a ITN network for East Africa. That is why it is suggested that SDC takes the lead in initiating the donor coordination recommended below. Yet it is anticipated that ITN at UNDP/WB headquarters together with RWSG will become more active in the promotion of donor support.
- Potential donors should inform themselves thoroughly about the ITN objectives, concept and strategies and agree in a coordinated way about possible engagement and support. Duplication should be avoided to make best use of the limited available resources.
- It is recommended that donors target their support more clearly to services which cannot be sold, but which are essential in supplementing the sectors' ongoing activities to achieve a lasting impact. In the context of the above project such services include the initiation and establishment of NRCs, training of their staff, running of a documentation and information centre, but exclude advisory services and even training of staff of other projects which should be done by the respective projects. The more sellable services which need to be provided in the long term (i.e. documentation and information) also require an equally long term external support. Donors are therefore urged to envisage a



long term commitment and/or a strategy to hand over this responsibility to the country's public sector.

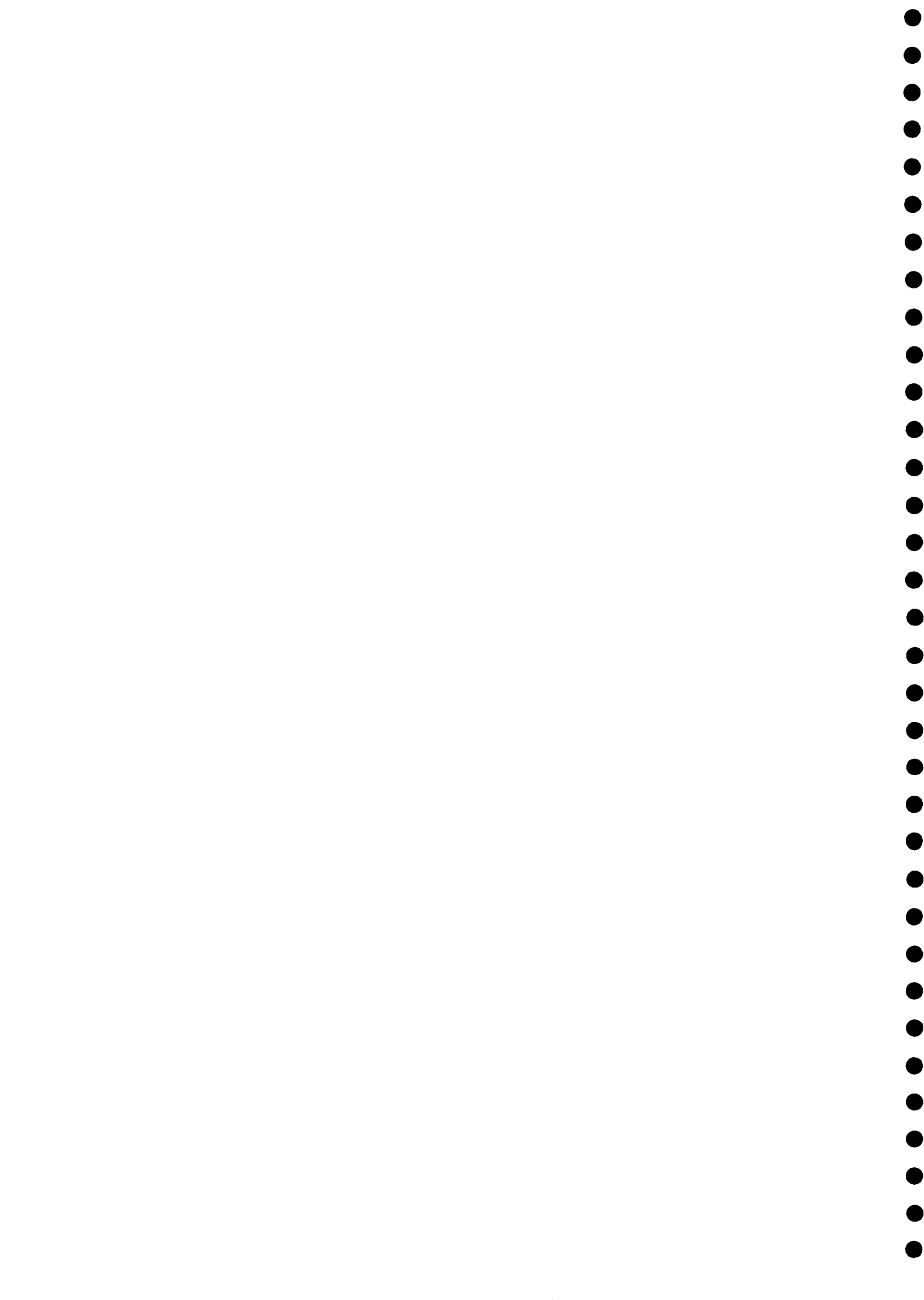
- Backstopping and monitoring by Infraconsult should be continued and reinforced, especially through inputs in the monitoring-evaluation-planning-implementation cycle with emphasis on planning assistance. This support provides an effective opportunity for on-the-job training tailored to needs. In addition, it also may be essential that for specific issues professionals from other disciplines are consulted and/or hired (i.e. for organization development, institution-building, management training and documentation support, etc.).

c) **Governments**

- Interactions with governments, policy/decision-makers should be maintained since they have been effective and can have a significant impact on a national level.
- Governments should be made more actively aware of the value of information, documentation, etc. through networking. They should be urged to play an active role in the financing of such services.

**7.2.2 Actions up to the end of the ongoing phase**

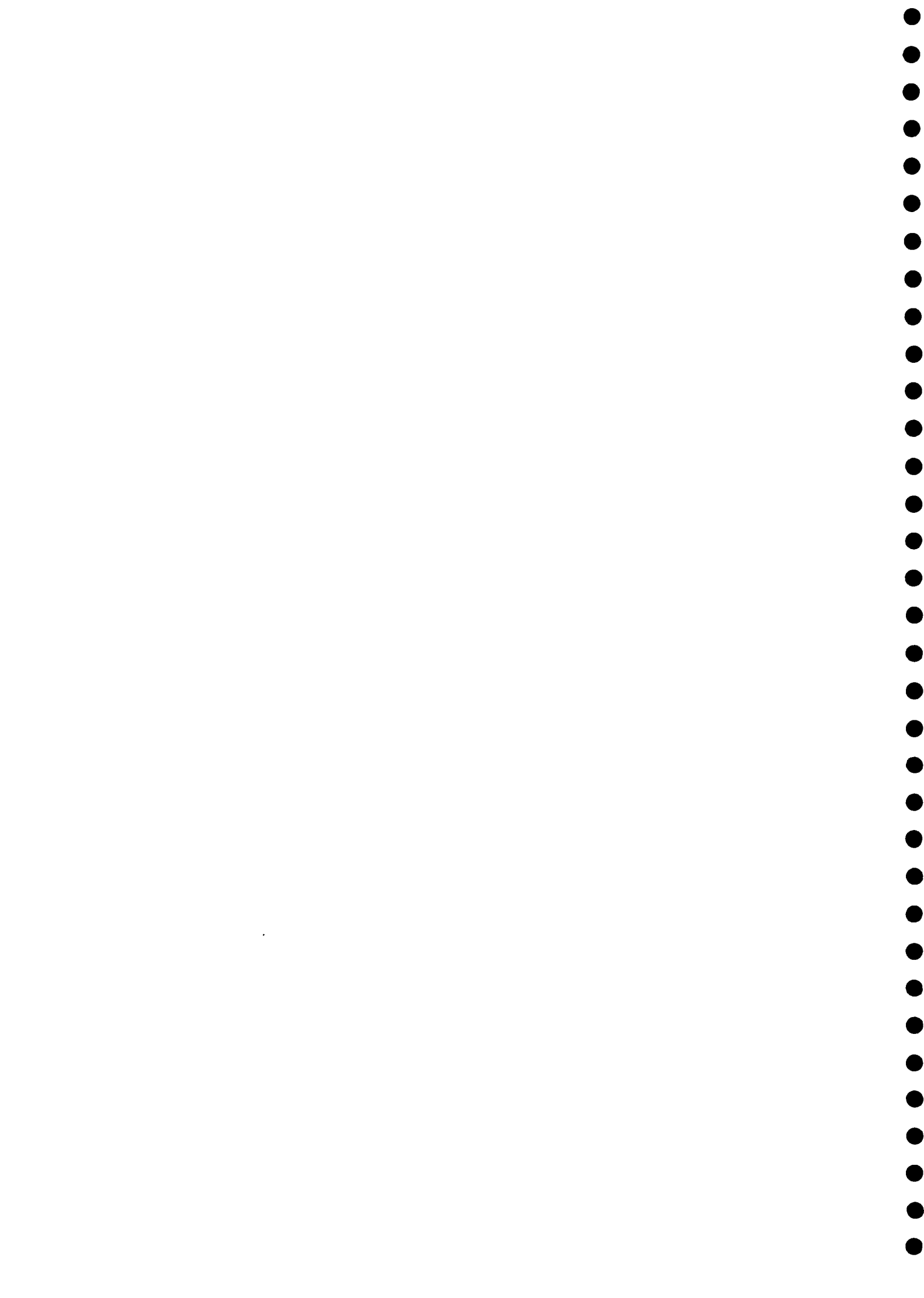
- It would be useful to develop the knowledge system further right down to the grass roots level. This should be done together with the partner institutions to understand whether and how messages are communicated to the end-users. It is expected that bottlenecks may be detected because of communication deficiencies.
- PALNET should be invited to establish its basis under the roof of NETWAS. In actual fact along with the reorganization of NETWAS, a unit dealing with approaches and methodologies needs to be established (cf. chap. 5.4). This unit, preferably headed by Rose Lidonde, needs to be reinforced with other professional staff (demand and market opportunities seem to be immense).
- NETWAS should immediately focus its efforts according to its available means and staff. Based on this analysis, decisions have to be made on which countries can be treated with priority for the promotion of National Reference Centres (NRC) in the future. It is recommended that the following countries are considered: Kenya, Tanzania, Uganda and Ethiopia. Preliminary investigations should be made of organizations and institutions who are interested and capable of housing such a reference centre. A list of selection criteria needs to be established (i.e. not implementing directly on grass roots level, potential and ability to operate autonomous, high recognition, access to funds, highly professional). In a next step potential donors should be contacted for their interest in funding a NRC. Depending on the outcome of these preliminary investigations, focusing may be continued to reduce the number of countries to a manageable size.



- Based on the above preliminary investigations, market analysis and a business plan, detailed project proposals should be prepared for each selected NRC together with the future partner organization. Funds should be obtained accordingly so that implementation can start in the next project phase.
- The contacts and achievements made to date should be maintained also in those countries which may not be considered as focal areas in the next phase.

### 7.2.3 Actions in the new project phase

- NETWAS should make greater use of the potential of resource centres by involving them in increased joint activities such as:
  - joint training courses, to achieve higher recognition and possibly even certification of courses;
  - joint consultancy missions to become more competitive in the market and to increase the possibility of learning by doing (both for the two actors).
- Demonstration projects at grass roots level should be continued for the reasons suggested above (chap. 4.10). It is obvious that this interaction by NETWAS can just be provided for a limited time period, which would only be a fragment in the life-cycle of a project (cf. annex 11). That is why such demonstration projects should always be implemented within the project programme of an implementing institution (NGO or GO).





## **7.3 Recommendations for Human Resource Development (HRD)**

### **7.3.1 The basis for HRD for all levels**

HRD needs both for NETWAS staff as well as for their target groups, respectively clients, has to be based on the results of the recommended market analysis (cf. chapter 7.1). HRD has to be considered as one of the main parts of the business plan to be developed. In the following recommended steps on how to develop HRD for the different levels, as well as an inexhaustive list highlighting some of the obvious training needs are given.

### **7.3.2 NETWAS**

#### **a) Steps to develop a NETWAS HRD concept**

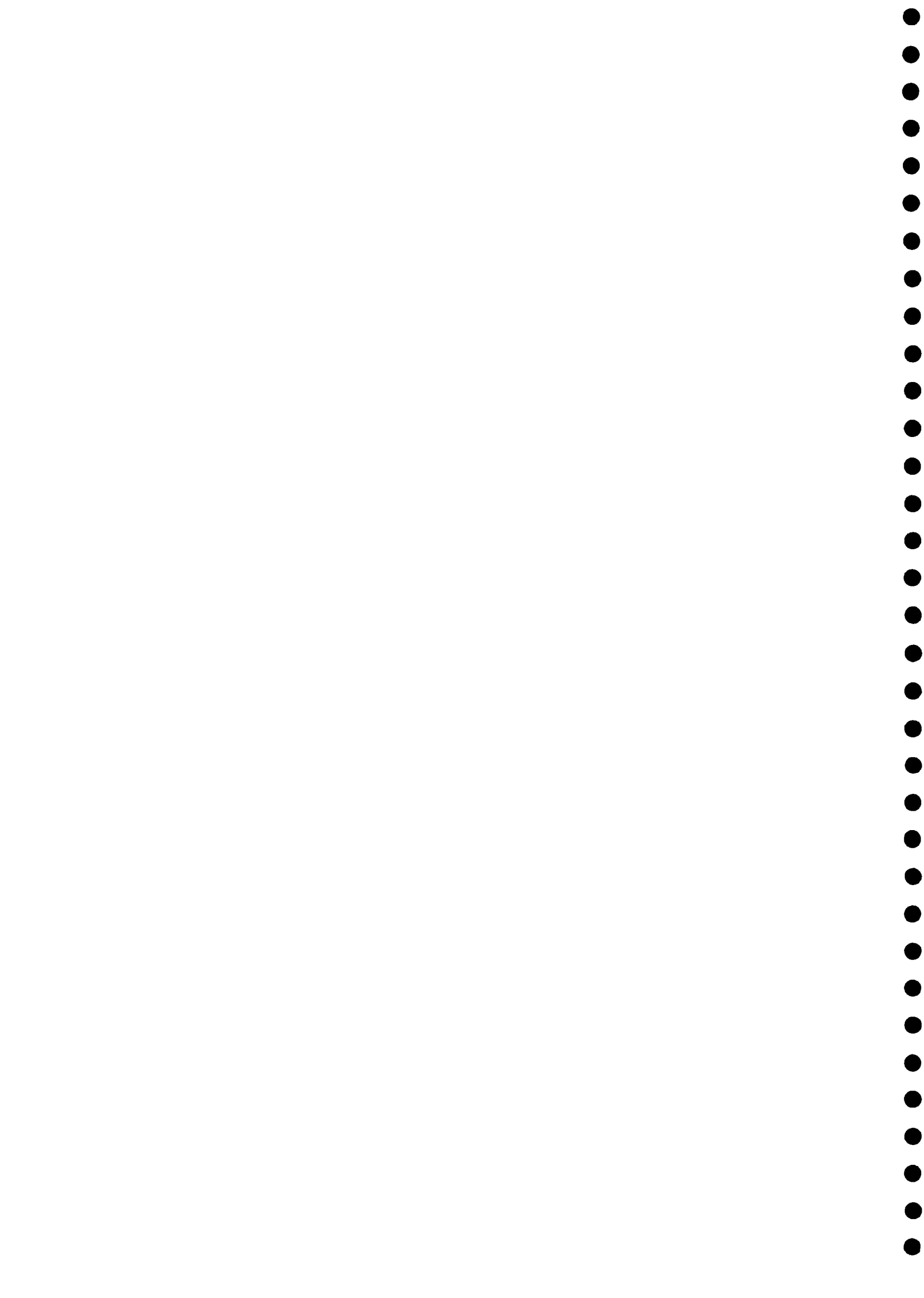
- Establish the needs of services to be provided, based on the market analysis (cf. 5.1.3 a).
- Review the job descriptions by comparing them with the verified needs to be met.
- Assess the qualifications of the available staff.
- Compare and assess how far the required jobs can be filled by the available staff, find out the gaps which can be met through additional training and others which require additional staff, maybe from other disciplines.
- Based on the above analysis, a HRD plan has to be established which considers HRD for the next phases; career management needs to be considered as well as incentives for NETWAS staff in the future.

#### **b) Hints on obvious training needs**

The list below is inexhaustive, since the mentioned market analysis is not yet available. Many of the skills could be improved by on-the-job training (possibly with external support). This method should be given preference, since it can be tailored to the effective needs.

Training of NETWAS staff towards a high professional level is considered as being essential to achieve the required acceptance as a competent regional centre :

- Management skills, including application of management tools, such as an efficient MEPI (Monitoring, Evaluation, Planning and Implementation) system, daily reports, etc., ZOPP method, staff management, enterprise concepts and approaches, etc.
- Skills in institution-building, including financing concepts, consideration of sustainability aspects.



- Promotion and marketing skills
- Communication skills, including networking, moderation techniques, project proposals and report writing, documenting important field experiences (case studies as well as useful teaching aids, etc.).
- Learning through demonstration projects should be maintained.
- Gender sensitization has to be continued (cf. chapter 6.3).
- Skills in provision of consultancies including tendering, elaborating TORs and writing reports.

c) Possible additional staff requirements

Increase of staff will mainly depend on the market analysis and its consequence on the business plan as well as on the available financial means.

In the short term an assistant in participatory learning methods is required to reinforce Rose Lidonde's section. This type of service seems to be in great demand in the market and should therefore also be easily marketed in support of the sector. Increase of support staff seems to be mostly required for the documentation and information section (handling of documentation centre, newspaper cuttings, accessioning and shelving, etc.).

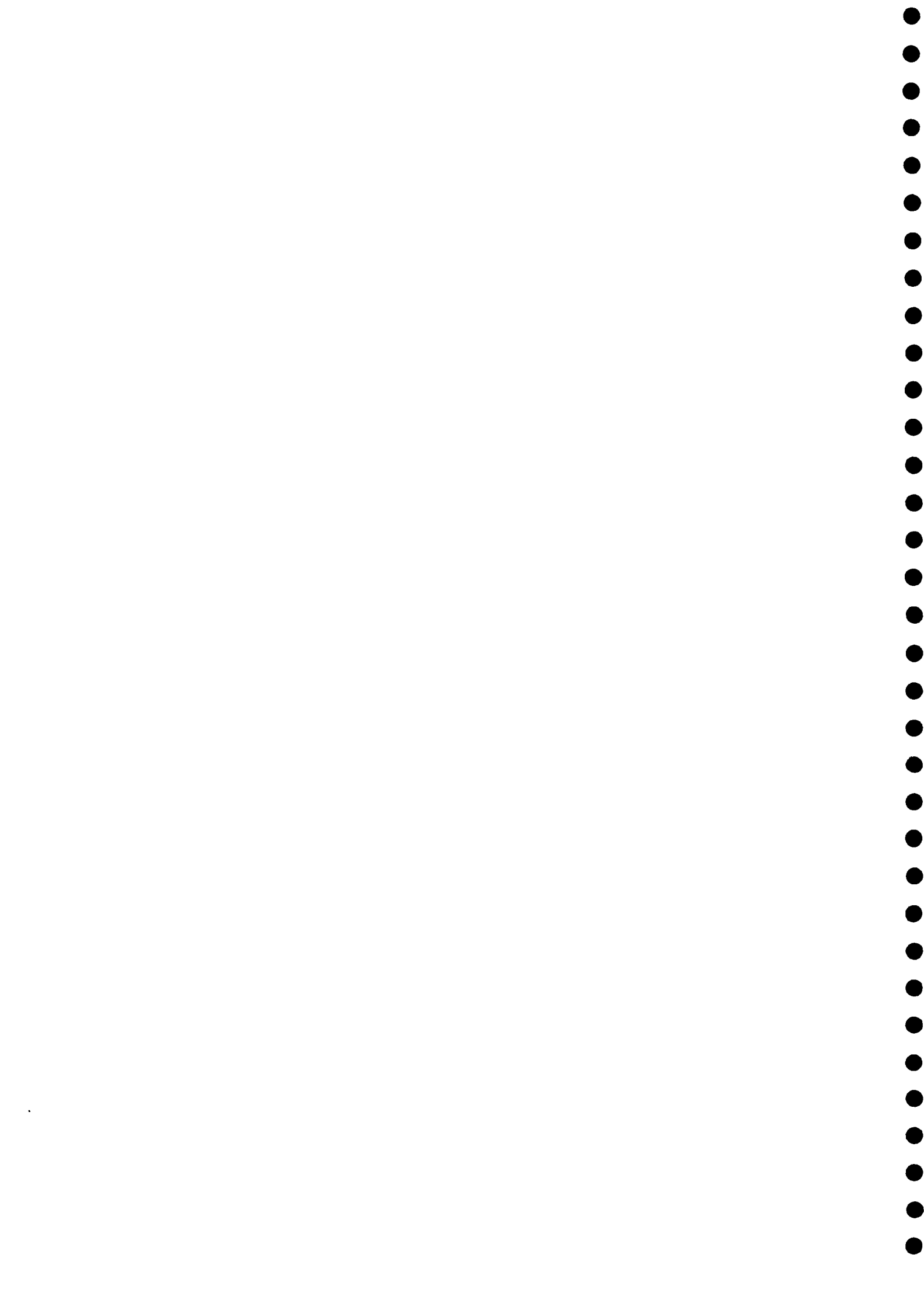
### 7.3.3 Target Groups / Clients / Collaborating Institutions

a) Steps to develop the clients' HRD requirements relevant for NETWAS' support

Based on the needs and market analysis the essential gaps and niches which should be covered by NETWAS services, need to be named. Depending on the available means both number and capacity of staff as well as finances focussing on most essential issues should be envisaged.

b) Possible essential training requirements

- Middle level managers, policy-makers :
  - to increase awareness of importance of CBWSS, appropriate technologies and approaches including gender issues to achieve sustainable systems and impacts;
  - by means of invitation to NETWAS functions or seminars/workshops, facilitation of participating in learning processes, i.e. involvement in advisory board of NETWAS (soft and participative approach as maintained to date).
- Lecturers and trainers of collaborating institutions :



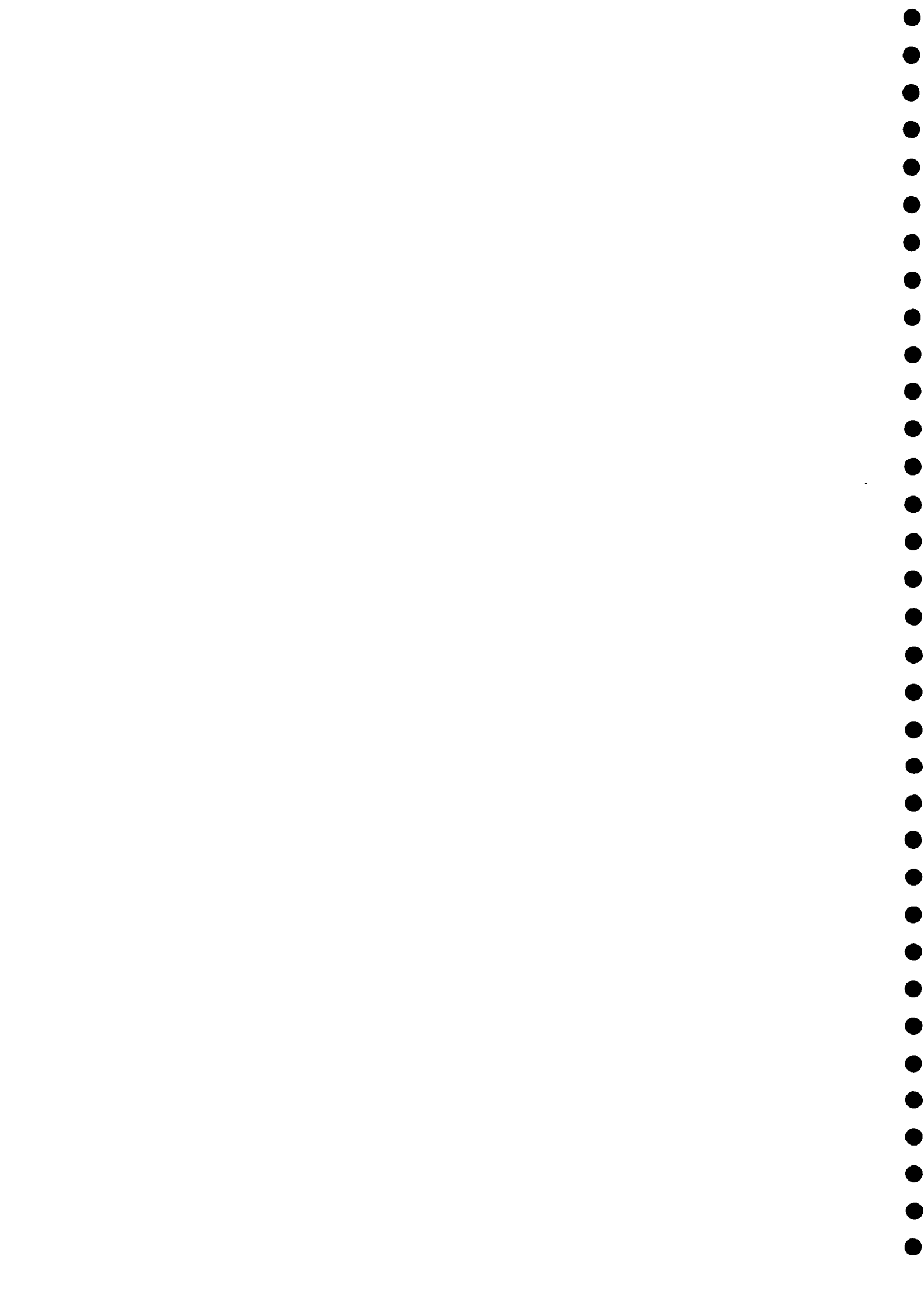
- to increase know-how, knowledge and skills in CBWSS, appropriate technologies and approaches, including gender issues, with emphasis on participative learning methods to achieve a lasting impact on trainees and to ensure that the messages reach the end-users;
  - by means of on-the-job training in the class room, but even more important in the field, possibly at demonstration project sites (cf. chap. 7.2.3).
- Librarians of collaborating institutions :
    - to increase their capability to maintain a documentation and information centre providing essential services to professionals and trainees involved in the sector;
    - by means of initial training at specific workshops and in particular through on-the-job training tailored to the needs at frequent follow-up visits.
  - Potential National Reference Centres (NRC) :
    - to facilitate the building up and establishment of NRCs to set up a national and regional ITN network on a sustainable base;
    - by means of training in institution-building, development of a national concept, training in networking, communication skills, etc.;
    - since these centres are preferably identical with one of the above collaborating institutions, all training aspects mentioned above are also relevant for the NRCs.

c) Certification of training courses

Certification of training courses should be envisaged in future, in order to achieve a higher acceptance and recognition as well as to provide upgrading potential for the trainees. This may be achieved by providing training courses in close collaboration with one of the already internationally recognized training institutions, such as IRC, WEDEC, etc.

d) Coordination in WSS sector activities

It is essential to improve the coordination among the various actors involved in the WSS sector in order to avoid duplication, facilitate synergies and make best use of the available resources. That is why a catalogue on "who is who in the WSS sector" should be developed for each country of activity.



## **7.4 Documentation, Information and Communication**

### **7.4.1 Project concept, planning and implementation**

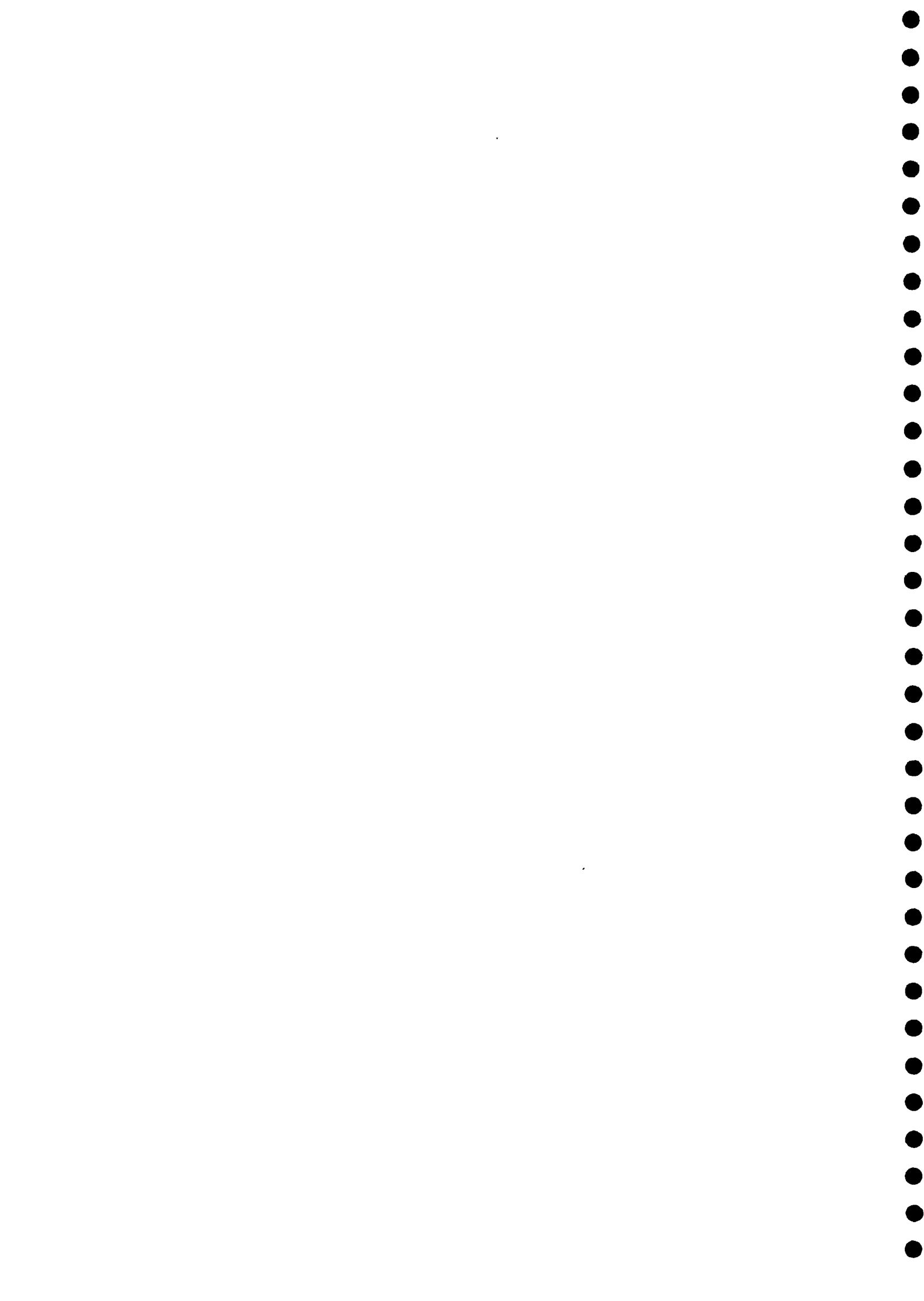
- **Documentation, information dissemination and communication have to be maintained and strengthened in the next phase as three of the most effective tools to achieve the project's objectives. Since the market (users) would not be in a position to pay for these resources (users cannot appreciate the long term effect therefore WTP does not exist), mandate funding has to be provided either by governments or ESAs to secure sustainability of the benefits. ITN may make use of their offices to encourage local governments to participate in the financing of this sector.**
- **Assessment of available staff and the need for further training is highly required. Shortage of support staff as well as insufficient space at present seem to be obvious.**
- **Focusing is required at all levels of services to make the best use of the limited resources. This means that**
  - **NETWAS should concentrate on those institutions (preferably future NRCs) that have taken the initiative to develop information facilities and supplement such efforts, but should not attempt to start from zero;**
  - **Training should be provided in a well-planned and systematic way. On-the-job training tailored to specific needs may be more effective than formal training workshops;**
  - **Choosing books, training material etc. has to be done more selectively and restrictively. It is more effective to supply a single appropriate document than many inappropriate documents!**

### **7.4.2 Actions up to the end of the ongoing phase**

**The planned actions for the ongoing phase should be followed-up. Special emphasis should be given to secure the support to the collaborating institutions. Follow-up visits should be planned and geared towards on-the-job training of the librarians to improve their performance.**

### **7.4.3 Actions in the new project phase**

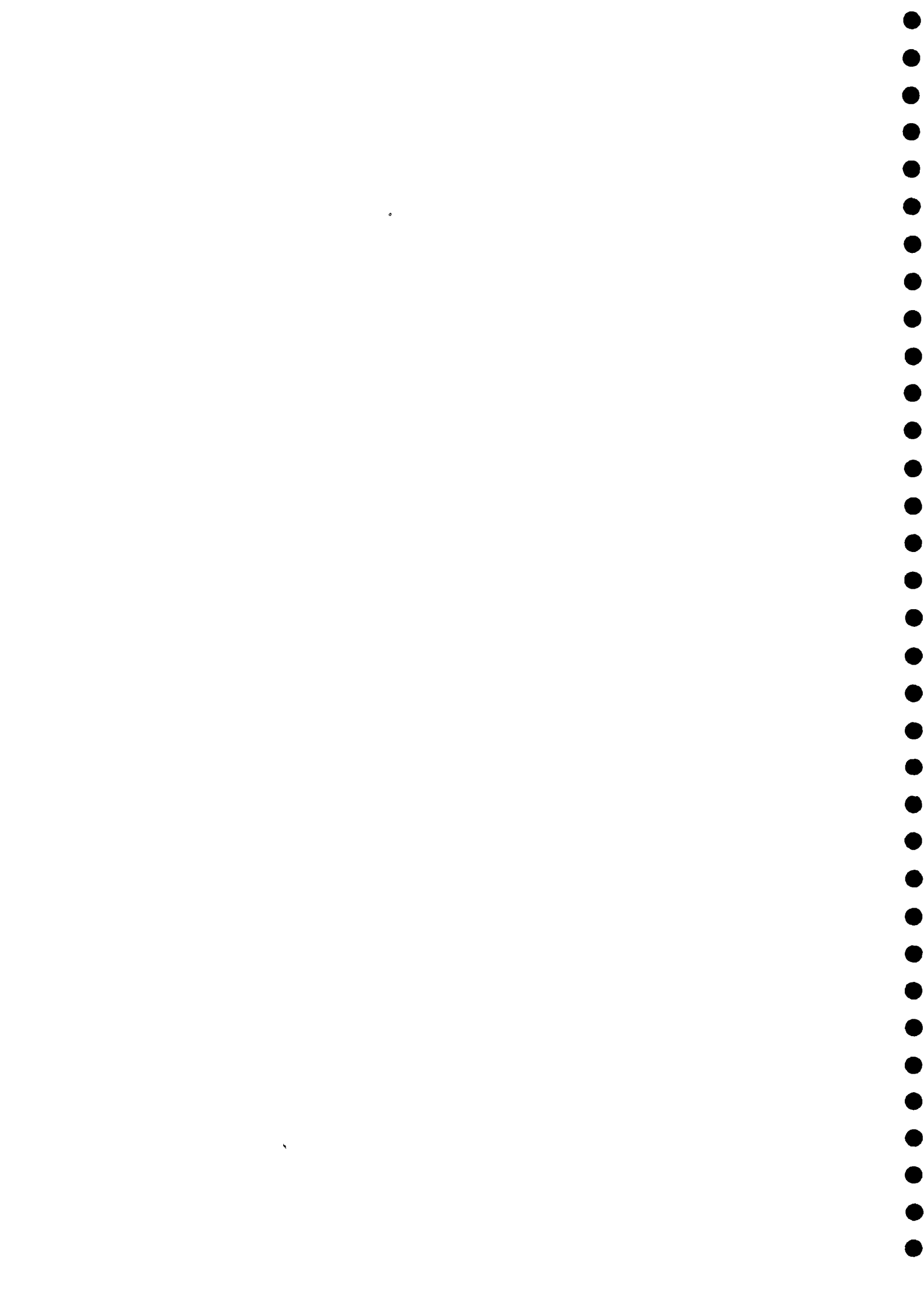
- **All activities of the previous phase need to be continued.**
- **The quality and operation of the NETWAS' documentation centre need to be improved and reinforced by the following measures:**
  - **Updating of the library through a thorough assessment by NETWAS' engineers with possible assistance from experienced tutors from training institutes. In**





addition other institutions who maintain documentation centres in the sector may be consulted such as IRC, SKAT, IRCWD etc.

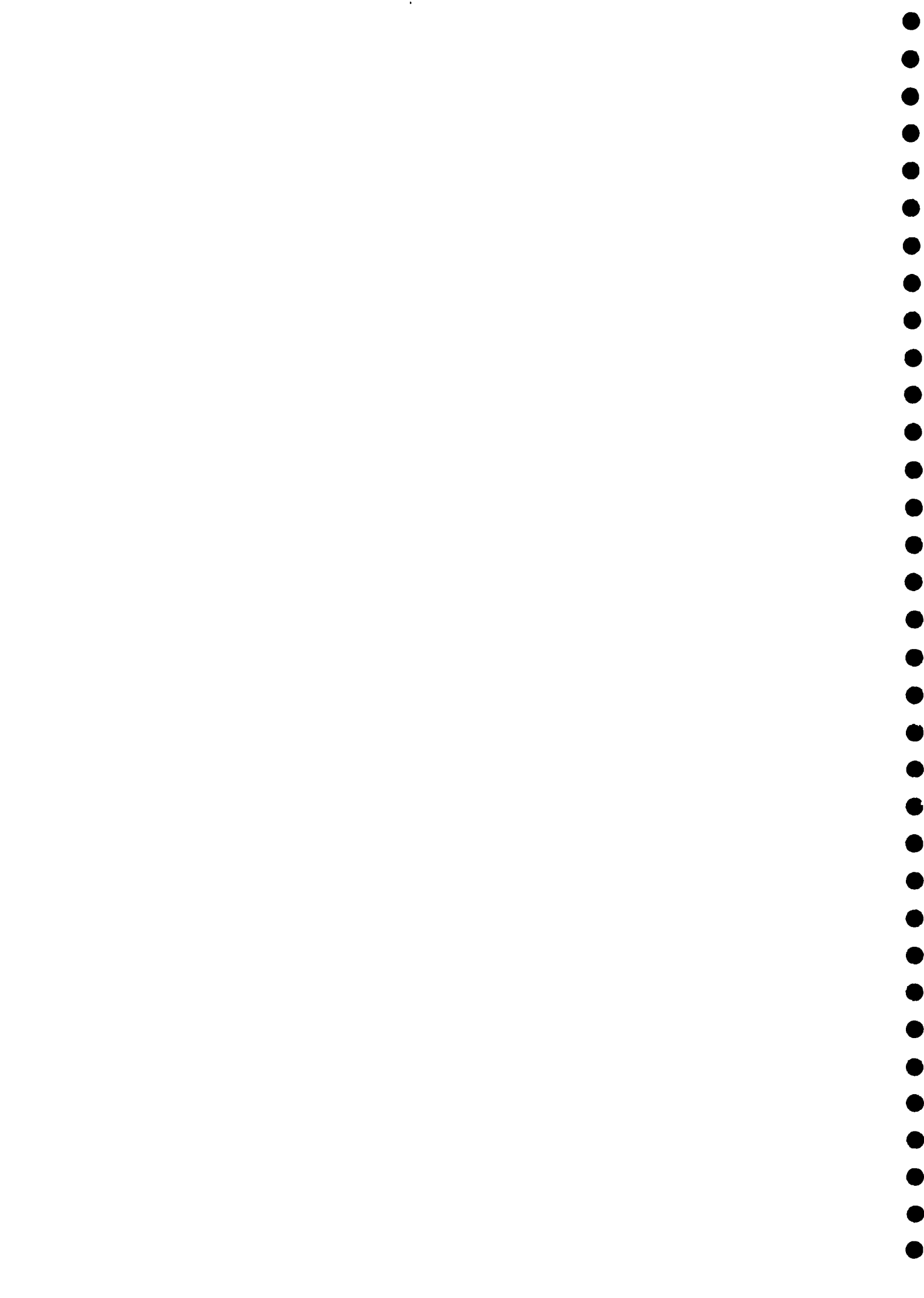
- More emphasis should be given to include books on gender issues as well as on approaches and methodologies, case studies on policy issues etc.
  - Continuous updating of the library has to be secured through regular contributions by NETWAS' engineers. It is suggested that they spend between 5 and 10% of their worktime for these activities.
  - Since each document is normally kept in three copies, a maximum of two copies should be lent out so that one copy is always available at the centre.
- In future, NETWAS newsletters may be used more aggressively as a promotion (marketing) tool for the services offered by NETWAS. Gender issues should be more frequently covered in the newsletter.
  - Support services to collaborating institutions should be even more tailored to their needs, thus becoming more attractive and therefore more effective i.e. the occasionally distributed photocopied articles could be upgraded with the participation of the engineers into a comprehensive info-package, including those photocopies but additionally with recommendations of new books (similar to highlights of IRC).
  - Monitoring of the effectiveness of the services provided should be more systematically planned and strictly implemented. It is extremely important that this aspect remains part and parcel of the continuous learning process in order to improve the services provided.
  - The lessons learnt at all levels of the sectors' activities need to be recorded and documented. NETWAS has therefore to document its own findings and experiences; but even more so it should encourage outside professionals, institutions etc. to document their experience including successes and failures. Publishing should be done professionally, probably with external resources so that a reasonable standard with broad acceptability is achieved.
  - Introduction of a membership system should be considered to ensure that borrowed books are returned.



## 7.5 CBWSS Technology Approach

### 7.5.1 Project concept, planning and implementation

- **Appropriate technology / manageable systems / transparent approach**  
NETWAS promotion of low cost technologies, mainly through training, is in many cases relevant to CBWSS. Yet, NETWAS has to widen its scope from the promotion of low cost technologies to appropriate technologies. Technologies become appropriate if the five components of balanced development are well considered (social, institutional, economic and technical components plus the one dealing with "knowledge and norms", compare chapter 3.3). This has to be achieved by attending to and promoting with equal importance the following three aspects:
  - a) **Appropriate technology in considering :**
    - locally available material and skills (indigenous techniques),
    - quality of construction,
    - reliability of supply,
    - affordability and acceptability of supply standard,
    - simplicity of design for O + M friendliness.
  - b) **Manageable system which includes :**
    - manageable by the lowest possible institutional level,
    - adjustable to desirable and affordable social changes, including gender issues,
    - ability to make effective use of the system,
    - ability and willingness to pay for O + M by the end users, but possibly also by the government and/or donors which means their preparedness for long term commitments (i.e. systems which require pumping devices may not be affordable by the end users alone).
  - c) **Transparent approach: provision of fair negotiations by offering and negotiating different options which means informing about their advantages and disadvantages as well as about the economic, institutional and social consequences.**
- **The role of NETWAS in R + D should be continued and reinforced in the form of coordination, promotion and facilitation. This means capable institutions may be encouraged to undertake essential R + D, they may be assisted in developing a R + D programme and proposal as well as in linking them to other institutions interested in the subject and/or with the potential for funding. It is also expected that through the recommended systematic M + E-system of NETWAS activities additional R + D needs may become obvious and may require attention.**
- **Depending on the NETWAS capacity and the results of the market analysis NETWAS is advised to study its active involvement in future WSS sector needs, such as water resource management and solid waste management. During the ET's interviews needs in these two fields were expressed by various institutions.**

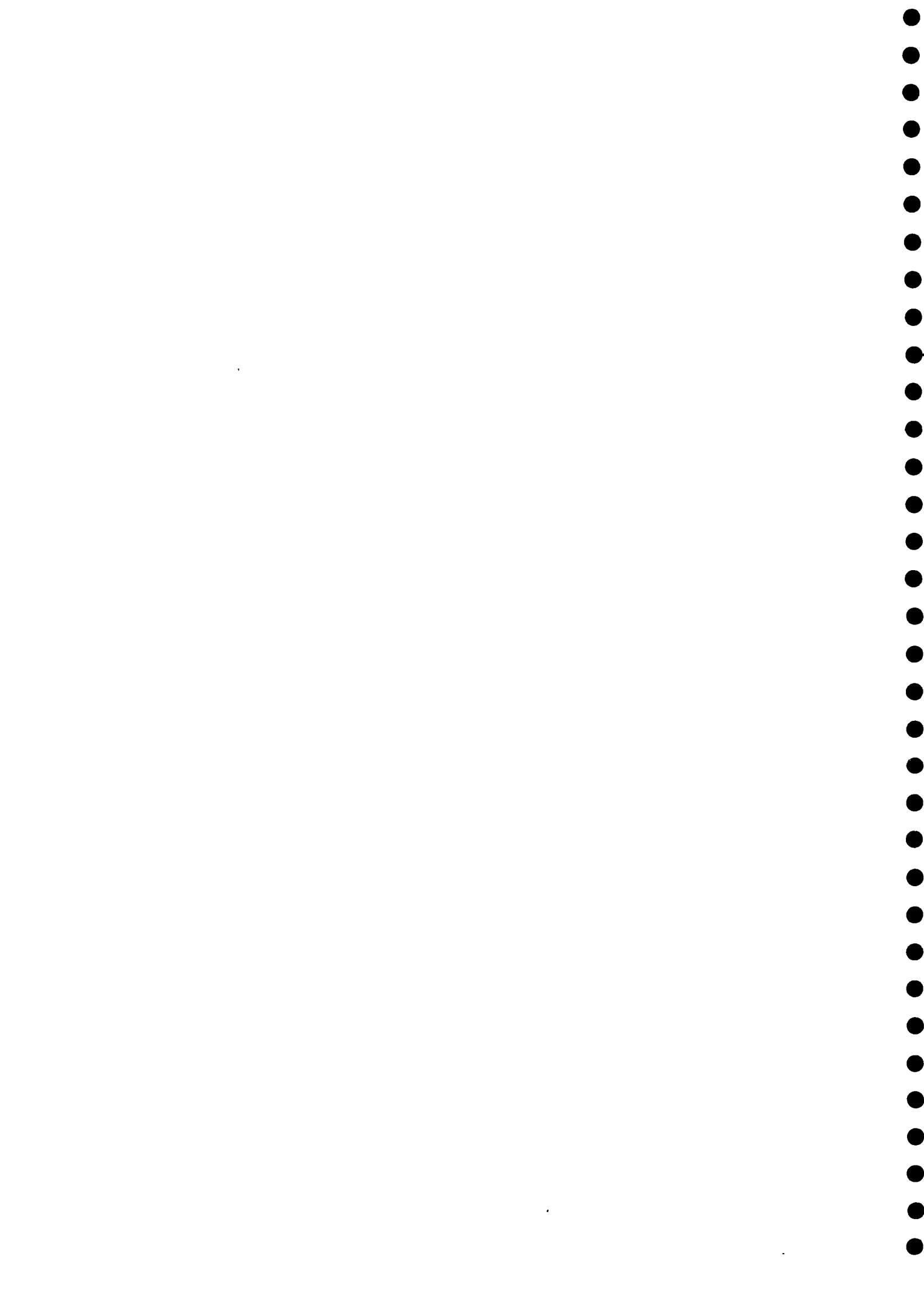


### **7.5.2 Actions up to the end of the ongoing phase**

- **The recommendations made above (chapter 7.5.1) on widening the scope to the promotion of appropriate technologies should be immediately elaborated within the ongoing training programmes. This is important so as to have more information and facts for the planning of the next phase.**
- **An overview of options for latrine coverslabs should be prepared including technology, cost, advantages and disadvantages.**

### **7.5.3 Actions in the new project phase**

- **Tools need to be developed to support the recommended broader promotion of and training in appropriate technologies, manageable systems and a transparent approach. These tools may consist of documented options, a list of criteria to be considered, etc. Yet, caution has to be taken not to provide perfected modules which might be thought to be applied as recipes. It will be more appropriate to prepare guidelines and teaching aids which provoke creative thinking and adjustment to the actual situation, which is naturally different from place to place.**
- **Networks should play the role of arbiter between donors, NGOs and communities in cases where a technology not considered appropriate or sustainable is likely to be introduced (i.e. introduction of handpumps of an uncommon make in a given area and therefore, with difficulties in the future supply of spare parts). In doing this, NETWAS should improve its own capacity in this field and should make use of its linkages with other regional and international resource centres and in particular with the ITN network.**
- **The market should be explored for advisory opportunities in terms of consultancy. Such consultancies may be undertaken entirely by NETWAS staff, together with associated local experts, or even as a joint venture with associated resource centres. Such consultancies would not only provide an essential income, but also an additional opportunity to disseminate the ITN/NETWAS approach in a direct and practical way. Moreover this type of service would also facilitate an additional learning opportunity.**



## **7.6 CBWSS Software Approach**

### **7.6.1 Regarding project concept**

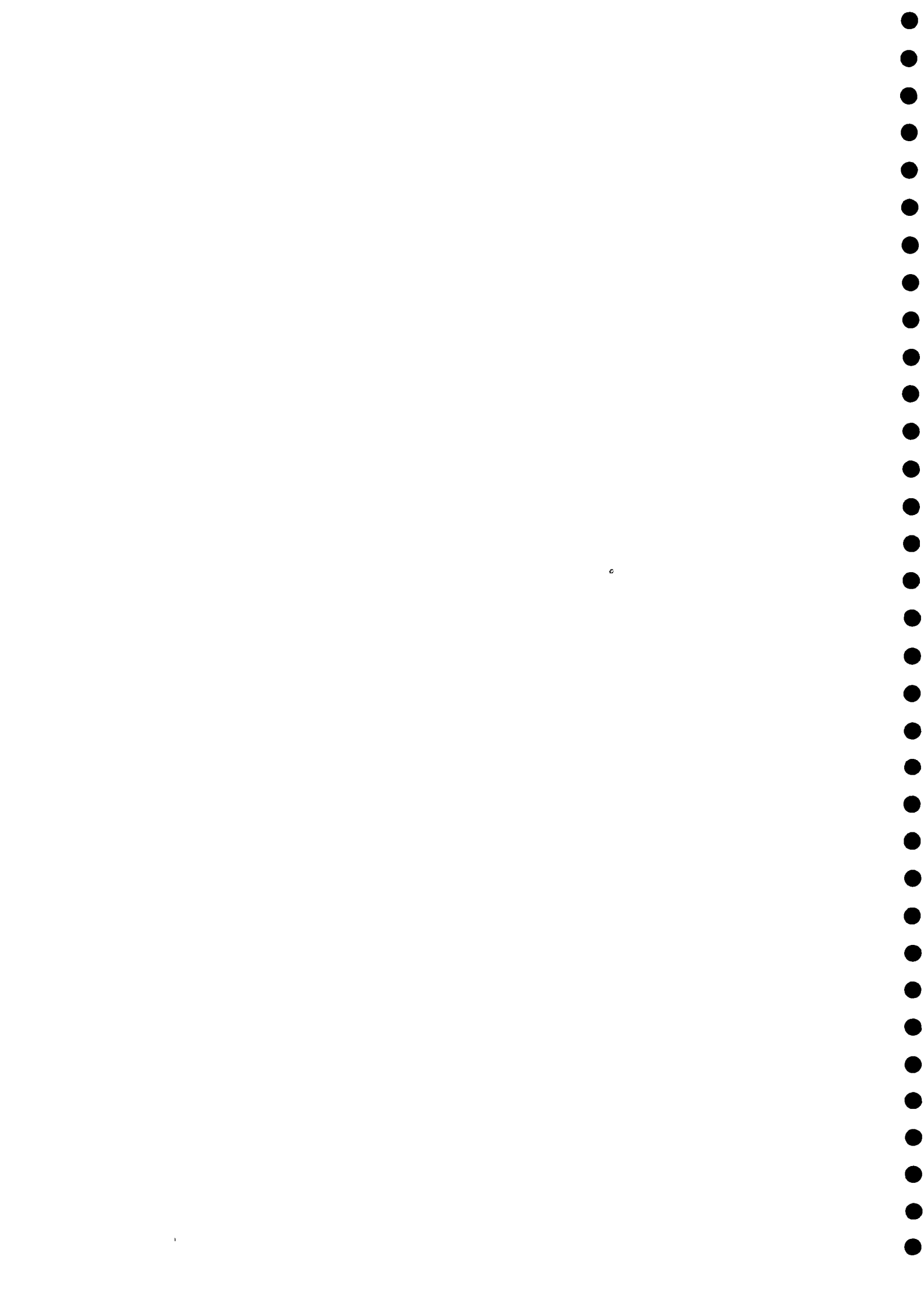
- **Although participatory approaches have been developed and promoted among NGOs, NETWAS staff and to some extent government institutions, application at project level is still rare and sometimes inconsistent. Different NGOs still have different approaches to participation in CBWSS. NETWAS in its next phases should concentrate on collaboration, through its PALNET arm, on issues that relate to developing and promoting an approach which, with minor modifications suits specific sociocultural contexts.**
- **The strategy of dealing directly with the actors has had the effect of popularising the approach among sectors. The training itself, however, has been considered as informal, since the certificates issued have no recognition, except among the collaborating partners. Since the approach has now been generally accepted at institutional level, an effort needs to be made to include participatory approaches in the curricula of different water supply and sanitation courses. This would facilitate the recognition of certificates issued in the training.**

### **7.6.2 Actions up to the end of ongoing phase**

- **The approach used and promoted by NETWAS has been adequate and effective considering the technologies. There will be a need to test these approaches and revise them if need be. This may need to be done even during this phase, if NETWAS is to keep abreast of changing trends in CBWSS.**
- **NETWAS has to reinforce its section dealing with software approach. Ms Rose Lidonde should be provided with an assistant trainer in participatory learning methodologies.**

### **7.6.3 Actions in the new project phase**

- **Sustainability of participatory methodologies seems to be ensured considering the interest expressed by sector projects. NETWAS' capacity to provide the necessary training is however limited by the available human resource base. The capacity to hold these courses should either be built into NETWAS or a networking arrangement be made with individuals with the know-how to carry them out on behalf of NETWAS.**
- **There is a need to building a monitoring mechanism into the participatory training workshops that would ensure consistency and quality of the training. This aspect would be even more important if NETWAS were to use trainers other than their own when requested to do so.**
- **The market potential for software approaches seems to be enormous in the WSS sector as well as in other development projects. This market potential should be explored and advisory services on a consultancy basis be offered. This will not only provide a viable income-generating activity, but provide another opportunity for promotion of PMT.**





## 7.7 Institutional Issues

### 7.7.1 Relation to AMREF

#### a) Project concept, planning and implementation

The symbiotic relationship to AMREF has been very essential and supportive in setting up NETWAS. As NETWAS has matured and become operational as a network on its own, however, this relationship turned to become a hindrance, mainly with regard to its relationship with NETWAS' partners and clients.

This has been mainly caused by confusing NETWAS' identity and role with AMREF. These obstacles need to be compensated for in a new project concept to facilitate NETWAS operating effectively as a network centre. Preferably, the positive aspects of NETWAS' relationship with AMREF should be maintained, further explored and reinforced (i.e. the protective umbrella which AMREF provides to NETWAS in administration, auditing, etc. is of considerable value, the potential of exchange of services are many, etc.).

#### b) Actions up to the end of the ongoing phase

A decision about an improved status for NETWAS within or outside AMREF needs to be taken before the planning workshop for the next phase takes place. The following steps need to be taken :

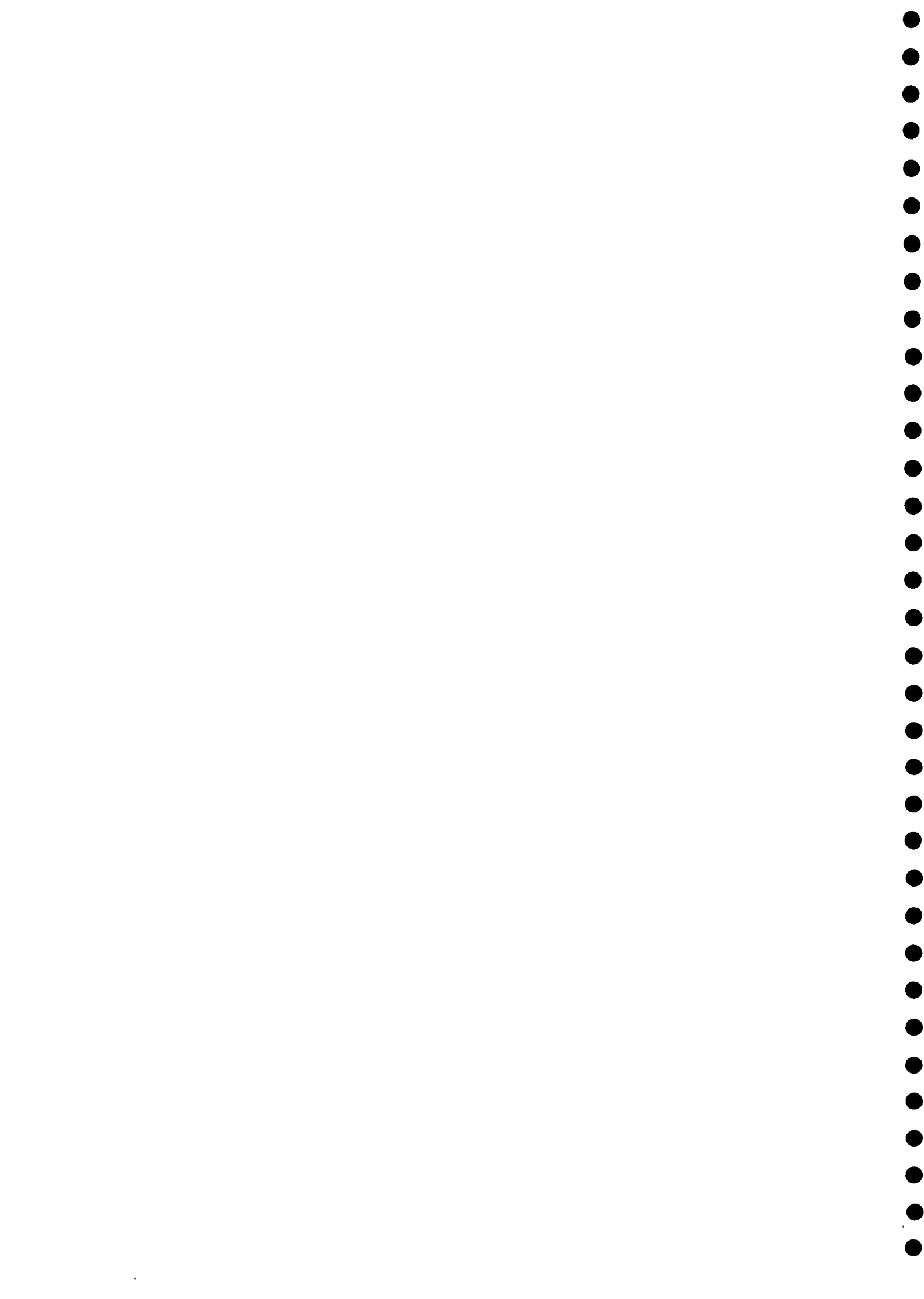
- With the information available at present, option A1 of annex 17 is recommended.

This option means that NETWAS would be a corporate body (with its own legal status). It would have an Advisory Board as it has at present. In addition, the management of NETWAS would be supervised by a Management Board.

NETWAS' link to AMREF would be through the NETWAS Management Board and the Advisory Board. AMREF would be represented in both. AMREF would also provide internal audit services to NETWAS. An external auditor appointed by the Management Board would be responsible for carrying out annual external audits of NETWAS.

NETWAS would have its own financial and administrative management unit reporting to the Management Board. This means NETWAS would also have its own bank account.

Various measures would be taken to demonstrate physically that NETWAS' identity is different from AMREF, such as own letterhead and office location outside the premises of AMREF.



Collaboration between NETWAS and AMREF would have to be maintained and reinforced by making best use of complementary services. These services should be "bought" from each other according to transparent business terms.

- NETWAS is urged to study further the above options, i.e. for legal implications, etc., and present them to AMREF.
- AMREF should study the possibilities for the realization of the proposed options within AMREF.
- Based on AMREF's analysis the most advantageous and practicable option needs to be elaborated between the main actors concerned (SDC, RWSG, AMREF, NETWAS).
- Depending on the option selected a realistic transition period needs to be foreseen and well planned to ensure the smooth development of a new status for NETWAS. This transition period should be used to develop the constitution and rules for the new status in detail, to make the physical preparation and to ensure the availability of the means required (including management capability).

#### **7.7.2 NETWAS staffing organization and management**

##### **a) Project concept, planning and implementation**

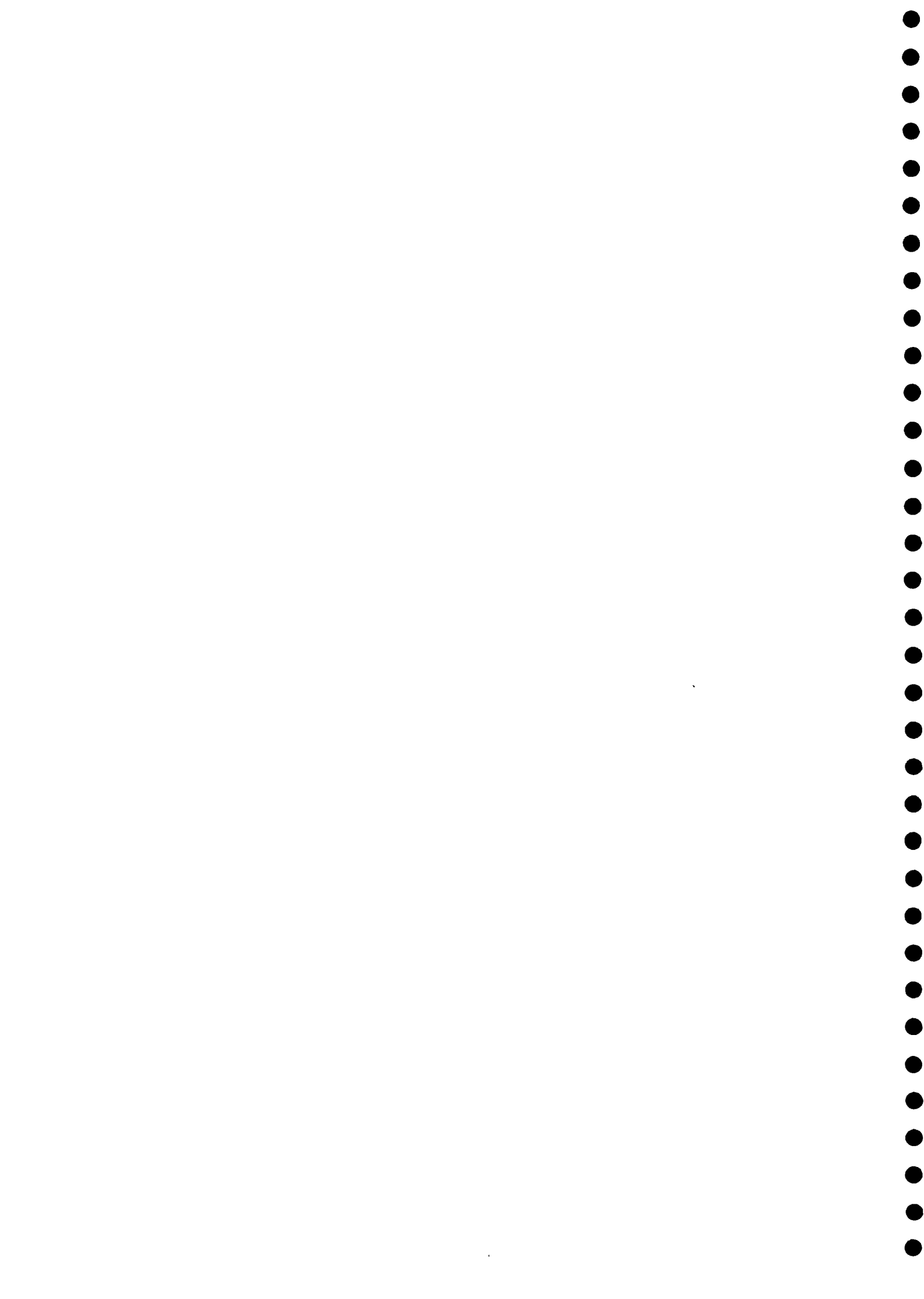
In conjunction with NETWAS' HRD programme (compare chapters 5.1 and 7.3), an adjustment in the number and qualification of staff and training, etc. has to be done on the basis of the needs and market analysis (cf. chapters 3 and 7.1).

NETWAS' organization and management systems need to be reviewed and reorganized, so that its chances for sustainability are increased. This means the services provided have to be marketable, and each service has to be considered on a separate budget line, so that financing can be obtained in the following two ways :

- for the straightforward marketable services on business terms,
- for the non-marketable services, such as documentation and information, networking and initiation of national reference centres, etc. through transparent mandate funding.

The above clear splitting up of services has to be done at two levels, namely at the Regional Centre (RC) for East Africa and at the National Reference Centre (NRC) for Kenya. This is important for the following two reasons :

- The RC has a different life span than the NRC Kenya. The RC is expected to merge into the NRC Kenya after the NRCs are initiated and established within the East African ITN (compare chapter 4.4).
- Funding for RC activities may come from a different source than for NRC-Kenya activities.

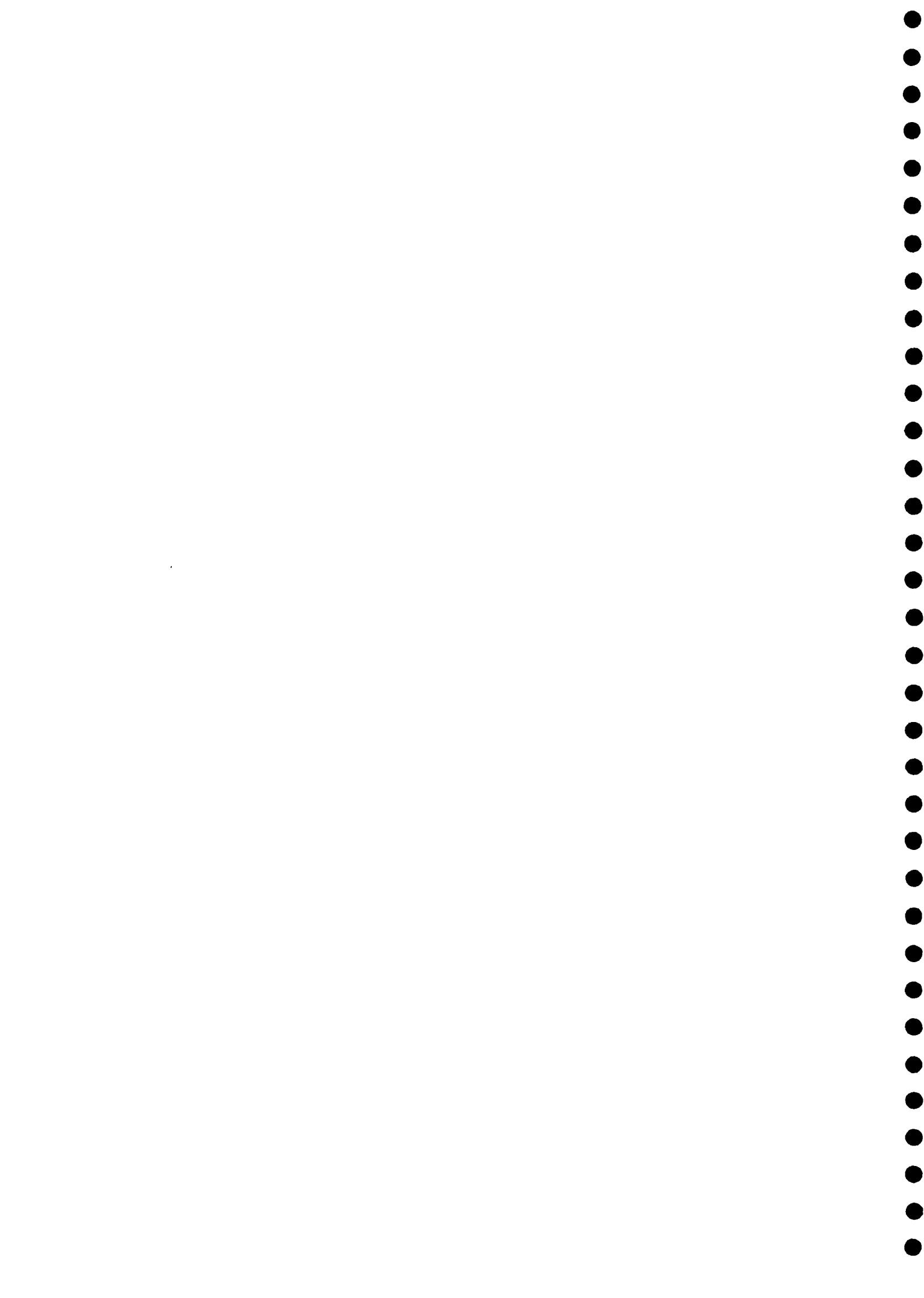


The above splitting up of services on two levels has also to be reflected in the organizational set up of NETWAS. This means NETWAS would be divided accordingly into meaningful subsections with clear job descriptions and provision of separate budget lines. This division in subsections will not only provide more transparency in performance and ease management, but it would also facilitate the closing of one subsection if it does not meet with the market demand and/or no funding for it can be obtained. Closing one subsection would thus not affect the continuation of the other sections.

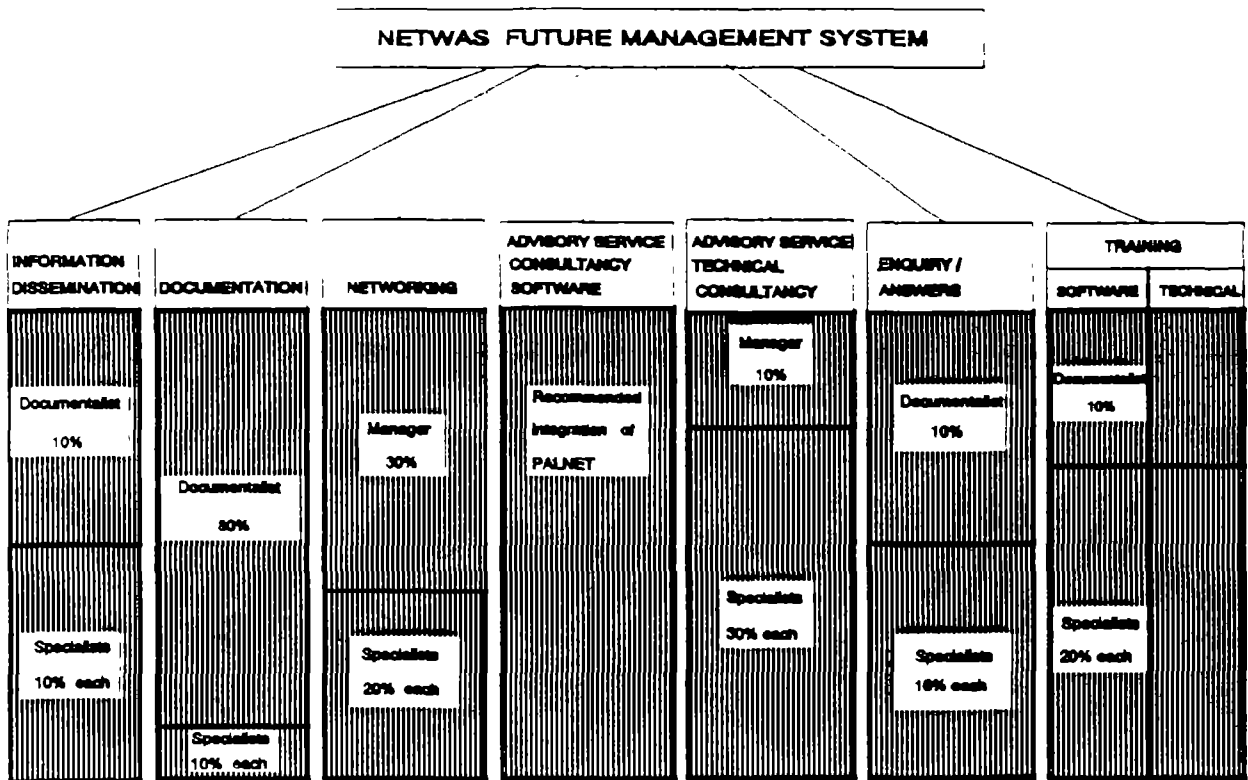
b) **Actions up to the end of the ongoing phase**

NETWAS staffing organization and management need to be reviewed and reorganized, taking into consideration the above recommendation on the underlying concept for sustainability (cf. chapter 6). This reorganization should be developed in time, so that it can be applied in the planning and financing of the next phase. In fact, this exercise will be part of the business plans. It is recommended that an experienced consultant in organization development is hired to ensure an adequate and optimal set up.

The model shown below has been developed together with the NETWAS team and may be considered as a possible option to use as a base. The splitting up into RC East Africa and NRC Kenya has not yet been considered.

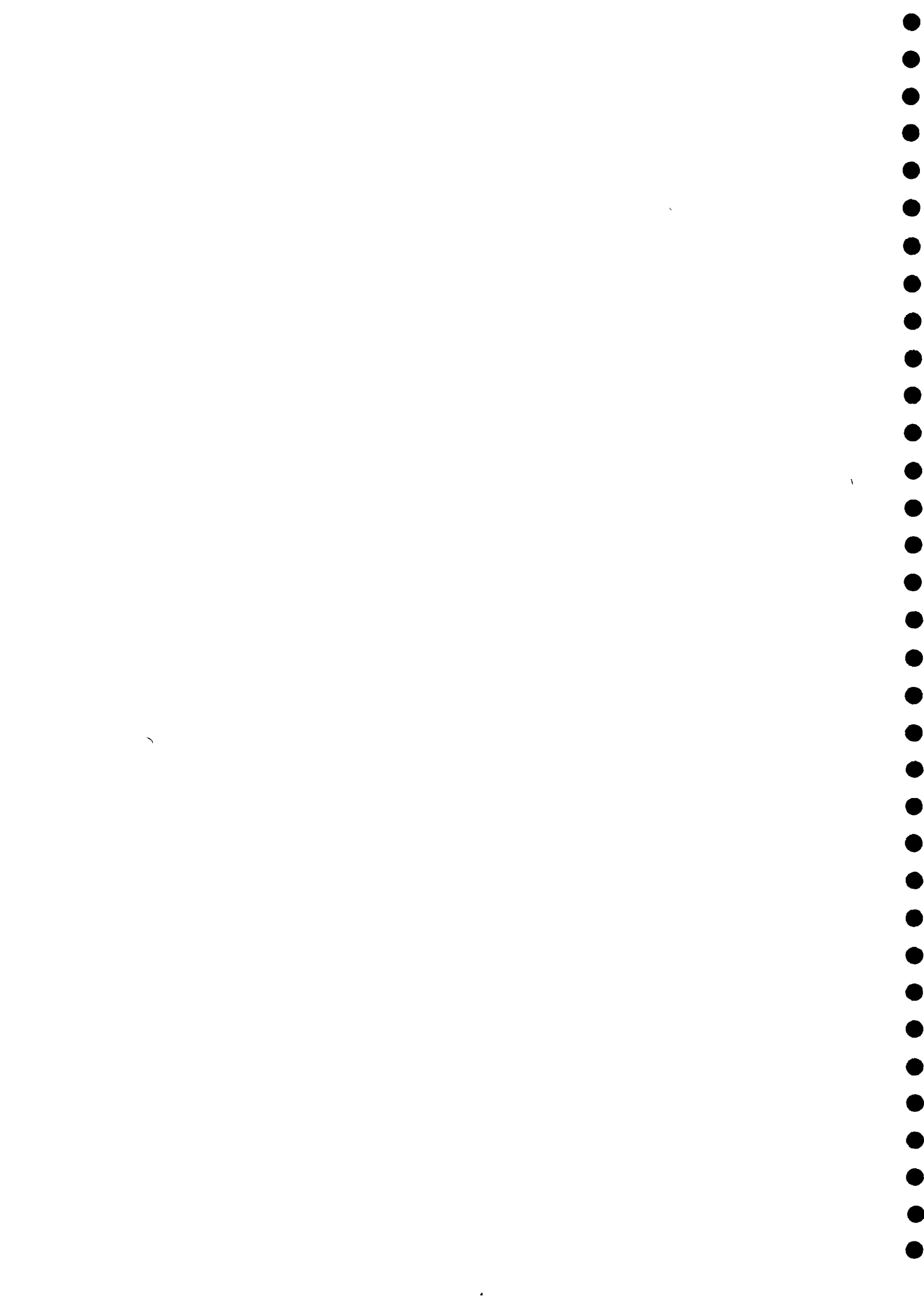


Option



Assumptions of the above option .

- The system is improved with the assistance of a professional developer or organization system.
- NETWAS' management is capable of handling the system.
- Each subsection is headed by a capable section head.
- Each subsection corresponds to a market demand, respectively to a mid-term mandate commitment of a funding institution (ESA or government).
- NETWAS staff is highly professional and therefore marketable.
- Division into subsections is organized in such a way that collaboration between subsections is reinforced and encouraged.
- Any improvement in the present management system has to be such that it does not negatively affect the current high team spirit, otherwise it will reduce effectiveness.





## 7.8 Principal Recommendations and their relations

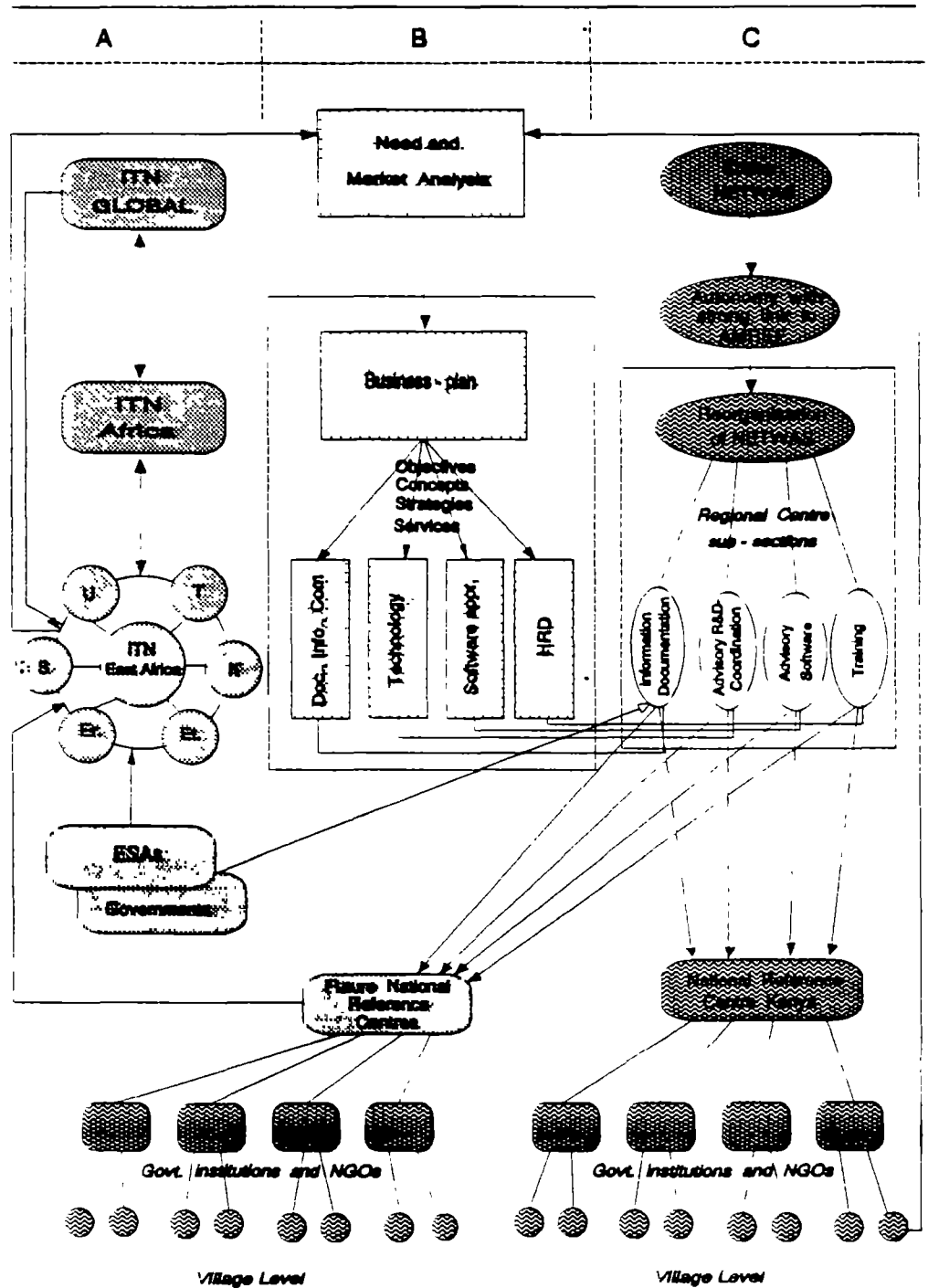
The recommendations listed above have been developed and described according to the headings of the report which follow the specified fields of the TOR. These recommendations have been detailed out, so that they provide all currently available information to those who are supposed to implement them. This form of presentation is expected to be useful for the detailed planning. Yet, for prioritization and to get an understanding of the importance and relationship of the recommendations, an overview is required. It is exactly this aspect which is intended to be covered by this chapter. Table 7.8 may provide assistance in visualizing and understanding the relationships. The following three main aspects are represented in vertical columns :

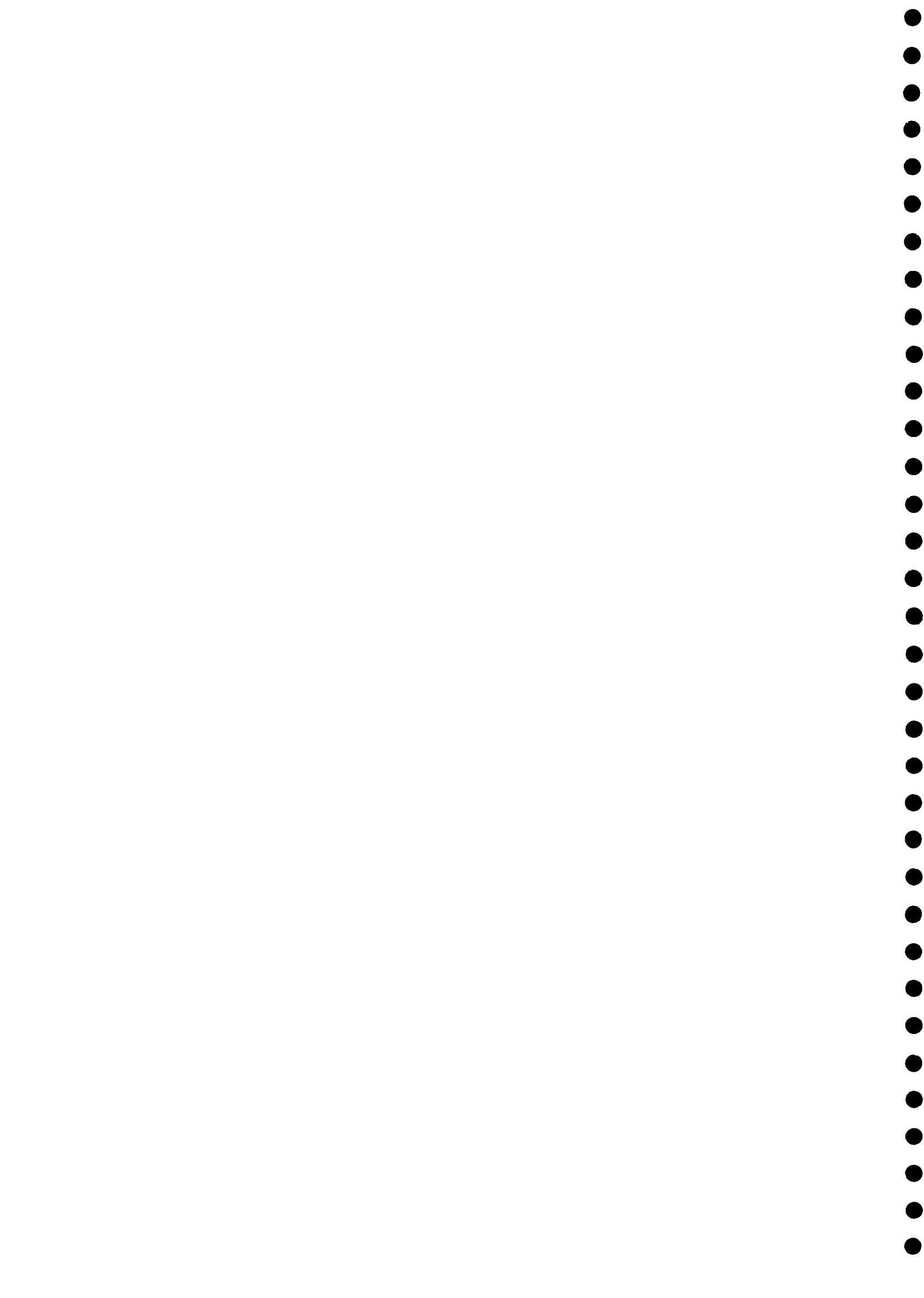
- A) ITN - global/continental/regional;
- B) Need and market analysis → business plan;
- C) Status and reorganization of NETWAS



table 7.8  
Principal recommendations and their relations

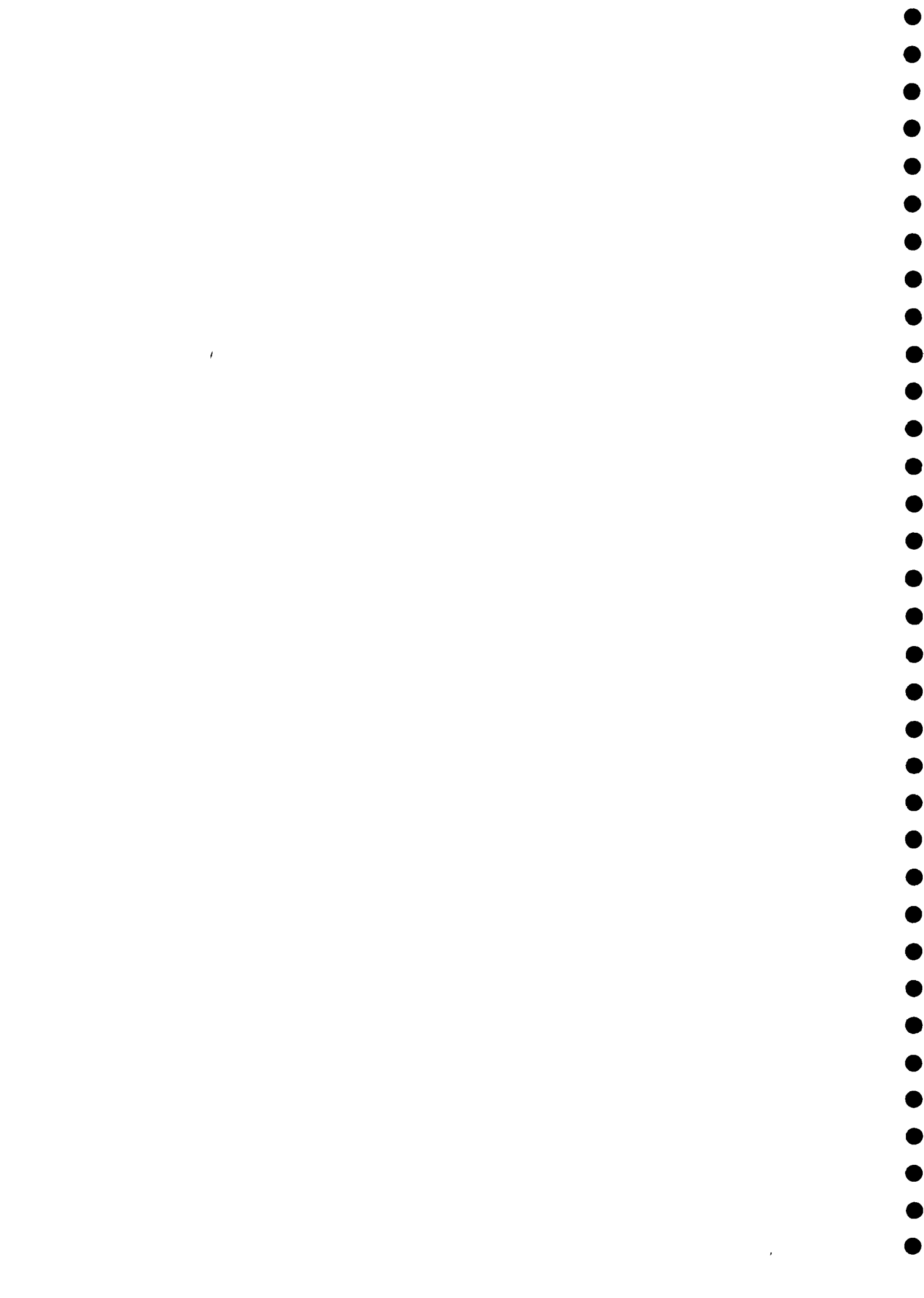
- A) ITN - global/continental/regional;
- B) Need and market analysis → business plan;
- C) Status and reorganization of NETWAS



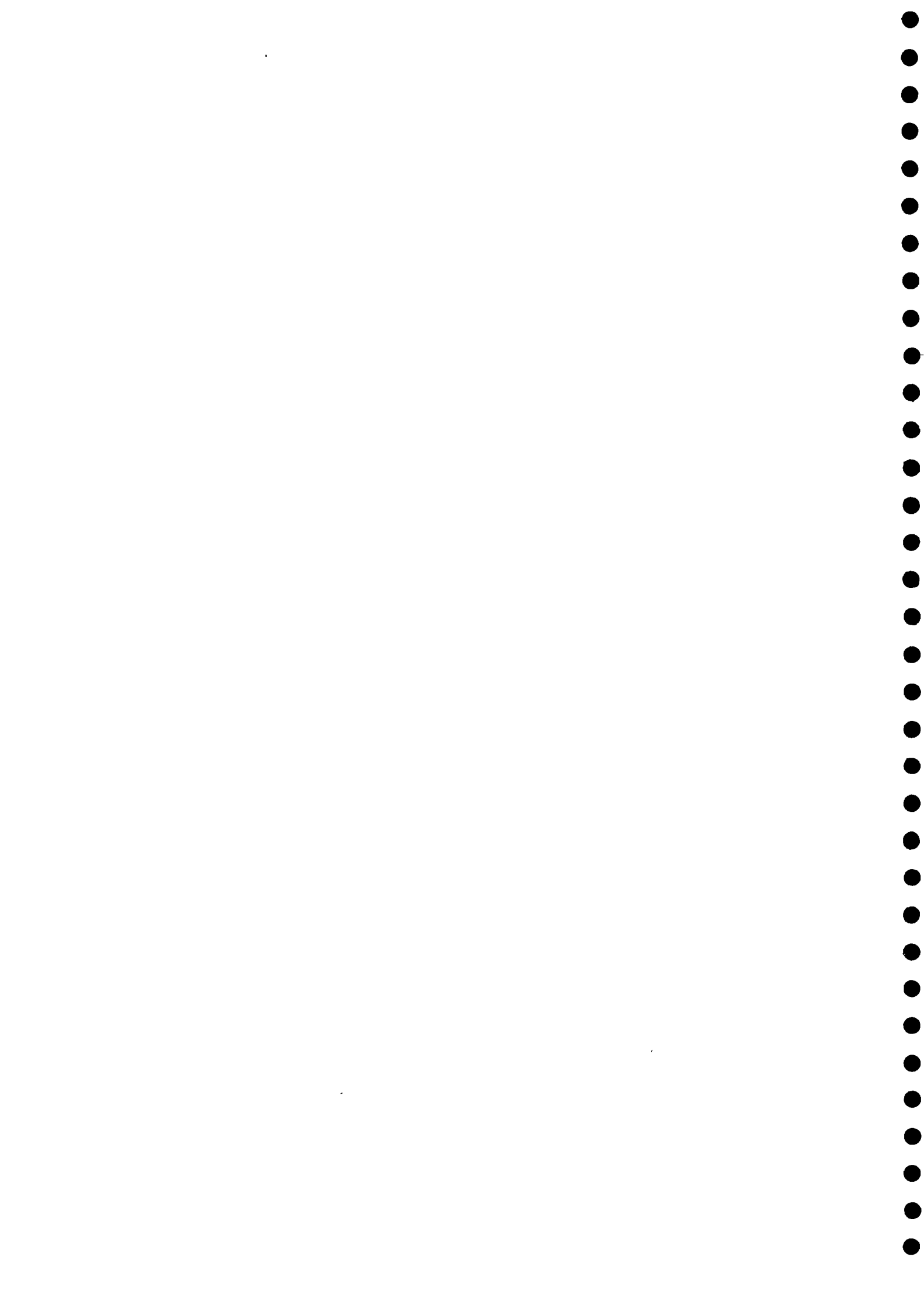


In the following, the principal recommendations are described in the left column, while reference is made to the detailed recommendation chapters in the right column. In addition, reference is made in brackets to the chapters where the subjects are assessed.

Principal recommendations and their relationships	Ref. Chapter: (assessment) recommendations
<p>A) ITN - global / continental / regional</p> <p>ITN at global level (ITN-UNDP/WB-HQ) has minimized its support recently, it is therefore recommended to review its concept base by means of a cross-sectional analysis of various evaluations of ITN centres. In any case it is suggested that ITN act either at global or continental level as a monitoring and evaluation pool to enhance a continuous learning process at all levels.</p> <p>ITN East Africa requires a clear concept based on aspect B) needs and market analysis. A possible option suggests that the RC initially provides the required assistance to build up NRCs ideally by upgrading already well-established institutions. After the NRCs are well-established, the RC would merge with one of the NRCs (ideally Kenya). NETWAS is strongly advised to focus its activities according to its available means. The recommended ITN system tries to remain on manageable and sustainable grounds while at the same time still providing the essential services to support a sustainable impact of the WSS sectors' activities.</p> <p>ESAs are urged to support the ITN system once this is based on a clear concept and individual proposals for the RC and NRCs have been developed. Their support should be clearly reserved for services which cannot be sold, such as information and documentation, initiation of NRCs including training of staff, etc. NRCs should be forced by this policy to orientate their services to the market demand, respectively go for marketing (promotion). SDC is recommended to continue its support to the RC, while other donors are invited to support individual country centres.</p> <p>Governments should be promoted to gradually take over the role of ESAs.</p>	<p>(4.2.1.a)) 7.2.1 a)</p> <p>7.2.2</p> <p>(4.2.1 b)) 7.2.1. b)</p> <p>7.2.1 c)</p>

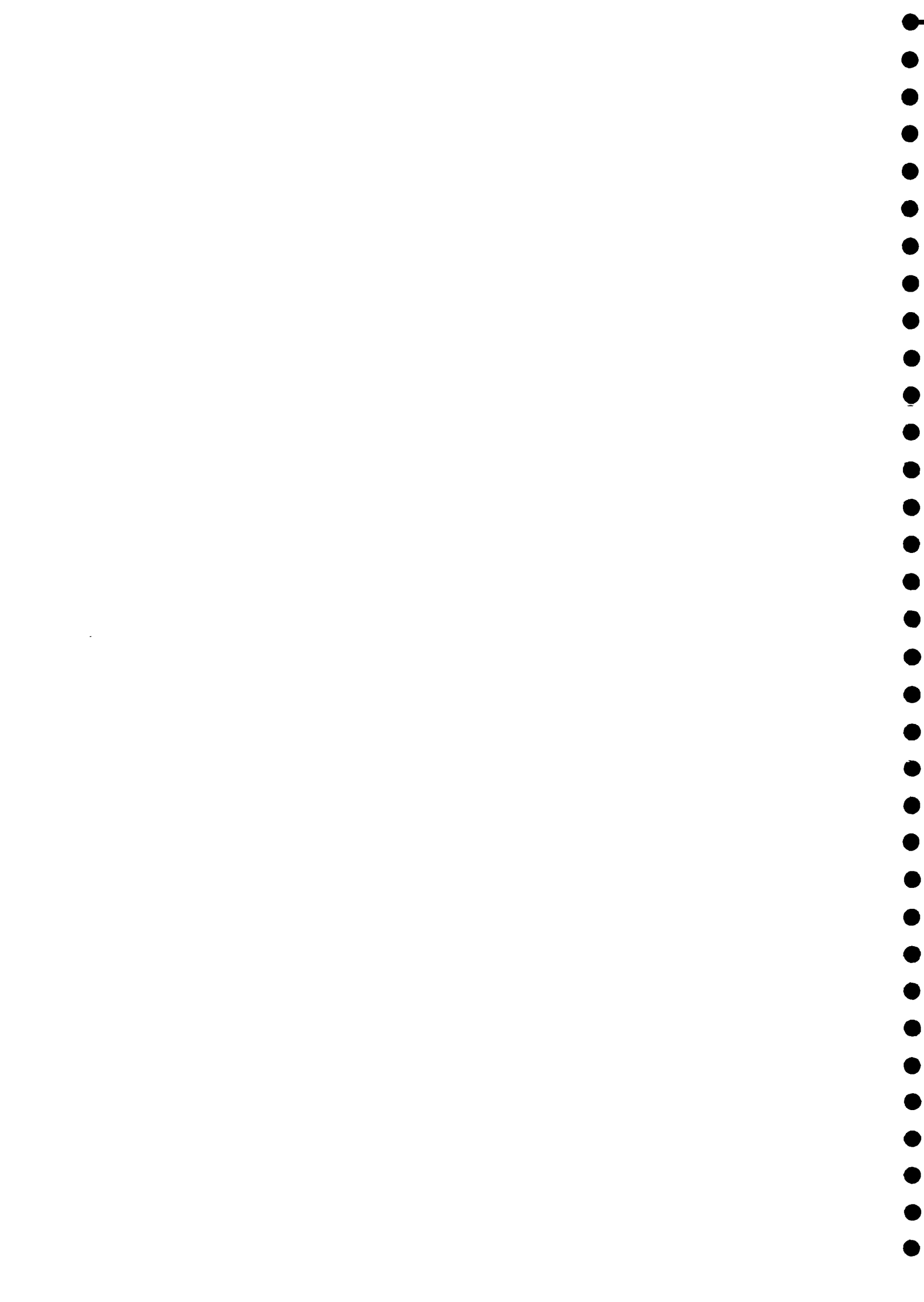


<p><b>B) Needs and market analysis</b></p>	<p><b>(3)</b></p>
<p><b>Most of the recommendations have their basis on the recommended needs and market analysis. This analysis which should be undertaken in all countries of operation, starting from the assessment of already available information / studies, should provide information about needs of and demands for services in the field of HRD, training and advisory services, both in hard- and software, documentation and information dissemination. Based on this analysis a business plan should be developed which considers the following aspects :</b></p>	<p><b>7.1</b></p>
<ul style="list-style-type: none"> <li>● <b>Clarification of the target groups, possibly including focusing.</b></li> </ul>	<p><b>(3.4) 7.2</b></p>
<ul style="list-style-type: none"> <li>● <b>Adjustment and improvement of the concept and strategy by attending more to demand orientation and to all five aspects of balanced development.</b></li> </ul>	<p><b>(3.1. + 3.3)</b></p>
<ul style="list-style-type: none"> <li>● <b>HRD and training needs both for NETWAS and the target groups. Recommendations are provided on how to develop the HRD concept as well as hints on obvious training needs.</b></li> </ul>	<p><b>(5.1) 7.3</b></p>
<ul style="list-style-type: none"> <li>● <b>Documentation, information and communication needs to be maintained and strengthened as one of the most effective tools. Focusing is required at all levels to make better use of the limited available means. Hints for concrete improvements in the new phase are also provided.</b></li> </ul>	<p><b>(5.2) 7.4</b></p>
<ul style="list-style-type: none"> <li>● <b>The scope for CBWSS technology and approaches needs to be broadened from promotion of low cost technology to appropriate technologies, including manageable systems. Information about advantages and disadvantages of different options should facilitate fair elaboration of sustainable solutions. Tools need to be developed to support this approach.</b></li> </ul>	<p><b>(5.3) + 7.5</b></p>
<ul style="list-style-type: none"> <li>● <b>CBWSS software approaches and methodologies now seem to be generally accepted at institutional level; an effort needs to be made to include participatory approaches in the curricula of different water supply and sanitation courses. The market potential for software seems to be enormous and needs to be explored.</b></li> </ul>	<p><b>(5.4) + 7.6</b></p>
<p><b>This elaboration, starting from the needs and demand analysis to the adjustment of strategy and concept, and in particular of the services to be provided, has a direct influence on the outline of the East African ITN concept, but even more so on the reorganization of NETWAS.</b></p>	<p><b>relation of B to A and to C : cf. graph 7.8</b></p>





<p>C) Status and reorganization of NETWAS</p>	
<p>NETWAS status needs to be upgraded to improve its recognition as a network centre and to reduce the view among the collaborating institutions that NETWAS is a competitor. Options of NETWAS having an autonomous status within or outside AMREF need to be studied and elaborated. Maintaining a strong link to AMREF is considered to be essential, since this will be beneficial to both of them. A transition period is recommended to provide NETWAS with sufficient preparation time for a new status.</p>	<p>(5.5) 7.7.1</p>
<p>NETWAS staffing organization and management need to be reorganized with the assistance of an external consultant by considering the following two aspects :</p> <ul style="list-style-type: none"> <li>• adjustment of services to the needs and market analysis, respectively to the business plan;</li> <li>• reorganization of RC into subsections for more transparency in management and financing and thus to improve services and chances for sustainability.</li> </ul>	<p>(5.5) 7.7.2</p>
<p>It is suggested that the RC and NRC for Kenya are both situated at NETWAS, but are administratively clearly separated (i.e. separate budget lines). It is suggested that the RC provide assistance for the building up of NRCs, respectively to develop ITN East Africa. It is recommended that the NRC Kenya continues to support GO and NGO institutions by providing training of trainers, etc., and thus to improve their services to the villagers and achieve a lasting impact (institutional approach).</p>	<p>(4) 7.2.1</p>
<p>A systematic and continuous cycle of MEPI (Monitoring, Evaluation, Planning, Implementation) needs to be developed and applied with different intensities at all levels of ITN. MEPI has to be designed to improve the management system as well as to ensure synergies among the various ITN activities and to facilitate a continuous learning.</p>	<p>7.1.1 7.2.1</p>



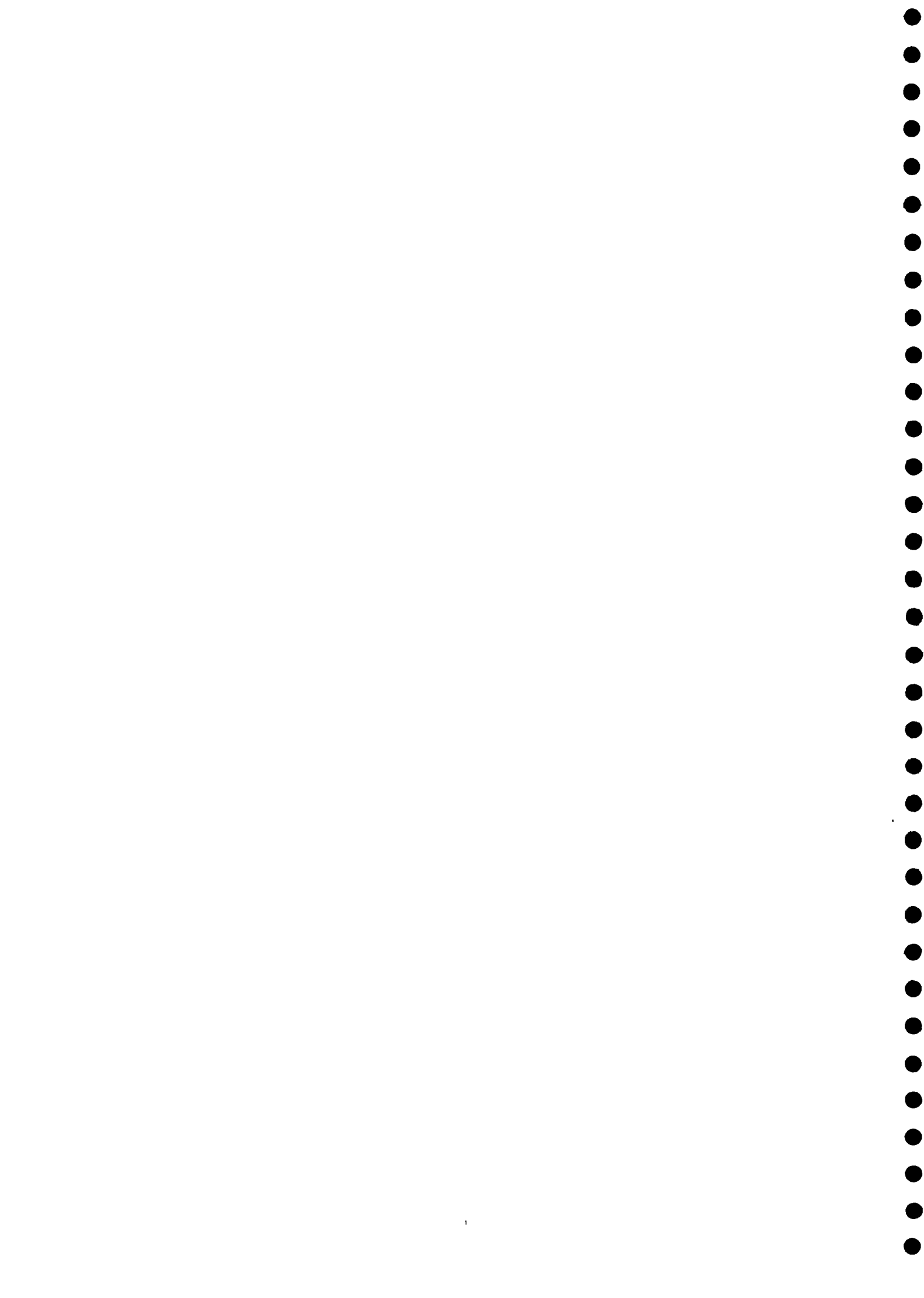
## **7.9 Follow up steps / realization of recommendations**

The draft recommendations were reviewed at the debriefing seminar on 7th and 8th March. The above-mentioned recommendations have been adjusted accordingly. Further modifications will come up once the report has been studied by the actors involved. In a next follow-up step the realization of the recommendations needs to be planned by designing an operational plan. A rough plan (bench marks) showing the main steps to be taken up to the beginning of the next phase had already been done at the end of the debriefing seminar (compare annex 18). This rough plan needs to be detailed out into an operational plan. It is of utmost importance that this operational plan is developed by the NETWAS team, possibly with the assistance of the backstopper. It is the NETWAS team who has to agree on setting the priorities, in sharing the responsibilities and in designing the time schedule. In any case, care has to be taken only to take a manageable workload. It is recommended to give priority up to the end of the ongoing phase to the preparation of the next phase in considering the above-mentioned recommendations. This means that the ongoing activities at the RC should be maintained only at a low level.

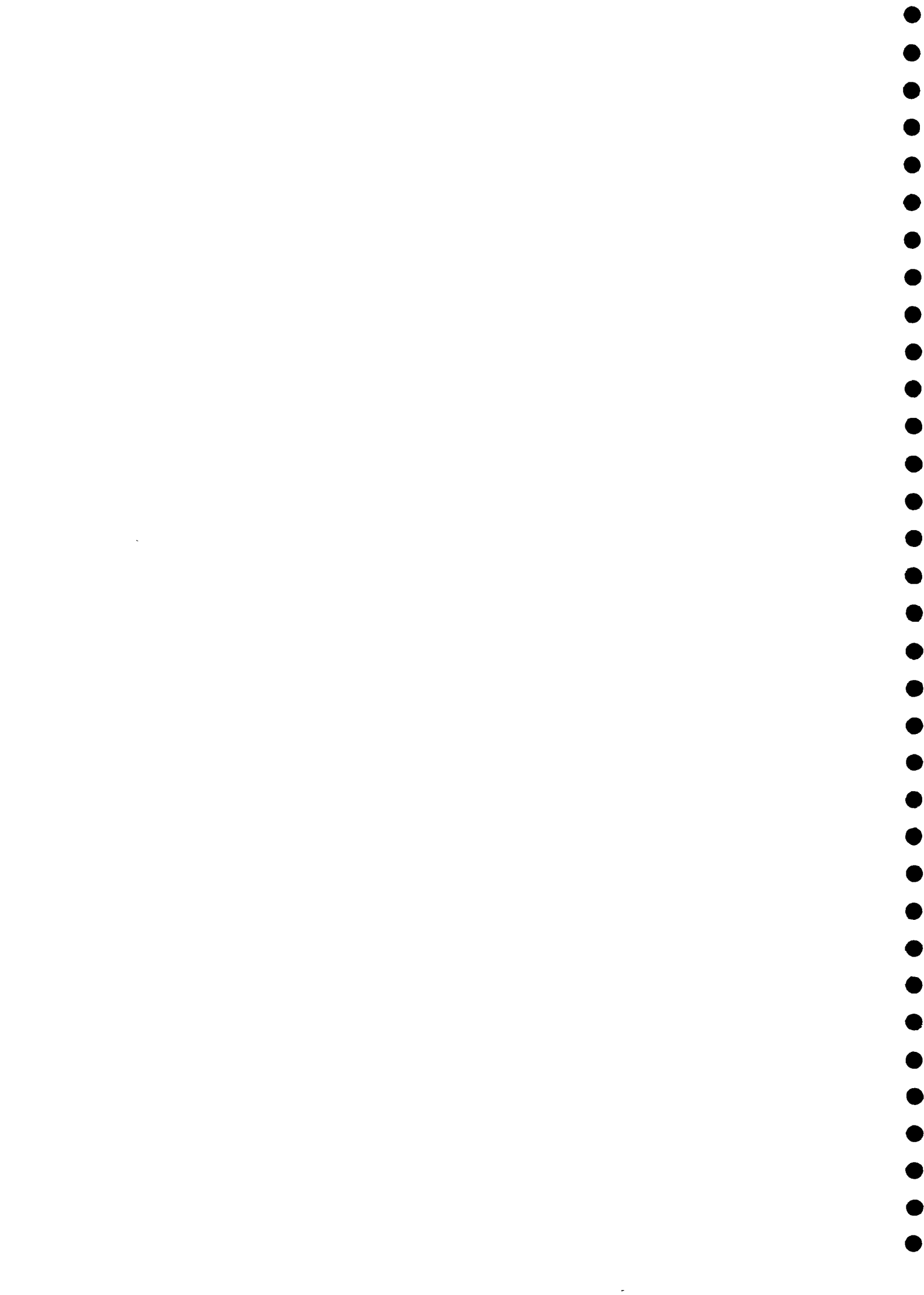
## **7.10 Final Remark**

Whichever measures are considered to be relevant for the improvement of NETWAS' services, the following two aspects need to be kept in mind :

- The present high motivation and team spirit of NETWAS should not be hampered negatively by any so-called advanced management system.
- The proclaimed market and demand orientation to achieve sustainable projects and impacts should not result in leaving behind and forgetting the poorest who have no purchasing power.



**ANNEXES TO THE ABRIDGED VERSION OF  
NETWAS EVALUATION REPORT**



## 2 INTRODUCTION

---

### 2.1 The Evaluation Team (ET) and its Terms of Reference (TOR)

#### 2.1.1 The Evaluation Team (ET)

The ET comprised members of different disciplines, background and origin, so that they would complement each other in an optimal way to fulfill the set multi-disciplinary target. The team members are briefly described below :

- **Ms Vivian Bashemererwa**

B.Sc. (Makerere), M.Sc. (Dar es Salaam)

Since 1982 : Senior Manpower Management Officer Higher Degrees, University of Dar es Salaam

Studies and professional experience in personnel management. Participated in various national and international studies and workshops as resource person. Wide experience in organising/coordinating seminars, workshops, congresses and research projects.

- **Andrew Makokha of Wakasa Consultants**

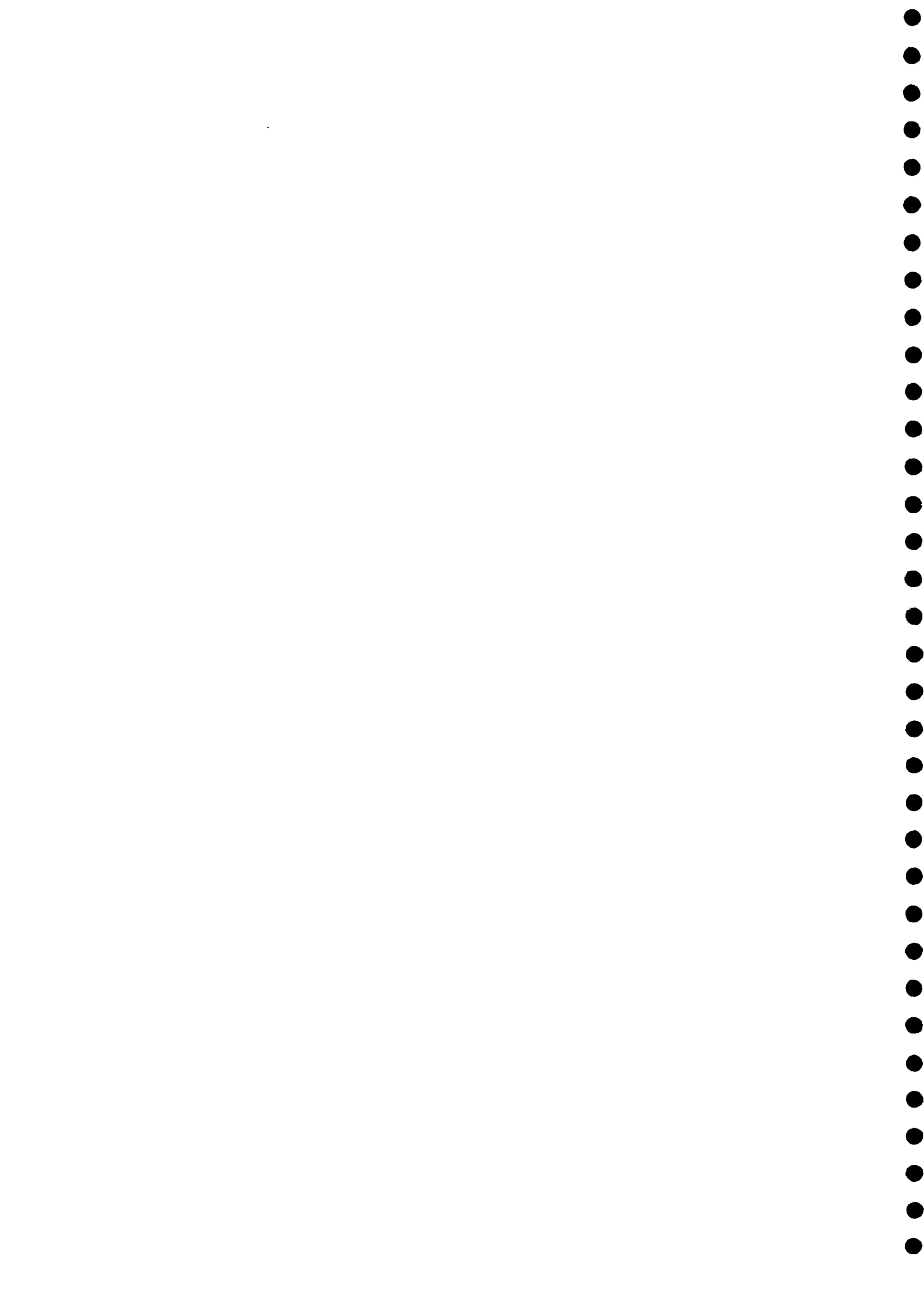
Deputy Director of water development in charge of monitoring and coordination in the Ministry of Land Reclamation, regional and water development.

Background of civil engineering with specialisation in water and public health engineering. Worked on institutional capacity-building in the water sector in Kenya, Tanzania and Zimbabwe for five years. Experience in low and conventional cost water and sanitation facilities and in project management, both at large scale private sector and community level.

- **Karl Wehrle**

Head Infrastructure and Construction Section of SKAT (Swiss Centre for Development Cooperation in Technology and Management). KW has a background in civil engineering, he has been involved in the sector of Water and Sanitation in Development Cooperation since more than 20 years of which he worked 10 years in community development projects in the field. His experience is not only in the areas of appropriate technologies and training for W+S, but also in community issues such as promotion, institution-building and operational and maintenance aspects.

SKAT is an information, documentation and counselling centre in the field of appropriate technology specializing in energy (especially micro hydro power), water (drinking water supply, handpumps, sanitation) and construction materials (particularly roofing materials). In many instances SKAT operates very similarly to NETWAS and therefore a potential for useful synergies is provided.

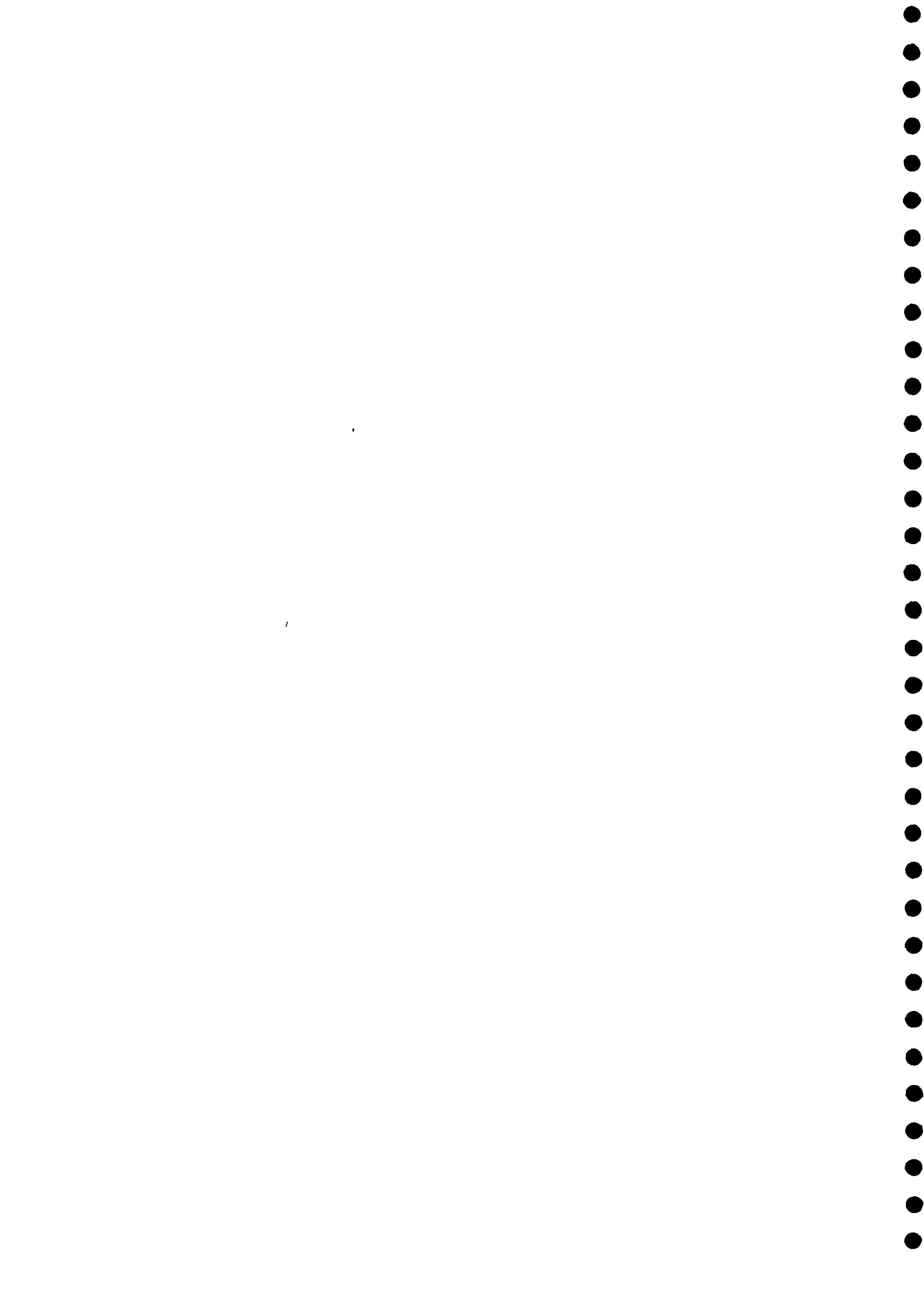




### **2.1.2 Terms of Reference**

An extract of the TOR is provided below. Detailed TOR are included in Annex 1. The evaluators have been requested to consider the following aspects :

- **Application of the methodology indicated in the "Guidelines for Project Progress Review" (GTZ), as an orientation.**
- **Covering of the following specialist field (of which one or two were specified to each evaluator) :**
  - a) **Human resources development**
  - b) **Documentation/information and communication**
  - c) **Community-based water supply and sanitation (technology and approaches)**
  - d) **Institutional issues of water supply programmes**
- **Working out recommendations on the following areas in particular (keeping in mind however that gender related issues must be given due consideration throughout the process).**
  - a) **NETWAS programme strategy (relevance, efficiency, effectiveness, impact and sustainability)**
  - b) **NETWAS external cooperation**
  - c) **NETWAS internal management and institutional integration.**
- **Encouraging senior government and NGO partners of NETWAS in the participation of the evaluation exercise.**



## Options for status and situating NETWAS

- **A1 NETWAS as autonomous NGO, but having institutional links with AMREF at DG level**

This option means that NETWAS would be a corporate body (with its own legal status). NETWAS would have an Advisory Board as it has at present. In addition the Management of NETWAS would be run by a Management Board.

NETWAS link to AMREF would be through the NETWAS Management Boards and the Advisory Board. AMREF would be presented in both. AMREF would also provide internal audit services to NETWAS. On external auditor appointed by the Management Board would be responsible for carrying out annual external audits of NETWAS.

NETWAS would have its own finance and administration management unit reporting to the Management Board. NETWAS would have its own bank account.

- **A2 NETWAS as a separate entity with no separate legal status outside AMREF, but being linked with AMREF at DDG(T) level**

Under this option NETWAS would have all the management structures described in A1, but it would not be a separate legal entity. NETWAS would report directly to the Deputy Director General (Technical).

This means that NETWAS would have a Management Board and an Advisory Board. It would also have separate bank account and separate finance and administration units.

The internal audit of AMREF would be responsible for carrying out NETWAS internal audit. An external auditor would be appointed to carry out annual audits.

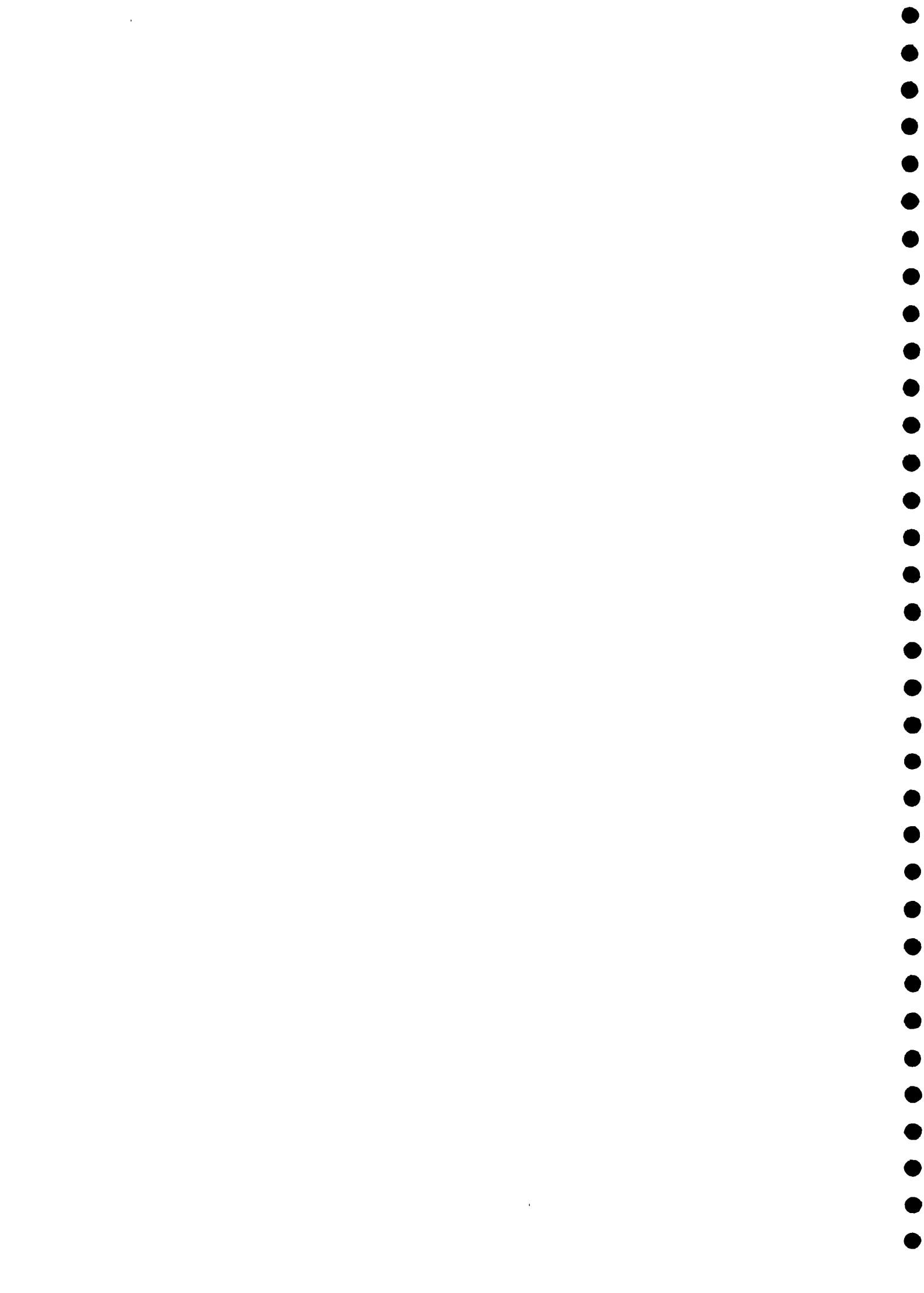
- **A3(a) NETWAS as Department of AMREF with special status**

NETWAS would have an Advisory Board as at present. It would be unique from other AMREF Depts because it would have its own or autonomous finance and administration units.

Internal audit would be carried out by the internal audit unit of AMREF while external audit would be carried out annually by an external auditor.

- **A3(b) NETWAS as an ordinary Department of AMREF**

NETWAS management would be similar to that existing for other AMREF Depts with the following exception: NETWAS Advisory Board which would continue to be a part of NETWAS.



- **A4 NETWAS as a Unit of AMREF with special status**

This would be the same as at present with the following provision:

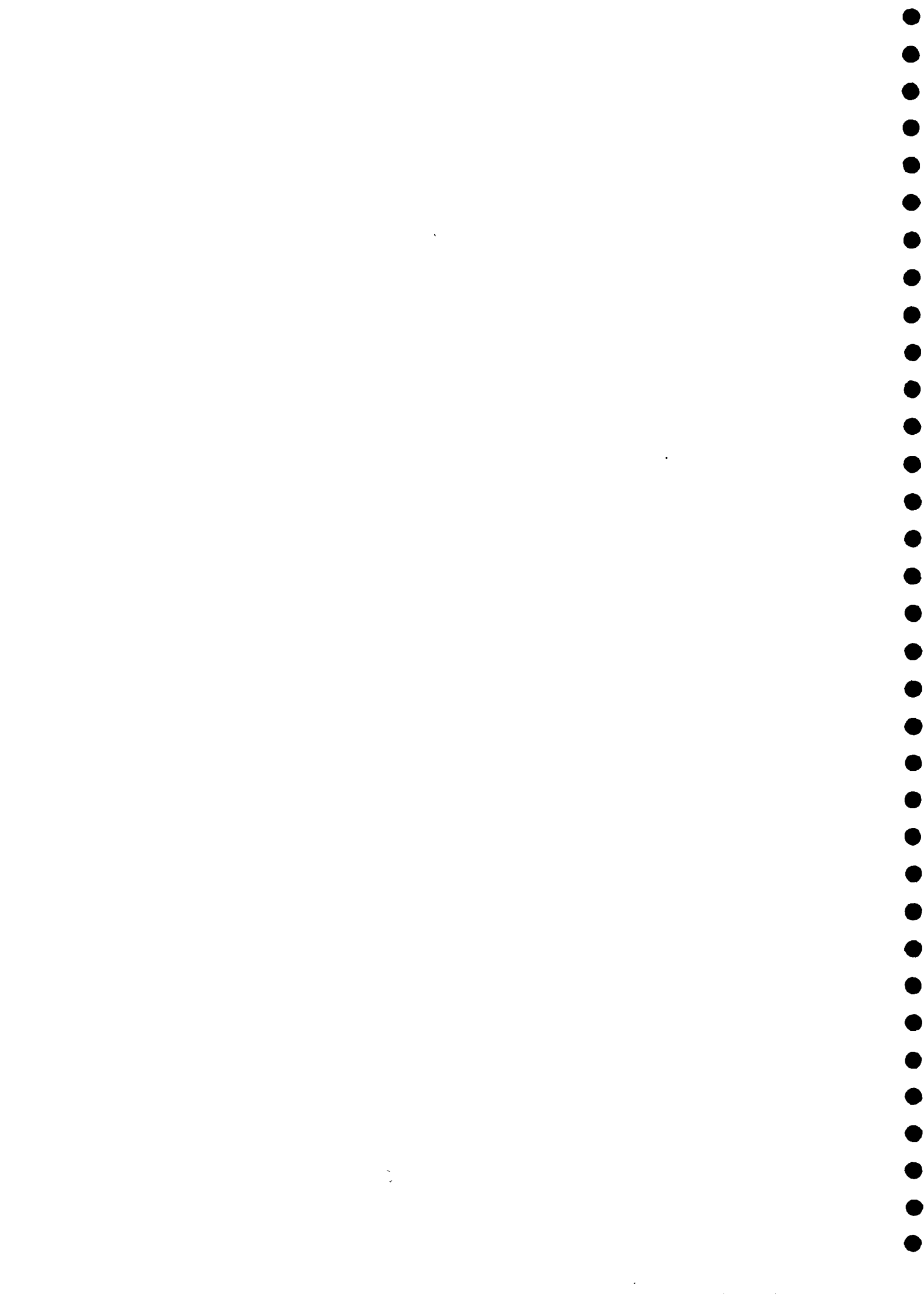
- NETWAS would have its own separate finance and administration units.
- NETWAS Advisory Board would continue as at present.

- **B NETWAS as an NGO independent from AMREF**

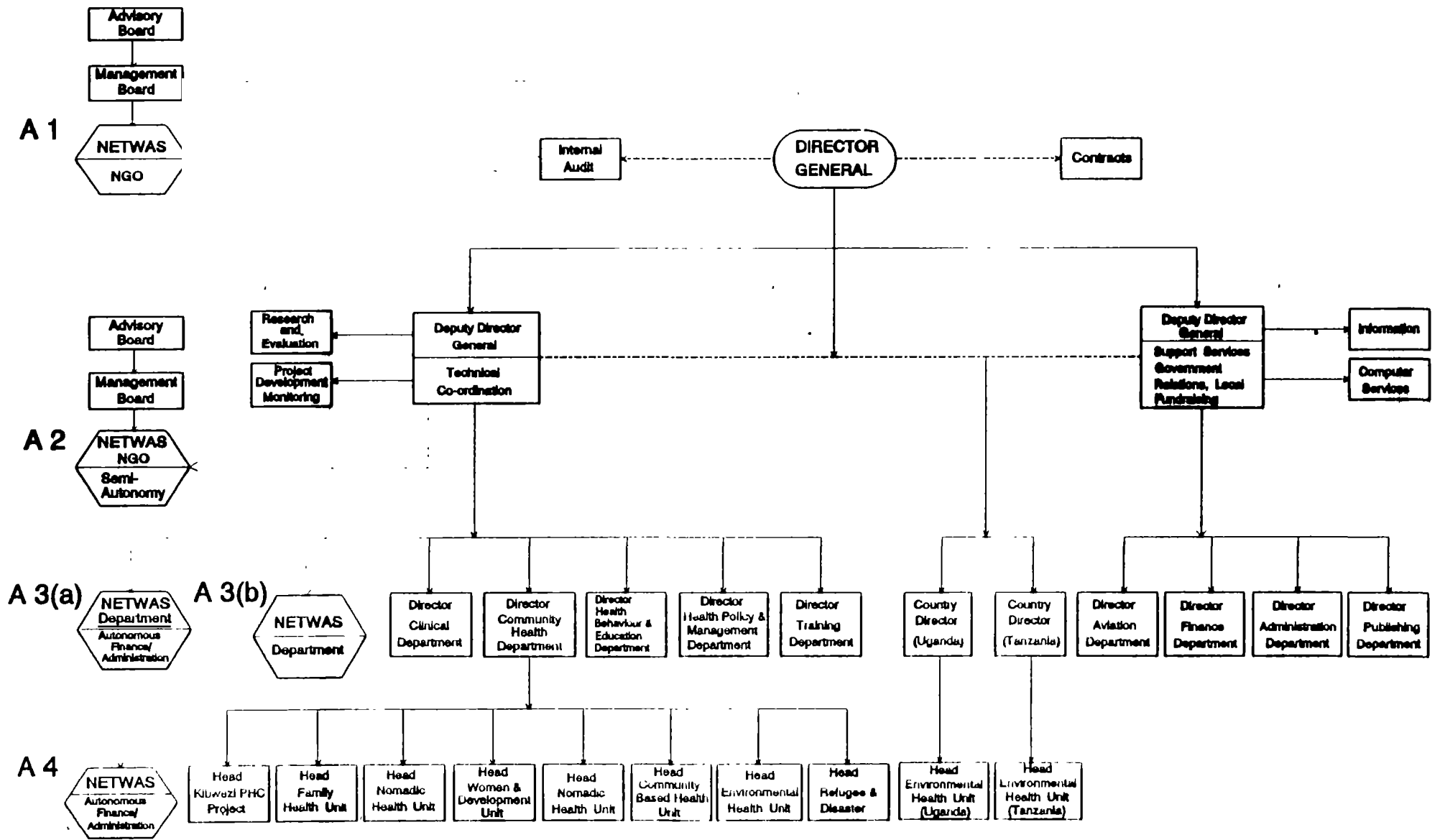
This option would mean that NETWAS would be a corporate body with its own management structures. AMREF may or may not play a role in the Management board and Advisory board of NETWAS.

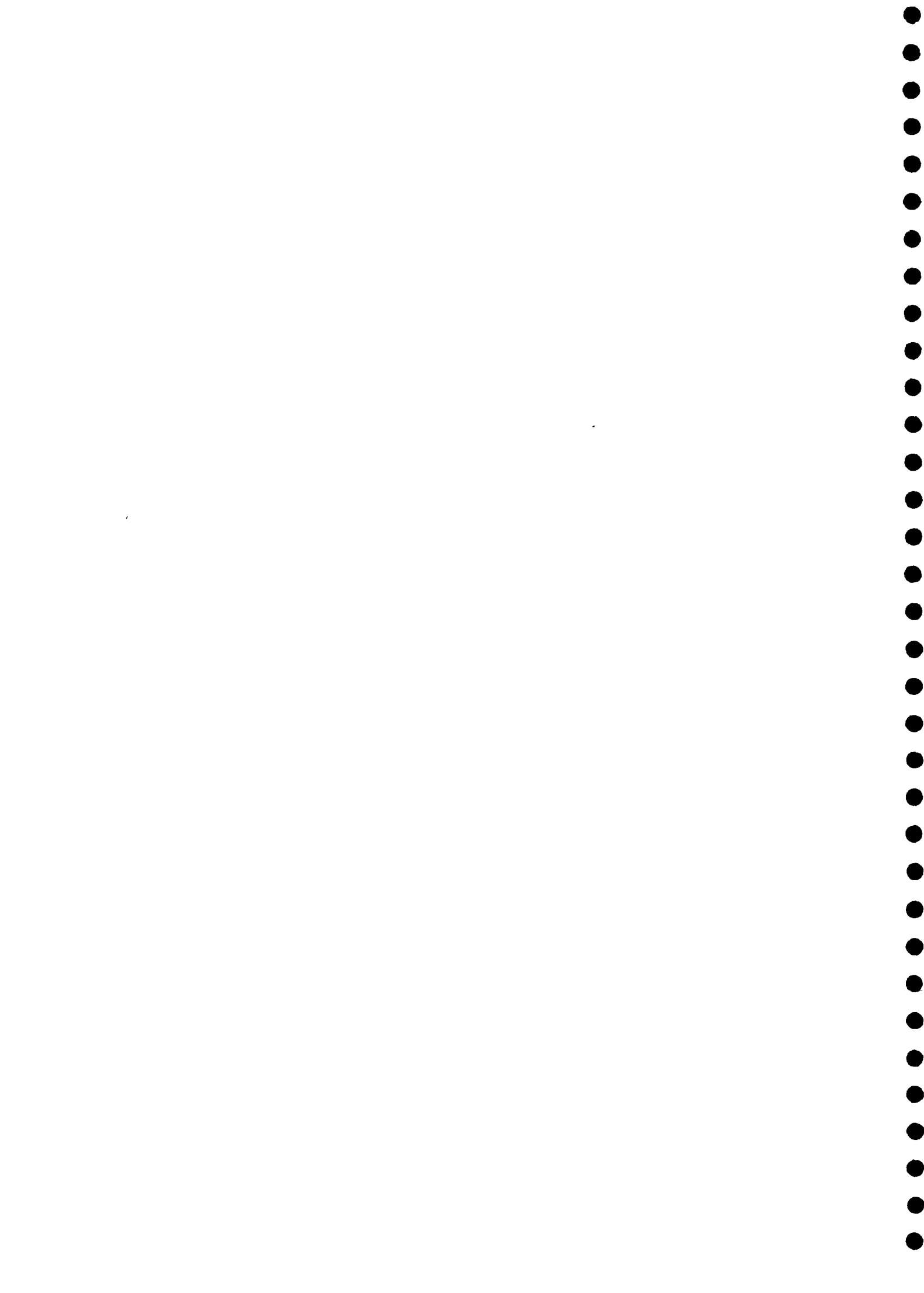
### **Recommendations**

1. The workshop participants considered the two main options A and B. It was felt that the historical links between NETWAS and AMREF should be encouraged to continue for the benefit of both NETWAS and AMREF. Consequently option A was selected.
2. Further the workshop participants evaluated options A4, A2, A3(a) and A4 and recommended that option A1 was the best. It was recommended this option should be adapted by NETWAS during Phase V.
3. All the other options A2, A3(a), A3(b) and A4 were rejected in light of the many constraints enumerated elsewhere by the participants.



DEVELOPMENT OF OPTIONS FOR NETWAS IN RELATION TO AMREF



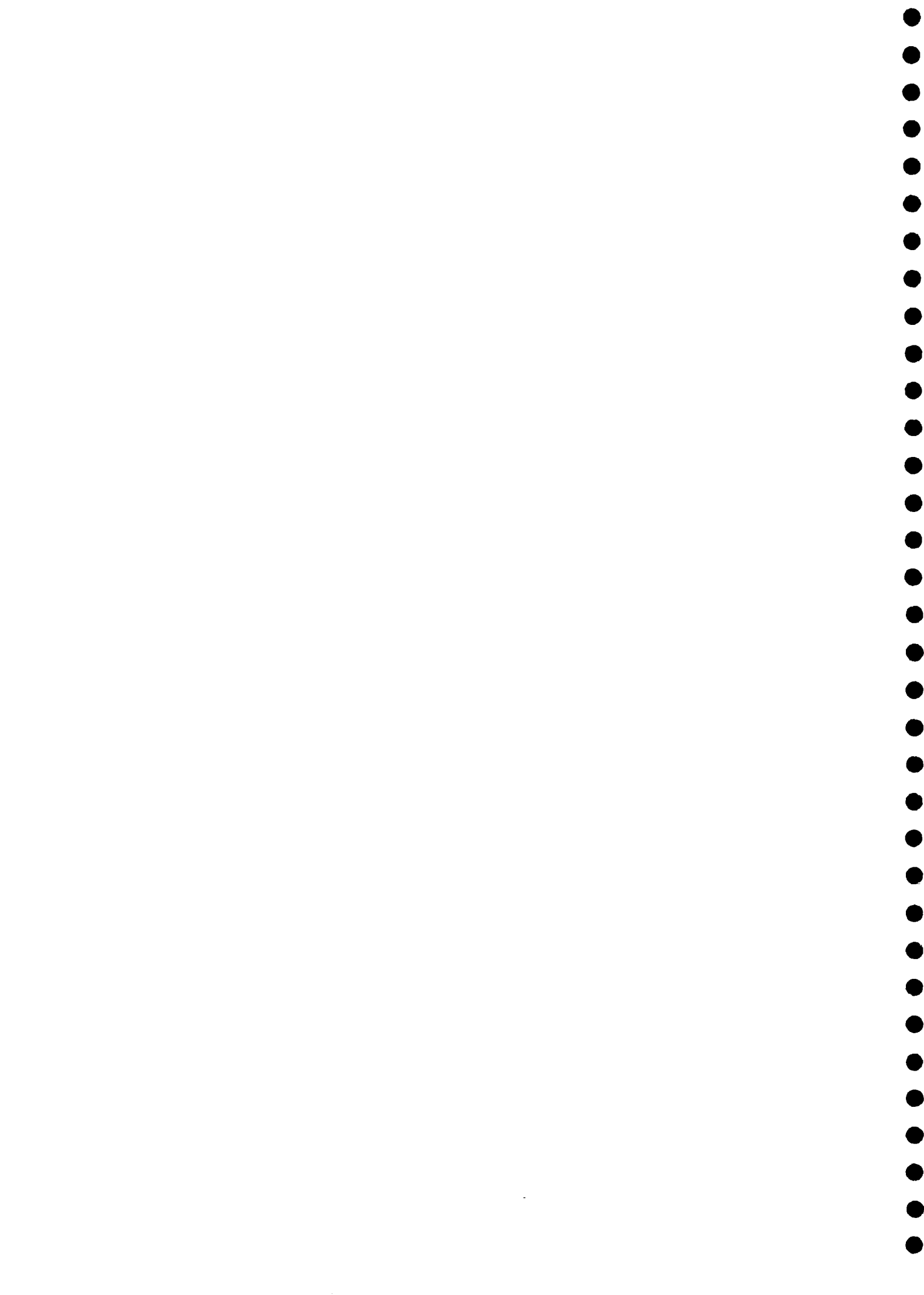




# OPTIONS FOR STATUS OF NETWAS

**KEY**  
 Disadvantages  
 Advantages  
 Risks

AUTONOMY	ELEVATION TO DEPT. WITHIN AMREF	LOOK FOR ALTERNATIVE HOST INSTITUTION & RETAIN SIMILAR STATUS TO WHAT NETWAS HAS WITH AMREF	RETAIN STATUS QUO
<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Establishment of Physical facilities</li> <li><input checked="" type="checkbox"/> Getting Recognition</li> <li><input checked="" type="checkbox"/> Legal Status</li> <li><input checked="" type="checkbox"/> Loss of management status</li> <li><input checked="" type="checkbox"/> Creation of good public image</li> <li><input checked="" type="checkbox"/> Needs for delineation of assets</li> <li><input type="checkbox"/> Recognition as NETWAS</li> <li><input type="checkbox"/> Improved management</li> <li><input type="checkbox"/> Clear objectives</li> <li><input type="checkbox"/> Improved accountability</li> <li><input type="checkbox"/> Efficiency will be enhanced</li> <li><input type="checkbox"/> Avoidance of being associated with faults of host institution</li> <li><input type="checkbox"/> Increased fundraising campaigns</li> <li><input checked="" type="checkbox"/> Exposure to external interference</li> <li><input checked="" type="checkbox"/> Lack of support</li> <li><input checked="" type="checkbox"/> Takes time to setup</li> <li><input checked="" type="checkbox"/> Not being recognized</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Still subject to current problems</li> <li><input checked="" type="checkbox"/> Need to create other units</li> <li><input checked="" type="checkbox"/> More funds will be required</li> <li><input checked="" type="checkbox"/> Lack of clear mandate of NETWAS (objectives of NETWAS/AMREF)</li> <li><input type="checkbox"/> Participation in management decisions</li> <li><input type="checkbox"/> Enjoy AMREF goodwill</li> <li><input type="checkbox"/> Better status in fundraising through AMREF offices abroad</li> <li><input type="checkbox"/> Will improve staff morale</li> <li><input checked="" type="checkbox"/> NETWAS directorate involved in other AMREF activities</li> <li><input checked="" type="checkbox"/> Need for increased funds to finance the department which not be forthcoming</li> <li><input checked="" type="checkbox"/> Funding for additional units which may not be forthcoming</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Moving to unknown situation</li> <li><input checked="" type="checkbox"/> Host may be worst than AMREF</li> <li><input checked="" type="checkbox"/> Objectives may conflict</li> <li><input checked="" type="checkbox"/> Similar problems as present</li> <li><input checked="" type="checkbox"/> Initially mistrust</li> <li><input checked="" type="checkbox"/> Requirement to cope with problems of a new organisation May not be easy</li> <li><input checked="" type="checkbox"/> Need for delineation of assets</li> <li><input checked="" type="checkbox"/> Time wasted in re-establishing itself</li> <li><input type="checkbox"/> Advantage none</li> <li><input type="checkbox"/> Will be in a position to state our terms</li> <li><input type="checkbox"/> Chance to negotiate for better terms of affiliation</li> <li><input type="checkbox"/> There may be chance to impose self</li> <li><input type="checkbox"/> Goodwill of AMREF enjoyed</li> <li><input checked="" type="checkbox"/> Could easily kick us out</li> <li><input checked="" type="checkbox"/> Risks of moving to the unknown</li> <li><input checked="" type="checkbox"/> Not sure of motives of taking us</li> <li><input checked="" type="checkbox"/> Possible rejection by new institution</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> NETWAS will never grow &amp; will be viewed as a unit of AMREF</li> <li><input checked="" type="checkbox"/> Subjected to too much bureaucracy</li> <li><input checked="" type="checkbox"/> Remain with problems</li> <li><input checked="" type="checkbox"/> Conflict in mandate</li> <li><input type="checkbox"/> No delineation problems</li> <li><input type="checkbox"/> NETWAS to continue getting support &amp; patronage from AMREF</li> <li><input type="checkbox"/> Use AMREF management &amp; legal status</li> <li><input checked="" type="checkbox"/> NETWAS will be over-shadowed by within AMREF</li> <li><input checked="" type="checkbox"/> NETWAS will still be viewed as an outcast within AMREF</li> <li><input checked="" type="checkbox"/> Risks of unacceptability by NGOs will still persist</li> <li><input checked="" type="checkbox"/> Retarded international recognition</li> </ul>



**COLLABORATION  
NETWAS  
AMREF**

**SERVICES WHICH AMREF  
CAN GET FROM NETWAS**

Support Software in AMREF Projects	Advisory Services
Consultancy Services on Water and Sanitation	Networking Market Opportunities
Technical Input Expertise	Training in Participatory Methodology
Documentary Services	Appropriate Technology
Accounting Services	Overheads 20% of Budget

**SERVICES WHICH NETWAS  
CAN GET FROM AMREF**

Parental Clients	Project Development
Integrated Research	Legal Status
Publishing Facilities	Management Financial Services
Advisory Services on Health Education	Physical Facilities
Books Distribution	

**CONSTRAINTS**

Petty Jealousy	Donor Conditions
NETWAS Busy Implementing Plan of Operation	Limited Staff Available
NETWAS a "Competitor"	Fear that NETWAS can take away the Funding
Fear of Ones Project Being Grabbed	Poor Coordination and Cooperation
Assumption that NETWAS would Give Free Services	Expect Free Service
May be required to Pay Consulting Fees	NETWAS Services Expensive
Public Relations Management	NETWAS Unable to Provide Free Service

**CONSTRAINTS**

Get Services But not All are Good	Departments too Busy Responding to Donor Demands
No Participation Approach in AMREF Management	Staff too Busy as AMREF Has Many Department Units, Programmes
Missing Collaboration Among AMREF Units	Due to Poor Marketing Strategy
Aloofness May be Due to Lack of Professionalism	Administrative Procedures Hampering Efficient Implementation
NETWAS Unable to Cooperate with Doctors	Internal Competition for Funds
Bureaucracy	Possessiveness of Projects By Project Leaders



## Debriefing Seminar second day / Brainstorm on conditional criteria how to ...

How to avoid competition		How to achieve recognition / Identity	
Be aware of on-going sector activities	Coordinate sector activities	Reduce or eliminate overhead	Identity & Recognition to be achieved
Collaborating with existing institutions	Support existing institutions	Clear personal incentive structure	Establish rates for services and training
Clear objectives and strategies	Coordination, HRD functions & no project implementation	Funding Implications	Authority to manage finances
Coordination with other actors	Provide services on demand	Have separate bank accs. and finance management*	Quality of services
Separate NETWAS from EHU	Advertise services/workshops	Highly Qualified staff	Unique services (not offered by others)
Definition and respect domains of activities	Clear mandate	Identify specific comparative advantage	NETWAS as focal point of Network in WSS with clear mandate
Specialisation	Clear/transparent definition of roles	Involve partners in market survey	Operation management
No direct grassroots involvement	NETWAS only involved in few demo-projects for training purpose	Complete autonomy & Collaborative memorandum of understanding with AMREF	Status elevated
Better Acceptability to play coordinating role	Be professional in outlook	Own Letter head	Relocate office outside AMREF premises
Implementation of projects to be left to NGOs	EHU/NETWAS relationship not working	Separate legal status and autonomy	A clear mandate
No project implementation	NETWAS not to implement but be provider of soft-ware	Seen more as trainers not implementors	Promotion (Advertisement)
NETWAS to network with e.g. AWN PALNET etc	Clarity of role/relationship vis-a-vis PALNET	Have distinct objectives and disseminate them	Avoid being operational
Competing with government institutions	Competition to be avoided	Establish actual costs of NETWAS services	Establish NETWAS market

\*.issues which have to do with NETWAS being in AMREF

