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# INCEPTION REPORT

Domestic Water Supply Programme

Shinyanga region



DHV Consultants BV

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## LIST OF ACRONYMS AND ABBREVIATIONS

BAR	Bariadi District
CD	Community Development
CDA	Community Development Assistant
DCDO	District Community Development Officer
DED	District Executive Director
DHO	District Health Officer
DHV	DHV Consultants BV
DPLO	District Planning Officer
DPM	District Programme Manager
DPMT	District Programme Management Team
DSC	District Steering Committee
DWE	District Water Engineer
DWSC	District Water and Sanitation Committee
DWSP	Domestic Water Supply Programme
GIS	Gender Impact Study
GoN	Government of the Netherlands
GoT	Government of Tanzania
HA	Health Assistant
HESAWA	Health through Sanitation and Water
HID	Human Resources and Institutional Development
IRDP	Institute for Rural Development Planning
IWP	Improved Water Point
KAH	Kahama District
MAS	Maswa District
MCD	Ministry of Community Development, Women Affairs and Children
MEA	Meatu District
MH	Ministry of Health
MIS	Management Information System
MWEM	Ministry of Water, Energy and Minerals
NGO	Non Governmental Organisation
NLG	Netherlands Guilder
O&M	Operation and Maintenance
PA	Programme Assistant
PMO	Prime Ministers' Office
PMT	Programme Management Team
PoO	Plan of Operation
PRA	Participatory Rural Appraisal
RCDO	Regional Community Development Officer
RDC	Regional Development Committee
RDD	Regional Development Director
RPLO	Regional Planning Officer
RPM	Regional Programme Manager
RPMT	Regional Programme Management Team
RSC	Regional Steering Committee
RNE	Royal Netherlands Embassy
RWE	Regional Water Engineer
RHO	Regional Health Officer
RWSP	Rural Water and Sanitation Programmes, Morogoro and Shinyanga Region
SA	Scheme Attendant
SRU	Shinyanga Rural District
TD	Town Director
TE	Town Economist
ToR	Terms of Reference
ToT	Training of Trainers

<b>TPM</b>	<b>Town Programme Manager</b>
<b>TPMT</b>	<b>Town Programme Management Team</b>
<b>TShs.</b>	<b>Tanzanian Shillings</b>
<b>VEO</b>	<b>Village Executive Officer</b>
<b>VHW</b>	<b>Village Health Worker</b>
<b>VLOM</b>	<b>Village Level Operation and Maintenance</b>
<b>VM</b>	<b>Village Mechanic</b>
<b>VPHCC</b>	<b>Village Primary Health Care Committee</b>
<b>VWSC</b>	<b>Village Water &amp; Sanitation Committee</b>
<b>VIP</b>	<b>Ventilated Improved Pit-latrine</b>
<b>WCT</b>	<b>Well Care-Taker</b>
<b>WEO</b>	<b>Ward Executive Officer</b>
<b>WFA</b>	<b>Water Field Assistant</b>
<b>WID</b>	<b>Women In Development</b>
<b>WPCT</b>	<b>Water Point Care-Taker</b>

<b>Afya</b>	<b>Health</b>
<b>Fundi</b>	<b>Craftsman</b>
<b>Maendeleo</b>	<b>Community development</b>
<b>Maji</b>	<b>Water</b>

## INTRODUCTION

The Domestic Water Supply Programme for Shinyanga region prepared earlier this year the Plan of Operation for the period 1993-1998. It was decided that the new programme was to start on the 1<sup>st</sup> of March 1993 and that the first six months were to be utilized as an inception period, to work out some elements of the Plan of Operation in more detail, defining roles and responsibilities of all parties involved in the programme. Certain assessments (implementation capacity of the departments, training needs, potential of the private sector) should be carried out and some new structures and systems (programme management and administration, management information) should during the Inception period be established.

The general objective of the Inception period was to work out the Plan of Operation in detail, which meanwhile has been submitted to the Prime Minister's Office and the Royal Netherlands Embassy.

The specific objectives of the Inception period are described in the Terms of Reference (see appendix I) and the activities that have been undertaken by the national authorities, by the districts and the region and by the consultants are described in the following chapters of this Inception report.

The activities that were carried out by the districts and the region have been realised in close cooperation with the consultant. Likewise the activities from the consultant were realised in close cooperation with the districts and the region.

This report presents the results of the activities that were carried out during the Inception period, from March 1<sup>st</sup> till August 31<sup>st</sup> 1993. Some results have already been presented in the final version of the Plan of Operation. Results that could not be included, because of its great detail or the time it became available, are presented here.

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# **1 ACTIVITIES BY THE NATIONAL AUTHORITIES**

## **1.1 SELECTION OF THE PARENT MINISTRY**

During the Inception period it was to be established which of the ministries involved should perform the role of parent ministry, under which responsibility the programme will be implemented.

In August 1993, the Office of the Prime Minister and First Vice President (PMO) informed the Ministry of Water, Energy and Minerals (MWEM), the Regions as well as the Netherlands Embassy (RNE) that PMO will be the parent ministry for the Netherlands supported Domestic Water Supply Programme in Morogoro and Shinyanga region. At the same time PMO appointed Mr. F. Mbonde, Planning and Control Officer I of PMO, to be the Desk Officer for these programmes.

In the meeting of 16<sup>th</sup> of August 1993, which was attended by the national level ministries, the Netherlands Embassy, and the regions of Morogoro and Shinyanga and was presided by PMO. It was discussed that the meeting would constitute the National Level Steering Committee, which would meet at least once yearly after a Joint Annual Review mission to be held in October to oversee general programme implementation progress. It was proposed that, following recommendations of the review mission, the meeting would decide on adjustments necessary to achieve smooth programme implementation and, if needed, an adaptation of the Plan of Operation.

However, in the paragraph on the programme implementation management structure (2.4) it is described that the Domestic Water Supply Programme for Shinyanga region proposes to have an Annual meeting with the parent and line ministries and the donor. The Annual review mission is suggested to take place every year in July, for reasons explained in the paragraph on external review and evaluation (1.3).

## **1.2 GENDER IMPACT STUDY**

During this new phase of the programme special attention will be paid to the strengthening of community development and women in development activities, aided by structured training programmes.

The Netherlands Embassy prepared a Gender Impact Study (GIS) in order to enhance the gender related aspects of the programme. The consultant contributed to the terms of reference for the study, made recommendations on the methodology to be used and was involved in the preparations for Meatu and Kahama district. Support in terms of transport, logistics and disbursement of funds was arranged through the consultant.

The gender impact study commenced during the inception period. The field work started on July 26<sup>th</sup> and continued till September 7<sup>th</sup>, 1993. The terms of reference for engaging the services of national researchers to conduct the study in Shinyanga region are set out in appendix III.

The study aimed at gathering specific gender information and to develop an action oriented document that would provide practical recommendations on how to plan, implement and monitor the project activities of the Domestic Water Supply Programme in Shinyanga region with maximal positive effect on women.

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The study was carried out by one researcher from the Institute for Rural Development and Planning (IRDP) from Dodoma, who was assisted by twelve co-researchers recruited from within the region. The final report of the study has not yet been issued.

The Plan of Operation pays attention to gender issues in the context of developing the water supply and sanitation in the districts. Once practical recommendations are developed by the researchers and the report is issued, these are to be integrated into the programme plans in general and into the step-by-step implementation procedure in particular.

It has been agreed between the programme and the Netherlands Embassy that the report with the main findings of the Gender Impact Study will be attached to the Plan of Operation as an addendum. However, the signing of the Plan of Operation will not be hampered by a possible delay that might occur during the production or acceptance of the GIS report.

### 1.3 EXTERNAL REVIEW AND EVALUATION

As indicated in the Plan of Operation, the district programmes will be subjected to regular internal and external monitoring. The internal monitoring will be carried out by the programme and will result in quarterly progress reports and an annual review document. The external monitoring will be done by experts not directly associated with the programme. Results of the external monitoring are primarily meant to enable the donor and the Government of Tanzania to assess the progress and the quality of the programmes independently. This may provide them with additional, adequate information for discussions with the programme concerning the annual review and on the annual work plans and budgets. Terms of Reference for this were to be drawn up during the Inception period by the PMO and RNE.

The Embassy suggested, in a letter to the consultant, dated 17 June 1993 (no.3206), on the issue of the timing of the annual review mission, that this could best be done every year in the month of August. The consultant informed the Embassy, that the programme drafted a schedule for annual programme meetings, plans and reports (see appendix VII) and that it seemed more adequate if the external review mission could take place in July.

If observations and recommendations of the external monitors would be available by early August, it would allow the districts to utilize the information still in the process of planning and budgeting for the following year. The districts will complete their work plans and budgets by early September, to allow time for the plans to be channelled through the District and the Regional Steering Committee, before they are submitted to the Prime Minister's Office and the Netherlands Embassy by the 15th of October.

The Domestic Water Supply Programme, Shinyanga region has proposed to have an Annual meeting with the parent and line ministries and the donor, where the annual review can be discussed, preceding the discussions on the district work plans and budgets for the following year.

The Royal Netherlands Embassy appointed an external consultant to monitor the progress during the Inception period, who visited the districts at the start, mid-term and at the end of this period. The Terms of Reference for this are attached to this report in appendix II.



## **2 ACTIVITIES BY THE DISTRICTS AND REGION**

### **2.1 FINALIZATION OF THE PLAN OF OPERATION**

The districts, the region and the consultant discussed the first version of the Plan of Operation 1993-1998 on the 19<sup>th</sup> of March 1993. During the Inception period the following series of meetings and workshops were held with the districts and region (DPMs, Heads of departments) in order to work on the outstanding issues and to finalize the document.

19 March	Comments on draft Plan of Operation
6-7 April	Step-by-step approach System design Programme implementation management structure Priority setting
4-5 May	Financial planning Distribution of goods Transport
17-20 May	Sustainable O & M Involvement private sector Buffer stock Involvement of women Sanitation and hygiene education Cooperation with other programmes Implementation capacity departments/private sector System design Financial planning Transport Training programme Programme reporting Appropriate technology Revision district work plans and budgets
3-4 June	Implementation capacity departments System design + organisation charts Step-by-step approach Private sector Transport pool
2 July	Endorsement of the PoO Annual programme planning Other activities Inception period
22-24 July	Sanitation and hygiene education Community mobilization and women's participation

The outcome of these meetings and workshops is being reflected in the final version of the Plan of Operation and in this Inception report.

### **2.2 STEP-BY-STEP APPROACH ( project implementation procedures )**

In the first months of the Inception period a number of workshops were held with the district and regional staff where, amongst other things, the Step-by-step approach was revised. The previous 17 steps were brought back to 6 steps, detailing in a chronological order the activities that are to take place to realize a community project to improve water supply or sanitation. The Step-by-step approach specifies what should be done, who should do it, how it can be done, how it can be

checked and the estimated time that a particular activity will take. The new outline is presented in appendix IV. In the process of realizing a community project in a village, the following steps will be taken:

- Step 1 - Consultation
- Step 2 - Preparation
- Step 3 - Design
- Step 4 - Implementation
- Step 5 - Commissioning
- Step 6 - Operation & Maintenance

Before villages can express their interest in improving their water supply and sanitation, they will have to be informed on the existing opportunity to do so, offered by the programme, information on the kind of improvements they might wish and the assistance they can expect to receive through the programme. Therefore, a preparatory step is to disseminate information on the programme throughout the districts, to the people in the wards and villages (see framework on next page). The way this shall be organised has been described in paragraph 3.3, where the framework of community mobilization campaigns is presented.

Before departmental staff can be expected to work with the revised Step-by-step approach, the adopted participatory methodology and the new conditions of the programme, it will be necessary to train the staff at the district and the ward level. It is important that the departmental staff will be sufficiently trained in participatory animation and facilitation skills. Therefore training activities will be organised for the following three levels:

- i) Training of district teams (to become trainers of the field teams)
- ii) Training of field teams (to become facilitators of the village teams)
- iii) Training of village teams (to become animators for the village)

**i) Training of Trainers for District Programme Management Teams;**

This training of six DPMTs, 42 participants, will cover the following topics:

- Participatory Rural Appraisal (PRA) methodology,
- Preparation of a draft programme for the ToT of the field teams,
- Preparation of a draft manual to be used by village teams.

The course duration will be 21 days and will be divided into 3 days of intensive classroom training, 10 days of practical in the field (ward and villages) concluded by 8 days for final discussions and drafting of programme and manual for the following ToTs.

During the field work exercise, the participants will be expected to work in three different villages and follow the first stages as are indicated in the step-by-step approach. This exercise is expected also to create the possibility to construct some improved water points in the respective villages, shortly after the training if the community has shown interest. This training activity is planned to take place in October and November 1993.

**ii) Training of Trainers for departmental field staff**

After the training of the heads of departments and their assistants, they will train the field teams in various methods of enhancing rural community participation. All Water Field Assistants, the Health Assistants and the Community Development Assistants will thus be trained.

These field teams will also get an opportunity to practice with the draft manual which shall be used by village teams. The duration of this training is expected to be 5 days.

<b>PREPARATORY STEP :</b> <b>DISSEMINATION OF PROGRAMME INFORMATION</b>		<b>Aim:</b> to train strong teams of project implementors, who are well informed about the new DWSP-approach and are able to carry out the Participatory Rural Appraisal (PRA) methodology with community groups; and also to inform the various leaders on the DWSP and its services.		
<b>ACTIVITY</b> (What should be done)	<b>IMPLEMENTORS</b> (Who should do it)	<b>METHODOLOGY</b> (How can it be done)	<b>INDICATOR</b> (How can it be checked)	<b>ESTIMATED TIME</b>
1. Briefing of Regional Development Committee (RDC), by delegation of the DWSP-programme	DWSP-delegation	RDC-Meeting (80 participants)	Minutes of RDC-Meeting	One day
2. Training of Trainers (ToT) for District Teams on: - Participatory Rural Appraisal (PRA) methodology - Preparation of a draft Programme for ToT with Village Teams (incl. draft Manual to be used by Village Teams)	Consultants, external facilitators	Twentyone-day Training at Regional level for DPMs, District heads and assistants (= DPMTs) (1x ToT; 42 part.)	Training Report (incl. remarks of participants)  Manual for Village Teams (in draft)	Two months  " "
3. Seminar for Village and ward leaders regarding Programme information, including e.g.: * introduction to PRA methodology * background information about water-supply and sanitation programme (as executed during the past 15-20 years), * explanation of the current National water/sanitation and health policy of GoT, * DWSP-approach for the coming 5 years, * explanation of possible services of the programme, * elaboration on required participation by various parties (incl. information, labour, finance and Operation & Maintenance and varied training), * elaboration on the need for baseline information and how it can be collected	District Teams	One-day Seminar Ward level (6x 6-8 sem.x 22-30 part.) - WEO - Ward Councillor - Village Chairmen - Village animators (see below)	Seminar Report (incl. comments and remarks of participants)	Three months
4. Training of Village animators on: - How to use the Manual to inform Village communities and how to collect the required information with them, - Methodology on how to collect information with Village communities	District Teams	Two-day Training Ward level (6x 6-8 ToT x 16-22 part.) - WEO (coord. of reporting) - VEOs - community-rep > woman - community-rep > man - Field staff (WFA,CDA,HA)	Training Report (incl. comments and remarks of participants)  Manual for Village animators (final version)	" "

### **iii) Training of village animators**

This level of training is supposed to take place after the village concerned has registered with the Domestic Water Supply Programme. Once a village has registered, two animators shall be elected by the village. At least one of these animators should be female. They will be responsible to the VWSC. The field staff will train these animators, preferably in combination with animators from a number of other villages.

The training is to equip the animators of the village with appropriate techniques to ensure full gender balanced participation in identifying the community needs in relation to water and sanitation. The training will take two days and will cover the following topics:

- How to use the manual, to conduct meetings with the village community,
- Methodology of collecting baseline information, village mapping, etc.

## **2.3 ASSESSMENT IMPLEMENTATION CAPACITY DEPARTMENTS**

The output of the programme depends to a great extent on the actual implementation capacity of the departments involved. In order to be able to strengthen the water and sanitation sector, the capacity of the departments has been assessed during the Inception period. It was necessary to assess the present constraints and limitations first, before designing a strategy to build up the overall capacity for the sector. An assessment was made of the available personnel, transport and equipment of the departments.

Taking into consideration the changing nature of Government services, it was determined which functions eventually need to be reinforced. Also it was looked into what the capabilities of departments are to train and supervise others -such as local contractors, village craftsmen- to provide services for the water and sanitation sector. This assessment serves as a basis for the training needs assessment for the public sector.

### **2.3.1 Inventory of departmental staff**

All departments concerned in the districts and Shinyanga town, including the Planning office, have a total of 576 employees, of which 281 are available for programme activities. That is approximately 50%. An overview of the departmental staff distribution over the districts is given in appendix V, as well as an overview of staff available for activities related to the programme, per district and per department.

The departments of the districts, the town council and the region carried out a detailed survey, compiling relevant information on their staff composition. The total personnel of each department was listed, specifying their position and salary scale, professional qualifications, working experience and percentage of time available for programme activities. Also the gender distribution, as well as their duty station, was indicated. Information on gender and duty station has proved to be useful in formulating the framework for participation of women and for mobilization campaigns. When the recommendations of the gender impact study are known, this kind of information might assist in addressing gender issues more effectively. The above information has been summarized in appendix VI.

### **2.3.2 Assessment of required implementation capacity**

The objective of the programme is to provide an additional 500,000 people in Shinyanga region with clean and safe water. The total rural population in the region is 2,000,000 people and the present population served is approximately 440,000, which is a coverage of 22%. The population

in 1998 is estimated at 2,400,000 people. If the target is met in the coming five years the coverage will have increased to 39%.

Though there is a wide variety of technological options to improve the water supply in the villages, for the purpose of estimating the required capacity only the need for shallow wells and piped schemes is being considered. One shallow well serves on an average 250 persons, one piped scheme provides water to 5,000 people on an average. If 400,000 people are to be provided with a well and 100,000 people with a piped scheme, it follows that in five years an additional 1,600 wells and 20 piped schemes should be constructed and operational.

The result is that on the average each of the five districts has a target of 320 wells and 5 piped schemes, to be realized in four years. Implying that each district is expected to construct some 80 wells and 1 to 2 piped schemes per year. The region and the town council are not included in this calculation, as their area is covered by the five districts.

It has been calculated how many mandays are required, per department and per category of activities, that are to be carried out to meet the targets as calculated above. This is presented in appendix VI. For the good order, mandays refer to the amount of work that can be done by one man or one woman in one working day. The reader may wish to call this (wo)mandays and is of course welcome to do so.

Another calculation on the required capacity has been made, not taking the objective of an additional 500,000 people, but based on attaining a 50% coverage at the end of the coming period of 5 years. This assumes that an additional 760,000 people shall be served, which would demand twice as many wells and piped schemes.

It was determined that the Water departments of most districts, given their present capacity and taking into consideration the current retrenchments and changing role of the government, can probably construct up to 15 shallow wells per year; this means some 300 wells in 4 seasons. If the set targets are to be met, each district is to construct some 80 wells on an average per year, that leaves some 65 wells for the private sector.

It is assumed that a local fundi is able to construct some 10 wells per season. This would also be a number to make it an economically viable venture for a fundi (see also 2.6). Thus some 6 to 7 fundis per district would be required. However, this would leave each fundi with a working area of 3 to 7 wards, which may be considered to big to retain the advantages of a short distance to the customer, low transport costs, etc.

It was calculated that a number of 12 to 14 fundis per district would result in an adequate distribution of fundis over the wards and of course a potentially higher output of shallow wells and latrines. It was calculated that it can be accommodated within the programme budgets to train and equip this higher number of fundis. The districts have therefore resolved to train in the coming two years approximately 20 fundis in total, of which some 12 to 14 will be selected and assisted with equipment and tools. Half of them in the first year, the other half in the second year. These plans have been incorporated in the district work plans and budgets for 1994.

As a result, if some 60 to 70 fundis can be established in the five districts, the construction capacity for the water and sanitation sector might be increased with some 600 wells per year. In four years the private and public sector could realize an estimated 2,400 wells. This in combination with an output of 300 wells and 20 piped schemes by the Water departments, could result in an additional 775,000 people served, bringing the coverage to over 50% in 1998. These figures have formed the basis for the districts' work plans and budgets, reflected in the expected output of each district.

It should be noted that these calculations had to be based on a number of assumptions and averages that they will prove to have been over- or under estimates. An important assumption has been that there will be an actual demand from the community for improved communal water points and clean and safe water and an actual willingness to pay for it.

As far as the figures are concerned, the analysis of the required and the available capacity could be worked out in more detail for each district. At this stage it was considered to be appropriate to make the above calculations on average figures and estimates, bearing in mind the existing differences between districts like for instance Meatu and Kahama. The adjustments of strategies per district shall be based on the experience gained in the process of implementation, based on a close monitoring of trends by the DPMTs and the consultant.

### **2.3.3 Assessment of available implementation capacity**

Based on the available number of staff and the percentage of time they can spend on activities related to the programme, it has also been calculated how many mandays are available per year per department for the implementation of activities for the programme. This is also reflected in appendix VI. It is assumed that in principle there is a total of 232 working days per year. This number is taking the weekends, public holidays and annual leave into account. It is assumed that approximately an 80 % of the 232 working days may be productive.

To calculate the maximum number of activities that the available staff can complete in a year, the total number of available mandays was divided by the estimated duration of the various activities that the districts intend to undertake, as was presented in their work plans. Most of these activities are to be carried out as part of the Step-by-step implementation of community projects.

### **2.3.4 General recommendations**

The implementation capacity of the districts must be judged against the work plans they have submitted for 1994. These work plans were not yet available in September, so that greater detail about required staffing can only be provided once these plans are available. Whether staff is to be trained, assigned with other duties or to other duty stations can therefore only be determined later.

The DPMs have a varying availability for the management of the programme (Bariadi and Maswa DPMs respectively 95% and 80%, Maswa and Shinyanga Town only 50% and 40% of their time). The DPM from Kahama has 70% of his time available, but this is likely to decrease considerably once Kahama will start their District Rural Development Programme. It must be noted that the function of a District Programme Manager requires at least an estimated 15 days per month for meetings, administration, reporting, training activities and field trips, which is virtually a full time assignment.

In general it can be concluded that the Programme Assistants will be under a high pressure of work. They will have the combined responsibilities for management and for field activities. It will be important that they involve some colleagues and share the work. It will be important that the heads of department assume their full responsibility for planning and management and finance. They should also involve sufficient staff at headquarters and come to an efficient division of labour.

It can be noted that the constraints for the Water department concentrate on their capacity to carry out surveys that keeps up with the requests from villages and user groups. This could be a bottleneck, when it comes to well-construction. It is therefore recommended to train in each district a number of additional surveyors that can work with little support and supervision from the fully qualified departmental surveyors. The constraints the departments are facing, as

described in paragraph 2.6, in the field of rehabilitation and construction are expected to be overcome through the involvement of the private sector.

The Health departments do not seem to have a shortage of staff in the districts, only their activities might not always have been geared sufficiently towards the promotion of sanitation and clean and safe water. They could contribute to a greater extent towards community mobilization in general. They could also work more through other channels, such as village committees, other programmes, NGOs, churches, to increase the impact of their efforts.

The Community Development departments are having a lack of staff in a relatively large number of wards. Given the importance of the community mobilization activities it is imperative that the staff shortage is compensated. Several strategies and measures are proposed in paragraph 3.3.

## **2.4 ESTABLISHMENT OF PROGRAMME IMPLEMENTATION MANAGEMENT STRUCTURE**

During the Inception period a programme management implementation structure has been worked out which has been described in chapter 7 of the final version of the Plan of Operation. It has been the aim to keep the programme structure as basic as possible. From April till June a number of workshops and meetings with the districts and the region were held, which addressed the issue of the programme structure.

In the following paragraph it is described how policies and priorities for the departments are developed in order to attain the objectives that were formulated for the programme. Next, it is described how the departmental activities related to the programme are managed and coordinated. Last, it is presented which role the community, the public and the private sector are expected to play in the realisation of water and sanitation projects in the villages.

### **2.4.1 Programme policy, planning and monitoring**

The policy, the priorities and the medium-term plans of the district programmes are developed under the responsibility of District Steering Committees (DSCs). These committees are also to monitor general progress and the expenditure of funds. It was felt that existing structures, as the District Development Committee or the Social Services Committee are too broad of composition and too large to discuss policy and financial matters pertaining to rural domestic water supply and sanitation in sufficient detail. Therefore it was deemed necessary to have small steering committees dealing specifically with the programme.

A Regional Steering Committee (RSC) for DWSP has been established, with a strong presence from the districts, to coordinate the plans of the various districts. The composition of the DWSP-RSC is given in appendix VII.

The RSC will convene every year by the end of November an annual meeting, where the annual review of that particular year and the annual work plans and budgets for the following year shall be discussed with the parent ministry (PMO), the line ministries and the donor (RNE). Amendments to the work plans and budgets can be discussed and agreed upon, so that the districts will have approved plans and budgets before the start of the new financial year.

### **2.4.2 Programme management**

For the management of programme activities District Programme Management Teams were formed. The DPMTs are composed of the heads of departments with an assistant, from the Water department, the Health department and the Community Development department. The ultimate

responsibility for coordination lies with the Planning department, who has assigned an officer as District Programme Manager (DPM). The nature of these management teams is that of a 'task-force', an inter-departmental cooperation of the departments that are providing services to improve domestic water supply and sanitation. For activities of the regional departments similarly a Regional Programme Management Team was formed.

These departments are to mobilize the community, to stimulate and enhance a demand for improved water supply and sanitation, to facilitate the formation of user groups and VWSCs and to support them in the realisation of one or more community projects.

The departmental staff posted outside district headquarters is called the field staff. The field staff under the three mentioned departments are the Water Field Assistants (WFAs), the Health Assistants (HAs) and the Community Development Assistants (CDAs). It is the aim of the heads of departments to develop multi-disciplinary skills of the field staff, in order to enhance the capacity for community mobilization.

### 2.4.3 Programme implementation

The activities in the water supply and sanitation sector are carried out by the community, the public and the private sector. Each party having a different role to play. The programme is organised through the structure of the Tanzanian Government, however the community and the private sector play an essential role in the realisation of improved water supply and sanitation in the districts, what is the programme objective.

The rural community, as the intended beneficiaries of the programme, are in principle responsible for their own water supply and sanitation. The departments are to assist the community in developing and sustaining the community's water supply and sanitation. The community is expected to take initiatives, to organise themselves, to generate most of the required funds for the realisation of one or more community projects. The community is expected to elect two village animators, to form a VWSCs and to organise themselves in user groups for each required improved water point.

The public sector is to service the community. The departments concerned are the Water department, the Health department, the Community Development department and the Planning department. These departments are to mobilize the community, to stimulate and enhance a demand for improved water supply and sanitation, to facilitate the formation of user groups and VWSCs and to support them in the realisation of one or more community projects.

The departments also are to assist the private sector to take up certain areas of the work done by the departments. The departments are to enable fundis, small contractors, workshops, wholesalers and retailers to deliver their services, by creating a conducive environment.

The private sector is also to service the community, but predominantly on the side of civil works. The sector is expected to be able to satisfy the demand of the community for water supply or sanitary facilities. Initially they will require support through the programme in terms of technical and managerial training, equipment, etc.

The roles and responsibilities of the various parties involved in the programme have been described in chapter 6 of the Plan of Operation and were presented in more detail in a revised draft of the so-called System Design of the programme. Based on the experiences gained during the first phase of the programme this shall be further revised. The aim is to simplify the system, in order to arrive at more effective and practical arrangements.



A meeting was held by the RPM, the DPM-SRU and the consultant with the Regional Local Government Officer to go through the roles and responsibilities of officers and leaders at the ward and village level. Therefore, roles responsibilities of government officers -such as the RDD and RPLO or the WEO and the VEO- in relation to the Domestic Water Supply Programme will now also be reflected in the revised System Design 1993-1998.

## **2.5 ASSESSMENT OF TRAINING NEEDS AND TRAINING INSTITUTES**

During the Inception period the following activities were carried out:

- 1- Assessment of training needs;
- 2- Assessment of available training institutes;
- 3- Outline of training programme;
- 4- Training plan September-December 1993.

### **2.5.1 Assessment of training needs**

In order to develop a training programme the districts, in collaboration with the consultant, identified during the Inception period: the training needs as experienced by the departmental staff, the training that already was received, the educational background and the working experience of the departmental staff.

#### ***a Training needs as experienced by the departmental staff***

The assessment of training needs of departmental staff has been based on discussions held with departmental staff involved in the programme, during visits to the districts and during the preparation of the Plan of Operation and the Work plans and budgets. Also a technical study (carried out by J. Blom, March 1991) on the assessment of training needs under the Regional Water and Sanitation Programme was taken as a reference. Part of the felt needs were based upon the job descriptions and experiences under the RWSP. The outcome of the above discussions resulted in suggestions for future training which are presented in appendix VIII.

#### ***b Training already received by departmental staff***

In order to create an overview and to avoid a repetition of training that has already been given by other programmes and donors active in Shinyanga region, a survey was carried out investigating the training that was already received by departmental staff at district, ward and village level. These results are also reflected in appendix VIII.

#### ***c Educational background and working experience of departmental staff***

The aim of this identification was to make sure that in future training activities the course content does match the professional knowledge and experience of the staff. Also the identification may ensure that the right staff will be invited for the right training courses.

### **2.5.2 Assessment of available training institutes**

A questionnaire was sent to all known training institutes, both private and public, having training programmes related to the activities of DWSP in order to identify their capabilities, capacities and cost levels. This survey was carried out in collaboration with the Morogoro programme. Replies have been received from seven institutes which all declared their willingness to provide training support to the programmes. These institutes, outside Shinyanga region, are:

- Centre for Continuing Education, Dar es salaam
- Institute for Development Management, Dar es salaam
- Rwegarulila Water Resource Institute, Dar es salaam
- Eastern and southern African Management Institute, Arusha

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- Institute for Rural Development Planning, Dodoma
- Community Development Institute, Rugembe
- Cooperative College, Moshi

Further replies are anticipated. Once received, the possible support from these institutions in implementing the training plans developed will be assessed.

Also the available local training institutes such as Folk Development Centres and Community Development Training Institutes have been identified. The following training centres and institutes in Shinyanga region were identified:

- Shinyanga District: - Shinyanga Commercial Institute
- Shinyanga Cooperative College, Kizumbi
- Buhangija Folk Development Centre
- Maswa District: - Rural Medical Centre, Maswa
- Malampaka Folk Development Centre
- Kahama District: - Mwanra Folk Development Centre

### 2.5.3 Outline of training programme

Training will be organised for a number of programme parties involved in the provision of services in the water and sanitation sector. As a central element of human resources development (HRD) the programme is developing a training programme for the public sector, the private sector and the community. The aim is to build up a capacity. Such a comprehensive training programme will include:

#### 1. Regional and district departments:

- Management; programme planning; financial administration; value-for-money auditing
- Training-of-Trainers for implementation of the 'Step-by-step' approach, including PRA methodology and gender issues;
- Monitoring and Information management
- Technical training: surveying, drilling, well-construction, pump installation and maintenance

#### 2. Private sector:

- Management: e.g. administration and bookkeeping, pricing, stock-keeping, marketing
- Technical training: surveying, drilling, well-construction, pump installation and maintenance

#### 3. User groups and Village Water & Sanitation Committees:

- Management: e.g. administration and bookkeeping, cost-recovery, operation and maintenance
- Technical training: well-maintenance, pump/piped scheme operation & maintenance,
- Hygiene and sanitation education

### 2.5.4 Training plan September-December 1993

During this period training will mainly concentrate on preparing the district staff to set up the programme plans for dissemination of information to the villages and to implement the step-by-step approach. A Training of Trainers workshop will be organised to prepare the participants to:

- practice in applying a variety of gender specific methods of enhancing community participation;
- agree upon information about the project which they will disseminate to leaders at ward and village levels and to potential water users;

- acquire sufficient knowledge and skills, to enable the participants to train ward level personnel (CDAs, HAs and WFAs) as facilitators. They shall subsequently train village animators how to consult with community groups on planning, implementation and follow-up of projects;
- design a training manual, with information which will be ultimately used by village animators and VWSC.

An overview of this training plan for September till December 1993 can be found in appendix VIII.

## **2.6 ASSESSMENT OF THE PRIVATE SECTOR**

In order to attain a higher coverage in a relatively short period of four to eight years, a large number of new constructions and rehabilitations is still required. Given the small number of staff in the Water, Health and Community Development departments, this task could not be attained in the nearby future through their sole efforts. Therefore there is a great need to involve the private sector for providing water and sanitation services. The private sector would be expected to become more involved in:

- i) construction, rehabilitation, maintenance of water supply and sanitary facilities; (e.g. wells, rainwater harvesting systems, piped water supply, VIP latrines)
- ii) production of hand pumps, spare parts, some equipment and materials; (e.g. gutters, rainwater tanks, water hoisting devices, moulds, slabs, vent pipes)
- iii) distribution of spare parts, equipment, materials at ward or village level.

The demand in the districts for improved water supply and sanitary facilities can not be met by the present capacity of the departments alone. This was substantiated in the assessment of the departmental implementation capacity, as described in paragraph 2.3. In order to gradually increase the capacity in the field of water and sanitation, it is therefore considered necessary to involve the private sector.

A survey has been carried out by the districts, with assistance from the consultant, to identify the companies, contractors or fundis that are working in building and civil works and who have somehow been involved in the water and sanitation sector. The experience of the responding companies varied greatly. Some had been very active, having a wide range of experience, others may have constructed only one or two wells. The way the survey has been undertaken differs from district to district. Often a combination of methods was applied, announcements on notice boards, distribution of questionnaires through field staff, direct approach of known companies, etc.. Most of the relevant companies were listed, however this inventory may not considered to be exhaustive.

### **2.6.1 Small companies and local contractors**

The companies provided information on their personnel composition, the professional and educational background, the available equipment and means of transport as well as the company's history on projects executed in the field of water and sanitation. An overview of companies per district is given on the next page.

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Company:	SRU	MEA	MAS	BAR	KAH	Total:
Big 8 > pers.	4	-	-	-	1	5
Medium 4-8 pers.	5	6	-	-	1	12
Small < 4 pers.	2	2	1	-	-	5
Fundis:	??	12	??	23	??	35

These companies reported to have constructed a good number of wells for private projects. In Shinyanga Rural district some 13 wells and various water supply and sanitary systems were constructed in the past three years. Meatu based companies constructed 85 wells and improved 124 traditional wells as well as 81 VIPs. In Bariadi district there were some 63 wells constructed in the period from 1991-1993. The two reported companies from Kahama build a number of VIP latrines and 10 wells.

The potential to involve more entrepreneurs, local contractors or fundis in the water and sanitation sector appears to be good in Shinyanga Rural, Meatu and Bariadi district, for Maswa and Kahama district insufficient information was collected to draw any conclusions. The responding companies and contractors are listed in appendix IX.

### 2.6.2 Local fundis

The survey intended also to result in an inventory of available fundis for well- and latrine-construction. Though some districts produced a considerable list of local fundis with experience in this field, a number of factors have been hampering this assessment of fundis. A definition of fundis involved in or available for the sector, was difficult to make. There are a very large number of people in the districts (at ward and village level) that deal with brick-making, masonry, digging, etc. However, few are exclusively involved in well making.

A fundi is considered to be a craftsman, a small entrepreneur, who works with some assistants and casual labourers, depending on the number of jobs to be done. Therefore, a fundi is an individual, yet is expected to deliver services with his or her own construction team.

The wells they have made were sometimes not properly surveyed, not reinforced and not equipped with a hand pump. This inevitably resulted in wells that are dry for some part of the year, wells that may collapse when the rains start and wells that can easily become contaminated. Though the technology to construct reinforced shallow wells is not very advanced, it does require special (and rather costly) equipment, as well as an adequate training to learn the right techniques to handle it.

The market for shallow well construction is based on the demand of the community or individuals and the supply of services by fundis. Both sides are likely to influence the other and both can be enhanced through programme activities. If a high demand is there, more fundis will try to become active in this field. The other way around, if more fundis are actually producing good wells within a short period, this is likely to stimulate the demand of other groups in the village. Therefore, the potential of people to become involved in well sinking is to be considered flexible.

### 2.6.3 Strategy to involve the private sector

The informal sector has often proved to be a strong ace in providing services to the people at the village level. The strategy to involve the private sector is aiming at:

- adequate distribution of fundis over the district,
- simple technology, low inputs, low transport costs,

- direct marketing from fundis to client (not through the public sector)
- improved availability of hand pumps and spare parts,
- institutionalization of the support functions.

The strategy is to train a limited number of local fundis in well-construction, who are based throughout the district, covering an area of one to three wards, so that the distance from user to supplier becomes shorter. This will limit transport costs and make it easier for the users/customers to find a fundi. The fundis shall be equipped through the programme with moulds for ring- and cover-making and a tripod, on a combined lease/grant basis.

To enable these fundis to undertake their business as an economic venture, the construction activities shall in principle be left to them. The Water department will concentrate on less profitable or technically more demanding activities, such as the rehabilitation of water supplies (including some piped schemes), on surveying and they will control in general the quality of the work of contractors or fundis. The DPMTs discussed a possible division of labour between the private and the public sector and the community, which is presented in appendix IX.

Central production of hand pumps and spare parts is presently being established, in cooperation with a vocational training centre of the catholic mission in Shinyanga town. It will be considered that in some districts it might be viable to establish a central production of well-rings and or squatting slabs for VIP latrines.

A package is being developed to stimulate and to assist local fundis and small contractors to render their services for the water and sanitation sector. Technical and managerial training, including elements as bookkeeping and marketing, will be offered to a limited number of selected fundis. Equipment and tools shall either be made available or the access to this is to be improved.

Some water and sanitation programmes in the area will be contacted. Experiences from a programme like HESAWA, on involving the private sector might provide useful information. Advice and support for fundis through Small scale Industrial Development Organisation will be looked into. Also collaboration will be sought with Shinyanga Technical College, Folk Training Centres (Kahama, Shinyanga, Maswa) and Shinyanga Commercial College in order to institutionalize the required professional and managerial training.

## **2.7 FINALIZATION OF ACTIVITIES FROM PREVIOUS PROGRAMME**

During the Inception period the districts finalized the activities which were supposed to have been executed during (the extension of the Interim period of) the Rural Water and Sanitation Programme. The aim was to complete the work as much as possible before the end of 1992 and to include the remainder in the new programme. Financial and administrative management training for VWSCs, which started in December 1992, will be continued after the Inception period in the new programme.

The commitments that had been made to user groups of course still had to be honoured. However, in cases that delay was caused by the user group, continuation of support was reconsidered.

## **2.8 DETAILED WORK PLANS AND BUDGETS 1993 - 1994**

The work plans and budgets that were produced by the districts and the region in November 1992 have at the end of the Inception period been revised and worked out in more detail. The consultant provided a format to guide the District Programme Management Teams in the

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preparation of the work plans, to obtain a certain degree of consistency of the programmes of the various districts.

First a number of meetings were held by the districts and the region, with the support of the consultant, to prepare the work plans and budgets for 1993 and 1994:

Shinyanga Rural district	28 June
Meatu district	30 June, 1 July
Regional PMT	6 July
Kahama district	9, 10 July
Regional PMT	12 July
Maswa district	13 July
Bariadi district	14 July
Shinyanga Town Council	15 July
Shinyanga Rural district	16 July
Shinyanga Town Council	19 July
Meatu district	21 July
Kahama district	28, 29 July
Bariadi district	4 August
Maswa district	6 August

After these meetings, by mid-September, three members of each DPMT worked together with the consultant on finalizing the work plans and budgets which are due for submission through the Prime Minister's Office to the donor by mid-October.

The expected output for 1993 and 1994 was revised in accordance with the available implementation capacity of the departments of the respective districts and based on expected private sector participation. An overview of the expected output for 1993-1998 and for 1993-1994 is presented in appendix XI, as well as the district budget summaries for 1993-1994.

## 2.9 CONTINUATION OF HEALTH AND SANITATION EDUCATION

Development of the water supply and development of sanitary services are both based upon an awareness of people, concerning personal and home hygiene and upon their understanding of the need for environmental sanitation. For that matter the element of hygiene and sanitation education is perceived to be important to raise the service levels in the water and sanitation sector.

As the programme's strategy in the field of hygiene and sanitation education was not yet well established, this has been given special attention in the Inception period. The districts and the region held a workshop to develop a strategy for sanitation and hygiene education and on community mobilization, from 21 till 23 July 1993 in Maswa. The workshop was attended by the regional and the district heads of departments from health and from community development with their respective Programme Assistants. The strategy that was formulated shall be worked out in the course of the programme, based on the experience gained.

The workshop participants agreed that, in order to improve hygiene and sanitation in the villages, the following general improvements should be aimed for:

- 1- construction and use of latrines,
- 2- maintaining clean water sources,
- 3- provision of washing facilities,
- 4- proper disposal of solid and liquid waste,

- 5- proper food storage facilities,
- 6- construction of drying racks for utensils.

This should be based on a promotion of personal, home and environmental hygiene, which should be achieved through hygiene education. This should include: boiling of drinking water, food storage and processing hygiene, destruction of vermin and insects, etc.

The strategies listed below are intended to improve health facilities and environmental sanitation through programme intervention. They will be implemented in those villages that have requested programme assistance and are in the process of improving their water supply and sanitation facilities.

1. The Health Assistants in collaboration with the CDAs and WFAs and the assistance of the DHO and the Programme Assistant, will work out an action programme which may be carried out in cooperation with relevant groups or institutions at the village level. This action programme will entail that members of these groups or institutions will organize, with the group or organisation they are representing, activities to improve the environmental sanitation (washing slabs, latrines, drainage, solid waste disposal, crack filling, malaria control measurements, etc.) in their own living or working area in the village.
2. Activities will focus on school children, youth, women, religious groups and the sungu sungu. These groups are considered to be dynamic and could assist in mobilization of water user groups and dissemination of information, for pursuing a common mission as improved hygiene and sanitation.
3. A comprehensive approach to the issue of health and environmental sanitation will be adopted. The health department will involve institutions and groups at the village level. Each group will be encouraged to perform specific functions in relation to health and sanitation issues.
4. The Village Primary Health Care Committee (VPHCC), the Village Water and Sanitation Committee (VWSC) and the Village Council's Social Welfare Committee are all instrumental organs at the village level and will be effectively utilized for efficient execution of health and sanitation activities.
5. The involvement of ward level workers (HAs, CDAs, WFAs and Agricultural Field Assistants in the Ward Primary Health Care Committees) some of whom will have special training for programme implementation, will also assist in the implementation of health activities at the ward level.
6. At the village level the VHWs, WCTs, WPCTs, VMs will be utilized in sanitation and health activities. They however, will need the support of influential village leaders like teachers, community mobilizers, pastors, traditional healers, traditional birth attendants, and agricultural field assistants.
7. Also the animators that will be trained in the village shall promote health and sanitation activities. The involvement of animators will reduce the problem of transport and allowances for departmental staff travelling from the district or the ward to the villages.

It is expected that through this approach hygiene and sanitation education will reach wider circles. A wider coverage may thus be attained and hence a reduction of the associated water and air borne diseases. The issue of improving health and sanitation is regarded as the responsibility of the villagers.

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### **3 ACTIVITIES BY THE CONSULTANT**

#### **3.1 ROLE OF THE CONSULTANT**

Right from the beginning of the programme it is intended to achieve a certain level of sustainability for service levels in the water and sanitation sector. Through the programme it is attempted to increase the performance of the sector, while reducing the external inputs (technical and financial) from the donor.

Whereas initially inputs and initiatives from the consultants will be expected, gradually and more emphatically after the third year of the programme, the departments coordinated by the Planning department and guided by the District Water and Sanitation Committees, will continue to deliver their services to the public. The position of the community is expected to be more central. Certain functions are expected to be taken over by then by the private sector (e.g. well construction, pump factory, supply of materials and equipment).

From 1997 onwards the role of the consultant shall be reduced to monitoring and her advisory role for planning and remedial action to be taken.

The role of the consultant is to facilitate the implementation of the Domestic Water Supply Programme by the district governments and to strengthen the institutions and the capacities, in the public and the private sector and the community.

The role of the consultant is primarily to manage the disbursements of funds from the Government of the Netherlands and to monitor, report, advise, guide, assist, identify and innovate the implementation of the programme.

Throughout the Inception period the consultant has worked closely together with and assisted the district and regional staff in the following fields:

- revision of the step-by-step approach,
- assessment of the implementation capacity of the departments,
- establishment of programme implementation management structure,
- assessment of training needs and training institutes,
- assessment of the private sector,
- formulation of strategy for health and sanitation education,
- finalization of the Plan of Operation 1993-1998,
- district work plans and budgets 1993-1994.

In the course of the programme the role of the consultant is intended to be scaled down to a lower level of inputs and services, as has been described in paragraph 4.4 of the Plan of Operation.

##### **3.1.1 Value-for-money auditing**

The responsibility of the consultant with respect to value-for-money auditing is to assess at certain intervals the cost-effectiveness of the activities carried out by the departments, the community and the private sector. Initial criteria were set in collaboration between the DPMTs and the consultant during the budget preparations for 1993-1994, which shall be developed and adjusted based on the experience that will be gained in the process of implementation.

The consultant is responsible -on behalf of the Netherlands Government- for the day-to-day and overall monitoring of the progress made under the programmes and includes the monitoring of proper utilization of resources (funds, equipment, materials). This implies that the consultant must have access to all relevant programme information.

### **3.1.2 Monitoring**

The responsibility of the consultant with respect to monitoring is to guide the DPMTs how to monitor their activities. The consultant will assist them in defining which data will be required to monitor the impact, effectiveness and efficiency of their work and how the data can be collected and analyzed. The responsibility for monitoring of departmental activities, as a tool for adjusting strategies and plans, lies with the respective heads of departments.

The district programmes will carry out their regular internal monitoring. During the Inception period the Programme Management Teams -in cooperation with the consultants- worked out some of the modalities for this, whereby a link is being established with the management information system.

### **3.1.3 Research and innovation**

The responsibility of the consultant with respect to research and innovation is to stimulate the districts to explore new technologies and methodologies that might enhance the service levels for water and sanitation in the districts.

The new Domestic Water Supply Programmes will no longer be limited to the technologies so far used in the RWSP, i.e. construction and rehabilitation of shallow wells, piped schemes and construction of Ventilated Improved Pit latrines and washing slabs. Under the new programmes attention will also be given to other appropriate and affordable technical options. The aim is to expand the field of techniques so far used.

A comprehensive programme like DWSP also aims to improve and to innovate the technologies and the methodologies used. To overcome the bottlenecks and the constraints that will be faced during implementation, some experimentation, development and testing shall be undertaken. The feasibility of some of the above mentioned technological options may have to be studied. The design of certain technology may have to be modified, in order to increase the opportunities for local manufacturing and supplies. Less technical issues may also require further investigation, such as the productive use of spill water, or the reduction of recurrent costs for operation and maintenance.

Funds are available to the districts, for investments and surveys in appropriate technological options. The total budget for 1994 is Dfl. 150,000. The districts are expected to submit their proposals to the advisers' office, who shall advise and assist in the realization of the research and innovation projects.

Through pilot activities and research other techniques and means to improve water supply and sanitary facilities can be investigated. After successful tests and adequate introduction at users' level the scale of operation may be enlarged.

The development of appropriate technology will specifically be geared to some key issues for the programme, such as replicability of certain methodology, sustainability of results or how to increase impact and spin-off of programme activities. The feasibility of such options shall also be assessed, with set overall costs per capita criteria for investment and O&M in the context of the socio-economic situation of the user groups.

## **3.2 FRAMEWORK FOR COMMUNITY PARTICIPATION**

The principle of community participation requires that an analysis of each community will be undertaken and that the process should be continuous or at least extended over a long period.

It would be a misinterpretation of the concept to believe that sustained participation can occur simply by listening to a few community leaders or by the community accepting the first water and sanitation ideas that the community development worker puts forward.

Community participation/women's active involvement entails access to information and conscious organization for a commitment by the whole peasant population (both men and women) in that particular area. It entails reflection, a knowledge of available resources and alternatives for technological possibilities that go beyond hand pumps and latrines.

It further involves conscious priority ranking of needs, sequential ordering of works and services that will be required of the project. It involves time ... time to promote, develop and reap this collective thinking, and it calls for technicians and district workers (administrators) who are capable of working in this kind of exercise; without imposing their own ideas, without thinking that they know everything and without having an axe to grind.

To achieve effective community participation specific activities are needed which:

- (a) will promote the regular dissemination of information to the community in order to create greater awareness and base of knowledge on which to make decisions concerning their own lives,
- (b) will provide a monitoring system, such as an activity approval forum, which affirms that the village water and sanitation committee have approved and signed off on the initiative of any particular activity, and
- (c) will assure that project decision-making involves the community at each appropriate level with the gradual passing of greater responsibility to the community.

Project implementors therefore, will be provided by the programme, through training and monitoring, the necessary skills and values which will assist them in providing conducive environments at the community level to accomplish the above.

#### **Encouraging women's active role in planning a water supply or sanitation project**

Approaches to development which specifically consider women's needs and capabilities in water and sanitation projects are often largely experimental. There is usually a certain amount of reservation about these approaches. Therefore to minimize associated risks, DWSP can take the precaution of a pilot phase in one village per district in the first year (1993). This phase can be less rigid and allow for more intensive attention to specific activities, thus giving the project a better chance of success. Pilot villages can therefore perform a useful role in testing and promoting the involvement of women. Attention to women's greater involvement during the initial (pilot) phase (which will be an integral part of the 'practical' from the TOT for the DPMTs) should be designed in such a way as:

- (a) not to provide local people with a distorted image of what will ultimately happen under full scale women's involvement,
- (b) not to interfere with technical testing,
- (c) keep a clear focus of the community context within which women participate.

There is no easy solution to the full involvement of women in the DWSP. However, two things are recommended:

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1. the preparation of analytical case studies,
2. the development of practical guidelines based on field experiences.

Careful documentation and analysis of project experiences done in a routine manner, by the project staff can effectively demonstrate that attention to women's participation will be rewarded by increased project efficiency and effectiveness.

To remind ourselves of the central role of the beneficiaries for sustainability, we need to ask ourselves the following question: who are the main beneficiaries of the Domestic Water Supply Programme. In the development beyond this phase for the majority of cases, (51%) of the population, the answer would be women (and their children). For that reason above all, women merit special attention during all phases of the project. They should play an important role during household and community level decision-making, so that the facilities are planned with full awareness of their perceptions and needs.

Women hold the key to the continued improvement of the water, sanitation and health components of the project and to their benefits to the family's health. It is women who encourage ( or discourage); teach and supervise young children's use of water and sanitary facilities. Thus, women's potential contribution needs to be nurtured. As motivators within the family and community, women can be helpful in fostering sustainable development of the DWSP. Women's informal groups and communication networks can serve to create community awareness of the need and ways to maintain clean facilities. Without the majority of beneficiaries (women) fully participating in the DWSP, implementation and sustainability cannot take place.

Therefore, to ensure that the total project effect is positive, women should be encouraged to participate with men at household and community levels in making decisions between technology options and design features.

For the above reasons we discuss more thoroughly women's participation in the DWSP, in the section which follows.

### **Social and cultural context**

Our observations in the field are that women in this region are not silent observers during community meetings which directly affect their lives. The restrictions on women's traditional community participation seem to be changing as the community begins to appreciate the value of women's contributions within the total community effort. DWSP can continue building such awareness gradually by involving more women at the regional and district levels and by treating women's activities as an integral and crucial component of local development, rather than as a separate, specialized activity. Especially where women's decision-making is involved, DWSP needs to find ways to make such decisions known and respected by male community leaders, that is, to create bridges between women's groups or women's views and the wider public forum.

Mechanisms for full women's participation (e.g. leadership identification and appropriate training, networking in socio-economic endeavours, providing access to information and communication flow, providing a forum for expression and input to the general welfare of the community) should be gradually set in motion. Existing grass-roots organizations and groups (like schools (Parent Teachers Associations), churches, clinics, economic, political and social) can facilitate and legitimize women's participation.

## **Defining the women's role in DWSP**

Planning of women's active role, whether alone or together with men, should be based on an understanding of the socially and culturally accepted roles of women; the kinds of social situations and organizational arrangements through which women can best play an active role; and the extent to which women's participation can realistically be expected, bearing in mind skills orientation and competing demands on women's time and energy which imposes further constraints on their active participation in project planning.

One way of looking at the extent to which women's participation in DWSP can occur is to define it in terms of three indicators:

- (a) *Duration of participation:*  
This refers to the amount of time contributed over a specified period i.e. whether it is a limited one-shot type of involvement or whether it demands days, weeks or months of effort over a long period of time.
- (b) *Level of representation:*  
This refers to whether the women who take part are representing themselves only (as when they express personal preferences), their families (as when women decide on issues of water, sanitation and health); other women (as when some women decide on what local women's contributions will be); or the community as a whole (when they are members of community committees).
- (c) *Associated power:*  
This is a more complex context, representing a range from no power at all to extensive (or authoritarian) power.

Monitoring of programme effectiveness, by the implementors and the consultant, will provide information which will be analyzed to measure gender specific programme impact, as a basis for internal evaluation and programme adjustments.

### **3.3 FRAMEWORK FOR MOBILIZATION CAMPAIGNS**

During the inception period the framework for the mobilization of water user groups on the possibilities of water supply improvements through programme assistance has been developed by the consultant in collaboration with the district and regional staff. Four levels of mobilization can be distinguished as follows:

#### **1- REGIONAL LEVEL**

Some 80 regional leaders from governmental, parastatal and private institutions will be exposed to the new Domestic Water Supply Programme after a RDC meeting in a one day seminar. The RDC members will be acquainted with the new approach of the programme, the emphasis put on sustainability based on demand-driven, community-based planning and an increased element of cost-recovery. The seminar will be arranged by the Regional Programme Management Team in collaboration with the consultant and is expected to take place in September 1993.

#### **2- WARD LEVEL**

The District Programme Managers and the heads of department will inform the Ward Executive Officers, the Village Executive Officers and the Village Chairpersons and two representatives per

on the assistance that villages can obtain through the programme and what an interested village is expected to do. They will be asked to pass the provided information about the programme to the potential water users. Explanatory information, pamphlets and registration forms will be made available to them by the DPMTs.

This requires that at the ward level, leaders and village representatives will be well informed about the programme, prior to carrying their message to the lower levels of the local government administration. This will be done in one day seminars at the ward level (whereby 2 or 3 wards can be grouped together). The District Programme Managers, with the heads of department and their Programme Assistants, will be responsible for informing these leaders. The dissemination of programme information is expected to take place in the last quarter of 1993 and the first quarter of 1994. A Training of Trainers for heads of departments and their Programme Assistants will be conducted in October-November in order to enable the officers to train facilitators (field staff) at the ward level.

### *3- VILLAGE LEVEL*

A third level of mobilization will be organised in the villages and will continue over a longer period of time. The departmental field staff (facilitators) are to further inform potential water users in a general village meeting. During this meeting two animators, a man and a woman, shall be elected. These animators are to work with water user groups to discuss the various aspects of having a water or sanitation project. The villagers, with the assistance of the ward level facilitators and the animators, shall also elect a Village Water and Sanitation Committee. Both the elected animators and the VWSC will be given intensive training by the facilitators in carrying out their respective tasks.

### *4- USER GROUP LEVEL*

During the initial consultation period village communities are mobilized and stimulated to form water user groups and Village Water and Sanitation Committees. The animators with the established user groups will discuss in detail their needs related to water and sanitation and what they can do in order to satisfy these needs. The VWSC members, who will have been given the required training, are expected to support the user groups in the village to manage their own improved water points.

The animators are to carry out rapid participatory community assessments among potential water user groups, to identify amongst other things:

- expressions on the felt needs of women and men for improved domestic water,
- priorities and expectations of women and men,
- the willingness and ability of all members of user groups to fully participate, economically and socially (e.g. female heads of household, unmarried adults away from parents' home, etc.)
- the capacity of user groups to organize themselves,
- the capacity of users to sustain operations and maintenance activities,
- social control functions that can contribute to continued and adequate performance of the water supply system and sanitary facilities,
- additional facilities that might be required, e.g. washing slabs, bathing facilities, watering of small domestic animals,
- if extra facilities are required, who is responsible for design, construction, maintenance and management,
- possible conflicts that could arise related to the use of water by individuals or households and how they could be solved,
- what economic groups could make use of waste water and how, e.g. dry season gardening, tree nurseries, brick making,

- who is to benefit from this use of waste water,
- what support is needed for such activities.

### **Implementation**

The programme will put great emphasis on the mobilization campaigns, because it is only if the communities are properly mobilized that these community projects will turn out to be feasible and sustainable, and therefore successful. The community development staff and the village animators are expected to spend sufficient time on mobilization activities to secure the required awareness and commitment among community members, in relation to the wish and the readiness to improve their water supply or sanitation.

Considering the required implementation capacity to realize community mobilization and development of the expected quality on a sufficiently large scale, the Community Development department requires additional personnel input (see paragraph 2.3 and appendix VI for an analysis of department implementation capacities). The implementation capacity can be increased through:

- an interdisciplinary approach, involving the field staff from the Health and the Water department -and possibly others- in the mobilization process,
- the involvement of representatives from the community, who can be trained as village animators, to provide the required drive and follow-up for meetings and discussions of the village community,
- increased cooperation with other programmes, like district rural development programmes, or with non-governmental organisations, like the church.

In some cases the public sector implementation capacity is sufficient to carry out the activities set out in the step-by-step procedure but will allow very few follow-up visits. These visits are very important since the time spent on the step-by-step activities is limited. To attain a high degree of self dependence and water management skills at the user level and as a result sustainability, regular post-training visits are required. It is therefore recommended that village animators are appointed by the user groups in each village in which programme activities are taking place. Animators are recommended because:

- (a) the capacity of the community development departments is limited,
- (b) the functioning of field staff (CDAs) was not satisfactory in the past,
- (c) animators are living closer to the villagers and thus can easily communicate with them,
- (d) to reduce the cost of transportation and allowances.

The animators should consist of a team of one woman and one man. They should be trained by the facilitators from the departments concerned (Health, Water and Community Development) to be able to carry out their roles as animators to the water user groups. Village animators, once elected should undergo training in animation techniques to strengthen the implementation capacity, and be able to carry out specific tasks. The animators will be trained in identifying gender related needs, problems and priorities. The programme staff will follow up and backstop the activities of the animators and direct them further.

This framework for mobilization may be adjusted or revised, based on the findings and recommendations of the Gender Impact Study which is currently being finalized and the field experiences encountered during the practical section of the Training of Trainers workshops for DPMTs.

**Further constraints:**

- 1) the target area covers approximately 50,000 km<sup>2</sup>, what is almost one and a half times the size of the Netherlands, whereas
- 2) the rural population in Shinyanga region is 2 million people,
- 3) infrastructure, such as roads, telecommunication systems, is poor,
- 4) public transportation is infrequent and unreliable,
- 5) seasonal rains are heavy, making many roads impassable up to four months annually,
- 6) project implementation has to be sensitive to the time schedules of agricultural and semi-nomadic peasantry who form the bulk of the target population,
- 7) government staff often resides in urban centres. Many are reluctant to move to less developed rural areas with their families. Many engage in unofficial economic activities and feel that they cannot afford to be away from their homes for long periods,
- 8) programme design allows for the dissemination of information to all people, throughout the region. There are no in-built controls for the number or geographic spread of requests for assistance once information is released. Mechanisms have yet to be worked out that will not frustrate applicants from long waiting.

### **3.4 OUTLINE OF A MANAGEMENT INFORMATION SYSTEM**

The terms of reference for the Inception period indicated:

*" Set-up of an outline Management Information System to suit Programme implementors at all levels which can be further detailed and adjusted during Programme implementation. The MIS is to provide base-line information, information on Programme implementation and expenditures against planning and budgeting, for purposes of value for money auditing. As a basis for the MIS system a policy is to be developed for the establishment of baseline information and the establishments of data banks. "*

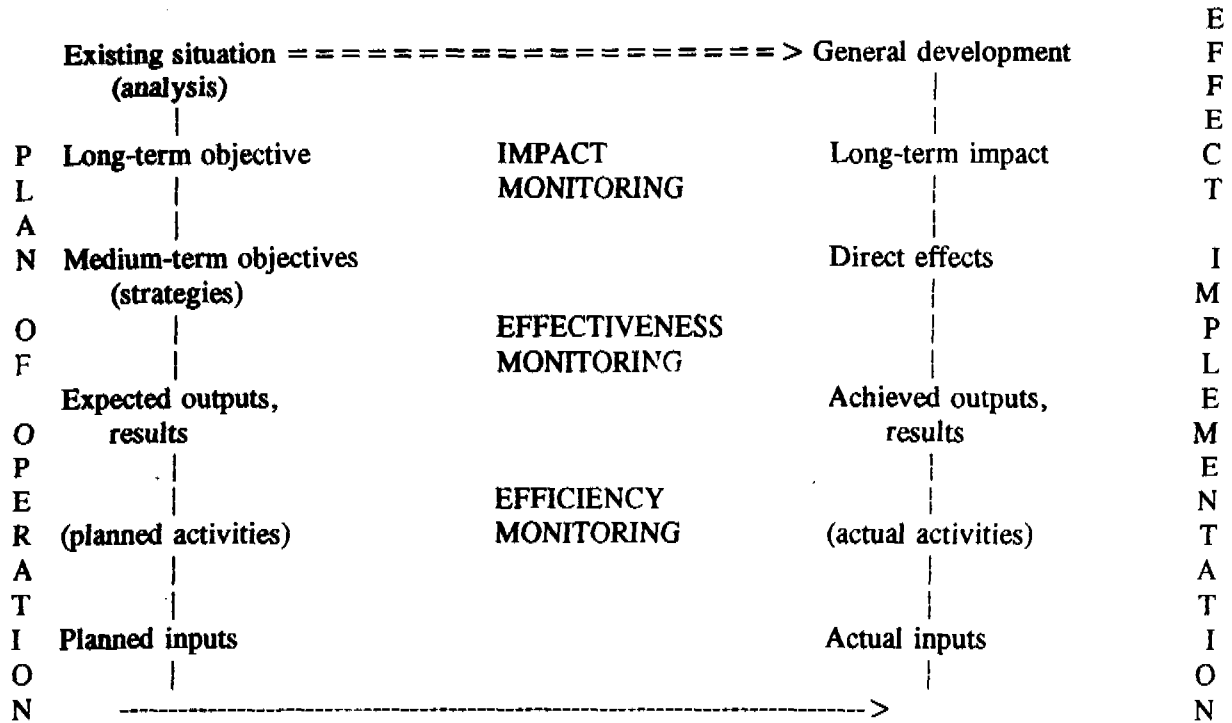
During the Inception period the District Programme Management Teams discussed in several meetings with the consultant the purpose and general features of a Management Information System (MIS). The management information system should contain various types of data: base-line data from the villages, data on the status of water supply and sanitary facilities (including breakdown rates, maintenance costs), data on progress of ongoing projects in the villages and data directly related to programme management (action plans and available budgets, data on available personnel, transport, equipment, data on materials in store, etc.).

#### **3.4.1 Objective of the management information system**

The development of information systems and services for the water and sanitation sector has often not been given the importance by water and sanitation programmes it requires. This also applied to DWSP. The objective of a management information system for the programme is to enable adequate and timely decision-making in relation to its policy, management and operations in the field, in order to enhance impact, effectiveness and efficiency of the programme.

The MIS is to enable the programme management to plan, coordinate, organise and control their activities effectively and efficiently. In the course of programme implementation the system will be worked out in more detail and later on adjusted, based on the experience obtained by using the system.





From: *Monitoring and evaluating a project's effectiveness; Tschumi, Waterlines Vol.10 (1991)*

The management information system includes the monitoring system of the programme. It is therefore also to record data related to a number of indicators that measure to which extent the medium-term objectives of the programme are being attained. The DPMTs will monitor the management, the activities, the inputs, the outputs and the expenditures.

**Types of information that will be included in the management information system:**

- 1) sector information (e.g. national sector coverage, information on other programmes, donor funding and -collaboration)
- 2) operational information (e.g. water resources, water demand and water use, water supply)
- 3) administrative information (e.g. personnel, equipment, stores, buildings, finance)
- 4) technical information (e.g. research & development (R&D), documentation)

Linkage will be sought with the databases that are now being established for the District Rural Development Programmes in Meatu, Maswa and possibly Kahama.

**3.4.2 Users of the management information system**

There are various purposes and users for which information will be needed:

INFORMATION FOR:	AVAILABLE TO:
<b>1. Policy-making; x)</b> - Planning (strategic) - Monitoring (programme impact, efficiency, effectiveness)	<b>RSC and DSCs</b> (RDD, DEDs, RPLO, DPLOs, regional heads, district heads)
<b>2. Management; *)</b> - Planning (operational) - Coordinating - Organizing - Supervising - Monitoring (programme impact, efficiency, effectiveness)	<b>RPMT and DPMTs</b> (RPM, DPMs, district heads, programme assistants)
<b>3. Operations; #)</b> - Implementation of village projects - Monitoring (programme impact, efficiency, effectiveness)	<b>Field staff</b> (programme assistants, WFAs, HAs, CDAs)

x) Based upon Plan of Operation 1993-1998:

- medium-term objectives
- priorities
- strategies
- work plans
- budgets
- etc.

\*) Based upon Work plans and Budgets 1994

- personnel
- equipment
- transport
- finance
- procurement
- stores

#) Based upon bi-monthly Action plans:

- departmental activities
- community activities
- private sector activities

The provision of information shall mainly be geared towards the programme management and next towards policy-making or operations. It is not to be expected that the information system will generate information for the communities or beneficiaries, the private sector, NGOs or other programmes, at least not directly.

**3.4.3 Establishment of the management information system**

Firstly, the basic information requirements of the information users, mainly the DPMTs, shall be further identified in the course of their meetings. Secondly, an initial system shall be developed to collect, analyze and utilize the data in order to provide them with relevant information for planning and decision-making. Thirdly, the information needs will then be reviewed and refined based on experience gained in the course of the programme. Fourthly, the information system can then be adjusted and worked out in greater detail, according to the user's needs.

There is still a need to enhance awareness among decision-makers, i.e. the DEDs, DPLOs, DPMs and heads of department, on the importance of availing adequate information to improve the strategies and the implementation of the programme. There is a need to work out the structure and

procedures of the programme to meet specific needs with regard to information, consultation and decision-making. Therefore, funds are set aside to invest in equipment and training of staff for this particular purpose.

To establish the management information system arrangements are made to set up data banks and documentation facilities in the districts, where the above mentioned data can be stored and analyzed and where technical information for the water and sanitation sector can be consulted. Some of the staff shall be trained in computer use and documentation handling.

The DPMTs will follow training on management and team development. This is expected to reveal the more detailed information needs. In the process of revising the monitoring system, the indicators for measuring impact, effectiveness and efficiency shall be identified and included in the information system.

### **3.5 ESTABLISHMENT OF PROGRAMME ADMINISTRATION**

#### **3.5.1 Programme administrative procedures**

The consultant is requested by the Government of The Netherlands to carry out an adequate financial administration on the programme. The consultants therefore uses administrative procedures that meet these requirements. All financial transactions shall refer to file numbers and cost codes. The structure of the file numbering system to be used is shown in appendix XIII.

The programme administration will be carried out by the consultant in both regions and in the Netherlands. The monthly cash and bank statements, prepared by the advisers at regional level, will be used at the consultant's head office to prepare invoices to the donor. Only actual expenditure will be incorporated in the invoices. The consultant will send every quarter the invoices to the Ministry of Foreign Affairs, who will dispatch them to the Royal Netherlands Embassy in Dar es Salaam.

#### **3.5.2 Project administration**

To enhance transparency in the programme administration for all parties involved in the Programme consultants have, in collaboration with the districts and the region, been working on procedures concerning project administration, utilization of transport and provision of goods. The set up of the system and the formats presented in this report may require slight adjustments after the system is being used in practice.

A project refers to a user group or village request, to improve a water supply system (construction or rehabilitation of one or more wells, a piped scheme, etc.) or to improve the sanitary facilities. Planning and execution of the work in the village shall be in accordance with the step-by-step approach and has to fit within the approved annual work plan and budget. Every project in a district will have its own and unique project number. The number 001 through 010 will be used for general activities, whereas 011 and onwards will be assigned to actual DWSP projects. The project number will be given by the DPM or the RPM. A project number can only be given after the user group has formally applied for assistance, or after advisers have given consent (for general projects or for those to be executed by regional staff).

Soon after programme information has been disseminated to the villages the DPMT will likely be receiving requests for programme assistance from user groups or villages. Submission of the requests will be a continuous process at an increasing rate. This requires adequate administration. The districts and advisers should be able to keep control on requests, planning, staffing, provision

## INCEPTION REPORT

of materials, equipment and funds, as well as on the implementation of the work. The administrative system will be organised on the basis of the aforementioned village projects and was established in close cooperation with the districts.

The process of project administration is schematically depicted on the next page. The subsequent steps in the process are briefly described in the paragraphs below.

### *a. Work plan and budget*

In August and September every year each district and the region shall prepare a work plan and budget for the following year. This plan should contain a general overview and description of the activities to be executed and their related budget requirements. These work plans and budgets should be in line with the Plan of Operation. The work plans and budgets have to be approved by the Royal Netherlands Embassy. Therefore the document has to be submitted through PMO to the donor before October 15<sup>th</sup> of each year.

### *b. Projects*

On the basis of the work plans and budgets projects can be identified. For the major part the requests for these projects will come from potential users who intend to upgrade or expand their water supply or their sanitary facilities. Requests can also come from the DPMT or RPMT in case of e.g. staff training, training of fundis, etc. Hence, all activities mentioned in the district and regional work plans and budgets should be 'translated' into individual projects.

The project proposals should be properly described and need to be approved by the DPMT, or the RPMT (for regional projects only). For every project a project file will be opened by the district or region in which all relevant information will be kept.

### *c. Project activities*

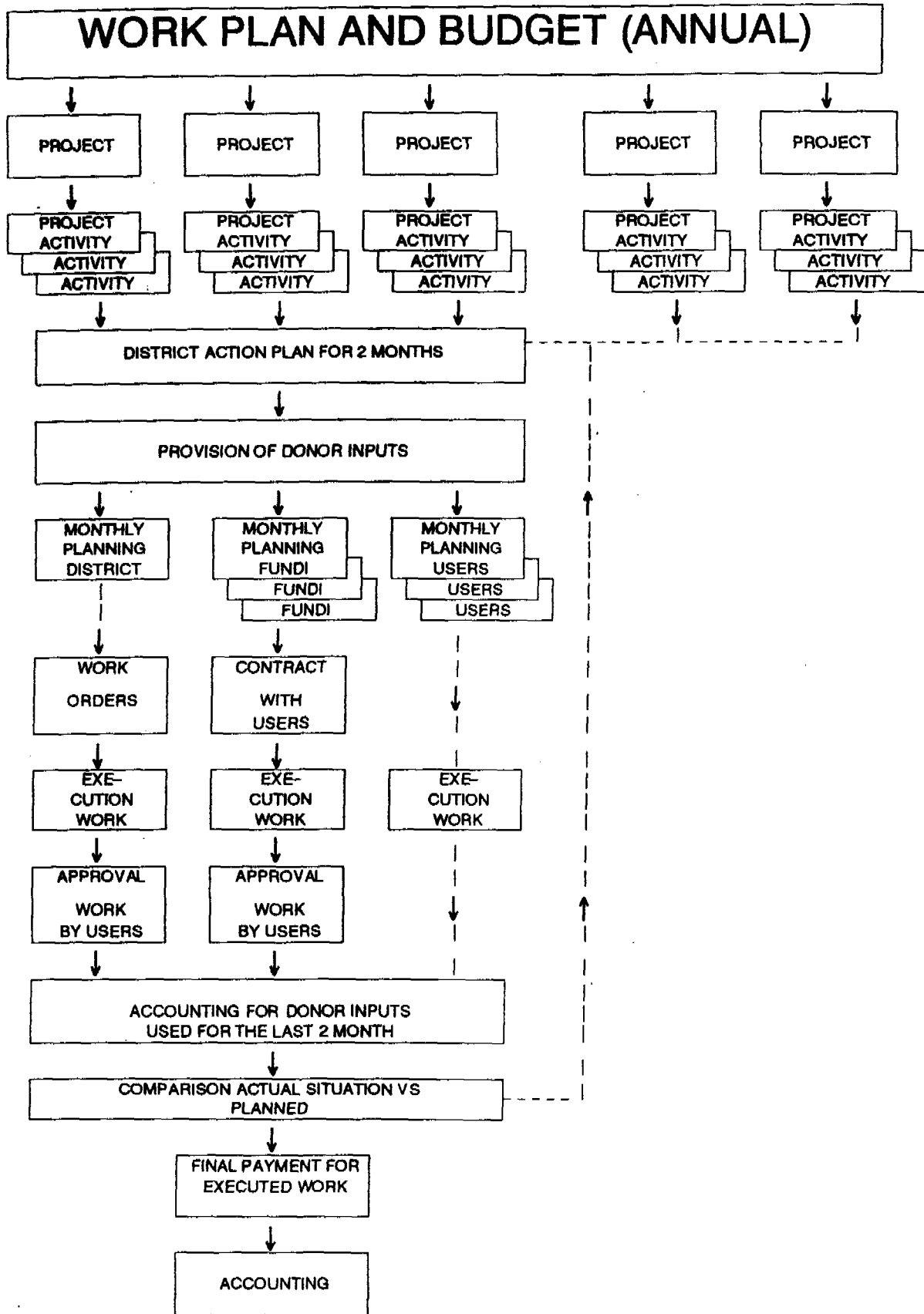
On the basis of the identified projects (sub-)activities can be distinguished. For example a project to assist a user group with the improvement of the water supply does start with the project activity to elect animators and the election of the VWSC. Another project activity will be the geo-hydrological survey and later on the physical execution of the work. For the execution of all these activities inputs will be needed like materials, equipment, labour, transport and thus funds. For the determination of the inputs needed one has to take into account the available budget and possible other agreements.

### *d. District (or regional) action plan for 2 months*

Every two months the DPM (or RPM) will prepare an integrated action plan in which all projects and activities that are to be executed by the departments during the next two months, are described and planned for. This plan will be based on the approved programme activities taking into consideration the expected output mentioned in the work plans and budgets.

It should be born in mind that the expected output anticipated in the proposed work plans and budgets are on a rather high side. The number of projects to be executed in 1994 is much higher than previously achieved on an annual basis under RWSP. This means that an optimal use of

# OUTLINE FOR PROJECT ADMINISTRATION



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resources and creative solutions should be found to meet the expectations. A lay-out for the District (or regional) two monthly action plan is indicated here below.

### **Introduction**

- Name district (or region),
- Period to be covered,
- Summary of inputs needed and from whom. For a summary sheet to request (additional) donor inputs please see form 027.

### **Planning**

- Detailing the time path for the execution of the various project activities, as well as for personnel, equipment and transport.

### **Project activities**

- Brief description of each project activity indicating, expected output, required inputs, sources of these required inputs and expected income.
- In case of an ongoing project activity the inputs already provided should be mentioned and when additional funds are required the reason should be given. In case of delay caused by improper preparation or management no additional donor inputs will be provided.

If financial donor inputs are required then only half of the required amount will be advanced, the other half will be reimbursed after completion of the work.

The DPMT will submit its Action Plan to the advisers' office, with a copy to the RPM, requesting to be provided with the required donor inputs. The District Action Plan is to be submitted by the DPM with an accompanying letter of the DED. The Regional Action Plan needs the approval of the RPMT, whereafter the request for donor support is being forwarded to the advisers, with an accompanying letter of the RDD.

#### *e. Provision of (donor) inputs*

After approval of the Action Plan all inputs shall be arranged shortly, so that smooth and efficient implementation can be ensured. For the provision of materials, equipment, spares and stationeries request forms have to be submitted. The requests are to be approved by the DPM or RPM. The DPMs and RPM are responsible for the collection of the goods, as well as for the proper registration and distribution of the goods. Donor funds will be provided by cheque or, in special cases, by bankers draft. The various forms belonging to the programme administration are shown in appendix XIII.

#### *f. Monthly work plans*

Based upon the Action Plan the DPMT (or RPMT) will work out detailed work plan for the coming month, in which time wise all inputs will be planned. These monthly plans should match the plans and progress made by the local fundis and the user groups.

#### *g. Work orders*

Based upon the monthly work plan work orders (see form 023) shall be prepared. The originating officer for these work orders will be the head of department and the authorizing officer will be the DPM (or RPM). Work orders will only be prepared when the project activity benefits a single users group, e.g. for the survey, rehabilitation, construction or a financial training in the village.

The aim of these work orders is, to inform the ultimate users of the facility on what has been committed as the input by the department, as well as on what the expected output is. Furthermore these work orders shall be proof of proper and satisfactory execution of the work. On the basis of

the work orders materials, equipment and safari imprest can be provided. For the payments to the village animators a suitable solution should be found, e.g. payment via the facilitators.

*h. Execution of the work*

The job described in the work order is to be executed by the staff mentioned in the form and within the time indicated.

*i. Approval of the work*

After the work has been executed the district staff will request the users' representatives to sign for the correct execution of the work. It still has to be determined who should be the authorized person to sign, i.e. the VEO, village chairman, VWSC representative or a user group leader. On the basis of the signed work orders district staff will account for their safari imprests and the use of materials, transport and other funds.

*j. Accounting*

After two months the DPM will prepare a financial report to account for the provided inputs. This should be done in close cooperation with the District's accounts section. The report has to be submitted to the advisers' office, either by the DPM or during the advisers' visits to the District. Accounting can be done although not all donor inputs have been spent. This is to avoid unwarranted delays. A maximum amount to be provided to the districts (or region) is still to be determined. A proposal for the lay-out of a financial report for the districts and region is shown below.

**Introduction**

- Name district (or region)
- Period covered
- Summary of provided and spent inputs and from whom, as well as the remaining donor inputs left in the district (or region). A summary sheet is shown as form 024.

**Project activities**

- Detailed description per project activity indicating the work executed in relation to the planned output, used inputs and sources of these inputs and the inputs still in the district/ region (see form 021).
- In cases of delay explanation should be provided as well in cases of unforeseen inputs.

**Transport**

- An overview is to be given of the use, maintenance and repair of all transport means provided by the donor or used from the transport pool (see form 022 and 028). In the latter case maintenance and repair should not be reported. The modalities with regard to transport pools will be worked out in collaboration with the District Rural Development Programmes coordinators in order to arrive at harmonized regulations and sound tariff settings.

**Goods**

- An overview needs to be given of the goods received and issued by the district/ region.

The financial report will be accompanied by relevant supporting documents like:

- bank statement and bank reconciliation form (bank charges);
- signed work orders and proof of payments for e.g. allowances;
- approved transport logbook sheets.

*k. Comparison of planned and executed work*

On the basis of the approved financial report a final payment will be prepared by the advisers' office for the work actually executed. Also physical checks will be taken into consideration.

*l. Final payment*

As mentioned above a final provision of donor funds for work executed by district staff will be made by the advisers' office.

*m. Accounting for final payment*

As soon as possible after completion of the work the district (or region) will confirm the receipt of the donor funds received as final payment.

*n. New District Action Plan for two months*

Together with the submission of the financial report the district (or region) will submit a new District (Regional) Action Plan for the next two months. The project activities mentioned in the plan can consist of on-going project activities as well as newly defined project activities.

### **3.5.3 Transport**

Transport for district and regional staff and the transport of programme goods is essential for smooth implementation. Districts having a by the Netherlands Government assisted District Rural Development Programme and enjoying the advantages of a transport pool, presently Maswa and Meatu District, will cover their transport needs (4WD cars and lorries) with transport available in the transport pool. The currently available DWSP cars will preferably be sold to the transport pools in the near future.

For the normal transport of personnel and small equipment each district will use one 4WD hard top and one pick-up vehicle, with the exception of Shinyanga Town Council, which will be provided with one 4WD car. Only the presently available cars will be replaced under this Programme. On regional level only the latest arrived Toyota LandCruiser will be replaced in 1995 (or 1996). To ease the problem of different spare parts for every engine model and given the substantial price differences between various makes, the programme has chosen to standardize. Land Rover vehicles are purchased, which have the same spare parts for various models.

For the transport of heavy equipment, and when necessary of building materials, lorries will be made available. Transport assistance for the collection of sand and aggregates shall only be given when these items are not available within a reasonable distance of the working area. In certain cases, also the private sector shall be enabled to make use of the departmental transport means. The districts of Meatu and Maswa will make use of the lorries available in the transport pools. The present lorry, operating under the advisers' office, shall in principle serve the transport needs of Shinyanga District, Shinyanga Town Council and the Region.

Bariadi district will also make use of the lorry under the advisers' office or of its own lorry. For the latter the programme will pay the normal rates per km.

Three Land Rover Defender pick-up vehicles have been purchased and received. Kahama district experiences considerable transport problems. Aggregates can only be found in one particular place, long distances are to be covered in this district. Therefore, one lorry has been ordered for Kahama, which is expected to arrive early 1994. If a transport pool will be established in Kahama for the new District Rural Development Programme, this lorry may be transferred to the pool. Due to the extension of the consultant's team two Land Rover Discovery cars have been procured.



Bicycles can be replaced or provided to district staff stationed outside the district head quarters, if their transport needs can not be met by the cars provided for the programme. The area of operation and the frequency of the transport needs will thereby be taken into consideration. These people shall be assisted if they are to serve more than three villages. The expected economic life span for bicycles is four years. Bicycles will be purchased locally.

Motor cycles will only be replaced or provided when the transport needs of the staff can not be (economically) fulfilled by the provided cars and when the working area is too large for the use of a bicycle. The frequency of the transport need will be taken into account. The expected economic live span for these motor cycles is expected to be five years.

Considering the availability of spares, the safety and the need for standardization the programme has decided to continue with Honda 110 CTA motor cycles.

The running costs of the provided motor vehicles will be budgeted and accounted for on the basis of kilometres driven for the programme. For every kilometre driven for the programme the donor will contribute an agreed upon amount. The districts or region will take the responsibility for the proper running and maintenance of the vehicles. On a monthly basis logbook details, as well as repair and maintenance reports, shall be provided to the advisers office by the District Executive Directors and the Regional Development Director. The consequence of this system is that the district or region will not account on the basis of the actual running costs of the vehicles. The actual running costs will have to be paid from the common district or regional development account.

On a regular basis a report is to be prepared on the actual running costs of the programme vehicles. All movements of the vehicles will be registered in a logbook in which also is recorded the project number for every trip. The DPM (or RPM) will be the authorising officer for the use of all transport means.

The donor contribution to the transport costs will be at regular intervals considered in the light of the rising costs of fuel and maintenance and the need for sustainability. The programme can advance funds in cases of unexpected big expenditures. These advances will be taken into account when future disbursements are prepared.

When required by the districts or region, so-called fast moving spares can be included in the buffer stock. The districts (or region) will have to purchase these spares from the buffer stock. In practice the costs of these spares will be deducted from the disbursements of donor funds. This enables the district or region to calculate the actual running costs of the vehicles. The advisers' office can assist in the purchase of spares not available in the region, e.g. via the liaison office in Dar es Salaam. However, the running and maintenance of the vehicles are the responsibility of the districts (or region).

All transport means will remain property of the Netherlands Government until they are formally handed over to the GoT. Handing over will take place after the vehicle has been written off by DWSP.

#### **3.5.4 Goods**

Programme goods will be distributed via the buffer stock. The main reason to have a buffer stock is to ensure a smooth provision of regularly needed equipment, materials, spares and stationeries. Also some goods which are essential but (hopefully) not fast moving, like wind screens, will be kept in the buffer stock. Goods which are not needed on a regular basis, e.g. pumps for piped supply schemes, have to be especially ordered, but will be issued via the buffer stock to the district. In this the buffer stock should be considered as the central store of the programme.

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The districts will also have a limited stock of programme goods. The district ware house will mainly contain equipment needed for implementation, as well as materials, spares and stationeries for immediate use.

After the establishment of the two monthly action plans the district (or region) will prepare "store request forms" to be approved by the DPM (or RPM). Equipment, materials and stationeries provided by the donor will be directly booked on the respective budgets. The funds needed to purchase spares for vehicles and motor cycles will be deducted from the disbursements towards the districts (or region) for running costs of the vehicles.

After the stores request form is approved by the advisers' office goods can be collected from the buffer stock. The district (or region) has to take care for the transport required.

On receipt of the goods in the district (or region) a receipt form is to be prepared by the store keeper and the goods have to be entered into the store ledger. For donor goods a separate ledger shall be maintained. It should be clear for every district and the region which goods should be stored in which store and under whom's responsibility.

It is suggested that the DPM (or RPM) will be the authorizing officer when it comes to the issuing of materials, spares and stationeries. For making equipment available authorization by the DWE / RWE can be considered as well.

For the submission of the two monthly report the store keeper has to prepare a report, under the responsibility of the DPM (or RPM), indicating the items in the store at the beginning of the period, the goods added, the goods issued and the goods still in the store. The advisers' office will prepare on a quarterly basis a store report also indicating the value of the various items.

In order to enable the districts to commence implementation shortly after applications from the villages have been received, consultants requested the donor at an early stage to allow them to order materials and equipment and to set up a buffer stock in Shinyanga Town. Soon thereafter approval was granted. The stores have been erected at a plot of land allocated by the RDD. A facility of ten 20' sea containers (300 m<sup>3</sup>) can be established. Preparatory civil work, i.e. construction of reinforced concrete foundation beams, was carried out during the Inception period. By the end of August some five containers were in use as storage facility. Before the end of the year another 2 - 3 containers will be shipped to Tanzania.

APPENDIX I

TERMS OF REFERENCE  
FOR THE INCEPTION PERIOD

# INCEPTION REPORT

## **TERMS OF REFERENCE FOR THE INCEPTION PERIOD**

### **1. INTRODUCTION**

The Morogoro and Shinyanga region, Domestic Water Supply Programmes 1993 - 1998 framework for the districts have been defined in the documented proposals of November 1992 by the respective district and regional authorities. Documented are the general present situation, objectives, priorities and targets, approach, implementation method, organizational and management set-up, budgets and auditing. Ultimately a Plan of Operation for the Domestic Water Supply Programme for each region will form the basis for programme implementation and approved by the Government of Tanzania and the Government of The Netherlands.

The present district proposals are generally different by information nature, coverage and depth; they require to be scrutinised and further refined, to become the basis for programme implementation, planning and management. This is to be accomplished during an Inception period, as part of the first year of the programme.

The programmes are oriented towards the development of both water supply and sanitation infrastructure and the capacities for its sustainable construction, Operation and Maintenance and use by the user group(s) and the formal and private sectors. The development approach is primarily based on:

- a. Programme implementation responsibility with the indigenous Government and the private sector, with involvement of the user group(s) to the maximum extent possible;
- b. development of management information and monitoring and
- c. rolling annual programme planning.

The expected general results are a gradually developing programme implementation capacity and output.

The major element of programme implementation management is the step-by-step approach of user group(s) focused project execution, with various stages of action and decision making. At programme level the established system of cyclic policy and strategy development, programming, allocation, monitoring and evaluation is required.

As general criteria of evaluation it is preliminary assumed that overall results of the 5-year district programmes, in its two-track development approach, will be the sustainable provision of safe domestic water supply to minimum 500,000 people at an external investment rate of NLG 100.-- per person, alleviating the burden of minimum 200,000 women with due regard to the process oriented (programmatic) programme approach.

It is noted that the following are the objectives for the Inception period of the programme, taken from a programme management point of view; issues of substances (e.g. gender, user group(s) responsibility, environment) are implicit. Secondly, the district programme proposals have been prepared as independent and unique proposals, to be implemented under district level management. They are foreseen to remain having that character, opposing tendencies of management centralization and amalgamation into regional programmes and even into the single programme supported by the same donor and consultant.

## 2. TIME FRAME

It is anticipated that the Inception period will have a duration of 6 months, commencing on March 1, 1993. GoT and GoN will jointly review progress at mid-term and at the end of the Inception period.

## 3. OBJECTIVES

Keeping in mind the basic elements of:

- individual district programme proposals;
- sustainability of all programme activities;
- programme implementation responsibility by the indigenous institution (Government and private sector), with involvement of the user group(s) to the maximum extent possible;
- financing by GoT and GoN with contributions by the user group(s) and
- value-for-money auditing, monitoring and innovation initiative by the consultant;

the objectives for the Inception period of the programme are considered to be the following.

General objective of the Inception period is to work out in detail the Plan of Operation, defining clearly the tasks, duties and responsibilities of all parties involved in the programme implementation. This Plan of Operation will form a firm basis for the Bilateral Agreement between GoT and GoN.

Specific objectives of the Inception period are:

1. Selection of the Parent Ministry (GoT) under which responsibility the programme will be implemented.
2. Appraisal under the prime responsibility of the agreed Parent Ministry (assumed to be PMO) of the district and regional programme proposals as the basis for annual programme planning and 3-year rolling plans.
3. Establishment of a detailed step-by-step approach (programme and project implementation procedures) focusing on user group involvement, with specific emphasis on the responsibilities and roles of women, and to identify indicators by which the output and performance of the programme / projects will be measured taking into account a possible linkage with the management information system. The step-by-step approach will be reviewed regularly during programme implementation and adjustments made if and when required.
4. Assessment of the implementation capacity of the districts, and their capabilities for direct implementation and training and supervision of others such as local contractors and village craftsmen.
5. Identification and establishment of the programme implementation management structure, detailing the tasks, duties and responsibilities of all programme parties, input of personnel, equipment and materials, implementation procedures, etc. at the different levels.

Apart from the Programme implementation management structure, special attention will be given to (institutionalized) liaison with other (donor supported) programmes, such as GoN supported District Rural Development Programmes in Shinyanga Region.

6. **Establishment of the responsibilities of the Consultants to the Programme i.e. with respect to value-for-money auditing, monitoring, research and innovative development.**
7. **Development, through a Gender Impact Study, of a practical framework for more and equal access for men and women to project decisions, activities and benefits and assisting the Districts in preparing steps and activities for operationalisation.**
8. **Assessment of the training needs under the Programme and identification of available indigenous training capacities and institutions as part of the institutional development aspects of the Programme.**
9. **Assessment of the presence, capability and interest of the private sector in Programme implementation at user group(s) level, training and support in each District.**
10. **Identification and assessment of the required and available (indigenous) manufacture, procurement and stores (wholesale and retail) infrastructure required for Programme implementation in terms of equipment, materials and services.**

Analyses of existing local enterprises capable or already handling the manufacture and/or assembly of hand pumps and related equipment and spare parts for the water supply sector, and the possibilities for these enterprises to undertake corrective maintenance and/or to provide maintenance support in general. The analyses are to include quality and price elements, possibilities for standardisation, all focusing on the VLOM concept.

11. **Assessment of the status and performance of piped water supply systems and to analyze the institutional requirements for the construction, operation and maintenance of such systems and to identify the need for feasibility studies for individual cases, and the potential for the Districts to share O&M costs and financing with user groups(s).**
12. **Set-up of an outline Management Information System to suit Programme implementors at all levels, which can be further detailed and adjusted during Programme implementation. The MIS is to provide base-line information, information on Programme implementation and expenditures against planning and budgeting, for purposes of value-for-money auditing. As a basis for the MIS a policy is to be developed for the establishment of base line information and the establishment of data banks.**
13. **Establishment by the GoT and GoN of a Terms of Reference for external review and evaluation and the appointment of the independent Consultants to undertake these review and evaluation tasks.**
14. **Establishment of accounting systems for the Programme for purposes of auditing and monitoring of both donor and Government funds and to develop a system to monitor user group(s) and/or other contributions.**
15. **Establishment of procurement and logistical procedures.**
16. **Finalisation of Programme activities of the previous Programme period.**
17. **Establishment of a detailed workplan and budget for 1994 as a basis for the three-year rolling plans of operation.**

## **INCEPTION REPORT**

- 18. Identification of the required continuation of health and sanitation education within the Programme and to formulate and establish the training activities thereto and to identify local institutions and organizations which could play a role in the implementation thereof.**
- 19. Production of an Inception Report documenting the achieved results with regard to the respective objectives and outlines the strategy for Programme implementation, including the workplan for the remaining period of 1993 and a draft annual plan and budget for 1994.**

**The general Consultants' obligations are those of value-for-money auditing, monitoring and innovation initiatives.**

**The specific Consultants' obligations as related to the respective objectives of the Inception Period are the following:**

- 1. Facilitate and consult with the Parent Ministry of GoT (assumed to be PMO) and RNE regarding the appraisal of the Districts and Regional Programme proposals.**
- 2. Consult with and advise the Programme implementors at District and Regional Level on Programme principles, concepts and strategies and to prepare, on the basis of these discussions, and in collaboration with the implementors, an agreed overall project document, i.e. the Plan of Operations which provides the philosophy, aims, objectives and strategies of the Programme, with special emphasis on the sustainability of all Programme activities.**
- 3. Consult and advise on the establishment of a detailed step-by-step approach focusing on user group(s) involvement, with specific emphasis on the responsibilities and roles of women and the identification of indicators by which the output and performance of the Programme / projects will be measured.**
- 4. Consult and advise on the implementation capacity of the Districts and their capabilities for direct implementation.**
- 5. Consult and advise on the establishment of a framework for participation of women and to encourage their role in decision making.**
- 6. Consult and advise on the establishment of a framework for mobilization campaigns to encourage user group(s) participation.**
- 7. Consult and advise on the establishment of the Programme implementation management structure, detailing the tasks, duties and responsibilities of all Programme parties.**
- 8. Consult and advise on the Consultants' overall and specific responsibilities in terms of value-for-money auditing, monitoring, research and innovation development.**
- 9. To consult and advise the Districts on the results of the Gender Impact Study and the establishment of a gender-sensitive strategy for informing user group(s) of varying development levels on the key elements of the new Programme and inviting their participation.**



10. To assess the training needs under the Programme and identify the available indigenous training capacities and institutions and to consult and advise on the establishment of an overall training programme.
11. To advise on the assessment of the status and performance of piped supply systems and to analyze the institutional requirements for the construction, operation and maintenance of such systems.
12. To identify and assess the required and available (indigenous) manufacture, procurement and stores infrastructure for the Programme implementation, and to analyze existing local enterprises capable or already handling the manufacture and/or assembly of hand pumps and related equipment and spare parts for the water supply sector, and the possibilities for these enterprises to undertake corrective maintenance and/or to provide maintenance support in general.
13. To consult and advise on the establishment of a Management Information System to suit Programme implementors at all levels.
14. Consult and advise on the establishment of accounting systems for the Programme for purposes of auditing and monitoring of both donor and GoT funds and the establishment of procurement and logistical procedures.
15. Consult and advise on the finalisation of the activities of the previous Programme period and to facilitate such finalisations.
16. Consult and advise on the establishment of a detailed workplan and budget 1994 as a basis for the 3-year rolling plans of operation.
17. To identify the required continuation of health and sanitation education within the Programme and to consult and advise on the establishment of the training activities thereto.
18. To prepare in close liaison with the Programme implementors of an Inception Report, which documents the achievements with regard to the respective objectives of the Inception Period, and outlines the strategies for Programme implementation, including a workplan for the remaining period of 1993 and a draft annual plan and budget for 1994.

INCEPTION REPORT

APPENDIX II

TERMS OF REFERENCE  
FOR MONITORING  
THE INCEPTION PERIOD

INCEPTION REPORT

## **TERMS OF REFERENCE**

### **MONITORING OF THE PROGRESS IN THE INCEPTION PHASE OF THE DOMESTIC WATER SUPPLY PROGRAMME IN MOROGORO / SHINYANGA**

#### **1. BACKGROUND**

The 5-year District Domestic Water Supply Programmes of Morogoro and Shinyanga Region aim at provision of sustainable and safe domestic water supply to 500,000 people in parallel with the raising of locally based capacities for operation, maintenance, development and procurement in both the public and the private sectors at all levels.

Specific additional objectives are the alleviation of the burden of women, enhancing of the decision making responsibility of women and involvement of local entrepreneurs.

The general strategy of programme implementation is based on programme management within the government structure with the focus at District level and project execution by community/user group management and local entrepreneurial services, supplies and manufacture.

The institutional capacity development includes all levels of administration.

Progress, performance and results of programme implementation at community, district and regional level are monitored, guided, advised and facilitated by a consultant under central level supervision/control.

The programme is to start with an inception phase of 6 months. This phase is used to prepare the new programme in detail. The Netherlands Embassy decided to hire an adviser to assist the Embassy in monitoring the progress during the inception phase at programme level.

#### **2. OBJECTIVE**

The adviser operates at the request of the Netherlands Embassy in Dar es Salaam. The aim of hiring an adviser is to ensure that the development of the programme will follow the agreed strategy. Through a.o. the adviser the Embassy will be fully informed on the developments during the interim phase and will have all necessary information for proper decision making. The adviser has no responsibilities or authority towards the implementing consultant DHV.

#### **3. TASKS**

The adviser will report and advise to the Netherlands Embassy on all issues regarding the preparation of the new phase of the water programme.

The adviser will collect his information by a) reviewing all relevant documents available or produced on the programme, b) discussing the development of the programme with all relevant partners in the programme, either directly or indirectly involved, c) by visiting the programme areas.

## **INCEPTION REPORT**

The adviser will pay attention to all levels involved in the programme (national, regional, district, and lower down to the communities). The adviser will review and report in detail the inception report.

### **4. METHOD OF WORK AND REPORTING**

The adviser will visit during the inception period both Shinyanga and Morogoro each three times for a period of a week. After each visit the adviser will submit a brief report on his findings.

The programme will be requested to send the adviser copies of all relevant documents concerning the inception phase. The adviser will include his comments in his reports following the field visits, or earlier if considered urgent. Every field visit will be planned in consultation with the Embassy. At the end of the inception period the adviser will submit his final report.

### **5. DURATION**

The work will be implemented in a period of 6 months, starting from 1st April 1993.

APPENDIX III

TERMS OF REFERENCE  
FOR GENDER IMPACT STUDY

**INCEPTION REPORT**



## **TERMS OF REFERENCE**

### **FOR A GENDER IMPACT STUDY**

#### **ON THE DOMESTIC WATER SUPPLY IN SHINYANGA REGION**

##### **1. BACKGROUND**

During the last 20 years the Netherlands have supported a domestic water supply and sanitation programmes in Shinyanga region. The long term objective of the programme has been to improve the living conditions of the communities by providing access to adequate (sufficient and safe) water supply close to homesteads in a sustainable way.

The above programme has undergone a number of changes during its existence. Over the years, the focus of the programme has shifted from target orientations to sustainability orientations, with an emphasis on community participation. Another change of the programme has been the inclusion of sanitation and health improvement in its objectives. The evaluation of the programme undertaken in 1991, concluded that, despite the considerable room for improvement in approach there were sufficient results to merit a continuation of the programme for another 5 years. The formulation of the new phase (1993-1998) of the project was thus undertaken.

During the new phase of the programme, special attention will be paid to the Human Resources and Institution Development aspects, and the further strengthening of the Community Development and Women in Development activities, aided by structured training programmes. In order to optimise the activities under the Programme related to the Gender Impact issues, there has been a felt need of conducting a GIS study during the Inception period of the new phase. These TORs are for engaging the services of a team of local Researchers to conduct the GIS Study in Shinyanga Region.

##### **2. OBJECTIVE**

The objective of the GIS study is to gather specific gender information and come up with an action oriented document that shall provide practical recommendations on how to plan, implement and monitor the project activities of the Domestic Water Supply programme in Shinyanga Region with a maximal positive effect on women.

##### **3. SCOPE OF WORK**

Supervised by a Regional Research Coordinator, a two district teams of local researchers, each one led by a District Research Coordinator shall be responsible for performing the following tasks at two villages in each District (i.e a total of 4 villages in two districts):

- a. preparing a detailed outline of the work plan for the study for approval at the Embassy (Regional Research Coordinator).
- b. familiarise with the programme's documentation prior to the study. The above documentation and other related information can be obtained at the Embassy, the project site and at the districts selected for the study (Regional/District Research Coordinators).

## INCEPTION REPORT

- c. **conduct/participate in the proposed one day preparatory workshops for the study at the regional and at the district levels (Regional/District Research Coordinators).**
- d. **undertake a 21 days field work in the respective villages in each district.(Regional Research Coordinator/District Research Teams). In the field the Research Team shall:**
  - **collect relevant gender specific baseline data which shall indicate:**
    - i) **the position of women and gender relations in the project area - e.g women's access/involvement and control over the different activities in their communities, and,**
    - ii) **an overview of the available opportunities for women in the area - e.g. specific women organisations/NGOs/other institutions and Government's support for women at village level.**
  - **access the likely positive and negative effects of the Domestic Water Supply programme on the gender relations and empowerment of women in the area - e.g how are the projects activities going to develop or hinder women's access and control over aspects like:**
    - i) **living conditions, i.e. water and sanitation/housing/environment, ii) nutrition / health,**
    - iii) **knowledge and skills, iv) income, v) participation in decision making in the villages' institutions, vi) confidence building and organisational capacity, vii) workload, etc.**
  - **access the perceptions and expectations of women (and men) with regard to the programme activities and interventions.**
  - **appraise the way in which women (and men) in the project area will have an impact on the project decisions and on how the women shall be able to effectively participate in the implementation throughout the different stages of the programme.**
  - **identify perceptions and attitudes towards gender issues among male and female staff of the Districts/Region institutions and other organizations involved (or to be involved ) in the implementation of the programme.**

**Identify also constraints and opportunities of these institutions for the implementation of a gender oriented programme.**
  - **analyze the (im) possibilities of preventing negative effects and stimulate the positive ones by suggesting pre-conditions, adaptations, and alternatives for the programme to strengthen women's empowerment and to ensure their maximum participation in it.**
  - **formulate practical recommendations focusing on what steps should be taken so that the water programme in the Region takes into maximum consideration the identified needs and interests of women. Also formulate practical recommendations on those aspects which will have to be monitored during the programmes' implementation.**
- e. **Consult and discuss the findings of the study with the villagers (both women and men), District and Regional officials, project personal and the Embassy (Regional Research Coordinator/District Research Teams).**
- f. **Submit a draft report of the GIS and a final report after incorporation of the comments from the field and the Embassy.**

#### 4. METHODOLOGY

The District Research Teams shall be based in the two Districts selected in Shinyanga Region. In each two villages with different socio-economic conditions will be selected. All research activities in the Region shall be coordinated by a Regional Research Coordinator. The composition of the Research Teams shall thus be as follows:

- Regional Research Coordinator in charge of overall supervision.
- Two District Research Teams: District Research Coordinator,  
CD/WID Specialist,  
Water Specialist,  
Health Specialist.

At the village level each District Team will include two animators (one woman and one man)

In conducting the Study, the District Research Teams shall work in close cooperation with the District officials, project personnel, other institutions and both women and men in the villages. The District Research Teams shall be expected to use, participatory methods (e.g. conducting workshops, roundtable discussions, structured and unstructured interviews, participant observation, etc. In this respect the Regional/District Research Coordinators shall plan for:

- two one day workshops at the regional level (one for orientation and planning in the initial period, and one to discuss the findings after the field work)
- two one day workshops at each district (one for training the research team - involving the 2 village animators on the actual details of the research working the initial period and one as feedback mechanism at the end of the field work).

#### 5. REPORTING

The report for submission shall not exceed 20 pages and shall be as concise and practical as possible based on the field analysis of the GIS as related to the programme. The final report of the study shall be expected not later than 30th September, 1993.

#### 6. DURATION

The study is expected to take a total of 7 weeks involving 14 days in preparation for the study (i.e. data collection/discussions at the Embassy, Regional/project personal, regional workshops and travelling to the districts mainly for the Regional Research Coordinator), 21 days of fieldwork in the villages under study for District Research Teams, and 14 days for feedback workshops at district and regional level, producing draft report, travelling to DSM (Regional and District Research Coordinators and other key personnel in the study to brief the Embassy and sectorial Ministries) and finalisation of the report.



The following are a set of twelve guidelines for implementors using the PRA methodology and the step-by-step approach for water and sanitation interventions <sup>1</sup>:

1. When "entering" a village for the first time, the District staff meet with the Ward officers and Village leaders to introduce themselves and discuss the project. The Village Executive Officer (VEO), who lives and works in the village concerned, requests the opportunity to address a village meeting at which the project is discussed in general terms and the PRA process described as a way of looking at problems in the villages and seeing if ways can be arrived at in solving them.
2. If the meeting participants are in agreement, they are requested to meet in smaller groups (potential water user groups) at the sub-village level at a specified time and place. The PRA team will meet with these groups to give further information and to answer questions. The groups are further requested to choose between five and ten people to represent them on the "PRA team". The groups are encouraged to select a diverse team of men, women and youth whom they have confidence in, who are respected and who represent a majority of (if not all) the villagers. It is stressed that the PRA team will be collecting and analysing data over the next two to three weeks, reporting back its findings at weekly meetings, and that a speedy time commitment is required. Representatives are chosen by voting (with the candidates' back turned to the gathering), a process that invariably elicits a good deal of talking and excitement.
3. In addition to the village or user groups representatives, civil servants from the relevant Departments at District Level are also requested to participate as PRA team members. Usually these should be a Health Assistant, Community Development Assistant and a technician (WFA) from the Department of Water. Officers whose time commitment does not allow them to participate on a daily basis are not encouraged to attend.
4. A two day orientation is held, on-site (usually in a primary school room or church hall), to go over the PRA methodology and techniques with the PRA team members. Emphasis is placed on breaking down inhibitions and barriers between locals and "outsiders", and on the fact that the PRA should be a learning experience for **everyone**. The value comes in learning that there are many skills the community members have which outsiders do not have, and demonstrating to locals that outsiders are there to learn as well as to share their knowledge.
5. PRA techniques utilized could include mapping, household discussions instead of interviews, no questionnaires!, time lines, collection of technical data, institutional analyses, problem ranking and decision matrix (for selecting water and sanitation systems technology).

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<sup>1</sup> Dave Andriance, 'Participatory Rural Appraisal - Case Study', Department of Urban and Regional Planning Workshop, University of Nairobi, July 30-31, 1992 (pp.2-8)

## INCEPTION REPORT

6. As project staff become more experienced with PRA, increased efforts should be made to reduce the use of markers and newsprint, which many of the community members may not be comfortable with, and utilize instead locally available materials, such as seeds, stones, lines drawn in the soil, etc.
7. During the initial two or three weeks that the PRA is conducted, feedback on results obtained is given by the PRA team at weekly village leaders meetings. Presentations are given by community representatives, usually making use of newsprint and markers for showing results either graphically or in writing. These presentations invariably will provoke discussions and often revisions.
8. The initial process culminates in a "Site Selection Day", basically the selection of a number of sites where the project may assist villagers or institutions to construct water and/or sanitation systems. Proposals are made by the PRA team and then a consensus is reached by the participants at the meeting. Modalities for filling out request forms are introduced. Detailed planning on project implementation, including the respective contributions to be made by the project and the villagers/water users concerned, is deferred to the user-level consultations, with the PRA team.
9. Awareness of what occurs during the PRA process may not easily filter down to the user level, although representatives are encouraged to share their experiences and findings with others. Where this is the case, when it comes to the actual project implementation at the water-users leinyanga regionary persist that the project is imposed from outside. Thus, the PRA, as used today, may only be basically a means for identifying problems and selecting the sites and types of interventions which will be undertaken.
10. To address this gap between planning and implementation, the project should further conduct a number of PRA exercises at the water harvesters level after the PRA with users representatives. Exercises conducted at this level include village mapping, seasonal calendars -including gender task analysis, identifying potential sites, discussing constraints, identifying and prioritizing needs, and making Programme objectives clear related to future involvement of user(s) group(s) in project planning, implementation, operation and maintenance and issues on ownership, user contributions etc.
11. In addition, visually-oriented and participatory methods (controlled for the most part by the participants themselves) are encouraged.
12. The results can be quite exciting, both for community members and the facilitators. Facilitators find that it opens up new vistas of understanding in the individual villages (or user groups) in which they are working. Community members, on the other hand, appreciate determining the course that a project takes which will directly affect them. The end result could be a village Health Management Plan which, besides identifying construction sites for water and sanitation systems, also looks at health education interventions.

<b>STEP 1</b>		<b>CONSULTATION</b>		
		Aim: to encourage the community to establish user groups, through a participatory approach in order to ascertain the feasibility of implementing sustainable, i.e. to construct or rehabilitate, to operate and maintain water supply and sanitary facilities.		
<b>ACTIVITY</b> (What should be done)	<b>IMPLEMENTORS</b> (Who is doing it)	<b>METHODOLOGY</b> (How can it be done)	<b>INDICATOR</b> (How can it be checked)	<b>ESTIMATED TIME</b>
1.1 Briefing of Village Council, asking permission to hold meetings with the village community and to inform the entire community	Village Chairman and Village Team (= VEO, VWSC-rep. and community-rep.) 2 animators	Council meeting Village Assembly	Minutes of Council meeting Report by the VEO	One day One day
1.2 Various meetings to investigate and discuss wishes, requirements and obligations of community groups; - information on DWSP-programme & services, - need for registration of future users, - recommend to establish a VWSC and water user groups, - need to investigate availability of (potential) fundis and/or small contractors, - need to collect baseline information of the village, including gender related issues, including mapping of existing structures/facilities	Village Team together with the users/community	Consultative meetings with users in villages Contacts with resource persons (e.g. VHW, VCDW, leaders)	Report of meetings (based on Manual), incl.: - Attendance lists - Registration list for potential user groups - Registration forms of fundis/contractors - Baseline information - Village map (see below)	One month
1.3 Tour through village to verify the baseline data and to indicate potential sites for water/sanitation facilities	Village Team and users	Tour through the village	Village map (incl. clusters of houses, quality index for existing WP's/latrines, etc.)	Two weeks
1.4 Formal establishment of user group(s) and a VWSC	Users assisted by Village Team	General meeting (nomination and election of board-members)	Minutes meetings	Two weeks

<b>STEP 2 PREPARATION</b>		<b>Aim: to gather and analyze all relevant information before starting the construction/rehabilitation of water supply and sanitary facilities.</b>		
<b>ACTIVITY</b> (What should be done)	<b>IMPLEMENTORS</b> (Who should do it)	<b>METHODOLOGY</b> (How can it be done)	<b>INDICATOR</b> (How can it be checked)	<b>ESTIMATED TIME</b>
2.1 Gender Impact Study (in combination with a Socio-economic Study)	Gender experts, Regional Management Team and District Management Teams	Various Rapid Participatory Rural Appraisal (R/PRA) methods	Final Study Report (incl. audio-visual material)	to be decided
2.2 Environmental Impact Assessment (in combination with revision of Regional Water Master Plan)	Team of external experts, District, Regional (and National) experts	Research	Report	...
2.3 Field-surveys: - geo-hydrological survey - water quality and/or sanitary conditions - topographical survey	Surveyors and/or private fundis	Surveys	Survey Report Lab Report Survey Report	1-2 weeks 1-2 weeks < 1 week
2.4 Preliminary design of alternatives (in particular for more complex systems) and preparation of cost estimates	Water/Health Department	Design & cost calculations	Plans & Estimates	depending on the situation
2.5 Presentation to user groups, schools, clinics, churches: - designed alternatives and costs estimates, - discuss available and required resources (funds, labour, personnel, materials, equipment) - need to assign VM/SA and WCT/WPCT (and the need to agree upon remuneration)	District implementors, WFA, HA, CDA	Meeting	Minutes of meeting	One day



<b>STEP 2 (continued) PREPARATION</b>		<b>Aim: to gather and analyze all relevant information before starting the construction/rehabilitation of water/sanitation facilities.</b>		
<b>ACTIVITY</b> (What should be done)	<b>IMPLEMENTORS</b> (Who should do it)	<b>METHODOLOGY</b> (How can it be done)	<b>INDICATOR</b> (How can it be checked)	<b>ESTIMATED TIME</b>
<p>2.6 <b>Preparation of project:</b></p> <ul style="list-style-type: none"> <li>- planning of activities,</li> <li>- prepare budgets,</li> <li>- assign VM/SA and WCT/WPCT and agree upon remuneration,</li> <li>- identify training needs,</li> <li>- make training schedule.</li> </ul>	Users (women) and District implementors	Meeting	Planning sheet, Budget sheet, Training schedule, List of trainees	Two to three days
<p>2.7 <b>Approval of project:</b></p> <ul style="list-style-type: none"> <li>- select and site of water-supply/sanitary facility,</li> <li>- define who will contribute what resources, (funds, labour, materials, equipment)</li> <li>- define who will do which work,</li> <li>- detailed planning of activities.</li> </ul> <p>and</p>	<p>Users (women) and District implementors:</p> <ul style="list-style-type: none"> <li>- Users (women)</li> <li>- Users (women) and District</li> <li>- Users (women)</li> <li>- Users (women) and District</li> </ul>	Meeting	<p>Minutes of meeting:</p> <ul style="list-style-type: none"> <li>- voting by the users</li> <li>- statement</li> <li>- statement of the users</li> <li>- planning sheet</li> </ul>	Two days
2.8 <b>Agreement.</b>	Users (women), District implementors and other parties involved (e.g. fundis, contractors)	Meeting	Contract	" "
2.9 <b>Opening of Users' Water-account,</b> with at least TShs. 30,000/= for O&M and also an estimated contribution of the users for construction of the water-supply/sanitary facility.	Users		Bank statement	Open

<b>STEP 3</b>		<b>DESIGN</b>		Aim: to prepare documents, containing all details required for construction and for Operation & Maintenance of water supply and sanitary facilities, and to tender the execution of the work.	
<b>ACTIVITY</b> (What should be done)	(This stage will only be executed if applicable; This will be in cases of more complex water supply systems)	<b>IMPLEMENTORS</b> (Who should do it)	<b>METHODOLOGY</b> (How can it be done)	<b>INDICATOR</b> (How can it be checked)	<b>ESTIMATE</b> <b>TIME</b>
3.1	Compilation of Field-survey data	District/Region		Survey formats and Data sheets	
3.2	Finalization of Designs and Cost calculations	District/Regional Water department and/or Health department		Drawings and pump specifications, hydraulic calculation, price quotations and evaluation;  Bills of quantity (BoQ);  Revised Cost Estimates. (see 3.4)	
3.3	Review and adjustment of the Planning	District with users	Meeting	Up-dated planning (see 3.7)	One day
3.4	Prepare for Operation & Maintenance: - Operators Manual, - Maintenance Card, - Summary of required spare parts	District/Region		- Operators Manual, - Maintenance card, - Schedule list of spare parts	
3.5	<b>Tendering:</b> - receive quotations, - evaluate quotations, - award the tender.	Users; District/Region; contractor; Donor		Contract	
3.6	Training of user groups and/or VWSC: - management (e.g. financial administration, O&M) - administrative staff (e.g. bookkeeping, secretarial) - VM/SAs and WCT/WPCTs (e.g. technical training)	District/Region; Local consultant			

<b>STEP 4</b>	<b>IMPLEMENTATION</b>		
	<b>Aim:</b> to provide the required materials and equipment and to mobilize the required labour and train them, to carry out the actual construction and/or rehabilitation work and to test the quality of the work executed.		
<b>ACTIVITY</b> (What should be done)	<b>IMPLEMENTORS</b> (Who should do it)	<b>INDICATOR</b> (How can it be checked)	<b>ESTIMATED TIME</b>
4.1 Provision of materials: - cement, sand, aggregates - piping, pump(s), generator, etc.	- Users (if needed District/Region or contractor) - Donor	Local Purchase Orders (LPOs), delivery notes, invoices and ledgers	As described in agreement
4.2 Provision of equipment	District/Region or contractor (if needed Donor)	List	As described in agreement
4.3 Construction of the water-supply/sanitary facility	Users; District/Region; contractor (and training of fundis)	Quality of work	As described in agreement
4.4 Supervision of the work	Users; District/Region; Donor	Progress report, planning and budget	As described in agreement
4.5 Testing of materials	District/Region; Donor; laboratory	Test report (1)	As described in agreement
4.6 Training of operators of the water-supply (optional)	District/Region; Local Consultant	Training Report	
4.7 Control of expenditure	Users; District/Region; Donor	Payment vouchers, invoices, contracts, budget	As described in agreement
4.8 Testing of the completed water-supply/sanitary works	Users; District/Region; Contractor; Donor	Test Report (2)	As described in agreement

<b>STEP 5</b>		<b>COMMISSIONING</b>		<b>Aim:</b> to evaluate the implementation of the Programme, conduct value-for-money auditing and 'hand-over' the water supply and sanitary facilities to the users.	
<b>ACTIVITY</b> (What should be done)	(This stage should follow as soon as possible after completion of the water-supply/sanitary facilities)	<b>IMPLEMENTORS</b> (Who should do it)	<b>INDICATOR</b> (How can it be checked)	<b>ESTIMATED TIME</b>	
5.1	Check previous documents (forms, drawings and data)	Users; District/Region; Donor; contractor	Statement	Depending	
5.2	Verification of the various agreements (as mentioned in the contract)	All parties involved	Check list: - value-for-money audit, - completion certificate, - final payment	Depending	
5.3	Physical inspection of the works	All parties involved	Report	One day	
5.4	'Handing-over' of water-supply/sanitary facility (maximum one week after completion of the work)	Users/District/Region/Contractor/Donor	Certificate for the user group	" "	

**STEP 6****OPERATION & MAINTENANCE**

**Aim:** to establish a system which will ensure the smooth functioning of water supply and sanitary facilities, which is being sustained by user groups.

<b>ACTIVITY</b> (What should be done)	<b>IMPLEMENTORS</b> (Who should do it)	<b>INDICATOR</b> (How can it be checked)
6.1 Registration of maintenance carried out	VM/SA and WCT/WPCT	Maintenance card (average period for repair)
6.2 Up-date of maintenance and running costs (spare parts, grease, etc.)	Users (if needed assisted by District)	Cash book
6.3 Financial and administrative management and control (incl. budgeting)	Users (if needed assisted by District)	Books and reports
6.4 Technical improvements	District/Region; Donor; pump-factory	Report
6.5 Monitoring of user's contribution and activities over time (to assess success/failure and the related reasons)	User groups and VWSC	Quarterly report
6.6 Provision of spares (incl. annual up-dating of prices)	Private sector (e.g. RTC), pump-factory or Donor	Monitoring
6.7 Check on yield of water-resources and quality of water	District/Region	Report
6.8 Provision and replacement of tools	Users/workshop/donor	Monitoring
6.9 Performance assessment of VWSCs, VHWs, VM/SAs and WCT/WPCTs	District/Region	Annual report
6.10 Refresher course(s)	Depending	Completion Test

# INCEPTION REPORT

APPENDIX V

DEPARTMENTAL STAFF COMPOSITION ;

AND DWSP RELATED STAFF

**INCEPTION REPORT**



## DEPARTMENTAL STAFF COMPOSITION

## Shinyanga Rural District

Department	Number of staff		Number of staff available for DWSP		% of staff available to DWSP	Duty station available staff	
	Male	Female	Male	Female		Head Quarter	Ward/village
Planning	4	1	1	0	20	1	0
Community Development	17	9	6	4	38	2	8
Water	36	14	14	1	30	10	5
Health	27	4	18	4	71	2	20
<b>Total</b>	<b>84</b>	<b>28</b>	<b>39</b>	<b>9</b>	<b>43</b>	<b>15</b>	<b>33</b>

## Bariadi District

Department	Number of staff		Number of staff available for DWSP		% of staff available to DWSP	Duty station available staff	
	Male	Female	Male	Female		Head Quarter	Ward/village
Planning	2	0	1	0	50	2	0
Community Development	12	4	5	3	50	2	6
Water	31	6	13	0	35	13	0
Health	44	58	24	17	40	2	39
<b>Total</b>	<b>89</b>	<b>68</b>	<b>43</b>	<b>20</b>	<b>40</b>	<b>18</b>	<b>45</b>

## Maswa District

Department	Number of staff		Number of staff available for DWSP		% of staff available to DWSP	Duty station available staff	
	Male	Female	Male	Female		Head Quarter	Ward/village
Planning	1	0	1	0	100	1	0
Community Development	7	5	3	5	67	3	5
Water	44	8	8	0	15	5	3
Health	20	4	20	4	100	7	17
<b>Total</b>	<b>72</b>	<b>17</b>	<b>32</b>	<b>9</b>	<b>46</b>	<b>16</b>	<b>25</b>

## DEPARTMENTAL STAFF COMPOSITION

## Meatu District

Department	Number of staff		Number of staff available for DWSP		% of staff available to DWSP	Duty station available staff	
	Male	Female	Male	Female		Head Quarter	Ward/village
Planning	3	0	1	0	33	1	0
Community Development	11	5	6	4	63	2	8
Water	19	4	10	1	48	5	6
Health	26	10	22	3	69	2	23
<b>Total</b>	<b>59</b>	<b>19</b>	<b>39</b>	<b>8</b>	<b>60</b>	<b>10</b>	<b>37</b>

## Kahama District

Department	Number of staff		Number of staff available for DWSP		% of staff available to DWSP	Duty station available staff	
	Male	Female	Male	Female		Head Quarter	Ward/village
Planning	4	0	1	0	25	1	0
Community Development	17	7	5	5	42	2	8
Water	19	0	13	0	68	5	8
Health	33	14	22	0	47	2	20
<b>Total</b>	<b>73</b>	<b>21</b>	<b>41</b>	<b>5</b>	<b>49</b>	<b>10</b>	<b>36</b>

## Town Council

Department	Number of staff		Number of staff available for DWSP		% of staff available to DWSP	Duty station available staff	
	Male	Female	Male	Female		Head Quarter	Ward/village
Planning	2	1	1	0	33	1	0
Community Development	4	7	4	7	100	2	9
Water	9	2	5	0	45	5	0
Health	13	4	13	4	100	1	16
<b>Total</b>	<b>28</b>	<b>14</b>	<b>23</b>	<b>11</b>	<b>81</b>	<b>9</b>	<b>25</b>

**DWSP RELATED STAFF**

Job title per department	Number of job holders per district						Total
	Shinyanga Rural	Bariadi	Maswa	Meatu	Kahama	Shinyanga Town	
<b>PLANNING</b>							
DPM	1	1	1	1	1	1	6
<b>WATER</b>							
DWE	1	1	1	1	1	1	6
DWE-PA	1	1	1	1	1	1	6
WFA	10	6	4	5	8	0	33
Wellsinker	0	2	0	2	0	2	6
Surveyor	3	3	2	2	3	1	14
<b>HEALTH</b>							
DHO	1	1	1	1	1	1	6
DHO-PA	1	1	1	1	1	1	6
HA	20	39	22	23	20	15	139
<b>COMMUNITY DEVELOPMENT</b>							
DCDO	1	1	1	1	1	1	6
DCDO-PA	1	1	1	1	1	1	6
CDA	8	6	6	8	8	9	45
<b>TOTAL</b>	<b>48</b>	<b>63</b>	<b>41</b>	<b>47</b>	<b>46</b>	<b>34</b>	<b>279</b>

**INCEPTION REPORT**

APPENDIX VI

DEPARTMENTAL IMPLEMENTATION CAPACITY

**INCEPTION REPORT**

Shinyanga Rural District	Number of job holders	% time for DWSP	Available mandays per year <sup>1</sup>	Activity to be performed	Estimated duration of activity in days	No. of activities in 1994	Required mandays in 1994
Job title							
Water DWE	1	80	149	<b>Management</b> - meeting DPMT - monitoring  <b>Training</b> - facilitators - private craftsmen - surveyors  <b>Community awareness</b> - dissemination programme information  <b>Construction</b> - rainwater tanks - small dam  <b>Rehabilitation</b> - piped schemes - borehole - windmill  <b>Training to attend</b> - management - monitoring - update technical knowledge	 1 2  5 14 7  1  30  400  3 3	 12 12  1 2 1  4  2 1 1  2 1 1  2 1	 12 24  5 28 7  4       6 3
Total							89

<sup>1</sup>based on 232 x 80% effective mandays in a year  
for Surveyors 232 x 50% effective mandays in a year

### DISTRICT IMPLEMENTATION CAPACITY

Shinyanga Rural District	Number of job holders	% time for DWSP	Available mandays per year <sup>1</sup>	Activity to be performed	Estimated duration of activity in days	No. of activities in 1994	Required mandays in 1994
Job title							
Planning DPM	1	60	111	<b>Management</b> - programme management and administration - monitoring - meeting with DPMT  <b>Training</b> - facilitators  <b>Community awareness</b> - dissemination of programme information  <b>Training to attend</b> - management - monitoring - computer training	? 3 1  5  1  3 3 7	12 12  1  4  2 1 1	36 12  5  4  6 3 7
<b>Total</b>							<b>73</b>

NB: The departmental implementation capacity for the remaining districts and the Town Council was being processed at the end of the reporting period. Results will be included in the first Progress report.

<sup>1</sup>based on 232 x 80% effective mandays in a year  
for Surveyors 232 x 50% effective mandays in a year



Shinyanga Rural District	Number of job holders	% time for DWSP	Available mandays per year <sup>1</sup>	Activity to be performed	Estimated duration of activity in days	No. of activities in 1994	Required mandays in 1994
Job title							
Water DWE-PA	1	90	167	<b>Management</b> - meeting DPMT - monitoring  <b>Training</b> - facilitators - private crafts men  <b>Community awareness</b> - dissemination of programme information  <b>Training to attend</b> - management - monitoring - update technical knowledge	 1 2  5 14  1  3 3	 12 45  1 2  4  2 3	 12 90  5 28  4  6 3
Total							148

<sup>1</sup>based on 232 x 80% effective mandays in a year  
 for Surveyors 232 x 50% effective mandays in a year

Shinyanga Rural District	Number of job holders	% time for DWSP	Available mandays per year <sup>1</sup>	Activity to be performed	Estimated duration of activity in days	No. of activities in 1994	Required mandays in 1994
Job title							
WFA	10	65	1210	Construction - shallow wells  Rehabilitation - shallow wells - piped schemes  Training - animators - follow up training - Village Mechanics - Water Care Takers  Training to attend - ToT - update technical knowledge	9  3 400  2 1 3 1.5  5 10	15  60 2  3 9 7 120  1 1	135  90 135 21 180  50 100
Total							711
Surveyor	3	73	254	Survey - shallow wells - piped schemes (rehabilitation) - piped schemes (construction)  Training to attend - technical	5 30 60  7	55 2 2  1	275  21
Total							296

<sup>1</sup>based on 232 x 80% effective mandays in a year  
for Surveyors 232 x 50% effective mandays in a year

Shinyanga Rural District	Number of job holders	% time for DWSP	Available mandays per year <sup>1</sup>	Activity to be performed	Estimated duration of activity in days	No. of activities in 1994	Required mandays in 1994
Job title							
DCDO	1	50	93	<b>Management</b> - programme management - meeting DPMT - monitoring  <b>Training</b> - facilitators (ToT) - facilitators (financial management)  <b>Community awareness</b> - dissemination of programme information  <b>Training to attend</b> - management - monitoring	   1 2   5 5  1   3 3	   12 12   1 2   4   2 1	   12 24   5 10   4   6 3
<b>Total</b>							<b>64</b>

<sup>1</sup>based on 232 x 80% effective mandays in a year  
 for Surveyors 232 x 50% effective mandays in a year

Shinyanga Rural District	Number of job holders	% time for DWSP	Available mandays per year <sup>1</sup>	Activity to be performed	Estimated duration of activity in days	No. of activities in 1994	Required mandays in 1994
Job title							
DCDO-PA	1	50	93	<b>Management</b> - meeting DPMT - monitoring (2 days per village) - monitoring facilitators  <b>Training</b> - facilitators (ToT) - facilitators (financial training)  <b>Community awareness</b> - dissemination of programme information  <b>Training to attend</b> - management - monitoring	1 2 3  5 5  1  3 3	12 45 15  1 1  4  2 1	12 90 45  5 5  4  6 3
<b>Total</b>							<b>170</b>

<sup>1</sup>based on 232 x 80% effective mandays in a year  
 for Surveyors 232 x 50% effective mandays in a year

Shinyanga Rural District	Number of job holders	% time for DWSP	Available mandays per year <sup>1</sup>	Activity to be performed	Estimated duration of activity in days	No. of activities in 1994	Required mandays in 1994
Job title							
CDA	8	56	685	Management - monitoring	1	12	96
				Training - ToT for animators	2	10	20
				- follow up training animators	12	15	180
				- VWSC financial training	5	9	45
				Formation and support of users groups and VWSC	2	45	90
				Problem solving			70
				Support piped schemes			
				- rehabilitation	50	2	100
				Training to attend			
				- ToT	5	1	40
				- Financial administration and management	5	1	40
<b>Total</b>							<b>681</b>

<sup>1</sup>based on 232 x 80% effective mandays in a year  
for Surveyors 232 x 50% effective mandays in a year

Shinyanga Rural District	Number of job holders	% time for DWSP	Available mandays per year <sup>1</sup>	Activity to be performed	Estimated duration of activity in days	No. of activities in 1994	Required mandays in 1994
Job title							
DHO	1	75	140	Management - monitoring - meeting with DPMT  Training - facilitators - HA  Community awareness - dissemination of programme information  Training to attend - management - monitoring	 2 1  5 4  1  3 3	 12 12  1 2  4  2 1	 24 12  5 8  4  6 3
Total							62

<sup>1</sup>based on 232 x 80% effective mandays in a year  
for Surveyors 232 x 50% effective mandays in a year

Shinyanga Rural District	Number of job holders	% time for DWSP	Available mandays per year <sup>1</sup>	Activity to be performed	Estimated duration of activity in days	No. of activities in 1994	Required mandays in 1994
Job title							
DHO-PA	1	75	140	<b>Management</b> - monitoring - meeting with DPMT  <b>Training</b> - facilitators - HA  <b>Community awareness</b> - dissemination of programme information  <b>Training to attend</b> - management - monitoring	 2 1  5 4  1  3 3	 45 12  1 2  4  2 1	 90 12  5 8  4  6 3
<b>Total</b>							<b>128</b>

<sup>1</sup>based on 232 x 80% effective mandays in a year  
for Surveyors 232 x 50% effective mandays in a year

Shinyanga Rural District	Number of job holders	% time for DWSP	Available mandays per year <sup>1</sup>	Activity to be performed	Estimated duration of activity in days	No. of activities in 1994	Required mandays in 1994
Job title							
HA	20	64	2380	<b>Management</b> - monitoring	1	12	240
				<b>Training</b> - ToT for animators - follow up training animators - financial administration and management	2	1	
				<b>Health promotion activities</b>			
				<b>Training to attend</b> - ToT	5	1	100
				- Financial administration and management	5	1	100
<b>Total</b>							<b>440</b>

<sup>1</sup>based on 232 x 80% effective mandays in a year  
 for Surveyors 232 x 50% effective mandays in a year



**APPENDIX VII**

**PROGRAMME PLANNING, MEETINGS AND REPORTS;**

**PROGRAMME STEERING COMMITTEES;**

**PROGRAMME MANAGEMENT TEAMS**

**INCEPTION REPORT**

DOMESTIC WATER SUPPLY PROGRAMMES - ANNUAL PLANNING :

DESCRIPTION	1984																				
	JULY 27	AUG. 31	SEPT. 35	OCT. 39	NOV. 43	DEC. 47	JAN. 51	JAN. 3	FEB. 7	MAR. 11	APR. 15	MAY 19	JUNE 23	JULY 27	AUG. 31	SEPT. 35	OCT. 39	NOV. 43	DEC. 47	DEC. 51	
<b>1. DISTRICT STEERING COMMITTEE - MEETINGS</b>																					
1.1 Quarterly Progress Reports	█		█				█				█			█		█					█
1.2 Preparation of Annual Progress Report (Annual Review)			█	█											█	█					
1.3 Preparation of Annual Workplan & Budget for District DWSP	█	█	█	█										█	█	█					
<b>2. REGIONAL STEERING COMMITTEE - MEETINGS</b>																					
2.1 Quarterly Progress Reports	█			█				█			█			█		█					█
2.2 Preparation of Annual Progress Report (Annual Review)				█	█											█	█				
2.3 Preparation of Annual Workplan & Budget for DWSP	█	█	█	█										█	█	█					
<b>3. CONSULTANTS</b>																					
3.1 Quarterly Progress Reports	█			█				█			█			█		█					█
3.2 Preparation Annual Workplan & Budget for Consultants			█	█	█											█	█				
<b>4. DWSP - ANNUAL MEETING</b>					█	█	█	█											█	█	█
<b>ANNUAL REVIEW MISSION (external monitoring)</b>		█	█												█	█					
<b>GOVERNMENT OF TANZANIA :</b>																					
* REGIONAL ANNUAL PLANS & BUDGETS								█	█	█											█
* DISTRICT ANNUAL PLANS & BUDGETS	█	█		█	█									█	█				█	█	█



**DWSP - PROGRAMME MANAGEMENT TEAMS****Regional Programme Management Team:**

RPM - R. Ole Sajini  
 RWE - T.Z. Pacho  
 PA - P. Marango  
 RCDO - S.A.H. Msumi  
 PA - N. Kalomo  
 RHO - J.G.N. Masuha  
 PA - F. Hillu

**Responsible officers:**

RDD - M.T. Nyetambe  
 RPLO - J.B. Kitambi

**District Programme Management Team - Shinyanga Rural:**

DPM - I.M. Lyimo  
 DWE - M.M. Irege  
 PA - C. Mashauri  
 DCDO - J. Hakizimana  
 PA - A. Matina  
 DHO - J.N. Shuma  
 PA - N.S. Naaman

DED - Maulidi  
 DPLO - I.M. Lyimo (Ag.)

**District Programme Management Team - Meatu:**

DPM - R.T. Kimary  
 DWE - E.N. Makiya  
 PA - J. Salum  
 DCDO - J. Makinda  
 PA - Z. Manyinya  
 DHO - I. Gosso  
 PA - Ms. Anna Muleba

DED - Seja  
 DPLO -

**District Programme Management Team - Maswa:**

DPM - G.M. Rimoi  
 DWE - R.S. Chambulilo  
 PA - N. Sitta  
 DCDO - Ms. C.P. Batungi (Ag.)  
 PA - K. Katende  
 DHO - J. Raphael  
 PA - K. Godian

DED - M.E.M. Buliga  
 DPLO - G.M. Rimoi

**District Programme Management Team - Bariadi:**

DPM - L.J. Bipa  
 DWE - R. Njalikai (Ag.)  
 PA - G. Maralle  
 DCDO - M.T. Balusha  
 PA - M. Mabruck  
 DHO - E.D.B. Nakuzelwa  
 PA - S. Kubega

DED - N.E. Mkongola  
 DPLO - A.B. Dongwe

**INCEPTION REPORT**

**District Programme Management Team - Kahama:**

DPM - J.K.N. Mulazi  
DWE - H. Mkuwele  
PA - J. Mazwa  
DCDO - S.L. Simuli  
PA - G.S. Kiyabi  
DHO - D.G.M. Kijuu  
PA - M.S. Mchina

**Responsible officers:**

DED - E.N. Tondi  
DPLO - J.K.N. Mulazi

**Programme Management Team - Shinyanga Town Council:**

TPM - R.P. Seda  
TWE - A.P.S. Nchimbi (Ag.)  
PA - A.O. Sasi  
TCDO - Y.O. Lugello  
PA - R. Makonope  
THO - V.F.J. Mushualbusi  
PA - D.K.L. Rwebangira

TD - Mrs. Ndibo  
TE - C.O. Kosuri

APPENDIX VIII

SUGGESTIONS FOR TRAINING ;

TRAINING ALREADY RECEIVED

TRAINING PLAN SEPTEMBER-DECEMBER 1993

**INCEPTION REPORT**



## SUGGESTIONS FOR TRAINING

Function	Suggestion for training		
	Technical	Administration/Training techniques	Management
District Programme Manager		<ul style="list-style-type: none"> <li>- ToT how to disseminate programme information according s-b-s approach</li> <li>- gender focussed approaches</li> <li>- elementary computer training</li> <li>- use set up of small data bank</li> </ul>	<ul style="list-style-type: none"> <li>- human resources</li> <li>- planning including monitoring (programme and village level)</li> <li>- new financial administration procedures including value for money auditing</li> </ul>
District Water Engineer	<ul style="list-style-type: none"> <li>- update new technology on pumps</li> <li>- surveying techniques</li> <li>- geo-hydrology</li> <li>- construction skills (quality aspects)</li> </ul>	<ul style="list-style-type: none"> <li>- how to use jit and ojt techniques</li> <li>- Participatory Rural Approach techniques</li> <li>- ToT how to disseminate programme information according s-b-s approach</li> <li>- gender focussed approaches</li> </ul>	<ul style="list-style-type: none"> <li>- human resources</li> <li>- planning including monitoring (programme and village level)</li> <li>- financial administration</li> </ul>
District Water Engineer-Programme Assistant	<ul style="list-style-type: none"> <li>- refreshment technical issues</li> <li>- analyzing defects (pumps)</li> <li>- surveying</li> <li>- geo-hydrology</li> <li>- construction skills (quality aspects)</li> </ul>	<ul style="list-style-type: none"> <li>- how to use jit and ojt techniques</li> <li>- Participatory Rural Approach techniques</li> <li>- ToT how to disseminate programme information</li> <li>- gender focussed approaches</li> </ul>	<ul style="list-style-type: none"> <li>- basic planning including monitoring at programme and village level</li> </ul>
Water Field Assistant	<ul style="list-style-type: none"> <li>- installation pump</li> <li>- dismantling of pump</li> <li>- analyzing defects</li> <li>- repair on pumps</li> <li>- defining and replacing spare parts</li> <li>- construction skills</li> <li>- quality criteria (construction work and water quality)</li> </ul>	<ul style="list-style-type: none"> <li>- how to use jit and ojt techniques</li> <li>- Participatory Rural Approach techniques</li> <li>- gender focussed approaches</li> <li>- ToT dissemination of programme information based on the s-b-s approach</li> </ul>	<ul style="list-style-type: none"> <li>- basic planning including monitoring at village level</li> </ul>
Village Mechanic	<ul style="list-style-type: none"> <li>- dismantling and assembling of pump</li> <li>- differentiating parts</li> <li>- where to get spare parts</li> <li>- costs involved</li> <li>- defect analysis</li> <li>- basic repairs</li> </ul>	<ul style="list-style-type: none"> <li>- filling of logbooks</li> <li>- reporting and monitoring</li> </ul>	

Function	Suggestion for training		
	Technical	Administration/Training techniques	Management
District Health Officer		<ul style="list-style-type: none"> <li>- how to use ojt techniques</li> <li>- Participatory Rural Approach techniques</li> <li>- ToT how to disseminate programme information according s-b-s approach</li> <li>- gender focussed approaches</li> </ul>	<ul style="list-style-type: none"> <li>- human resources</li> <li>- planning including monitoring (programme and village level)</li> <li>- financial administration</li> </ul>
District Health Officer- Programme Assistant		<ul style="list-style-type: none"> <li>- how to use ojt techniques</li> <li>- Participatory Rural Approach techniques</li> <li>- ToT how to disseminate programme information according s-b-s approach</li> <li>- gender focussed approaches</li> </ul>	<ul style="list-style-type: none"> <li>- Basic planning including monitoring at programme and village level</li> </ul>
Health Assistant	<ul style="list-style-type: none"> <li>- basic refreshment course, sanitary conditions (only for Bariadi)</li> <li>- establishment action programmes for in the villages</li> <li>- data analysis and interpretation</li> </ul>	<ul style="list-style-type: none"> <li>- how to use ojt techniques</li> <li>- Participatory Rural Approach techniques</li> <li>- ToT how to disseminate programme information according s-b-s approach</li> <li>- gender focussed approaches</li> </ul>	<ul style="list-style-type: none"> <li>- Basic planning including monitoring at village level</li> </ul>
District Community Development Officer	<ul style="list-style-type: none"> <li>- village participation <ul style="list-style-type: none"> <li>* up-date PRA methodologies</li> <li>* gender awareness</li> </ul> </li> <li>- standarizing base line data and training materials</li> </ul>	<ul style="list-style-type: none"> <li>- ToT how to disseminate programme information according s-b-s approach</li> </ul>	<ul style="list-style-type: none"> <li>- human resources</li> <li>- planning including monitoring (programme and village level)</li> <li>- financial administration</li> </ul>
District Community Development Officer- Programme Assistant	<ul style="list-style-type: none"> <li>- village participation <ul style="list-style-type: none"> <li>* up-date PRA methodologies</li> <li>* gender awareness</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- ToT how to disseminate programme information according s-b-s approach</li> </ul>	<ul style="list-style-type: none"> <li>- Basic planning including monitoring at programme and village level</li> </ul>
Community Development Assistant	<ul style="list-style-type: none"> <li>- village participation <ul style="list-style-type: none"> <li>* up-date PRA methodologies</li> <li>* gender awareness</li> </ul> </li> <li>- analysing and interpretation</li> </ul>	<ul style="list-style-type: none"> <li>- ToT how to disseminate programme information according s-b-s approach</li> </ul>	<ul style="list-style-type: none"> <li>- Basic planning including monitoring at village level</li> <li>- simple bookeeping in order to conduct financial management and administration training at village level</li> </ul>

### TRAINING ALREADY RECEIVED

GROUP TRAINING				DISTRICT LEVEL
Date	Name training/workshop/seminar/course	Organized by	Participants	Subjects covered
1989	Plan of Operations	RWSP (regional team)	All heads of departments and their In-charges	<ul style="list-style-type: none"> <li>- plan of operations</li> <li>- set up system design</li> <li>- identification villages</li> <li>- set up for operation and maintenance</li> <li>- training preparation workshop fieldteam</li> </ul>
1989	Planning Seminar	RWSP	Heads of departments, In-charges and DA's	<ul style="list-style-type: none"> <li>- programme planning</li> <li>- action plans</li> </ul>
1989	Planning for Rural Development	MDRDP (IRDP, Dodoma)	Heads of departments and supporting staff of Maswa	<ul style="list-style-type: none"> <li>- project write up skills</li> <li>- project planning and implementation</li> <li>- approaches for Rural planning</li> </ul>
1990	Reporting and Monitoring	RWSP (Regional Team)	All heads of departments and their in-charges	<ul style="list-style-type: none"> <li>- reporting system</li> <li>- monitoring system</li> </ul>
1990	Use of village logbooks	RWSP (Regional team)	All heads of departments and their in-charges	<ul style="list-style-type: none"> <li>- how to keep records in the villages</li> <li>- correct use of village logbooks for VCT and VM/SA</li> </ul>
1990	Women in Development	GOT (CDTI, Tengeru)	All Community development Officers of Maswa	<ul style="list-style-type: none"> <li>- situation of women in Tanzania</li> <li>- approaches of rural development</li> <li>- participation of women in development</li> <li>- project planning and management</li> </ul>
1991	Reporting and Monitoring	RWSP (Regional team)	All heads of departments and their in-charges	<ul style="list-style-type: none"> <li>- review reporting and monitoring forms</li> </ul>
1991	Study tour to HESAWA Mwanza-Musoma	RWSP (RCDO)	All heads of departments and their in charges	<ul style="list-style-type: none"> <li>- to exchange views about both programmes, set up, philosophy etc.</li> <li>- technology of water supply and sanitation facilities</li> </ul>
1992	Health and Sanitation Workshop	RWSP (Regional Health team)	Head of department and his in-charge of Health	<ul style="list-style-type: none"> <li>- water and sanitation related diseases</li> <li>- how to set up a hygiene education programme in the village</li> <li>- questionnaires for villagers about hygiene behaviour, beliefs and taboos to be carried out by HA and VHW</li> <li>- preparation training for HA and VHW</li> </ul>

GROUP TRAINING				DISTRICT LEVEL
Date	Name training/workshop/seminar/course	Organized by	Participants	Subjects covered
1992	Study tour to Mbeya DANIDA Water and Sanitation programme	RWSP (RCDO)	Heads of departments and their in-charges	<ul style="list-style-type: none"> <li>- to exchange views about both programmes, set up, philosophy etc.</li> <li>- technology of water supply and sanitation facilities</li> </ul>
1992	Training of Trainers Workshop	RWSP (BCS consultants, Dar)	All heads of departments and their in-charges	<ul style="list-style-type: none"> <li>- training an overview</li> <li>- training tools and techniques</li> <li>- group dynamics</li> <li>- planning and implementation of training</li> <li>- evaluation</li> </ul>
1992	Information day Financial and administrative management training for village level	RWSP	Head of department and his In-charge of Community development	<ul style="list-style-type: none"> <li>- discussion training out-line</li> <li>- introduction facilitators</li> <li>- discussion facilitators and DCDO/DCDOI about villages to be trained</li> <li>- training materials to be used</li> <li>- logistics</li> </ul>
1992	Continuing Education	GOT (Min. of Health)	All heads of departments and their in-charges of Maswa	<ul style="list-style-type: none"> <li>- health education</li> <li>- teaching and learning processes</li> </ul>
1992	Training of construction of rainwater harvesting jars	UNICEF (experts from Thailand)	DWE/DOI, one tech CD of Meatu and Shinyanga Rural districts	<ul style="list-style-type: none"> <li>- construction of rainwater harvesting tanks and jars</li> </ul>
1993	Development Leadership Education for Participation (DELEPA phase I)	MDRDP	Heads of departments and supporting staff Maswa	<ul style="list-style-type: none"> <li>- approaches for rural development</li> </ul>
1993	Participatory Rural Appraisal	MDRDP	Heads of departments and supporting staff Maswa	<ul style="list-style-type: none"> <li>- rapid rural appraisal techniques</li> </ul>
1993	DELEPA phase II	MDRDP	Heads of departments and supporting staff Maswa	<ul style="list-style-type: none"> <li>- approaches for Rural development</li> </ul>

**GROUP TRAINING**
**WARD LEVEL**

Date	Name training/workshop/seminar/course	Organized by	Participants	Subjects covered
1989	Plan of Operations	RWSP (District team)	CDA's, DFA's and HA's of all districts	<ul style="list-style-type: none"> <li>- programme activities</li> <li>- tasks descriptions</li> <li>- to introduce newly developed reporting formats and base-line formats</li> </ul>
1990	Reporting and Monitoring	RWSP (District Team)	CDA's, DFA's and HA's of all districts	<ul style="list-style-type: none"> <li>- reporting system</li> <li>- monitoring system</li> </ul>
1990	Use of village logbooks	RWSP (Regional team)	CDA's, DFA's and HA's of all districts	<ul style="list-style-type: none"> <li>- how to keep records in the villages</li> <li>- correct use of village logbooks for VCT and VM/SA</li> </ul>
1991	Reporting and Monitoring	RWSP (Regional team/district team)	CDA's, DFA's and HA's of all districts	<ul style="list-style-type: none"> <li>- update reporting and monitoring forms</li> </ul>
1992	Health and Sanitation Workshop	RWSP (District Health team)	HA's of all districts	<ul style="list-style-type: none"> <li>- water and sanitation related diseases</li> <li>- prevention water and sanitation related diseases</li> <li>- improvement and proper use of latrines</li> <li>- practical construction local made VIP latrine</li> <li>- how to set up a hygiene education programme in the village</li> <li>- outcome questionnaires for villagers about hygiene behaviour, beliefs and taboos to be carried out by HA and VHW</li> <li>- preparation training for VG and VWSC</li> </ul>
1992	Primary health care	MDRDP	All CDA's, DFA's and HA's of Maswa	<ul style="list-style-type: none"> <li>- water and environmental diseases</li> <li>- communicable diseases and prevention measures</li> </ul>
1992	Family live education	GOT (Min of Health)	All HA's of Maswa	<ul style="list-style-type: none"> <li>- family planning education</li> <li>- communicable diseases and preventive measures</li> </ul>
1992	Continuing education	GOT (Min of Health)	All HA's and MCH aiders of Maswa	<ul style="list-style-type: none"> <li>- immunization</li> <li>- health education</li> <li>- base-line study (data collection, reporting and utilization)</li> </ul>
1992	Study tour to Mbeya DANIDA Water and Sanitation programme	RWSP (RCDO)	One CDA, HA and DFA of all districts	<ul style="list-style-type: none"> <li>- to exchange views about both programmes, set up, philosophy etc.</li> <li>- technology of water supply and sanitation facilities</li> </ul>

GROUP TRAINING				VILLAGE LEVEL
Date	Name training/workshop/seminar/course	Organized by	Participants	Subjects covered
1990	Reporting and Monitoring	RWSP (District Team and field team))	VM/SA, VWSC, VG, Village Council, Chancellors and Ward Secretary of all programme villages	<ul style="list-style-type: none"> <li>- reporting system</li> <li>- monitoring system</li> </ul>
1990	Use of village logbooks	RWSP (District/field team))	VM/SA, VWSC, VCT, VG of all programme villages	<ul style="list-style-type: none"> <li>- how to keep records in the villages</li> <li>- correct use of village logbooks for VCT and VM/SA</li> </ul>
1990	Training of women leaders on women in development	MDRDP (CD office, Maswa)	Members of women groups in Maswa	<ul style="list-style-type: none"> <li>- project planning and management</li> <li>- women in development</li> <li>- management and administration</li> <li>- strategies of establishing socio economic groups</li> <li>- horticulture</li> </ul>
1991	Reporting and Monitoring	RWSP (District/field team)	VM/SA, VWSC, VG of all programme villages	<ul style="list-style-type: none"> <li>- update reporting and monitoring forms</li> </ul>
1992	Health and Sanitation Workshop	RWSP (district health team)	VHW of all programme villages	<ul style="list-style-type: none"> <li>- water and sanitation related diseases</li> <li>- prevention water and sanitation related diseases</li> <li>- improvement and proper use of latrines</li> <li>- practical construction local made VIP latrine</li> <li>- how to set up a hygiene education programme in the village</li> <li>- outcome questionnaires for villagers about hygiene behaviour, beliefs and taboos to be carried out by HA and VHW</li> <li>- preparation training for VG and VWSC</li> </ul>
1992	Health and Sanitation Workshop	RWSP (HA and VHW)	VG and VWSC of all programme villages	<ul style="list-style-type: none"> <li>- water and sanitation related diseases</li> <li>- prevention water and sanitation related diseases</li> <li>- how to set up a hygiene education programme in the village</li> <li>- proper use of latrines</li> <li>- construction of local made VIP latrine</li> </ul>
1992	Primary Health Care Workshop	MDRDP	All VPHCC Maswa	<ul style="list-style-type: none"> <li>- environmental and water and sanitation diseases</li> <li>- communicable diseases and preventive measures</li> </ul>

**GROUP TRAINING**
**VILLAGE LEVEL**

Date	Name training/workshop/seminar/course	Organized by	Participants	Subjects covered
1992	Financial administration and management training	RWSP (Facilitator from SHYCOM and DCDO/DCDOI)	VG and VWSC of 2 villages in each district <ul style="list-style-type: none"> <li>- Malunga and Sungamile Kahama District</li> <li>- Nyakabindi and Mwanzoya Bariadi District</li> <li>- Isulilo and Nguliguli Maswa District</li> <li>- Bulyashi and Mwamishali Meatu District</li> <li>- Malunga and Sungamile Kahama district</li> </ul>	<ul style="list-style-type: none"> <li>- need proper financial management and administration responsibilities in programme execution</li> <li>- planning</li> <li>- budgeting</li> <li>- control</li> <li>- how to collect and register payments</li> <li>- importance of book-keeping</li> <li>- book-keeping system</li> <li>- documents involved in financial transactions</li> <li>- books of first entry for receipts</li> <li>- the analysis journal/ledger</li> <li>- bank statement and reconciliation</li> <li>- preparation of the monthly report for VWSC</li> <li>- Trial balance</li> <li>- Closing the analysis journal/ledger accounts and preparing a yearly report</li> </ul>
1993	Health Sanitation training	UNICEF	All VHW of Meatu	<ul style="list-style-type: none"> <li>- general hygiene</li> <li>- water supply</li> <li>- food storage etc.</li> </ul>
1993	Health Sanitation Training	AHEAD	All VPHCC of Meatu	<ul style="list-style-type: none"> <li>- hygiene</li> <li>- control of infection diseases</li> </ul>

**TRAINING PLAN DISTRICT STAFF  
SEPTEMBER – DECEMBER 1993**

Activity	Participants			Duration in days	Venue	Facilitators	Time planning				
	No.	Level	Function				1993				
							OCT	NOV	DEC		
							29	44	48	53	
1 Workshop on programme administration	1	District	DPM	2	Shinyanga	DHV	■				
2 Training of Trainers	7	District	DPMT	21	Kizumbi and villages	Local Consultants IRDP Dodoma		■	■		
3 Workshop on administration, finance, and logistic systems	5	District	DPM, DWE, DHO, DCDO District Accountant	3	Shinyanga	DHV				■	



**APPENDIX IX**

**ASSESSMENT OF THE PRIVATE SECTOR;**

**POSSIBLE DIVISION OF LABOUR**

**FOR THE WATER AND SANITATION SECTOR**

INCEPTION REPORT

**OVERVIEW OF SMALL COMPANIES AND CONTRACTORS  
IN THE WATER AND SANITATION SECTOR**

<b>DISTRICT :</b>	<b>Permanent staff</b>	<b>Temporary staff</b>	<b>Registered company</b>
<b>Shinyanga Rural :</b>			
- OXMAC Ltd.	10	6	+
- Boriانا Building Contractors & General Supplies	10	*	+
- Emanda Builders	9	15	+
- Machumo Construction Company Ltd.	9	*	+
- Shinyanga Modern Workshop and Building Contractors	8	*	+
- M/s Paceco Building Contractors & Engineers Ltd.	8	*	+
- Mpilipili Investments Ltd.	6	8	+
- Nyanda Construction Company	6	7	+
- Banyaka International Enterprises Co.Ltd.	4	15	+
- Shinyanga Plumbing Works	3	4	+
- Temu Estate	3	*	+
<b>Meatu :</b>			
- Mussa Igimbi	6	10	-
- Admiral Construction Group	6	5	+
- Claudian Mabale	5	9	-
- Augustine Robert	5	10	-
- Ilugalilo James	4	8	-
- Aziruna Enterprise	4	7	+
- Mkama Arodha Juma	3	5	-
- Yamlinga S. Yamlinga	3	8	-
- Luyenze Anacret	2	5	-
<b>Maswa :</b>			
- no information received			
<b>Bariadi :</b>			
- listed 23 fundis			
<b>Kahama :</b>			
- Msalala Construction Company Ltd.	10	6	-
- Kahama Wells Construction and Services		6	

\* = depends on the work load  
+ = yes  
- = no

## POSSIBLE DIVISION OF LABOUR FOR THE WATER SUPPLY AND SANITATION SECTOR :

### I. WATER SUPPLY :

	Water Department	Community	Private sector
<p><b>Region :</b></p> <p><b>RPMT</b></p> <ul style="list-style-type: none"> <li>* Planning &amp; time-keeping</li> <li>* Coordination</li> <li>* Organisation</li> <li>* Monitoring</li> <li>* Reporting, incl. finance</li> </ul>	<ul style="list-style-type: none"> <li>* Planning &amp; monitoring in line with Water Master Plans</li> <li>* Monitoring water-rel. environmental impact</li> <li>* Advising RSC and RWSC</li> </ul> <p><u>Piped schemes</u></p> <ul style="list-style-type: none"> <li>* Geo-hydro survey</li> <li>* Topographical survey</li> <li>* Design</li> <li>* Borehole drilling</li> <li>* Water testing</li> <li>* Tendering</li> <li>* Supervision</li> <li>* Testing</li> </ul> <p>* Water rights ??</p> <p><u>Shallow wells</u></p> <ul style="list-style-type: none"> <li>* Registration of wells</li> <li>* Water testing (chemical/ bacteriological)</li> <li>* Training of District staff to train fundis</li> </ul>	N/A	<ul style="list-style-type: none"> <li>* Piped scheme rehabilitation or construction</li> <li>* Production of pumps</li> <li>* Production of spares</li> <li>* Distribution of spares to Districts</li> </ul>

<p><b>District :</b></p> <p><b>DPMTs</b></p> <ul style="list-style-type: none"> <li>* Planning &amp; time-keeping</li> <li>* Coordination</li> <li>* Organisation</li> <li>* Monitoring</li> <li>* Reporting, incl. finance</li> </ul>	<ul style="list-style-type: none"> <li>* Registration of wells</li> <li>* Monitoring of village information on water</li> <li>* Promotion rainwater harvesting, etc.</li> <li>* Providing equipment, tools and spares to fundis</li> </ul> <p><u>Piped schemes</u></p> <ul style="list-style-type: none"> <li>* Training SAs &amp; WPCTs on O &amp; M</li> </ul> <p><u>Shallow wells</u></p> <ul style="list-style-type: none"> <li>* Survey drilling</li> <li>* Desinfection of wells</li> <li>* Supplies of spares</li> <li>* Training of fundis (on-the-job training)</li> <li>* Training VMs and WCTs on O &amp; M</li> </ul> <p><u>Other water supply</u></p> <ul style="list-style-type: none"> <li>*</li> </ul>	<p>N/A</p>	<ul style="list-style-type: none"> <li>* Rehabilitation of piped schemes</li> <li>* Maintenance of piped schemes</li> <li>* Production of spares</li> <li>* Distribution of spares to villages</li> <li>* Provision equipment, tools and spares to fundis</li> <li>* Provision of materials</li> <li>* Training (by FDCs?) of Water Committees</li> <li>* Training (by FDCs?) of VM/SAs; WCT/WPCTs</li> </ul>
<p><b>Village :</b> (Field staff)</p>		<ul style="list-style-type: none"> <li>* Village information on water &amp; sanitation</li> <li>* Water Committee</li> <li>* Water Fund for O &amp; M</li> <li>* Labour &amp; materials for rehabilitation or construction</li> <li>* Operation</li> <li>* Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>* Shallow/Tube well rehabilitation or construction</li> <li>* Surveying of wells</li> <li>* Maintenance (O &amp; M) of wells</li> </ul>

## II. SANITATION & HYGIENE EDUCATION :

	Health Department	Community	Private sector
<b>Region :</b>  <b>RPMT</b> * Planning & time-keeping * Coordination * Organisation * Monitoring * Reporting, incl. finance	* Sanitation & hygiene education strategy * Training of District staff as trainers * Training materials for VPHCCs and VHWs * Information materials for villagers	N/A	
<b>District :</b>  <b>DPMTs</b> * Planning & time-keeping * Coordination * Organisation * Monitoring * Reporting, incl. finance	* Training of HAs * Training of WPHCCs (promotion of sanitary facilities and of hygiene at the homes) * Training of VHWs (promotion of sanitary facilities and of hygiene at the homes) * Training of fundis (on-the-job training)	N/A	* Provision of materials * Manufacture of moulds, slabs, cement vent-pipes
<b>Village :</b> (Field staff; HOs and HAs)		* Construction of sanitary facilities * Improvement of hygiene at the homes through VPHCCs * Information to schools clinics, women groups through VHWs	* Construction of sanitary facilities * Provision of slabs

### III. COMMUNITY MOBILIZATION :

	Comm. Dev. Department	Community	Private sector
<b>Region :</b>  <b>RPMT</b> * Planning & time-keeping * Coordination * Organisation * Monitoring * Reporting, incl. finance	* Audio-visual programme * Magazine, posters * Coordination & supervision of DCDOs * Training of District staff as trainers * Training materials for Districts and villages	N/A	N/A
<b>District :</b>  <b>DPMTs</b> * Planning & time-keeping * Coordination * Organisation * Monitoring * Reporting, incl. finance	* Promotion of water & sanitation facilities in the villages * Training CDAs & VCDWs * Train Water Committees	N/A	* Cooperation with NGOs, the mission and other programmes
<b>Village :</b> (Field staff; CDAs)	* Community mobilization & women involvement * Assistance to manage user groups and Water & Sanitation Committee	* Community mobilization through user groups and Water & Sanitation Committee * see Water (I) * see Health (II)	* Cooperation with NGOs, the mission and other programmes

**INCEPTION REPORT**



APPENDIX X

EXPECTED OUTPUT 1993 - 1998 ;

EXPECTED OUTPUT 1993 - 1994

AND

BUDGET SUMMARY 1993 - 1994

**INCEPTION REPORT**

## EXPECTED OUTPUT FOR 1993 - 1998

ACTIVITY	SRU	BAR	MAS	MEA	KAH	STC	Total:
<b>Water Department :</b>							
a) Rehabilitation :							
- shallow wells	160	60	90	50	104	45	509
- piped schemes	9	4	7	2	7	1	30
- boreholes	4	-	-	-	-	-	4
- traditional wells	-	205	-	-	180	-	385
b) Construction :							
- shallow wells	458	510	421	390	573	163	2,515
- piped schemes	-	-	-	2	1	3	6
- boreholes	-	2	-	5	-	-	7
- rainwater systems	8	9	10	10	20	-	57
- small dams	4	4	-	-	-	-	8
c) Training :							
- local fundis	20	20	8	20	20	6	94
- surveyors	8	8	5	-	6	-	27
- VMs/SAs	138	115	77	87	200	22	639
- WCTs/WPCTs	135	510	-	-	573	163	1,381
- WFAs	-	-	7	7	8	-	22
<b>Health Department :</b>							
a) Hygiene education at primary schools	105	115	77	102	-	36	435
b) Construction :							
- VIP latrines	108	50	60	102	5	22	347
- washing slabs	458	100	-	-	-	110	668
c) Training :							
- local fundis	20	20	8*	20	-	-	68
- women groups	-	30	-	-	-	40	70
- HAs	-	26	-	-	-	-	26
<b>Community Development :</b>							
a) Formation and support usergroups and VWSCs	135	115	77	102	200	22	651
b) Support of VWSC with piped scheme	-	4	7	2	8	-	21
c) Formation and support of women groups	135	-	-	102	70	205	512
d) Collection of baseline information	135	115	77	102	200	22	651
e) Training of VWSCs	135	115	77	102	200	22	651

## EXPECTED OUTPUT FOR 1993 - 1994

ACTIVITY	SRU	BAR	MAS	MEA	KAH	STC	Total:
<b>Water Department :</b>							
a) Rehabilitation :							
- shallow wells	60	30	40	20	40	15	205
- piped schemes	2	1	2	1	1	-	7
- boreholes	1	-	-	-	-	-	1
- traditional wells	-	80	-	-	30	-	110
b) Construction :							
- shallow wells	58	63	53	53	68	28	323
- piped schemes	-	-	-	-	-	-	-
- boreholes	-	1	-	1	-	-	2
- rainwater systems	2	5	3	4	5	-	19
- small dams	1	-	-	-	-	-	1
c) Training :							
- local fundis	10	10	8	10	10	3	51
- surveyors	8	5	5	-	3	-	21
- VMs/SAs	73	50	53	50	50	13	289
- WCTs/WPCTs	70	60	-	-	68	28	226
- WFAs	-	-	7	7	8	-	22
<b>Health Department :</b>							
a) Hygiene education at primary schools	30	50	45	45	-	12	182
b) Construction :							
- VIF latrines	33	20	45	45	5	13	161
- washing slabs	58	40	-	-	-	20	118
c) Training :							
- local fundis	10	10*	8*	10	-	-	38
- women groups	-	25	-	-	-	40	65
- HAs	-	26	-	-	-	-	26
<b>Community Development :</b>							
a) Formation and support usergroups and VWSCs	48	50	48	48	50	13	257
b) Support of VWSC with piped scheme	-	1	-	1	1	-	3
c) Formation and support of women groups	-	-	-	45	10	40	95
d) Collection of baseline information	48	50	48	45	50	13	254
e) Training of VWSCs	46	50	48	45	50	13	252

**BUDGET 1994**
**ALL DISTRICT DISTRICTS**

COST CODE		DESCRIPTION	TOTAL (DFL.)	%	Shinyanga District	Bariadi District	Maswa District	Meatu District	Kahama District	Shinyanga Town	Buffer Stock	Pump Factory	Develop. Fund AT
DGIS	DHV												
302.3	4332	Local Consultants	136,800	4%	20,400	27,000	20,800	20,400	29,100	19,100			
302.4	4331	Contracting out	55,000	2%	10,000	10,000	10,000	10,000	10,000	5,000			
305	4313	Allowances implementers	163,600	5%	24,500	24,600	32,200	24,500	25,200	7,600			25,000
410.0	4984	Improvement Offices/Stores	126,700	4%	28,300	6,100	7,800	1,700	1,700	6,100		75,000	
420.0	4927	Invest Implementation Equipment	953,500	30%							853,500	75,000	25,000
420.0	4921	Invest. Office Equipment	97,800	3%	16,300	16,300	16,300	16,300	16,300	16,300			
430.0	4931	Invest Transport	110,500	3%	5,400	8,300	5,700	16,700	8,300	66,100			
530.0	4431	Running Costs Vehicles/Motorcycles	467,000	15%	68,000	78,700	95,900	96,300	88,000	15,100			25,000
540.0	4923	Documentation											
540.0	4784	Bank charges	3,000	0%	500	500	500	500	500	500			
540.0	4962	Stationeries	18,000	1%							18,000		
550.0	4942	Materials (pumps, pvc etc.)	878,000	28%							803,000		75,000
640.0	4990	Training	157,200	5%	26,900	29,800	22,500	22,100	44,900	11,000			
<b>TOTAL</b>			<b>3,167,690</b>	<b>100%</b>	<b>200,300</b>	<b>201,300</b>	<b>211,700</b>	<b>208,500</b>	<b>224,000</b>	<b>146,800</b>	<b>1,674,500</b>	<b>150,000</b>	<b>150,000</b>

Note: The above mentioned figures are preliminary. The districts will work on the details in October when they are finalizing the district work plans

**BUDGET 1993, LAST QUARTER**

**ALL DISTRICT DISTRICTS**

COST CODE		DESCRIPTION	TOTAL (DFL.)	%	Shinyanga District	Bariadi District	Maswa District	Meatu District	Kahama District	Shinyanga Town	Buffer Stock	Pump Factory	Develop. Fund AT
DGIS	DHV												
302.3	4332	Local Consultants	21,000	28%	3,500	3,500	3,500	3,500	3,500	3,500			
302.4	4331	Contracting out											
305	4313	Allowances implementers	3,300	4%	500	600	600	600	600	400			
410.0	4984	Improvement Offices/Stores											
420.0	4927	Invest Implementation Equipment											
420.0	4921	Invest. Office Equipment											
430.0	4931	Invest Transport											
530.0	4431	Running Costs Vehicules/Motorcycles	34,900	47%	4,100	7,000	6,700	8,600	6,700	1,800			
540.0	4923	Documentation											
540.0	4784	Bank charges	180	0%	30	30	30	30	30	30			
540.0	4962	Stationeries											
550.0	4942	Materials (pumps, pvc etc.)											
640.0	4990	Training	14,600	20%	500	3,400	3,400	3,400	3,400	500			
<b>TOTAL</b>			<b>73,980</b>	<b>100%</b>	<b>8,630</b>	<b>14,530</b>	<b>14,230</b>	<b>16,130</b>	<b>14,230</b>	<b>6,230</b>			

Note: The above mentioned figures are preliminary. The districts will work on the details in October when they are finalizing the distict work plans

APPENDIX XI

FORMS FOR  
PROGRAMME ADMINISTRATION





DISTRICT: Bariadi

FILE NO.: H 4031.62.021

FROM: 01/07/93

TILL: 30/08/93

PAGE 1 of 1

COST CODE	DESCRIPTION	REF. NO. PV no.	STARTING BALANCE	IN		OUT		ENDING BALANCE
				PER ITEM	TOTAL	PER ITEM	TOTAL	
4313	Starting balance		6,400					
	Cheque K 123456			30,000	30,000			
	Allowance S. Magi	6/7				4,080		
	" S. Shiya	11/7				16,400		
	" Mr. Water	3/8				7,200		
	" Mrs. Health	15/8				7,200	32,080	4,320
4431	Starting balance		7,500					
	Cheque K 123456			70,000	70,000			
	Lorry use July	1/8				25,200		
	Car use July	2/8				20,700		
	Car use August	19/8				26,100	72,000	5,500
----- TOTAL THIS PAGE			13,900	100,000	100,000	104,080	104,080	9,820

# WORK ORDER

**DISTRICT :**

**VILLAGE :**

**FILE NO. :**

**JOB DESCRIPTION :**

NAME ASSIGNED STAFF	FUNCTION	STARTING DATE	ENDING DATE

REQUIRED MATERIALS AND EQUIPMENT	QUANTITY	PROVIDED BY

REQUIRED TRANSPORT	DESTINATION	DATE	ESTIMATION KMS

FINANCIAL INPUTS	AMOUNT

**Head of department**

Date :

**Programme manager**

Date :

**Chairman usergroup**

Date :

**Village executive officer**

Dater :





