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NETWAS - Network for Water and Sanitation

Mid-term Review

ORGANISATIONAL DEVELOPMENT OF NETWAS

Nairobi, 11. - 18 December 1994

Mission report by: Frank Haupt
IC Infraconsult Ltd.
January 1995

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on file with Infraconsult Ltd:

- 5 Progress Report by R. Engelmann (January 1995)

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1. Background and Terms of Reference

The International Training Network for Water and Waste Management ITN is a UNDP/WB Programme aiming at capacity building in the community based water supply and sanitation sector (CBWSS) through training, information support and adaptive research services. The Network for Water and Sanitation NETWAS, established 1986 at the African Medical and Research Foundation in Nairobi, AMREF, has been evaluated in 1993 by a team of external consultants. One recommendation of the evaluation has been to reorient NETWAS from a budget financed project to a business-like managed non-profit organisation.

Box 1

Summary terms of reference

1. Monitoring

Monitoring of the activities of the current transitional phase

2. Mid-term review of the organisation's development

Monitor the on-going organisational development through external consultancy; participate in the module on "organisation planning", the fourth module in the process.

3. Preparation of the planning of phase V

Preparation of the planning session of the phase V (after the transitional phase) and preparation of the subsequent Advisory Board Meeting.

4. Reporting

Mission report and assessment of the on-going organisational exercise

Subsequently, a market study in the four focus countries had been conducted; the evaluation report and the results of the market analysis gave the core input to the fourth ZOPP planning workshop for phase V of the NETWAS project, held in August 1994. During this workshop, a detailed plan of operation had been worked out for the transitional phase (October

1994 to March 1995), and a less detailed one up to the end of 1996.

The primary objective of the transitional phase is the setting up of NETWAS as an autonomous and market oriented non-profit organisation. This organisational development process is being structured through a "strategic planning workshop", covering all relevant aspects for building a viable organisation. The output will consist of manuals on organisation and procedures, a HRD plan and a strategic business plan, as well as the required and adequately prepared staff.

To guide NETWAS in the fundamental transformation process a local consultant firm (TARA Ltd., headed by Dr. Ralph Engelmann) has been hired and is covering all components related to the organisational development.

Infraconsult Ltd. has been mandated to do the monitoring of the project during phase V. The present monitoring mission has been carried out as a mid-term review on the on-going organisational development process. It was a welcome opportunity for the backstopping consultant to participate in the sessions of the fourth module on "organization".

2. Organisational Development of NETWAS

Box 2

Modules

1. Mission and strategy:
NETWAS concept
vision, objectives, strategies, resources
2. Marketing
3. Provision of services
4. Organisation
5. Human Resource Development
6. Investment and finance
7. Strategic plan of operation

The strategic planning workshop is structured in modules. Box 2 shows the topics treated in the modules; a time schedule of the workshop is attached under annex 1. At the time of the monitoring mission three of the modules had been completed.

From the start, NETWAS staff had been attributed special tasks (assignments) on specific items that had arisen during the workshops. These assignments are still on-going.

An interim report by the workshop manager, Dr. Engelmann is filed under annex 5. So far, essential elements of the past modules can be summarised as follows:

Module 1 Mission and strategy

- objectives:
- 1- to assess and enhance team work
 - 2- to formulate a mission statement
 - 3- to introduce the basic concepts of strategic management
- methods:
- team building games and "tests" (questionnaire)
lectures
SWOT analysis (strengths - weaknesses - opportunities - threats)
- main outputs:
- draft NETWAS mission statement
analysis of NETWAS organisational culture (common values)
- main conclusions:
- NETWAS staff works well and harmoniously as a team;
 - there is a good sense for coordination among the team members;
 - staff show usually a cautious attitude; a certain deficit in originating of new ideas may be a handicap in competitive situations;
 - results of the SWOT analysis:
 - weaknesses: marketing, strategic and financial management, inadequate remuneration (as being felt by the NETWAS staff);
 - strength: generally high degree of awareness of the problems ahead of NETWAS

Note on remuneration: excerpts of an analysis by World Vision Kenya (dated July 1993) is attached under annex 2 for comparison of salaries in different types of enterprises and NGOs.

Module 2: Marketing

- objectives:
- 1- to introduce the concepts of marketing, marketing analysis and strategy
 - 2- to analyze competitors and customers and define the market segment for NETWAS
 - 3- to analyze existing and new services offered by NETWAS
 - 4- to develop a marketing strategy

methods: role play (marketing)
working groups

main outputs: competition analysis
customer analysis on 55 organisations
actual range of NETWAS services, including 6 new potential services (see annex 4)
draft sales plan for the next three years

main conclusions:

- no organization in the region offers the same package as NETWAS;
- the distinction between clients and competitors is not clearcut;
- there is urgent need for a *systematic and continuous* collection of market information, especially on Uganda, Tanzania and Ethiopia;
- AMREF is perceived as competitor in Kenya and Uganda;
- on the basis of the existing market study and despite considerable personal knowledge, the potential volume of business cannot be estimated in terms of money;
- it appears that total sales possibilities may yield less than the current cost budget (!)

Module 3: Provision of services

objectives: 1- to identify the production steps for each product
2- concept of quality management
3- resources required for each step
4- to work out the direct costs of each service

methods: lectures
working groups

main outputs: direct costs of services offered by NETWAS
service programme adapted to the present capacity (1'820 mandays/year)

main conclusions:

- the service programme planned for the present phase presented excessive manpower requirements and had to be reajusted to the existing capacity
- time allocation (e.g. on preparation of NETWAS training courses) is ususally over-estimated by NETWAS staff in comparison to local experience and practice.

Module 4: Organization

objectives: 1- to obtain a clear understanding of the departemental structure within the regional centre
2- to set the shape of national centres
3- to clear the relationship NETWAS/members

methods: lectures
working groups
games

main outputs: NETWAS organizational chart (division; see annex 3)
detailed job descriptions (to be carried out as personal assignments)
better understanding of the new NETWAS constitution

main conclusions:

- the proposed divisional staffing needs recruitment of additional staff (15 actual compared to about 22 planned);

- the constitution will have to be revised (e.g. on trustees, patron);
- it is recommended that for setting up a National Centre a feasibility study focusing on alternative locations, markets, threats and opportunities, partner organizations etc. should be carried out;
- in a first phase, the NC would start working as branches rather than as network partners; the "autonomous model" would be kept in mind for the future development.

The preparation and moderation of the modules by the TARA consultants is done very carefully and with a high level of professional competence and experience. Contents and time allocation are well adapted to the level and the absorptive capacity of the participants. Time monitoring during discussions and working group sessions - a constant theme for NETWAS - can be improved.

3. *Monitoring sessions*

Talks have been held with all NETWAS cadres on the progress of work and the realization of the plan of operation established during the planning seminar in August 94.

The plan of operation, except the regular on-going activities (e.g. in information and documentation) had been almost completely dropped. NETWAS staff felt that the strategic planning exercise deserved all their attention. Therefore much time had been spent in preparation (e.g. selection of the org. dev. consultant) and assignments; time had also been spent for meetings (ITN meeting in Ouagadougou) and training courses. Some activities have been deliberately dropped or delayed in adaptation to the programme of the Strategic Planning Workshop. This means that with a few exceptions none of the set completion dates of activities according to the plan of operation had been met.

However, two features have been successfully realized: the weekly team meetings (documented with minutes) and the monthly time-sheets. These time-sheets are analysed at the end of each month and compared to the activities and the time schedule given in the plan of operation.

The management for sustainability course, prepared and held in collaboration with IRC, is considered a success. A next one is planned for September 95, and another one will be organized for UNICEF in Uganda during the year.

Another interesting opportunity for collaboration with IRC arises in the field of adaptive research in connection with existing community projects.

ARUNET (Applied Research Utilisation Network) is taking shape: subcommittees have been formed and a two years action plan formulated. IDRC (International Development Research Centre, Canada) is sponsoring it by financing small community based research projects.

It has been recommended that follow-up to libraries and training of documentalists in training institutions who had received NETWAS books should be carried on, based on a duly planned and coordinated programme of the documentation specialists.

4. Future activities

Recruitment of the accountant is being prepared and will be conducted with the assistance of the TARA consultant, so that he can be introduced as soon as possible.

The new premisses of NETWAS have not yet been found; there is office space available in the market, but generally at rather high cost.

The process of organisational development will continue as planned: next, the HRD module will be prepared by interviews of the HRD specialist with the NETWAS team to assess their training needs. The business plan will be ready before 20 of February 95.

The strategic business plan, as the fundamental document for the detailed planning of the next phase, will be available for the planning session on 20 February 1995, and will allow to finalize the plan of operation for phase V and the detailed workplans for each department.

5. Findings and recommendations

As an impression of the discussions held with NETWAS staff and consultants, an assessment of the problems and opportunities on NETWAS' way from project funding to a self-sustained NGO, the following observations are made:

- Despite all kinds of efforts and justified expectations to the contrary, the new NGO, NETWAS International, is not yet registered as a Kenyan NGO (January 95); this means that it is not operational yet as a juridical body and therefore is facing serious administrative and organisational constraints (concluding contracts, opening banking account, etc.).
- Time consciousness and time management is still not sufficiently accounted for by NETWAS staff.
- Leadership and management tools need further improvement and practice; it is advisable to allow for on-going backstopping by the organisation development consultant for some time on a regular basis for the start-up phase in the functioning modus.
- Social dimensions of such a transformation process should not be neglected and be possibly accompanied by team building activities.
- WB support seems to fade away; Rose Lidonde has been requested by RWSG to allocate more time for direct support to RWSG activities, since Ron Sawyer (social mobilisation specialist) has not been replaced.

Planned fund raising activities have not been carried out and lobbying is being practised on an ad hoc basis; there is certainly room for improving NETWAS marketing, yet some interesting job opportunities for NETWAS seem to materialize:

- NORAD shows interest in supporting the NCs in Ethiopia and Uganda
- SIDA considers supporting the Kenya NC
- There are requests for the course on management for sustainability; this course will be repeated.
- Peri-urban sanitation becomes more and more a topic for donor agencies; possibilities for PAR (participatory action research) with the collaboration of IRC can be explored; IRCWD assistance could be required in this field.
- The increasing collaboration KWAHO/NETWAS may lead to very fruitful cooperation and mutually useful, complementary business opportunities.

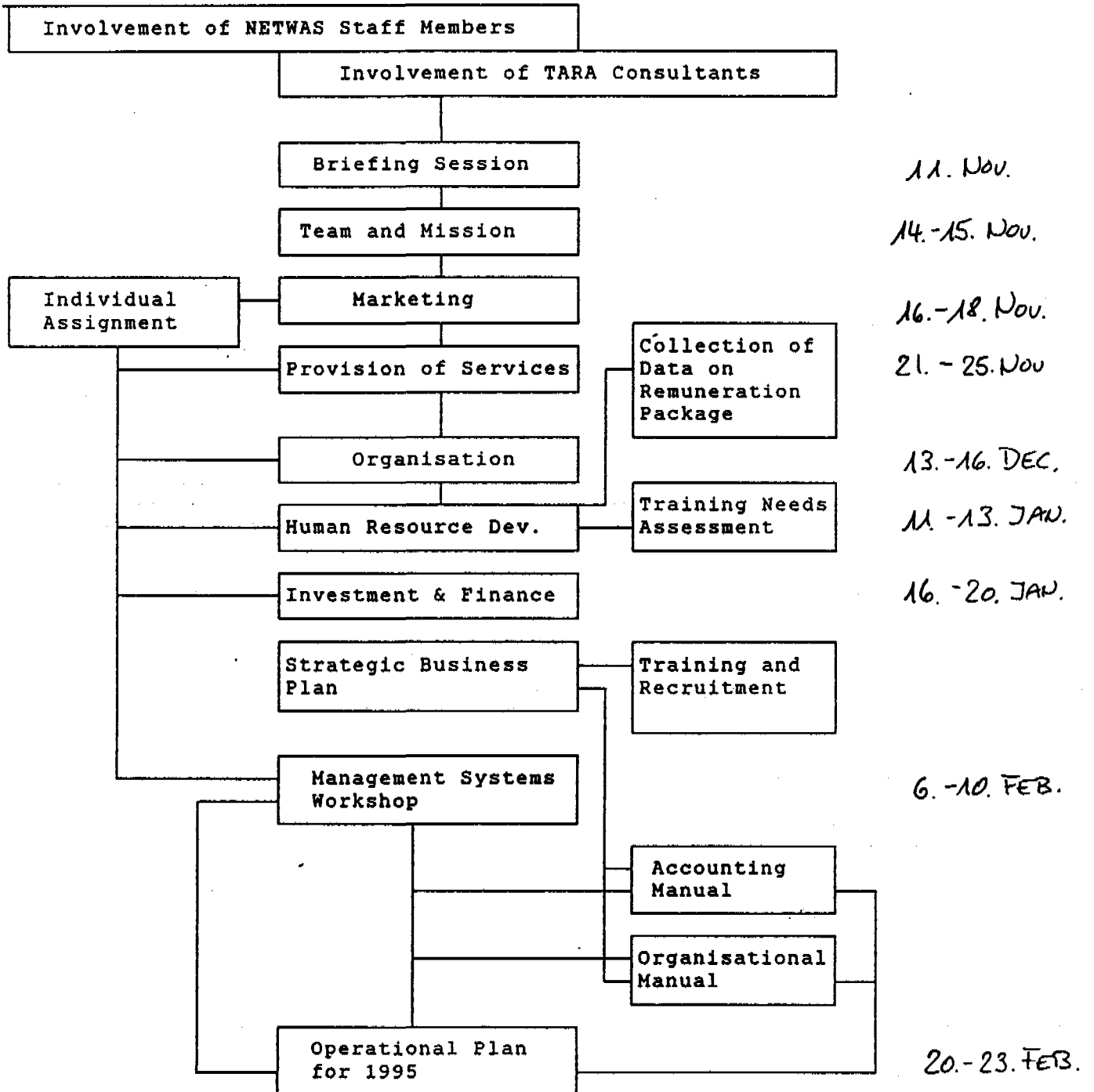
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Time schedule of the Organisational Development Modules



Comparative remuneration analysis

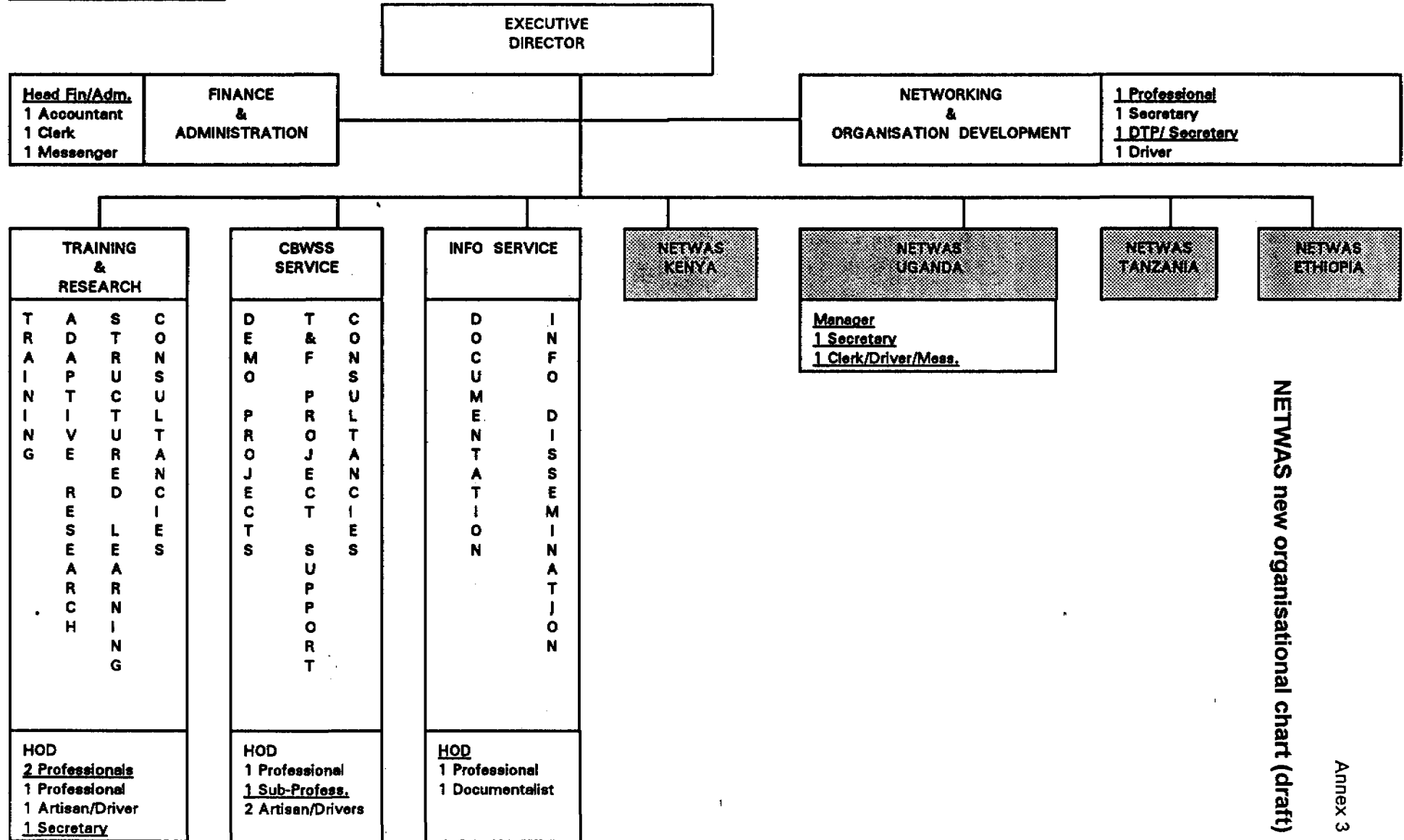
World Vision Kenya: Salaries and Benefit Survey
July 1993 (excerpts)

function	monthly remuneration [KSh]
cleaner, gardener, security guard	3.256
tea lady, messenger	5.184
office clerk, driver	9.647
cashier, receptionist	9.691
secretary, store-keeper	12.657
office supervisor	13362
executive secretary	22.006
TSP officer, dev. coordinator	24.274
accountant, dev. officer	27.354
admin. manager, logistician	36.268
chief accountant, comm. manager	36.485
financial controller, personnel manager	50.588
computer manager	44.752
director, TSSD	41.000
operations director	61.119
exec. director	75.738

Organizations involved in the survey:

Local and international NGOs/agencies	22
Commercial organizations	2
Banks	2
Church/Mission organizations	2
Educational institutions	1
Consultancy firms	2
Government parastatals	1
Total	<u>32</u>

ORGANISATION OF NETWAS



NETWAS new organisational chart (draft)

Annex 3

NATIONAL REFERENCE CENTRES

Key: xxx To be recruited

Range of NETWAS services
source: annex 5

Information Service	Training Programs	Networking	Consulting	Advisory Service	Demo Projects	Training Mat. Dev.
Newsletter	Participatory Approach	Information Exchange	Evaluation of WSS Projects	Proposal Writing	Project Implement.	Training Mat. Dev.
User Services	Operations & Mngmt.	ITN Global Networking	Survey in WSS	Assistance in Project Formulation	Managing Project Funds on behalf of communities	
Training Mat. Distr.	Construction Skills (M)	Coordination of Sector Activities	Adaptive Research	Curriculum Develop.		
SDI Service	Construction Skills (T)	National Reference Centers	Structured Learning	Advisory Service to Consultants		
	Refresher Course	Involvement in WS Task Forces		Soliciting donor support		
	Mngmt. for Sustain.	Exchange of Visits to WSS		Assistance in Policy Formulation		
	Information Mngmt.					

The product character of some of the listed services was not quite clear and was later corrected.