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Water and Sanitation Management Consultants

Community Voice In Rural Water Supply Projects

An Illustrated and Practical Guide



Andrew M. TAYONG

*Graphic Illustrations by Valentine E. Mbakwa
And Austin N. Nfor*

205.1-05C0-18799

WATER AND SANITATION MANAGEMENT CONSULTANTS (WSMC)

Water and Sanitation Management Consultants (WSMC) is a Non-governmental, not-for-profit and apolitical organisation registered under the Common Initiative Law of the Republic of Cameroon No. 92/006 of 14th August 1992 and Decree No. 92/455/PM of 23rd November 1992.

WSMC is an outcome of a Participatory Action Research carried out in Cameroon as part of a global project to understand community management of water supplies and how to improve the sustainability of such water supplies. The organisation was created to continue the promotion of community management of rural water supplies and sanitation and their sustainability in Cameroon.

The vision of WSMC is to be an excellent, credible and reputable capacity building institution in the water and sanitation sector, with the mission to develop capacity for sustainable management and provision of quality, reliable and affordable water and sanitation services in rural and low-income communities. As such, WSMC's goal is to contribute to the improvement of health, alleviation of poverty and the empowerment of rural and low-income urban communities.

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Knowledge dissemination: WSMC improves capacity of field staff through the distribution of sector publications and documentation of experiences through its resource centre.

WSMC has established partnership with IRC International Water and Sanitation Centre, in distributing IRC's water and sanitation publications; and the documentation of sector experiences in Cameroon. WSMC has also established partnership with other sector organisations in Cameroon to complement their technical capacity with its social engineering capabilities and field experiences.

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AN ILLUSTRATED AND PRACTICAL GUIDE

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2005

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ABSTRACT

The active involvement and participation of users at decision-making level in a water supply project contributes to the success of the project and to the sustainability of a constructed water supply system.

Unfortunately, water system users are often involved only at the implementation level where they supply local materials, provide general labour and contribute cash for the project. At the strategic level where key decisions are made such as choice of technology, decision concerning level of service, selection of contractor, disbursements and payments, and the procurement of goods and services, the beneficiaries are often left out. Even with all the goodwill to involve the beneficiaries at all project levels; the support agency is likely to still be constrained by limited time and funds to fully involve beneficiaries through a participatory methodology. The situation is further complicated by users' insufficient knowledge of projects. Therefore, increasing the knowledge of potential beneficiaries of projects at the outset is likely to enhance project success and effectiveness. This book is written to provide water users and developers with the basic tools for identifying, analysing and implementing rural water supply projects.

I believe that strategic inputs from beneficiaries into the project management and implementation are more realistic when the people are aware of the stages, the issues, the problems, the events and the outcomes of such a project, well in advance. In this light, this book has been written to explain when and where such strategic inputs can be made. The book also highlights some of the major decisions that communities have to make and should equally call the attention of their support agency if their inputs are not requested.

The book further articulates the circumstances under which expert advice may be requested from development agencies on the issues confronted at different stages of a water supply project cycle, from project identification through initiation, planning, implementation, monitoring and evaluation, to the management, operation and maintenance of the system, once installed.

The language level and structure used in the book is intended to appeal to the rural people. The Pictures and questions are intended to stimulate interest, understanding, reflection and further questions, which should generate discussions among the readers. An attempt is made to integrate gender balance throughout the book. Finally, the illustrations put the water problems in real life contexts.

Keywords: Water Supply Systems, Project Cycle, Community, Involvement, Decision-making, Support Agencies, Institutions and Contribution.

The financial support of IRC International Water and Sanitation Centre, The Netherlands for the production of this book is gratefully acknowledged.

Andrew M. Tayong
August 2005

DEDICATION

To my father, Philip Mimba TAYONG, who believed so much in community development but did not live long enough to drink pipe borne water 'made in Tuochup'; and to all the rural communities struggling with water borne diseases, the burden of fetching water, poverty and neglect.

ACKNOWLEDGEMENTS

This book is based on years of experience accumulated working with the rural communities of Nkouondja, Batcham, Bokito Rural, Nyen and Mbemi who were involved in a Participatory Action Research on community management of water supplies in Cameroon. The book is also based on the experience from the communities that were involved in the assessment project in West Africa, which was part of a global project on Participation, Gender and Demand-Responsiveness in water and sanitation. The UNDP and World Bank Water and Sanitation Programme coordinated the project internationally. WSMC and IRC are therefore grateful to all the institutions and individuals in these communities for their participation and contribution.

The author is particularly thankful to Ms. Sascha de Graaf of the IRC International Water and Sanitation Centre, The Netherlands, who was a driving-force through her encouragement, advice and correction of the drafts of this book. Her effort to secure funding from IRC for the publication of this book is highly appreciated.

The content and the style of the book had contributions from many individuals in the water and sanitation sector in Cameroon. WSMC and IRC owe them much gratitude. Particular thanks go to Mr. Mbonde Eyalla Njumbe for contributing his long-term experience, Mr. Memeh Hyacinth for his creative thinking, Mr. Nkenti Stephen of Agric Training School (Bambili), Mr. Tebong Humphrey of Helvetas (Cameroon), and many others who reviewed the scripts and made valuable contributions.

Mr. Elias Fomujong proofread the first final drafts of this book while Mr. Ekue John Epimba of Heifer Project International - Cameroon edited the final version. WSMC and IRC are particularly thankful for their contributions.

We are particularly grateful to Mr. Mbakwa Valentine Fonewe, a Social and Management Science student of the University of Buea who did most of the graphic illustrations and to Mr. Austin Ndi Nfor, a professional artist in Bamenda, who made his professional finishing to some of the illustrations.

Professor Ajaga Nji gave his usual final editorial touch to the book to make it a real rural development manual.

Last but not the least, we are also grateful to all the communities who experimented with the first draft of this book and gave valuable feedback that enhanced its contents and illustrations.

Yet, I take responsibility for any imperfections or omissions in the book.

PREFACE

It is always taken for granted that rural communities understand their role in the implementation of a water supply project. When they fail in playing this role they are often accused of being “uncommitted”, “irresponsible” and “unwilling” to contribute to the success of the project. In such circumstances, some agencies go through a sensitisation exercise in a rush, to enable the mobilisation of the community’s contribution, which is often about 30% of the project cost. The people contribute sometimes with limited knowledge and understanding of the project. In some cases, the external elite or the rich people of the community contribute the 30% just to meet up with the donor’s requirement and get the system installed. After construction, the rural people are left alone to face the challenges of the after construction dynamics in a rural water supply. In the face of all the challenges at this stage, the people struggle with the system for sometime and eventually surrender just to return to their former natural sources.

This book is therefore designed to serve as a resource for communities to know what it takes to realise a water supply project, how they can be involved and participate and how to prepare before committing themselves to such a project. The book will also serve as a working tool for the field staff.

The book strives to bridge the knowledge gap between agencies and local communities for sustainable, effective and efficient water supply project implementation in partnership. It will specifically:

- Create awareness of the process of carrying out a water supply project and the community’s role in the process
- Build a sense of ownership and confidence in initiating such a project
- Empower communities in key decision-making on issues of their water supply system
- Enable communities to analyse their situation prior to project initiation.

The principal audiences targeted by this book are community members and institutions, local governments and managers/promoters of community water supply projects. It will also help decision-makers who are not water professionals to understand what it takes to build a sustainable water supply system.

The book has been developed based on experiences from a Participatory Action Research project (1994 - 1998) on community management of rural water supplies, conducted in six developing countries of Asia, Latin America and Africa under the coordination of IRC International Water and Sanitation Centre in The Netherlands; and the dissemination phase (1999 – 2001). This project involved training, production of promotional materials such as videos, books, leaflets, posters, etc. Experiences from training of agencies at the Pan-African Institute for Development and also from in-house training of sector agencies working in Cameroon and other countries have also contributed to the production of this book.

ACRONYMS

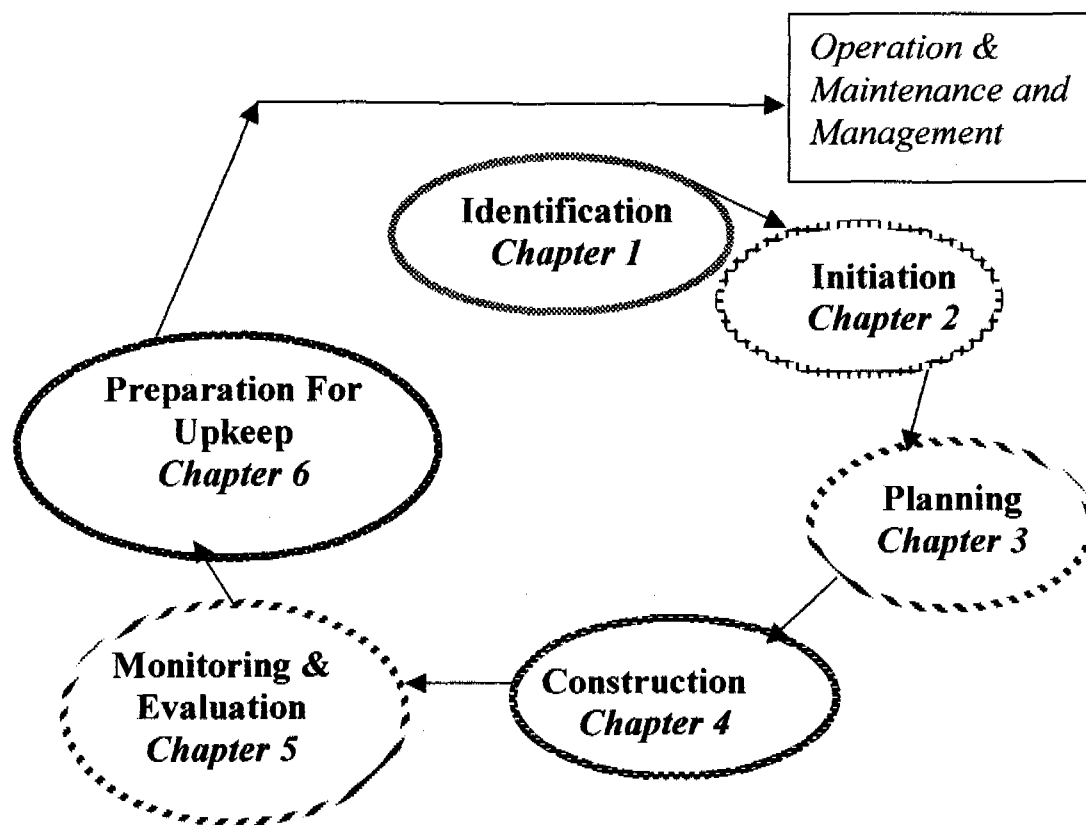
%	Percentage
ADB	African Development Bank
CIG	Common Initiative Group. Organisations authorised to generate income without paying tax provided they operate in the rural development sector and are owned by a group of individuals.
CPC	Cameroon Protestant College
FCFA	Central African currency which is about 655 per € (Euro) or 530 per \$ (dollar) (in 2005)
G.A.	General Assembly
GHS	Government High School
Gov't	Government
GP-DERUDEP	Grassfield Participatory and Decentralised Rural Development Project. This is an ADB funded Project for the rural development of North West Province
IHE	Institute of Hydraulic and Environmental Engineering
IRC	International Water and Sanitation Centre based in the Netherlands
Km	Kilometre
m	Meter (measurement of length/distance)
MIDENO	'Mission de Developpement du Nord Ouest' or North West Development Authority – It is an umbrella organisation for the development of the North West Province of Cameroon
N°	Number
NGO	Non-Governmental Organisation – These are the organisations playing key roles in rural development
O & M	Operation and Maintenance
P.C.	Project Committee
PVC	Polyvinyl chloride (Plastic pipes)
RUMPI	This is a rural development project for the South West Province, funded by the ADB just as GP-DERUDEP
S.A.	Support Agency
UNDP	United Nations Development Program
UNESCO	United National Educational Scientific and Cultural Organisation
VDA	Village Development Association
V.T.C	Village Traditional Council
WMC	Water Management Committee. The structure that often replaces the PC in sustaining a water supply system already functional

INTRODUCTION

This book has been written and illustrated in a very simple manner that will allow people in rural communities with basic educational skills to read and understand. It is aimed at giving rural people a guide on how they can make strategic inputs in decision-making processes of a water supply project, rather than just the traditional practical inputs of cash and kind contributions. This type of input in decision-making will increase ownership by users of the water infrastructure and service. It also supports research findings, which show that people in rural communities have a lot of hidden treasures¹.

The book seeks to bridge the knowledge gap between practitioners in the field and the local people through proper understanding of the process of realising a water supply project.

It has been written and arranged following a typical rural water supply basic project cycle starting from project identification to preparation for upkeep as illustrated below. The various phases are represented in this book by the different chapters.



There are two ways to use this book. One way is to read only the odd pages (i.e. pages 1,3,5, etc.) from beginning to the end just to learn from the story. The second way is to read each sheet on both sides in order to reflect on issues addressed on the sheet and relate them to your own community. It is advisable to discuss the questions with others and jot down your opinions.

¹ Research finding from the Participatory Action Research carried out by IRC, 1994-1998.

Chapter One

The Community Identifying Its Water Problems

Sheet 1: Water Taking Away Lives

Welcome Sir! My child is very ill. He has diarrhoea and may die. Many others have died from the same illness in the village. What a misfortune!

Not only children! Many people in our village suffer from typhoid fever, dysentery and cholera.

Yes, typhoid fever will kill me. I have been suffering from it for long.



Yes, all the diseases mentioned are caused by dirty water. Dirty water has germs, which are too small to see with our naked eyes. Where do you get your drinking water?

All of us in this quarter collect water from the pond over there. We share the same source with our animals, and use it to bathe and wash our clothes. In the dry season the source dries up. We are then forced to travel about 3km further to fetch water in the valleys below those hills.

Questions for Reflection

1. Do you know that dirty water causes illness?
2. Name some of the diseases you know that are caused by drinking dirty water.

3. Which water borne diseases are common in your community/village?

4. Who are those most affected by such diseases in your community/village? Put an X in the correct box.

- | | | | |
|--------------------------|----------|--------------------------|------|
| <input type="checkbox"/> | Children | <input type="checkbox"/> | Poor |
| <input type="checkbox"/> | Men | <input type="checkbox"/> | Rich |
| <input type="checkbox"/> | Women | | |

5. What are you doing or did you do to eliminate the water borne diseases in your community/village? What other solutions can you recommend to others?

Some Helpful Tips

What dirty water can do to people

Dirty drinking water and standing water in the compound are not good for our health.

Here are some of the diseases caused by water we drink.

- | | |
|--------------|-------------|
| ▪ Diarrhoeas | ▪ Typhoid |
| ▪ Dysentery | ▪ Hepatitis |
| ▪ Cholera | |

Some other diseases are water-related; meaning that a person can get the diseases without drinking the water. For example, when a person stands in infected water he or she can get Guinea Worm, Schistosomiasis, etc. A person can also be infected with malaria through mosquito bites. These mosquitoes breed in standing water around the compound and bushes in our community.

How to avoid some of these diseases

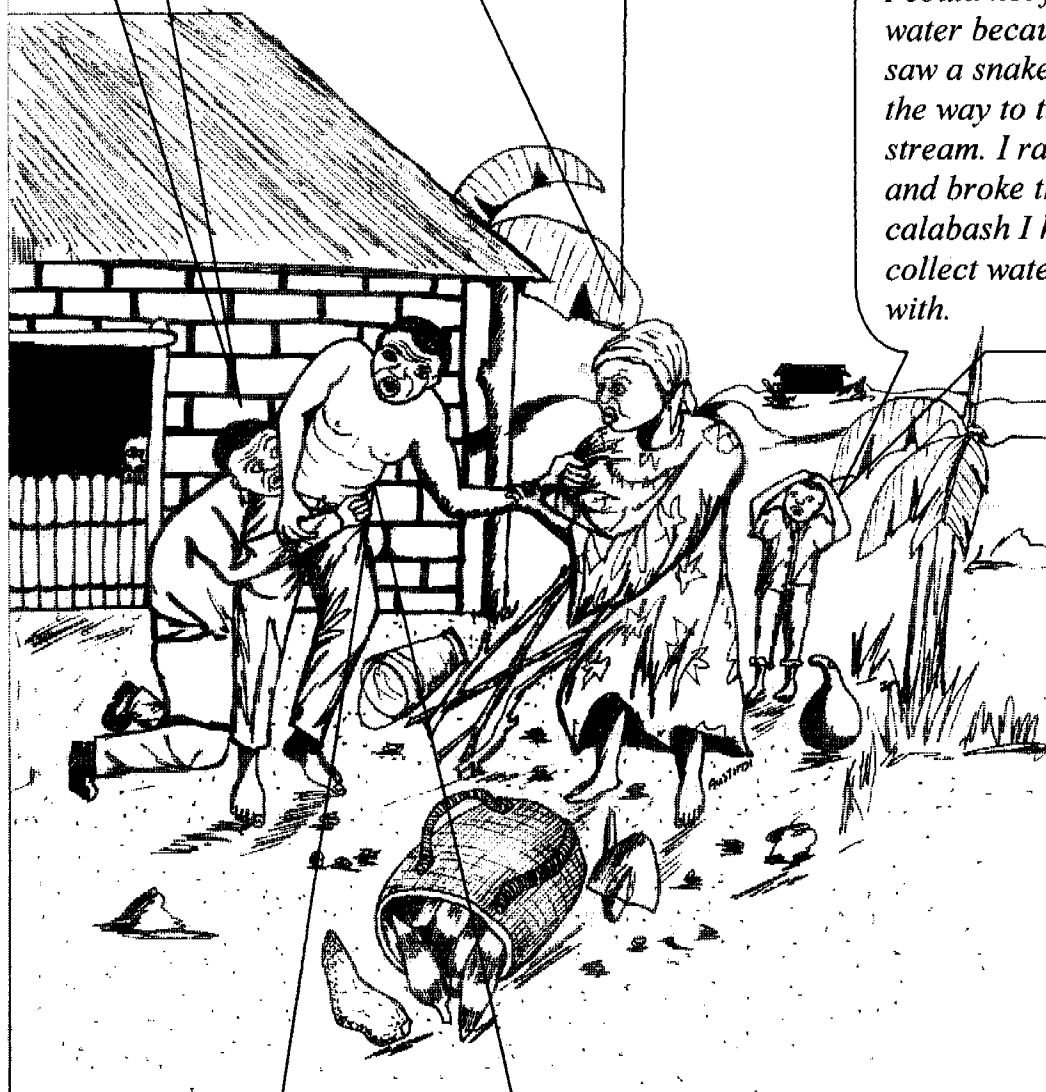
- Keep the compound clean.
- Prevent standing water by filling holes, clearing bushes, etc
- Get a clean source of water e.g., a water supply system,
- Treat water before drinking e.g., boiling, filtering, etc.
- Apply basic hygiene and sanitation rules.

Sheet 2: Water Tearing Homes Apart

Stop! Stop! Stop!
Why are you
fighting with your
wife?

My husband blames me for having not
cooked and fetched water for him. I am just
returning from the farm. How can I farm,
fetch water and cook early? I need to farm
the whole-day so that we can have some
excess to sell. I told our son to collect water
before I return from the farm but he did not.

I could not fetch
water because I
saw a snake on
the way to the
stream. I ran, fell
and broke the
calabash I had to
collect water
with.



She is not serious! Coming back from the farm at 6 p.m.? Look
at the children crying, looking dirty, hungry and I do not have
water to bathe. Why did I marry her? The snake could even
have bitten the poor little boy.

Questions for Reflection

1. Who collects water in your home? Tick correct answer.

	Always	Sometimes	Never
Children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. How far (in kilometres), according to your estimate, is the source of your drinking water?

3. How much time does it take to travel to the water source, collect water and return home?

4. What other problems do you have collecting water in your family?

5. How would you describe the quality of water at the source? Tick correct answer.

- Dirty (i.e., has visible particles, smells, coloured, has a taste)
- Fairly clean (i.e., has no particles, no colour but smells a bit and/or has some taste)
- Clean (i.e., has no visible particles, no smell, no taste and no colour)

6. Which of the following types of problems do you have in the community as a result of lack of good clean water and easily accessible water source?

- Problems with your Neighbours: Explain _____
- Problems with your Children: Explain _____
- Problems with animals and their owners: Explain: _____

Some Helpful Tips

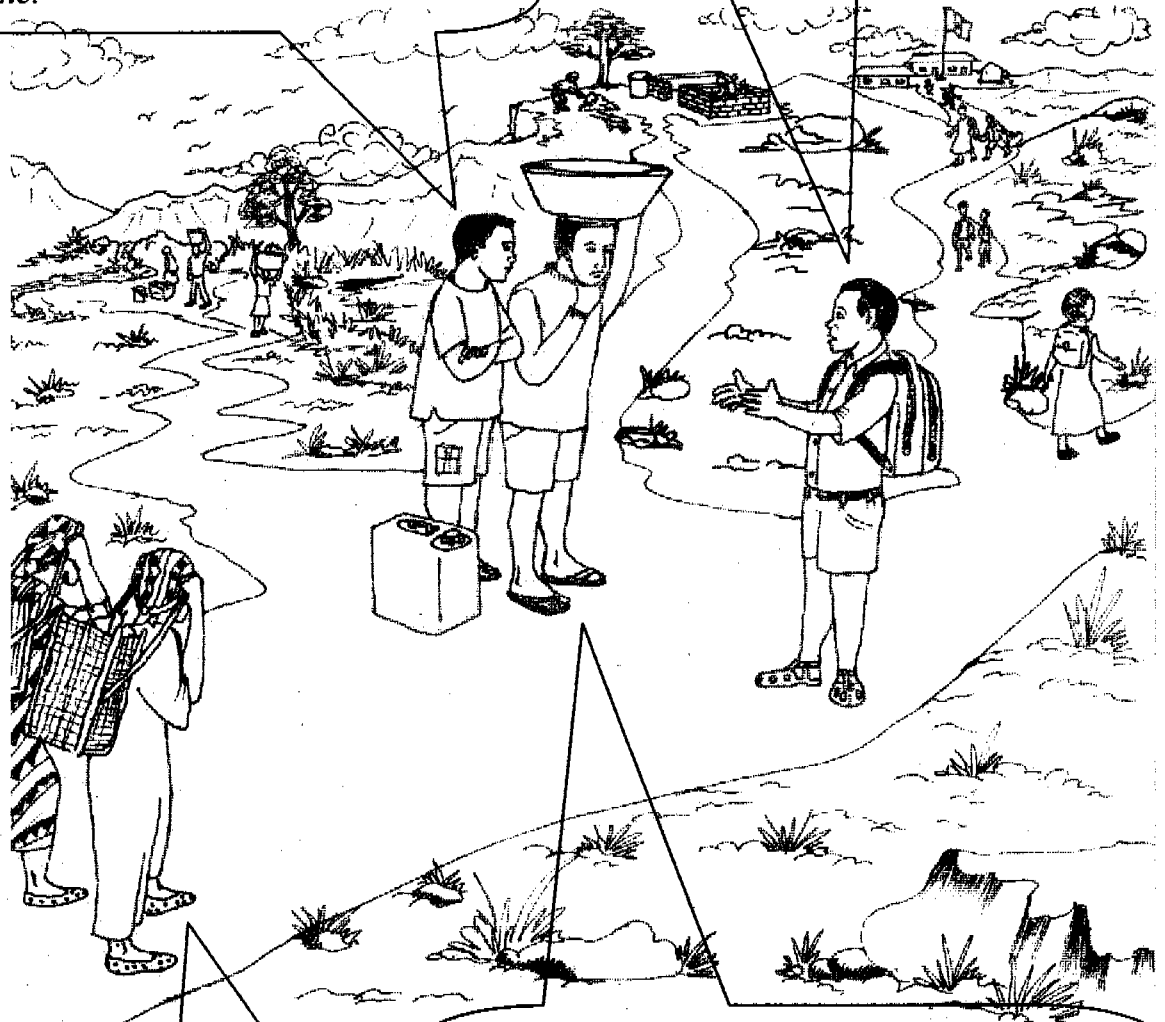
The lack of potable water in the community causes problems in many homes. A water supply system will save time, reduce the burden on water collecting groups, reduce poverty, improve health and increase social interactions. There are many more benefits that an improved water supply system could bring.

In some communities, people share the same sources of water with animals, which contaminate the water. Also, a water source can serve more than one community. Communities sometimes fight over the ownership of a water source and the use by various individuals or groups. In some cases, people upstream dirty the water before it gets to those downstream. It is therefore important to find solutions that benefit women, children, men and neighbours, and even animals, when improving a water source.

Sheet 3: Children Sacrificing Education For Water

Hello boys! You were not in class today! Where were you? We had a test, copied notes in three subjects and had an assignment due next week.

Too bad! Our mother told us to collect enough water for house use. We had to leave school midway to do so before it is dark. The stream is 3 km from home.



You are even lucky you attended classes in the morning. My brothers and I have not been to school for the past three days. We are fetching water for the construction of our house. I even wonder if we will continue schooling.

You boys are lucky that you sometimes go to school. We girls have been refused education. We are told that girls can only collect water, farm and cook for the family and that if we do not do so we will not have good husbands.

Questions for reflection

- 1 Do children in your community collect water and go to school?
- 2 When do children collect water? Tick appropriate box.
Morning: before going to school
Afternoon: during school hours
Evening: after school
- 3 Which of your children collect water always? Tick correct answer.
Boys Girls
Both boys and girls
- 4 Do you think that collecting water from distance water sources affects the performance of children in school? Yes No Don't Know

Explain:

- 5 What other negative effects do you think water collection has on children in the community?

Some Helpful Tips

Sometimes we are the cause of our children's poor performance in school. Imagine a child going to school late because he or she has to fetch water. In school, the child may be punished for coming late to class. As the child does the punishment, he or she misses lectures and consequently will not pass the examination. Similarly, a child leaving school before time in order to go and collect water for the family faces the same consequences.

Therefore, by finding solutions to the water problems in your community, you will be improving your children's performance in school. That also brings them dignity and happiness. The children will have enough time and energy to study at home in the evenings. Thus, solutions to water problems must take into account the impact it will have on children's education.

Sheet 4: Sharing Problems Caused by Water Fetching

I am really worried about my child. Will he survive? Even if he dies, will this be the end? What becomes of our village then? That man who visited us may be right. The water we drink could actually be the cause of many problems and deaths in our village.

I also think so too! The problems are many. I fight with my husband every time and we are at the point of divorce because of these water problems.

I agree with you. Water is our number one need now. We must do something about it. We should talk to the village chief and our husbands for something to be done as soon as possible.



Will they listen to us? These men do not suffer from the problems the way we do.

Oh no! The chief is a good leader. He will listen to us and the men will have no choice. However, if they do not listen to our cry, then we will stop cooking and collecting water for them. If they still do not take any action we will stop going to bed with them and if need be we all divorce and go back to our villages.

Questions for Reflection

1 Have you ever discussed the water problems in the community with someone? If yes, with whom did you discuss and if no, why?

2 What were the results of your discussions?

3 Apart from the issues or problems raised in this chapter, what other problems do you notice in your community, which are connected with the drinking water source popularly used in your community?

Some Helpful Tips

In most rural communities women and children are the primary groups collecting water. Therefore, they are the ones who suffer most from water problems. On the other hand, most men are those who have the money and decision-making powers, and many of them have very little knowledge about the sufferings and burden in providing the family with water every day. Consequently, a discussion among women, children and men is important to better understand the situation and take appropriate measures. The discussion should be extended to involve the entire village including all categories of people in the village such as the poor, the middle class and the rich.

Sharing our problems with others is the beginning of the solution process. We must therefore discuss and analyse our problems and take actions to find a solution together. There are many possible solutions, which could be outside our own knowledge. By sharing our problems with others we broaden the range of potential solutions. Try as much as possible to make use of the opportunities around you such as the extension workers, projects, NGOs, government officials, other communities etc. They too have their ideas to offer. Remember, it is not your problem alone.

Do not give up if the first attempt fails. As Professor Ajaga Nji once said, "*you never fail until you stop trying.*"

Chapter Two

Taking Initiative For A Water Supply Project

Sheet 5: Water Problems: Not For Women Only

Our Honourable Chief, we the women have realised that the water we drink is the cause of most of the deaths, diseases and other problems in our community. The situation is really bad and sad to us. You must do something about this water problem before the village disappears. Young girls may even be frightened to get married here in the future.

Kingmakers, you have heard. What must we do now? This is an urgent problem that should be given priority.



I was in a village where water flows right into people's compounds and even houses. It is very clean water. The people in that community talked to me of an organisation that helped their village to get the water supply. I will go there and find out how that organisation can also help us.

Our Dear Chief and Kingmakers, on behalf of all women, we thank you for the quick decision you have taken. We will give all the support needed for us to get clean water.

Questions for Reflection

- 1 What are the steps you will take to initiate a water project in your community?

- 2 In your own opinion, what are the advantages and disadvantages of projects initiated by villagers and those initiated by outsiders?

Projects Initiated by the community		Projects Initiated by people outside the community	
Advantages	Disadvantages	Advantages	Disadvantages

- 3 In your view which projects are more effective? Village initiated projects or those initiated by people outside the village? Why do you think so?

Some Helpful Tips

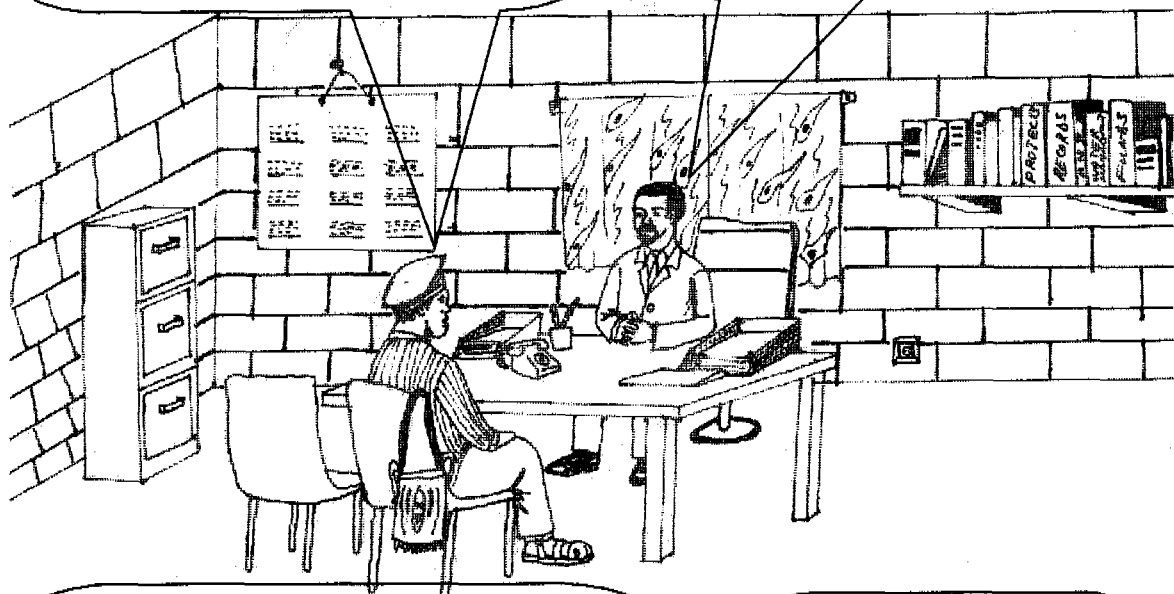
Experience shows that water supply systems or projects initiated from within the village last for a longer time and are better used (i.e. are more sustainable) than those that are initiated from outside i.e. water supplies that are initiated without the opinions of the beneficiary communities. Projects initiated by the community also give the people more power to make decisions and participate freely in the realisation. It is always advisable for the community to take initiative and start its own water project before looking for external assistance. If you do not know how to go about it, contact any field staff, your neighbour, your elites, support agencies, etc. for assistance.

Even if your project gets financial assistance, you will be expected to contribute in cash, kind and in decision-making. Community involvement in this way leads to full participation. Participation gives community members full ownership of the water supply system, and prepare them for management, operation and maintenance of the water supply. This contributes to what is referred to as "sustainability" of water supplies.

Sheet 6: There Is Someone Somewhere Who Can Help

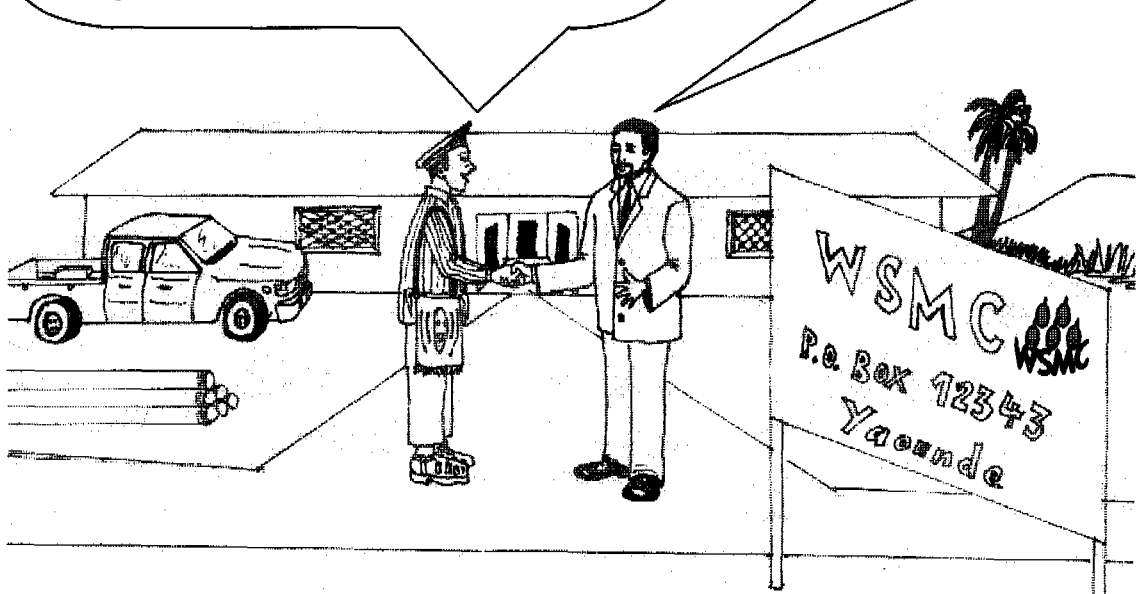
We have many problems in our village. We think that they are linked to the water we drink. My village chief sent me to find out if you can help us get clean and easily accessible water system to fight these problems.

It is our duty to help people get a good water supply system. The first step is to organise your community –men, women and youths for a general meeting where we all can discuss the problem and find out how to get a solution.



I am glad for the encouragement. I did not know that you have so much information that is very helpful to us. There are many others who have similar problems but do not know where to go for help. We will be waiting for you. Thank you and good-bye.

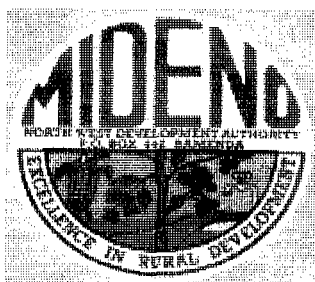
Thank you for coming. We are here for communities like yours. I will come with my staff that will help us start a project. Have a safe journey.



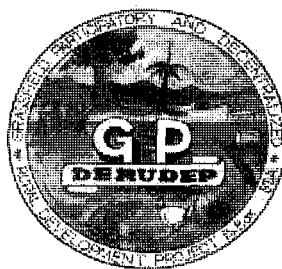
Where to Look for Assistance

There are a number of international and local organisations that provide assistance to community initiatives or projects. These organisations have offices in many towns in Cameroon. Communities can contact these organisations for assistance. The two main government supported organizations for the N.W. and S.W. Provinces are:

In the North West and South West Provinces, the government has set up two organisations (i.e., MIDENO¹ and SOWEDA²), which in addition to other services provide assistance to communities in water supply provision. The Grassfield Participatory and Decentralised Rural Development Project (GP-DERUDEP) and the RUMPI projects execute the activities of these organisations. Their contacts are given below.



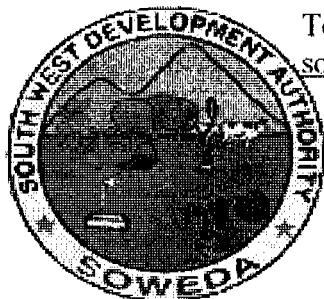
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RUMPI AREA PARTICIPATORY DEVELOPMENT PROJECT

Other Organisations

Helvestas based in Bamenda supports projects through Municipal Councils. Plan-Cameroon and SNV located in many towns in Cameroon with Head Offices in Yaounde give financial support. Many embassies also help. Each has its conditions and procedures which applicants must follow to get assistance.

A number of civil society and private sector organisations are active in the field with experience to assist communities. Some of these organisations are in annex A.

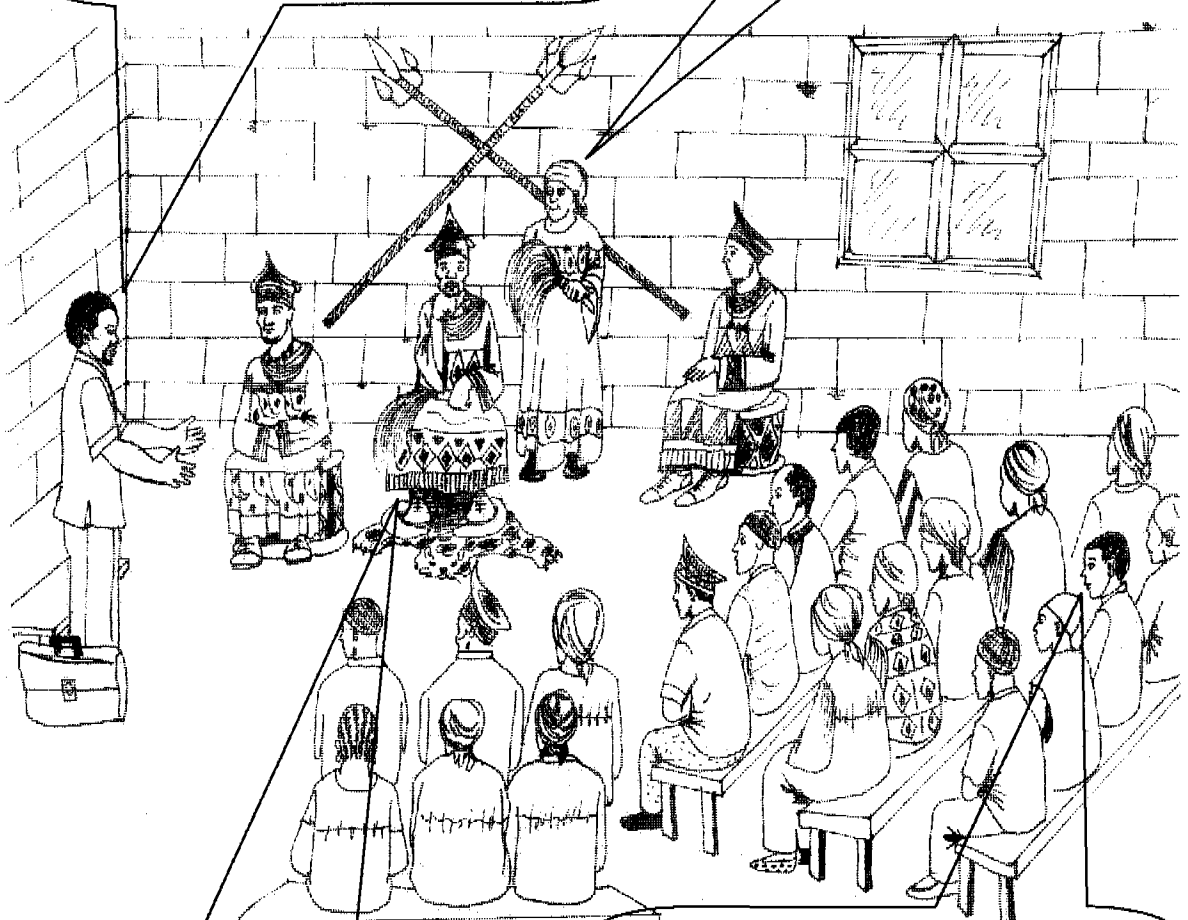
Keep your eyes and ears open for opportunities. Remember Mathew 7: 7 in the Bible which says, "Ask and it will be given, seek and you will find, knock and the door will be opened ..." Good Luck!!

¹ North West Development Authority, an umbrella supervisor of all government projects

² South West Development Authority with the same role as MIDENO.

I got your request for a water supply. By working together we can build an affordable, reliable and sustainable water supply. You and my technicians will work together on the feasibility of the project. The community will contribute cash, local materials and general labour. Assistance from donors will take care of the remaining cost.

All the women and children of this community are very happy to hear this. We have been waiting for such Good News.



Sir, when is the project starting? We all are ready to do whatever thing is required from us. Though this is our farming season, we will not mind sacrificing time for this project.

We have heard and we are happy with the Good News. My people and I will give all the support you need and provide our contribution. As the old saying goes 'a single hand can't tie a bundle' therefore, by joining our hands together we will have water flowing in our community one day. We wish you a safe journey back to your office.

Questions for Reflection

- 1 If a development agency were to ask you to organise a meeting to discuss a water project, whom will you want to participate in the meeting? How will you select these people?

- 2 Where will you want to hold the meeting and why?

- 3 If an agency informs you that it is not possible to assist your community project what will you do?

- 4 What may happen to the project if women are excluded from the meeting?

Some Helpful Tips

If someone from a development agency is coming to hold a meeting with your community, it is important that as many people as possible be present; both men and women, rich and poor, young and old. Ask as many questions as possible so that many people are well informed about the project before it starts. You should also be prepared to give as much information as possible. Make sure the information you give is correct.

In some cases the agency may instead invite some people from the village to its office. Ensure that the team going there includes men, women, young and old, rich and poor people. Each group of persons has different experiences with and information on the water in your community.

A water supply belongs to the entire community. The more people are involved in the conception the higher the chances of meeting the water needs of the majority of the people in the community. Involving many people at this initial stage guarantees full participation during project realisation and consequently the success of the project.

Here is a water source, flowing from the rocks. I saw it while hunting on this hill. It flows even during the dry season.

The water is on my farm and I understand that the piece of land will not be used for farming again. How will my family survive without a farm?



Do not worry! The water is for all of us. The village council will look into the matter and compensate you.

This source looks good but we have to monitor it for at least one year before confirming it. This is to make sure that we have selected a source that flows well throughout the year. We also have to collect more information from people in the village, which will help us design and plan the project well.

Questions for Reflection

1. If a water source is found on your farmland and you are asked to leave the land, what will you do?

2. Suppose you were a traditional village councillor and someone reports in the council that his or her farmland has been taken for a community water project, what will be your opinion on such a matter?

3. If someone refuses to leave his or her farmland for such a project what do you think the village should do?

Some Helpful Tips

Land for economic activities is important but without clean water it may be impossible to exploit the land. Therefore, it is proper to negotiate for compensation rather than launching a fruitless fight when your land might be needed for a community project. After all, the community project will benefit everybody in the community including you. The village council should also understand the sacrifices you will have to make and compensate you.

Standpipes on some water supply systems have been installed where nobody uses them. Often, this is due to inadequate information given during the studies. Therefore, when key decisions are being made about your water supply project, make sure that your voice is heard.

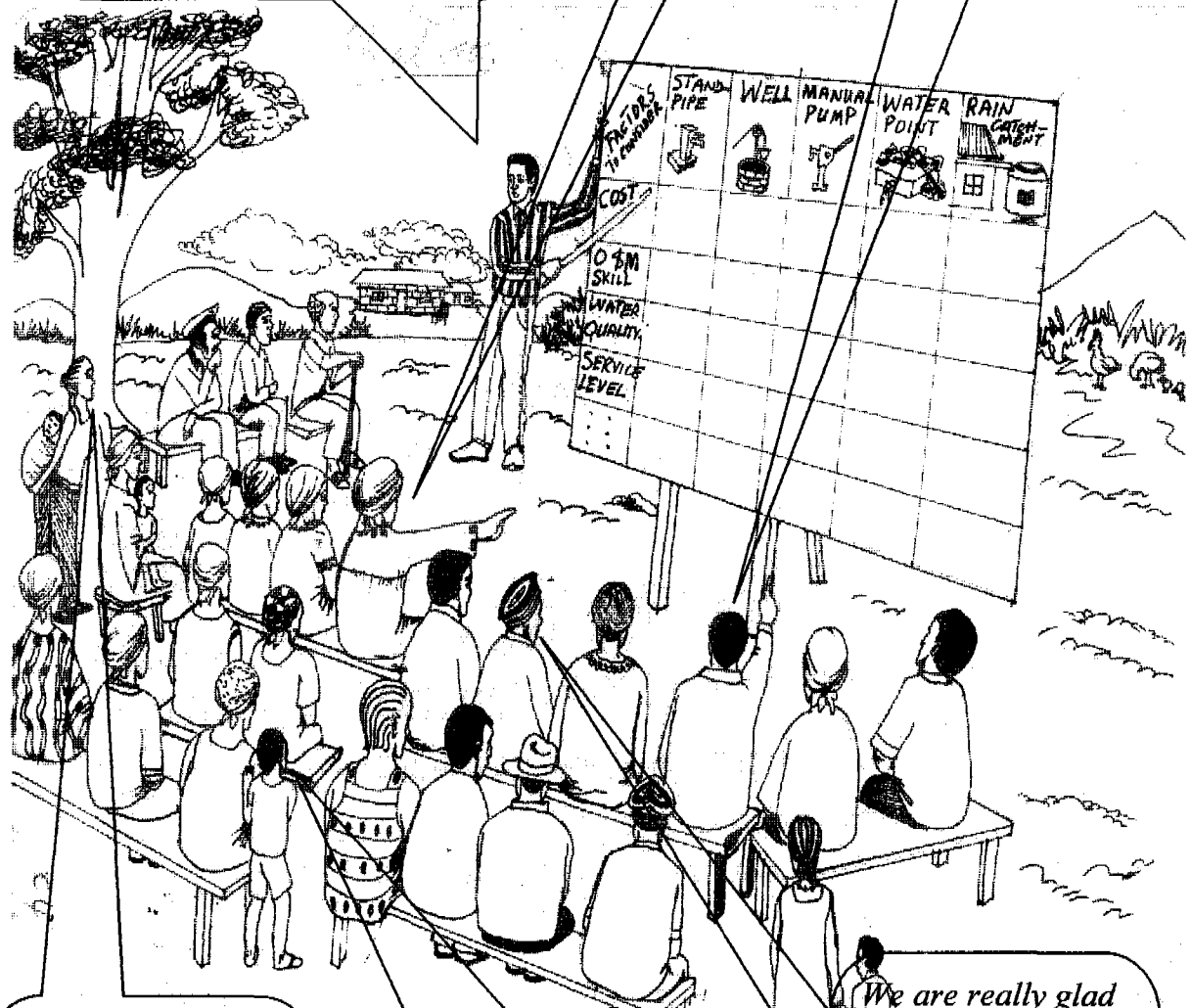
Information is often collected on the organisation of the community, economic and social activities, existing infrastructure, demographic data, geographic and topographic data, environmental information, etc. Make sure that all information given is correct. Wrong information will lead to wrong design, which will consequently lead to a difficult water supply system to sustain.

Sheet 9: Choosing The Right Technology

Our study gives three possible technology options for your water project. They differ in cost, operation and maintenance (O&M) and provide different levels of service. You have to choose the technology that meets your needs and financial capability. Whatever the choice, you will contribute 30% of the project cost in cash and kind.

We will choose the pipe supply option because we want water in our compounds and even in our houses.

Yes, we will accept that option. There are technicians in the village that can be trained to operate and maintain the pipe supply system.



We make some money from farming which will enable us contribute for the project and maintenance of the water supply.

This is a good option. With it I will no longer go to the stream to collect water, neither will I miss my classes again. I am anxious to see it constructed.

We are really glad that you have given us the opportunity to choose the technology that is appropriate for our project. May God bless you!

Appropriate Technology Options for Community Water Supply

Different technologies exist for water supplies. The main ones are:

1. **Improved source:** A water point where a natural source is constructed and made easy for people to collect potable water.
2. **Piped technology:** Water is distributed in pipes to any desired point.
3. **Manual pump technology:** This lifts water directly into a container using a pump installed on a well or borehole.
4. **Dug well technology:** Water is collected from a well using a bucket and a rope.
5. **Rain catchment technology:** Rainwater is collected from rooftops and supplied for use in the house.

Each technology has economic, social, technical and political considerations. The service level and cost also differ. Service level here simply means the ease with which you can collect water. For example, water delivered in the house has a higher service level than water collected from a public tap or pump.

This table gives an idea of the factors to consider when selecting technology for your community.

Technology	Cost	Service Level	O&M requirement	Water Quality
Water point	Cheap	Very Low	Low	Good
Pipe supply	Expensive	Very High*	Very high	Good [†]
Manual pump	Fairly Expensive	Low	High	Good
Dug Well	Cheapest	Low	Very Low	Poor
Rain catchment	Cheap	High	Low	Good [‡]

Some Helpful Tips

Very often, water users are not given the opportunity to choose the technology that is appropriate to them. It is your right to do so. Water users have the right to decide on the technology that meets their needs and ability to afford. Agencies should be able to provide adequate information on the technology options that are available and possible in a given community. This should be able to enable water users to make informed decisions. Such information includes source of water, size of the village, uses of the water, management, local skills, external support available, financing, operation and maintenance implications, etc. However, technicians must carry out detailed study of the chosen option and discuss with the community before constructing.

All categories in the community must be involved in selecting the technology option. Different classes of people in the community may want different technology option but it is important to have a compromise.

* Varies from public standpipes, yard connections to house connections

† Depends on source and water treatment process

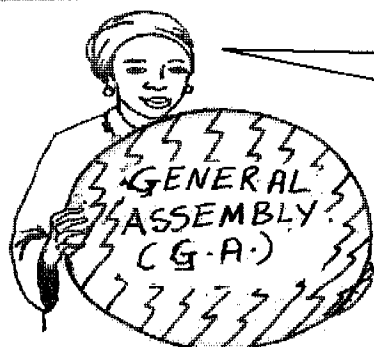
‡ Before storage

Chapter Three

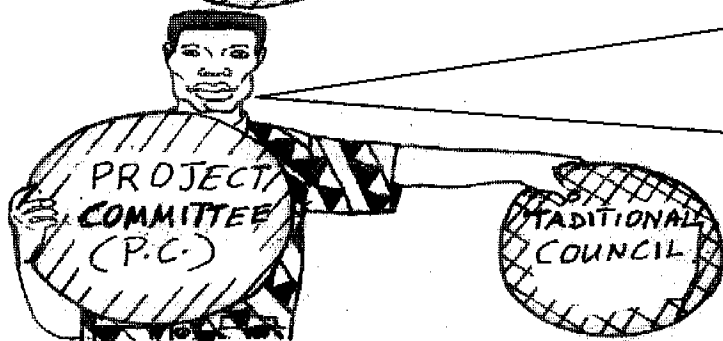
Planning For Project Takeoff

Sheet 10: Who Is Who In The Water Project

For every project to succeed, someone or an institution must make some key decisions. To determine who makes such decisions in the community, we can use circles of different sizes to represent these decision-makers and their degree of influence. Let us now make circles to show key decision-makers and how influential they are in our community water supply project.



I think that the general assembly (G.A.) of all community members is the supreme body and most influential in the village since it involves everybody in the village.



The project committee follows since they will work on a daily basis in the project, and the population elects its members. The village traditional council can then follow as support to the project committee.



The supporting agency has little power on this project. The project is ours. Even the donors cannot make key decisions on the project without us. They are only assisting and should work with us so that we make decisions together.

Questions for reflection

1. If a water supply project is to be initiated in your village, who do you think will have the power to make key decisions in its planning and management?
2. Suppose the groups mentioned below will make decisions in the management of the project, draw a circle to show their share of decision-making power. If some have no decision-making power leave them blank.

Women

Men

Project Committee

Village Traditional council

General Assembly

Chief

Government Official

Donors

3. Which group has the biggest circle and why?
4. Which group has the smallest circle and why?
5. Which group has no circle at all and why?

Some Helpful Tips

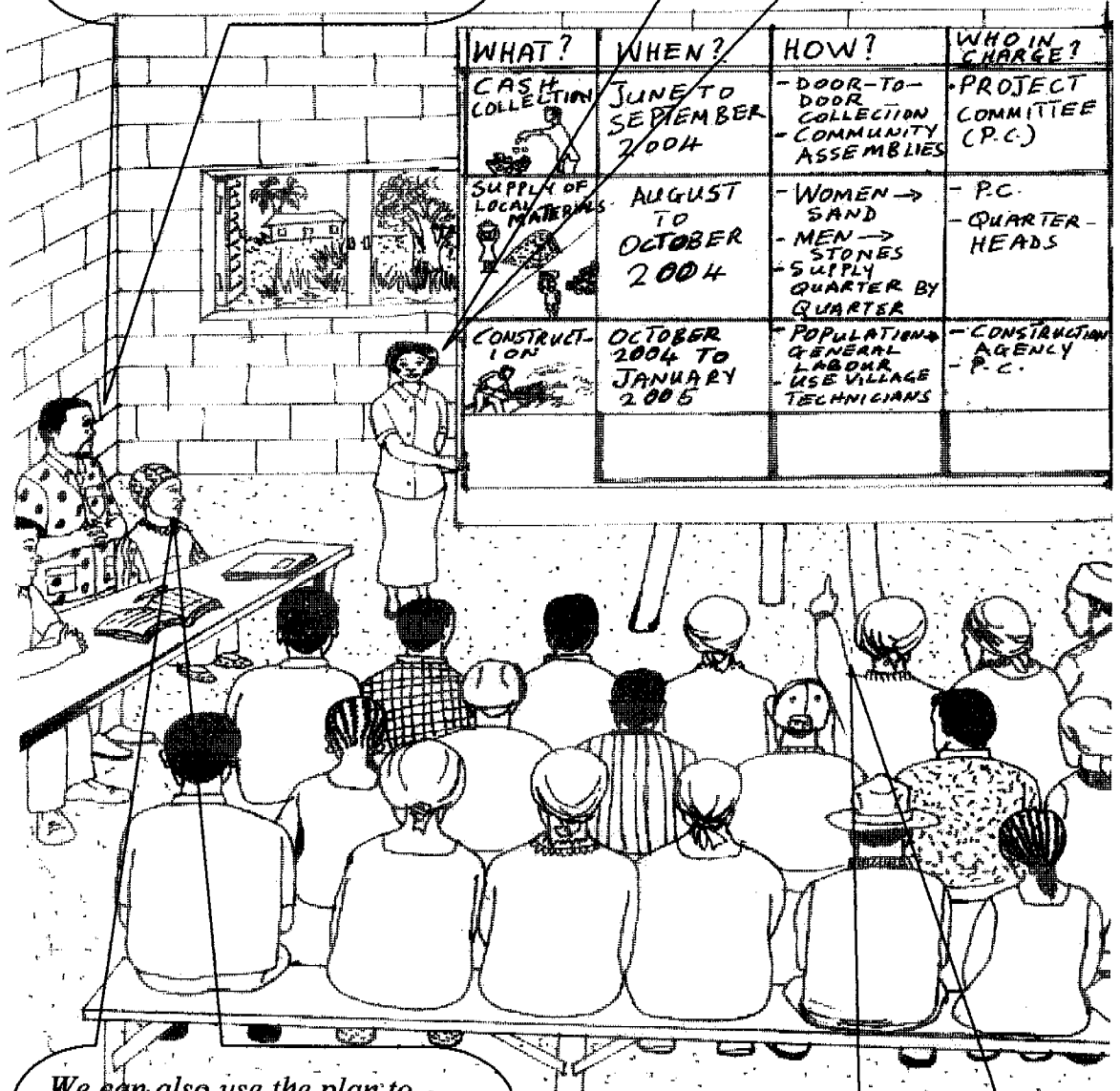
When we know who makes important decisions about the management of the project, then we know who should be consulted in case of changes or problems. For example, if the project committee chairman has to be changed who should do it?

Note that some individuals may have key decision-making power like the chief, pastor, president of the village development association, etc. Other individuals may not realise that they can also influence the process, such as women, who use water more. It is important that they are encouraged to be part of any key decision-making process. This will improve the management, operation and maintenance of the water system.

Sheet 11: Planning Is The Key

Our main objective is to have water in the village within the next 6 months. In order to succeed, we must plan well. I encourage everyone to participate fully in this planning exercise.

We will plan using this tool. It presents activities to be carried out, when to do them, how they will be done and who will be in charge. The chart will then be used to implement the project until we achieve our objective.



We can also use the plan to monitor and evaluate the project. For example, to check that activities are completed by their planned completion date and those who are to carry out the activities are doing so. This is really an important tool for us.

I would like to suggest that a copy of this plan should be put in our meeting hall. This will give everybody the opportunity to correct and follow up the implementation of the project. The committee also needs it for supervision of the project.

Questions for reflection

1. Suppose a water supply project has been approved for your community and it is time to plan, who in your village should participate in the planning and why?

2. Which activities can you identify that will be carried out in the water project?

3. Which activities do you think women will prefer to do? And which for men?

4. If a person outside the village had developed the plan for the project and brought to you, what will be your reaction?

Some Helpful Tips

Planning is preferably done together with representatives from all community groups and the support agency. This way each group makes its contribution and feels part of the decision-making process. This is a motivation for them to participate fully in the subsequent activities.

In planning we are concerned with: who will do what, when and how. Keep it simple and realistic so that it can be used easily to follow up the project.

This project plan is a guide and must not be considered carved on a stone where it cannot be changed. Many things happen in the community. For example, an important event could happen in the community when a project activity is supposed to take place resulting in the change of the period to carry out that activity. This implies that you have to modify your plan. How you do it depends on your actual situation. Make sure everybody knows about the modifications.

Sheet 12: Financing The Project

We were told to contribute ten percent (10%) of the project cost in cash. We have men, women and youths, the poor and the rich in our community. Therefore, we cannot all contribute equally. How much will each category contribute, how will the money be collected and where will it be kept?

I think that we must first establish the population of each category of people in the community that will benefit from the project. After, we decide on how much each category will contribute based on their ability to pay. It is equally important to decide on the method of payment because not everybody has cash. Some could have things that may be converted to cash.



It is important that we select only reliable and trusted people in each quarter to collect this money from door-to-door and pay to the treasurer. A receipt must be issued for all monies collected and the treasurer must also issue a receipt when receiving money from those who are doing the collection.

All money collected must be paid into our project account in the bank. The population may refuse further involvement if we cannot account for their money collected.

The money in the account must be withdrawn by at least two signatories. The president must authorise all payments and a clean record kept for all transactions. If we handle financial issues well, then we are sure to succeed.

Questions for Reflection

1. How will you categorise the people in your village according to their level of income and approximately, how many people are there in each category?

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2. What are the things that will make you identify rich people (families) and which things will identify the poor people in your village?

Things to identify Rich People	Things to identify Poor People

3. Suppose that your community has to contribute 10,000,000 (ten millions) Francs CFA for a water project and in your community there are 2000 people qualified for the contribution. Amongst these people there are the rich and the poor. The poor people are 1500 and the rich are 500 people. How much will you allocate to each category of the population to pay i.e., how much for the poor and how much for the rich?

4. The behaviours of committee members have an impact on the willingness of people to contribute cash to a water project. What qualities do you think that the President, Secretary and Treasurer must have in order to motivate people to make such contributions?

President	Secretary	Treasurer

Some Helpful Tips

People have often claimed that they cannot contribute cash to a project because they are poor. Findings in the field have shown that people refuse to contribute cash because of the lack of willingness rather than poverty. This lack of willingness is caused by many negative factors. These factors include poor accountability and transparency in the management of community finances. Other factors include project not being a priority of the people, lack of certain category of people in the management structure, poor studies, poor planning, injustice, lack of equity, and you name the rest. All these negative factors can kill a good project. Therefore, participatory and gender conscious approaches that often address these factors contribute significantly to the success of a community project.

Sheet 13: Planning For Monitoring and Evaluation

Ladies and gentlemen, we are here today to plan how we can monitor and evaluate our project so that it becomes a success. This will ensure that work is done according to standards and the technical specifications? Therefore, we must think carefully to make sure that nothing is done without our eye on it.

To monitor effectively, we need indicators that will give us information on how the work is being done. This will enable us correct errors before it is too late or else it becomes expensive to correct.

That is true! With simple forms, we can collect data or information on the project, which will be analysed regularly to know what is going on and how things are being done. This early signal is very important.



When we develop the monitoring forms, it is important to select some members of our community or the committee and train them to collect data/information. The forms should be simple and the information collected should be very relevant. Too much information may instead confuse us.

These are all beautiful ideas we are going to apply. However, we must plan the monitoring and evaluation just as we have planned the project activities. In this case, we should know who is going to collect what information where and when and how the information is going to be analysed. This will make sure all goes well during the project implementation.

Understanding Project Monitoring and Evaluation (M&E)

What is it? M&E means collecting and analysing data or information for decision-making. Monitoring is continuous during implementation of project activities for warning signals that may require some corrective measures while evaluation is periodical to see the degree of achievement which could be at midterm or the end.

Who can monitor or evaluate? A good M&E must involve every group of people having interest or stake in the project such as the users, donors, support agencies, etc.

What to monitor? Here are some examples of indicators for monitoring and evaluation. You do not have to use all of these indicators. Make the monitoring or evaluation simple and realistic and think about what you really need to know and how to use the information collected.

MONITORING and EVALUATION INDICATORS

Project Component	What to monitor	Indicators
Organisation	Participation in meeting or work	<ul style="list-style-type: none"> - % of population participating - % of women, men and youths participating - Number of meetings/year
	Outcomes	<ul style="list-style-type: none"> - Number of resolutions taken - % of resolutions implemented - Quantity and quality of work done
Input Resources	Finances	<ul style="list-style-type: none"> - % of Population that has contributed - Amount of money collected per a period - Amount of money spent - Amount of money not yet collected
	Personnel	<ul style="list-style-type: none"> - Number of workers recruited from outside and within the community - Performance of workers - Number women/men participating
	Materials	<ul style="list-style-type: none"> - Type and size of pipes (PVC, Galvanise, Asbestos) - Quality of fittings (taps, valves, unions, etc.) - Quality and quantity of sand, wood and stones
Progress	Action Plan	<ul style="list-style-type: none"> - % of Activities completed - Number and type of modifications made
	Activities	<ul style="list-style-type: none"> - Quantity of materials used - Actual start and finish dates of activities - Amount of money spent and other resources used
Functioning of system	Availability of water	<ul style="list-style-type: none"> - Yield in quantity flowing per minute - Quality of water - Hours of water availability daily and yearly - Pressure (i.e. time taken to fill a bucket)
	The physical system	<ul style="list-style-type: none"> - Number of leakages and exposed pipes - Location of standpipes and other structures - Number of public standpipes, house connections and yard connections - Coverage: Number of quarters being served - % of population using the system.

Chapter Four

Implementing Water Project

Sheet 14: Collecting Community Cash Contribution

Good morning
Madam! We have
come to collect your
money as agreed in
the meeting. The
work will soon start.

Thank you. Here is my
5000FCFA. Can you give
me a receipt please?

Here is your
receipt and I
will keep a
copy?

Good evening
Madam, we are the
cash collectors for
our quarter. Can
we get your
contribution as
agreed in the
meeting?

I do not have money. Can
you take a bucket of
beans in place of my cash
contribution?

That is good!
We will give
you a receipt
for a bucket of
beans.

Sir, where is your money for the water project?

I am working on the
project as my own
financial contribution.
This project is very
important to me and I
will do any work for
my contribution.

That is good. We will
give you a receipt
when you finish the
work.

Questions for Reflection

1. What qualities do you expect community members selected to collect money to have? Are there people with such qualities in your community?

2. What type of financial documents should be kept for accountability and transparency in a community project management?

3. What are some of the problems encountered in collecting money for a community project in your community?

4. What steps should community members take to ensure that people managing finances are transparent and accountable?

5. What sanctions should be taken against those who embezzle community money intended for a project?

Some Helpful Tips

Mobilisation and management of financial resources are crucial for the survival of any organisation as well as the success of any project. However, people often fail to contribute cash mostly because of unwillingness to pay and not because of poverty as often claimed. Unwillingness to pay is often attributed to poor management practices where there is no transparency and accountability. Thus, a management system that is transparent, accountable, just and with good managers motivates people to contribute. The project itself must also be a felt need and a priority of the community. It is therefore a challenge for rural communities or institutions to ensure that people are motivated to contribute and do so regularly.

There are certain periods when people have money and can easily contribute. It is important to plan fund raising activities such that it is easier for people to pay. The periods may differ for different categories of people in the community but the rule of thumb is to target month ends for salary earners and marketing seasons for farmers. Avoid Christmas and Back-to-school periods.

Sheet 15: Community Role In The Construction Of A Water System

Everybody is involved in the construction of our water supply. We are the ones cooking for the workers this week.

Other women are carrying sand for the construction of the tank and the catchments.



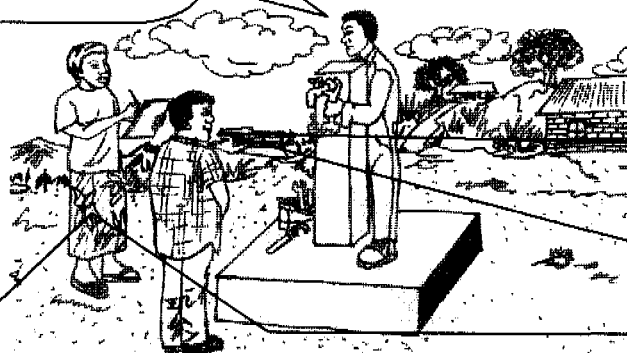
Everybody in the community is very busy now. No one would want to stay at home.

There are some men providing general labour at the construction site while others are carrying stones.



During construction, we train caretakers who will operate and maintain the system. These are community members.

Here we are well organised, some people are digging the trenches, some laying pipes and others joining them with technical supervision.



This training will enable us, the caretakers, to keep the system functioning well. However, we expect support and motivation from the community.

Men will likely not feel the pains of a breakdown of the system as we women do. Therefore, this technical responsibility is a challenge for me as a woman because I have to be accountable to the women for long breakdown time.

Questions for reflection

1. In your village, which members will usually be expected to supply sand and stones for a community water project?

Sand	Stones
------	--------

2. How should a caretaker of a water supply system be motivated to operate and maintain the system well?

3. Should women be trained and work as caretakers?

4. What do you think can be done to encourage everyone in the community to fully participate in community work on a water supply project?

5. What factors should be taken into considerations when dividing work between women and men on a water supply project?

Some Helpful Tips

Often women are not given the chance to function as caretakers. Unfortunately, they are the first to suffer when a system breaks down. Experience shows that women can be very good caretakers if they are given the same training as men. They will solve problems faster since they are the ones who feel the breakdown most.

People sometimes do not participate in community work because of poor communication. Though the work might have been planned together, it is still important to find a good communication system to inform people in your community. These communication methods may include announcements in church, the market place or in a meetinghouse. Others use drums to send messages or signals. Some use a village crier or door-to-door communication method.

During construction, the community members should ensure that people with technical skills in the community are given priority during recruitment for the job. This will increase community knowledge on the water supply system and the impact of the investment should be felt in the community as well. However, the community cannot impose certain staffs to the contractor because the contractor takes responsibility for anything not done properly.

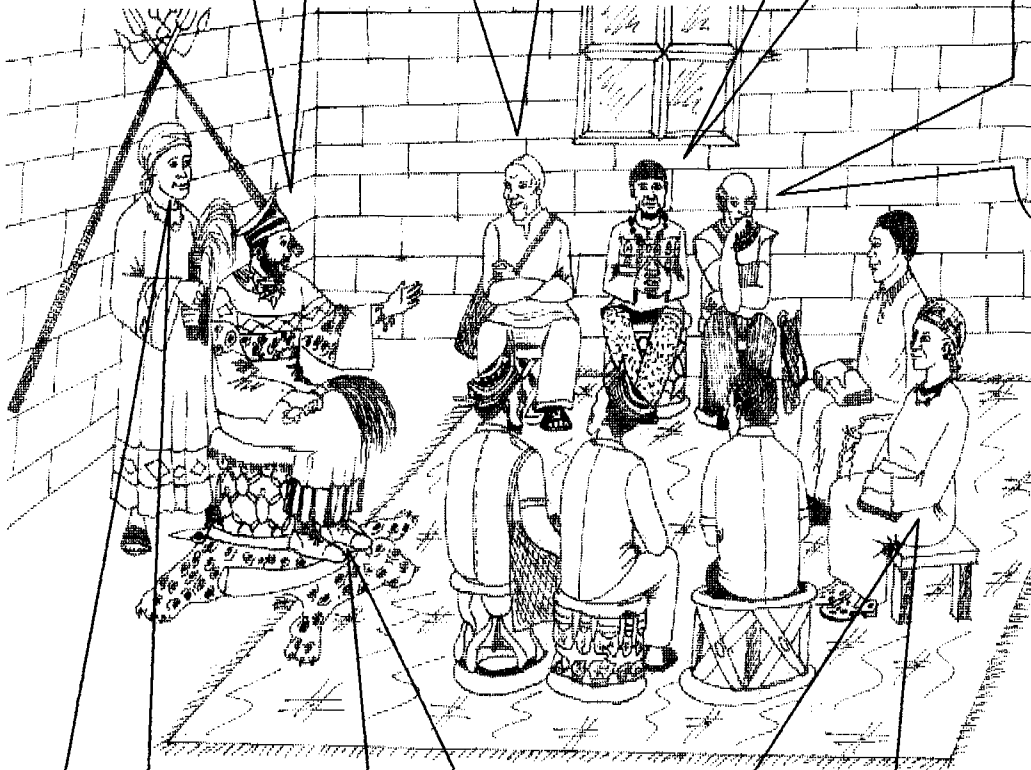
Sheet 16: The Role Of Community Leaders In A Water Project

Welcome to your palace. I am glad that you all have come to give an account of our water project. We shall first hear from the Project Committee Chairman.

Thank you our Royal Highness. The work is going on very well as planned. People are participating fully in the community work. However, the Quarter Heads will give more account on the participation.

Thank you, My Majesty. Each Quarter Head supervises work done by each quarter. Those who are absent are reported to the Committee Chairman.

Your, Majesty I think that we should also check the records of the committee.



The women are very proud of this project. Those who are too old to work baby seat babies for stronger women to do the work.

It is very important to verify the financial records so that we know the actual situation of our money. I will suggest that the auditors go and check the records and give us a report in the next meeting. Thank you, Our Royal Highness.

Thank you all. You must keep up with the good work. Any person who is troublesome should be brought to the council for severe sanctions, while those who will work well will be decorated or rewarded.

Questions for Reflection

1. To whom should a project committee that manages a water project report?

2. How often must the report be submitted?

3. If the chairperson of a project committee fails in his/her duty, what should the village council do?

4. What role should the community play in selecting a contractor for its water project?

5. What should the community do to ensure that there is total accountability and transparency in the execution of a project?

6. Suppose your village has been granted 50 millions FCFA for a water project, what are the advantages and disadvantages or difficulties if this money is managed by the village?

Advantages	Disadvantages

Sheet 17: The Role of the Construction Agency

I have come to supervise the work and how is it going? I hope you are respecting the design specifications and the terms of the contract we signed with the community. Note that these will be verified before we are paid. Can you now tell me the progress?

The plumbing is coming on well. The supplier has supplied good quality pipes. However, the population verifies the pipes before they are used.

Plumbing specifications are also well respected. The pipes are well joined and the fittings are properly installed. There are no leakages or blockages in the system so far. We promise to continue working well.



The weather has been very good since we started this work. This is good for cement work and we have been very careful with the cement.

We also ensure that the materials are prepared to standards and the structures treated properly such as the concrete mixture, curing and reinforcement.

Thank you supervisor. The construction is being done according to design and the technical specifications. We make sure that only quality materials are used. Attention is given to community caretakers to make sure they understand the system well. The community people have been very supportive. We also thank you for your support.

Questions for reflection

1. How will you ensure that an agency that is to construct your water supply does it well?

2. If you notice that the design and specifications are not being respected what will you do or what should the committee do?

3. Some donors often pay construction agencies directly for the work they do for communities, what is your opinion on this?

4. What should be done to ensure that a construction agency is paid only after the work has been completed?

5. The working relationship between agency and community people is supposed to be based on an equal partnership. What criteria should be used to guarantee such equality in community-agency partnership relations?

Some Helpful Tips

It is increasingly being recognised in development circles that community projects must involve the people at all stages and that working in partnership is important for project success and sustainability. In a partnership, all partners must know their roles, responsibilities and rights. Make sure these roles, responsibilities and rights are clearly defined during the planning stage of your project. Rights will include approval of the project or activities completion before payment, the right to communicate with donors and other authorities involved in the project, the right of the community to provide available skills, and the right to verify finances and reports related to the project.

Construction of community infrastructure should also give some income to the people. Thus, local skills should be used wherever they are available in the community rather than bringing in such skills from outside the community.

Sheet 18: Managing Conflicts In A Water Project

Dear members of the village traditional council, as the chairman of the council I wish to present to you this man who has refused to pay his levy and has never participated in any community work. Let him tell us why such a behaviour?

I am very busy working on my coffee farm. I have to pay school fee for my children. That water project is not so important to me.



You are one of us and as long as you live in this village you must respect the rules and regulations of the village.

He has many goats! If he had the will he could have given one of his goats for his levy as others did by giving buckets of beans. When the water will start flowing he will be the first person to drink it and even water his animals. We must therefore give him a heavy sanction.

Dear Councillors, I have listen to the matter carefully. We all understand the importance of this project. So, Mr. Oscar, the council has decided that the village will catch three of your big goats and two cocks. They will be sold and the money given to the committee. The matter is now closed. Thank you all for the decision. Bye.

Questions for Reflection

1. In the community there are always people who will not want to respect community rules and regulations. What should be done to such people?

2. What types of punishments should be levied to men and women who fail to participate in a community water supply project?

For men:

For women:

Some Helpful Tips

Case Report

In one village, a member of the community refused to contribute the cash levy and never participated in community labour during a water supply project. As a result, the person's goat was caught and sold. Then the person reported the president of the project committee to the police. While at the police office the committee president was asked to prove that he had the right to execute such sanctions. The president presented the village rules and regulations registered with the Divisional Office. The community member was asked to confirm membership in the community, which was done. The community member was then found guilty for failing to respect the rules and regulations of the community. The matter was then returned to the village council for further sanctions against this recalcitrant member.

Therefore, when a committee is created it must have written rules and regulations. The committee and the rules and regulations must be registered with the local authority. For example, a Common Initiative Group (CIG) is registered at the Provincial Delegation of Agriculture and an association is registered at the Divisional Office. Someone in the community must be assigned to go to these places to get the requirements for registration. An extension worker may also provide the needed information.

Chapter Five

Monitoring and Evaluating A Water Project

Sheet 19: Making Sure All Goes Well

Ladies and Gentlemen: we have come to monitor the work being done by the community. Can you tell us what has been done so far?

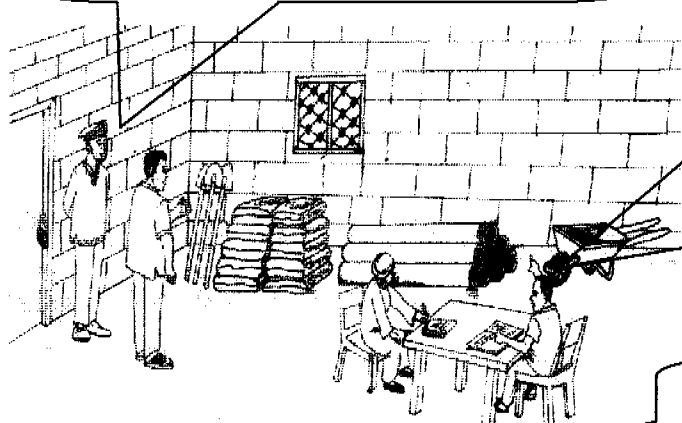
The men have supplied 150 cubic yards of stone out of the 200 cubic yards estimated for the project. They will continue next week.



The women have also carried 800 out of the 1200 head-pans of sand required from them. Only 300 women did it out of the 430 women in the village.

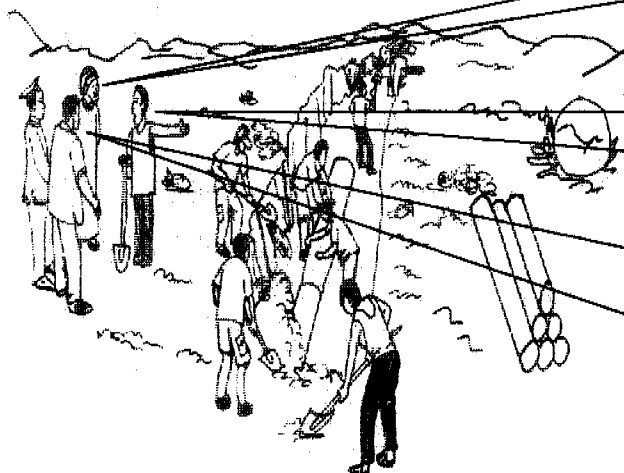
What is the situation of materials bought for the project? How much has been used so far?

Only 20 out of the 100 bags of cement have been used for the construction of the catchments. Only 5 out of the 200 pipes bought have been used. There is no need to buy more materials for now. The rest will be used within the next week before they get damaged.



How is the construction work going on?

The work is well done so far and it is progressing as planned. We have about two months to complete.



But, we have identified some exposed pipes, different pipe sizes and type used at some points. You must correct these errors otherwise the contractor will not be paid. Continue to work well. Thank you.

Sample Monitoring Forms

_____ Village Water Supply Project

Form WSP/001

Supply of Local Materials

Name of Quarter: _____

Persons in Charge: _____

Date: _____

No.	Name of Supplier	Sex	Type of Material	Quantity	Certification Remarks

_____ Village Water Supply Project

Form WSP/002

Monthly Monitoring Report for the Supply of Local Materials

Persons in Charge: _____

Month: _____

Village Quarter	Material	No Participated		Quantity		Remaining	Remarks
		Men	Women	Estimated	Supplied		

Some Helpful Tips

Monitoring is not limited to the supply of local materials only. The work being done and the materials being used must be monitored as well. Verify if the pipes supplied conform to the specifications agreed during project design.

Make sure that all technical specifications are respected such as the depth of trenches, type and quality of fittings such as valves, stopcocks, elbows and taps.

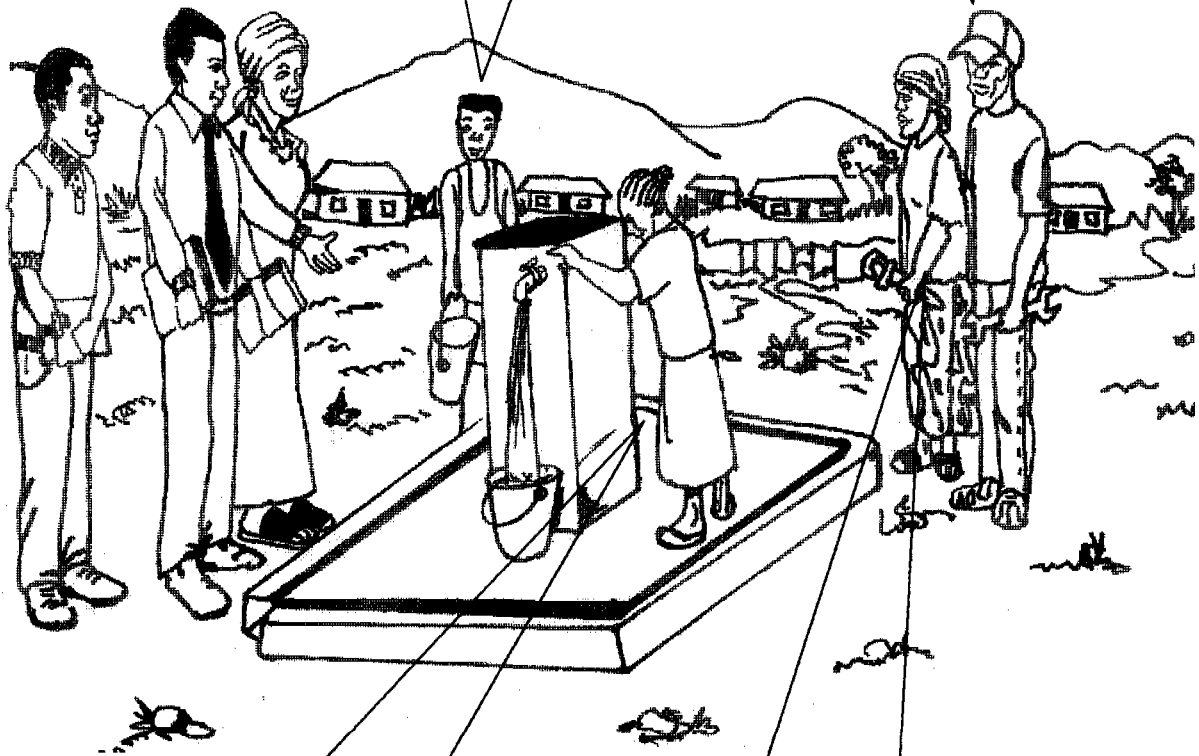
Monitoring should be done regularly in order to avoid expensive and sometimes difficult corrective measures. Keep the reports short and clear, preferably in table form where possible. The planning for monitoring should be considered early enough, very often at the project planning stage.

Sheet 20: Determining Satisfaction Of The Population

My dear friends, we have come again to evaluate the project we all worked very hard to realise. How is the water supply system functioning?

This is the most important thing that has happened in this village. I can carry water now at ease and I go to school early enough. I wash well before going to school and I can play after school. I am really proud of my village

All the 78 standpipes we planned to construct have been constructed and water flows from all of them. Every quarter has water now. People are really happy.



All the women are equally very satisfied with the project. They now have more time for farming. Some are already operating small businesses because they no longer have to walk long distances to fetch water. Thanks to all those who helped us realise this project.

After walking through the entire water supply network, we found no leakage or exposed pipes. We also know now where all the installations have been made. In fact, we the caretakers can operate and maintain the system. However, should there be any serious problem we will request for external help.

Questions for Reflection

1. At the end of a community water supply project, it is necessary to find out if people are satisfied with the water supply constructed. A team usually does this. Who will you make sure should join the evaluation team?

2. What are the various aspects of the completed project will you make sure that they are evaluated?

3. Supposing that you are among the evaluation team and the first thing is to plan the evaluation. Which particular groups or categories of people in the community will you collect information on the level of satisfaction with the water supply system installed?

4. What techniques or tools can be used to collect information for the evaluation of a water supply project?

Some Helpful Tips

An evaluation of a completed water supply project should be done using a participatory evaluation methodology. This methodology implies that all key stakeholders are involved in the evaluation process. The key stakeholders will include selected community people like caretakers, the project committee members, some women, men and youths. Some village leaders and elite could equally be involved. These people will join some outsiders like donors and construction agency.

In a participatory evaluation methodology all the evaluation team members must come together to plan, develop tools and instruments for data collection and analysis, decide on aspects to evaluate which include the completeness of physical system, the functioning of the system, the way decisions were made, the use of resources, the coverage, i.e. the people or quarters being served, etc. There are tools such as observation, discussions, card scoring, mapping, semi-structured interview, etc that are used in the evaluation process. These tools and techniques are simple and highly involve the population.

5. Sheet 21: Determining Satisfaction of Community Leaders

My respect to his Majesty! We all started a challenging project and we are proud of its completion. We will like to know your impressions and what lessons you were able to learn from it.

As chairperson of the project committee, I think that the project is a big success. Everybody contributed and participated in all activities. We never knew realised the complication and challenges to organise and supervise people.

However, there were a few recalcitrant cases but the traditional council handled them well and the problems were resolved.



Since water started flowing in the village for one month now I collect my water anytime with no problem. Most men now collect water for themselves. Life in the village now is very good.

I am particularly very thankful for the wonderful job you and your collaborators did. This was a big learning process for us. With the experience we have acquired from this project, we can tackle many more. We have a health centre, community action centre where women can learn some skills and a market to be constructed. We hope you will continue to be of assistance. May God Almighty take you back safely? Thanks to all of you. Bye.

Evaluating Project Success

Any project has objectives to be achieved. These may include:

- Construction of a number of standpipes
- Supply to a number of households, compounds, quarters or entire village
- Building of capacity to operate and maintain systems, for example training of caretakers,
- Provision of toolbox and spare parts for operation and maintenance.

During the construction we monitor (i.e., kept our eyes open) to identify and correct errors so as to complete the project as planned. Now the project has been completed. How do we know how successful we are? This can be determined through an evaluation using indicators that will help us measure our success. Some examples of indicators for water supply projects are shown in the following table:

What to evaluate	Indicators	Level of satisfaction
Coverage	<ul style="list-style-type: none"> - % (number) of standpipes constructed - Number or % of household or population having access to the water - Maximum distance from a household to a standpipe 	<ul style="list-style-type: none"> - 100% - 100% - Depending on level of service you can afford
Quality of Service	<ul style="list-style-type: none"> - N°. of hours water flows from the tap - Quality of water at the tap - Pressure in the system i.e. time taken to fill a bucket of known volume - Ease with which women and children can manipulate technology 	<ul style="list-style-type: none"> - 24 hours, depending on technology and design, - No colour, taste, smell nor particles - Max. 3min. to fill a bucket of 15 litres
Capacity for O&M	<ul style="list-style-type: none"> - Number of caretakers trained - Provision of tools for O&M - Provision of spare parts - Formation of management committee 	<ul style="list-style-type: none"> - At least a man and a woman - 1 complete toolbox - Key parts supplied
Level of community satisfaction	<ul style="list-style-type: none"> - % of women, men, rich and poor community members satisfied - Impression of chief or village leaders 	<ul style="list-style-type: none"> - At least 90% for women, 80% for men - Positive

Adapted from Bolt and Fonseca, 2001

Some Helpful Tips

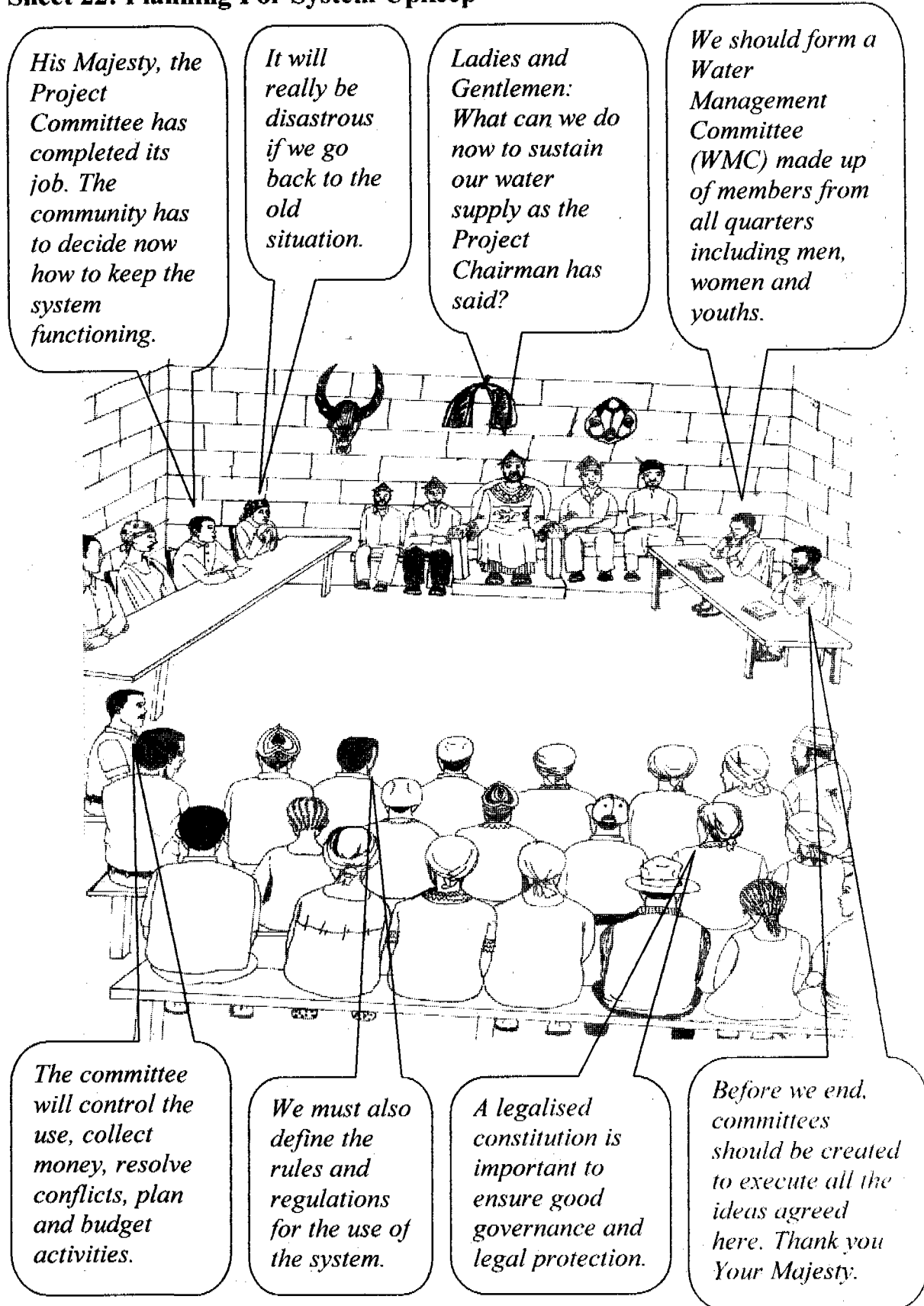
An evaluation must be simple and easy to collect and analysing data so as to get the information required. You may need an outside organisation such as NGOs, Common Initiative Group (CIG), consultants, companies or government services/departments for assistance.

Remind your support agency to assist the community in undertaking the evaluation. Some community members must be involved in the evaluation. It is good to evaluate some weeks or months after the end of the project but preferably before inauguration and final payment. The evaluation report will be your base document that tells what you have finally achieved. This will be used in the future for improvement of the system.

Chapter Six

Preparing To Keep The Water System Working

Sheet 22: Planning For System Upkeep



Questions for Reflection

1. What do you think are the responsibilities of a water supply management committee in a village?

2. The village council or an elected water committee can manage a water supply system. What are the five most important advantages and disadvantages of each of the two structures managing a community water supply?

	Village Council		Elected Committee	
	Advantages	Disadvantages	Advantages	Disadvantages
1				
2				
3				
4				
5				

3. What do you think about an outside organisation doing the management of a village water supply?

4. Should members of a committee be elected or appointed? Give reasons for your answer.

Some Helpful Tips

The structure of a management committee should be designed to promote democracy, good governance and gender equality. This will stimulate full participation of the population in community activities and commitments.

In some villages subcommittees may be created at the level of each tap and/or quarter while a central committee may be created at village level. Others have only one committee for the entire village. Some other communities even hire professionals from outside the village to manage their water supply systems. This often depends on the capacity of the community to manage. However, field experiences have shown that community people are capable of managing water supply systems well but that they need adequate training and support. It is the decision of the community to choose the type of management system that best reflects its needs and capacity.

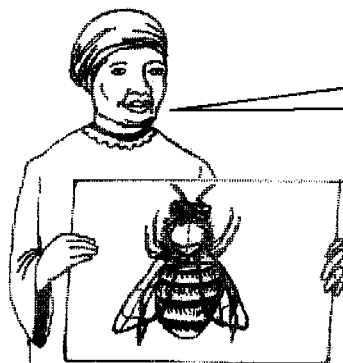
Power corrupts, as such mechanisms must be put in place to control and bring to order any committee chairperson or member that abuses the power given to them by the population.

Sheet 23: Creating A Management Committee

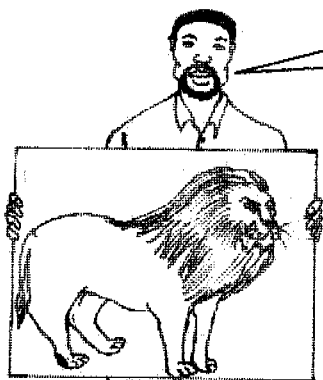
*Good Morning everyone!
We are going to elect
members of the water
management committee.
You will all vote for the
candidate of your choice.*

*Madam, people will elect their family
members and friends. Therefore, we need
criteria to elect the right persons for the
right post.*

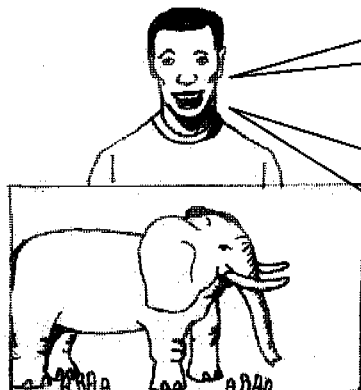
*Ok! This is what you should
do. Get a piece of paper and
draw an animal you think that
has the qualities the President,
Treasurer and the Auditors
should have and present to us.
We will then elect people with
such qualities.*



*We have chosen the bee to
represent the President
because it is organised and
hardworking but stings
when necessary.*



*The lion should represent
auditors because it will not
spare anybody that tries to
embezzle our money; even the
president will not fool around
with our money.*



*The elephant will represent the
treasurer because it is very
powerful and nobody will want to
cheat or steal our money.*

*There are many people in the community
with all these qualities. We can nominate
them as candidates for the different posts
before voting. This way, we will be
putting a 'square peg in a square hole'.*

Questions for Reflection

1. Suppose a committee of 20 members is being created in your village. How many women and men should the committee have in your opinion?
Number of men _____ Women _____?
2. What qualities should people to be elected to these posts have?

President	Secretary	Treasurer

Some Helpful Tips

Here are some of the functions of executive members.

President	Secretary	Treasurer	Auditor	Caretaker
Presides at meetings	Keeps minutes of meetings	Keeps and/or collects community money	Checks community accounts	Does routine maintenance
Signs the contract with caretakers for operation and maintenance	Prepares reports with president	Prepares financial statements	Prepares reports on the financial and materials management	Operates system e.g., opening and closing valves to ration water.
Represents the village on water matters	Correspond and keep bank books	Signatory to bank account		Does repairs of the water system
Authorises expenditures	Keeps records of transactions			Advises on what should be done on the system
Coordinates actions of members				Uses and accounts for tools, spare parts and materials
Convenes meetings				

The greatest challenge in forming a committee is to get the right members. The members must be of good character.

The tradition has been that caretakers are members of the community who work on a voluntary basis. The experience is that this does not always work out well. It may be better for the committee to contract a caretaker who may be a community member but his functions are well defined and his pay fixed and guaranteed.

Sheet 24: Legalising The Water Management Committee

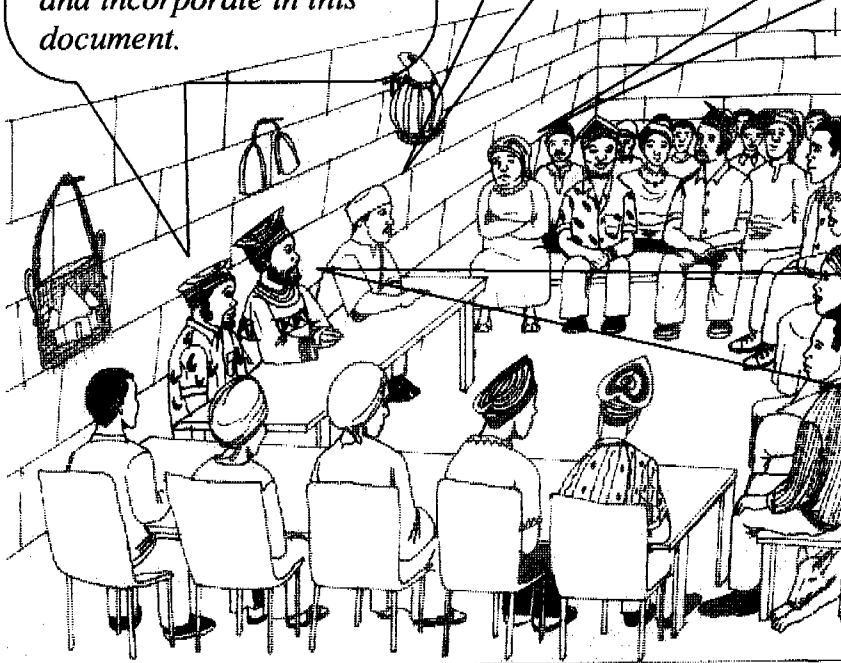
Greetings to everyone! The committee for the constitution has finished its work and here is our proposed constitution. We tried to get the opinions of many people and incorporate in this document.

Has anybody got any remarks to make or changes to suggest?

I think the document is ok. It addresses most of the issues we discussed. I therefore propose adoption.

I agree with the committee and support the adoption.

Since we have adopted the constitution, I therefore call upon the president of the Water Management Committee to take the constitution and register with the Divisional Office.



Sir, here is the constitution for the management of our water supply system for registration. We want to register with your office.

We would like to invite you for the inauguration. The inauguration is to share our achievement and experiences in this project with our neighbours, friends, donors and support agencies.

Congratulations for your new water system. The government attaches much importance to such community initiatives. Action will be taken right away to register the constitution. Please, come in two weeks for your certificate. I will also be there for the inauguration. Thanks and safe journey.

Questions for Reflection

1. What do you think should be included in the constitution or rules and regulations of a village water supply management?

2. How will you ensure that the articles in a constitution or rules and regulations are fully implemented and respected?

3. In the event that the constitution or rules and regulations are not fully implemented or are not respected, what should be done?

4. Supposing the chairperson of WMC decides not to call for a General Assembly for fear of being replaced, what action will you take?

Some Helpful Tips

Most management rules and regulations include articles on payment for operation and maintenance (O&M), sanctions, responsibilities of officers, name of organisation, location, term of office, etc.

Experience shows that many villages form water committees and develop these rules and regulations but they are hardly implemented. The chairperson or president of the committee often neglects the constitution for personal interests. He or she refuses to call a general assembly meeting for fear of being replaced. Therefore, when you are developing the constitution or rules and regulations, make sure that there is room for some other authority to call for a general assembly meeting when the president or chairperson fails to do so.

Managing a water system can be a difficult experience because it involves people, infrastructure and natural resources. It is important to create partnerships with professional and administrative institutions that will assist you. Support and management become easier if the community has a registered constitution or rules and regulations of which the content is known and accepted by the entire community. The constitution should ensure accountability, transparency, equity and justice.

GLOSSARY

Accountability

Accountability relates to feedback reporting. This can take the form of a financial report. For example, when people in the community give their money to the water project committee to use for the water supply project, the committee should in turn report to the people how much money was collected, how much was spent, what it was spent for, and how much is remaining. This feedback mechanism is what we call accountability. When this is not done, the project will most likely fail. An important aspect in such feedback reporting is the justification of all expenditures with authentic receipts. This implies that a good system of record keeping must be in place.

Caretaker

A caretaker is the person who does the minor technical work on a water supply system. He/she operates and maintains the system. Usually, more than one person does this and it is advisable to include a woman. The caretakers are always equipped with tools and spare parts for maintenance and repairs. A good system of motivation or payment should be put in place; otherwise the caretakers will abandon the water system, which will obviously run into serious problems.

Communication System

Communication is effective when one person sends a message (sender) and the other hears and understands (receiver). If the message is heard and not understood or not heard at all, then communication has failed. A communication system is therefore the means by which a message can be sent such that it is heard and understood by those who are to receive the message. Thus, when choosing a communication system in the community, it should be one that everybody will hear and understand. For example, if communication is by drumming, everybody in the community should be able to hear and understand the message being sent on the drum. This will improve cohesion (i.e., togetherness) and bring success in a community project.

Community

A Community, in the context used in this book, is a group of people living in the same geographical area and share common interests and values. A community can be a village, a quarter or a combination of villages or quarters. Everyone who lives and/or works in that area whether poor or rich, man or woman and old or young is an active member of the community. Some members may not live and work in that community but they may have economic, social, cultural or political interest in the community. Therefore, for the purpose of a community project such as a water supply, always consider 'external elites' as members of a development community.

Community Empowerment

This is a process that builds the capacity of the local people to take a leading role in their development initiatives. This is often done through training, support, information, education and communication

Community Management

Community Management, specifically for rural water supplies, is an approach whereby the users of a water supply system organise themselves, plan, budget, implement, monitor and evaluate activities that will ensure the effective functioning of a water system. The users own the system and have authority over it, thereby having the right to make decisions and take responsibility for the decisions they make.

Construction Agency

This is a technical organisation that provides technical services such as construction, studies, design and supervision to communities. It could be an NGO, CIG, Company or Firm, etc. Their main role is to provide the technical services they have been contracted to offer.

Design Specifications

When a water supply is designed, the engineer usually says what the system will look like. This is through specifications such as the type and sizes of pipes, the size of tanks, the materials for construction, the number of standpipes, the area to cover, the location of taps, etc. This is technical information, which is usually provided in the design report. It is important to make sure that the construction agency respects all these specifications.

Economic Categories

In every village or community, there are poor people, middle-income people and rich people. These groups of people are referred to as economic categories or economic classes of the population. Each community has its own way of identifying those who belong to each category. Common criteria to distinguish them often include income, standard of houses, size of land or farm, level of education, occupation, dressing, property and position in the community power structure.

Equity

The term equity used in a water project means that everyone should benefit equally from the water supply system. For example, everybody should have access to the water supply rather than just some rich and influential people. Activities that have financial, skill or knowledge benefits should be opened to all members of the community regardless of gender and social status. There should be no discrimination. All men, women, youths, poor and rich should benefit proportionately to their needs and contributions.

Gender in Water Supply

Gender simply means recognising the contribution of men and women in a project or in the management of a water supply system. It does not mean that women should rule over men. A good understanding of this concept is very important for effective participation of all sexes in the community towards the realisation of a common project.

Often, gender is taken into consideration when contributions are made for example, men contribute 5000FCFA each while women contribute 2000FCFA each. Unfortunately, when it comes to selecting members of a Water Management Committee or Project Committee, only men are selected or only men are made

Presidents. The women who contributed 2000FCFA each, who are always fetching water, who use the water more, etc. are never there in the committee where key decisions are made concerning the water project or system. Yet they are the majority in almost all communities. In many communities, this gender bias has led to a complete breakdown of the water system or complete failure of a project.

General Assembly

A General Assembly is a forum where all community members irrespective of gender, level of authority, age, religion, etc. meet to discuss issues of community interest. Key decisions concerning the management, operation and maintenance of the water supply are made here. It is often the highest decision making body in many communities.

Informed Decisions

It is expected that community people make decisions on the water supply system such as what source to use, what technology to choose, what contractor to select, what service level to provide, etc. However, making decisions requires adequate or enough information. For example, information on the quantity and quality of water from water sources throughout the year, the cost of tapping the water, the various technological options, the characteristics of a good contractor, etc. Without this information, it may not be easy to make such decisions. However, when this information is available you can make informed decisions.

Local Government

This refers to the institutions that handle local leadership, economic, social and political matters at the level of the community. The village chief and his council of elders and kingmakers, the mayor, the Divisional Officers and people running the day-to-day activities of a circumscribed geographical area at the community level are members of the local government institutions. In the context of this book we specifically refer to the Municipal Council.

Operation and Maintenance (O&M)

In a water supply system, operation refers to the opening and closing of valves, stop locks, and other components such as generators, pumps, etc. Maintenance is making sure that the system functions well without breakdowns for a good length of time. Maintenance is of two types, preventive and curative maintenance. Preventive maintenance involves activities like greasing components, controlling quality, cleaning components, etc while curative maintenance is concerned with repairing structures when they breakdown. These two processes of operation and maintenance constitute the O&M of water supply system.

Potable Water

This is good quality water that has been tapped from a source, processed and delivered to people at a convenient collection point. It is considered potable when it contains no germs, no odour (smell), no colour and no taste.

Sector Agencies

This is an organisation or institution dedicated to work within a given sector such as road, health, education and agriculture. In the context of this book sector agencies are

those organisations or institutions such as Government Departments, NGOs, CIGs, Associations, etc. working predominantly in the water and sanitation sector.

Water Supply System

This is a system of pipes connected together to collect water from a natural source like a stream, spring or even from the ground. The water is channelled to where people can collect it easily and in good quality and quantity. The system often includes a catchment (where the water is collected), a treatment plant (where the quality is improved), a storage tank (where water is stored for future use) and standpipes.

Standpipe

A standpipe is a pipe, which water flows and is constructed in a vertical position using mortar and cement see figure below. However, a water supply system could equally be very simple such as a manual pump, a water point, a rain collection system, etc. These are different technologies of a water supply system.



Fig. 1: Woman Carrying Water from a Standpipe at Nkouondja, West Province, Cameroon

Service Level

The provision of water to consumers (users) is a service. This service can be at different levels that relate to the degree of convenience and satisfaction. For example, water delivered in the house is of higher service level than water delivered in the yard or public standpipe. Similarly, water with absolutely no germs (pathogens) and harmful chemicals are at higher service level than that which is supplied with some germs and harmful chemicals. Getting a higher service level requires more money and skills for O&M. When starting up a water supply project, the community needs to agree on the desired and expected service levels.

Support Agency

A support agency is the organisation that guides the community through the project process and it could be an NGO, CIG, Extension workers, etc. They train and educate the community people, support them in raising money, organisation, planning, and other activities of the project.

Transparency

Transparency is the other side of accountability. This can be illustrated in the following example. If the Chairman of a project committee calls a committee meeting and seeks the opinion of members about an activity that has to be carried out, informing them on how much it will cost, what the money will be used for, who will be involved, etc. then we say the chairman is transparent. This is contrary to the situation where the chairman of the committee just informs the members or the population that an activity has been carried out without prior approval or opinion of others. In a transparent system, the community members have access to the committee records to find out how their money is being spent. However, transparency is not limited to money but also extends to the way decisions are made. A transparent decision should be clear and should reflect the opinion of the majority.

Village Traditional Council

The Village Traditional Council is the administrative and legal institution of the village. It is made up of the villagers of a given village. Most of the time, its members include the Chief, notables, kingmakers and elders of the village. It is the administrative arm of the government at village level. Sometimes it is simply referred to as the village council. It is a permanent institution, which is independent of the water project. However, they have power to intervene when and where necessary for the success of the project.

Water Management Committee

When the construction of a water supply system is over, then the project committee has completed its task. However, a water supply system now in place needs operation and maintenance, which require money and labour. A water management committee is therefore created to oversee the O&M activities, financial mobilisation and management community labour contribution for the up-keep of the system. The water management committee is usually made up of elected community members. The election should ensure that all categories of people and all quarters are represented. The water management committee is sometimes called Water Maintenance Committee.

Water Treatment Process

The water from natural sources is often not safe or not potable. A treatment plant is therefore constructed in the water supply system to remove harmful elements from the water. By treating the water, harmful elements including germs (i.e., pathogens), chemicals, odour, colour and particles are removed to make the water potable. A treatment process is therefore the step-by-step actions and mechanisms to remove these harmful elements. A common treatment plant performing a treatment process is a slow sand filter. Other treatment processes include home filtration using clean cloth, application of chemicals like chlorine, boiling of water and the use of portable water filters.

Water Supply Project

A project generally refers to a set of activities to be carried out for a given period of time with an estimated budget to achieve a specific objective. A water supply project is therefore a process of getting a water supply system installed by implementing a set of activities. The project often starts with identification and continues with initiation, planning, construction, monitoring and evaluation and finally the inauguration. The output of a water supply project is a water supply system, which should have water flowing through it.

Water Project Committee

A committee is usually a group of elected or appointed individuals who undertake specific functions on behalf of the entire community. A water project committee is therefore a small group of people who have been put together and given a responsibility to manage the water project from its beginning to the end when water flows. It is highly recommended that members of a Project Committee be selected with care and that they should work on the project until its end.

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ANNEXES

Some Water Service Providers In Cameroon

- **G.E.E.**
 - **IEA**
 - **OSRI**
 - **ORICAA**
 - **HEPCCO. LTD**
-



**Group
Engineers
Enterprise**

- ❖ Experts in Community Water Construction and Maintenance
- ❖ Construction and Maintenance of Public and Private Infrastructures like Health Centres, Offices, Bridges, Road; you name the rest.
- ❖ General Supplies etc.
- ❖ We fight hunger in both arid and semi-arid areas by Installing Irrigation Schemes to enable farmers do off-season farming.
- ❖ We also carry out Community Training on Sustainable Management of Projects

**P.O Box 4019, BAMENDA, NWP CAMEROON,
TEL: 778 74 18 / 741 25 73
CITY CHEMIST, BAMENDA**

*Our ambition is always to lead,
If we are not Leading, We follow those leading
If we are not following, then we give way because we become a
nuisance to either those leading or following.*

Annex 1: Organisations Active In Rural Infrastructure in Cameroon

IEA-Integrated Engineering Associates: Water Services Provider in collaboration with public institutions, organisations and communities in:

Studies and Design

Supervision and Control

Operation and Maintenance

Capacity Building



A trusted partner in the provision of water services! We go where others would not dare, we listen when others would be talking, we perceive what others have failed to see. Sharing your instincts and wisdom keeps the water flowing.

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OSRI

**Organisation for
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A dedicated and Committed NGO aimed at reducing poverty and improving livelihood of rural and urban poor in Cameroon through installation of improved basic infrastructure services.

With 14 years existence, OSRI has touched the lives of thousands of women, men and children through the construction and rehabilitation of over 40 rural infrastructures and conducted several trainings in management, operation and maintenance of infrastructures. These were done in partnership with international, diplomatic and local organisations.

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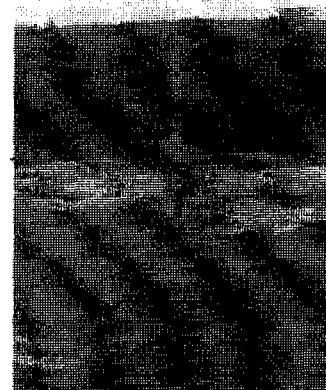
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ORGANISATION FOR RURAL INFRASTRUCTURE, COMMUNITY ANIMATION AND AFFORESTATION (ORICAA) CAMEROON

Created in 1991, is one of the longest serving organisation in the North West Province of Cameroon with 14 years of working experience in the field of Rural / Urban Development. <Water supply, Bridges, Roads, Community halls and Schools>

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PARTNERS include Village Development Associations, Rural/urban Councils, Churches, CIG's, Local/International NGOs, EU, GP-DERUDEP, Embassies, and HELVETAS.

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IRC International Water and Sanitation Centre

IRC facilitates the sharing, promotion and use of knowledge so that governments, professionals and organisations can better support poor men, women and children in developing countries to obtain water and sanitation services they will use and maintain. It does this by improving the information and knowledge base of the sector and by strengthening sector resource centres in the South.

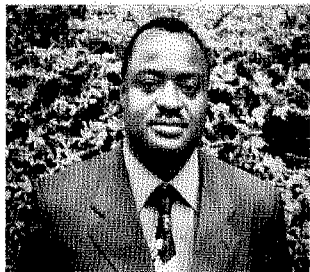
As a gateway to quality information, the IRC maintains a Documentation Unit and a web site with a weekly news service, and produces publications in English, French, Spanish and Portuguese both in print and electronically. It also offers training and experience-based learning activities, advisory and evaluation services, applied research and learning projects in Asia, Africa and Latin America; and conducts advocacy activities for the sector as a whole. Topics include community management, gender and equity, institutional development, integrated water resource management, school sanitation, and hygiene promotion.

IRC staff work as facilitators in helping people make their own decisions; are equal partners with sector professionals from the South; stimulate dialogue among all parties to create trust and promote change; and create a learning environment to develop better alternatives.

IRC International Water and Sanitation Centre

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ABOUT THE AUTHOR

Andrew Mbakwa TAYONG is an Engineer who holds a Master of Engineering Degree from UNESCO-IHE Institute of Hydraulics and Environmental Engineering in The Netherlands and a Bachelor of Engineering degree from the University of New Castle Upon-Tyne in Great Britain.

He developed experience in the rural water and sanitation sector as the Cameroon team leader on a Participatory Action Research project and as a team member on a water and sanitation assessment project for West Africa. IRC International Water and Sanitation Centre, The Netherlands, and the World Bank Water and Sanitation Programme coordinated the research and the assessment projects respectively as part of global projects.

With this experience he became the Director of Water and Sanitation Management Consultants (WSMC), an NGO focusing on capacity building in the water and sanitation sector. Currently, he is the Infrastructure Engineer in a rural development project sponsored mainly by the African Development Bank (ADB) called Grassfield Participatory and Decentralised Rural Development Project (GP-DERUDEP) covering the North West Province of the Republic of Cameroon.

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Comments

“This is a book that can be used in Community Development Schools”,