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SWOT Mission 1999

October 1999

*Domestic Water Supply Programme
Morogoro Region*

Methodology Report

on sustainability of 1st batch
Water Supply Companies

Ministry of Foreign Affairs
The Hague
The Netherlands

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file
date 9 November 1999
registration number
version 1

LIBRARY IRC
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Abbreviations and acronyms

BoD	Board of Directors
CD	Community Development
CDO	Community Development Officer
DC	District Commissioner
DED	District Executive Director
DFID	Department of Foreign International development
DPM	District Programme Manager
DWE	District Water Engineer
DWP	Domestic Water Point
DWSP	Domestic Water Supply Programme
GS	Galvanised Steel
HID	Human Resources and Institution Development
HOD	Head of Department
HRD	Human Resources Development
IWP	Improved Water Point
KDC	Kilombero District Council
MP	Member of Parliament
NBC	National Bank of Commerce
NGO	Non Governmental Organisation
NRWP	National Rural Water Policy
O+M	Operation and Maintenance
PMO	Prime Minister's Office
RNE	Royal Netherlands Embassy
RTDC	Regional Training and Development Centre
SW	Shallow well
SWOT	Strengths, Weaknesses, Opportunities and Threats
TSh	Tanzanian Shilling
VG	Village Government
WSC	Water Supply Company
WUG	Water User Group

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1 INTRODUCTION

The main purpose of this report is to describe in-depth the methodologies, which were applied by the mission team during the SWOT and sustainability risk analyses of the seven selected water supply companies in Morogoro region. The seven were among 22 companies, which had since 1995 been established by the Domestic Water Supply Programme (DWSP) in collaboration with the Districts.

A total of 21 WSCs have to date been registered under the Company Ordinance (Cap 212) as private companies limited by guarantee.

DWSP is a joint initiative between the Governments of Tanzania and the Netherlands to assist the rural people in Morogoro and Shinyanga Regions to get improved and adequate domestic water supply services on a sustainable basis. The programme, which was initially earmarked for five years beginning in 1993, had a budget neutral extension till the end of 1999.

It is a fact that DWSP in Morogoro Region has spearheaded the establishment of autonomous rural water companies in Tanzania. As such the venture is still on an experimental footing.

Due to this experimental character of these companies, the programme decided in January 1999 to concentrate its support to only seven WSCs. The move was in preparation to the handing over of the schemes to the users scheduled at the end of 1999.

The selection of the first seven WSCs was based on several criteria of which the degree of commitment by the users to manage the schemes along sustainable lines was the highest indicator. The seven WSCs are Ndole and Kambala in Morogoro District, Rudewa and Ruaha in Kilosa District, Ikela (Mkamba/Kidatu) in Kilombero District and Makanga and Isongo in Ulanga District.

The need to carry out SWOT analyses in the selected seven WSCs arose out of DWSP's primary objective of facilitating the establishment of community-managed structures, which would ensure the continuous provision of domestic water to rural people on a sustainable basis, within the Tanzania rural water supply settings.

In reflection to the ToR the SWOT and sustainability risk analyses of the seven WSCs would lead to the development of a set of analysis models, with systematic methodology and clear indicators of actual and required performance level for different categories of WSCs. These models would then in the future be applied on the other 14 WSCs that do not (yet) receive the concentrated institutional development support by the DWSP.

Furthermore, the methodology would assist WSC stakeholders at various levels for further internal evaluation of their performance on a regular basis. That in mind, the mission has intentionally attempted to describe separately the process through which the SWOT and sustainability risk analyses were conducted by using various methodologies and tools.

Carrying out the SWOT and sustainability risk analyses of WSCs with more or less diverse settings is indeed a very challenging assignment. The ToR and the internal DWSP report of the Rapid Appraisal of WSCs already indicated clearly that these companies had varying characteristics in terms of technical, social and institutional settings. Moreover, all these companies are still in a rather infant and delicate stage of adopting a new organisa-

tional framework (i.e. community – managed water supply companies). Such a framework is relatively a new concept as far as rural water supply systems are concerned in Tanzania.

With this background the team developed methodologies and tools, which would not only provide the primary and secondary data from documents or interviews, but also enable the stakeholders to get instant feedback about their companies (**Strengths and Weaknesses**). In addition they were exposed to new insights (**Opportunities and Threats**) and was the awareness raised on how to proceed for a longer period of time (**Strategic Orientation**). Various tools used during SWOT meetings are in Appendix 1.

Obviously, such an analysis demanded for a balanced approach between participatory and conventional analytical tools. The main tools, which were used during the study included

- review of relevant documents,
- semi-structured interviews with individuals / groups of stakeholders,
- field observations,
- focus group discussions at all levels,
- a series of SWOT-SOR workshops,
- institutional and organisational analysis tools: Institutogramme and Integrated Organisation Model (IOM),
- structured interviews (questionnaires)

Participatory tools were mainly applied during the initial stage of the study in which stakeholders were split for discussions according to their interest groups. Such as water users (women) water users (men), WUG committees, WSC members / representatives, Board of Directors, District functionaries, Village Government leaders, private sector representatives and politicians such as MPs and Councillors.

Since the information, which was gathered during the SWOT-SOR meetings, tended to be cross-cutting in nature and sometimes conflicting, there was a need to cross-check facts, fill in gaps and validate it by applying conventional methods of data collection. A set of questionnaires on key areas of the study with measurable indicators were developed by the team, tested and used during the second phase of the assignment.

All in all these approaches were meant to compliment each other so that the team would be able to draw up general and specific conclusions related to WSCs sustainability. In reference to the ToR the team defined 'sustainability' as *the capability of the WSCs to continue providing adequate water services to all users for a very long period of time even without financial / technical support from the present donor*.

2 AIMS AND OBJECTIVES OF THE METHODOLOGY

2.1 SWOT-SOR Methodology

The main objective of the SWOT-SOR methodology in this study was to assess the performance of the seven WSCs and as a result identify their general and specific sustainability risks related to social, institutional and financial aspects. However, as mentioned above the methodology can also be useful in community / organisational needs assessment, planning, monitoring and evaluation.

In general terms the SWOT analysis is a tool designated to analyse *Strengths*, *Weaknesses*, *Opportunities* and *Threats* in a project or organisation. The tool can be used to analyse the aspects of an organisation at different stages of its cycle. It involves the analysis of internal factors (*Strengths* and *Weaknesses*) and external factors and actors (*Opportunities* and *Threats*) of an organisation.

The rationale for a SWOT analysis is for the stakeholders to be able to describe the institutional setting of their organisation in which various external influences (*Opportunities* and *Threats*) can be identified. Likewise, stakeholders will need to analyse factors affecting the internal functioning of their organisation (*Strengths* and *Weaknesses*) at any given time depending on the objective of the analysis.

Strategic Orientation (SOR) on the other hand is a method to formulate strategies. This is usually done after the SWOT analysis with the aim of generating major realistic options for improving the situation through specific activities / actions and specifically after the SWOTs have been prioritised.

Another objective was to develop methodologies and tools, which would not only provide the primary and secondary data from documents or interviews. It would also enable the stakeholders to get instant feedback about their companies (*Strengths* and *Weaknesses*), expose to them new insights (*Opportunities* and *Threats*) and raise the awareness on how to proceed for a longer period of time (*Strategic Orientation*).

2.2 In-depth Sustainability Risk Analysis

Whereas the objective of the SWOT-SOR methodology was to get first hand information from various stakeholders in a participatory manner, the in-depth analysis aimed at validating this information. However, these methods complimented each other in that, the former was the basis for developing key study areas and sub-areas for the latter one.

During the second phase therefore, the team used a more conventional and systematic data collection methodology. A checklist of questions with measurable indicators and scores was used during the interviews and document reviews. The results from both methodologies have indeed contributed greatly to the conclusions and recommendations of the overall study.

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3 THE WATER SUPPLY COMPANY AND ITS ENVIRONMENT

3.1 Context of the Water Supply Company

The WSCs operate in a complex context of different environments with many stakeholders. The context is important for the establishment and the functioning of the Company. Also in the SWOT analyses methodology these different environments were recognised. Each environment was assessed for its relative importance and the level of emphasis determined. Depending upon this level of emphasis, more or less parameters were included in the SWOT analyses.

Common environments are.

- Legal framework of Companies including ownership and management structure,
- Political and traditional environment,
- Local and Central Government environment (including external agencies' support),
- Internal (WSC) and external institutional environment,
- Community and socio-economic environment,
- Physical and climatic environment,
- Infrastructural environment,
- Private sector environment

The objective of the SWOT analyses of the seven WSCs in Morogoro in 1999 was to analyse their functioning and performance in the existing environments. Therefore, *institutional, financial and social and community environments* were chosen. Legal, political, governmental and private sector environments were also included in the three areas of analysis.

3.2 Legal status and organisation structure of WSCs

The WSCs are legal entities registered under the Companies Ordinance (Cap 212) as Companies Limited by Guarantee. A signed Memorandum and Articles of Association of the Water Supply Company Ltd in principle makes them the legal owners of the assets. However, until official handing-over has been effected the District Councils are the legal owners of part of the assets according to the Local Government Act of 1982¹.

The organisation structure of the company consists of four main groups: users, Water User Group committees, Company Members and Board of Directors. Some companies have also permanent personnel and ad-hoc supporting consultants / technicians. Figure 1 gives the common organisation structure and the detailed composition of the Board of the present WSCs. Although most WSCs have no personnel, the organogramme indicates also possible personnel and ad-hoc consultants / technicians. The roles and responsibilities of the different groups within the company, and the election procedures and terms for the Members and Directors are indicated in the Articles of Association.

¹ Section 5 (2) of the Local Government (Finance) Act No 9 of 1982

3.3 Spheres of Influence and Institutiogramme

As indicated above several environments influence the WSCs in such a way that all have an effect on companies' sustainability. These environments may be internal, close-by or at a distance from the WSCs.

Figure 2 shows four distinctive spheres of influence, i.e. the internal block of the WSC, the ring of the village sphere, the sphere at the district level and the sphere outside the district.

Figure 1 Organisation structure of the WSC

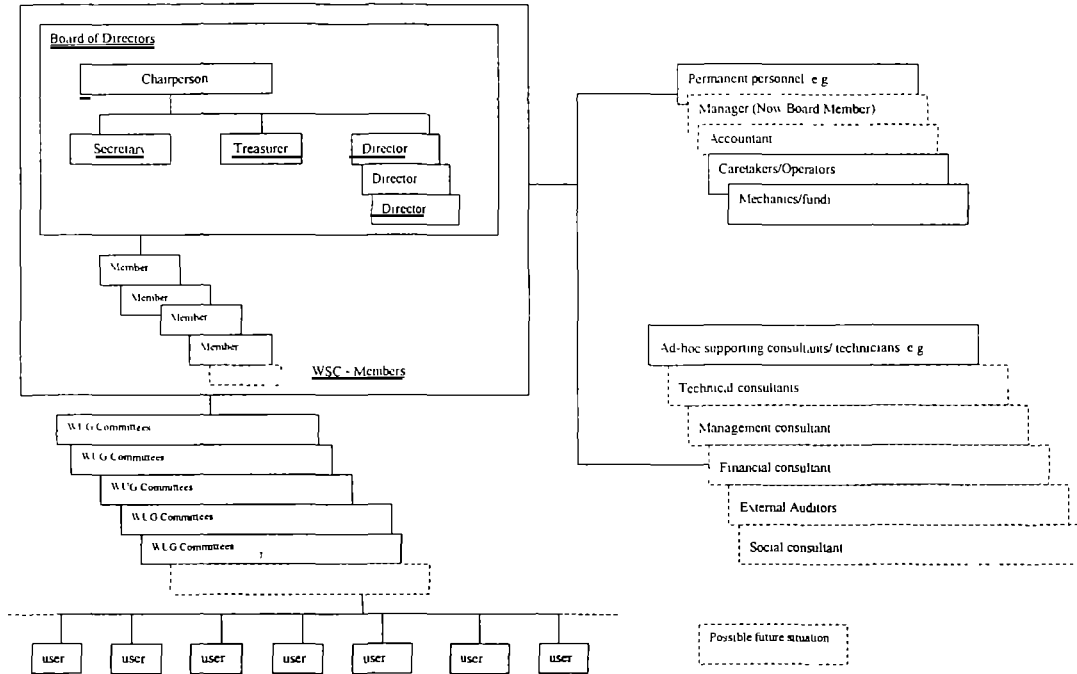
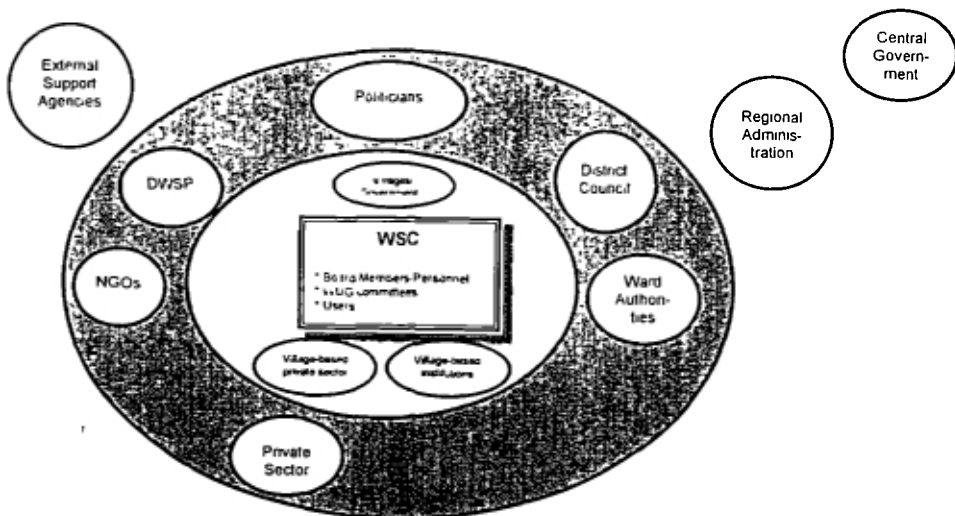


Figure 2 Spheres of influence on the sustainability of the WSCs



The closer the sphere of influence the more direct the effects are on the daily functioning, the performance and the sustainability of the WSCs. This does not mean that the outer spheres would be less important for the sustainability, but their effect on the WSCs is less direct. For example, if in the internal WSC sphere the Board is misappropriating funds, then the risk exists that the WSC may end up in an organisational crisis. On the other hand, if the Central Government would not timely produce the required legislation on the ownership, then this would not influence the supply of water to the people in the short term but it would in the long run.

During the SWOT analyses the WSCs indicated their relationships with different stakeholders, which lead to "their" institutiogrammes. The common stakeholders in the village sphere include apart from the internal ones, the Village Government, traditional leaders, local private sector, and in the district sphere the District Council (including district functionaries), the DWSP, politicians (Councillor and MP), local NGOs or institutions, and the district-based private sector.

The common relationship between stakeholders around the WSCs is drawn in Figure 4. The Regional Administration, Central Government and the RNE are included to give a complete picture of the present situation. The prevailing types of relationships are financing (and temporary DWSP financing), paid support (and temporary paid support by DWSP for activities), unpaid support and communication lines. The hierarchical relation is left out as this exists only within the WSC. The stronger the relationship the thicker the linking relationship line.

The indicated lines of relationship between the WSCs and the different stakeholders are a rather simplistic way to picture the reality. Under the heading of "unpaid support" provided by the Local and Central Governments, many roles and activities are covered (e.g. co-ordination of sector development, monitoring, planning for rural water supply etc.). The same applies for the linkages to the DWSP.

3.4 Key areas influencing the sustainability of the WSCs

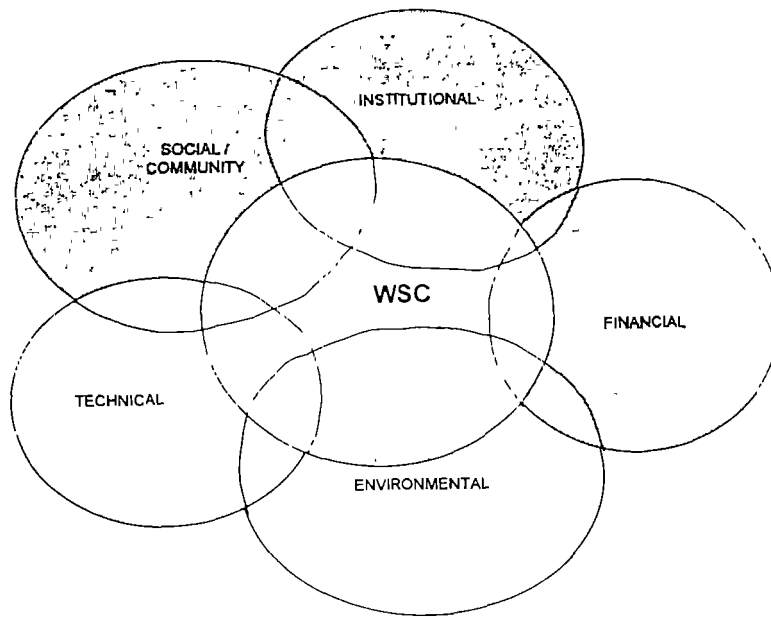
The Mission had in its ToR three main subject areas to include in its SWOT analyses and the Sustainability Risk Analyses:

- Institutional factors
- Social and community factors
- Financial factors

The list of all factors in the three subject areas is added as Appendix 2.

There are two more subject areas that influence the sustainability of the WSCs, i.e. technical factors and physical environmental factors. Figure 3 illustrates the five main sustainability areas but also how they overlap with each other. For instance, the financial sustainability is also depending on the strength of the institution. The technical sustainability factors, such as water quality and water quantity, depend on several environmental factors such as pollution and catchment protection, and climatic changes. Some may be within, while others are beyond the control of the WSC and even entirely beyond the control of the District authorities, taking for instance rainfall.

Figure 3 Five main areas of influence on the sustainability of the WSCs



Although not explicitly mentioned in the ToR these two subject areas, i.e. environmental and technical factors, were included in the detailed Sustainability Risk Analyses, but not to the same degree of detail as the others. These specific factors were included in the social and community factors. They referred to the functionality of the water supply system (functioning DWPs, days the scheme does not provide water and reliability of the water source) and to the appreciation, usage and benefits (water quality and quantity, the availability of alternative water sources)

The technical system and the service delivery of the WSC are illustrated in Figure 5 giving both the internal relationships and the external factors influencing system and service delivery

Figure 4 Relationship between WSC and main stake holders

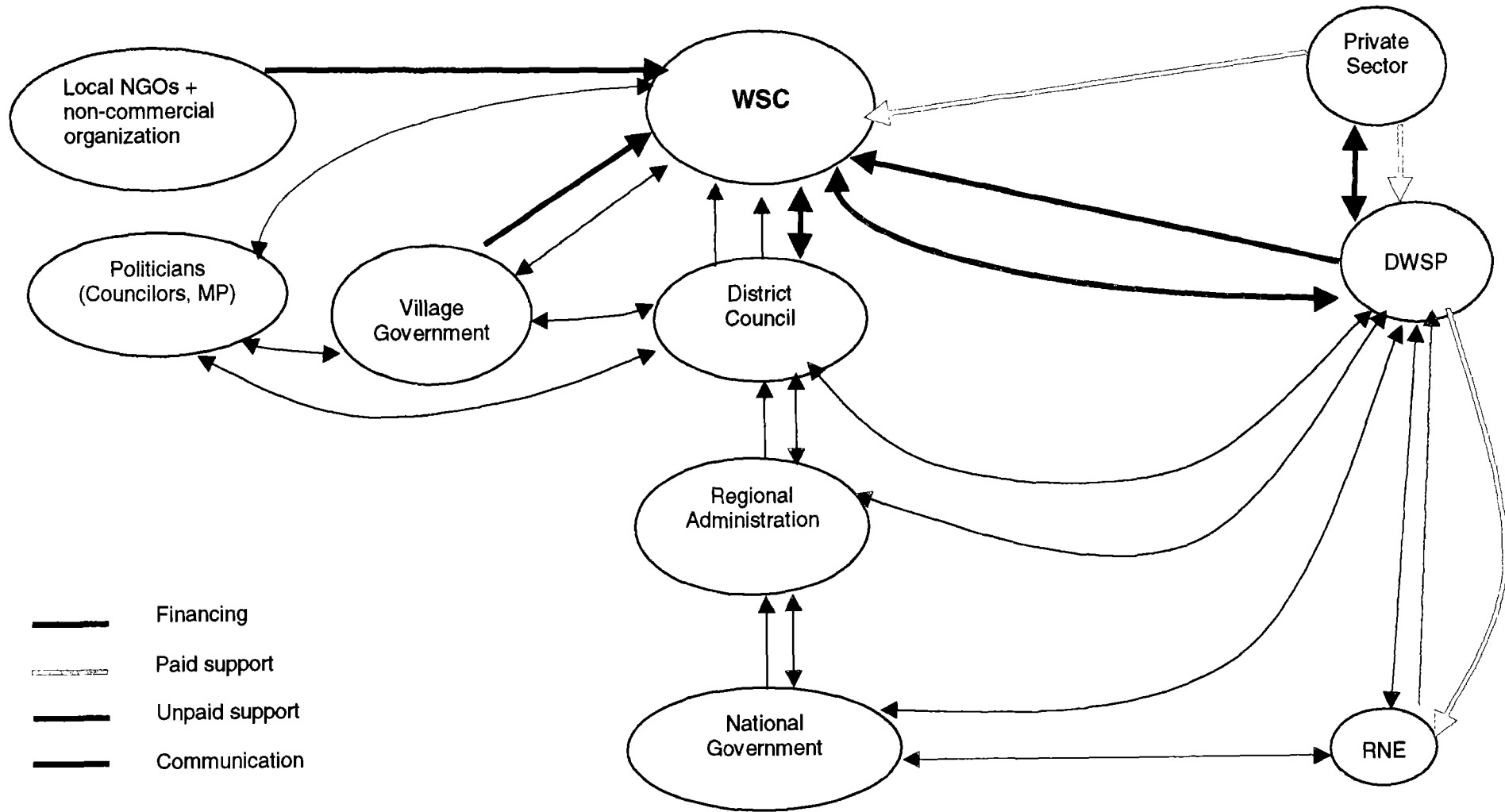
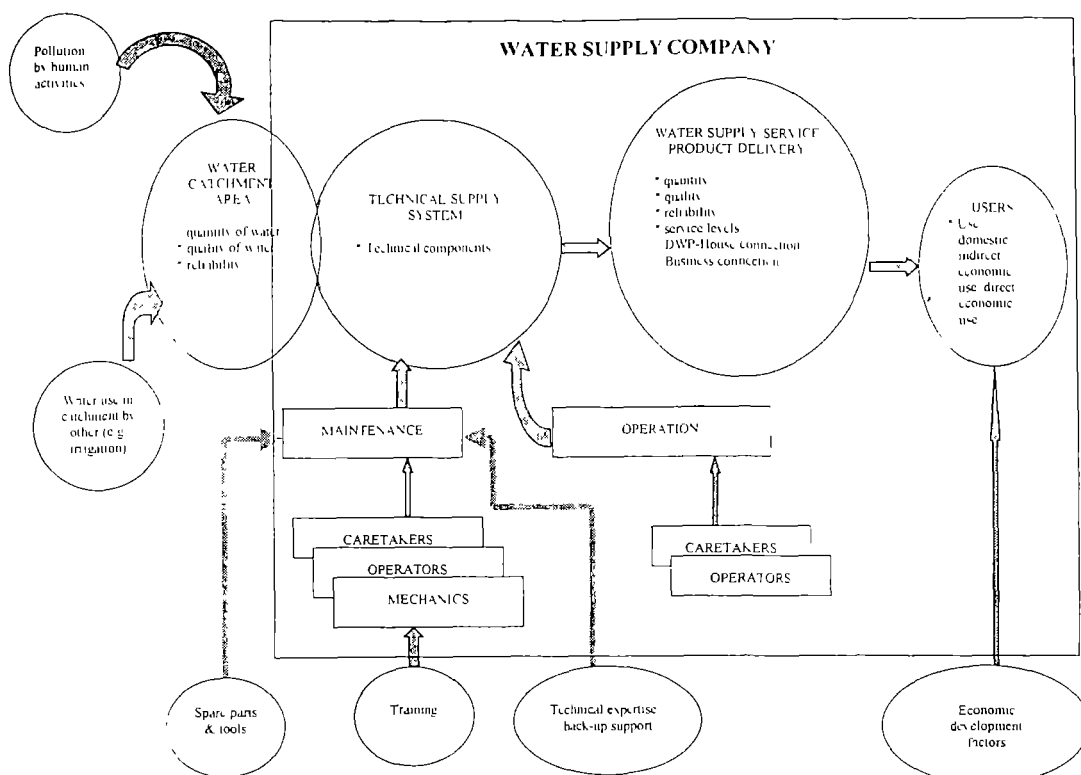


Figure 5 Context of the Technical Supply System and the Service Delivery



Most of these sustainability factors refer to the inner spheres of the WSC, i.e. the WSC itself and the village sphere. That means that the sustainability of the WSC is primarily influenced by factors close to the Company, and to a lesser extent by factors further away such as the District and the outer sphere further than the district. This, however, does not mean that the WSCs can exist and continue without the support of institutions outside the village environment. The enabling environment from the Central and Local Governments is crucial, as well as the different types of support from programmes such as the DWSP. The factors or issues in the three main sustainability areas, i.e. institutional, social and community, and financial (see Appendix 2), refer nearly all to the WSC and its relationship to and support from the users.

3.5 The Enabling Environment and the Rural Water Policy

The Government of Tanzania is in the process of formulating a new *Rural Water Policy*. The text of the present draft paper forms the reference for the direction of the developments in the future in the water sector.

Particularly those policy statements relevant for the establishment and functioning of the WSCs have to be taken into account. The most important are

- The general directions towards new roles of government and private sector.

- Sustainability principles,
- Roles of the Central Government,
- Roles of the Local Governments,
- Expected tasks to be taken up by the private sector

A summary overview of policy statements relevant for the WSCs is added (Appendix 3)

3.6 The Role of the Domestic Water Supply Programme

In the case of the DWSP, which is a joint programme of the Governments of Tanzania and of the Netherlands, there are two main actors. The Tanzanian Government has the districts as the main actors steered through the region, whereas the GoN has contracted DHV Consultants as advisors.

The capacities in terms of human resources, knowledge and skills, financial and transport facilities, but also the attitudes towards communities and approaches applied in the support are to be considered.

Before 1999, the DWSP was concentrating on the technical aspects of rehabilitation and/or construction. Since 1999, the Programme concentrates more on the institutional aspects of the WSCs. The Programme assisted the communities to establish autonomous Water Supply Companies as the legal user entities owning and managing the water schemes. There is at the moment a continuous institutional and capacity building process aiming at building strong institutional frameworks and capacities of the seven WSCs.

The Programme is implemented jointly by the Districts and the Consultants. The Programme staff (i.e. Programme Advisers and District Programme Managers) is active in the development and implementation of the capacity and institutional building efforts and activities. They have developed concepts, framework, and formats for the institutional operations of the WSCs.

In general, the District has limited financial, institutional and managerial capacities. The financial and material resources are also very limited at District Council level. The attitude and the approaches of district staff are in general of hierarchical nature, with authoritative and paternalistic tendencies. This may have adverse effects on the relations with autonomous WSCs.

4 METHODOLOGY OF SWOT ANALYSIS

4.1 Definition of Terms

The SWOT-SOR methodology, as was specifically applied during this study, aimed at analysing external and internal factors and actors either currently influencing the operations of the WSCs or would in the future affect them. These influences could either be positive or negative.

External influences refer to *Opportunities* and *Threats*. Opportunities are those external factors, which exist or are not yet exploited, but if taken advantage of could substantially have positive influence on the WSC's performance. Threats may as well be existing or potential external factors or challenges, which, if not avoided, could negatively affect the performance of the companies.

Internal influences describe the existing situation within the companies. They are internal critical factors classified as *Strengths* and *Weaknesses*, which determine the WSC's performance. Strength is regarded as an internal asset of a company, which substantially contributes positively to its performance. A weakness, however, is that internal factor which retards or hinders the company from achieving its mission.

4.2 Steps in SWOT Analysis

1. Defining and agreeing on Field of Analysis and Basic Question

The Fields of Analysis were the focal points, which were the seven WSCs. The Basic Question was the overall purpose of the study, which was:

What are the general and specific sustainability risks, which affect the performance of WSCs in achieving their mission of providing water more efficiently to the users?

In principle the Basic Question was reflected in the ToR, but further fine-tuning was done together with the DWSP regional consultants.

2. Review of relevant documents

The team reviewed various documents relevant to the study in order to grasp key elements related to the Fields of Analysis (each WSC) so as to spell out salient issues about each one of them. A list of issues, which would be addressed during discussions with stakeholders, was drawn as shown in Appendix 1.

3. Identification of various stakeholders per WSC

In consultation with the DWSP regional consultants the team developed an exhaustive list of stakeholders per WSC which would be met. The list differed per WSC as the companies differ in size. However, the categories of the major actors were drawn as follows:

- District functionaries,
- Water users, (separate women and men),
- WUG committees,
- WSC Members (representatives),
- Board of Directors,
- Village Government, opinion leaders, e.g. MPs, Councillors, and other important persons in the locality,
- Private sector, e.g. shopkeepers and local private funds

4 Carrying out a series of SWOT meetings with stakeholders

A series of SWOT meetings were conducted in each company with the identified stakeholders. Each session took between 45 minutes to 1½ hours depending on the tools used.

The following activities were done during these meetings:

- (a) Explaining the purpose of the Mission by focusing on the Field of Analysis and the Basic Question
- (b) For the District functionaries, BoD and in some cases the Village Government leaders, external and internal analyses of the WSCs were done by using the Institutiogramme. The Integrated Organisation Model (IOM) was particularly used during the meetings with BoDs and WSC members.

(i) Steps in drawing up an Institutiogramme

- After agreeing on the Field of Analysis and the Basic Question participants were asked to list or mention the type of actors at different levels who in one way or another affected or were potentially thought of being actors who could have influence on the operations of the WSC. These could be public or private organisations, officers, departments, target groups, private sector, politicians etc.
- Participants were facilitated to define the type of relations they perceived the WSC had or could have with each identified actor. The relations were categorised as hierarchical, financial, advisory (paid) service, support (free) and communication.
- A map showing the lines of relations with the field of analysis was drawn (Figure 4).
- A brainstorming session facilitated by one of the team members helped the participants to indicate the quality, adequacy, acceptability, importance and frequency of such relations.
- On the basis of the last step conclusions were drawn to show whether some actors posed threats or were current or potential opportunities to the WSCs.

(ii) Steps in describing IOM

As a tool, the IOM was used to describe and analyse particularly the internal characteristics of the WSCs. Participants were called upon to brainstorm on various aspects of their WSC related to its mission, inputs, outputs, strategies, structure, management styles, management processes and systems, culture and personnel.

Environmental factors and actors which affected or influenced the performance of the WSC were also mentioned (Appendix 4)

- (c) At grassroots levels, i.e. water users, WUG committees, participants were only asked to mention achievements (including reasons) and constraints of the respective WSC
- (d) In all sessions participants were required to give their recommendations on how to continue including how to rectify or remedy certain problem areas
- (e) Before winding up the sessions each group selected 2 to 4 representatives, who were invited to participate in the SWOT-SOR workshop. All the information which was obtained from the stakeholders meetings were written on flipcharts and left behind with the group for reference or any further improvement prior to the workshop

5 Analysis of SWOTs

After these meetings the team went through all lists of achievements and constraints as given by the different stakeholder groups. The purpose was only to cluster and summarise them into *Strengths*, *Weaknesses*, *Opportunities* and *Threats* without inserting any opinions. Translations from Kiswahili to English were also made for the purpose of reporting.

6 SWOT-SOR Workshops

The selected representatives of each of the group of stakeholders were invited to a one-day WSC workshop. Logistics were often arranged by the respective DPM and the Board chairperson or secretary.

(a) Objectives of the Workshop

- To present the analysed / summarised SWOTs and seek for clarification and consensus
- To prioritise the SWOTs (5 for each category, i.e. 5 Strengths, 5 Weaknesses, 5 Opportunities and 5 Threats)
- Formulate strategic options by matching the SWOTs

(b) Workshop Methodology

- Participants were reminded that the discussions were to be guided by the Field of Analysis and the Basic Question. All these were written on a flipchart and placed in an open place for easy vision of every participant
- One of the team members explained the workshop objectives, presented the timetable and the methodologies to be applied. Differences between *Strengths*, *Weaknesses*, *Opportunities* and *Threats* were also explained to participants
- Participants were divided into four groups with gender balance considerations. Two groups were given the task to prioritise (choosing the most crucial or pressing factors in order of importance) the *Strengths* and the other two the *Weaknesses*

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Each group had between 30 – 45 minutes to reach a consensus after which presentations were made in a plenary session

- A similar exercise was repeated for *Opportunities* and *Threats*.
- Formulation of Strategic options based on the prioritised SWOTs In some WSCs the formulation of strategic options was done by the BoD and WSC members In others all stakeholder representatives participated in formulating a few indicative strategic options

The process of formulating strategic options was made on participatory basis, first in-group discussions and later in a plenary where each group presented its options The guiding formula to this exercise was based on the following questions which the participants were expected to think about seriously

- Which *Strengths* can be used to avoid which *Threats*?
- Which *Strengths* can be used to grab certain *Opportunities*?
- Which *Weaknesses* can be removed grabbing certain *Opportunities*?
- Which *Weaknesses* must be got rid of in order to avoid certain *Threats*?

5 METHODOLOGY OF SUSTAINABILITY RISK ANALYSIS

5.1 Purpose of the Methodology

In the preceding chapter it has been mentioned that in the initial stage of this study the team extensively used the SWOT-SOR methodology to extract valuable and first hand information from a cross-section of stakeholders in a participatory manner. The SWOT methodology was therefore more or less a 'ranking' stage, in which information came out spontaneously and in an unstructured way from stakeholders through brainstorming, group discussions and plenary sessions.

The results of the SWOT exercises were the basis for developing a structured method in which critical key areas and sub-areas of the study were defined and developed into a questionnaire format.

The primary purpose of using this rather conventional method as earlier indicated was to enable the team to cross-check and validate the facts or statements made by different groups of stakeholders during the SWOT meetings and workshops. An in-depth analysis of the WSC situations was therefore called for during the second phase of the study in order to systematically collect the detailed hard data, analyse them and reach justifiable conclusions and recommendations regarding the sustainability risks of each company. The tools, which were used, included face-to-face interviews, observations, reports reviews, and discussions with key informants.

5.2 Steps in Methodology development

Step 1: Identification of critical areas

The identified critical key issues as implied in the ToR were

- Social and community sustainability factors,
- Institutional sustainability factors,
- Financial sustainability factors

The team developed assumptions around each of these key issues with measurable indicators and scores. Also under each key area a number of sub-areas, were outlined. Thereafter, a checklist of questions were designed for each field in order to enable the team systematically collect reliable data, which would be used to measure the performance risks of each WSC.

As indicated each key area had relevant sub-areas and agreement on 20 key areas was reached on each area as attached in Appendix 2.

The relevant sub-areas were further developed to have an in-depth analysis of each critical key area. For example, under the institutional issues the area named *WSC structure* was further developed into details such as

- legal framework,
- organisational frame work,
- roles and responsibilities of members,

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- capabilities of organisation (e.g. absorptive capacity),
- election procedures of members

The area related to social and community issues, *ownership, trust and commitment* has the sub-areas named as

- ownership clear and accepted,
- trust towards elected cadres,
- willingness to pay

In the same logic, the financial area named as *financial performance* has the sub-areas named as

- income and expenditure,
- profit and loss,
- balance sheet,
- tariff collection ratio (private connections and DWPs),
- liquidity,
- efficiency O&M,
- reserves for future

Step 2: Definition of indicators and scores

In this step the team defined indicators for each sub-area. The indicators were characterised by their specificity, meurability, and accuracy, the indicators also were required to be realistic and time specific (in short SMART)

For example in the institutional issues, the key area of *WSC structure*, and the sub-area of *legal frame work*, the indicator is defined as *the availability of registration certificate*. Similarly under the social issues, the key area of *ownership, commitment and trust*, and the sub-area of *willingness to pay*, the indicator is defined as *the percentage of non-payers (defaulters) per year*. Likewise in the financial issues, the key area of *financial performance* and the sub-area of *profit and loss* the indicator are defined as, *the gross margin and the net surplus*. The indicators for each sub-area are listed in Appendix 2.

A scoring system was developed for each sub-area. The system was adopted for carrying out corporate appraisal of WSCs to indicate the strengths and weaknesses in sustainability critical areas.

For the purpose of analysing the company's strengths and weaknesses, four-point scale of values is used as follows:

- Very good (++)
- Good (+)
- Poor (-)
- Very poor (--)

Sustainability strength of WSC as per sub-area is scaled either very good (++) or good (+). Likewise sustainability weakness of WSC as per sub-area is scaled either very poor (--) or poor (-).

Step 3: Questions list design

Nine lists of structured questions were designed for use in collecting in-depth data. This was done through face-to-face interviews, review of company reports and discussions in

the seven WSCs according to selected areas the field of analysis and the targeted interviewees (see the table below i.e. Field, Interviewees, and number of questions or areas) Appendix 6 shows the example of the questionnaire format

Field	Interviewees	number of questions	Targeted Interviewees per company
Institutional	- Chairman/Treasurer and Secretary	33	3
	- WUG Committee	4	24
Social and Community	- Chairman/Manager/Secretary	25	1
	- WUG Committees	18	8
	- Users with house or business connection	22	8
Financial	- Chairman and Manager	9	1 and 2
	- Secretary	7	1

The questions aim to obtain detailed information and data, and scores of the WSCs. These have been used in the scale to show where specific WSC has strengths or weaknesses

Step 4: Interview report review and discussion process

The team carried out interviews, report review and had discussions in the seven WSCs. For Rudewa, Ruaha and Ikela three days were used, and for Kambala, Ndole, Makanga and Isongo two days were used for data collection

The process was carried out in the following manner

- (a) Explanation of the purpose of the mission, the focus of analysis (WSC) and the basic questions
- (b) At company level, ask for office records / reports / minutes and note down relevant information, and then carry out in-depth semi-structure interviews with the WSC officers, or members (manager, chairman, secretary, treasurer, WUG committees and representatives)
- (c) At users level, select 2-4 WUG committees and carry out a group discussion with reference to the designed questionnaires
- (d) At WUG level, carry out interviews to selected individual water users including users who have house connections, always making sure women are included in interviews
- (e) Debrief the BoD in presence of district staff to make adjustments and seek clarifications through discussion and to make a point on striking notes resulting from during interviews

Step 5: Data Analysis

The team analysed the responses of questions by summarising the answers and clustering them by sub-areas. Using the summarised answers, the team gave a score to the WSCs on each sub-area using the scoring system defined supra, with a statement of assumptions and reasons for the scores

Step 6: Ranking Company Scores

All the company scores were translated into ranks, and each strength and weakness was given a rank as shown below

Score	Rank
++	1
+	2
-	3
--	4

From the company scores obtained from the data collected from the field, a table showing the rank of the relevant sub-area is given. For example, the rank of the institutional sub-area identified as "Number of donor organisations actually in contact with WSC" was obtained by reading the corresponding rank of the company score as shown below

Sub-area	Strength		Weaknesses		Company score	Rank
	(++) Rank 1	(+) Rank 2	(-) Rank 3	(- -) Rank 4		
Number of donor organisations actually in contact with WSC	5 or more	5 to 3	Less than 3	No donor organisation	No donor organisation	4

Similarly, the rank of the financial sub-area identified as "Basis for water tariff setting" was obtained as follows

Sub-area	Strength		Weaknesses		Company score	Rank
	(++) Rank 1	(+) Rank 2	(-) Rank 3	(- -) Rank 4		
Basis for Water tariff setting	Tariff based on production cost, recovery and provision for company growth	Tariff based on cost recovery	Tariff based on cost recovery with adjustment by WUG according to their ability to pay	Tariff set by water users on the basis of their ability to pay	Tariff based on cost recovery	2

Company scoring system with corresponding ranking is laid down in forms (in appendices 8 and 9)

Step 7: Prioritising Strengths and Weaknesses

Strengths were prioritised on the basis of the rank of the sub-areas. Strengths ranking 1 are priority 1. Strengths ranking 2 are priority 2. Weaknesses ranking 4 are priority 1, and weaknesses ranking 3 are priority 2. Thus the strengths like the weaknesses were categorised in priority one and two.

Step 8: Identification of High Sustainability Risk Areas

High sustainability risk areas and analysing critically the ranked weaknesses identified sub-areas. High-risk areas are characterised by their strong weakness or potential to prevent sustainability of the WSCs in the social and community, institutional and financial fields.

Step 9: Drawing conclusions and recommendations

Based upon step no. 8, i.e. identification of high-risk areas, the results led the team to the last step of the Sustainability Risk Analysis. That is to formulate conclusions and recommendations on how to reduce or avoid risks as the way forward to improve the environments of the WSCs towards sustainability.

DHV Consultants BV

6 DISCUSSION AND CONCLUSIONS ON METHODOLOGY

In the last part of this report the Mission purposely intends to highlight some of the salient conclusions and any possible suggestions regarding the nature and use of the methodologies, which were applied in this study. The purpose is to shed light to those stakeholders, who would wish in the future to apply similar methodologies in analysing the performance of their WSCs.

As a matter of emphasis the SWOT analysis can be used to analyse various aspects of a project or an organisation at different stages of its cycle. It is a useful tool for preparing a strategic planning process, which can be applied by stakeholders to make an internal evaluation of their company.

6.1 Strengths of applied methodology

There are, however, a number of conclusions, which require the attention of any person intending to use these methodologies. It has been said that the team applied both participatory and conventional tools of analysis. The major positive conclusion is that these two approaches compliment each other. The SWOT-SOR exercises are to a large extent participatory through which groups of stakeholders share their experiences openly. The conventional methods of collecting data by means of questionnaires, structured interviews, review of relevant documents and records validate or confirm what has been discussed during the SWOT meetings.

Another conclusion is that the SWOT-SOR methodology brings together and most importantly closer various stakeholders to discuss common affairs in a conducive atmosphere and reach consensus on how to proceed further for the betterment of their WSCs. The team's experience based on these SWOT meetings is that the methodology was able to achieve the following:

- To motivate stakeholders jointly look back at their company's past and present performance,
- To give instant feedback on their companies SWOTs,
- To expose to them new insights ,
- To raise awareness among the stakeholders on important issues, which they might have been unaware of,
- To relieve some tensions, which existed between the company leaders and other external actors such as Village Government,
- To jointly formulate strategic options for the way forward

6.2 Limitations of SWOT-SOR methodologies

(a) Analytical Instruments

There are a number of instruments or tools, which can be applied to scan the institutional setting and the internal functioning of an organisation. But for the purpose of this study and because of limitations in time, the team applied two basic instruments namely the Institutioigramme and the IOM during the SWOT meetings. Questionnaires with scores were

also applied during the in-depth analysis of the sustainability risks in each WSC. Several conclusions can be made arising from using these instruments:

1. There is a tendency for people to view the Institutioigramme as an organisation structure. The Institutioigramme is meant to depict or describe the institutional setting of the company with other actors who might be politicians, organisations, local institutions, private sector, government departments etc., as well as the quality of their relations towards the Field of Analysis (WSC). Hence, in drawing the Institutioigramme one should not bother about who (actor) is placed at the top or bottom of the diagram. The Field of Analysis is usually in the centre.
2. There is some subjectivity in these tools particularly when some stakeholders have to defend their personal interests or status quo during the SWOT meetings. This leads to a number of contradicting statements made separately by groups of stakeholders. For example water users (women) might see the WSC as a breakthrough to their long-standing problem of having to fetch water far away from their homes, while other water users (men) find it a bother to pay water fees for such a service.
3. Similarly, during the SWOT-SOR workshop it might be difficult for participants to reach a consensus on issues, which some participants feel are offending their status quo, e.g. if the Village Government leadership or BoD is pinpointed as being incompetent or inefficient in carrying out certain tasks.
4. The use of SWOT analysis in formulating strategic options largely depends on people's intuition. Difficulties arise mainly because SOR falls short of elements to analyse relations between the concerned actors and between the identified or prioritised problems. Moreover, there is no guarantee that the workshop can address properly all the weaknesses and threats with the prioritised strengths and opportunities. However, a few strategic options might look very hypothetical particularly those which imply threats or opportunities which are beyond WSCs' immediate influence.

6.3 Conclusion

Despite these limitations, the SWOT-SOR methodology, if applied more keenly and in a participatory atmosphere, will give reliable information since all stakeholders are expected to reach a consensus on the strategic options. Emphasis should therefore be directed to the validation of the information derived from SWOT meetings.

There is no doubt that the exercise is heavy, time-consuming, and complex. But there is no short cut. The strength of the methodology lies on the extent how stakeholders participate, understand and commit themselves to quality analysis of the issues at hand. Since the methodology aims at strengthening rather than threatening the participating individuals or organisations, it is imperative that the moderator of SWOT-SOR exercises takes deliberate efforts to stimulate constructive discussions rather than provoke negative sentiments among the participants.

The exercises require the moderator to cultivate an atmosphere of trust among the participants so that they may be able to discuss freely, truthfully and in a transparent manner.

In order to achieve better results therefore, it is advisable to have an external moderator, somebody from outside the WSC who must have good listening skills, patience and a good

sense for the stakeholders' common life situation. Similarly, the information so gathered from the SWOT-SOR meetings must, at any rate, be validated by cross-checking them either from secondary data sources or conducting a more systematic and structured data collection methodology. Nevertheless, in reaching the conclusions the moderator or data collector must always bear in mind the stakeholders' perceptions about the Field of Analysis and Basic Question as they were expressed during the SWOT-SOR meetings.

Client	: Royal Netherlands Embassy Dar es Salaam Tanzania
Project	SWOT Methodology Report 1999
File	H4031 10 001
Length of report	33 pages
Author	SWOT Team Jo Smet, Deo Binamungu, Audace Kanshahu, Issae Madundo
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Date	17-Nov-99
Authorisation	

APPENDICES

- 1 Tools for SWOT meetings
- 2 Key study areas
- 3 Summary overview of key Policy Statements on WSCs
- 4 Integrated Organisation Model (IOM)
- 5 Tools for sustainability risks analysis
- 6 Questionnaire format
- 7 Scoring system format
- 8 Ranking system format

Appendix 1

Tools for SWOT meetings

METHODOLOGY AND TOOLS

TYPE OF STAKEHOLDERS	KEY ISSUES	TOOLS
<p>DC and DED (?) or DAS (?)</p> <p>District functionaries: DED, DPLO, DWE, DCDO, DAS, MP, DPM, RWSE</p>	<p>Impressions on WSCs</p> <ul style="list-style-type: none"> • Relation and role of districts towards WSC (present) • Opportunities • Threats • Suggestions/recommendations for future (The way forward) 	<p>Courtesy call</p> <p>Semi-structured interview (SSI) and discussion</p> <p>Cards</p> <p>Brainstorming (Semi-structured discussion?)</p>
<p>Members of Water Users Groups</p>	<p>Experience as regards:</p> <ul style="list-style-type: none"> • Service delivery • Management of DWP • Cost recovery: willingness/ability to pay, tariffs, collection fees • Communication WUG Committee and meetings • O&M arrangements • Participation (gender specific) • Suggestions/recommendations for future (The way forward) 	<p>Buzz Groups</p> <p>Flip charts and direct documenting on strengths and weaknesses, and future</p>
<p>WUG Committee</p>	<p>Experience as regards:</p> <ul style="list-style-type: none"> • Service delivery • Management of DWP • Cost recovery willingness/ability to pay, tariffs, collection fees • Communication to members WUG and meetings • O&M arrangements • Participation (gender specific) • Suggestions/recommendations for future (The way forward) 	<p>Buzz Groups</p> <p>Flip charts and direct documenting on strengths and weaknesses, and future</p>
<p>Village Government, leaders, councillors, VEO, WEO</p>	<ul style="list-style-type: none"> • Relations and role towards WSCs • Strong points of WSCs (or Opportunities?) • Weak points of WSCs (or Threats?) from leadership's point of view • Suggestions/recommendations for future (The way forward) 	<ul style="list-style-type: none"> • SWOT (?) Cards • Brainstorming • Semi-structured discussions
<p>Private sector</p>	<ul style="list-style-type: none"> • Relations and role towards WSCs • Strong points of WSCs (or Opportunities?) • Weak points of WSCs (or Threats?) from leadership's point of view • Suggestions/recommendations for future (The way forward) 	<p>Semi-structured discussions</p>
<p>Members of WSC</p>	<ul style="list-style-type: none"> • Strengths • Weaknesses • Suggestions/recommendations for future (The way forward) 	<ul style="list-style-type: none"> • SWOT ? cards • Semi-structured interviews
<p>Board of Directors (BoD) of WSC</p>	<ul style="list-style-type: none"> • External Relations (+actors) • Strengths • Weaknesses • Institutional, financial and general sustainability risk factors 	<p>Institutionogramme</p> <p>SWOT cards</p> <p>IOM with semi-structured discussions</p>

DISTRICT LEVEL

Date:

District:

OPPORTUNITIES

-
-
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-
-
-
-
-
-
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-
-

THREATS

-
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-
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SUGGESTIONS FOR IMPROVEMENT THEIR RELATION AND ROLE TOWARDS WSC

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MEMBERS OF WSC
Scheme

Date:

STRENGTHS

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WEAKNESSES

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SUGGESTIONS FOR IMPROVEMENT OF WSC

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- .

PRIVATE SECTOR

Date:

Scheme:

Village/town:

type of business:

ROLE TOWARDS WUG AND/OR WSC or HOW DID THEY CONTRIBUTE

- .
- .
- .
- .

THEIR (PRIVATE SECTOR's) STRONG POINTS (opportunities)

- .
- .
- .
- .
- .

THEIR OWN WEAK POINTS (threats)

- .
- .
- .
- .
- .
- .

COST INDICATION OF SERVICES

- .
- .
- .
- .
- .

SUGGESTIONS FOR THE FUTURE FOR THEIR SERVICES, ROLES AND RELATIONSHIP TOWARDS WUG COMMITTEE AND WSC

- .
- .
- .
- .
- .
- .
- .
- .

WATER USERS LEVEL

Date:

Scheme:
Village

ACHIEVEMENTS

Service delivery: Functioning and reliability	
Management DWP/WUG	
Cost recovery: Willingness/ability to pay tariff Collection fees	
Communication by WUG Comm	
Ownership of DWP and scheme	
Trust towards WUG Comm and WSC	
O&M arrangements	
Participation – gender specific	
Other	

PROBLEMS (WEAKNESSES TECHNOLOGY, ORGANISATION AND MANAGEMENT)

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SUGGESTIONS FOR IMPROVEMENT OF SUPPLY SYSTEM, WUG COMMITTEE AND WSC

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- .

VILLAGE LEVEL

Date:

Scheme:
Village

ACHIEVEMENTS BY WUG AND WSC

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-
-
-
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-

WHAT IS VILLAGE LEVEL CONTRIBUTION?

ROLES AND RESPONSIBILITIES

- 1 Application of By Laws to all users who don't pay for water fee. Names are brought by the BoD to the village govt.
- 2 Animation on benefits of using clean water in development
- 3 Help WUG committees in the O & M of DWPs

THREATS/ SHORTCOMINGS,

REASONS AND

SOLUTIONS

THREATS/ SHORTCOMINGS,	REASONS AND	SOLUTIONS

SUGGESTIONS FOR IMPROVEMENT THEIR RELATION AND ROLE TOWARDS WSC

WUG COMMITTEE LEVEL

Date:

Scheme:

Village:

DWP:

EXPERIENCES

Service delivery: Functioning and reliability	
Management DWP/WUG	
Cost recovery: Willingness/ability to pay tariff Collection fees	
Communication by WUG Comm.	
Ownership of DWP and scheme	
Trust towards WUG Comm and WSC	
O&M arrangements	
Participation – gender specific	
Other	

SUCSESSES (STRENGTHS)

- .
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PROBLEMS

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SUGGESTIONS FOR IMPROVEMENT OF SUPPLY SYSTEM, WUG COMMITTEE AND WSC

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METHODOLOGY AND PROGRAMME FOR WORKSHOPS WITH ALL STAKEHOLDERS OF WSCs

Objectives of the workshop:

- To validate the information collected during the SWOT discussions in the villages
- To reach consensus on priority setting of most important strengths, weaknesses, opportunities and threats
- To utilize prioritised SWOTs to formulate strategies to overcome weaknesses and threats by using opportunities and strengths

Basic Question

How to improve the sustainability of the water supply services to the users and the functioning/performance of the Water Supply Company?

Focus of the analysis

The Water Supply Company. WSC

Workshop Methodologies

- Group discussions and presentations
- Plenary discussions
- SWOT – Strategic orientation

Programme

Component	Time needed	output	Who		
			Fac	Co-fac	Rapp
1. Get organised	15 min				
2. Introduction	30 min				
3. Strengths and Weaknesses	2h15min	Consensus on 5 most important S and 5 most important W			
1. lists of S and W, plus clarifications	1. 5				
2. Explain methodology for groupwork	2. 5				
3. Groupwork S&W	3. 45				
4. Plenary presentations S	4. 10				
5. Plenary discussion S	5. 30				
6. Plenary presentation W	6. 10				
7. Plenary discussion W	7. 30				
4. Opportunities and Threats	1h10min	Consensus on 5 most important O and 5 most important T			
1. lists of O and T, plus clarifications	1. 5				
2. Explain methodology for groupwork	2. 5				
3. Groupwork O&T	3. 20				
4. Plenary presentations O	4. 5				
5. Plenary discussion O	5. 15				
6. Plenary presentation T	6. 5				
7. Plenary discussion T	7. 15				
5. Recommendations: strategies and activities; BoD and Members only	1h35min	Indication of main strategies to overcome weaknesses and threats			
1. introduction	1. 15				
2. indicate strategies using opportunities to overcome weaknesses	2. 40				
3. indicate strategies using strengths to overcome threats	3. 40				
4. Closure	5 min				

Appendix 2

Key study areas

INSTITUTIONAL ISSUES

- 1 WSC structure
 - 1.1. legal framework
 - 1.2 organisational framework
 - 1.3 roles and responsibilities Members
 - 1.4 capabilities of organisation (e.g. absorption capacity)
 - 1.5 election procedure Members

- 2 BoD credibility
 - 2.1 election procedure BoD
 - 2.2 roles and responsibilities BoD
 - 2.3 term and procedure to "sack" Directors
 - 2.4 average function-period present Directors
 - 2.5 separation of powers: BoD and executives
 - 2.6 trust from Members, Committees and users
 - 2.7 responsiveness to complaints/problems

- 3 WSC Personnel
 - 3.1 Recruitment procedure
 - 3.2 Task description and mandates
 - 3.3 Management capacity qualification and skills
 - 3.4 Overall staff capacity in number (Sufficiency/efficiency)
 - 3.5 Salary level and other incentives
 - 3.6 Teamwork or authoritarian/shared values
 - 3.7 Occurrence of conflicts

- 4 Management style
 - 4.1 Decision-making process
 - 4.2 Communication between Directors (horizontal)
 - 4.3 Communication with Members
 - 4.4 informal communication with Committee and users
 - 4.5 relationship between manager and other staff
 - 4.6 learning attitude and flexibility
 - 4.7 Transparency and accountability attitude

- 5 Management system/processes
 - 5.1 Availability of operational guidelines and their use
 - 5.2 staff's Work quality: control-procedures
 - 5.3 business plan available (investment/ management plan)
 - 5.4 Yearly Plan of Operations
 - 5.5 Monitoring procedures for improved planning

- 6 WUG and Committee
 - 6.1 Roles and responsibilities of Committee
 - 6.2 Appreciation of responsibilities/ tasks Committee
 - 6.3 Election process of Committee
 - 6.4 Communication between Committee and users

- 7 Networking, collaboration and external advisory support and assistance
 - 7.1 Availability of private sector for technical skills
 - 7.2 Availability of private sector for spares
 - 7.3. Availability of advisers/expertise (managerial, organisational, financial and funding, technical)
 - 7.4 availability of training opportunities

COMMUNITY/SOCIAL ISSUES

- 1 Demand-driven project and participation and gender
 - 1 1 scheme history: initiative, demand-driven and community inputs
 - 1 2 good information/clarity on payment for water during planning/construction
 - 1.3 enthusiastic users' participation/ co-operation during planning/construction
 - 1 4 participation in present O&M
 - 1 5 gender specificity during planning, in meetings, decision-making, representation, management, training

- 2 Community/political dynamics
 - 2 1 sanctions and social peer pressure on defaulters
 - 2 2 attitude/support of village politicians
 - 2 3 attitude/support of ward/district politicians
 - 2 4 attitude/support of (traditional and formal) opinion leaders

3. Ownership, commitment and trust
 - 3 1 ownership clear and accepted
 - 3 2 trust towards elected cadres
 - 3 3 willingness to pay

- 4 Communication
 - 4 1 communication between WSC and village, ward and district politicians (systems and channels)
 - 4 2 Frequency of meeting with Committee/Members

- 5 Functionality system
 - 5 1 Population growth
 - 5 2 water source reliable
 - 5 3 water adequate in quantity and quality
 - 5 4 functionality 1
 - 5 5 functionality 2
 - 5 6 functionality DWP

- 6 Usage, benefits and appreciation
 - 6 1 only domestic or also for business and even for productive purposes
 - 6 2 expressed benefits
 - 6 3 expressed appreciation of service levels and other benefits
 - 6 4 non-coverage (utilisation)
 - 6 5 availability of reliable water supply alternatives

- 7 Economic base
 - 7 1 eligible to pay
 - 7 2 ability to pay
 - 7 3 economic base 1
 - 7 4 economic base 2
 - 7 5 water from scheme available for productive use (irrigation)

FINANCIAL ISSUES

- 1 Financial procedures
 - 1 1 using advised financial formats and manuals (or similar acceptable)
 - 1 2 following advised financial guidelines/regulations
 - 1 3 following financial procedures and controls
 - 1 4 fee collection procedure and quality

- 2 Financial management
 - 2 1 Availability of yearly auditor's report
 - 2 2 yearly budget and quality
 - 2 3 discrepancy budget/expenditures
 - 2 4 criteria for tariff setting (for DWPs and private connections-tariffs)
 - 2 5 enforcement of defaulters

- 3 Financial performance
 - 3 1 Income/expenditure 98/97/96
 - 3 2 Profit/loss 98/97/96
 - 3 3 Balance 98/97/96
 - 3 4 Tariff collection ratio (private connections and DWPs)
 - 3 5 Liquidity 98/97/96
 - 3 6 Efficiency in O&M 98/97
 - 3 7 Efficiency in personnel 98/97
 - 3 8 reserves for future 98/97

- 4 Accountability
 - 4 1 Safety valves against funds misappropriation (cash custody/bank depositing)

- 5 Transparency and reporting
 - 5 1 financial reporting and quality

- 6 Access to alternative financing
 - 6.1 Access to bank credits (overdrafts)
 - 6 2 Loan trustworthy
 - 6 3 Access to loans and grants

Appendix 3

Summary overview of key Policy Statements on WSCs

WSCs AND THE RURAL WATER POLICY

(based on July 1999 draft version)

KEY POLICY PRINCIPLES FOR EXISTING WSCs

Social principles

- Use of water for human consumption has first priority

Economic principles

- Development of water for productive purposes is treated as an economic good requiring efficient management

Environmental principles

- Water sources are protected from human-induced land degradation
- Water sources will be protected and conserved
- Promotion of health through integrating water, sanitation and hygiene education programmes

Sustainability principles

- Management of water schemes at the lowest appropriate level
- Ownership and management by the users
- Full cost-recovery for operation and maintenance, replacement and system expansion
- Private sector supplies spares and know-how for repair and maintenance
- Standardisation of equipment
- Selected technology within economic capacity of users
- Women are principal actors in provision of rural water supply services

PRIVATE SECTOR PARTICIPATION WILL BE ENCOURAGED TO IMPROVE EFFICIENCY AND EFFECTIVENESS.

Private sector is expected to perform the following tasks:

- Mobilise and train communities for responsive demand
- Assist communities to plan, design, supervise, construct and manage their systems
- Construct water and sanitation facilities
- Supply, install and service plant and equipment
- Operate and maintain facilities under contracts with communities
- Promote and train communities in hygiene and health education
- Carry out innovative research and development, and dissemination of technology
- Facilitate communities to have access to credit

GOVERNMENT WILL CHANGE ITS ROLE FROM BEING AN IMPLEMENTOR TO A REGULATOR, FACILITATOR, PROMOTER AND CO-ORDINATOR

Roles of the Central Government:

- To provide clear policy framework
- To provide adequate legal framework and review water resources management legislation
- To develop performance standards for all actors
- To facilitate research and development of appropriate technology and dissemination
- To promote institutional capacity, including private sector
- To create enabling environment for private sector participation
- To allocate water rights and provide legal framework for ownership of schemes by water user entities
- To co-ordinate sector development including donor support

-
- To provide technical and financial support to construction of new schemes, and rehabilitation and expansion of existing schemes

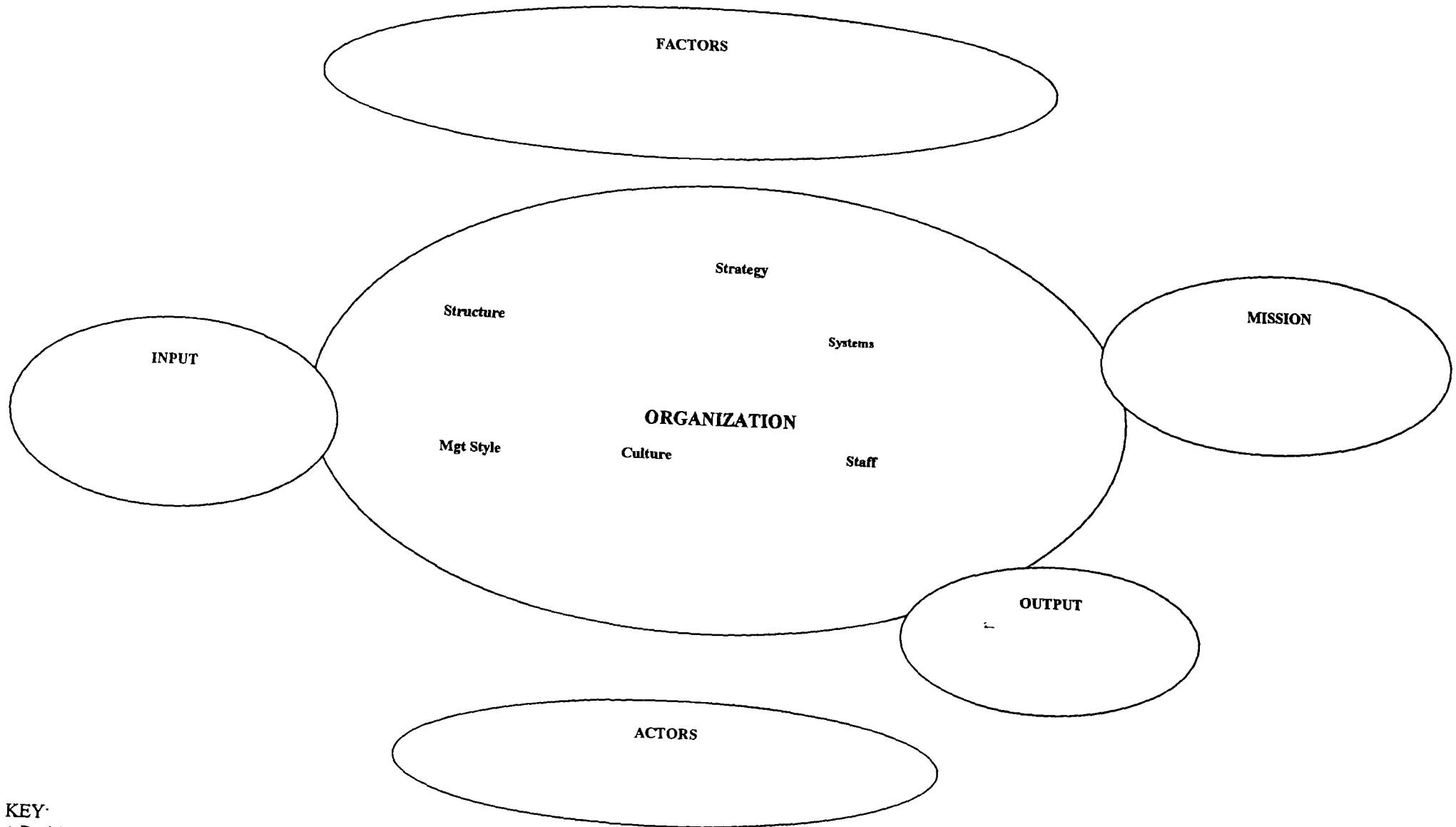
Roles of the Local Governments

- To monitor and provide back-up support to the communities
- To plan for rural water supply based on community demand
- To provide technical and financial support to construction of new schemes, and rehabilitation and expansion of existing schemes
- To support capacity building at district and community level and in the private sector
- To assist communities in contracting private sector services for the design, construction and management of water and sanitation facilities
- To provide technical and management support for communities to maintain their water facilities
- To provide adequate legal framework for safeguarding ownership of water supply schemes by water user entities and private sector investments using provisions of the Local Government Authority Acts
- To monitor and facilitate protection and conservation of catchment areas for enhanced water quality and quantity
- To co-ordinate sector development at district level
- To facilitate participatory monitoring and evaluation at district and community levels

Appendix 4

Integrated Organisation Model (IOM)

**INTEGRATED ORGANIZATION MODEL (IOM)
WATER SUPPLY COMPANY:**



KEY:
+ Positive elements
- Negative elements

Appendix 5

Tools for sustainability risks analysis

COMMUNITY / SOCIAL AREAS

QUESTIONNAIRE TO THE WUG (WATER USERS)

Area	Questions	Responses/answers
8. Demand-driven project participation and gender	8.1.1 Who initiated/requested for the scheme who actually influenced planning and construction / the rehabilitation of the scheme?	<ul style="list-style-type: none"> • Users • Village government /politicians • Ward/district govt./politicians • Donor/regional/national authority
	8.1.2 How long is the scheme under the community management?	<ul style="list-style-type: none"> • More than five years • Between 3 – 5 years • Between 1 – 3 years • Less than 1 year
	8.2 How many (%) users had knowledge of future payments (water fees) during planning / construction – phase?	<ul style="list-style-type: none"> • 75% • 50 – 75% • 25 – 50% • 0 – 25%
	8.3 What was the % of users participation during planning and construction in cash in kind?	<ul style="list-style-type: none"> • 50% cash and kind • 50% no cash / or 25 – 50 and cash • 25 – 50% no cash but in kind only • Less than 25% no cash / kind only
	8.4.1 Who (users) participating in O & M ?	<ul style="list-style-type: none"> • Users and WUG committee • WUG committee • WSC BoD • Private sector
	8.4.2 Which user factions participate in cleaning the DWPs?	<ul style="list-style-type: none"> • Males and females users • Only the female users • Youth female ours only • Non-users (on hire basis)
	8.5.1 What is the % of women on WSC membership?	<ul style="list-style-type: none"> • Above 40% • Between 30 – 40% • Between 10 – 30% • Less than 10%

	8.5.2 What is the % of women in WUG committees?	<ul style="list-style-type: none"> • Above 40% • Between 30 – 40% • Between 10 – 30% • Less than 10%
	8.5.3 What % of users trained are women for the past 12 months?	<ul style="list-style-type: none"> • Above 40% • Between 30 – 40% • Between 10 – 30% • Less than 10%
10. Ownership commitment and trust	10.1 Who owns the WSC (check also who owns the DWPs -who owns the water sources)?	<ul style="list-style-type: none"> • Users (through WSC members) • WUG committees • BoD • Regional/District Authority, Donors, etc
	10.2 Do you have fellow users who collect water without paying water fees? (What is the %)	<ul style="list-style-type: none"> • Less than 10% • Between 10 – 20% • Between 20 – 40% • More than 40%
	10.3 Do you consult your BoD, How many times/year?	<ul style="list-style-type: none"> • Yes, above 12 of year • Yes, between 6 – 12 • Yes, between 1 – 6 • Not at all •
	10.4 Do you trust your WUG committee?	<ul style="list-style-type: none"> • Yes / No
	10.5 Do you trust your WSC, BoD?	<ul style="list-style-type: none"> • Yes / No
12 Functionality system	12.2 How many days you have experienced your tap has no water because of sources problems per year?	<ul style="list-style-type: none"> • 0 day • 1 – 5 days per year • 5 – 10 days per year • Above 10 days per year
	12.3.1 How many days do the community suffer from seasonal interruptions per year?	<ul style="list-style-type: none"> • 0 day • 1 – 5 days per year • 5 – 10 days per year • Above 10 days per year
	12.3.2 What is the % of days with saline water per year?	<ul style="list-style-type: none"> • 0 day • 1 – 5 days per year • 5 – 10 days per year • Above 10 days per year

	12.3.3 What is the % of days with dirty water to drink per year?	<ul style="list-style-type: none"> • 0 day • 1 – 5 days per year • 5 – 10 days per year • Above 10 days per year
	12.4.1 How many breakdowns per year?	<ul style="list-style-type: none"> • Less than 3 / year • Between 4 – 6 / year • Between 7 – 10 / year • More than 10 per year
	12.5 How many full days are without water per year due to O&M problems?	<ul style="list-style-type: none"> • Less than 5 / year • Between 5 – 10 / year • Between 10 – 20 / year • More than 10 per year
13. Usage benefits and appreciation	13 1 What are the different real benefits (purpose) of water user can you indicate at least two real benefits?	<ul style="list-style-type: none"> • More than 80% indicate • Between 50 – 80% • Between 25 – 50% • Less than 25%
	13 2 What is your general expression in appreciation of water services in relation to availability, adequacy, water close good quality?	<ul style="list-style-type: none"> • Very happy • Happy with the services • Unhappy • Very unhappy
	13 3 What % the population (people you know) not using water by the scheme (use other sources, ways)?	<ul style="list-style-type: none"> • Less than 5% • Between 5 – 10% • Between 10 – 50% • More than 50%
	13 4 What are the other sources of water apart from the scheme, can you mention more than one sources (alternative)?	<ul style="list-style-type: none"> • Only one • 2 to 3 • 4 to 5 • More than 5

Appendix 6

Questionnaire format

COMMUNITY / SOCIAL AREAS

QUESTIONNAIRE TO THE USERS WITH HOUSE/BUSINESS CONNECTIONS

Area	Questions	Responses/answers
8. Demand-driven project participation and gender	8.1.1 Who initiated/requested for the scheme who actually influenced planning and construction / the rehabilitation of the scheme	<ul style="list-style-type: none"> • Users • Village government /politicians • Ward/district govt /politicians • Donor/regional/national authority
	8.1.2 How long is the scheme under the community management	<ul style="list-style-type: none"> ↓ More than five years - Between 3 – 5 years - Between 1 – 3 years - Less than 1 year
	8.2 How many (%) users had knowledge of future payments (water fees) during planning / construction - phase	<ul style="list-style-type: none"> • 75% • 50 – 75% • 25 – 50% • 0 – 25%
	8.3 What was the % of users participation during planning and construction in cash in kind.	<ul style="list-style-type: none"> ○ 50% cash and kind • 50% no cash / or 25 – 50 and cash • 25 – 50% no cash but in kind only • Less than 25% no cash / kind only
	8.4.1 Group of users participating in O & M	<ul style="list-style-type: none"> • Users and WUG committee • WUG committee • WSC BoD • Private sector
	8.5.1 What is the % of women on WSC membership	<ul style="list-style-type: none"> • Above 40% • Between 30 – 40% • Between 10 – 30% • Less than 10%
	8.5.2 What is the % of women in WUG committees	<ul style="list-style-type: none"> • Above 40% • Between 30 – 40%

		<ul style="list-style-type: none"> • Between 10 – 30% • Less than 10%
	8.5.3 What % of users trained are women for the past 12 months.	<ul style="list-style-type: none"> • Above 40% • Between 30 – 40% • Between 10 – 30% • Less than 10%
9 Community and political dynamics	9.1.1 How many internal resources in the community (govt. NGOs, projects etc.) reality available to support the WSC.	<ul style="list-style-type: none"> • Above 5 resources • Between 2 – 5 • Only 1 • None
	9.1.2 How many external resources e.g. Govt NGOs, projects etc, reality available to support the WSC	<ul style="list-style-type: none"> • Above 3 confirmation • Between 1 – 3 confirmation • Application in progress • None
	9.1.3 How many factions i.e. religious, tribes which have different (collide) interests on WSC	<ul style="list-style-type: none"> • None • Between 1 – 3 • Between 3 – 5 • More than 5
	9.2 What are the sanctions do the community / users and WUG/WSC against the defaulters which are the dynamics, is there support, social pressure to such sanctions	<ul style="list-style-type: none"> • Effective support to sanctions and social pressure • Users support • No support to sanctions • No sanction at all
	9.2.2 Do you have implementation difficulties (non support) for such sanctions by the social (e.g. ethnic, cultural tribal) groups pressure	<ul style="list-style-type: none"> • No • Yes
	9.3.1 What makes water users to be influenced by village govt and politicians	<ul style="list-style-type: none"> • Knowledge/advises • Positions/power/authority • Money/financial support • Other beliefs e.g. witchcraft
	9.3.2 How many successful contacts between BoD and VG for the last 12 months (success means meet the supportive needs as perceived by the WSC BoD)	<ul style="list-style-type: none"> • Above 5 per year • Between 3 – 5 per year • Between 1 – 2 • None
	9.4.1 What makes WSC/BoD be influenced by ward and district	<ul style="list-style-type: none"> • Advices and knowledge • Authority and powers

	govt and politicians (positions, advices money.. . .)	<ul style="list-style-type: none"> • Money/financial • Others beliefs – e g. witchcraft
	9.4 2 How many successful contact between BoD and ward/district/govt and politicians for the last 12 months. (success means meet the supportive needs as perceived y the WSC BoD).	<ul style="list-style-type: none"> • Above 5 per year • Between 3 – 5 • Between 1 – 2 • None
	9.5 How many successful contacts between BoD as well as WUG committee and opinion leaders)	<ul style="list-style-type: none"> • Above 5 per year • Between 3 – 5 • Between 1 – 2 • None
11 Communication	11.1 How many information were exchanged between WSC and village, ward and districts (formal and informal),	<ul style="list-style-type: none"> • More than 12 • Between 12 and 6 • Between 6 and 3 • Below 3 exchange
	11 1 2 What % of the information shared were replied/sent as feed back	<ul style="list-style-type: none"> • More than 12 • Between 12 and 6 • Between 6 and 3 • Below 3 exchange
	11 2 How many extra meetings were held between BoD and WUG committees per year	<ul style="list-style-type: none"> • More than 4 • Between 2 – 3 • 1 extra meeting • Not one
	11 3 How many extra meetings were held between WSC BoD and members (representatives) per year	<ul style="list-style-type: none"> • More than 4 meetings • Between 2 – 3 • 1 extra meeting • Not one
12 Functionality system	12.1 What is the population growth rate per year	<ul style="list-style-type: none"> • Less than 3% • Between 3 – 4 % • Between 4 – 5% • More than 5%
	12 6 What is the % of DWPs not operational due to poor O&M	<ul style="list-style-type: none"> • Less than 5% • Between 5 – 10% • Between 10 – 20% • More than 20%

	12.5 How many full days are without water per year due to O&M problems	<ul style="list-style-type: none"> • Less than 5/year • Between 5 - 10 % • Between 10 - 20% • More than 10 per year
13. Usage benefits and appreciation	13.1 What are the different real benefits (purpose) of water user can you indicate at least two real benefits?	<ul style="list-style-type: none"> • More than 80% indicate • Between 55 – 80% • Between 25 – 50% • Less than 25%
	13.2 What is your general expression in appreciation of water services in relation to availability, adequacy, water close good quality?	<ul style="list-style-type: none"> • Very happy • Happy with the services • Unhappy • Very unhappy
	13.3 What % the population (people you know) not using water by the scheme (use other sources, ways)?	<ul style="list-style-type: none"> • Less than 5% • Between 5 – 10% • Between 10 – 50% • More than 50%
	13.4 What are the other sources of water apart from the scheme; can you mention more than one sources (alternative)?	<ul style="list-style-type: none"> • Only one • 2 to 3 • 4 – 5 • More than 5

COMMUNITY / SOCIAL AREAS

QUESTIONNAIRE TO THE WUG COMMITTEES

Area	Questions	Responses/answers
8. Demand-driven project, participation and gender	8 1 1 Who initiated/requested for the scheme who actually influenced planning and construction / the rehabilitation of the scheme	<ul style="list-style-type: none"> • Users • Village government /politicians • Ward/district govt /politicians • Donor/regional/national authority
	8 1.2 How long is the scheme under the community management	<ul style="list-style-type: none"> - More than five years - Between 3 – 5 years - Between 1 – 3 years - Less than 1 year
	8.2 How many (%) users had knowledge of future payments (water fees) during planning / construction - phase	<ul style="list-style-type: none"> • 75% • 50 – 75% • 25 – 50% • 0 – 25%
	8 3 What was the % of users participation during planning and construction in cash in kind	<ul style="list-style-type: none"> • 50% cash and kind • 50% no cash / or 25 – 50 and cash • 25 – 50% no cash but in kind only • Less than 25% no cash / kind only
	8 4.1 Group of users participating in O & M	<ul style="list-style-type: none"> • Users and WUG committee • WUG committee • WSC BoD • Private sector
	8 5 1 What is the % of women on WSC membership	<ul style="list-style-type: none"> • Above 40% • Between 30 – 40% • Between 10 – 30% • Less than 10%
	8 5 2 What is the % of women in WUG committees	<ul style="list-style-type: none"> • Above 40% • Between 30 – 40%

	govt. and politicians (positions, advices money)	<ul style="list-style-type: none"> • Money/financial • Others beliefs – e.g. witchcraft
	9.4 2 How many successful contact between BoD and ward/district/govt and politicians for the last 12 months. (success means meet the supportive needs as perceived y the WSC BoD)	<ul style="list-style-type: none"> • Above 5 per year • Between 3 – 5 • Between 1 – 2 • None
	9 5 How many successful contacts between BoD as well as WUG committee and opinion leaders)	<ul style="list-style-type: none"> • Above 5 per year • Between 3 – 5 • Between 1 – 2 • None
11 Communication	11.1 How many information were exchanged between WSC and village, ward and districts (formal and informal),	<ul style="list-style-type: none"> • More than 12 • Between 12 and 6 • Between 6 and 3 • Below 3 exchange
	11.1.2 What % of the information shared were replied/sent as feed back	<ul style="list-style-type: none"> • More than 12 • Between 12 and 6 • Between 6 and 3 • Below 3 exchange
	11 2 How many extra meetings were held between BoD and WUG committees per year	<ul style="list-style-type: none"> • More than 4 • Between 2 – 3 • 1 extra meeting • Not one
	11 3 How many extra meetings were held between WSC BoD and members (representatives) per year.	<ul style="list-style-type: none"> • More than 4 meetings • Between 2 – 3 • 1 extra meeting • Not one
12 Functionality system	12 1 What is the population growth rate per year	<ul style="list-style-type: none"> • Less than 3% • Between 3 – 4 % • Between 4 – 5% • More than 5%
	12 6 What is the % of DWPs not operational due to poor O&M	<ul style="list-style-type: none"> • Less than 5% • Between 5 – 10% • Between 10 – 20% • More than 20%

		<ul style="list-style-type: none"> • Between 10 – 30% • Less than 10%
	8.5 3 What % of users trained are women for the past 12 months.	<ul style="list-style-type: none"> • Above 40% • Between 30 – 40% • Between 10 – 30% • Less than 10%
9. Community and political dynamics	9.1 1 How many internal resources in the community (govt NGOs, projects etc) reality available to support the WSC	<ul style="list-style-type: none"> • Above 5 resources • Between 2 – 5 • Only 1 • None
	9 1 2 How many external resources e.g. Govt. NGOs, projects etc, reality available to support the WSC	<ul style="list-style-type: none"> • Above 3 confirmation • Between 1 – 3 confirmation • Application in progress • None
	9.1 3 How many factions i.e. religious, tribes which have different (collide) interests on WSC	<ul style="list-style-type: none"> • None • Between 1 – 3 • Between 3 – 5 • More than 5
	9 2 What are the sanctions do the community / users and WUG/WSC against the defaulters which are the dynamics; is there support, social pressure to such sanctions.	<ul style="list-style-type: none"> • Effective support to sanctions and social pressure • Users support • No support to sanctions • No sanction at all
	9 2 2 Do you have implementation difficulties. (non support) for such sanctions by the social (e.g. ethnic, cultural tribal) groups pressure	<ul style="list-style-type: none"> • No • Yes
	9 3 1 What makes water users to be influenced by village govt and politicians.	<ul style="list-style-type: none"> • Knowledge/advises • Positions/power/authority • Money/financial support • Other beliefs e.g. witchcraft
	9 3 2 How many successful contacts between BoD and VG for the last 12 months (success means meet the supportive needs as perceived by the WSC BoD)	<ul style="list-style-type: none"> • Above 5 per year • Between 3 – 5 per year • Between 1 – 2 • None
	9 4 1 What makes WSC/BoD be influenced by ward and district	<ul style="list-style-type: none"> • Advices and knowledge • Authority and powers

	12.5 How many full days are without water per year due to O&M problems	<ul style="list-style-type: none"> • Less than 5/year • Between 5 - 10 % • Between 10 - 20% • More than 10 per year
13. Usage benefits and appreciation	13.1 What are the different real benefits (purpose) of water user can you indicate at least two real benefits?	<ul style="list-style-type: none"> • More than 80% indicate • Between 55 – 80% • Between 25 – 50% • Less than 25%
	13.2 What is your general expression in appreciation of water services in relation to availability, adequacy, water close good quality?	<ul style="list-style-type: none"> • Very happy • Happy with the services • Unhappy • Very unhappy
	13.3 What % the population (people you know) not using water by the scheme (use other sources, ways)?	<ul style="list-style-type: none"> • Less than 5% • Between 5 – 10% • Between 10 – 50% • More than 50%
	13.4 What are the other sources of water apart from the scheme, can you mention more than one sources (alternative)?	<ul style="list-style-type: none"> • Only one • 2 to 3 • 4 – 5 • More than 5

COMMUNITY / SOCIAL AREAS

QUESTIONNAIRE TO THE CHAIRPERSON, MANAGER AND SECRETARY

Area	Question	Response/answers
8. Scheme history participation and gender	8.1.1 Who initiated/requested for the scheme who actually influenced planning and construction / the rehabilitation of the scheme	<ul style="list-style-type: none"> • Users • Village government /politicians • Ward/district govt./politicians • Donor/regional/national authority
	8.1.2 How long is the scheme under the community management	<ul style="list-style-type: none"> • more than five years - between 3 – 5 years - between 1 – 5 years - less than 1 year
	8.2 How many (%) users had knowledge of future payments (water fees) during planning / construction - phase	<ul style="list-style-type: none"> • 75% • 50 – 75% • 25 – 50% • 0 – 25%
	8.3 What was the % of users participation during planning and construction in cash in kind	<ul style="list-style-type: none"> • 50% cash and kind • 50% no cash / or 25 – 50 and cash • 25 – 50% no cash but in kind only • Less than 25% no cash / kind only
	8.4.1 Group of users participating in O & M.	<ul style="list-style-type: none"> • Users and WUG committee • WUG committee • WSC BoD • Private sector
	8.4.2 Which user factions participate in cleaning the DWPs	<ul style="list-style-type: none"> • Males and females users • Only the female users • Youth female users only • Non-users (on hire basis)
	8.5.1 What is the % of women on WSC membership	<ul style="list-style-type: none"> • Above 40% • Between 30 – 40% • Between 10 – 30% • Less than 10%

	8.5.2 What is the % of women in WUG committees	<ul style="list-style-type: none"> • Above 40% • Between 30 – 40% • Between 10 – 30% • Less than 10%
	8.5.3 What % of users trained are women for the past 12 months.	<ul style="list-style-type: none"> • Above 40% • Between 30 – 40% • Between 10 – 30% • Less than 10%
9. Community and political dynamics	9.1.1 How many internal resources in the community (govt. NGOs, projects etc.) reality available to support the WSC	<ul style="list-style-type: none"> • Above 5 resources • Between 2 – 5 • Only 1 • Non
	9.1.2 How many external resources e.g Govt NGOs, projects etc, reality available to support the WSC	<ul style="list-style-type: none"> • Above 3 confirmation • Between 1 – 3 confirmation • Application in progress • Non
	9.1.3 How many factions i.e religious, tribes which have different (collide) interests on WSC	<ul style="list-style-type: none"> • None • Between 1 – 3 • Between 3 – 5 • More than 5
	9.2 What are the sanctions do the community / users and WUG/WSC taken against the defaulters which are the dynamics, is there support, social pressure to such sanctions	<ul style="list-style-type: none"> • Effective support to sanctions and social pressure • Users support • No support to sanctions • No sanction at all
	9.2.2 Do you have implementation difficulties (non support) for such sanctions by the social (e.g ethnic, cultural tribal) groups pressure	<ul style="list-style-type: none"> • No • Yes
	9.3.1 What makes water users to be influenced by village govt and politicians	<ul style="list-style-type: none"> • Knowledge/advises • Positions/power/authority • Money/financial support • Other beliefs e.g witchcraft
	9.3.2 How many successful contacts between BoD and VG for the last 12 months (success means meet the supportive needs as perceived by the WSC BoD)	<ul style="list-style-type: none"> • Above 5 per year • Between 3 – 5 per year • Between 1 – 2 • None

	9.4.1 What makes WSC/BoD be influenced by ward and district govt. and politicians (positions, advices money.....)	<ul style="list-style-type: none"> • Advices and knowledge • Authority and powers • Money/financial • Others beliefs – e.g. witchcraft
	9.4.2 How many successful contact between BoD and ward/district/govt. and politicians for the last 12 months. (success means meet the supportive needs as perceived the WSC BoD)	<ul style="list-style-type: none"> • Above 5 per year • Between 3 – 5 • Between 1 – 2 • None
	9.5 How many successful contacts between BoD as well as WUG committee and opinion leaders)	<ul style="list-style-type: none"> • Above 5 per year • Between 3 – 5 • Between 1 – 2 • None
11. Communication	11.1 How many information were exchanged between WSC and village, ward and districts (formal and informal),	<ul style="list-style-type: none"> • More than 12 • Between 12 and 6 • Between 6 and 3 • Below 3 exchange
	11.1.2 What % of the information shared were replied/sent as feed back.	<ul style="list-style-type: none"> • More than 12 • Between 12 and 6 • Between 6 and 3 • Below 3 exchange
	11.2 How many extra meetings were held between BoD and WUG committees per year	<ul style="list-style-type: none"> • More than 4 • Between 2 – 3 • 1 extra meeting • Not one
	11.3 How many extra meetings were held between WSC BoD and members (representatives) per year	<ul style="list-style-type: none"> • More than 4 meetings • Between 2 – 3 • 1 extra meeting • Not one
12. Functionality system	12.1 What is the population growth rate per year	<ul style="list-style-type: none"> • Less than 3% • Between 3 – 4% • Between 4 – 5% • More than 5% •
	12.6 What is the % of DWPs not operational due to poor O&M	<ul style="list-style-type: none"> • Less than 5% • Between 5 – 10% • Between 10 – 20% • More than 20%

INSTITUTIONAL AREAS
QUESTIONNAIRE TO THE CHAIRPERSON/MANAGER AND SECRETARY

Area	Questions	Responses/answers
1. WSC structure	1.1 Do you have a certificate of registration?	<ul style="list-style-type: none"> • Yes • No
	1.2 Are elected members of the BoD executives at the same time? e.g. manager, technicians, etc.	<ul style="list-style-type: none"> • Yes • No
	1.3 What type of tasks are well defined and documented? All task Major tasks No tasks defined	<ul style="list-style-type: none"> • All tasks defined + documented • Major task defined + documented • Task defined not documented • Neither defined nor documented
	1.4 What is your experiential and acquired capacity to execute and complete the tasks assigned by the WSC?	<ul style="list-style-type: none"> • Very high • High • Medium • Low
2. BoD performance	2.1 How are the procedures of election of BoD communicated?	<ul style="list-style-type: none"> • Written and communicated • Written but not communicate • Orally communicated • Not available
	2.2 Are roles and responsibilities written in a policy document >	<ul style="list-style-type: none"> • Yes • No
	2.3 How are roles and responsibilities communicated?	<ul style="list-style-type: none"> • Written in a policy document and communicated • Written in a policy document but not communicated • Oral communicated • Policy document not available
	2.4 Do your company has procedures to sanction directors? - Are the procedures to sanction directors written and communicated to directors? - Are the procedures to sanction directors written but not communicated? - Are the procedures to sanction directors only oral not written?	<ul style="list-style-type: none"> • Written and communicated • Written but not communicated • Orally communicated • No procedures
	2.5 What is the duration of the terms of office for directors?	<ul style="list-style-type: none"> • 3 years • 2 years • 1 year • Less than 1

	2.6 Do you have and follow procedures to solve companies disputes?	<ul style="list-style-type: none"> • Procedures available and followed • Procedures available not followed • No procedures but solve disputes any how • No solutions for disputes
3 WSC personnel	3.1 Do you have and adhere to recruitment procedures?	<ul style="list-style-type: none"> • Written and adhered to • Written not adhered to • Known but not written • No recruitment procedure
	3.2 Do you have and adhere to job / task descriptions	<ul style="list-style-type: none"> • Job + task description available and adhered • Description available not adhered • Job + task description not available • Job + task description available
	3.3 What is the qualification and experiences of WSC senior personnel? <ul style="list-style-type: none"> - Manager - Technician - Secretary - Treasurer 	<ul style="list-style-type: none"> • BA/FTC/CPA/None • Dipl./T Test/Cert /Acct. Tech./None • Form VI/Short Courses/Cert. Bus./None • No training /less than form IV <ul style="list-style-type: none"> >5 yrs 3 – 5 yrs 2 years <2 yrs
	3.4 Have you established / manpower development plans	<ul style="list-style-type: none"> • Established • On going • Started • No plans
	3.5.1 Percentage of personnel receiving salaries?	<ul style="list-style-type: none"> • All • 50% - 100% • Between 0% - 50% • No salaries
	3.5.2 What type of incentives are provided to personnel by the users?	<ul style="list-style-type: none"> • Housing, training, transport and medical • Housing and training • Training • No incentives
	3.6 How many staff consultation meetings held in last 12 months?	<ul style="list-style-type: none"> • More than 12 meetings • Between 6 – 12 • Between 3 – 6 • Less than 3
	3.7.1 How many senior labour disputes for last 12 months?	<ul style="list-style-type: none"> • No disputes • 1 – 2 disputes • 3 – 5 disputes • More than 5

	3.7.2 How many personnel were sacked/left during last 12 months?	<ul style="list-style-type: none"> • 5% • 5 – 10% • 20 – 50% • More than 50%
4. Management style	4.1 How many consultations are in average made by the WSC manager to the junior personnel per week for decision making?	<ul style="list-style-type: none"> • More than 5 • Between 3 – 5 • Between 1 – 2 • None
	4.2 How many meetings were held by the BoD per year (the past 12 months)?	<ul style="list-style-type: none"> • 6 meetings • Between 4 – 6 • Between 1 – 3 • None
	4.3 How many ordinary meeting were held by the users?	<ul style="list-style-type: none"> • 4 meetings • 3 meetings • 2 meetings • 1 meeting
	4.4 How many informal contacts do you have with stakeholders on WSC issues per week?	<ul style="list-style-type: none"> • More than 7 • Between 3 – 7 • Between 1 – 3 • None
	4.5 What is the level of relationship between manager and other staff (percentage)?	<ul style="list-style-type: none"> • 100% perfect • Between 50 – 100% • Between 25 – 50% • Between 0 – 25%
	4.6 What is the percentage of management new issues/ideas/recommendation from staff were (percentage) accepted?	<ul style="list-style-type: none"> • 80% and above • 30 – 80% • 1 – 30% • None
	4.7 What is the percentage of confidential documents?	<ul style="list-style-type: none"> • Less than 20% • Between 20 – 30% • Between 30 – 95% • More than 95%
5.1 Management system/process	5.1 Do you have and use documented standardised operational guideline per month?	<ul style="list-style-type: none"> • Available and use more than 4 times • Available used 1 – 4 times/month • Available but not used at all • Not available
	5.2 Do you have and use quality control for staff?	<ul style="list-style-type: none"> • Available, used more than 4 times /months • Available used 1 – 4 times/month • Available but not used • Not available •

**INSTITUTIONAL AREAS
QUESTIONNAIRE TO WUG COMMITTEES**

Area	Questions	Responses/answers
6. WUG and committee	6.1 Do you have the roles and responsibility defined by the constitution? Do you use them?	<ul style="list-style-type: none"> • Constitution available made known and used • Made known but not used • Constitution neither known nor used • No constitution
	6.2 How many meetings were held between users and DWP's committee?	<ul style="list-style-type: none"> • 12 times or more • Between 6 – 12 meetings • Between 3 – 6 meetings • Less than 3
	6.3 Do you have and adhere to electoral procedures at DWP level?	<ul style="list-style-type: none"> • Electoral procedures available, made known and adhere to • Known but not adhered to • Available not know • Not available
	6.4 How many meetings had been held for the last 12 months for the DWP committee?	<ul style="list-style-type: none"> • 12 times or more • Between 6 – 12 meetings • Between 3 – 6 meetings • Less than 3

	5.3 Do you have and adhere to business plans	<ul style="list-style-type: none"> • Available, used more than 4 times/per year • Available used 1 – 4 times • Available but not used • Not available
	5.4 Do you have and use annual plans?	<ul style="list-style-type: none"> • Available, used more than 12 times • Available used 6 – 12 times • Available but not used • Not available
7 Networking and collaboration	7.1 How many engineering or contracting firms exists and are in contact with WSC?	<ul style="list-style-type: none"> • More than one • One only • Distant in next village • No firm
	7.2 How many supplier of spare parts for water supply system exist and are on contact with WSC?	<ul style="list-style-type: none"> • More than three • 3 – 2 only • 1 firm/ at distant village • No supplier
	7.3 How many donor organisation are available to WSC and are in actual contact with WSC?	<ul style="list-style-type: none"> • More than 5 • Between 5 – 3 • Less than 3 • No donor
	7.4 How many training opportunities/programmes available for WSC personnel?	<ul style="list-style-type: none"> • More than 1 • Only 1 • No training programme • No plans for such programme
	7.5 How many referral (umbrella/Apex system) organisations, responsible for back-up services (managerial, financial and technical)?	<ul style="list-style-type: none"> • More than 1 • Only 1 • No referral organisation • No plans for such organisation

**FINANCIAL AREA
QUESTIONNAIRE TO THE MANAGER**

AREAS	QUESTIONS	RESPONSES/ANSWERS
1. Information on company	1.1 Give the name and address of your company Name Address	<p>..... <input type="text"/></p> <p>..... <input type="text"/></p> <p>..... <input type="text"/></p> <p>..... <input type="text"/></p>
	1.2 District	<p>..... <input type="text"/></p>
	1.3 Year company started operations	<p>..... <input type="text"/></p>
	1.4 Number of villages served by the company	<p>..... <input type="text"/></p>
2. Water supply system	2.1 Type of technology - shallow well - borehole - gravity water supply - pumped water supply	<p>..... <input type="text"/></p> <p>..... <input type="text"/></p> <p>..... <input type="text"/></p> <p>..... <input type="text"/></p>
	2.2 Volume of water produced by hour in cubic meters	<p>..... <input type="text"/></p>
	2.3 How many water tanks do you have and what is the capacity in 1 st 2 nd 3 rd	<p>..... <input type="text"/></p> <p>..... <input type="text"/></p> <p>..... <input type="text"/></p>
3. Critical skills	3.1 What are the critical skills of your company?	<p>1. Managers <input type="text"/></p> <p>2. Accountants <input type="text"/></p> <p>3. Technicians/engineers... <input type="text"/></p> <p>4. Lawyers <input type="text"/></p>
	3.2 Please give a copy of the job descriptions of the following officers: - chairman - secretary - treasurer - manager - technician	<p>..... <input type="text"/></p> <p>..... <input type="text"/></p> <p>..... <input type="text"/></p> <p>..... <input type="text"/></p> <p>..... <input type="text"/></p>

Company scores with corresponding ranks are laid down in appendix ?)

10. Compound scores

The sub-areas ranked using the method shown in No - 9 above are the basis for obtaining a compound score of key factor or key area. This compound score is the simple average of the ranks of all the relevant sub-area. (Appendix). Thus, the 20 key areas have all been given a rank which means either a strength (++) or (+), or a weakness (-) or (- -). Further analysis allows for comparison of the WSC studied using the compound score of each area. (Appendix ?)

11. Prioritizing strengths and weaknesses

Strengths were prioritized on the basis of the rank of the sub-area. Strengths ranking 1 are priority 1. Strengths ranking 2 are priority 2. Weakness ranking 4 are priority 1, and weaknesses ranking 3 are priority 2. Thus the strengths were categorized in priority one and priority two. Weakness were categorized in priority two. (Appendix).

12. Deciding on high sustainability risk areas

The high sustainability risk areas are all the sub-areas grouped in priority 4 of the weaknesses.

13. Sustainability risk assessment

Sustainability risk exists when a weakness becomes critical. This sustainability risk was assessed by considering the following key elements in the sub-area with high sustainability risk.

- a. Policies and programmes needing modification so that they affect the WSC in more beneficial way
- b. Existing conflicts needing resolutions
- c. Identifying social, economic, cultural, political and financial constraints to meeting the objectives of the WSC.
- d. Prioritizing problems and objectives in relation to the relevant sub-area.
- e. Identifying supporters with similar interest and potential for cooperations, coloboration and networking
- f. Identifying structures, policies and individual with viewpoints going against company objectives.
Identifying resources available in the company, in the community and in the company/communities allies.
- h. Identifying interests, resources, strategies and tactics of non-cohesive opponents.
- l. Assessing the goals of the WSC opponents.

Comments on each area were made by considering the 9 issues listed in the paragraph 13

15. Developing alternative strategies to reduce risks

Alternative strategies are elaborated by identifying actions which may reduce sustainability risk. Such actions are recommended in conclusions on the basis of different kinds of risk assessment

9. Ranking company score

All the company scores were translated into ranks in the following way:

Strengths and weaknesses are given a rank as shown below:

SCORE	RANK
++	1
+	2
-	3
--	4

From the company scores obtained from the data collected from the field, a table showing the rank of the relevant sub-area is given. For example, the rank of the institutional sub area identified as "no. of donor organisation actually in contact with WSC" was obtained by reading the corresponding rank of the company score as shown below

Sub area	Strength		Weakness		Company Score	Rank
	Rank 1	Rank 2	Rank 3	Rank 4		
No. of donor organisation actually in contact with WSC	5 or more	5 to 3	less than 3	No donor organisation	No donor organisation	4

Similarly the rank of the financial sub area identified as "Basis for water tariff setting" was obtained as follows.

Sub area	Strength		Weakness		Company Score	Rank
	Rank 1	Rank 2	Rank 3	Rank 4		
Basis for water tariff setting	Tariff based on production cost, recovery and provision for company growth	Tariff based on cost recovery	Tariff based on cost recovery with adjustment by WUG according to their ability to pay	Tariff set by water users on the basis of their ability to pay	Tariff based on cost recovery	2

QUESTIONNAIRE TO SECRETARY

1 How many families are using your water supply system at present?	
2 How many individual users do you serve? - Individual? - Businesses? - Private connection?	
3 How many requests for private connections are unfulfilled at present?	

4 What are the types of documents usually prepared by yourself?

Types	Frequency/year	Destination

5 What are the recipients of the reports prepared by yourself?

Type of document	Recipient
.....
.....
.....
.....
.....
.....
.....
.....

Type of meetings	Number of meeting held in 1998	Type of participants

QUESTIONNAIRE TO SECRETARY

7 Give a list of company personnel

Name	Title	Qualification	Allowance/ Salary / month	No. of year in office

BOARD OF DIRECTORS WSC
Scheme

Date:

STRENGTHS

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WEAKNESSES

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SUGGESTIONS FOR IMPROVEMENT OF WSC

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FINANCIAL AREA
QUESTIONNAIRE TO TREASURER

AREAS		QUESTIONS	RESPONSES/ANSWERS
15 Financial procedures	15.1.1	Give a list of financial manuals/formats used in your company. How many of such financial manuals/formats do you use?	. 15 or more <input type="checkbox"/> . 10 to 15 <input type="checkbox"/> . 5 to 10 <input type="checkbox"/> . Less than 5..... <input type="checkbox"/>
	15.2.1	How many financial manuals/formats strictly adhered to?	. 15 or more <input type="checkbox"/> . 10 to 15 <input type="checkbox"/> . 5 to 10 <input type="checkbox"/> . Less than 5..... <input type="checkbox"/>
16 Financial Management	16.1.1	How many external auditors reports were prepared in your company since 1997?	. 3..... <input type="checkbox"/> . 2..... <input type="checkbox"/> . 1..... <input type="checkbox"/> . 0..... <input type="checkbox"/>
	16.2.1	How many budget proposals were submitted to members for approval since 1997?	. 3..... <input type="checkbox"/> . 2..... <input type="checkbox"/> . 1..... <input type="checkbox"/> . 0..... <input type="checkbox"/>
	16.3.1	What was the discrepancy (in %) between planned income and expenditure, and achievement in income and expenditure in 1998?	. 10%..... <input type="checkbox"/> . 10-20%..... <input type="checkbox"/> . 20-40%..... <input type="checkbox"/> . >40%..... <input type="checkbox"/>
	16.4.1	What is your basis for water tariff setting?	. Based on production cost, recovery and company growth . . . <input type="checkbox"/> . Based on cost recovery <input type="checkbox"/> . Based on cost recovery with adjustment by members <input type="checkbox"/> . Based on ability to pay <input type="checkbox"/> . Based on volume of business..... <input type="checkbox"/>
	16.5.1	What type of action do you usually take against defaulters in payment of water fee?	. Court prosecution.... <input type="checkbox"/> . Fine <input type="checkbox"/> <input type="checkbox"/> . Social pressure . . . <input type="checkbox"/> . No sanction. . . . <input type="checkbox"/>
17 Financial performance	17.1.1	What was the gross profit margin of your company in 1997 and in 1998? (Provide financial reports if necessary) <input type="checkbox"/> . 20-25% <input type="checkbox"/> . 25-35% <input type="checkbox"/> . >35%. <input type="checkbox"/>

AREAS	QUESTIONS	RESPONSES/ANSWERS
17.2.1	What was the maintenance costs in 1997 and 1998? (Provide financial report if necessary)	. 1997 <input type="checkbox"/> . 1998..... <input type="checkbox"/>
17.2.2	What is your total investment costs so far? (Provide financial report if necessary) <input type="checkbox"/>
17.3.1	What was the total depreciation costs in your company in 1997 and in 1998 (provide financial report if necessary).	. 1997 <input type="checkbox"/> . 1997..... <input type="checkbox"/>
17.4.1	What was the total operation and maintenance costs in your company in 1997 and in 1998 (provide financial reports if necessary)	. 1997 <input type="checkbox"/> . 1998..... <input type="checkbox"/>
17.4.2	What was the total costs in your company in 1997 and in 1998? (Provide financial reports if necessary)	. 1998..... <input type="checkbox"/> <input type="checkbox"/>
17.5.1	What was the total income (sales during 1997 and 1998? Provide financial reports if necessary)	. 1997 <input type="checkbox"/> . 1998..... <input type="checkbox"/>
17.5.2	What was the net surplus (net income) of your company in 1997 and 1998? (Provide financial reports if necessary)	. 1997 <input type="checkbox"/> . 1998.. .. <input type="checkbox"/>
17.6.1	What was the value of the total assets of your company in 1997 and 1998? (Provide financial reports if necessary)	. 1997 <input type="checkbox"/> . 1998... .. <input type="checkbox"/>
17.6.2	What was the value of the total liabilities of your company in 1997 and 1998? (Provide financial reports if necessary)	. 1997 <input type="checkbox"/> . 1998..... <input type="checkbox"/>
17.6.3	What was the value of quick assets in your company during 1997 and 1998? (Provide financial reports if necessary)	. 1997 <input type="checkbox"/> . 1998..... <input type="checkbox"/>
17.6.4	What was the value of current liabilities of your company in 1997 and 1998? (Provide financial reports if necessary)	. 1997 <input type="checkbox"/> . 1998 <input type="checkbox"/>
17.6.5	Do you have an office?	. Yes <input type="checkbox"/> . No <input type="checkbox"/>

AREAS		QUESTIONS	RESPONSES/ANSWERS
	17.6.6	Do you hire an office?	. Yes. <input type="checkbox"/> . No <input type="checkbox"/>
	17.6.7	If you hire an office, what is the monthly office rent?	. Shs. <input type="checkbox"/>
	17.6.8	Do you have a list of your fixed assets?	. Yes. <input type="checkbox"/> . No <input type="checkbox"/>
	17.6.9	What is your exact balance of each of your bank account	<input type="checkbox"/>
	17.7.1	What was the tariff collection ratio of individual users of DWPs in 1998	. 80%..... <input type="checkbox"/> . 70-80%..... <input type="checkbox"/> . 60-70%..... <input type="checkbox"/> . <60%..... <input type="checkbox"/>
	17.7.2	What was the tariff collections ratio of users with house connections in 1998	. 80%..... <input type="checkbox"/> . 70-80%..... <input type="checkbox"/> . 60-70%..... <input type="checkbox"/> . <60%..... <input type="checkbox"/>
	17.7.3	What was the tariff collection ratio of users of the business category during 1998?	. 80%..... <input type="checkbox"/> . 70-80%..... <input type="checkbox"/> . 60-70%..... <input type="checkbox"/> . <60%..... <input type="checkbox"/>
	17.8.1	What is the total O & M cost in 1997 and 1998? (Provide financial reports if necessary)	<input type="checkbox"/>
	17.8.2	What is the number of individual water users in your company (including house connections)	<input type="checkbox"/>
	17.9.1	What is the number of water supply technicians in your company?	. 4 or more.. <input type="checkbox"/> . 3..... <input type="checkbox"/> . 2..... <input type="checkbox"/> . 1..... <input type="checkbox"/>
	17.10.1	How many qualified accountants are working for your company <input type="checkbox"/>
	17.10.2	How many qualified internal auditors are working for your company? <input type="checkbox"/>
	17.11.1	How much is the accumulated reserve to date in your company?	. 1st account .. <input type="checkbox"/> . 2nd account... <input type="checkbox"/>

AREAS	QUESTIONS		RESPONSES/ANSWERS
	17.11.2	What is the value of retained earnings in your company? (check your financial reports) <input type="checkbox"/>
18 Transparency and reporting	18.1	How many of the following financial reports have you sent to members for discussion during the last 12 months? - Budget proposal - Income and expenditure - Activity progress report - Audited accounts (show copies) <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	18.2	Give a list of people/institutions receiving the company's financial reports	. 1 <input type="checkbox"/> . 2 <input type="checkbox"/> . 3 <input type="checkbox"/> . 4 <input type="checkbox"/> . 5 <input type="checkbox"/>
	18.3	Do users receive a receipt when they pay water fee?	. Yes. <input type="checkbox"/> . No <input type="checkbox"/>
	18.4	What type of records do you keep in relations to monthly payment?	. 1 <input type="checkbox"/> . 2 <input type="checkbox"/> . 3 <input type="checkbox"/> . 4 <input type="checkbox"/> . 5 <input type="checkbox"/>
	18.5	Do you use a payment voucher for all your payments?	. Yes. <input type="checkbox"/> . No <input type="checkbox"/>
	18.6	Do you use a bank deposit book/saving book when you put money in your account?	. Yes. <input type="checkbox"/> . No <input type="checkbox"/>
	18.7	Do you use a bank withdrawer book when withdrawing money from bank?	. Yes <input type="checkbox"/> . No <input type="checkbox"/>
	18.8	How many accounts do you have <input type="checkbox"/>
	18.9	Do you have a budget	. Yes. <input type="checkbox"/> . No <input type="checkbox"/>
	18.10	Do you prepare monthly income and expenditure account?	. Yes. <input type="checkbox"/> . No <input type="checkbox"/>
	18.11	Do you produce annually an income and expenditure report?	. Yes. <input type="checkbox"/> . No <input type="checkbox"/>
	18.12	Please provide a copy or show a copy of the following reports manual/formats	
	18.12.1	Financial management guidelines <input type="checkbox"/>
	18.12.2	Water tariff setting format <input type="checkbox"/>

AREAS		QUESTIONS	RESPONSES/ANSWERS
	18.12.3	Budget 1997 <input type="checkbox"/>
	18.12.4	Budget 1998 <input type="checkbox"/>
	18.12.5	Monthly cahs/bank income & expenditure <input type="checkbox"/>
	18.12.6	Water users registrar <input type="checkbox"/>
	18.12.7	Register of monthly quarter tariff receipts <input type="checkbox"/>
	18.12.8	Monthly water tariff receipts <input type="checkbox"/>
	18.12.9	Cash book/analysis book <input type="checkbox"/>
	18.12.10	Bank book/saving book <input type="checkbox"/>
	18.12.11	Audited accounts 1997 and 1998 <input type="checkbox"/>
	18.12.12	Payment voucher <input type="checkbox"/>
	18.12.13	Receipt book <input type="checkbox"/>
	18.12.14	List of fixed assets <input type="checkbox"/>
	18.12.15	Budget 1999 <input type="checkbox"/>
	18.12.16	Income and expenditure 1997 & 1998 <input type="checkbox"/>
	18.12.17	Balance sheet 1997 and 1998 <input type="checkbox"/>
	18.12.18	Profit and loss account 1997 & 1998 <input type="checkbox"/>
	18.12.19	Bank deposits sheet <input type="checkbox"/>
	18.12.20	Bank withdrawer sheet <input type="checkbox"/>
	18.12.21	Payment voucher <input type="checkbox"/>
19 Accountability	19.1	What is your method of funds custody	Bank <input type="checkbox"/> Safe <input type="checkbox"/> Home <input type="checkbox"/> Other <input type="checkbox"/>
	19.2	How frequent do you deposit cash in your bank account per week?	. 5 times.. ... <input type="checkbox"/> . 4 times.. <input type="checkbox"/> . 1 to 3 times..... <input type="checkbox"/> . Less than one... <input type="checkbox"/>
20 Access to alternative financing	20.1.1	What is the value of mortgageable assets of our company?	> shs. 20 million <input type="checkbox"/> shs. 10 to 20 million . <input type="checkbox"/> shs 1.0 million <input type="checkbox"/> Nil <input type="checkbox"/>
	20.2.1	How many grants has your company received since its establishment?	. 2 <input type="checkbox"/> . 1 <input type="checkbox"/> . Nil <input type="checkbox"/>
	20.2.2	How many donor agencies are cooperating with your company at present?	. 5 <input type="checkbox"/> . 7 <input type="checkbox"/> . 3 <input type="checkbox"/> . 2 <input type="checkbox"/> . Nil <input type="checkbox"/>

**SUSTAINABILITY RISK ANALYSIS
QUESTIONNAIRE FORM**
QUESTIONNAIRE TO:

AREAS	SUB AREAS	QUESTIONS	RESPONSES/ANSWERS
15 <input data-bbox="178 459 335 519" type="text"/>			<input data-bbox="1284 459 1337 488" type="checkbox"/> <input data-bbox="1284 488 1337 517" type="checkbox"/> <input data-bbox="1284 517 1337 546" type="checkbox"/> <input data-bbox="1284 546 1337 575" type="checkbox"/>
			<input data-bbox="1284 607 1337 636" type="checkbox"/> <input data-bbox="1284 636 1337 665" type="checkbox"/> <input data-bbox="1284 665 1337 694" type="checkbox"/> <input data-bbox="1284 694 1337 723" type="checkbox"/>
16 <input data-bbox="178 757 335 817" type="text"/>			<input data-bbox="1284 757 1337 786" type="checkbox"/> <input data-bbox="1284 786 1337 815" type="checkbox"/> <input data-bbox="1284 815 1337 844" type="checkbox"/> <input data-bbox="1284 844 1337 873" type="checkbox"/>
			<input data-bbox="1284 920 1337 949" type="checkbox"/> <input data-bbox="1284 949 1337 978" type="checkbox"/> <input data-bbox="1284 978 1337 1008" type="checkbox"/> <input data-bbox="1284 1008 1337 1037" type="checkbox"/>
			<input data-bbox="1284 1084 1337 1113" type="checkbox"/> <input data-bbox="1284 1113 1337 1142" type="checkbox"/> <input data-bbox="1284 1142 1337 1171" type="checkbox"/> <input data-bbox="1284 1171 1337 1200" type="checkbox"/>
			<input data-bbox="1284 1301 1337 1330" type="checkbox"/> <input data-bbox="1284 1384 1337 1413" type="checkbox"/> <input data-bbox="1284 1532 1337 1561" type="checkbox"/> <input data-bbox="1284 1615 1337 1644" type="checkbox"/> <input data-bbox="1284 1697 1337 1727" type="checkbox"/>
			<input data-bbox="1284 1749 1337 1778" type="checkbox"/> <input data-bbox="1284 1778 1337 1807" type="checkbox"/> <input data-bbox="1284 1807 1337 1836" type="checkbox"/> <input data-bbox="1284 1836 1337 1865" type="checkbox"/> <input data-bbox="1284 1865 1337 1895" type="checkbox"/>
17 <input data-bbox="178 1928 335 1989" type="text"/>			<input data-bbox="1284 1928 1337 1957" type="checkbox"/> <input data-bbox="1284 1957 1337 1986" type="checkbox"/> <input data-bbox="1284 1986 1337 2016" type="checkbox"/> <input data-bbox="1284 2016 1337 2045" type="checkbox"/>

Appendix 7

Scoring system format

**SUSTAINABILITY RISKS ANALYSIS
WATER SUPPLY COMPANY SCORES AND RANKING**

Key areas/factors	Sub-area	Indicator	WSC score	Rank

Appendix 8

Ranking system format

SUSTAINABILITY RISK ANALYSIS

KEY AREAS/FACTORS AND SCORING SYSTEM FORM

Key areas/factors	Sub-area	Indicator	Strengths		Weaknesses		Reason For Score	Assumption About the area/factor	WSC Score
			++	+	-	--			
		-							