



NATIONAL ACTION COMMITTEE

COMMUNITY BASED MANAGEMENT

OF

WATER SUPPLY AND SANITATION FACILITIES

IN

ZIMBABWE

IMPLEMENTATION GUIDE

February 2005

Prepared By:

This guide was prepared by the National Action Committee (NAC) for Rural Water Supply and Sanitation Programme, with facilitation support from the Institute of Water and Sanitation Development (IWSD), for use by the institutions and organisations involved in the water and sanitation sector in Zimbabwe. The National Action Committee is an inter-ministerial committee tasked with the responsibility of coordinating and mobilizing resources for the development of water and sanitation facilities in rural areas of Zimbabwe including the resettlement areas.

The NAC is made up of the following agencies:

- Ministry of Local Government, Public Works and National Housing
- Ministry of Youth Development, Gender and Employment Creation and Cooperatives
- Ministry of Health and Child Welfare
- District Development Fund
- Ministry of Water Resources and Infrastructural Development
- Department of Water Development
- AREX
- Ministry of Finance and Economic Development
- Department of Physical Planning
- Zimbabwe National Water Authority

The NAC operates through Provincial Water and Sanitation Sub-Committees (PWSSSCs) and District Water Supply and Sanitation Sub-committees (DWSSCs) at provincial and district levels respectively. Other active sub-committees of the NAC are in place to coordinate specific activities such as technology development, programme planning and financing, sustainability and issues of gender. At the national level, the day to day coordination and implementation of NAC resolutions is done by the NAC's executive arm, the National Coordination Unit (NCU) based in the Ministry of Water Resources and Infrastructural Development.

The Institute of Water and Sanitation Development is a Zimbabwean non profit organisation aiming to build capacity in the water and sanitation sector through training, research, information dissemination and consultancy services.

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Abbreviations

CBM	- Community Based Management
DMT	- District Maintenance Team
DWSSC	- District Water and Sanitation Sub-Committee
IWSD	- Institute of Water and Sanitation
MLGNH	- Ministry of Local Government Public Works and National Housing
MNAECC	- Ministry of Youth Development, Gender and Employment Creation
MOHCW	- Ministry of Health and Child Welfare
MWRID	- Ministry of Water Resources and Infrastructural Development
NAC	- National Action Committee
NCU	- National Coordination Unit
O & M	- Operation and Maintenance
PHHE	- Participatory Health and Hygiene Education
RCDF	- Rural Capital Development Fund
RDC	- Rural District Council
RDDC	- Rural District Development Committee
TOR	- Terms of Reference
VBCI	- Village Based Consultative Inventory
VPM	- Village Pump Mechanic
WPMC	- Water Point Management Committee
WSS	- Provincial Water and Sanitation Sub-Committee
ZINWA	- Zimbabwe National Water Authority

1.0 Introduction

The NAC has adopted Community Based Management (CBM) system for the development of the Rural Water and Sanitation Programme.

The purpose of this Guide is to provide water and sanitation programme with a framework on *how to implement CBM*, in Zimbabwe.

This Guide contains:

- a brief background to Water Supply and Sanitation development in Zimbabwe,
- an outline of the problems encountered with initial system of Operation and Maintenance of facilities,
- institutional weaknesses
- the concept of CBM and its guiding principles;
- An outline of how to implement CBM and some hints on managing training sessions and meetings.

Guidelines on the implementation of CBM are divided into 3 phases summarised in Table 1.

Table 1: **Main Phases of CBM**

Phase	Main Activities
Phase 1	Focuses on Setting up the Framework. In this phase all stakeholders put in place measures to ensure the smooth launching of CBM.
Phase 2	Focuses on building the capacity of the major stakeholders to effectively play their roles. This is a continuous process, which should be reviewed internally (by the communities) and externally (by the RDC and other interested parties) on a regular basis, for effective implementation. Progressively capacity building should be internalized within the community groups to allow for effective multiplier effect on the basis of a villager-train-villager process.
Phase 3	Focuses on consolidating the CBM process and provides operational monitoring tools for both communities and RDCs to assess the implementation process. This section is structured to give quick checklist on what needs to be put in place for effective CBM to take root.

2.0 Background

2.1. General

The Government of Zimbabwe has since independence in 1980 placed great importance to the development of rural areas, particularly the Communal and Resettlement Areas, where approximately 70 of the population reside.¹ The Government policy on rural development has continued to stress the need to uplift the standards of living of the rural population. This has resulted in efforts to improve the health status and living conditions of the rural communities through the promotion of hygienic practices and the provision of adequate and safe water and sanitary facilities. However the massive financial injection into the development of water and sanitation facilities has not been matched with a corresponding operation and maintenance package, community empowerment initiatives and clear health and hygiene promotion strategies.

The provision of sanitation facilities has been lagging behind since the start of the programme. This was mainly due to the implementation strategies applied by the sector, where communities were used to subsidies, with little local input (initiatives). The ownership of such sanitation facilities was related to the source of funding rather than the users, hence poor maintenance, non replacement and lack of community initiative to construct new sanitation facilities.

While the maintenance of latrines has been the responsibility of the users, the maintenance of most rural water points was under a centralized maintenance system, called the *Three -Tier Maintenance System* that has since been abandoned. The budget for operation and maintenance (O&M) per water point has continued to fall from for example, an average of Z\$120 in 1988/89 to Z\$47 in 1994/95.

Box 1: Three Tier maintenance systems

It's so named because it consists of a 3 tier structure which is as follows:

1st Tier:

The District Maintenance Team (DMT), responsible for the overall O&M planning, provision of tools and spare parts, supervision and monitoring of the second tier. The tier is also responsible for the repair of major breakdowns assumed to be beyond the capacity of the second tier. Members of this tier are DDF employees.

2nd Tier:

The Pump minder is a local mechanic selected by the community at Ward level. He/she is responsible for all mechanical operations of the water supplies. It is assumed that the response by the Pump minder to breakdowns would be much faster than the DMT as he/she is community based and has all the necessary tools and spares to undertake all repairs.

3rd Tier:

The Caretaker is one of the water point users, selected by the community as a member of the water point committee (WPC). He/she is responsible for all routine maintenance works with the assistance of the community itself. He/she acts as a link between the community and the pump minder.

The major problems with the Three-Tier Operation and Maintenance System were:

- the accelerated increase in new water point development and the need to rehabilitate ageing pumps has increased the burden on hand pump maintenance,
- the non-involvement of the communities (users) in the maintenance of water points has meant that the water points are regarded as government/DDF property, hence the users are sometimes reluctant to contribute towards the maintenance of the facilities,
- the continued rise in the O&M costs combined with the ever decreasing O&M budget allocation by the government has made the government recurrent budgets inadequate to meet maintenance requirements,
- Pump minder support systems (spares, tools and supervision) from the DMT became inadequate. The response to a break down by the pump minder has also been affected by the non-availability of transport. Due to budgetary constraints, DDF can no longer employ more pump minders. Instead of having one pump minder per ward, the ratio is currently one pump minder per five wards in many districts.
- The workload for the pump minder has greatly increased to unbearable proportions, resulting in long down time periods.

In view of these problems which have resulted in long downtime, the sector adopted the CBM as a more sustainable operation and maintenance system for the water and sanitation programme.

Experiences on pilot CBM initiatives have produced lessons, which point to the need to adopt CBM as the strategy for the implementation of water and sanitation projects. Some of the lessons are summarized in Box 2 below.

Box 2: Some Lessons from CBM Pilots

- There is need for documented guidelines on CBM,
- Communities are willing to take over the management of water and sanitation facilities,
- There is need for strong institutions at local level, to address the following weaknesses:
 - *CBM is viewed as maintenance of water facilities by implementers,*
 - *roles and responsibilities of communities are not clear,*
 - *absence of an institutional leader for CBM,*
 - *CBM process have limited documentation, supervision and monitoring,*
- Women led committees are more effective than male led ones,
- There is need for clear financing and support mechanisms for CBM,
- Available technology (except engine driven schemes) has been accepted, operated and maintained by the community.

The NAC realised and accepted that the management and maintenance of water and sanitation facilities is better done by the community of users, hence the NAC has adopted the decentralisation policy with CBM as an integral component of the IRWSS Programme.

2.2. Concept of Community Based Management

In the context of the Water and Sanitation Sector, Community Based Management implies that the beneficiary communities are in control, have full authority and responsibility for the development of water and sanitation services. It also entails that user community shall take responsibility for the operations and maintenance of the facility and the attendant obligations such as raising resources for spares and upkeep. The thrust of CBM is therefore community empowerment for enhanced community management and ownership of water and sanitation services provision processes.

The CBM system may be through communities running their projects or they may do it through an agency or in partnership at costs. Which ever method is used, the community of users obligate themselves to pay, and take full responsibilities for decision making. Sources of finance may be internally generated or sourced from outside of the community as grants or loans. Representative bodies of the community including their own local authority provide the necessary legal instruments, backup services to ensure the effectiveness of the community managed process.

2.3. Purpose of the CBM Guide

The purpose of the CBM guidelines is to guide the stakeholders to empower communities to be self organized and able to manage (plan, lead and control), make decisions on, and provide the necessary resources needed to develop, operate and maintain their water and sanitation facilities.

3.0 CBM Guiding Principles

Principle 1: Communities assume ownership of existing and future water and sanitation facilities.

- Communities plan for and ensure rehabilitation of non-functional facilities.
- The community of users has technical, managerial and organizational skills.

Principle 2: Communities are responsible for the development, management operation and maintenance of their own primary water supplies and sanitation facilities.

- Community, through their local leadership including development management structures initiates the implementation of water supply and sanitation projects and agrees to put in place systems and mechanisms, in consultation with their RDC, to ensure future sustainability of the supply.
- Decision making on the type of technology rests with the community of users. To facilitate this, support agencies provide information to the community on possible choices and their long term financial implications especially on O&M.
- Village based plans should be the basis of channeling support.
- Community of users through their organizational structures manages their water supply and sanitation facilities and monitor performance.

Principle 3: RDC is the custodian of the water supply and sanitation development process.

- RDC shall incorporate in their district plans, water and sanitation projects.
- RDC is the entry point for channeling support to communities.
- RDC shall make it mandatory that villages have plans indicating priorities, options and costs.
- RDC shall provide enabling environment to support and strengthen community management structures.
- RDC shall put in place legal instruments to support community institutions.
- RDC shall establish a Water and Sanitation Revolving Fund to provide loans and grants to deserving communities intending to improve their service level; to subsidize slow moving components; and to cushion the vulnerable groups in times of crisis such as drought and floods. A transparent operational criterion of the Water and Sanitation Fund needs to be developed and communicated to all stake holders.

Principle 4: Users pay for all operation and maintenance costs

- Fast moving items such as leather cups, washers, nuts, bolts, fuel, filters, fan belts, etc are supplied by the community of users at cost.
- Slow moving items such as pump heads, cylinders, rising mains, engines, etc are subsidized by the RDC depending on type of item and community capacity.
- Responsibility for O & M and replacement of sanitation facilities lies with the user. All labour costs are the responsibility of the users.

4.0. How to implement CBM

Phases

There are three main phases for introducing CBM summarised in Table 2.

Phase	Main Activity	Main Areas of Focus
Phase 1:	Setting the Framework	There is need to generate consensus between the RDC (as custodian of CBM) and the communities (as the major players and beneficiaries) in the implementation of CBM.
Phase 2	Building Capacity	All institutions (community, RDC and others) are strengthened to ensure that they play their role effectively.
Phase 3	Consolidating CBM	It is important that there be a system that both external and internal processes agree to, to consolidate CBM. In this system, weaknesses of the CBM process are easily identified and rectified. Evidence of institutional growth are noted.

Steps

4.1. Phase 1: Setting the framework

There are three key Steps in setting the framework which are summarised in Table 3.

Table 3: Steps in Setting the Framework

STEP	PROCEDURES			STEP OUTPUTS	NECESSARY CONDITIONS
	1	2	Explanatory Notes		
Introduce concept of CBM.	DWSSC introduce CBM to RDDC.	RDDC recommend CBM concept to Full Council.	See explanatory note 1.1	RDC resolution on CBM.	NAC organise Workshops to conscientise PWSSC, DWSSC and CEO.
Disseminate information to community.	Train extension workers/local leaders on CBM.	Community awareness sessions.	See explanatory note 1.2	Community awareness on CBM concept. Community Agreement to establish Management structures.	Trained DWSSC. Provision of promotional materials.
Set up	Develop TOR	Election of	See	Organisational	RDC to develop

Community Management structures.		Management Committees	explanatory note 1.3	structures are put in place. Water and Sanitation Management Committees in place.	by-laws legalizing formation of committees.
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Notes on Setting the framework

4.1.1. Introduce the Concept of Community Based Management to the Rural District Council

Step Output:

- Rural District Councils Resolution on CBM.

Step Indicator:

- Council resolution on CBM.

Step Procedures:

1. The District Water Supply and Sanitation Sub-Committee (DWSSC) discuss the concept of CBM and recommend the idea to RDDC.
2. The CBM concept is discussed and adopted by the Rural District Development Committee.
3. The RDDC recommends the CBM concept to Full Council who agrees to the introduction of the CBM concept in their area of jurisdiction.
4. A resolution on the implementation of CBM is passed by Council.

Necessary Condition

- National Action Committee (NAC) organises Workshops to conscientise the PWSSC, DWSSC and Council Executive.

4.1.2. Disseminate information to communities.

Step Outputs:

- Community agreement to establish management structures.
- Community awareness of CBM concept.

Step Indicators:

- Agreement.

Step Procedures:

1. The DWSSC organise training of extension workers and local leaders on CBM.
2. The RDCs organise and hold community awareness sessions.

Necessary Conditions:

- RDC provide the requisite promotional materials.
- The District Water Supply and Sanitation Sub-Committee have the knowledge of CBM concept.

4.1.3. Setting up Community Management Structures

1. Existing Structures

A number of development structures exist at the village level such as:

- Water Supply and Sanitation Management Committee
- Village Water Supply and Sanitation management sub-committees*
- Village Development Committee (VIDCO)
- Village Health Management Committee
- Ward Health Management Committee
- Ward Development Committee
- Ward Water Supply and Sanitation management committees (WADCO)*

* indicates possible new committees to be set up.

It is important that these are identified, their roles clearly understood and proper linkages established with some of these.

Membership of the Village Water Supply and Sanitation management sub-committees consist of Chairmen and Secretaries of Water and Sanitation Management Committees in the village.

4.1.4. Agree on terms of reference of each of these management structures which may include:

- planning responsibilities
- development of water and sanitation facilities
- operation and maintenance of water and sanitation facilities
- resource mobilisation
- information management
- monitoring and reporting

- supervision

4.1.5. Election of a Water and Sanitation Management Committee

The community should develop a constitution which should contain the following:

- establishment of a Water and Sanitation Management Committee
- setting up of a fund
- contributions to the fund
- who is eligible to elect
- who is eligible to be elected
- size and composition of the Committee
- roles and responsibilities of the various actors
- vertical and horizontal communication

The position of Secretary of a committee should be occupied by some one who is literate

4.2. Phase 2: Building Capacity

There are six key steps in setting up the framework. Table 2 summaries the steps and the procedures needed to achieve the outputs.

TABLE 2: BUILDING CAPACITY: STEPS AND PROCEDURES

STEPS	PROCEDURES	STEP	NECESSARY
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	1	2	3	4	OUTPUT	CONDITIONS
Community sessions on community awareness	Call and hold community meetings/ mini workshops on participatory health & hygiene sessions; use & maintenance of facilities; promotion of behaviour change; personal hygiene; environmental and domestic hygiene; gender participation; support for latrine builder training & VPMs; promotion of community participation and organisation and O & M; development of local plans; monitoring and evaluation. See explanatory note 2.1				Communities being able to maintain and construct facilities. Imparting of skills to other villagers.	. Council by-laws. Training manuals
Train Management Committees	Session on PHHE management technical services organisational skills	See explanatory note 2.2			Organised, responsible and empowered communities	Provision of initial tools by RDC
Technical Training	Training sessions	See explanatory note 2.3				Training manuals
Produce Community plans.	Gather relevant information (VBCI)	Prioritise needs	Develop a plan (which is costed)	Develop a financing mechanism for water and sanitation	Community Plan See explanatory note 2.4	External support readily accessible Willingness to participate by all stakeholders
Establish Water and Sanitation revolving Fund at RDC.	Council resolution	Set aside resources towards the fund.	Agree to contribute towards the funds	Set parameters for use of the fund.	Water and Sanitation Revolving Fund. See explanatory note 2.5	
Establish Water and Sanitation Management Fund at community.	RDC resolution	RDC sets operational parameters	RDC identifies sources of funds See explanatory note 2.6		Water and Sanitation Management Fund	Council resolution on willingness to pay

Explanatory Notes: Building Capacity

4.2.1: Community Sessions

Step Output:

Organised, responsible and empowered community

Step Indicators:

Trained community

Step Procedures:

Call and hold community sessions on:

Participatory health hygiene sessions
Use and maintenance of facilities
Promotion of behaviour change
Personal hygiene
Environmental and domestic hygiene
Gender participation
Support for latrine builder training and VPMs
Promotion of community participation and organisation on O and M
Development of local plans
Monitoring and evaluation

4.2.2. Train Water and Sanitation Management Committee

Step Output:

A trained Water and Sanitation Management Committee

Step Indicator:

Trained Water and Sanitation Management Committee

Step Procedures:

Training sessions are conducted comprising the following topics:

- Organisation, planning and financial management - Organizational structures, setting of procedures, budgets, record keeping
- Leadership training, roles and responsibilities- Skills, mobilization, conflict resolution

- Meeting Procedures - Meeting format, minuting
- Record keeping - Type and format of records
- Gender sensitization - Gender definition and roles, gender responsibilities

4.2.3 Technical Training

Step Output:

Trained VPMs, latrine builders' headwork builders and well sinkers

Step Indicators:

Training sessions in latrine building and headwork construction

Step Procedures:

Community selects trainees to undergo intensive technical training in:

- latrine construction
- headwork construction
- well-sinking and
- Pump repair and maintenance.

NB: Since women are the major users of water and sanitation facilities therefore trainees should include both sexes.

Latrine Building:

The training will focus mainly on the following topics: Rational for building toilets, siting of toilets, material quantities, construction methods, use, and maintenance.

Headwork Building:

The training will mainly focus on: Rational for building head works, options/types of head works and their appropriateness, material quantities, operation of head works, maintenance of head works.

Necessary Condition:

Technical training manuals on the above should be available and accessible.

4.2.4. Train Community Pump Mechanics

Step Output:

Trained community pump mechanics

Step Indicator:

Trained community Pump Mechanics in place

Step Procedure:

Training of community pump mechanics will concentrate on the following areas:

- Pump repairs
- Repairs and maintenance of facilities
- Servicing schedules
- Record keeping
- Monitoring

General organisation skills will also be imparted to village pump mechanics together with the village community workers who will also undergo training in General Health and Hygiene practices.

4.2.5. Produce Community Plans

Step Output:

Community plans developed at local level.

Step Indicators:

Community plans.

Step Procedure:

- Gather relevant information (CBCI)
- Prioritise needs
- Develop a plan (which is costed)
- Develop a financing mechanism for water and sanitation

A community plan may include:

- Objectives of the plan.
- Location of existing water facilities and sanitation by type.
- Indication of coverage of water and sanitation services.
- Land use plans (current and in future).
- Measures for improving coverage and access.
- Financing mechanisms.
- Agreement on community management structure, roles and responsibilities.
- A framework of activities to be carried out to achieve the plan objectives.

4.2.6. Establish a Water and Sanitation Management Fund

Step Outputs:

Water and Sanitation Management Fund in place

Step Indicators:

A Water and Sanitation Management Fund

Step Procedures:

- Community agrees to set up Water and Sanitation Fund
- Definition of operational procedures for the fund
- Community contributes to the fund

Necessary Condition:

Council by-laws in support of the fund in place

4.2.7. Establish a Revolving Fund at RDC Level

Step Outputs:

A Revolving Fund in place

Step Indicators:

A Revolving Fund

Step Procedures:

- Council resolves to establish a revolving fund
- Council establishes operational parameters for the fund

- Council budgets and identify sources of funds for the fund

Necessary Conditions:

Council identifies source of funding.

4.3. Phase 3: Consolidating CBM

It is important that after establishing the framework for CBM and building the capacity of all actors, a phase of consolidating the process be entered into. Consolidation means increasing visible evidence of the CBM, as a way of life, of communities should be seen.

A number of key result areas for CBM have been identified. These are:

- Policy and Legal Framework
- Institutional Arrangement
- Community Planning
- Operation and Maintenance
- Financing Mechanisms, and
- Scaling up.

4.3.1. Policy and Legal Framework

Output:

The main outputs for the policy and legal framework key result area are:

- Rural District Council resolution on CBM.
- Rural District Council by-laws.
- Management constitutions at local level.

Indicators:

- Council resolution on CBM.
- By-laws at community level.
- Constitutions at local institutions.

Checklist of Measures of Effectiveness:

- Are communities aware of the constitution? *If not go to 4.1.3*
- Are local constitutions available? *If not go to 4.1.3*
- Are the by-laws being enforced? *If not go to 4.1.3, 4.2.7*
- Are the constitutions adhered to? *If not go to 4.1.3, 4.2.7*

4.3.2. Institutional Arrangements

Output:

- Community management structures in place.

Indicators:

The existence of community management structures

Checklist of Measures of Effectiveness:

- Are the community management structures functioning? *If not go to 4.2.2*
- How are they linked to other structures? *If not go to 4.2.2*
- Are the management structures trained? *If not go to 4.2.2*
- Are there TORs for the management structures? *If not go to 4.1.3*
- Are they aware of their roles and responsibilities? *If not go to 4.2.2*

4.3.3. Community Planning

Output:

- Community based plans for the development, operation and maintenance of water and sanitation facilities.

Indicator:

- Community plans.

Checklist of Measures:

- Are there development plans at local level? *If not go to 4.2.1, 4.2.5*
- Was the community involved in prioritising activities included in the plan? *If not go to 4.2.1, 4.2.5*
- Are the plans reviewed and updated regularly? *If not go to 4.2.5*
- Are the plans being implemented? *If not go to 4.2.1*
- Are communities aware of the need to have their plans included in District Plans? *If not go to 4.2.5*

4.3.4. Operation and Maintenance

Output:

- Water and sanitation facilities maintained and used.

Indicators:

- Down time reduced.
- Evidence of use and maintenance of facilities.

Checklist of Measure of Effectiveness:

- Are there trained VPMs? *If not go to 4.2.4*
- Are there equipped VPMs? *If not go to 4.2.4*
- Are the communities paying for repairs? *If not go to 4.2.6*
- Is there a record of the performance of the pumps? *If not go to 4.2.3, 4.2.6*
- Are the sanitation and water facilities being used? *If not go to 4.2.1*
- Are the water facilities being maintained (state of head works cleanliness of the surroundings, etc)? *If not go to 4.2.1, 4.2.4*
- Are the sanitation facilities being maintained *If not go to 4.2.1, 4.2.4*
- If down time is more than 3 days *If not go to 4.2.1, 4.2.4*
- Are the spares readily accessible? *If not go to 4.2.7*

4.3.5. Financing Arrangements

Output:

- Water and sanitation fund established by communities.
- Water and sanitation revolving fund established at RDC.

Indicators:

- Water and sanitation fund at community level.
- Revolving fund at RDC.

Checklist of Measures of Effectiveness:

- Are there any records of contributions by the community? *If not go to 4.2.7*
- Is the community aware of the existence of the revolving fund? *If not go to 4.2.1, 4.2.2*
- Have the community accessed the revolving fund? *If not go to 4.2.1, 4.2.2*
- Are there any mechanisms for dealing with defaulters or the less privileged? *If not go to 4.1.3*
- Is the revolving fund established and active at Council? *If not go to 4.2.6*
- Are there by-laws to support the operation of the two funds? *If not go to 4.2.5, 4.2.6*

4.3.6. Scaling Up

A system has been set-up which enables community decision making processes to go on.

- Increased access and enhanced behaviour change through community initiatives.

Indicators:

A situation where there is enhanced decision-making at community level pertaining to development.

- Improved general hygiene.
- Increase in quantities of facilities.

Checklist of Measures of Effectiveness:

- Are there plans for a higher level of service? *If not go to 4.2.5*
- Is there an increase in the number of water and sanitation facilities? *If not go to 4.2.1, 4.2.5*
- Are the facilities being used and maintained? *If not go to 4.2.1*
- Is there a positive change in hygiene behaviour? *If not go to 4.2.1*
- What is the percentage of people who have access to safe water supplies and sanitation services? *If not go to 4.2.5*
- Are there community plans for new facilities? *If not go to 2.4*

5.0 General Hints

5.1 Organising a workshop

- Decide on what the objectives of the workshop are
- Decide on what the workshop outputs should be
- Consult with other stakeholders on the objectives and outputs of the workshop
- Select potential participants and potential facilitators.
- Inform potential participants at least 4 weeks before the date of the workshop
- Organise a suitable venue
- Prepare a workshop programme and wherever possible circulate the draft to key stakeholders 4 weeks in advance
- Prepare support materials and any other documents that are needed for the workshop
- Finalize workshop programme
- Reconfirm venue and participants
- Ensure there is somebody to deal with administrative issues during the workshop
- Organize transport for participants.

5.2 Organizing a Technical Training Session

- Develop Session Objectives
- Define the training session outputs
- Specify target group
- Develop a session programme
- Develop the session content
- Identify trainers or facilitators
- Send invitations to participants and trainers outlining the session programme, training session content, expected contributions from participants
- Develop support materials
- Secure a suitable venue
- Ensure there are enough training materials (pens, markers, paper, etc) for each session.

5.3 Organizing and Managing a Committee Meeting

- Draft the agenda
- Ensure there are minutes of the previous meeting available (if applicable)
- Circulate agenda and copies of the previous meeting (if this has not been done) to committee members
- The invitation to the meeting should specify the time, venue and purpose of meeting
- The meeting should be constituted in accordance with the constitution or any other amendments as previously agreed
- The meeting should start on time as specified in the invitation
- There should be a chairperson and a secretary to record the minutes.

5.4 Organizing Community Sessions

- Develop session objectives
- Call for session through local leadership
- Agree with local leadership on suitable venue and dates
- Identify facilitators
- Develop expected session outputs
- Organise for someone to take minutes during session
- Organise support materials.