CARE AFRICAN WATER WORKSHOP, FINAL REPORT

PROMOTING SUSTAINABLE COMMUNITY MANAGED WATER SUPPLY AND SANITATION IMPROVEMENTS

KENYA
AUGUST 12-21,1988

CARE PRIMARY HEALTH CARE SECTOR

A F R I C A N
W A T E R
W O R K S H O P
F I N A L R E P O R T

Promoting Sustainable
Community Managed
Water Supply and Sanitation
Improvements

Kenya

August 12-21, 1988

Prepared By:
Kate Burns RTA/PHC - East Africa
Peter Hetz RA/EDC - East Africa

CARE

Promoting Sustainable Community Managed Water Supply and Sanitation Improvements

Final Workshop Report

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* PROMOTING SUSTAINABLE COMMUNITY MANAGED *
* WATER SUPPLY AND SANITATION IMPROVEMENTS *
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WORKSHOP EXECUTIVE SUMMARY

CARE International's USA member office, through the Primary Health Care Sector, sponsored a workshop entitled "Promoting Sustainable Community Managed Water Supply and Sanitation Improvements" (also commonly known as the African Water Workshop) from August 12-21, 1988 in Kenya. Fourteen CARE employees, eight national and 6 international, directly associated with water projects from nine African and one Asian country, came together to share experiences and obtain practical skills to enhance CARE's efforts in more effectively working with communities to improve water supply and sanitation efforts in their respective countries and assure longer term sustainability of these improvements after CARE leaves. The six member training team, comprised entirely of CARE staff, included three RTAs, the PHC Unit Director, the ACD/Project Manager from CARE Rwanda who is an water engineer and a national training officer from CARE Kenya. This workshop was funded by the participants' projects and missions and subsidized by the Partnership Grant. The total expenditures for this workshop was $22,165.

The three themes of this water workshop, as generated by the participants and their respective missions, were:

Enhancing community ownership of water supply and sanitation projects

Instituting effective community managed operations and maintenance components of water supply and sanitation projects.

Developing and implementing effective extension and communication strategies in CARE assisted water supply and sanitation projects.

The major outcomes of the workshop were:

* Participants developed 20 steps to promoting community ownership in CARE assisted water and sanitation efforts. These steps formed the basis for the workshop and were evaluated by the participants as the most important outcome of the workshop.

* Essential components of effective operations and maintenance components of Water Supply and Sanitation (WS&S) projects were compiled by participants for hand pumps, piped/gravity systems and open well technologies.

* Participants improved their understanding of effective extension approaches and strategies, as well as practical ideas and skills for using and improving communication methods and materials.

* Participants came to the understanding that communities should be involved in monitoring and evaluating their own water improvements. It was also noted that effective strategies for this involvement need to be piloted.

Overall the evaluation by participants of the workshop's achievement of its broad goal and specific objectives was quite high. The homogeneity of the workshop participants, the number of participants, and the two to one ratio of participants to trainers created a dynamic environment for learning and sharing amongst all. Workshop participants returned to their missions with a detailed plan of action on one major issue or problem area in their own projects. This included a plan for transferring their learnings to various CARE staff and counterparts in their countries. Regional Technical Advisors and CARE PHC Unit staff are now more informed about the strengths and weaknesses of each participant's projects and will be more effective in assisting missions and individuals in striving for more effective and sustainable water supply and sanitation improvements in Africa.

I. INTRODUCTION

CARE has been assisting communities and host countries in improving the availability of and access to clean water and sanitation facilities for many years with limited success. The sustainability of these water and sanitation improvements has too often not proven to be long term. The reasons for the failure of CARE and others in sustaining water resource development improvements has been recognized by many to be the lack of involvement by the recipient communities in the design, choice of technology, implementation and evaluation of their water system. This is why CARE's Primary Health Care Sector with encouragement and support from the CARE's East and West Africa Regional Management Units decided to organize a workshop around the theme of improving sustainability of water systems.

CARE missions in Africa were invited to send water project staff to this workshop. Missions were closely involved in the planning, through various needs assessments sent to African missions over a ten month period. The three major themes that participants and missions chose as the focus of the workshop were:

Enhancing community ownership of water supply and sanitation projects

Instituting effective community managed operations and maintenance components of water supply and sanitation projects.

Developing and implementing effective extension and communication strategies in CARE assisted water supply and sanitation projects.

The purpose of this final report is to share the major outputs of the workshop with other CARE staff. This report does not review, in detail, the process of the workshop. It does highlight learnings which have a broader application to CARE's development initiatives worldwide.

II. WORKSHOP GOALS AND OBJECTIVES

GOAL

To assist CARE staff to develop strategies which will enhance sustainability of community managed water and sanitation improvements in Africa.

At the end of the workshop the participants will be able to:

OBJECTIVES

1. Compare strengths and weaknesses of select CARE WS&S projects in Africa.

2. Develop a plan of action for enhancing the sustainability of WS&S improvements in their countries.

3. Describe the key steps in the process required to promote community ownership of water systems and determine who participates in the decisions relevant to each step.

4. Define 'extension' and identify major extension functions in CARE-assisted community-managed water and sanitation projects.

5. Identify and use different extension techniques and tools.

6. Describe methods, materials and approaches for improved communication strategies in WS&S projects.

7. List essential components of effective operations and maintenance programs for community managed water supply and sanitation projects.

8. Describe ways and apply strategies for involving the community in monitoring and evaluating their own projects.

9. Transfer skills and knowledge acquired during the workshop to others in their home country.

III. MAJOR WORKSHOP OUTPUTS

A. ENHANCING COMMUNITY OWNERSHIP

The objective of the session was for participants to describe key steps in the process required to promote community ownership of water systems. As an introduction to the session, the workshop participants were asked three major questions. These questions, as listed below, set the stage for participants to understand the framework for determining key steps in involving the community in the various phases of a water project in a community.

Why is CARE concerned with the concept of Community Ownership?

How does CARE define a Community?

What determines CARE's focus for water projects in a country?

The way that CARE defines an area in which to concentrate its water resource development activities, and how CARE makes initial contact with the communities, is key to enhancing community ownership of improved water and sanitation systems. However, host governments' policies for allowing communities a role in owning the improved water system is a major factor which influences CARE's ability to encourage community ownership of initiatives in the water sector.

The following points were raised in brainstorming sessions related to the questions posed above.

Why is CARE concerned with the concept of Community Ownership?

* Community ownership is a pre-condition for sustainability.

* Community ownership is a strategy for building community independence, responsibility and accountability.

* Community ownership is a possible strategy for responding to the inability of governments to meet basic social needs.

How do workshop participants define a Community?

* A community is an organization of people in response to common points of need, concern, problems, language and beliefs.

* A community is composed of a collection of families who come together in response to common issues. For water projects, a community is one which uses a common water point or source.

Aspects that determine CARE's focus on water projects in a country?

* CARE's focus on water is often the offspring of relief activities.

* Water is a felt need for most communities and countries in Africa where CARE is working.

* Governments usually direct CARE to a particular area within a country.

A final plenary discussion described what participants felt were the elements of Community Ownership. Some of the principle elements of community ownership they identified are listed below.

ELEMENTS OF COMMUNITY OWNERSHIP

* Community participation is important to the development of community ownership but goes beyond the concept of physical participation in construction of a water system.

* Community ownership entails developing a sense of responsibility among water system users.

* Community ownership involves people in the selection and design of what is to be owned.

* Community ownership embraces the development of self-respect and confidence within the community.

* Community ownership often involves a willingness on the part of the community to compromise and/or sacrifice for the overall benefit of the community.

* Trust is crucial to effective community ownership, both among the members of a community and between the community and outsiders.

STEPS TO ENHANCING COMMUNITY OWNERSHIP

Workshop participants outlined the following steps as necessary to enhancing community ownership in CARE assisted water supply and sanitation improvements. These steps are not necessarily in chronological order. A total consensus was not reached nor was it anticipated. These steps are meant to serve as an outline allowing for flexibility in meeting local conditions.

The starting point for describing these steps, for this exercise, is just after that point where specific communities have been selected to receive assistance in improving their water source. Since site selection varies from country to country and is often dictated by host governments, this session focused on the subsequent contacts between the community and CARE for the purpose of improving a water source.

STEPS TO ENHANCING COMMUNITY OWNERSHIP IN WATER AND SANITATION IMPROVEMENTS

STEP 1 Organize meeting(s) of all parties for the purpose of awareness raising, introduction and confirmation of the need for water as a high priority for the community.

STEP 2 Analysis of the characteristics of the water problem. (Problem Analysis) Why is water a need? By who is this need felt? What are the reasons for water being a problem? Use QARQ (Quantity, Access, Reliability, Quality) to describe water need. Community is involved in collecting information.

STEP 3 Identification and/or organization of a community group with whom CARE will work. This group should

* be representative of the larger community
* have established mechanisms for informing the community at large
* have established rules by which to govern themselves

STEP 4 Information collected in Step 2 is reviewed by working group.

STEP 5 CARE and community conduct a feasibility study to determine the type of technology that can be accommodated in the geographical area. (Technical people work with community at this stage along with the extensionists).

STEP 6 Systems Options Review. CARE works with the community in explaining the various technical options that can be used in their community. This review takes place even if project staff and/or governments have pre determined what type of technology is to be employed. (Refer to Section III Part C for further explanation)

STEP 7 Water system option selected by the community

STEP 8 Site selection done (for physical placement of system)

STEP 9 Understanding and confirmation of commitment by all parties

STEP 10 Identification of inputs needed for the project.

STEP 11 Duration of water project defined. CARE states its eventual withdrawal from the community from the start.

STEP 12 Contract or Agreement signed

STEP 13 Implementation plan developed. This plan includes time line for completion of certain activities and the people responsible for each action.

STEP 14 Monitoring and evaluation points and criteria chosen and agreed upon by all parties. Community takes an active role in deciding on their own monitoring and evaluation plan.

STEP 15 Organization and mobilization of inputs. All parties produce the inputs promised in the contract.

STEP 16 Community involved in identification of training needs of the various groups in the project and training begins....

STEP 17 Ground breaking ceremony

STEP 18 Implementation of plan with regular monitoring points agreed upon above.

STEP 19 Inauguration after construction completed

STEP 20 Evaluation by all parties as agreed upon above.

The notable emphasis of these steps is that the majority - up to STEP 17 - take place prior to construction or ground breaking. There are many implications of this approach to CARE's planning and implementation of project activities. The most striking implication is the time that will be needed in the pre construction phase, to carry out these steps to enhance the communities' ownership of an improved water and sanitation system.

B. EXTENSION IN WS & S

Workshop participants defined extension as any contact between CARE and the community. In choosing this definition, they pointed out the implications to existing project staff organization, structure and training needs.

Implications for project staff organization, structure and training included:

* all staff need to be conversant with the elements of non-formal education.

* Communication is a two-way process, and includes non-formal education, communication principles of respect, encouragement, asking questions without bias, and listening carefully to project participants.

* All project staff, irrespective of their roles and responsibilities, are involved in extension whenever contact with the community is made. Consequently, project messages have to be clear, consistent, and shared by all staff.

Elements of the extension function included:

- community entry skills

- assisting the community to identify problems and needs, and helping to identify ways in which problems could be resolved.

- Assisting community organization and effective group organization.

- Knowledge and familiarity with aspects of local tradition, culture, beliefs, social organization, traditional communication channels and local politics and economies.

- Knowledge of water systems, options and selection procedures.

- Knowledge and skills in monitoring and evaluation approaches, methods and techniques.

- Effective communication skills and exemplary behavior.

- Familiarity with different teaching methods and materials.

- Knowledge of local geography and topography and language.

- Identification with and compassion towards the people with whom extensionists work.

The following extension tools and techniques were highlighted based on practical experiences of some participants:

* Role Plays, Drama, Puppetry and Song

* Flip Charts, Scripts, Posters, Stickers, Handouts Clothing and cloth

* Slides * Meetings * Festivals, Gala Days, Fetes

Extension Approaches

Workshop participants identified several examples of extension approaches. The following were noted:

1. Supplementing government efforts with money and materials

2. Working through local, non-government agencies

3. Extension staff who are directly hired and supported by CARE, and who are supplementing government systems.

4. Extension staff who are directly hired and supported by CARE, and who are working in areas with which government had little contact.

5. Extension staff who are directly supported by CARE, but who are selected by the community.

6. Voluntary, village-based extension workers.

It was noted that each of these approaches may exist alone, or in combination, in a project. The approach adopted by CARE in supporting community owned water systems and sanitation projects would have direct implications on the type of project management, project staff structure, identification of staff, hiring of staff, employment conditions, training, financing, reporting, monitoring, and evaluation systems. Each approach had implications in terms of the amount of time and resources needed in order to effectively promote community management of water systems and sanitation projects.

A distinction was made between extensionists identified, selected, and paid by CARE, and extensionists who were identified by government and supported by CARE. In either case, extensionists were viewed as a vehicle for and catalytic to the community ownership process. Issues of sustainability were raised in reference to the community's ability to manage and operate their water system, and not in reference to the extension service.

C. SYSTEMS OPTION REVIEW

What is a systems option review (SOR)?

> A process whereby a community is exposed to technologies suitable for resolution of their particular problem and where they retain a full understanding of the implications of a given choice and their responsibilities over the long term.

The group agreed that a water system option review was a required step in enhancing community ownership. This is true even in cases where only one type of technology has been identified as possible by the project, government and/or community. The workshop participants agreed that a SOR was all the more crucial in cases of limited choice because the community needs to "buy into" the option and know why it is the only feasible solution for their community. SOR is also an obvious step when two or more options are considered. It is also a logical point for introducing communities to a new technology.

In considering the SOR step, participants noted that the previous pre construction community ownership steps had been implemented, i.e. data collected for needs assessment, as required for their project. This equipped the staff with some key information required to follow through with the Systems Option Review.

Examples of information needed before conducting the SOR included:

* population numbers and distribution,
* available water resources and distribution,
* all existing and discarded technologies,
* any potential new technologies,
* local and government policy for water,
* economic benefits/costs of all solutions,
* economic conditions of target community,
* available community resources (material, human, economic)
* public health concerns,
* environmental impact,
* availability and costs of spare parts

Having water project technicians present the SOR to the extension teams was considered important. In this way, staff could test their preparedness for real community contact. Practicing an SOR would also familiarize all project staff with the importance of the exercise.

Some ideas for the meeting(s) with communities were presented and discussed by the group:

* Verify that those who are present adequately represent the intended service area,

* Build a common framework at the meeting for exactly how the option(s) will be judged by the community (Q.A.R.Q, model)

* Have participants list their ideas for problem solution,

* Introduce new options,

* Prior to a final selection of an option, community leaders could visit other villages and discuss with the residents the pros and cons of various systems. The group pointed out that CARE could facilitate these visits to both functioning and non-functioning systems.

* Explain each option in reference to the decision ladder steps as applicable (See Decision ladder and technology worksheet on following pages)

Some techniques for facilitating the meeting include:

* Scale models

* Demonstrations

* Basic economic analysis

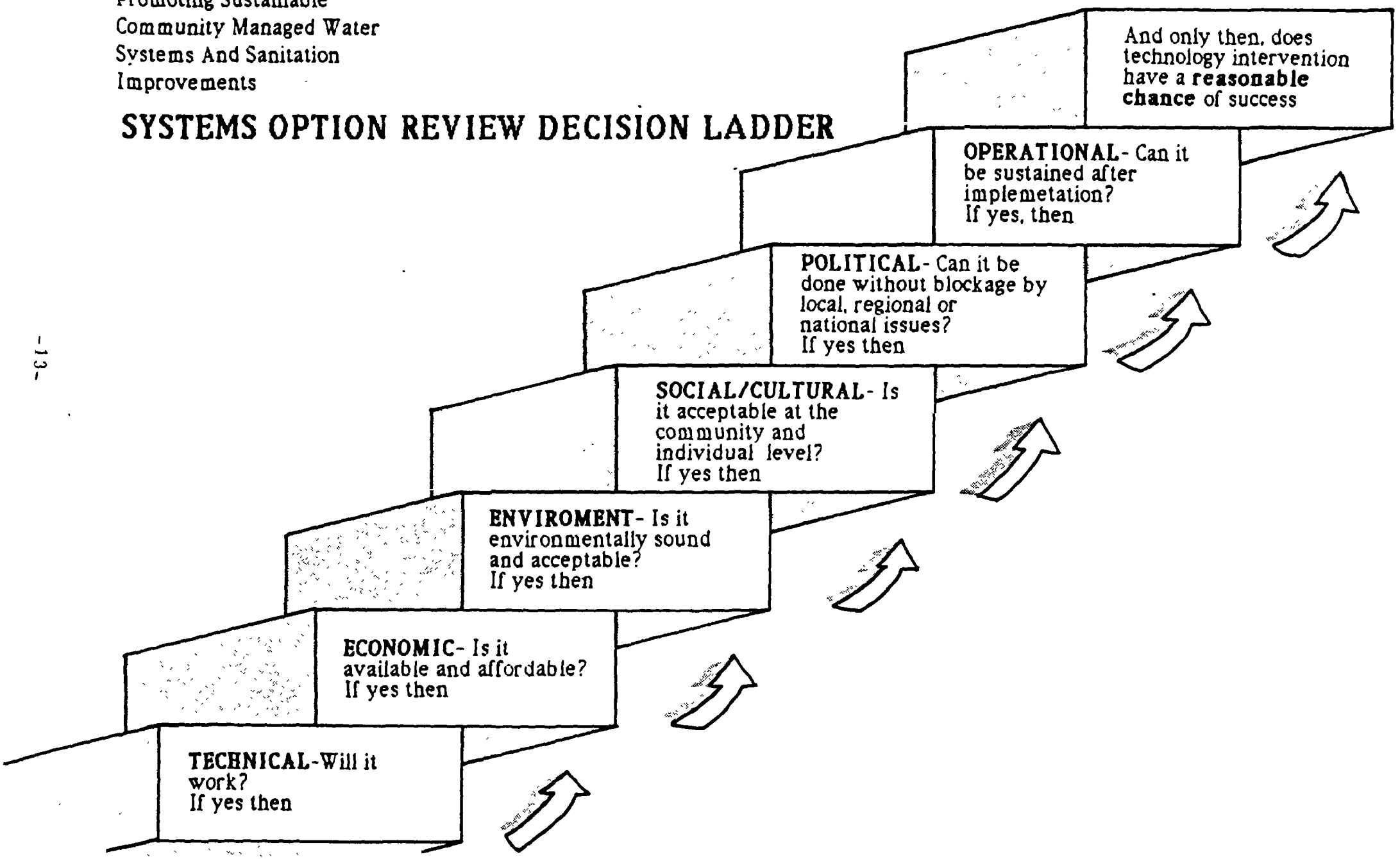
* Inviting leaders from other communities who have gone through this review

* Presentation of technical documents

* Visual aids.

Systems option review can also be used for choice of waste disposal (latrines, etc.) systems to be used in a particular community, or, in effect, for any new technology to be introduced.

SYSTEMS OPTION REVIEW DECISION LADDER



TECHNOLOGY RATING WORKSHEET FOR SYSTEMS OPTION REVIEW

Technology / Decision Factors	Can it function here yes/partially/no	Availability Affordability low/med/high	Environmental Soundness good/OK/poor	Social/Cultural Constraints none/some/many	Political Issues none/some/many	Operational Difficulties low/med/high

Note: Decision Ladder and Technology Rating Worksheet were produced by Fred Weber for CARE's Participation Workshop held in Freetown, Sierra Leone - 1985

D. INVOLVING THE COMMUNITY IN MONITORING AND EVALUATION

STEP 14 of the steps for enhancing community ownership of water and sanitation systems indicates the importance of involving the community in understanding the need for and generating a plan for monitoring and evaluating the improved water system. The workshop participants explored, through a role play session, ways to involve the community in designing a monitoring and evaluation plan for their improved water system. The participants expressed difficulty in conceptualizing how they would go about initiating this step with the community but agreed that it was important for the community to establish a plan for routine monitoring and periodic evaluation based on community generated goals and objectives for the new water system.

As stated in STEP 14, CARE staff would work with the community, prior to construction of the system, to determine how the community will know they achieved what they set out to do when they invested time and energy to improve the new community water system. To promote the involvement of the community in this step, it is important to establish the goals and objectives of the project. Why did the community want a new water system? Was it to improve the quantity of water available to community members? Was it to decrease distance travelled for water? Was it to improve access? Was the community interested in improving the quality of water available to them? Why a community seeks to improve its traditional water source is the basis for establishing an evaluation plan. Indicators need to be selected by the community in response to community objectives. This is the task CARE water project staff must take up to promote evaluation and monitoring of community owned water supply and sanitation improvements.

The principle technique for initiating community involvement in monitoring and evaluating their systems is through community meetings. CARE staff must explore ways to encourage the community in understanding the need for an M & E plan. CARE staff are discouraged from imposing this plan on the community. Workshop participants suggested that a field visit to another community with a non-functioning system similar to the one the community is about to begin is a good way of exploring why certain systems fail. If a community group knew why systems fail, they could set up a plan to prevent the failure in their own community.

Another technique used by the workshop participants in helping the community understand the need for M & E is employing similar analogies with other commonly understood systems already in place in the community. The example used was that of a farmer. A farmer is continuously monitoring the output of his land. The same goes for a herdsman who is constantly vigilant about his herd. The same can and could be done for a community managed water system. Workshop participants, though theoretically understanding the need for involvement of the community in M & E, are still not sure how to encourage this process with the community. The participants bought in to the idea and now have a challenge ahead of them to pilot ways to assure that the community takes an active role in M & E, to further enhance the long term sustainability of water and sanitation systems.

IV. WORKSHOP FOLLOW UP PLANS

The overall workshop design included ways in which the participants would share their learnings when they returned to their missions and projects. Three activities that flowed throughout the workshop gave the participants time and one to one technical assistance from the trainers to prepare post workshop follow up plans. These are:

1. Action Plans - Each participant was asked to identify one issue or problem area in their projects that they wanted to gain greater assistance on throughout the workshop. The participants prepared a detail action plan, given a pre-designed format, and were assisted one to one by a selected trainer. These plans ranged from broad issues such as designing a plan for including health education into water projects to enhancing the involvement of women in water systems which CARE assists. Participants were asked to describe the problem and list the causes of this problem and subsequently to define what are the consequences of the problem if not resolved. Participants went on to detail a six month activity chart for actions to be taken by whom and with what expected result. Upon return to the mission, these plans will be shared with senior management staff, refined as necessary, and approved for implementation.

2. Post Workshop Sharings - Participants prepared a transfer of learnings plan listing the various audiences that they want to reach, with what specific content information and using what form of communication techniques. Mission staff at all levels and counterpart agencies were listed as the key audiences. Meetings, echo workshops and written reports were the major methods to be used to share what participants learned with others.

3. Dear Self - Each participants completed a form that was entitled 'Dear Self'. Participants filled this out during the workshop. The listed the major lessons learned from each of the major workshop session and described what the participants plan to do differently in their projects as a result of new information they gathered during the workshop. This letter, placed in a self addressed envelope, will be sent to the participants six months after the workshop as a reminder of what they have planned to do as a result of the workshop learnings. An evaluation questionnaire will also be sent at the same time to assess what participants and mission senior staff think are the benefits to the project and to the mission as a result of the workshop.

A fourth form of workshop follow up will be done by the Regional Technical Advisors for Primary Health Care from East and West Africa and the Regional Advisor for Extension and Development Communication in East Africa. They will continue to maintain contact with missions in their respective regions, and provide regular support to participants and their action plans. In addition, RTAs for PHC and the RA for EDC will continue to provide technical assistance to water projects during visits to each mission over the next year.

ECHO WORKSHOPS

As mentioned in Post Workshop Sharings, some mission have decided to conduct Echo Workshops with their own project staff and counterpart agencies. This type of workshop would repeat all or parts of the water workshop in their home setting. One such Echo Workshop is planned for CARE Somalia's Rural Development Initiatives Project in which those participants from Sudan who were unable to attend the Kenya water workshop will be invited. To encourage workshop participants to conduct Echo Workshops, the workshop organizers gave each participant 30 blank workshop certificates, both in French and English, which can be used in the event of a project hosting a workshop in their missions. Participants have been requested to share a copy of the completed certificate with the water workshop organizers stating the purpose of the workshop, the venue and number of participants attending the echo workshop. As with the CARE Somalia echo workshop, RTAs are available to assist missions in conducting workshops upon request.

CONCLUSION

This final report will be shared with all CARE missions and CARE International members as part of the workshop follow up. It is hoped that this report will encourage support and action by CARE missions in enhancing greater community ownership and management of water supply and sanitation projects. It is also hoped that workshops of this nature, especially oriented towards effective health and hygiene education related to water projects, will be planned for the future

CARE

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* Promoting Sustainable
* Community Managed
* Water Supply and Sanitation
* Improvements
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* APPENDICES
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Appendix 1

WORKSHOP SCHEDULE

DAY	DAY 0	DAY 1	DAY 2	DAY 3	DAY 4
DAY/DATE MONTH	FRIDAY 12 AUGUST	SATURDAY 13 AUGUST	SUNDAY 14 AUGUST	MONDAY 15 AUGUST	TUESDAY 16 AUGUST
MORNING 8:00 to 12:30	Participants Expected to Arrive Before Noon	Participant Expectations ******* PROJECT PRESENTATIONS 1. Rwanda 2. Chad 3. Kenya ******* Field Visit Preparation	FIELD VISIT REFLECTION Presentations ******* PROJECT PRESENTATIONS 4. Somalia 5. Indonesia 6. Mali 7. Uganda 8. North Cameroon	PROMOTING COMMUNITY OWNERSHIP - Group Reports/Summary ******* PROJECT PRESENTATIONS 9. Eastern Cameroon 10. Lesotho 11. S. Leone 12. Mozambique	EXTENSION - Participant Sharings - Plenary Presentation - Sm Group Tasks - Sm Grp to Plenary - Summary of Inputs
Lunch	In Nairobi				
AFTERNOON 2:00 to 5:30	Meet at RTAT Office at 1:00 for transport Travel to Hunter's at 2:00 pm (approx. 2 hrs) Settling In	FIELD VISITS Five Groups	PROMOTING COMMUNITY OWNERSHIP - Plenary Presentation - Small Group Work	TECHNICAL UP DATES - Demo on AfriDev (World Bank) - Expert on Solar (Kensid)	EXTENSION Extension Techniques - Presentation of Tools Skills Building - Systems Option Review
Dinner	WELCOME Introduction to the Workshop Familiarization Agenda Review Dinner to Follow				
EVENING		Video Showing	Small Group Tasks	Video Showing	Evening Session - Facilitation Tools

Appendix 1

WORKSHOP SCHEDULE

DAY 5	DAY 6	DAY 7	DAY 8	
WEDNESDAY 17 AUGUST	THURSDAY 18 AUGUST	FRIDAY 19 AUGUST	SATURDAY 21 AUGUST	SUNDAY 20 AUGUST
HOUSEKEEPING ******* USER EDUCATION - Overview - Define Term - Participant Sharings 1. Sudan 2. Chad 3. Uganda	OPERATIONS & MAINTENANCE - Case Studies by 1. AMREF Kenya 2. CARE Kenya 3. CARE Rwanda - Small Groups - Summary of Lessons Learned	SPECIAL INTERESTS - AIDS - 3 Small Group Topics 1. Donor Relations 2. Gov't Relations 3. Technical Issues ******* Monitoring and Evaluation in the CARE Context	WOMEN IN WATER ******* HEALTH AND WATER ******* ACTION PLAN PRESENTATIONS Post Workshop Sharing	Travel To Nairobi after Breakfast
FREE AFTERNOON - Game Drive to Park - Rest Time	ACTION PLAN PREPARATION Time for Participants to work with Resource People on Individual Action Plans	MONITORING & EVALUATION - Overview - How the Community Can And Should Be Involved In Monitoring & Evaluation - Role Plays	Resolving Major Issues Final Workshop Evaluation	
Evening Session - Materials Production	Evening Session - Cost Financing		Closing Dinner	

Appendix 2

WORKSHOP PARTICIPANTS AND TRAINERS

No.	NAME OF PARTICIPANT	COUNTRY	TITLE
1	FARNSWORTH, Susan	Mali	Macina Health Project Manager
2	FAZRIE, Nurul	Indonesia	Regional Program Officer
3	GOTHMANN, Tim	Mozambique	Program Officer
4	HOWORTH, Carl	Somalia	RDI Regional Site Manager
5	HUSSEIN A.S.	Kenya	District Team Leader
6	KIRUAYE, C.N.	Kenya	MOWD Divisional Water Officer
7	KHITSANE, Mathato L.	Lesotho	Senior Program Officer
8	MILLER, Joetta	Chad	Coord of Health Animation
9	MOSOANG, Thoto F.	Lesotho	Sanitation REP Prog. Officer
10	MUROKI, Stephan N.	Kenya	Water Technician
11	OLUOCH, A.	Kenya	Water Technician
12	ORYEKOT, Joseph	Uganda	Program Officer - Water
13	PYNE, Stephanie	Cameroon	Project Manager
14	TEBOH, Isaac	Cameroon	Technical Coordiantor
15	WALL, Earl	S. Leone	Project Manager
16	WIND, Marjan	Kenya	UNICEF Program Officer

TRAINING TEAM

No.	NAME	COUNTRY	TITLE
1	BURNS, Kate	Kenya	RTA/PHC - East Africa
2	HETZ, Peter	Kenya	RA/EDC - East Africa
3	HORNER, Rudi	CARE NY	Driector of PHC Unit USA
4	GODFREY, Mike	Rwanda	ACD/Water Project Manager
5	NDIKU, Kisuke	Kenya	Training Officer CARE/K
6	TILFORD, Kathy	Niger	RTA/PHC - West Africa

FINAL WORKSHOP EVALUATION RESULTS

ACHIEVEMENT OF WORKSHOP GOALS AND OBJECTIVES

On a scale from 0 to 10 where 0 = low and 10 = high, the participants scored the ability of the workshop to achieve its overall goal and specific objectives.

Overall Score of the workshop in achieving its goal and objectives is 7.7.

Rating	GOAL
7.8	To assist CARE staff to develop strategies which will enhance sustainability of community managed water and sanitation improvements in Africa.

At the end of the workshop the participants will be able to:

Rating	OBJECTIVES	
7.5	1.	Compare strengths and weaknesses of various CARE WS&S projects in Africa.
8.1	2.	Develop a plan of action for enhancing the sustainability of WS&S improvements in their countries.
8.6	3.	Describe the key steps in the process required to promote community ownership of water systems and who participates in the decisions relevant to each step.
8.1	4.	Define 'extension' and identify major extension functions in CARE assisted community managed water and sanitation projects.
7.1	5.	Identify and use different extension techniques and tools.
7.5	6.	Describe methods, materials and approaches for improved communication strategies in WS&S projects.
7.7	7.	List essential components of effective operations and maintenance programs for community managed water supply and sanitation projects.
6.9	8.	Describe ways and apply strategies for involving the community in monitoring and evaluating their own projects.
7.9	9.	Transfer skills and knowledge acquired during the workshop to others in their home country.

FINAL EVALUATION OF PROCESS USED IN WORKSHOP

How would you rate the use of _____?

(Percentage of participants responding) (N = 16)

	Not Enough	Just Right	Too Much
PLENARY SESSIONS	0	87%	13%
SMALL GROUPS	19%	81%	0%
CASE STUDIES	19%	56%	25%
GUEST SPEAKERS	14%	86%	0%
GAMES/EXERCISES ROLE PLAYS/SONGS	12%	81%	7%
RESOURCE MATERIALS	19%	81%	0%
SITE VISITS	37%	56%	7%
	Poor	**Adequate**	**Outstanding**
How would you rate the composition of the training team	0%	31%	69%

FINAL EVALUATION OF THE SETTING OF THE WORKSHOP

How would you rate ____?

(Percentage of participants responding) (N = 16)

	Poor	Adequate	Outstanding
MIX OF W/SHOP PARTICIPANTS	0%	44%	56%
	Too small	**Just Right**	**Too Big**
NUMBER OF W/SHOP PARTICIPANTS	0%	94%	6%

EXPECTATIONS

	Yes	Somewhat
Were your expectations met?	94%	6%

WORKSHOP EXPENSE REPORT

Categories		$ US
A. Participant Conference Fee		
$725 x 13 participants		9,425
* Participant Room & Board = $175/person		
* Socialized Airfare = $550/person		
B. Partnership Grant		
1. Trainers Travel		4,850
2. Trainers Room & Board (includes support staff) (pre, during and post)		2,320
3. Invited Guests Costs		350
4. Trainer Consultant Fee $230 x 9 days		2,070
5. Training Materials - printing, supplies photocopying		700
6. Local Transport		800
7. Secretarial Support		150
8. Telexes and Postage		800
9. Final Report Printing and dissemination		700
	Total	12,740
Partnership Grant Budget	$18,200	
Workshop Expenditures	$12,740	
Funds Remaining	$5,460	
C. Total Workshop Expenses		
Participant Conference Fee		9,425
Partnership Grant		12,740
	Grand Total	22,165