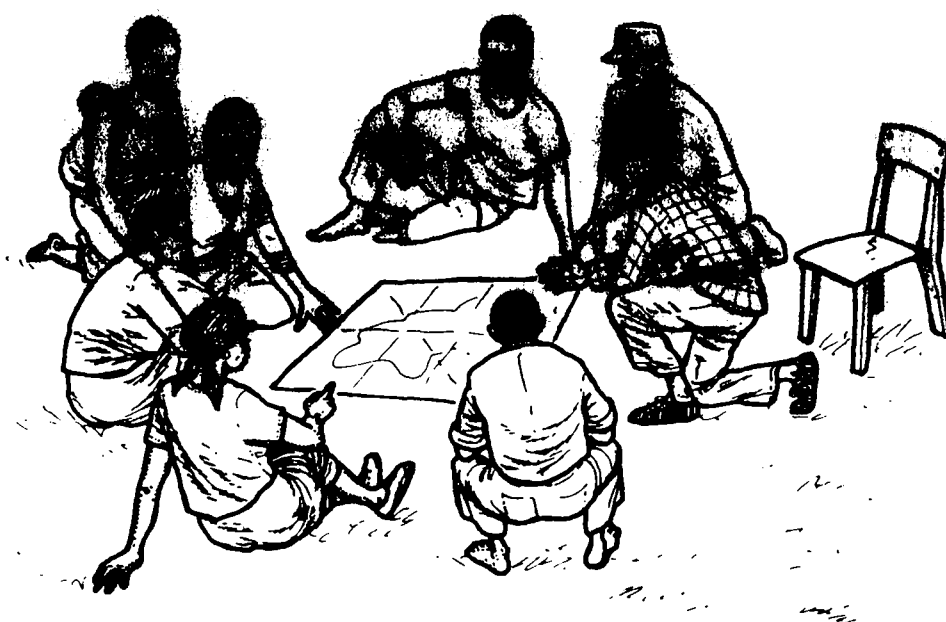


A MANUAL ON COMMUNITY PARTICIPATION



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PIPED SUPPLIES FOR SMALL COMMUNITIES
(PSSC) PROJECT ZAMBIA

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A.I. Simasiku

1. Purpose of the Manual

This Manual is a practical guide for *EXTENSION WORKERS* who are involved in water supply and sanitation programmes and projects. It is meant to assist them by providing information and practical suggestions related to their responsibilities in working with communities.

The Manual outlines the importance of community participation and its most crucial aspects. It explains how extension workers can support people in activities to improve living conditions in their community.

The information in the Manual is organized on the basis of a normal water supply project cycle. It starts with a needs assessment to find out if the community really wants and needs the project, and what its specific problems are. It then discusses planning and setting up a community organisation, and working with the community in a partnership approach in design, construction and management of improved facilities for water supply. The last section deals with some issues around monitoring an evaluation with the community.

Although in this Manual the focus is on water supply, all its information and the issues discussed are equally useful for projects with another focus, e.g. a sanitation project.

The Manual may be used also by *COMMUNITY MEMBERS* to assist them in their practical work as members of Tap Committees, or as community leaders. It can help them in developing ideas and skills in raising the standard of their communities.

2. *Introduction to Community Participation*

What Does it Mean ?

Community participation can be defined in many different ways, but it is important that all those working in a project have a common understanding of what it means.

In this Manual we mean by community participation a method or process by which community workers encourage and awaken people to realise that they themselves have the abilities, the energies and some of the resources, to take initiatives to better their lives.

A community (or various groups within a community) can become actively responsible in deciding what improvements they need and in planning, implementing and managing these improvements.

Achieving full and effective community participation in development activities is not easy. Much depends on the way members of the community are approached by extension workers and community leaders.



Encourage involvement of all people and groups in the project

What is Most Important in Community Participation ?

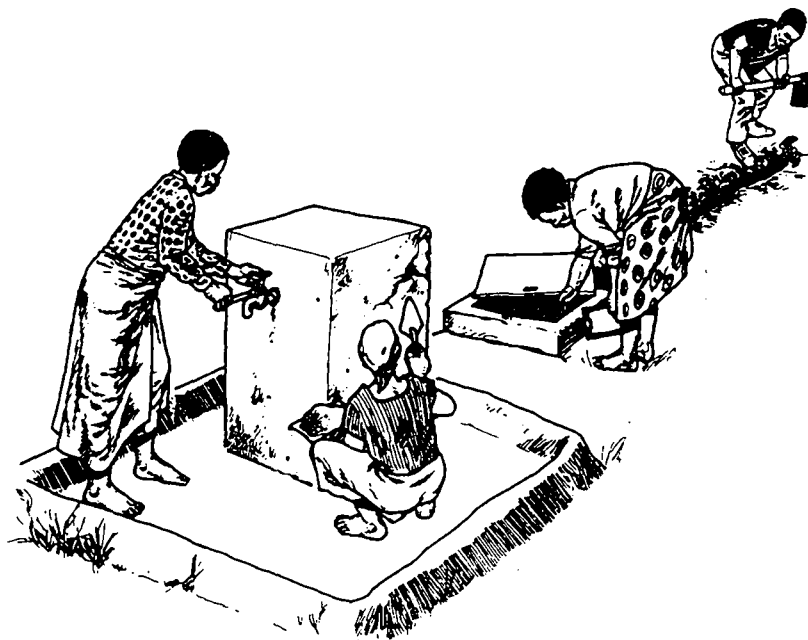
- * A community has the creative capacity to identify and solve its own problems. Extension workers should not plan or act *FOR* the community, but *WITH* the community.
- * Men and women of the community, extension workers and the agency involved in the project should plan for action together and work together in carrying out the plans. This is a *CENTRAL ISSUE* in community participation.
- * Community participation is an essential part of any project. Only when community people are actually involved and work together can major problems be overcome.
- * When people form groups, they become stronger and develop the capacity to plan and manage development activities. Within the group, every woman and man is a potential resource to the community project.
- * It is important to ensure active participation of women in a water supply and sanitation project, as they are the traditional household water managers. Also, they train the children in good sanitary habits.
- * It may be necessary to make special efforts to involve women, for instance by encouraging them to participate and speak up in group discussions, and take up leadership roles in group activities.
- * People must feel the project is *THEIRS*, and only then will they be committed to making it successful.



Agency staff and extension worker plan together with community.

What are the Benefits of Community Participation ?

- * By actively participating in project planning and decision making, people gain greater confidence in their abilities.
- * By solving their own problems, people become more self-reliant and less dependent on outside help.
- * Because people are encouraged to use their own knowledge and abilities the project will benefit more from local skills and resources.
- * When people know from the start that the project is theirs, they will continue to feel responsible for the management and maintenance of the improvements.
- * When people see that they are capable to plan, implement and manage a successful project, they will more easily start other development activities on their own.
- * Projects in which the people participate fully are usually more successful.



Maintenance and repairs are done by community

3. *The Importance of Extension Workers*

Extension workers have a key role in promoting community participation in a water supply project.

They act as *MOTIVATORS* helping the people, particularly also the women, to bring out their skills, experiences and leadership potentials.

They *SUPPORT* the community in establishing strong and appropriate organisations for the planning, implementation and management of improvements in water supply. Also, they support the community in identifying leadership among its members.

They act as *RESOURCE PERSONS*, in establishing links between the community, the government agency and other relevant organisations and services.

They are *TRAINERS*, in promoting capacity building among community members, and in training leaders and members of Water or Tap Committees. In their training they always emphasize and build upon knowledge and experiences which exist in the community.

In all their work they emphasise *PARTNERSHIP* with the community. They do always work *WITH THE COMMUNITY*.



TAP COMMITTEE



COMMUNITY LEADERS



EXTENSION WORKER



COMMUNITY



WATER AGENCY

Different people, committees and agency are involved in the project.

Abilities and Attitudes of Extension Workers

Extension workers use their resources and abilities to support the community in the effective use of its own resources.

Some important abilities and attitudes of extension workers are :

- * the ability to communicate with the community and establish good relationships with people
- * the ability to listen well, and learn from the community
- * the ability to share skills and experiences with the community
- * respect for people's ideas, their skills and wisdom
- * awareness of and respect for social practices, traditions and culture of the community
- * the ability to relate to the agency and other relevant organizations and services, in order to establish links between them and the community.

4. *Community Participation in a Water Supply Project*

To have a better life, the people and the government must work together. Many water supply projects in Zambia are being planned and implemented by the joint efforts of the government and the people. (In some cases also a donor organization can be involved.)

Of course, the improvements need to be managed and maintained by the community, to be kept in good condition and used well. It is very important that the community, in partnership with the government agency, continues to be responsible and to play its role in taking care of its water supply.

To establish good community participation, the community should be involved from the very beginning of the project, through all its phases. In the following section the different phases in a normal water supply project cycle are described, with an explanation of the participatory role of the community and the supporting role of the extension worker. Also, some methods are suggested for extension workers on how to work in a participatory way with the community.

Phases in the Project Cycle

1. *PRELIMINARY PHASE : NEEDS ASSESSMENT*

At the start of a project there is great demand for information on the problems and needs of the people in the area. Otherwise a project might be started where people are not interested, or feel they would rather have a very different project.

Key Issues in any Needs Assessment are :

- people's problems (e.g. with water supply)
- their needs
- their interests
- what they would like to do to improve their situation.

A needs assessment is not necessarily a formal investigation. For a water supply project it can be done through discussions and meetings.

What the Extension Worker will do :

- * Start with **introducing the project to the key persons in the area**, e.g. District Council officials, leaders and chiefs. These people must be informed and their support secured before the community is approached.
They also may have suggestions and ideas on problems and possible solutions concerning the project.
- * **A group meeting with community members** can be held, to have a first discussion on problems and interests of the people.
- * After the first meeting, it will be necessary to gather more information which gives a deeper understanding of the problems and needs of the people. This can be done through more group discussions, but it is always advisable to make also some **home visits** with those community members who are not able to come to the meetings, or who will not speak freely in a larger group.
- * Differences between more wealthy community members and those who are poor, or between different religious or political groups should be taken into account. **Make sure that you get the opinions of all groups within the community.**
- * In some communities it is necessary to **approach** the women separately, to make sure that their views are included in the overall picture.
- * Make careful notes about all topics mentioned by community members; **make lists of all interests, needs, problems and solutions mentioned.** Prepare large papers for displaying the lists and use them in group discussions and during home visits, to focus the discussions.



Extension worker interviews woman

What the Community will do :

- * All members of the community participate as much as possible in group discussions.
- * They will realize that they can influence decisions about the project by expressing their needs and explaining their priorities.
- * They will show their knowledge and experiences in discussing their problems and their ideas about possible solutions.
- * Those who are not able to participate in the groups discussions can invite the extension workers to their homes, to express their views.



Female extension worker discusses problems and needs with villages

A Method to be used in needs Assessment with the Community

Pocket chart

The pocket chart is a method for investigation which involves the people directly in their own data collection and the analysis of the outcome. It helps the extension worker in encouraging all participating community members to discuss the implications of the outcome.

In its simplest form it consists of a number of pictures with a paper pocket (for instance an envelope) attached to each picture. If no paper pockets are available, a pot or plate beneath each picture can be used.

The pictures represent items or issues on which a choice is to be made, or an opinion to be expressed.

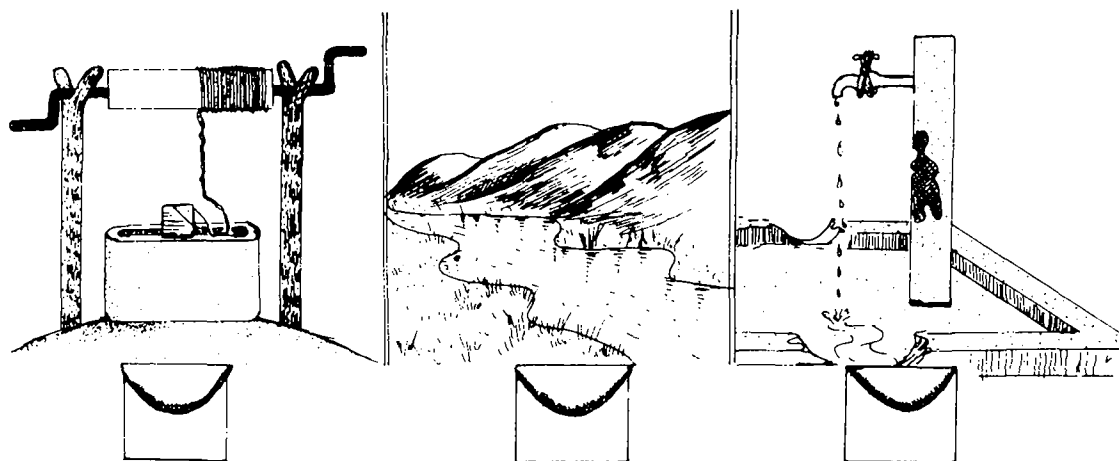
Thus, a series of drawings can show different sources for drinking water which the community is using, e.g. a river, a well, a communal tap, a water point at a school, etc.

At a community meeting the pictures, with the attached pockets, are shown to the people. Make sure that everybody present can see the pictures and understands what they mean.

Distribute small pieces of paper (approx. 2 x 5 cm) among the audience; everybody should get some.

Then ask the people to indicate which of the sources each of them is using at present. They will do this by putting a small piece of paper in the pocket attached to the picture of the source or sources they are using.

It is not uncommon for people to use different water sources for different purposes, e.g. the well or the public standpost for drinking water and the river for washing and watering plants. This could be indicated by having differently colored small papers, for instance blue to indicate drinking water and white to indicate water for other purposes.



Pocket chart on different drinking water sources

After each person present has passed before the pocket chart to make his or her choice, the pieces of paper in each pocket are counted by one of the community members. Another person writes the counts on a piece of paper which is displayed before the audience.

It is important to discuss the outcome immediately, with the whole group.

Questions can be raised like : Why do most people use a certain source ? How many people do need an improved water supply ? How could the present situation be improved ? What are the advantages and disadvantages of different sources ? etc.

Important :

- * The exercise needs to be prepared well. Have nice, clear drawings ready, with neat pockets attached. Take some extra unused paper with pockets, to indicate water sources or other issues which have been forgotten and for which no drawings are available.
- * Take some large pieces of paper (poster or newspaper size) to write down and display the results. A nice chart to fill in the results can be drawn in advance.
- * Make sure that there is a suitable place (a wall, a board, a string with clothes pegs, etc.) for displaying the pictures with the pockets, and the large papers with the results.
- * Have sufficient small pieces of paper ready for everybody to put in the pockets.
- * The exercise has to be well explained to the audience. Make sure that everybody understands the meaning of each different step. Explain the whole thing briefly once, at the beginning, and then explain again each step separately while going along.
- * To keep the interest of the audience the voting should be done quickly, but take sufficient time for the discussion of the outcome. The exercise is not just a game, it is the outcome that makes it important.
- * Make sure that women take part in the pocket chart exercise. Usually they have a good knowledge about the advantages of different water sources, and for the project to be successful it is important to discuss their choices.

2. **PLANNING PHASE : COMMUNITY AND AGENCY MAKING DECISIONS TOGETHER**

Since the community will be expected to take care of their improved water supply, they should be involved in making decisions about it.

In this phase, *IMPORTANT DECISIONS TO BE MADE ARE :*

- What kind of improved water supply does the community need, for drinking and cooking and for other purposes (animals, gardens, business) ?
- Where should the new water points be built ?
- What is a good design for the new water points?
- How much will people be able and willing to contribute towards an improved water supply?
- How much will people be able and willing to pay for the use of clean water ?
- Will the responsibilities for management and maintenance of the improved water supply in the future be shared between the community and the government agency (the Water Authority) ? If yes, how will these responsibilities be divided ?

Although the community will take up a large part of the responsibility for these decisions, the government agency (or the project donor) will have some influence. The Water Authority may have to tell the community that the most ideal solutions are not possible, for technical and financial reasons.

It is very important that all options are thoroughly discussed between the community and the Water Authority. Particularly the financial aspects of the improved water supply and any division of responsibilities for management and maintenance should be completely clear before further steps are taken.

What the Extension Worker will do :

- * For each of the above mentioned decisions, **meetings have to be held with the community and representatives of the government agency (the Water Authority)**. The extension worker will organize these meetings.
- * The role of **the extension worker as an intermediate between the community and the agency** is extremely important. The extension worker is supporting both sides, by helping to establish a good relationship and a well-defined division of responsibilities. Also the (sometimes limited) options of the agency to meet the needs of the community must be made clear, and the best solutions established.

- * To stimulate and support a discussion on the most suitable place to build a new water point, the extension worker can use the method of **map making with the community**. This method is described below.
- * To **determine the best possible design** for the new water points, community members are stimulated to build a model of the new facilities with features and measurements that suit their requirements. Particularly women, as providers of water for the household, should be involved in designing and model-building.
 Extension workers can **organize a model-building meeting** by inviting the women and the agency, and by making sure that adequate and sufficient materials for model building are available. They will explain the purpose of the meeting and supervise it.
 This exercise is described below in more detail.
- * To stimulate a **discussion on ability and willingness to contribute** to the new facilities and to pay for its use, the extension worker can introduce the method called **story with a gap**. This will be described below.
- * **Make sure that each different group within the community can participate in the discussions and exercises**, including women, men, youth, less wealthy people.

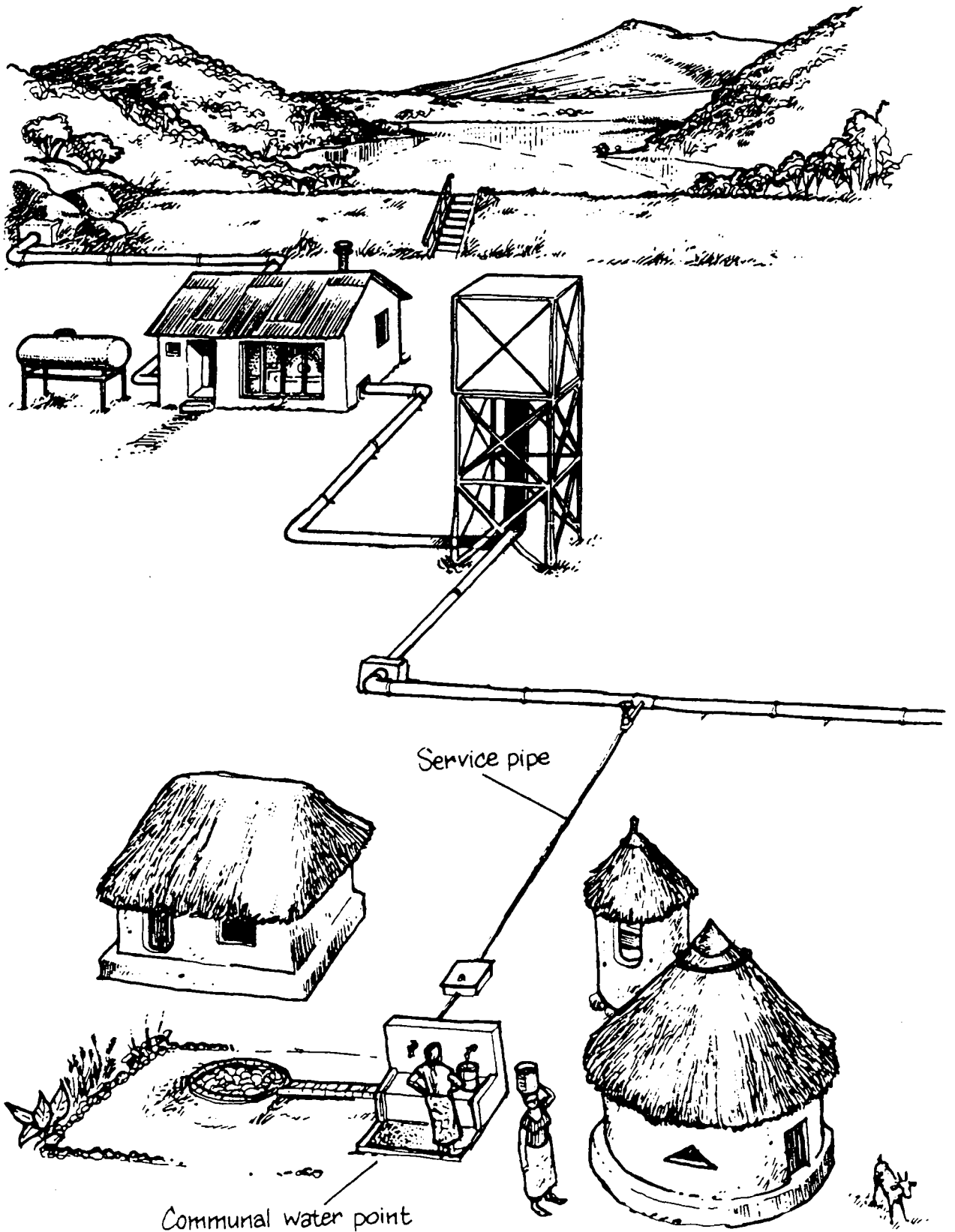
What the Community will do :

- * All members of the community participate as much as possible in the discussions and exercises.
- * They make sure that they convey their ideas and their wishes as comprehensively and clearly as possible to the agency.
- * They make sure that they understand very well the solutions proposed by the agency.
- * They make sure that the best possible decisions are reached by mutual consent, and that these will be supported by a majority within the community.

Methods to be used in planning with the Community

Poster on the division of responsibilities between community and agency

To discuss the division of responsibilities a poster or large drawing can be used, showing a complete water scheme from the source into the village or settlement. The agency and the community can express their ideas and make decisions on who is responsible for the maintenance of different parts of the scheme. See figure next page.



From intake to water point: who is responsible for what?

Map making

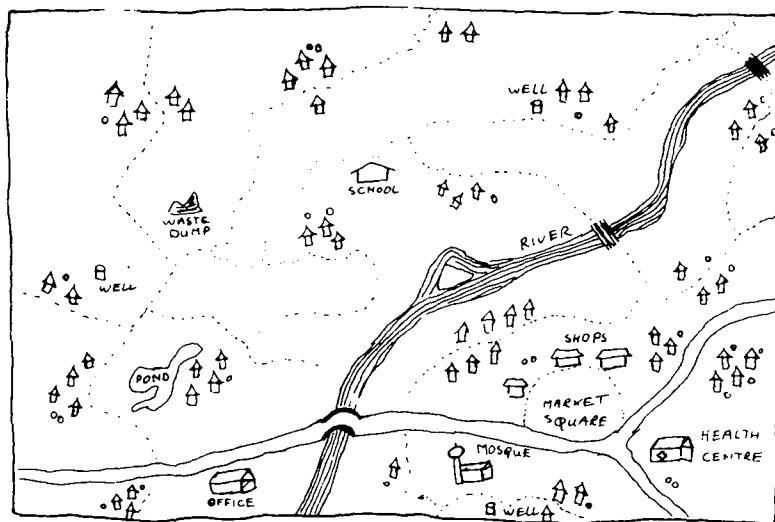
This can be done with a group of people. Particularly women should be included, because they will be responsible for drawing water and the place of the water point is very important for them.

The map can be drawn in the sand or in the earth, with a stick. A seating place should be chosen with sufficient space and opportunity to make a large drawing. The extension worker will explain that a map is needed to discuss the best place for building the new facilities. She can begin by drawing with a stick a small square in the sand, indicating the place where she and the others are sitting. She then invites the others to start from that point with drawing the roads, the school, the church and their own houses, perhaps using some leaves, or pebbles, or fruits, to indicate houses or other special points. It is not important if distances and proportions are not right, as long as everybody is satisfied that all important features of the village or the settlement are included.

The people are then asked to indicate where they think that the new facilities should be built.

Important :

- * The extension worker should have one or several large sheets of paper (poster size) and a pencil or a marker to copy the finished map. The copy is needed for further discussions with the community.
- * Although the exercise is fun to do, it should be taken very seriously. Children should not be allowed to walk or crawl on the map and damage it before it has been completely finished and copied by the extension worker.
- * It may be easy for extension workers to draw the map themselves. However, this would greatly spoil the exercise, and take away from the community an opportunity for truly participating in decision making. After the introduction by the extension worker only community members should be drawing the map.



Map of Kimambo village

Water point model building

The people, particularly the women who have to work daily with the new facilities, usually have good ideas and suggestions on how these facilities should be designed for efficient use and easy maintenance. Therefore they should be encouraged to contribute to improving the design.

This can be done by asking them to build a "real" model of a water point, using bricks and/or cardboard boxes, or other suitable materials.

The extension worker asks a group of women and some technicians or designers from the Water Authority to get together for a model building exercise. Also, the extension worker makes sure that all necessary materials are available, including a measuring tape.

After a short explanation of the purpose of the exercise, the women are encouraged to build a water point according to their own ideas. They stack up bricks or other materials till they have the right shape and size of a convenient and efficient waterpoint. Proper measurements of features like a platform for buckets, standing space, place of one or more taps, etc. are established.

When the women are satisfied about the shape and the other features of their model, the technicians are asked to take the exact measurements. Later they will make a proper technical drawing for the new design, taking as much as possible the measurements of the model into account.

The new design can be discussed one more time with the community before it is built. Its use should be monitored closely by the community together with extension workers and the technicians, to assess the appropriateness of the new design.



Model building of water point by villagers

Important :

- * After they have explained the exercise, and everybody has understood it, the extension worker and the technicians should not interfere with the women building their model. They may only help when they think that the women forget something important.

- * Final measurements should only be taken after the women are completely satisfied about the right size and shape of their model, buckets of varying sizes have been tried upon it, etc.
Building a model can never be done in a hurry !

Story with a gap

This exercise can help the community to plan. It helps to identify all the steps which have to be taken in going from an existing situation towards an improved situation. Also, the necessary materials and labour inputs are identified and discussed.

The extension worker needs two drawings, one showing an existing situation which needs improvement, for example a broken, neglected standpost without any water. The other picture shows the improvement : a nice standpost with a proper drainage, and a women drawing water.

At a community meeting the extension worker shows both pictures to everyone present, and asks the people to comment upon them. She then asks the people to indicate what they would have to do to go from the existing to the improved situation. She invites them to make a list of necessary materials and labour, and to indicate what the community could contribute and for which items or issues outside help would be needed.

The people should be stimulated to make the lists as exhaustive as possible, and the discussion should not stop before the lists are finished.

Important :

- * Make sure that the contents and meanings of the drawings are clear to everybody.
- * Take a sufficient number of large size sheets of paper to make the lists. Let a member of the community write out the lists, even if this may take some time. The lists should be on display for everybody to see and to comment upon.
- * Make sure that most people agree on most items on the lists. Keep the lists, and use them for reference in later planning sessions and discussions with the community.
- * At the same meeting, or at a next meeting, using the same lists, a discussion must be held on who will be able to contribute, and what exactly everyone can or should contribute. It is important that proper agreements on these issues are reached. Make sure that people are comfortable with the agreements.

3. ORGANIZING PHASE : FORMATION OF THE TAP COMMITTEE

During this phase the extension worker works with the community on setting up a Tap Committee. The Committee represents the community in all matters concerning its water point. The Committee is chosen by the people and works on their behalf. It is accountable to the people, and must carry out their wishes.

The Tap Committee should have been formally established and be fully active before construction begins.

In some larger communities with several water points there are also several Tap Committees, one for each water point. In such cases there might be a Water Committee, a co-ordinating body for all Tap Committees together. In this Manual only the tasks of Tap Committees are discussed.



Tap Committee

General responsibilities of the Tap Committee are :

- * to inform the people regularly about the work it is doing and the decisions it is making; holding meetings with the community, to inform them and discuss important issues;
- * to organize for construction, including the contributions by the community;
- * to settle disputes over water problems;
- * the management and operation of the new facilities;
- * to organize for maintenance and repairs;
- * the management of financial contributions, including ensuring regular payments by the users, as agreed upon;
- * to support the extension workers in further activities in relation to water supply, sanitation and hygiene education;
- * to keep a good relationship with the agency (the Water Authority) and other relevant institutions.

The Tap Committee consists of a chairman, a secretary, a treasurer and three or four members. They are elected by the community in a democratic procedure.

IT IS VERY IMPORTANT THAT PARTICULARLY WOMEN WILL BECOME MEMBERS OF TAP COMMITTEES. They are the main providers of water for their families, therefore they should be involved in the management of the communities' water supply.

Specific Tasks of the Chairman are :

- * to call meetings and inform all the members so that they will know the date, the time and the place of the meeting;
- * to prepare a list of things to discuss at the meeting (the secretary may help with this); the condition of the water point should be discussed at every meeting;
- * to plan the work of all Committee members, and agree with them on what jobs need to be done, who should do them, and when and how they should be done;
- * to lead the discussions at the meeting, give everyone a chance to speak, and see that the group reaches a conclusion and decisions are made;
- * to make sure that all decisions which have been made are carried out;
- * to share the work with the other members of the Committee. For example, when the chairman is away, the vice- chairman can be asked to call a meeting, welcome visitors or do any other work.

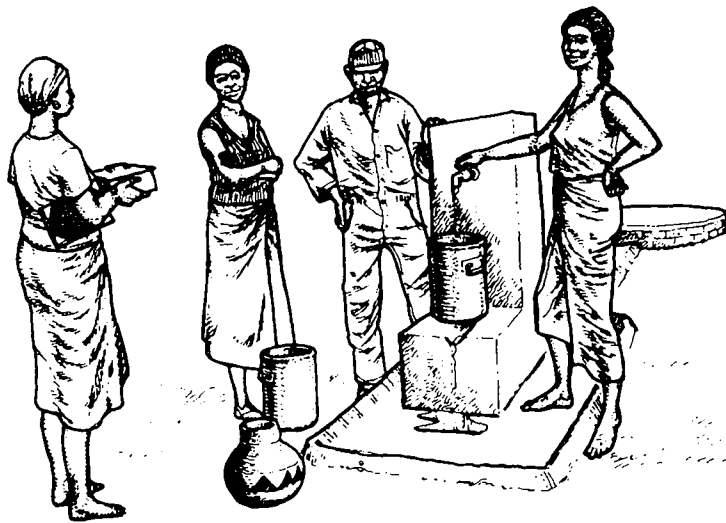
Specific Tasks of the Secretary are :

- * to make a list of all user households, and keeping the list up-to-date;
- * to indicate on the list who has contributed during construction of the new facilities;
- * to use the list for recording monthly contributions from users; to write receipts, and to help the treasurer to keep financial records;
- * to write minutes of all meetings;
- * to do any other written work for the Committee, helping the chairman, the treasurer and other members, if necessary.

Specific Tasks of the Treasurer are :

- * to take care of all financial work in connection with the new facilities. This includes :

- * to open a bank account for the community water point;
- * to collect regular contributions from all user households towards the use and maintenance of the water point;
- * to deposit the money into the bank account, and to keep the bank account book safely;
- * to pay the regular contributions to the Water Authority, as agreed; making any other necessary payments;
- * to record all household contributions and all payments and expenditures in a record book (the secretary may help with this task);
- * to report regularly to the community on how the money is used, because it belongs to them.



Treasurer collects money

Important :

All payments and expenditures have to be agreed upon by the members of the Committee.

All deposits and withdrawals at the bank account are to be made by the treasurer together with the chairman and the secretary, since three people must sign at the bank.



Treasurer and Committee member deposit money at post office.

Specific tasks of other Committee members are :

- * to participate in all meetings and to advise the other members;
- * to take responsibility for some of the work concerning operation and maintenance;
- * to replace the chairman, the secretary and the treasurer when they are not available.

To familiarize them with their responsibilities and their work, all Committee members will receive a training which is organized by the extension workers. All six or seven Committee members should fully attend the training, because other members will have to take over the tasks of somebody who gets ill, or for some other reason will be unable to continue with her/his task.

What the Extension Worker will do :

- * **Discuss with community leaders and the community as a whole the election and the tasks of a Tap Committee. Ensure that the tasks of the different members are completely clear to everybody. Emphasize the necessity of having women in the Committee.**
- * Together with the community leaders, **organize a democratic election.** Make sure that everybody who is chosen is prepared to take up her or his task.

- * Organize, together with the agency, **a training workshop for the newly elected Committee members.**

The training should include :

- discussions on all tasks of a Tap Committee;
- discussions on proper attitudes of Committee members in the performance of their tasks (e.g. patience, tolerance, respect of other people's views, etc.);
- training and exercises on how to conduct a meeting;
- training and exercises on how to handle the paperwork of a Committee (e.g. making and keeping up to date a list of all user households, writing minutes of meetings);
- training and exercises on how to handle financial tasks (e.g. collecting contributions from users, simple bookkeeping, etc.);
- training and exercises on daily operation and maintenance, and on how to do simple repairs.

The workshop should be held as soon as possible after the election.

- * **Make regular visits to support the Committee** in the execution of its tasks. In the beginning, when the Committee is newly installed, these visits should be made often, say fortnightly.

What the Community will do :

- * All members of the community participate as much as possible in the election of the Tap Committee.
- * They make sure that the right people are chosen, who are generally thought to be trustworthy, and who are thought to be able to do all necessary Committee work.
- * They make sure that the Committee informs them regularly on all matters concerning their water point.
- * They advise the Committee members and help them with their work whenever this is necessary.

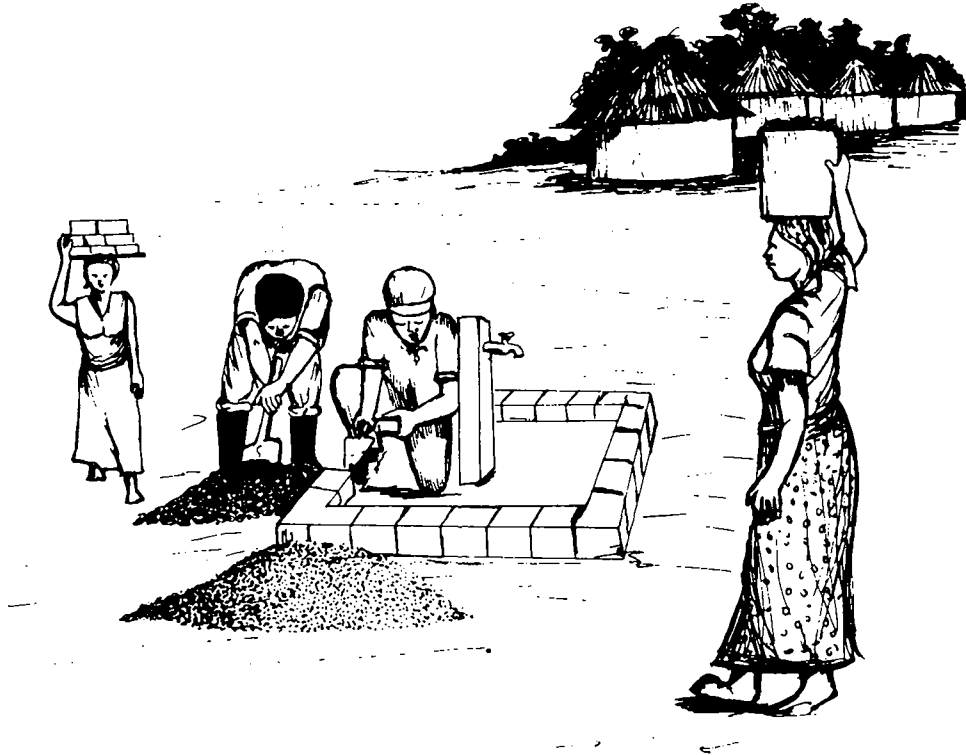
4. CONSTRUCTION PHASE

During the planning stage agreements have been made on what and how the community will contribute towards construction of the new water point. In most cases contributions consist of materials like sand and stones, and labour to dig trenches and drainage pits. A village mason may have agreed to help with brick and cement work, and a village plumber may have a key role in placing pipes and taps.

However, the first important task of the new Tap Committee is to organize construction work and all contributions of community members towards

construction. The Committee makes the necessary appointments with the agency (Water Authorities) to fix the dates for work and to identify materials and labour needs. Other community or family activities such as harvesting, festivals must be considered in planing dates for the work.

The Committee must make sure that all local materials are available and that people are ready to start work at the agreed time.



Community assists in construction

Important :

After construction, when the new water point is properly functioning, a formal inauguration can be held. At this occasion **a contract may be signed between the Tap Committee, representing the community, and the agency or Water Authorities.**

The contents of the contract should be based on what the community and the agency have agreed upon during the planning stage. The contract should contain at least the following issues :

- responsibilities of the community for proper operation and maintenance;
- responsibilities of the community for punctual payment of water charges;
- responsibilities of the Water Authorities or agency for the provision of sufficient clean water;
- responsibilities of the Water Authorities or agency for the execution of larger repairs.

What the Extension Worker will do :

- * **Support the Tap Committee in organizing the contributions of the community.**
- * **Support the Tap Committee in making appointments with the agency or Water Authorities for construction.**
- * **Co-ordinate the drawing up of a contract, making sure that all important issues are included.**

What the Community will do :

- * **Members of the community support the Tap Committee in the organization of the construction of the new water point by providing materials and labour, as agreed upon.**
- * **They support the Tap Committee in drawing up and signing the contract, by making sure that the contract truly reflects their responsibilities and those of the agency or Water Authorities.**



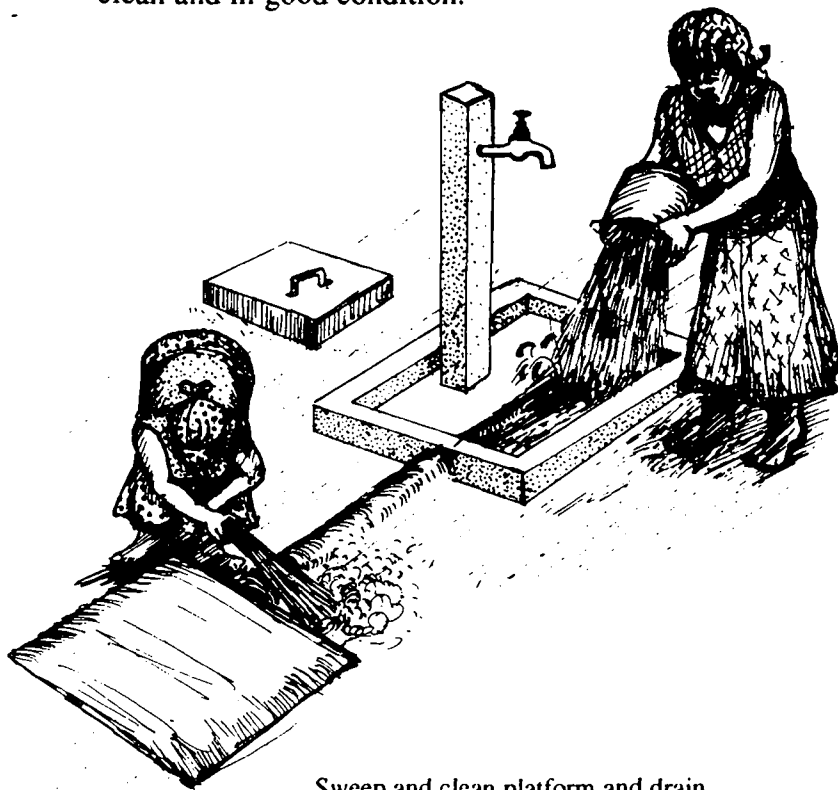
Dances at official opening of water point.

5. *Implementation Phase : Operation, Maintenance, and Financial Management*

Now the new water point is fully used, it is necessary to keep it clean and tidy. From time to time small repairs are needed to keep it working properly.

Key Tasks in Operation are :

- * to specify rules and regulations about the use of the water point, and to ensure that these are kept by all users;
- * to keep the water point and the surrounding area, including the drain, clean and in good condition.



Sweep and clean platform and drain.

Key Tasks in Maintenance are :

- * to inspect regularly the water point and the surrounding area, including the drain;
- * to repair any small damage or leak immediately, to prevent major failures and more costly repairs;
- * to report immediately any major failures to the Water Authority; to ensure that they are attended to as soon as possible.

The Tap Committee can delegate work in operation and maintenance to one of its members, who will then act as **caretaker** of the water point.



Locking of meter box.

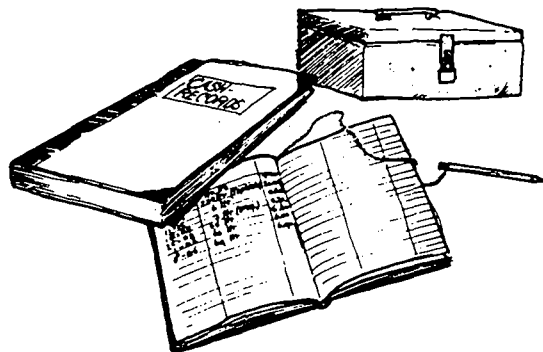
Key Tasks In Financial Management are :

- * to make an agreement with all users on the amount per household to be paid each month for water use and maintenance of the water point;
- * to collect and safely keep the money, and to record all income and expenditures;
- * to make all necessary payments for water use and maintenance of the water point;
- * to report regularly to the community on how the money is kept and spent.

Any work concerning financial management is usually delegated to the **treasurer** of the Tap Committee.

A more comprehensive overview of key issues in operation and maintenance is to be found in :

"A Manual on Operation and Maintenance of Communal Standposts, for Extension Workers and Caretakers", published by the PSSC Project, Zambia.



Financial activities of Tap Committee.

6. *Monitoring*

Monitoring is an ongoing activity in support of a project. It is done to find out whether the activities are currently going according to plan, what results and effects are being achieved.

Good results of a project depend very much on continuous monitoring, not only during the project, but also after it has formally ended. Thus, during the project cycle of a water supply project as described above, monitoring will take place. But also after construction has been completed, when the new water point is being used and the Tap Committee is fully functioning, monitoring will have to continue.

Key Issues in Monitoring are :

- * getting information on progress : are all activities for the water supply project done as planned ?
- * getting information on functioning and use: are the improvements functioning well ? Are they kept in good condition ? Is the Tap Committee performing appropriately ?

Most of the monitoring data should be gathered by the extension workers, together with the community and the Tap Committee. Some specific (technical) data may be gathered also by the agency or the Water Authorities.

Important :

- * Monitoring should not be a haphazard exercise. It should be well organized.
- * A checklist with questions is an indispensable tool for the systematic gathering of data on progress and effects. Checklists have to be set up carefully. They should be comprehensible and simple.
- * The frequency of data collection has to be established. Some data need to be gathered monthly, while some should be checked fortnightly.
- * All data should be well recorded and kept in appropriate files. They should be analyzed frequently, to provide the necessary information to improve, adjust or correct project activities.

What the Extension Worker will do :

- * **Discuss with the community and the Tap Committee the issues which are to be monitored :** what do we all need to know to improve and adjust project activities ?

- * **Establish the frequency of data collection; make up a checklist** (also in co-operation with the agency); **appoint persons** who will be responsible for data collection. Also, agreements must be made with the agency on the filing of data, on timely analysis, and reporting and discussing the results of the monitoring with the community. This is important to make plans for corrective activities if necessary.
- * **Perform the monitoring with a participatory methodology**, involving the community and the Tap Committee as much as possible in data collection and analysis. Some methods for participatory data collection and analysis are described briefly below.

What the Community will do :

- * The community and particularly the Tap Committee will support the extension workers and the agency in collecting all necessary information on the progress and the functioning and use of the project.
- * The community and the Tap Committee should insist that the extension workers and the agency share these results of the analysis with them. It will enable them to make appropriate decisions about their water supply, and to plan improvements.

Methods to be used in Collecting and Analysing Monitoring Data with the Community

Pocket chart

This method has been discussed in the section on needs assessment (page 6). It can also be used in monitoring to get an indication of changes in people's behaviour :

- how many people are using the new facilities ?
- how many are still using traditional facilities ?



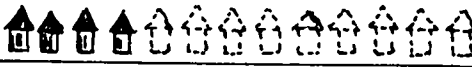

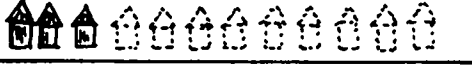

As people can vote anonymously, it may be easier for them to indicate exactly what they are doing. When they have to answer questions, they may in some cases be reluctant to tell the truth.



Tables, diagrams and graphs


It is possible to make simple diagrams or tables for the Tap Committee to fill in every week. For instance, a table showing all small repairs of a communal tap over a certain period will make clear to the community as well as the agency the scope and importance of the work the Tap Committee is doing.

Equally a table or diagram showing increasing numbers of latrines built in the community, together with (hopefully) decreasing numbers of cases of diarrhoea (as reported at Dispensary or Health Centre), could be very useful in showing to everybody the need for good sanitation.

YEAR

1997		
1996		
1995		
1994		
1993		
1992		
1991		
1990		
1989		

 = 10 houses with latrines
 = 10 houses without latrines

 = 10 children (under five years) had diarrhoea [Health Centre]

Number of latrines show reduction in diarrhoea cases.

Of course the tables should be well prepared, on large sheets of paper, and kept up regularly with current data. During the periodic meeting (e.g. annually) the Tap Committee has with the users, monitoring results can be presented and explained.