

824 KEKI91

# Kilifi Water & Sanitation Project

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## R E P O R T

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SANITATION (IRC)

ZOPP - Workshop  
for the Planning Period  
July 1991 to Dec. 1993

Mombasa, May 1991

Moderation - Sam Sekyembe  
Documentation - Susanne Allanson

Deutsche Gesellschaft fuer  
Technische Zusammenarbeit (GIZ) GmbH  
Nairobi

824-KEKI91-10281

# Kilifi Water & Sanitation Project (MOWD)

## WORKSHOP REPORT

### I N D E X

Workshop Schedule

List of Abbreviations

List of Participants

1. Workshop Report by Mr. Sam Sekyembe, Moderator
2. Participants' Expectations
3. Participants' Reflections on KIHASAP's Current Status
4. Participation Analysis
5. Problem Analysis
6. Objectives Analysis
7. Project Planning Matrix
8. Summary of Inputs
9. Plan of Operation

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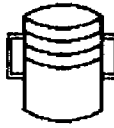

LO: 824 KEki91

# Kenyan - German Water Team

Milifi Water & Sanitation Project (MOHD)

< 20.5 - 24.5.91, Safari Beach Hotel, Diani Beach, Mombasa >

## WORKSHOP SCHEDULE

	9.00 - 10.30	TEA BREAK 	10.45 - 12.30	LUNCH BREAK 	14.00 - 16.00	TEA BREAK 	16.15 - 17.30
<b>MONDAY</b> 20.5.91	INTRODUCTION OF PARTICIPANTS GTZ CO-OPERATION POLICIES		XINASAP'S CURRENT STATUS REPORT AND DISCUSSIONS IN PLENARY		XINASAP'S CURRENT STATUS REPORT AND DISCUSSIONS (Cont'd.)		REVIEW OF PARTICIPATION ANALYSIS
<b>TUESDAY</b> 21.5.91	REVIEW OF PROBLEM ANALYSIS		REVIEW OF OBJECTIVES ANALYSIS		REVIEW OF ALTERNATIVES ANALYSIS		REVIEW OF ALTERNATIVES ANALYSIS (Cont'd.)
<b>WEDNESDAY</b> 22.5.91	REVISION OF PROJECT PLANNING MATRIX ( PPH )		REVISION OF PROJECT PLANNING MATRIX (Cont'd.)		REVISION OF PROJECT PLANNING MATRIX (Cont'd.)		REVISION OF PROJECT PLANNING MATRIX (Cont'd.)
<b>THURSDAY</b> 23.5.91	ELABORATION OF PLAN OF OPERATION		ELABORATION OF PLAN OF OPERATION (Cont'd.)		ELABORATION OF PLAN OF OPERATION (Cont'd.)		ELABORATION OF PLAN OF OPERATION (Cont'd.)
<b>FRIDAY</b> 24.5.91	ELABORATION OF PLAN OF OPERATION (Cont'd.)		ELABORATION OF PLAN OF OPERATION (Cont'd.)		BUDGET ALLOCATION		BUDGET ALLOCATION CLOSING OF WORKSHOP

# KILIFI WATER & SANITATION PROJECT

## LIST OF ABBREVIATIONS

CHW	-	COMMUNITY HEALTH WORKER
CP	-	COUNTERPART
DDC	-	DISTRICT DEVELOPMENT COMMITTEE
GOK	-	GOVERNMENT OF KENYA
GTZ	-	GESELLSCHAFT FÜR TECHNISCHE ZUSAMMENARBEIT ( GERMAN AGENCY FOR TECHNICAL CO-OPERATION )
HQ	-	HEADQUARTERS
KIWASAP	-	KILIFI WATER & SANITATION PROJECT
MOCSS	-	MINISTRY OF CULTURE AND SOCIAL SERVICES
MOE	-	MINISTRY OF EDUCATION
MOH	-	MINISTRY OF HEALTH
MOV	-	MEANS OF VERIFICATION
MOWD	-	MINISTRY OF WATER DEVELOPMENT
NGO	-	NON-GOVERNMENTAL ORGANISATION
NWCPC	-	NATIONAL WATER CONSERVATION & PIPELINE CORPORATION
O + M	-	OPERATION AND MAINTENANCE
OP	-	OFFICE OF THE PRESIDENT
OVI	-	OBJECTIVELY VERIFIABLE INDICATOR
PA	-	PROVINCIAL ADMINISTRATION
PPM	-	PROJECT PLANNING MATRIX
PWE	-	PROVINCIAL WATER ENGINEER
STE	-	SHORT-TERM EXPERT
VIP	-	VENTILATED IMPROVED PIT LATRINE
ZOPP	-	ZIELORIENTIERTE PROJEKTPLANUNG ( OBJECTIVES/GOAL ORIENTED PROJECT PLANNING )

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# Kilifi Water & Sanitation Project (MOWD)

## WORKSHOP PARTICIPANTS

<u>Name</u>	<u>Designation</u>	<u>Organisation</u>
Mr. K. Njui	Deputy Director	Ministry of Water Development
Mr. J.W.U. Murage	Project Manager	KIWASAP
Mr. H. Zitter	Kenya Desk Officer	GTZ, Germany
Mr. M. Trojanow	Head, Kenyan - German Water Team	GTZ, Nairobi
Mr. L. VUjselaar	Project Advisor	GTZ / KIWASAP
Mr. S.M. Muehendu	District Social Development Officer	Ministry of Culture & Social Services
Mr. A.M. Gikanga	Superintendent, Water Supplies	Provincial Water Office Mombasa
Mr. Elikunda A. Mhindi	Public Health Officer Department of Public Health	Ministry of Health
Mr. O.K. Ng'ayu	District Development Officer Planning and Development	Office of the President Kilifi
Mr. P.K. Gicheru	District Water Engineer	Ministry of Water Development
Mr. J.J. Wande	Education Officer School Feeding Programme	Ministry of Education
Mr. Robin Lentaaya	District Officer i/c Bahari Division Provincial Administration	Office of the President
Mr. B. Leparmarai	District Officer, Ganze Division Provincial Administration	Office of the President
Mr. E.O. Mokenye	Civil Engineer	National Water Conservation & Pipeline Corporation, Mombasa
Mr. Sam Sekyembe	Moderator	GTZ, Nairobi (free-lance)
Ms. Susanne Allanson	Documentarist	GTZ, Nairobi (free-lance)

# 1. WORKSHOP REPORT

## 1.1 PREAMBLE

1.1.1 Since 1980 the Ministry of Water Development (MOWD) in Kenya and the GTZ have been co-operating in the field of improvement of water facilities and sanitation in selected zones of Kilifi District, one of the 22 arid and semi-arid districts of Kenya. Right from its inception, it was planned that in addition to MOWD, the following ministries would participate in the Kilifi Water and Sanitation Project (KIWASAP), mainly in the task of community education with respect to hygiene and sanitation: the Ministry of Culture and Social Services, the Ministry of Health and the Ministry of Education. Furthermore, it was envisaged that KIWASAP would be implemented as a self-help project whereby the community would provide much of the required non-technical labour input.

1.1.2 At the beginning of 1990, a ZOPP workshop was held which generated a project planning matrix and a plan of operation to be followed during Phase II of KIWASAP, i.e. between January 1991 and December 1993. This plan formed the basis for the GTZ offer to the BMZ for project implementation during the three-year period. However, later in the year it was realised by the project team that the plan would not be workable, mainly because a number of key factors underlying certain activities had not been appraised. Omissions or oversights led to generation of unrealistic performance indicators and activity schedules.

1.1.3 During a mini-ZOPP workshop held in Kilifi in January 1991, it was agreed to re-plan the project activities during the first half of the year (i.e. Jan. 1991 - June 1991) and to convene a major workshop in the month of May, during which a fresh project planning matrix and plan of operation would be elaborated for the rest of the project phase. This report covers the proceedings and results of the major ZOPP workshop held at Mombasa from 20th to 24th May 1991.

## 1.2 WORKSHOP OBJECTIVES

1.2.1 The participants agreed on the following objectives for the workshop:

The participants have

- (1) received and reflected on the GTZ co-operation policies;
- (2) received and discussed a report covering KIWASAP's current status, including achievements and weaknesses to-date;
- (3) reviewed the planning documents generated during the ZOPP workshop held in February 1990, including:
  - participation analysis
  - problem analysis
  - objectives analysis
  - alternatives analysis
- (4) generated an improved project planning matrix based on the results of (3) above;
- (5) elaborated a realistic plan of operation for the rest of Phase II of the project, basing their ideas on the results of (1), (2), (3) and (4) above.

### 1.3. WORKSHOP PARTICIPATION

1.3.1 The workshop attracted a total of 14 participants. Among them were: the Kenya desk officer at GTZ headquarters, Mr. Zitter; the Deputy Director of the Ministry of Water Development, Mr. K. Njui; the head of the Kenyan - German Water Team, Mr. M. Trojanow; and two district officers in charge of 2 divisions in the project area. Table 1 is a list of all workshop participants.

1.3.2 At the beginning of the workshop, the participants were requested to indicate their expectations during the workshop. Table 2 shows that there were 3 main colleges of expectations, namely:

- \* Improved project plans
- \* Clarification of KIWASAP members' respective roles
- \* More benefits to the target groups

1.3.3 The first cluster of expectations confirmed that the decision to hold the planning workshop was vindicated.

### 1.4 REPORT ON GTZ CO-OPERATION POLICIES

1.4.1 The head of the Kenyan - German Water Team, Mr. Marin Trojanow informed the participants about the factors currently considered by the GTZ prior to project selection. Among the factors outlined were the following:

- (a) The project's ability to initiate total development of the target group, including education;
- (b) The project's ability to promote the involvement of women in the development process;
- (c) Definite plans to protect the environment;
- (d) Local community's willingness to participate and contribute to the project resources;
- (e) Self-sustainability of the project must be ensured.

1.4.2 Discussions on the report were structured by the moderator. In the first place, the participants sought various clarifications (see Table 3.1) which were given. Thereafter, they contributed ideas about possible ways and means to improve KIWASAP's plan so as to comply with GTZ policies. The suggestions made and the way they were clustered is depicted in Table 3.2. The main clusters of thought were:

- (i) More community education and training
- (ii) Elements of joint co-operation (financing) between GTZ and GOK
- (iii) More means of providing water
- (iv) Project expansion
- (v) Income-generating activities
- (vi) Promotion of women
- (vii) Environmental protection and other general issues

1.4.3 Later on during the planning sessions of the workshop, the various clusters were catered for as follows:

- Cluster (i) was taken care of by retaining PPM result 1, activity 2.7, result 3 and activity 4.5;
- Cluster (ii) - MOWD was required to budget for K.Shs. 500,000 for KIWASAP during the fiscal year 1992/93;
- Cluster (iii) was catered for by result 2;
- Sub-activities 2.4.1, 2.8.1 and 2.8.2 provide for cluster (iv) of suggestions;
- The participants did not agree that KIWASAP should address itself to cluster (v), i.e. income-generating activities. Nevertheless, it was felt that the project would inevitably influence target group incomes indirectly through overall promotion of community health and welfare;
- Cluster (vi) - i.e. promotion of women is the subject of sub-activity 1.7.3 and indicator (iii) at project purpose level;



- Sub-activity 2.10.2 is at the heart of cluster (vii), i.e. protection of the environment in the project area.

## 1.5 REPORT ON KIWASAP'S CURRENT STATUS

1.5.1 Mr. L. Vijselaar, project advisor to KIWASAP, gave a brief report on KIWASAP's achievements and problems to-date. The report mainly touched on operations between January 1991 and May 1991, i.e. the period planned for during the mini-ZOPP workshop held in January 1991.

1.5.2 Immediately after Mr. Vijselaar's report, the participants discussed it, the discussions being structured by the moderator. In the first place, various clarifications were sought with regard to unclear matters. The matters about which clarification were sought and given are visualised in Table 3.3. Secondly, the participants indicated their respective assessments of KIWASAP's achievements to-date. Table 3.4 shows that in the opinion of the participants, KIWASAP had succeeded in three major areas, namely:

- (a) Provision of water, especially in the Kapecha/Mkomani area;
- (b) Training of local community in hygiene and sanitation;
- (c) Gaining acceptability by the local community and its leadership.

1.5.3 The participants were of the opinion that there were three factors underlying the success thereto accorded:

- (i) Recent co-operation between involved parties, including actors and beneficiaries;
- (ii) High level of performance of certain cadres of KIWASAP field staff;
- (iii) Availability of physical and financial resources.

1.5.4 The exact opinions of the participants appear in Table 3.5.

1.5.5 With regard to KIWASAP's weaknesses, the participants identified three major ones:

- (a) The project concept;
- (b) Former lack of co-operation among actors, especially personnel of the Government line ministries participating in the project;

(c) An assortment of management weaknesses.

1.5.6 Table 3.6 shows a list of weaknesses/problems/failures enumerated by the participants.

1.5.7 The factors which, in the opinion of the respective participants, were largely responsible for the observed weaknesses/problems/failures are depicted in Table 3.7. Weak original planning, inadequate resources (human, natural and financial) and infrastructural hazards turned out to be the main categories of causes for weaknesses, problems and failures of the project.

1.5.8 Having considered KIWASAP's achievements, failures and the factors underlying both, the participants embarked on making suggestions for possible improvements. The suggestions made feature in Tables 3.8.1 and 3.8.2.

1.5.9 In the first place, the participants urged the project team to focus on simple and appropriate technologies which can be adopted by the community. This matter was considered seriously when approaches to activities 2.5.3, 2.7, 2.9, 2.10.1 and 2.11 were being discussed. Secondly, the participants recommended intensification and expansion of community training. It has been outlined above that this issue was taken up in results 1 and 3 as well as in activities 2.7 and 4.5. Thirdly, participants requested for improvements in project planning, especially the need to gather more data and consult all parties involved in the project, which issues were reflected on when activities 1.1.1, 2.1.2, 2.2, 2.3.1, 2.3.2, 2.5.1, 2.5.2, 3.1, 4.6, 4.7 and 4.8 were discussed. Enhancement of inter-ministerial co-operation and collaboration as well as strengthening of the project team were viewed as main means to faster achievement of sustainable goals. These were mainly catered for in result 4 of the project plan.

## 1.6 REVISION OF PARTICIPATION AND PROBLEM ANALYSES

1.6.1 The participants formed two groups to perform the above-mentioned tasks. One group revised the participation analysis carried out in February 1990 and the other dealt with the revision of the problem analysis. Both groups presented their revised versions for adoption in plenum.

1.6.2 The revised participation analysis forms Table 4 of this report. An important aspect which was brought to light by the revision is that while the main policy-making bodies, i.e. the DDC, MOWD and GTZ expected timely achievement of set goals and sustainability of the project by the community, and the line ministries implementing the project, i.e. MODW, MOH, MOE and MCSS expected to play major roles in it, in actual fact the contributions of the line ministries themselves were very much constrained by

acute shortages of transport and manpower in the field. Such a combination of expectations and weaknesses gave rise to the implication that if such a situation continued, the project would have to recruit and employ local persons to perform certain urgently needed tasks until the line ministries fully satisfy the project's staffing requirements. Otherwise costly delays of project implementation would be inevitable. This matter was planned for in activities 1.4, 2.1.1, 3.4 and 4.3.1 of the plan of operation.

1.6.3 The revised problem analysis is attached to this report. A quick look at the chart reveals that in spite of the passage of time, the core problem and its causes and effects in the project area remained more or less the same as in February 1990.

## 1.7 REVISION OF OBJECTIVES AND ALTERNATIVES ANALYSES

1.7.1 The revision of the problem tree generated in the February 1990 ZOPP workshop called for a corresponding revision of the objectives and alternatives analyses. The revised version is attached to this report. The following alternatives for providing adequate and appropriate water and sanitation facilities in the project area were identified:

- \* Community training in hygiene and sanitation:  
This alternative matched one of the participants' earlier recommendations and many activities were planned later on to bring about its realisation.
- \* Community contribution strategy:  
It was planned that the community would supply all the non-technical labour required for activities 2.6.1 to 2.11 (see plan of operation). Furthermore, the community would continue to pay for the water.
- \* Water resource development approach:  
This was later on catered for under result 2.
- \* Community exposure and training in appropriate water technologies:  
This approach was the basis for activity 2.7.
- \* Effective and efficient management of project implementation:  
It was felt that certain key activities needed to be embarked on in order to ensure that the project activities proceed according to plan. The activities were later lined up under result 4.

## 1.8 REVISED PROJECT PLANNING MATRIX

1.8.1 The workshop retained the results/outputs, the project purpose and the overall goal for the project which were generated by the February 1990 ZOPP participants. A super goal (community welfare improved in the project area) was added. The activities planned and the reasons and/or justifications underlying these have already been discussed in other sections of this report. It was generally felt that improvement in sanitation practices in the entire project area and provision of water facilities in Bamba hinterland would by far be the most difficult and involving tasks of the project. Both aspects were clear from the modest indicators agreed upon (result indicators 1 and 2). It was known that the rate of achievement of improvement in sanitation facilities would be hampered by negative cultural beliefs, a matter which was put into the PPM as an assumption at output level.

1.8.2 All the indicators and specifications for inputs were reviewed, and considerably revised. Quantification of the two indicators at overall goal level (rate of diarrhoea in project area decreasing and rate of worm infestation in project area decreasing) as well as two of the indicators at project purpose level (an increasing number of sanitation recommendations adopted and practised by the community, and distances travelled when fetching water significantly reduced) was assigned to the project team at a later stage during project implementation. The team was advised to carry out quick initial sample surveys to determine certain characteristics by way of indicators against which comparisons would be made periodically during the project phase.

1.8.3 The specifications of inputs summarised in the PPM only cater for the development budget of the project. Recurrent expenses were not discussed but are included in the GTZ budget. The specifications include 36 MM of local staff under GTZ financing. It was understood that as and when the line ministries provide staff, the above-mentioned staff would be phased out of the project.

## 1.9 PLAN OF OPERATION

1.9.1 The participants elaborated on a detailed plan of operation. The various activities have already been justified. The activities and sub-activities were the basis for the development of the inputs/costs specified in the PPM. The plan contains a total of 64 activities and sub-activities, shared out as follows:

Result 1	-	23,	Result 2	-	21
Result 3	-	10,	Result 4	-	10

1.9.2 A detailed plan of operation is attached to this report.

1.10 CLOSING OF WORKSHOP

1.10.1 The workshop was officially closed by Mr. K. Njui, Deputy Director of the Ministry of Water Development. In his closing speech, Mr. Njui thanked all the participants, especially those who represented the other Government ministries involved in the project, for the amount of work they had put into the project. He called upon all those present to carry with them to the field the high level of inter-ministerial co-operation and collaboration displayed during the workshop. Before sitting down, the Deputy Director paid tribute to the GTZ/MOWD relations which had yielded highly commendable results. He called for further and more strengthening of Kenyan/German relations.

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## Participants' Expectations

### Improved project plans :

Activity framework (activities - resources - time frame)  
 Clearly defined and realistic activities  
 realistic work plan at the end of the workshop  
 A programme which can be implemented on schedule  
 At the end of the seminar the adapted work plan (action plan) will properly guide me in the implementation of the sanitation component in the project area  
 Detailed and workable plan for remaining period of project  
 Budget framework (activity - allocation)  
 Highlight flagposts and underscore specific targets for monitoring and evaluation

### Clarification of KIWASAP actors' respective roles :

Operational guidelines (including delineation of roles)  
 That the ministries understand their respective roles  
 That the participants understand their respective roles in project implementation  
 That the participants understand clearly the objectives of KIWASAP  
 What is my role as a ministry in the project?  
 Better understanding of role of KIWASAP, its objectives and limitations  
 Learn more information appertaining to inter-ministerial team work  
 Better working relations  
 Better co-operation between participating ministries  
 To form the basis for a dedicated KIWASAP planning and implementation team

### More benefits to target groups :

Active participation by the local community  
 Changes in the community's life style (gradual)  
 Benefits to respective target groups and beyond  
 Marked improvement of standard of living of people in the long run  
 Work plan will be executed to the benefit of the community

### Miscellaneous expectations :

Understand and familiarise myself with the GIZ ongoing water and sanitation activities in Mombasa and Kayafungo  
 Ability to disseminate information about project and to evaluate impact on target group  
 Lively debate  
 Project's problems and solutions identified

## Participants' Reflections on GTZ Policies ...

## ISSUES WHICH NEEDED CLARIFICATION :

## Local bilateral relations :

How does GTZ get to an area for work ?

Can the community in Kilifi seek direct assistance in water and sanitation from GTZ ?

## Impact of European Community on aid to developing countries :

Will the merging of West and East Germany have any effect on aid given to developing countries ?

What is meant by : " bilateral aid shifting towards more European backed AID " ?

## Miscellaneous issues :

Is KINASAP an integrated project ?

To what extent is the scale of community education need understood by GTZ ?

**Participants' Reflections on GTZ Policies ...**

**SUGGESTIONS FOR POSSIBLE INCLUSION IN KIWASAP PLAN SO AS TO COMPLY WITH GTZ CO-OPERATING POLICIES**

**More community education and training :**

- Education - training of trainers
- Education - water, health hygiene
- More emphasis on sanitation and health education

**Elements of joint co-operation (financing) between GTZ and GOK :**

- Budgeting - to reflect the collaborating agencies/partners
- Budgets should reflect that KIWASAP is a joint Kenyan - German technical co-operation project

**More means of providing water :**

- Dam construction and water pans
- Boreholes
- Shallow wells
- Water conservation - spring protection and water catchment areas

**Project expansion :**

- Flexibility on project area boundaries
- KIWASAP extension to include Magarini Division

**Income-generating activities :**

- Small irrigation schemes
- More income-generating activities to sustain project
- Income generation locally in-built to create interest in rural residence
- Rural development
- Training of youth in income-generating skills

**Promotion of women :**

- Development of women
- Gender-promoting activities
- Social intervention to promote women development in water

**Environment protection and other general issues :**

- Environment protection
- General guideline : Phase II KIWASAP must be quick result-orientated while building ground on longer term





Participants' Reflections on KIWASAP's  
current status ...

MATTERS WHICH NEEDED CLARIFICATION :

- Training : How many teachers have been trained so far ?
- Number of VIP latrines completed, number of schools involved, and the targets ?
- Is there a budget to pay for O + M personnel whom we have trained ?
- What methods are used in assessing/evaluating of impact achieved ?
- What do we mean when we say that job descriptions have been partially done ?
- Are ferro-cement tanks affordable by community ?
- What is the training capacity (materials and personnel) of MOCSS in the project area ?
- What has been achieved as far as community training is concerned ?
- Was it reasonable to deal only with schools accessible by car in Bamba ?
- Why does KIWASAP plan to simplify the building of bathrooms, latrines and laundry facilities in Kapecha II ?
- Was the construction of bathrooms a community priority ?
- What support is provided by KIWASAP to the water users' committees ?
- What alternatives are there in Kapecha in case of a pipeline breakdown ?
- How far is the community participating in training activities ?
- Mode of community training : what is KIWASAP's philosophy and approach ?
- Have we designed VIP slabs which are affordable by local community ?
- How can we retain the teachers trained in hygiene and sanitation in the area (or) schools ?
- Sanitation : Is there a way, apart from schools, that such training is extended to the rural community at grass-root level, with the assistance of GTZ ?
- How will it be possible to provide water to Mariango and Nzovuni while the current water situation does not meet Bamba demand ?

**Participants' Reflections on KIWASAP's  
current status ...**

**PARTICIPANTS' ASSESSMENT OF KIWASAP'S GREATEST ACHIEVEMENTS TO-DATE :**

**Provision of water :**

- Supply of potable water to the local community
- Provision of water in both Kapecha I and II
- Providing water to dry areas of the district
- Provision of drinking water to the local schools and communities
- Provision of safe drinking water at Jila Primary School
- Development of basic water supply facilities in Mkomani Kapecha area
- Kapecha I and II pipeline laid and water available to community
- Have given the community water and sanitation services in the project area

**Training of local community :**

- Improving sanitary conditions of the local people
- Creating awareness in the local "wanachi"
- Created awareness on the importance of clean water and improved sanitation in Kapecha
- Created awareness of sanitation in the project area
- Teachers trained, water kiosks and bathrooms built
- Positively embarked on training of target groups
- Education of the local community on sanitation issues and public health
- Training and provision of demonstration facilities in health and sanitation
- Educating local people on the use of locally available material for their benefit  
(ferro-cement tanks)

**Acceptability of project by the local community :**

- Establishment in the district structure
- Co-operation with relevant parties
- Identification of the problems and a start to solving them

**Participants' Reflections on KIWASAP's  
current status . . .**

**PARTICIPANTS' PERCEPTION OF THE KEY FACTORS UNDERLYING ACHIEVEMENTS :**

**Recent co-operation between involved parties :**

Community's dire needs (wants)  
 Community highly motivated in getting water (Kapecha I and II)  
 Local community's willingness to accept and participate  
 Co-operation from "wananchi"  
 Community mobilisation is easier to achieve during implementation stage  
 Willingness of teachers to learn hygiene education and sanitation  
 Assistance in the construction of pit latrines and bathrooms in some primary schools in Kilifi  
 Co-operation between implementers, beneficiaries and the administration  
 Inter-sectoral co-operation  
 Acceptability by all parties concerned  
 Community in Kapecha shows interest in community work (community awareness)

**Performance of KIWASAP staff :**

Hard-working construction team within KIWASAP on Kapecha II pipeline  
 Active and co-operating staff  
 Able and dedicated personnel on site

**Availability of physical and financial resources :**

Adequate resources  
 Provision of funds to operate daily activities  
 Internal project resource base (established office, funds, mobility, etc.) being in place  
 Manpower, facilities, materials and finance

**Participants' Reflections on KIWASAP's  
current status . . .**

**KIWASAP'S WEAKNESSES / PROBLEMS / FAILURES TO-DATE :**

**Project concept/planning :**

Weaknesses in project concept and planning

The role of the NGOs was not quite clear

Certain lack of understanding of GOK policies and procedures in the development process

Lack of decentralisation

Not able to meet 1990 ZOPP targets

KIWASAP's failure to address itself to the social and cultural problems of the local people

**Former lack of co-operation among actors :**

Not sufficient co-operation with participating ministries

Working in isolation

Management of KIWASAP has not been able to bring all the line ministries involved closer

Lack of involvement of other relevant line ministries

Lack of co-operation with relevant government ministries

Collaborating ministries/agencies' roles not very clear

KIWASAP personnel were working independently of line ministries in the past

Too many parties claimed that they have a word to say, but were unwilling to act whatsoever

**Management weaknesses :**

Failure to follow programme of work

Failure to explain to what extent role to be played by each ministry

Official consultative meetings not sufficiently frequent

Initial problems in management structure

Failure in coping with schedule of events

Lack of monitoring and evaluation

Lack of close supervision in the past from HQs

Ineffective project management

**Participants' Reflections on KIWASAP's  
current status ...**

**FACTORS RESPONSIBLE FOR KIWASAP'S WEAKNESSES / PROBLEMS / FAILURES :**

**Weak original planning :**

Unrealistic goals and targets which were generally over-ambitious and difficult to co-ordinate

Improper selection of participants for the Feb. 1990 ZOPP workshop

Misinterpretation of Kenya's development concept

Insufficient research work

Over-reliance on consultants

Expectations were too high because the limitations of KIWASAP were not made clear

Fear of duplication/conflicts with other development agencies operating in the district

**Inadequate resources :**

Line ministries have other duties - KIWASAP is merely a sideline

Transport not sufficient for all actors

Failure to get good source of water in the district

Low income of the community

Large area of operation, i.e. project area is sparsely populated

Selected key personnel not quite suitable for this project

Lack of adequate resources - funds and staff, etc.

**Infrastructural problems :**

Lack of roads (communication)

Adverse culture / tradition / illiteracy

**Miscellaneous factors :**

Complication in decision-making process

Failure to operate from the project areas, e.g. Bamba hinterland

Table 3.8.1

**Participants' Reflections on KIWASAP's current status ...**

**PARTICIPANTS' SUGGESTIONS FOR KIWASAP'S IMPROVEMENT / BETTERMENT :**

Suggestion	Underlying Reason / Aim
<p><b>Adopt simple and appropriate technologies :</b></p>	
<p>implement projects which are easily adaptable to the local communities and with immediate benefits</p>	<p>to motivate/encourage - positive participation by community</p>
<p>construct water catchments (ponds, dams, tanks)</p>	<p>to store water for the dry season and daily use</p>
<p>construct VIP latrines in schools</p>	<p>to demonstrate to community through primary schools</p>
<p>build other rain harvesting equipment like water Jars</p>	<p>these are smaller in size and can easily be afforded by individual homes</p>
<p><b>Continue, intensify and expand community training :</b></p>	
<p>train teachers in target area in hygiene and sanitation</p>	<p>so as to be resource persons to teach pupils, and possibly community, in hygiene and sanitation</p>
<p>intensify community training</p>	<p>to improve self-reliance in O + M</p>
<p>KIWASAP should try to educate other community leaders such as women, youth and sub-location development committee members in workshops etc.</p>	<p>educated community leaders would make other members of community accept new ideas without social inhibitions</p>
<p>employ local personnel to man and care for the completed projects</p>	<p>the community will care for and run the project realising that it is theirs</p>
<p><b>Improve project planning :</b></p>	
<p>realistic planning</p>	<p>facilitates implementation and achievement of project goals</p>
<p>conduct in-depth baseline surveys of socio-cultural infrastructure of the people</p>	<p>to understand how best to structure the project implementation at community level</p>
<p>proper research of the target group's habits and beliefs</p>	<p>to enable quick results in implementation</p>
<p>consult with local leaders at all levels to have their views plus other ministries</p>	<p>for acceptability to avoid wastes and white elephants</p>
<p>involve organised groups, like women groups etc.</p>	<p>women groups are more organised at community level and easily accessible</p>
<p>draw a work programme for the remaining period</p>	<p>this will enable to detect any activity planned which is not being implemented on time</p>
<p>prepare work plan that can be achieved within budgetary allocations, time schedule and other project resources</p>	<p>unrealistic work plan gives false hope and poor project assessment</p>

Cont'd...

**Participants' Reflections on KIWASAP's current status ...**

**PARTICIPANTS' SUGGESTIONS FOR KIWASAP'S IMPROVEMENT / BETTERMENT :**

Suggestion	Underlying Reason / Aim
... Cont'd.	
<b>Enhance inter-ministerial collaboration :</b>	
enhance collaboration with other implementing agencies in the water sector	to ensure equitable implementation and avoid duplication
incorporate project programmes within the district focus policy	for better results and to enhance co-operation
make transport for participating ministries available as planned in 1990 ZOPP	this will make the officers concerned have an organised programme of work and also improve accessibility to the target community
address and lay down the roles and responsibilities of collaborating ministries/agencies	to enhance unimpaired line ministry participation in implementation and reporting
constitute a KIWASAP project team that is representative of the key line collaborating ministries	to establish a full-time team resident at KIWASAP and co-ordinating line ministry responsibilities
hold consultative meetings with participating ministries	to pinpoint and advise where weakness has been noticed and remedial action is wanted
participating ministries should make operating resources available	to enable proper implementation and co-ordination of the project activities
<b>Strengthen project management :</b>	
employ public health worker and social worker if Ministry cannot offer personnel	to ensure ongoing development of targeted communities
one officer should be set aside from Public Health and Social Services to serve KIWASAP	to co-ordinate respective Ministries' work in the field
additional staff needed on sites of project and training of additional staff necessary	to manage KIWASAP project programmes in the field
employ services of sociologists or short-term experts	to strengthen the overall capacity of the sociological input
dialogue needed as soon as project component stagnates	to ensure that no unnecessary delays will occur
establish offices on site of project	<ul style="list-style-type: none"> <li>- to facilitate smooth implementation of project</li> <li>- to save time and fuel</li> </ul>

## REVISED PARTICIPATION ANALYSIS

ORGANISATION / INSTITUTION	STRENGTHS	WEAKNESSES	EXPECTATIONS	IMPLICATIONS FOR PROJECT PLANNING
<b>POLICY-MAKERS :</b>				
D D C	- co-ordinates all parties involved in development in the district	- inability to provide direct support to implementing ministries	- achievement of set goals and objectives	- co-ordination and steering of project
M O W D	- infrastructure - technical personnel - policy framework	- insufficient funds - inadequate transp. - bureaucracy	- achievement of project goals	- project co-ordination role at district level
G T Z	- technical know-how and resources	- slow to adapt to local conditions - bureaucracy	- sustainability of project	- technical assistance to the project
M O H	- technical know-how in environmental health at grass-root level	- inadequate funds - inadequate transport	- improved sanitation and hygiene	- technical know-how assistance to the project
M O E	- good infrastructure and trained manpower	- inadequate funds - understaffing	- improved water, hygiene and sanitation in schools and institutions	- co-operation and manpower source
M O C S S	- trained community extension workers	- insufficient staff, funds and transport	- strengthen existing community structures - expect target groups to benefit from improved water and sanitation	- to assist in community mobilisation
<b>IMPLEMENTING AGENCIES :</b>				
M O W D	- infrastructure and technical know-how	- insufficient funds, lack of transport and understaffing	- achievement of project goals	- proper management of resources
G T Z	- technical know-how - efficient procurement system	- lack of knowledge of local conditions and customs	- co-operation, completion and sustainability of project	- technical inputs and resources - advisory role to project
M O H	- trained public health staff familiar with local conditions	- inadequate staff and lack of transport	- co-operation in improving sanitation, hygiene and safe drinking water	- secondment of staff to the project - if support inadequate, project to find alternative support
M O E	- adequate and well distributed number of primary schools within project area	- inadequate staff and lack of transport	- co-operation, training in hygiene and sanitation and water use in all schools in the project area	- facilitate dissemination of information on hygiene training
M O C S S	- knowledge in how to mobilise and organise local community	- inadequate staff and lack of transport	- community to be mobilised and to be made aware of hygiene and sanitation methods	- secondment of staff to the project - if support inadequate, project to find alternative support
P A (OP)	- legal mandate to facilitate development at grass-root level - present at grass-root level		- consultation - to be informed and involved	- to be involved in the project development
<b>TARGET GROUPS :</b>				
Community	- commitment and organised social structure - volunteer labour supply	- adverse land tenure systems "squatters" - cultural and religious inhibitions - slow adaptation to new development methods - inadequate technical know-how	- improved water supply, hygiene and sanitation	- co-operation, participation and maintenance of facilities
Women Groups	- organised social group	- high level of illiteracy - poor leadership - over-dependency on men	- bringing water closer to their homesteads	- participation and co-operation - training sessions for women
<b>SUPPORTERS :</b>				
M G O ' s	- availability of funds - trained staff in related fields - flexibility and efficiency	- poor accountability - inadequate transport	- gaining experience for replication elsewhere - recognition and co-operation	- make use of them as and when required by the project



**I N P U T S - K I L I F I W A T E R A N D S A N I T A T I O N P R O J E C T**

<b>S o u r c e</b>	<b>Local Personnel (MM)</b>	<b>GTZ Personnel (MM)</b>	<b>S-Term Experts (local) (MM)</b>	<b>Counterpart Training (K.Shs.)</b>	<b>Material/ Equipment (K.Shs.)</b>	<b>Funds (K.Shs.)</b>
<b>G T Z</b>	<b>36</b>	<b>30</b>	<b>10</b>	<b>2,000,000</b>	<b>9,600,000</b>	<b>3,300,000</b>
<b>M O W D</b>	<b>206</b>	<b>-</b>	<b>-</b>			<b>500,000</b>
<b>M O C S S</b>	<b>18</b>	<b>-</b>	<b>-</b>			<b>-</b>
<b>M O E</b>	<b>40</b>	<b>-</b>	<b>-</b>			<b>-</b>
<b>M O H</b>	<b>23</b>	<b>-</b>	<b>-</b>			<b>-</b>
<b>N W C P C</b>	<b>24</b>	<b>-</b>	<b>-</b>			<b>-</b>
<b>Total</b>	<b>347</b>	<b>30</b>	<b>10</b>	<b>2,000,000</b>	<b>9,600,000</b>	<b>3,800,000</b>

DM 1.00 = K.Shs. 16.00

**Plan of Operation**

**KILIFI WATER & SANITATION PROJECT**

# PLAN OF OPERATION

## KILIFI WATER & SANITATION PROJECT

Project No: 86 2536 0-01.600  
 Planning Phase: July 1991 - December 1993  
 Date: May 1991

RESULT / ACTIVITY	INDICATOR	SOURCE OF VERIFICATION	1991		1992		1993		RESPONSIBILITY	PERSONNEL (MM)			PHYSICAL INPUTS	COST OF INPUTS (K.SHS.)	REMARKS/ASSUMPTIONS
			III	IV	I	II	III	IV		I	II	III			
1. Community aware of hygiene and sanitation and applying recommended practices															
1.1.1 Assess community training needs in hygiene & sanitation in Mapecha I & II	- report	- report							Project Manager	1.0 (NOH)	1.0				
1.2.1 Consult with NCH and HOE	- minutes	- minutes	X						Project Manager						
1.2.2 Design curricula in hygiene and sanitation	- curricula for: - school teachers - children (pupils and non-pupils) - adults	- curricula	X						Project Manager	0.25 (NOH) 0.25 (HOE) 0.25 (HCSS) 0.25 (NOHD)	0.5				- to be done in a workshop
1.2.3 Review curricula in hygiene and sanitation	- revised curricula	- revised curricula			X		X		Project Manager	0.1 (NOH) 0.1 (HOE) 0.1 (HCSS) 0.1 (NOHD)					- to be done in workshops
1.3.1 Shop around for training materials	- training materials	- training materials							Project Advisor		1.0	materials	500,000		
1.3.2 Appoint training material producers	- contracts	- contracts	X		X		X		Project Advisor		0.5			2.0 (local)	
1.3.3 Assist and support school teachers to prepare teaching materials for pupils	- 14 teachers assisted	- project reports							Project Advisor		1.0		see 1.3.1		- 6 teachers in Mapecha I 8 teachers in Mapecha II
1.3.4 Prepare training materials for adults	- posters - leaflets - handouts	- posters - leaflets - handouts							Project Advisor	1.0 (NOH) 1.0 (HOE) 1.0 (HCSS) 1.0 (NOHD)	0.5			3.0 (local)	300,000 - printing of stationery 150,000
1.3.5 Prepare appropriate audio-visuals	- video tapes - slides	- video tape - slides							Project Advisor		0.5			3.0 (local)	100,000 - hire of equipment
1.3.6 Prepare training programme	- programme	- programme	X	X	X	X	X	X	Project Manager	2.0 (NOHD)					
1.4 Identify and contract community health workers (CHW) in hygiene and sanitation	- 2 CHW for Mapecha I & II - 2 CHW for Bamba	- contracts	X						Project Advisor		0.5				- those to be contracted to be local residents in Mapecha and Bamba
1.5.1 Train community health workers on training materials	- 4 CHW trained	- project records	X						Project Advisor	0.5 (NOH) 0.5 (HCSS)	0.5				20,000
Cont'd...															

# PLAN OF OPERATION

## MILIFI WATER & SANITATION PROJECT

Project No: 86-2336-8-01.600  
 Planning Phase: July 1991 - December 1993  
 Date: May 1991

RESULT / ACTIVITY	INDICATOR	SOURCE OF VERIFICATION	1991				1992				1993				RESPONSIBILITY	PERSONNEL (MM)			PHYSICAL INPUTS	COST OF INPUTS (K.SHS.)	REMARKS/ASSUMPTIONS	
			III	IV	I	II	III	IV	I	II	III	IV	GOK	GTZ		STZ						
... Cont'd.																						
1. Community aware of hygiene and sanitation and applying recommended practices																						
1.5.2 Train community health workers in training methods	- 12 CHW trained	- project records			X										Project Advisor	0.5 (NOH) 0.5 (HOE) 0.5 (HCSS) 0.5 (HOWD)		1.0 (local)				- line ministry personnel to be trained together with CHW
1.6 Continue training of school teachers in hygiene & sanitation	- 14 trained	- project records													Project Advisor		4.0		materials, meals	30,000		
1.7.1 Train community leaders in hygiene and sanitation	- 30 in Kapecha I+II - 40 in Bamba	- project records													Project Manager	0.2 (NOH) 0.2 (HOE) 0.2 (HCSS) 0.2 (HOWD)	1.0	4.0	bicycles	100,000 10,000	- lodging of trainees, etc.	
1.7.2 Support training of school children in hygiene and sanitation	- training of 4000 pupils supported	- project records													Project Manager	1.0 (NOH) 1.0 (HOE)	1.0			100,000	- hygiene and sanitation competitions	
1.7.3 Train women in hygiene & sanitation	- 200 in Kapecha I+II - 500 in Bamba	- project records													Project Manager	2.0 (NOH)	1.0		motorcycle	90,000	- each woman to receive a total of 10 hours of training	
1.7.4 Train men in hygiene & sanitation	- 100 in Kapecha I+II - 250 in Bamba	- project records													Project Manager	2.0 (NOH)	1.0	(see 1.7.3)	motorcycle	90,000	- each man to receive 5 hours of training	
1.7.5 Train non-schooling children		- project records													Project Manager			(see 1.7.3)				- activity to depend on assessed needs
1.8.1 Demonstrate VIPs in schools	- 8 schools in Kapecha I+II - 12 schools in Bamba	- project records													NOH / HOWD	10 (NOH) 30 (HOWD)	0.5		materials motorcycle	150,000 90,000	- demonstration materials for permanent structures	
1.8.2 Demonstrate VIPs on selected sites	- 10 in Kapecha I+II - 20 in Bamba	- project records													NOH / HOWD	(see 1.8.1)	0.5		materials	150,000		
1.8.3 Support community to construct VIPs	- 40 homesteads in Kapecha I - 40 in Kapecha II - 40 in Bamba	- project records													Project Manager	(see 1.8.1)	0.5		materials	100,000	- subsidies on VIPs	
1.9 Monitor and evaluate impacts in hygiene and sanitation	- report	- report	X		X		X		X		X		X	Project Advisor			1.0					

# PLAN OF OPERATION

## KILIFI WATER & SANITATION PROJECT

Project No: 06.2526.0-01.600  
 Planning Phase: July 1991 - December 1993  
 Date: May 1991

RESULT / ACTIVITY	INDICATOR	SOURCE OF VERIFICATION	1991		1992		1993		RESPONSIBILITY	PERSONNEL (MM)			PHYSICAL INPUTS	COST OF INPUTS (K.SHS.)	REMARKS/ASSUMPTIONS
			III	IV	I	II	III	IV		I	II	III			
2. Community has adequate and reliable water supplies															
2.1.1 Identify and contract personnel to carry out baseline study	- contract	- contract							Project Advisor		0.5				
2.1.2 Carry out baseline study	- report	- report							Project Manager		0.5	3.0 (local)			
2.2 Assess demand for water in Bamba	- report	- report							Project Manager	1.0 (NOHD)					
2.3.1 Carry out hydro-geological survey in Bamba	- report	- report							Project Manager	10 (NOHD)			petrol, repairs allowances	250,000	- PWC office will assign personnel to carry out assignment in good time
2.3.2 Carry out hydro-geological survey in Bahari	- report	- report							Project Manager	10 (NOHD)			petrol, repairs allowances	500,000	- follow-up costs
2.3.3 Identify various water development options for Bamba	- minutes	- minutes	X	X	X	X	X		Project Manager					300,000	- NOHD HQ will assign personnel to carry out assignment in good time
2.4.1 Select zones for project implementation in Bamba	- report	- report							Project Manager	3.0 (NOHD)	0.5				
2.4.2 Select zones for project implementation in Bahari	- report	- report							Project Manager	1.0 (NOHD)	0.5				- depending on request and DDC approval
2.5.1 Carry out field investigation for water supply design in Bamba	- report	- report							Project Manager	3.0 (NOHD)			computer and printer	200,000 90,000	- to be used in 2.1.2 and 2.5.2
2.5.2 Carry out field investigation for water supply design in Bahari	- report	- report							Project Manager	2.0 (NOHD)				300,000	
2.5.3 Select and design appropriate water technologies	- report	- report							Project Manager	6.0 (NOHD)	0.5		allowances	50,000	- includes survey work for foreseeable pipelines
Cont'd...															

# PLAN OF OPERATION

## MILIFI WATER & SANITATION PROJECT

Project No: 06.2536, P-01.600  
 Planning Phase: July 1991 - December 1993  
 Date: May 1991

RESULT / ACTIVITY	INDICATOR	SOURCE OF VERIFICATION	1991												RESPONSIBILITY	PERSONNEL (MM)			PHYSICAL INPWTS	COST OF INPUTS (K.SHS.)	REMARKS/ASSUMPTIONS
			1991				1992				1993					GOK	GTE	SIE			
			III	IV	I	II	III	IV	I	II	III	IV									
... Cont'd.																					
2. Community has adequate and reliable water supplies																					
2.6.1 Organise water committees in Bamba	- 30 committees	- report													Project Manager	1.0 (MCSS) 1.0 (HOHD)					- suitable water resources identified
2.6.2 Organise water committees in Bahari	- 15 committees kiosks	- report													Project Manager	1.0 (MCSS) 1.0 (HOHD)					
2.7 Demonstrate and promote appropriate water technologies in Bamba	- report - 5 technologies in 8 schools	- report													Project Advisor	6.0 (HOHD)	0.5		materials, allowances	100,000	
2.8.1 Construct pipeline in Bahari Division	- 20 km of pipeline (5 x 4 km)	- pipeline													Project Manager	60 (HOHD)	0.5		materials	3,400,000	
2.8.2 Rehabilitate Silaja - Bamba Pipeline	- 12 km of pipeline rehabilitated	- pipeline													District Water Engineer	2.0 (HOHD)	0.5		materials	1,000,000	- joint venture HMASA/HOHD/HNCPC
2.8.3 Construct pipeline in Bamba Division	- 6 km of pipeline	- pipeline													Project Manager	15 (HOHD)	0.5		materials	1,000,000	
2.9 Continue construction of water harvesting facilities in schools	- 8 ferro-tanks	- ferro-tanks													Project Advisor	15 (HOHD)	0.5		materials	600,000	- teaching of artisans during construction
2.10.1 Construct water pans	- 30 water pans	- water pans													Project Manager	12 (HNCPC)			dam sweeping unit services	2,000,000	- 500,000/- to be provided by GOK budget 1992/93
2.10.2 Promote soil conservation and water catchment protection	- 15 catchments protected	- catchments													Project Manager	12 (HNCPC)			promotional material	50,000	- community follows recommendations, protects catchments
2.11 Construct shallow wells	- 4 wells														Project Manager	4.0 (HOHD)				300,000	

# PLAN OF OPERATION

## KILIFI WATER & SANITATION PROJECT

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RESULT / ACTIVITY	INDICATOR	SOURCE OF VERIFICATION	1991		1992		1993		RESPONSIBILITY	PERSONNEL (MM)			PHYSICAL INPUTS	COST OF INPUTS (K.SHS.)	REMARKS/ASSUMPTIONS				
			III	IV	I	II	III	IV		I	II	III				IV	GOX	GIZ	STE
3. Water facilities operated and maintained by the community																			
3.1 Identify training needs in O + M	- report	- report							Project Manager	1.0 (NOND) 1.0 (HCSS)	0.5								
3.2.1 Shop around for training material	- see 1.3.1																		
3.2.2 Prepare training material	- manual for each technology	- manual							Project Manager	3.0 (NOND) 1.0 (HCSS) 1.0 (NON)	1.0		150,000	- printing					
3.3 Organise water committees	- see 2.6.1/2.6.2									see 2.6.1 and 2.6.2		motorcycle	90,000						
3.4 Identify and deploy O + M trainers	- 2 technical pers. 2 social personnel	- contracts							Project Manager	0.25 (NOND)	0.25			- acceptance of contracting personnel by NOND					
3.5 Prepare training programme for O + M	- programmes	- programmes	X	X	X	X	X	X	X	X	X	X	X	Project Manager	see 1.3.6	0.25			
3.6 Train trainers in O + M	- trained personnel	- project records												Project Manager	2.0 (HCSS) 1.75 (NOND)	0.5	materials, courses	150,000	
3.7 Train community in O + M	- 30 committees Bamba 15 Kapecha - selected community members - water point operators	- project records												Project Manager	12 (NOND) 6.0 (HCSS) 1.0 (NON)		materials, courses (Minal)	120,000	- for salaries
3.8 Support water committees in O + M matters	- smooth, continuous operations	- project records												Project Manager	2.0 (NOND)	1.0	materials, promotional materials	500,000	- for promotion
3.9 Monitor and evaluate O + M	- reports	- reports		X		X		X		X		X		Project Manager	2.0 (NOND)	1.0			

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## KILIFI WATER & SANITATION PROJECT

Project No: 86.2536.0-01.600  
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RESULT / ACTIVITY	INDICATOR	SOURCE OF VERIFICATION	1991												RESPONSIBILITY	PERSONNEL (PM)			PHYSICAL INPUTS	COST OF INPUTS (K.SHS.)	REMARKS/ASSUMPTIONS	
			1991				1992				1993					GOK	GTZ	STE				
			I	II	III	IV	I	II	III	IV	I	II	III	IV								
4. Project team strengthened																						
4.1 Follow up on applications to GOK for staff attachment to KIWASAP	- letters	- letters													Project Manager	1.0 (NOND)						
4.2.1 Review organization structure of KIWASAP	- organigram	- organigram													Project Manager							
4.2.2 Review and finalise Job descriptions	- Job description	- Job description													Project Manager	1.0 (NOND)						
4.3.1 Hire additional services according to requirements	- contract	- contract													Project Advisor		1.0					
4.4.1 Identify staff training needs	- minutes	- Minutes													Project Manager Project Advisor	1.0 (NOND)	0.5					
4.5.1 Identify suitable courses	- courses	- courses													Project Manager Project Advisor							
4.5.2 Train project staff	- 26 hrs local and abroad														Project Manager Project Advisor				2,000,000		suitable courses will be identified	
4.6 Co-ordinate all parties involved	- minutes	- minutes													Project Manager							
4.7 Participate in community mobilisation fora	- minutes	- minutes													Project Manager	2.0 (NOND) 2.0 (HCSS) 2.0 (NON)	0.5					
4.8 Liaise with other development agencies in project area	- letters and minutes	- letters and minutes													Project Manager Project Advisor	2.0 (NOND)	0.5					