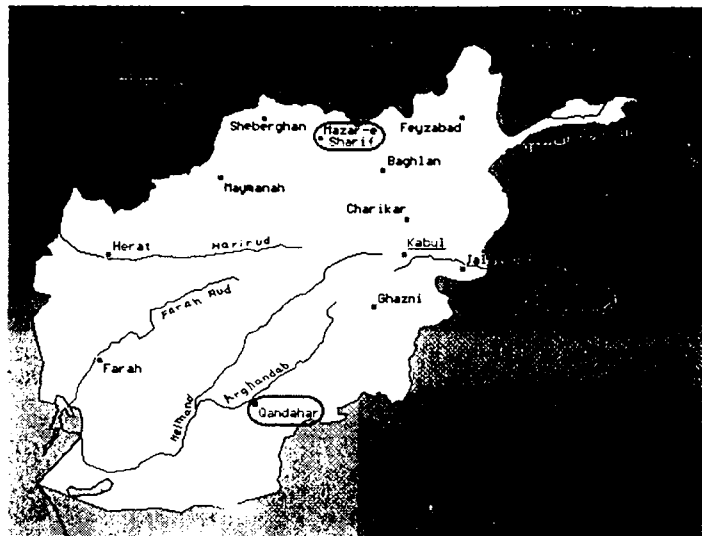


Community Participation in Water Supply Projects

CONFIDENTIAL

Mission Report & Recommendations

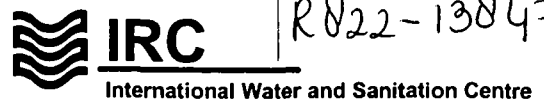


for

**United Nations Office for Project Services
Afghanistan Rural Rehabilitation Programme (ARRP)**

by

IRC International Water and Sanitation Centre



International Water and Sanitation Centre

Community Participation in Water Supply Projects

Mission Report & Recommendations

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Afghanistan Rural Rehabilitation Programme (ARRP)

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Funded By **UNDP**

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Abbreviations and Acronyms

ADA	Afghan Development Administration
ADAg	Afghan Development Agency
ANCB	Afghan NGO coordination Bureau
ANCC	Afghanistan National Construction Coordination
ARRP	Afghanistan Rural Rehabilitation Project
CLO	Community Liaison Officer
DACAAR	Danish Committee for Aid to Afghanistan
DDPP	District Development Planning Process
DRS	District Rehabilitation Shura
GATE	German Appropriate Technology
GTZ/ NSP	German Agency for Technical Co-operation / Emergency and Relief Programme for Afghanistan.
IAM	International Assistance Mission
IRC	International Water and Sanitation Centre
IRCo	International Rescue Committee
ITDG	Intermediate Technology Development Group
MOH	Ministry of Health
MRRD	Ministry of Rural Rehabilitation and Development
NGO	Non Governmental Organisation
OOPP	Objective Oriented Project Planning method
SCA	Swedish Committee for Afghanistan
SCF	Save the Children Fund
SSF	Slow Sand Filtration
SWOT	Strengths Weaknesses Opportunities and Threats analysis
TOOL	Technical Development with Developing Countries
UNCHS	United Nations Centre for Human Settlements
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund,
UNOCHA	United Nations Organisation for the Coordination of Humanitarian Assistance to Afghanistan
UNOPS	United Nations Office for Project Services
VRS	Village Rehabilitation Shura
WUC	Water User Committee
WUG	Water User Group

Executive Summary

The ARRП is currently planning to embark on an ambitious decentralised approach aiming to involve the communities in all aspects of decision making with regard to the initiation, implementation and long term operation and maintenance of small scale projects and activities in rural Afghanistan.

IRC international Water and Sanitation Centre was requested to carry out training and awareness raising of ARRП and partner agency staff in community involvement based programme planning and implementation, with special emphasis on water supply, sanitation and health education and, secondly to help ARRП staff develop a strategy for such an approach. In addition recommendations on specific issues relating to community involvement in sub-projects under the new phase of the ARRП programme were requested (see section 4).

The training and planning workshops emphasised the wealth of knowledge and ability amongst the national ARRП staff as well as amongst partner organisations. This is clearly illustrated by the workshop outcomes as documented in the separate Training and Planning Workshops report.

Summary of workshop outcomes:

- There is a need for a clear overall project strategy and plan, based on decentralisation and co-operation among agencies operating in the same sector.
- Emphasis should be placed on the need for a effective human resources development and institutional capacity building strategy.
- It is important that there is enhanced community involvement in programme activities, shifting from participation in implementation to involvement at all stages, leading to communities taking on management roles or put 'in the driving seat'.
- There is a need to identify and develop together with communities appropriate technology solutions.
- For activities in water supply projects to be effective it will be important to integrate them with sanitation and health / hygiene education activities.

The workshop evaluation by the participants was very positive and is documented on the Training and Planning Workshops report, (p45-46).

The ARRП programme management requested recommendations for ARRПs consideration and have been formulated bearing the new phase in mind. These are highlighted below, they cover aspects related to objectives, content and approach of the programme, in light of the unique socio-economic and political situation in the region these will need to be further developed and tested under the local circumstances:

Recommendations:

1. A standardised, step-wise, flexible approach to promote community involvement in all aspects of small scale project activities needs to be developed, incorporating monitoring to ensure continual adjustment and improvement.
2. ARRП will need to invest in providing staff with the suitable tools and skills to promote full community involvement.
3. Engineers need to be familiarised with and trained in the use and development of appropriate technological solutions to problems encountered by communities.
4. Specialised organisations should be contracted to establish vocational training and adult literacy programmes in targeted districts.
5. Increased emphasis should be given to establishing long term support organisations and structures whether these are governmental, NGOs, community based institutions, private enterprises, or simply individual entrepreneurs with specialised skills.
6. ARRП should consider actively promoting the establishment and development of specialised resource centres to support the development of key sectors, through information provision, training and advisory services.
7. ARRП should actively promote the creation of Water User Groups to ensure full community involvement in planning, implementing, managing and monitoring water and sanitation activities in the community.

8. ARRP should investigate further the possibility of using water user committees (necessary to manage each water point) as an entry point for developing further "socially" focused rather than "economically" focused projects.
9. ARRP should consider introducing participatory strategic planning tools such as OOPP into standard programme procedures, both for internal planning and regional or district planning, since it would ensure greater "ownership" and as a result greater "commitment" to activities by all involved.
10. Interagency technical discussion groups should be initiated for technical issues in each of the regions, involving UN agencies, NGOs and suitable government bodies.
11. Exchange visits between regions and with other programmes within or outside the country should be encouraged, particularly as the programme becomes increasingly decentralised.
12. ARRP is advised to install the DACAAR developed Kabul and Indus handpumps, based on the Afridev handpump, (designed and manufactured in Kenya), and consider utilising DACAARs approach to develop sustainable community capacity to manage handpump systems.
13. In order to ensure effectiveness and impact, ARRP will need to integrate water supply projects with health education and sanitation promotion by closely co-operating with other experienced organisation in this field.
14. The promotion of a savings and credit scheme is supported, preferably implemented and managed by a professional organisation outside the ARRP programme.
15. Monitoring capacity should be increased at all levels. It should be participatory based, include monitoring for effectiveness to aim at long term sustainability and where possible include impact monitoring.
16. ARRP should identify partners to a) assist in assessing problems found in specific districts with relation to available water resources (scarcity, polluted ground water etc.) and b) propose viable options.
17. ARRP should investigate the possibility of introducing SSF systems in areas where water quality is doubtful, or where larger populations use one source.
18. ARRP should develop key documents and manuals to support programme activities and ensure experiences and lessons are accessible to others.

Sub-projects developed through full community involvement by their very nature require the programme to follow the pace set by the community. There will be a relatively long learning period while both staff and communities familiarise themselves with this approach that has not been commonly used by developing agencies in Afghanistan. Inevitably, at least for the first year and probably longer, the rate of sub-project uptake and implementation will be relatively low. However as staff, partner organisations and communities become more familiar with this approach it will become much easier to initiate, implement and ensure long term sustainability of activities and infrastructure. The programme can hope for a snow ball effect after the first critical period. Once sufficient skills are available within a district and a number of small projects are established within the community, time needed for initiation, implementation and training of community members in operation and use will drop dramatically, similarly established projects offer examples for replication.

1. Introduction

1.1 Background

The Afghanistan Rural Rehabilitation Programme (ARRP) is funded by the United Nations Development Programme (UNDP) and implemented by United Nations Office for Project Services. As a specialised organisation supporting capacity building in the water sector, IRC International Water and Sanitation Centre was contracted under the Hand Dug Well Rehabilitation Programme (HDWRP) to assist ARRP in preparing for phase two by providing training.

HDWRP is divided into three phases: under phase one over 1000 wells have been upgraded and a pulley and bucket installed for abstraction (some handpumps were installed on pilot projects); phase two yet to be implemented will require the engagement of communities so they can manage and use water supply infrastructure effectively; phase three will complete the water point by training communities to maintain handpumps, establish a system of district mechanics and support mechanics in the installation of handpumps on improved wells. ARRP has increased community involvement through the District Rehabilitation Shura (DRS) and Village Rehabilitation Shura (VRS) that play a major role in sub-project identification and implementation, and increasingly in longer term operation and maintenance of rural infrastructure.

IRC international Water and Sanitation Centre was requested to carry out training and awareness raising of ARRP and partner agency staff in community involvement based programme planning and implementation, with special emphasis on water supply, sanitation and health education and, secondly to help ARRP staff develop a strategy for such an approach. In addition recommendations on specific issues relating to community involvement in sub-projects under the new phase of the ARRP programme were requested (see section 4).

1.2 Mission Objectives

Train ARRP and partner agency staff in issues relating to: full community involvement in projects; the need for behavioural change amongst supporting agencies and community members; the importance of addressing sanitation and basic hygiene practices in water supply projects; issues related to technology choice; the roles and importance of water user groups (committees/ associations).

Based on a participatory planning method, the "Objective Oriented Project Planning" (OOPP), the facilitators will take the participants through a stepwise planning process and enable them to:

- Identify possible approaches for the establishment of community water user committees, and support needed from external organisations.
- Identify suitable water abstraction technologies for use in Afghanistan, identify criteria for technology selection.
- Identify possible strategies for the full involvement of communities in water supply sub-projects.
- Produce a detailed action plan and list of follow up activities, based on the recommendations and strategy.

Proviso

Unfortunately as ARRP management were involved either in meetings to determine the details of the new phase of the programme, or in visiting sub-projects in the field to sign off projects initiated under the earlier phase, it was impossible for them to be properly involved in the workshops. Without programme management either from Islamabad or from the regional offices it was not practical to carry out a detailed planning. Therefore a Tentative Planning Session was held with all participants. Interestingly the results of the two planning sessions illustrate that the programme staff and participants from partner organisation are perfectly capable of developing comprehensive strategic plans given a suitable tool, however it could not achieve all the objectives listed above.

Tentative strategies for the full involvement of communities in water supply sub-projects were developed for Mazar-i-Sharif and Qandahar, (see workshop report section 15 Objective Oriented Project Planning). However in the absence of management only examples of possible Project Goals, Purpose and Results were formulated, as were associated Indicators and Assumptions and follow up Activities based on the strategy. Similarly a detailed action plan could not be produced although the process was discussed. The facilitators focused more on ensuring participants were able to develop a realistic and useful strategy, and processes were discussed in detail.

2. Training and Planning Workshop Recommendations

The combined proceedings of the training and planning workshops from the Mazar-i-Sharif and Qandahar may be found in the attached report "Training and Planning Workshops". The report follows the structure of the workshops, briefly describing sessions, illustrates all outputs produced by the participants and includes copies of handouts, it does not include detailed trainers notes. Each session refers to reference material copies of which were left in Islamabad, Mazar-i-Sharif and Qandahar, participants or others interested in more detail are referred to these texts. This report will be useful to participants and programme management alike, in particular management are referred to the tentative planning sessions using the Objective Oriented Project Planning method. The outcomes of the planning exercise can be summarised in the following points:

- There is a need for a clear overall project strategy and plan, based on decentralisation and co-operation among agencies operating in the same sector.
- Emphasis should be placed on the need for a effective human resources development and institutional capacity building strategy.
- It is important that there is enhanced community involvement in programme activities, shifting from participation in implementation to involvement at all stages, leading to communities taking on management roles or put 'in the driving seat'.
- There is a need to identify and develop together with communities appropriate technology solutions.
- For activities in water supply projects to be effective it will be important to integrate them with sanitation and health / hygiene education activities.

3. Training and Planning Workshop Evaluations

The workshops were started by identifying participants expectations and fears to assess and discuss what topics should and could be covered during the workshops and agree on ground rules during the workshop. These were documented in the Workshop Report (p9-10). This was used as a monitoring tool during the workshop. At the end of the workshop a six question evaluation form was distributed to all participants. Participants were asked to refer to the Expectations and Fears formulated at the beginning of the workshop and assess to what extent they were or were not met. The summary of each of these evaluations figures in the Workshop Report (p45-46), generally they were very positive.

In particular participants greatly appreciated the approaches used for training, such as the use of visualisation through cards, the Objective Oriented Project Planning method, and the full participation of all participants through tools such as working groups. The main topics were considered very relevant and participants especially stressed the value of sessions on community participation, health education and sanitation. However some also commented on the shortage of time, a lack of breaks or field visits in the intensive schedule, and a need for more detail and examples.

Participants seemed to have learnt most regarding: the advantages of systematic planning based on objectives, and a detailed problem analysis; the need for community participation throughout to ensure sustainability; and the importance of hygienic practices to ensure water project effectiveness. Future training considered to be necessary by participants include courses on : developing and testing methods to promote full community involvement in management and decision making with respect to sub-projects; the practical use of participatory rural appraisal tools; hygiene promotion and behavioural change; appropriate technologies and water treatment options. Similarly participants considered that workshops addressing some particular issues would be very valuable. Namely, workshops encouraging the exchange of experiences; incorporating field use or testing of skills in promoting community involvement, and the use and application of participatory planning in the programme (including their increased involvement in formulating programme strategies). Additional specific requests were made for other programme staff to receive similar training and the provision of further relevant information and literature to regional offices for staff use.

4. Recommendations

4.1 Basis of Recommendations

The recommendations listed in the following sections are based on the outcomes of workshops held in Mazar-i-Sharif and Qandahar, field missions to sub projects in both regions and discussions held with ARRP staff in both regional offices and senior staff from other agencies based in Mazar-i-Sharif, Qandahar, Islamabad and Peshawar. A full list of key individuals met is listed in Annex 1 and notes from key meetings in Annex 2.

4.2 Introduction

Interestingly towards the end of the mission, when the consultants were given the opportunity to view the UNOPS Afghanistan Rural Rehabilitation Programme new phase proposal under the UNDP PEACE Initiative, they found that a large number of the recommendations formulated following the workshops were included. Clearly a great deal of effort and thought has gone into developing the new phase and it certainly provides a comprehensive and effective approach to improved programming and rural development through community participation. What also is clear is that given the appropriate tools to assist them programme staff are perfectly capable of analysing weaknesses and strengths of the programme and come up with very good proposals on how to improve the programme! The added advantage of participatory based programme analysis, strategy formulation and planning (such as the Objective Oriented Project Planning method used in the workshop) is that it fully involves programme staff and thereby increases ownership and commitment to the programme.

The recommendations listed here cover aspects related to objectives, content and approach of the UNOPS Afghanistan Rural Rehabilitation Programme. The recommendations are based on the assumption that the future ARRP programme is aiming to promote rural rehabilitation and development based on decentralisation, increased community involvement and management; capacity building within institutions at community and support level and the introduction of appropriate, affordable technological solutions ensuring sustainability and replicability.

In the light of the socio-economic and political situation in the region the recommendations may need to be further developed and tested under the local circumstances.

4.3 Community Participation Approach to development

A new approach: In the next phase of the programme it is planned that most if not all development activities are to be initiated together with the community. Although the community was involved in the past this shift in approach is quite different in two ways:

- activities may be identified in many different sectors, rather than water supply, irrigation and road infrastructure,
- it will both require and stimulate much more 'participation-at-all-levels'.

Some possible consequences: The high degree of community participation planned in the new phase has a number of consequences for programming. Perhaps most significantly there will be a relatively long lead in period as represented in figure 1 below. However the figure also illustrates how with time the rate of project uptake will pick up dramatically over time although this may only occur after 24 months or more.

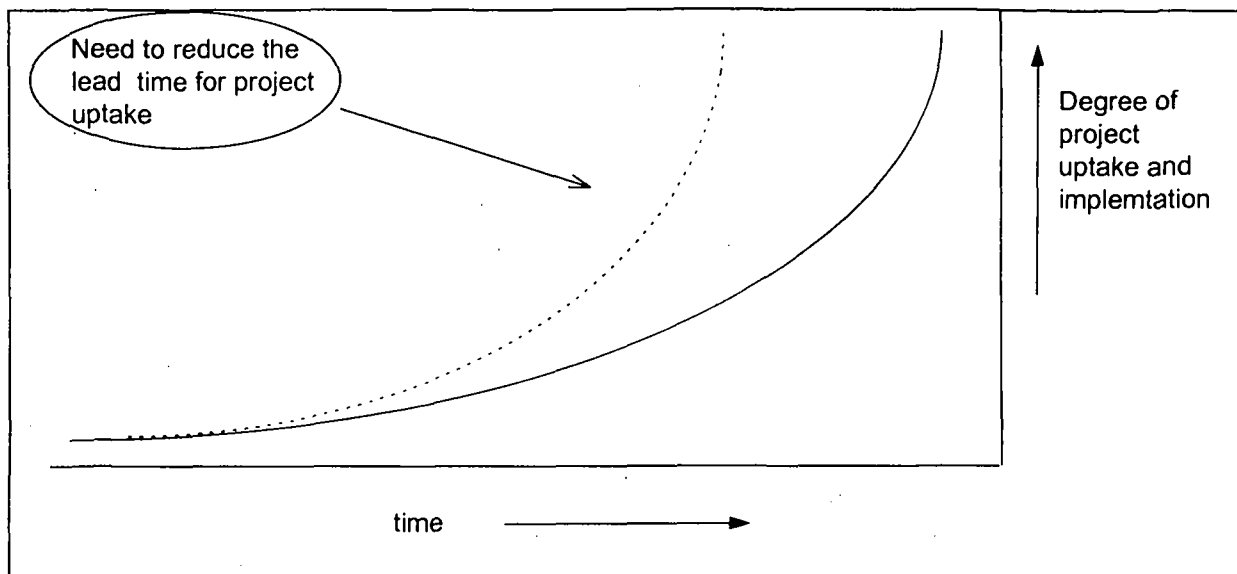


Figure 1 : Graph illustrating the changing rate of project uptake with time.

This effect is inevitable since at the beginning there are many obstacles to overcome. Firstly, staff familiar with a more controlled engineering approach to infrastructural development need to adjust, familiarise themselves with the new approach, establish new offices and initiate programme activities. Secondly, target communities once approached need time to adapt to this relatively unusual approach for development agencies in their region.

However, once the first few projects have been initiated the staff will find other similar projects easier to develop. Similarly once communities have successfully implemented small scale projects, it will be relatively easy to illustrate benefits to others. Most importantly having developed the appropriate technical and managerial skills within one district or community it will greatly facilitate operations in a neighbouring district, since communities can be encouraged to visit and learn from each other.

The key is therefore to minimise the initial learning period or lead in time needed before the first projects are completed and infrastructure is functioning successfully.

How to minimise the learning period

- **A standardised, structured approach based on full community involvement needs to be developed.**
- **Invest in building up the capacity of all involved parties, particularly in the first year:**
 - * **Human Resource Development**
 - * **Institutional Development**

4.4 A standard approach to promote full community involvement

Standardised - A standardised approach for each culturally similar region will enable staff to develop checklists and tools to assist, and monitor each others activities. At a later stage as staff become more confident, approaches may vary more by district or even by communities.

Clearly structured - To ensure that staff unfamiliar with the new approach based on maximum involvement of communities in all aspects of decision making are provided with a tool to make them aware of all the necessary steps to be taken. Any such structure should not be seen as rigid, rather it will evolve in time and the approach will become more dependent on local circumstances.

Flexible - Every community will respond in a different way. Initiating, implementing and ensuring effective operation and maintenance of projects in different communities, will not only vary in time but also in approach and methodology, staff will need to be led by community interest and restrictions.

Monitored - Continuous monitoring and adjustment will be essential to ensure, efficient implementation, the development of improved approaches to involve the community, and increasingly **effective** community projects.

UNOPS has developed standard, structured approaches based around the DRS and VRS system for promoting dialogue and consultation with communities have evolved in each in all of the regions, in Qandahar the stepwise process was illustrated clearly. The programme would benefit greatly from discussing this process within the organisation and with representatives from partner organisations particularly with respect to developing mechanisms to ensure feedback on the effectiveness on the approach and how it could be further revised. Such feedback mechanisms should monitor it's strengths and weaknesses from the point of view of different parties involved, with a view to revision and improvement of the approach.

1. A standardised, step-wise, flexible approach to promote community involvement in all aspects of small scale project activities needs to be developed, incorporating monitoring to ensure continual adjustment and improvement.

4.5 Capacity building for all involved parties

Capacity development for involved parties, will greatly increase their ability to adapt to the new approach by ARRPs as well as create the support and momentum needed to carry the approach forward in both the short and long term.

Involved Parties:

- Target communities and districts.
- UNOPS staff, both those to be out posted to districts and supporting staff in regional offices.
- Village level artisans and small entrepreneurs, partner NGOs, private companies and other organisations where applicable.
- Civil servants within the relevant local authorities, assuming the political climate is favourable.

4.5.1 Human resources development

Investment in human resources development should receive high priority and be budgeted for. Based on the new approach of the programme an assessment needs to be made of which skills are required of programme staff and which tasks / roles could be taken up by actors not directly employed by the programme. Based on a risk assessment the policy should be to delegate as many tasks as possible to actors outside the programme.

Community mobilisation and involvement

- Engineers should be trained in basic skills regarding increased community participation, one of the main skills being: listening and assessing and using local (technical) knowledge.

- CLO's should be trained to become genuine Community Development Officers (male and female) and need to be trained and practised in using locally relevant PRA methods and techniques.

Discussions in Qandahar with the regional manager suggested that the profile of district based staff at least in that region would be two CLOs and one engineer per district, with a CLO heading operations. This is without doubt an important change in emphasis given the nature of work in the new phase. The project should consider to change the title Community Liaison Officer to Community Development Officer, more readily understood by external agencies and implying a more community based and sustainable approach.

- Selected ARRП staff should be trained in Participatory Planning Techniques for the DDPP exercise. More experienced project staff could train the less experienced ones, initially only in a few districts relatively near to the regional headquarters. As staff become more experienced, the programme could then be expanded to an increasing number of districts by placing the more capable or experienced staff in the newer districts and other staff in the older districts.

2. ARRП needs to invest in providing staff with the suitable tools and skills to promote full community involvement.

Development and use of appropriate technology

Engineers need to recognise the value of appropriate technology and start utilising alternatives for every day solutions, selected engineers could be encouraged to research alternatives. Alternatively ARRП could liaise more closely with both local and outside agencies or institutions that develop and test appropriate technologies and alternative construction materials and techniques. Local initiatives such as UNOPS (Herat) pilot project on windpumps should be actively encouraged and links developed with other organisations such as Habitat and SERVE in Mazar-i-Sharif (looking at alternative construction materials, water lifting devices, slow sand filtration, solar technology).

International organisations that could be contacted for information include ITDG (England), GATE (Germany), IRC and TOOL (The Netherlands), IRC can assist by identifying and providing addresses for such organisations. Appropriate solutions utilising (improved) locally available skills and materials are often far easier to be implemented and managed by communities when minimum support is available, making them more likely to be replicable by other communities. Technology more affordable and familiar to communities makes it much easier to stimulate a genuine sense of ownership and responsibility.

The ARRП district offices should play a role in identifying and assist communities in testing alternative technologies. Selected international staff may have to be made aware or trained in all the above, so as to disseminate such ideas throughout the programme.

3. Engineers need to be familiarised with and trained in use and development of appropriate technological solutions to problems encountered by communities.

Use of specialised training organisations

NGOs with a reputation for comprehensive and effective training could be involved in establishing vocational training, skills upgrading or initiating adult literacy programmes within district centres, similarly this approach could be used to establish a system for updating the skills of teachers in a region.

Similarly specialised trainers could be used to help UNOPS staff learn to use PRA tools effectively in the field, or help them analyse their own attitudes and approach in order to facilitate staff with the necessary changes needed for the new phase.

4. Specialised organisations should be contracted to establish vocational training and adult literacy programmes in targeted districts.

4.5.2 Institutional development

**Rather than fishing for the target groups
ARRP should aim to empower them to fish for
themselves.**

In general the programme would greatly benefit from making more resources available to raise skills at all levels (both within and outside of the programme) and in particular promote long term institutional capacity. Building capacity at community (village) level is clearly a priority of the new programme phase however this should be coupled with building institutional capacity amongst support providers such as the responsible local authorities, contractors and local NGOs.

Any strengthening or development of capacities should aim at long term sustainability and replicability. Thus the programme should avoid building up parallel structures to those that (normally) have the responsibility to provide similar services. As soon as appropriate, the project should build capacity in local authorities so that they are able to provide long term back-up. In an ideal situation with an operating government or local authority, programme staff would be transferred to or replaced by government employed staff (MRRD, Health, Community Education Departments), this may not be practical in the current situation, but it should be a longer term objective of the programme.

Examples that such an approach is possible seem to exist with other development agencies working in the same region:

For example, in the south DACAAR has developed a comprehensive approach to involve communities in water supply and environmental sanitation. Similarly in the north SCA operates a comprehensive preventative health programme incorporating a water supply component. Both organisations work together with (former) civil servants, who are not directly employed by the organisations but receive logistic and training support as required.

Perhaps the programme could consider a change to personnel policy so as to directly promote local institution building. This might be achieved for example by employing fewer direct programme staff but increasingly utilising staff from suitable partner organisations, be they government, NGOs or appropriate private sector companies.

Long term support services & structures

It is important that service mechanisms or small businesses exist for all types of activity or projects to be undertaken by the community, if they are to be sustainable in the long term. Ideally they will be established so as to provide inputs from the planning stage, in order to develop a relationship with and trust of the community, whether this is for educational back-up, extension support or technical services for repairing structures or maintaining hand-pumps.

A shift to more appropriate technologies in conjunction with district based community development workers or engineers would enable increased responsibility for implementation and O&M to be taken on board by community based institutions, such as the VRS. Increased emphasis on vocational training for village level entrepreneurs and artisans (e.g. masons, carpenters, black smiths, etc.) would facilitate the use of contractors at an increasingly local level, both for implementation and long term support services.

Hygiene promotion activities will require both district and village level health educators, to be available in the long term. Depending on the emphasis of the programme the initiators invited in to develop this aspect, may be experienced NGOs, (such as SCA), or suitable local authorities, (MRRD, MOH).

5. Increased emphasis should be given to establishing long term support organisations and structures whether these are governmental, NGOs, community based institutions, private enterprises, or simply individual entrepreneurs with specialised skills.

Building up long term support to different sectors

The programme could also consider encouraging the development of a few specialised Afghan organisations, whether NGOs, private companies or departments within government, to provide technical support to some of the key sectors where ARRP has particular expertise. In the long term organisations and agencies working within different sectors will benefit greatly from having access to well informed, specialised sector back-up organisations, or "resource centres". Such centres could provide training in new approaches and techniques, advisory support, for example in planning, evaluation and establishment of monitoring, and could maintain a small library with important documents and information.

Whether one such an organisation specialises in irrigation, agriculture, civil engineering, participatory approaches, water supply and environmental sanitation, education & vocational training, or small scale credit and loans, or whether it is deemed necessary to support a few such centres will depend on requirements. ARRP could initially support one centre in a sector where it has most to offer, this would ensure that lessons learned and experienced gained by ARRP and other organisations were not lost over time, rather used and fed back to support sector wide developments across Afghanistan in the long term. Ultimately such a body would be able to provide independent technical advice to any future government departments involved in the relevant sector. IRC currently works closely with eight such organisations specialised in Water Supply and Environmental Sanitation and Management in Latin America, West Africa, East Africa and the Indian Sub-continent.

There are a number of local organisations who might be particularly well suited to such a role in different sectors, for example DACAAR, SCA, and the Afghan Development Association (ADA).

6. ARRP should consider actively promoting the establishment and development of specialised resource centres to support the development of key sectors, through information provision, training and advisory services.

4.5.3 Community management of water supply infrastructure

Promotion of Water User Committees (WUC)

Water User Committees will need to be established at water point level, consisting of a small team of individuals chosen by users. The WUC could be a sub committee of the VRS and should not only deal with the operation and maintenance of the water point but more generally with promotion of hygiene practices, sanitation and safe drinking water supply.

For water supply or environmental health projects the WUC (and possibly also the VRS and DRS) should be fully involved in all stages of the project cycle from the participatory situation analysis, identification of problems technology selection, planning, design, contracting, implementation, operation and maintenance, and continuous monitoring (of implementation, effectiveness and impact), (see section 14 Water User Groups in workshop report).

The beneficiaries should be put as much as possible in the 'driver's seat' to ensure ownership and long term sustainability.

7. ARRP should actively promote the creation of Water User Groups to ensure full community involvement in planning, implementing, managing and monitoring water and sanitation activities in the community.

Using Water User Committees as an entry point for other activities

Typically with water supply projects communities do not see any direct (economic) gain, as a result motivation to properly maintain improved water supply structures depends on increased awareness in the community about the links between disease and poor hygiene behaviour. This may be a disadvantage. In contrast irrigation projects have a definite and noticeable effect after one season, through longer planting seasons, and increased yields, as a result individuals are highly motivated.

However in water supply projects the long term advantage is that communities need to be more determined and involved to succeed, there is a lot of pressure on individuals not to simply opt out of involvement because they see no benefit, since costs will rise for others.

As a result water user committees often create a greater sense of community cohesion, than "economically productive" projects. In a number of projects in other countries the need to manage the operation and maintenance of small water supply, has developed the confidence and communal spirit needed to develop other "social" activities such as solid waste collection, or as in Mali even the democratic evolution of local authorities! In Mazar-i-Sharif the Habitat community fora project has successfully "piggy-backed" various activities around the idea of creating opportunities for communities to meet, discuss problems and find their own solutions, there is no reason why the VRS and water user committees cannot play a similar role.

Since ARRPP plans to support a wider range of project types, a number of which will focus around social needs such as, literacy or educational projects, the programme should consider using water supply projects as a catalyst for community development and empowerment. An ARRPP staff member should look into this aspect in more detail, in particular in assessing how other organisations such as UNICEF, UNCHS, DACAAR, SCA have developed a strong sense of community ownership and involvement around "social" projects.

8. ARRPP should investigate further the possibility of using water user committees (necessary to manage each water point) as an entry point for developing further "socially" focused rather than "economically" focused projects.

4.6 Planning methodology and tools

The programme should consider introducing objective oriented strategic participatory planning tools, such as the Objective Oriented Project Planning (OOPP) method used within the workshops, (see sections 7,8 and 15 of workshop report). At a programme level this would ensure the active inclusion of the most important actors in formulating programme strategy. Increased participation by programme staff as well as regional management in planning and running the programme would ensure that staff see themselves as being genuinely involved in the process, creating greater "ownership" and more responsibility.

At a community level alternative tools to ensure participation may be more appropriate, such as Participatory Rural Appraisal (PRA) techniques. Used for the initial participatory situation analysis such tools would not only provide their inputs into planning but should also be the basis of any co-operation with communities (problem analysis, local knowledge and skill analysis). A balance between planning at district level (DRS) and village level (VRS) would need to be found to ensure efficiency in staff time use.

The proposed DDPP approach which promotes an integrated inter-agency co-ordinated approach to district development planning would be more useful if based on both the above mentioned methods. Since this would ensure community involvement from the initial DDPP survey, increasing their sense of ownership. The initial base line study should be moulded into a participatory situation analysis and serve as baseline for further participatory monitoring. The situation analysis should include available human resources (e.g. what local traditional knowledge and skill are available to build on) using a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats), rather than a straight forward collection of existing resources.

9. ARRPP should consider introducing participatory strategic planning tools such as OOPP into standard programme procedures, both for internal planning and regional or district planning, since it would ensure greater "ownership" and as a result greater "commitment" to activities by all involved.

4.7 Exchange and co-operation with other development agencies

The workshop illustrated the interest and usefulness of the exchange of experiences and knowledge between agencies in various fields (technology selection, community participation promotion, capacity building, training, (local) institutional development, hygiene promotion and health education, communication, etc.). A working-group on water supply and sanitation (hand pump) technology selection was set up during the workshop in Mazar-i-Sharif, and was proposed in Qandahar but not taken up by participants. It is recommended that this kind of inter-agency co-operation should be encouraged by management. Perhaps UNOPS staff at a technical level should initiate such active co-operation with other agencies, sharing ideas and concerns on technical issues would help motivate staff especially if they are based in districts and as a result more isolated in the future.

10. Interagency technical discussion groups should be initiated for technical issues in each of the regions, involving UN agencies, NGOs and suitable government bodies.

Visits to other programmes

In order to facilitate the exchange of ideas and encourage staff to take initiative in promoting genuine community participation, the programme could encourage staff to exchange visits between regional offices. Staff should be encouraged to write two page briefs on important lessons learned to be circulate to all regional and district offices. Similarly staff would gain considerably from visiting other programmes, whether they are projects working in Afghanistan (DACAAR, Grameen Bank, IRC, SCA, SCF, UNCHS, UNICEF) or suitable programmes in neighbouring countries (Such as the Aga Khan Rural Support Programme in Gilgit, and a water supply programme in Baluchistan, Pakistan).

11. Exchange visits between regions and with other programmes within or outside the country should be encouraged, particularly as the programme becomes increasingly decentralised.

4.8 Selection of well abstraction equipment (hand pumps)

Currently there are many different types of hand pumps being promoted in the area. This creates problems in promoting local provision or production of spare parts, leading to higher maintenance and repair cost levels making it extremely difficult to build local capacity to provide support services, often resulting in external agencies subsidising if not providing support services,

The programme will have to set clear criteria when selecting water abstraction technology, such as affordability, ease of operation and maintenance, possibility of local production of equipment and spares (see handout on technology selection, section 12 in workshop report). In different regions it may be the case that different technologies will be appropriate.

In other countries it is increasingly common to explain the consequences of different types of technology to the community and let them make an informed choice on what technology they prefer (for example Oxfam programmes in Cambodia). This should be tested in Afghanistan, it is important that the community makes informed choices and understand implications of a choice, (even if this is simply a choice between a bucket and pulley system or a handpump), if it is to have increased responsibility in operation and maintenance of the systems.

UNCHS

The handpump recently developed by UNCHS is currently manufactured in Pakistan and assembled in Mazar and Kabul. In the long term UNCHS plans to manufacture most parts and nearly all spares in both Mazar and Kabul. Only fifty handpumps have been installed in Mazar City, UNCHS will not be installing any outside of these cities. However they have set up an effective approach to train community members to install and maintain handpumps.

- SCA are installing the DACAAR made Kabul and Indus pumps in northern Afghanistan largely in a region from Balkh to Taloqan, and also in Wardak. They have a comprehensive programme where handpumps are installed in communities as part of a health programme, which is developing district based clinics, utilising district health workers and village health volunteers.
- DACAAR has developed an extremely interesting programme in southern central and western Afghanistan. This experience may be very valuable and possibly provides a good example for the ARRP programme;
- appropriate easy to maintain water abstraction technology: Kabul / Indus handpumps,
 - after initial surveys DACAAR will not enter the area unless wells are pre deepened to prescribed depths by communities.
 - district mechanics are trained, though funded 100% by the local communities whose pumps they maintain (communities pay the mechanics salary six months advance as a condition of DACAARs assistance), each mechanic maintains roughly 50 handpumps,
 - in addition communities pay for and provide spares to the district mechanic,
 - bazaar based private business purchase spare parts from factories and sell to the public,
 - district based awareness raising teams of 'male & female' close relatives carry out health education and hygiene promotion activities,
 - clear and easy manuals on approach and methodology are being developed, covering community participation procedures and O&M handbooks for handpumps,
 - monitoring systems are in place although DACAAR recognises the need to make these more effective and participatory.
- DACAAR has four franchised factories in Pakistan manufacturing the Kabul and Indus handpumps, the factory in Peshawar plans to move to southern Afghanistan in the future.
- UNICEF is installing the India Mark II handpump in both towns and rural areas, all spare parts are currently imported from India although there appears to be plans to set up a local manufacturer in Peshawar. In Herat and Qandahar UNICEF appears to have started contracting DACAAR to install it's handpumps rather than continue with the India Mark II.

12. ARRP is advised to install the DACAAR developed Kabul and Indus handpumps, based on the Afridev handpump, (designed and manufactured in Kenya), and consider utilising DACAARs approach to develop sustainable community capacity to manage handpump systems.

Key issues to address when addressing handpump installation.

- ARRP should only consider using tried and tested handpump technology.
- Handpump installation should not be considered without developing a comprehensive hygiene promotion programme also addressing sanitation issues
- District mechanics will need to be available locally. The mechanic's salary must be paid in full by the community at an agreed rate.
- Volunteer caretakers for daily maintenance of the water point, are essential.
- Spare parts need to be available locally at a cost affordable by the community, but they should not be subsidised.
- Spare parts and pumps should be manufactured locally. If factories exist in Peshawar, they should be encouraged to relocate into Afghanistan as soon as practical.

4.9 Hygiene promotion

Health indicators illustrate that Afghanistan ranks among the lowest in the world in terms of living conditions. Infant mortality is 165 per 1000 live births; child mortality 257 per 1000; maternal mortality 640 per 100,000 live births. The primary cause of illness and often death are water and faecal borne diseases such as different types of diarrhoea, dysentery and typhoid.

It is crucial when providing communities with a safe water supply that they are aware of the need to maintain both a clean and well maintained water point to avoid contamination, and are aware of simple hygienic measures that can avoid these illnesses.

ARRP needs to investigate how it can incorporate an approach to firstly, raise awareness within communities of the links between behaviour and illnesses and secondly to promote improved hygienic practices. There are a number of interesting approaches by organisations such as SCA, SCF, Oxfam and DACAAR that may serve as models. A better approach might be to plan water supply improvement projects in a particular region jointly with an organisation such as SCA, that is already operating such activities in nineteen provinces across Afghanistan (see Annex 2).

13. In order to ensure effectiveness and impact, ARRP will need to integrate water supply projects with health education and sanitation promotion by closely cooperating with other experienced organisation in this field.

4.10 Local contribution policy

If more appropriate technologies are used in community-based projects, the cost of infrastructure facilities will come down, enabling the percentage of local contribution to increase for each project. The programme may need a clear policy on the amount of local contributions, including possibilities of providing subsidy to poorer and more marginal communities. The policy and approach should ensure motivation and increased sense of ownership. Preferably local contributions should, to a large extent need to be provided up front, prior to implementation.

Rural Credit

Providing credit facilities to poorer rural communities may contribute to speed up rural development, however even introducing small scale credit schemes is quite complex. Afghans have highly developed skills when it comes to managing trade and money, so it will be relatively easy for them to understand the concept of revolving funds. However establishing such funds requires a complex mixture of "carrot and stick" and a monitoring system developed within the context of the local society.

If ARRP plans to implement small scale credit or loan schemes:

- Credit schemes and facilities should initially only be started on a small scale pilot basis;
- Adequate specialised international staff will be required within the programme.

Better still, a specialised agency or co-operative (such as the Grameen Bank, already operational in Qandahar region), should be sought to build up credit and loan operations within a certain district.

Credit facilities should preferably be combined with encouraging saving through the establishment of community based saving and credit groups. The programme will need to develop a clear policy on which activities may be subsidised (by grants) and which activities may be supported by credits (e.g. income generation activities). Income generation activities may be supported by a mix of subsidies and credits.

14. The promotion of a savings and credit scheme should be considered, preferably implemented and managed by a professional organisation outside the ARRP programme.

4.11 Monitoring and evaluation

Currently ARRPs have an effective system in place to monitor implementation of activities or programme performance, this consists of regular visits by programme staff combined with an arrangement whereby DRS or VRS members and implementing partners informally observe and report to UNOPS if they have queries or concerns. In the new phase it is understood that the programme plans to implement monitoring regarding the effectiveness of sub-projects, this would be an important step to ensure feedback and adjustment of activities to improve overall programme effectiveness. Similarly the programme will need to monitor and assess its longer term impact (for example what contribution does the programme have to overall improved health and living conditions), however this is more difficult since each phase of two years is very short, thus the programme could only assess impact of earlier work.

In this context effectiveness refers primarily to relevance or functionality and utilisation, although in the longer term it should also address sustainability.

For example: Is constructed water supply infrastructure used properly and the water point maintained by the community? ; Has irrigation infrastructural improvements led to increased crop production within one season? has this increase exceeded a minimum acceptable level (in value or area)? has the structure been maintained and repaired properly by the community? ; After 2 or 3 years such assessments should be made again to assess sustainability.

Monitoring for Effectiveness

As discussed in 4.6 (Planning Methodology and Tools), the planned DDPP approach should be further developed such that it forms both a role as an initial situation analysis and serves as a base line for future participatory monitoring of the effectiveness and impact of the programme.

By involving representatives from all groups with a vested interest to take part in a situation analysis we not only ensure that their views and needs are represented, but more importantly they become part of the process and as a result are far more likely to feel they "own" or have some responsibility for project outputs.

Participatory monitoring can be used for both monitoring programme performance and effectiveness, it simply ensures that others who have an interest (for example; Mir'aab, Mir'aab Bashi, village elders or VRS, minority groups, DRS, and if applicable district offices or local NGOs, etc.), are actively involved in observing the progress or results of sub-projects.

Initially programme staff together with interested groups or individuals would identify the important or crucial issues that should be addressed by a sub-project, (this may vary for different groups), this could easily be integrated into the situation analysis. Together with representatives of these groups a simple monitoring plan would need to be devised where different groups or individuals monitor different aspects, of particular interest to them

Effective mechanisms need to be organised: firstly, to ensure groups have checklists to remind them what to monitor, and at what stage they need to take action (if there is a problem); secondly to ensure where necessary key aspects are cross checked by another group; and thirdly, suitable arrangements must be made for communication of information to either ARRPs or another organisation such as a supporting NGO or private company, as needed.

Monitoring and once-off-evaluations to assess the effectiveness or impact of individual sub-projects and programme approaches can then be compared with base line information. Participants from interested parties involved in the situation analysis could also be used to provide valuable feedback on the approach, advising the programme on aspects of the approach that need improving.

Key issues when addressing monitoring¹ :

- Consult the communities. What issues are of most interest to the communities involved?
- Consult managers or support service providers. What issues are of interest? in what form and at what levels will monitoring information be acceptable and likely to be used?
- Plan for the use of monitoring information from the beginning, determine what purpose the information will serve. Plan internal flow of information from the outset. At what level can action be taken on data, this should be the first level to receive the results of monitoring. Plan alternative means of delivery in the event that monitoring information is important but not used.

¹ Shordt, Kathleen. 'Making Monitoring Simple and Useful' unpublished paper, 1997.

- Monitored should be targeted to most important issues - information to be monitored should be kept to a minimum. If monitoring takes long it will not be carried out properly.
- Indicators must be easily and cheaply measured. In data collection it is better to be cheap and timely rather than exact, expensive and too late. Small samples are often sufficient. Keep data collection periods as short as possible.
- Keep data analysis as simple and straightforward as possible, ensure information does not become blurred through data processing, avoid percentages and averages that disguise the real situation.
- Plan for training or orientation of all who will collect and may use the data. This should include training to ensure validity and reliability in collection.

Monitoring for effectiveness and preferably also for impact is essential before the programme scales up operations to a wider area, since this would ensure that only effective and sustainable solutions are replicated.

15. Monitoring capacity should be increased at all levels. It should be participatory based and include monitoring effectiveness, aiming at sustainability and where possible include impact monitoring.

4.12 Environmental issues

The existing knowledge regarding the various natural factors limiting the options for improving the water supply and sanitation situation in the region needs to be documented and possibly further explored. Research may be needed to better understand the availability of alternative safe water sources in targeted districts. Water quality (salinity and human pollution) and quantity (seasonal and structural shortages) problems vary between districts. However the programme may not have the capacity to deal with these issues itself and may need to look for partners (both with regards to funding and research) to address this issue.

Because of the need to utilise kanad (canal) water in many areas of the north due to community preference; deep water tables; saline ground water or polluted groundwater, the programme has already expressed an interest in exploring the utilisation of slow sand filters.

16. ARRП should identify partners to a) assist in assessing problems found in specific districts with relation to available water resources (scarcity, polluted ground water etc.) and b) propose viable options.

4.12.1 Slow Sand Filtration (SSF)

Surprisingly very few of the participants at either workshop were familiar with slow sand filtration technology, temporary SSF systems can be seen in nearly all refugee camps in Afghanistan, and according to MRRD staff in Qandahar it was previously used on town water supplies in Kabul and Panshir region. SSF is a simple relatively cheap and easy to maintain technology that can completely purify water. Apart from larger systems serving towns in the past Norwegian Church Aid experimented with household SSF, and currently SERVE in Mazar-i-Sharif is developing household sand filters that would clean 20 to 50 litres of water daily.

ARRP should investigate the development of appropriate slow sand filters for use in conjunction with village storage tank systems common in northern Afghanistan and any larger piped systems supplying population centres.

17. ARRП should investigate the possibility of introducing SSF systems in areas where water quality is doubtful, or where larger populations use one source.

4.13 Documentation

ARRP should consider documenting its experiences properly in an easily accessible form, not only programme staff would gain by documenting such lessons, but probably more importantly it would provide a

valuable source of information for other agencies and for national institutions taking over ARRPs support role in the future. Such documents could be produced in conjunction with educational institutes, private Afghan companies or consultants, or local NGOs.

Preparing supporting documentation

Any institution building or training could be complemented by the production of various kinds of training and reference manuals on procedures, methods and techniques used.

(refer to the example: Project Implementation Manual, MPU, Zambia, available in ARRPs Qandahar).

- Training manuals; to help upgrade staff skills, and provide reference material for partner organisations, especially if produced in local languages.
- Simple technical manuals; produced in local languages to provide information and tips for local technicians, skilled community members, and local companies or NGOs.
- Procedural Manuals; detailing steps and issues to be addressed when in planning, managing and monitoring projects, as well as outlining the programme approach, objectives and procedures. Would greatly facilitate clarity and understanding within the programme and with partner organisations. Simplified versions in local languages should be produced for local organisations and community members.
- Staff should be encouraged to contribute to AINA the UN Afghanistan Magazine, there are many interesting examples of experiences, lessons learned that would help profile ARRPs.

18. ARRPs should develop key documents and manuals to support programme activities and ensure experiences and lessons are accessible to others.

Annex 1 Individuals met

Mazar-i-Sharif

Ms. P. Bradford	Regional Manager	UNOPS ARRП
Mr. J. Luneburg	TTA	UNOPS ARRП
Ms. Bente D. Barden	Programme Officer (WID Specialist)	UNOPS ARRП
Mr. Bret		SERVE
Ms. Margaret Amanatids	Community Development Programme	IAM
Mr. Mervyn T. Patterson	Programme Manager Northern Afghanistan	Save The Children

Qandahar

Mr. Fakare Gabrekal	Regional Manager	UNOPS ARRП
Mr. Angie	TTA	UNOPS ARRП
Mr. Semaneh Tamrat	Resident Project Officer (Regional Head)	UNICEF
Mr. Bill Burke	Regional Co-ordinator and ASC	UNOCHA
Mr. Dave	Head of Demining, Southern Afghanistan.	UNOCHA
Mr. Semaneh Tamrat	Resident Project Officer	UNICEF
Dr. Ata M. Nazar	Assistant Project Officer (WES)	UNICEF
Mr. Abdul Abid	Director	ANCC
Mr. Kazi Abdur Rouf	Project Manager	Grameen Bank

Islamabad

Mr. Seamus G. Baynes	Programme Manager	UNOPS ARRП
Mr. Michael P. Mersereau	Deputy Programme Manager	UNOPS ARRП
Mr. Maurice Dewulf	Deputy Resident Representative	UNDP
Mr. Govert W. Visser	Second Secretary	Royal Netherlands Embassy
H.E. A.F. Duijverman	Ambassador	Royal Netherlands Embassy
Dr. Sager S. Al Salem	WHO Sanitary Engineer	WHO
Mr. Jens Grimm	Operations Officer	IOM

Peshawar

Mr. Niels V.S. Harild	Director	DACAAR
Mr. A. Samey Hamidullah	Technical Assistant Water Supply Section	DACAAR
Mr. Hashmatullah	Engineer Water Supply Section	DACAAR
Mr. Mr. Ralf Kaltofen	Project Manager	GTZ (NSP)
Mr. Jon H. Barden	Coordinator	IRC Int. Rescue Committee
Mr. Göran Netinder	Health expert	Swedish Committee for Afghanistan
Mr. Ewen Macleod	Programme Co-ordinator, Refugee and Humanitarian Aid for Afghanistan	European Union
Mr. Ershad U. Karim	Project Officer	UNICEF
Mr. Qamaruddin Jabarkhail	Chairman ANCB/Director ADAg	Afghan National Coordination Bureau
Mr. Muhammad Suleman	Human Resource Development Director	Afghan Development Association
Mr. A.H. Latifi	Vice Chairman ANCB/Director MARUF	MARUF

Annex 2 Notes from meetings held with different organisations

DACAAR Danish Committee for Aid to Afghan Refugees

Mr Niels V.S. Harild Director

Initiated operations in 1984 in refugee camps in conjunction with UNHCR.

Today it primarily focuses on water provision using DACAAR developed handpumps the Kabul and Indus (based on the Kenyan Afridev handpump), however they also develop piped schemes to small urban centres. In addition they carry out work under contract for UNICEF and UNHCR, and have recently developed a preventative health component to their operations.

DACAAR in mid 1995 went through the process of changing to a increasingly community focused approach through genuine participation from a more standard emergency style physical structure implementation programme. Prior to this change DACAAR under went what it now considers an essential training process for all staff focused around PRA techniques. A human resources development specialist co-ordinated these activities, it was managed through a mixture of in-house training and contracted out training to IRC training section and private individuals. A list of people used by DACAAR was promised but has not arrived yet.

DACAAR has installed 75% of the 13,000 handpumps and improved wells installed since 1990, however this still only accounts for 15% of need.

Working with Partners

DACAAR believes it has an effective strategy, which it uses when working under contract for UNHCR and occasionally UNICEF, it is keen to encourage others to adopt a similar approach.

DACAAR is very interested and prepared to work with UNDP/ UNOPS & partners. However with 13 teams that move around, and a long list of districts requesting their assistance, it is not prepared to stretch or expand these activities (rather it wants to consolidate and fine tune the approach, such as developing a more effective monitoring system). Therefore in any collaboration they are not prepared to compromise the tight management needed to ensure success.

In particular may be able to assist in Qandahar or Wardak - if funded by UNDP or UNOPS.

Hand pump programme approach

Invited to Dala north of Qandahar the approach used was illustrated in the field.

- DACAAR only enters a region based on a request.
- Staff carry out an initial survey.
- In selected districts communities are asked to deepen selected wells in dry season to an appropriate depth.
- DACAAR team is based in the region for one season (six months).
- The team and community select district mechanics (one per 100 pumps), the mechanic is involved in all installations so he install replace and repair all pumps. The mechanic is paid from day one by the community otherwise the wells are not upgraded, (teams will not return after the first season there!).
- The caretaker is selected by community and trained by mechanic and staff.
- One or two local businessmen in the province central Bazaar are selected by DACAAR to stock parts. Shops can obtain whole pumps and spare parts all currently purchased direct from factories in Pakistan.
- Maximum prices for parts are set annually by discussions, between Bazaari's, DACAAR and factory selected, after a bidding process for the tender put out by DACAAR and bid on by all factories that are providing quality pumps and parts.
- The community saves for spares separately, and purchases directly from Qandahar shop.
- The mechanic is encouraged to install pumps in private homes as a personal business,

Health Education

Two person teams of close male & female relations are being based in districts, they are initially trained in Peshawar.

Currently in operation in only the east, running for the last six months, women staff have mentioned that when they discuss issues such as site selection with village women they have been surprised to find that they are apparently quite often consulted properly by their husbands!

Possible Ways forward

- Contract DACAAR to manage water supply and hygiene promotion component in targeted districts. DACAAR, alternatively UNOPS could approach them and see if they could target particular districts, to coincide with UNDPs integrated programme.
- Encourage DACAAR to work in districts where UNOPS previously upgraded wells, possibly pay for them to carry out installation and hygiene promotion activities in villages where some wells are already upgraded.
- One UNOPS international should be made responsible to initiate and manage Human Resource Development among staff at all levels. DACAAR could provide valuable lessons, who to use ?, training needed?.
- Staff exchanges / visits to ensure ideas picked up. Unfortunately they are too tight on staff to conduct training.
- The criteria used by DACAAR for district selection might be interesting to review in light of the DDPP.
- Health programme approach should be investigated - new but innovative.

GTZ/NSP German Development Corporation/ Emergency & Relief Program for Afghanistan

Ralf Kaltfen Project Manager

1991 in Germany initiated vocational training of Afghan refugees readying them for return, it also encouraged them to take 6 month contracts in Afghanistan. In 1994 NSP started seconding Afghans in Germany to Peshawar based NGOs for one to three year periods, also giving grants to NGOs.

In 1995 first German posted to NSP to make grants from Jan 1996 has provided support to NGOs , previously ran 50 projects with 20 NGOs. Projects focused on vocational training, (carpentry, tailoring, masonry, plumbing, welding etc.), basic education, physical infrastructure rehabilitation (urban water & electricity), health, (orthopaedic workshops, hospital rehabilitation, MCH programmes, TBA training).

Has no links with GATE the appropriate technology wing of GTZ.

Now GTZ/NSP limits itself to 6 NGOs as partners, and work will focus primarily on vocational training and basic education in urban centres, one NGO used and recommended is ADA Afghan Development Association, (contact Mr Popal Zai).

Would recommend any organisations interested in ideas for training to contact Care International (Basic education) and IRC (for educational materials).

Primary Donors: GTZ covers infrastructural projects (though only extended to December), vocational training sponsored by German refugee organisation (normally for training inside Germany).

Working with Partners

Very limited funds - cannot expand or take on new work, however very interested and willing to advise OPS on any planned basic education or vocational training needed in target districts.

Possible Ways forward

- If ARRP plans to use the Objective Oriented Project Planning method, GTZ/NSP has trained Afghan moderators, but they are not good enough to work alone yet.
- If ARRP should consider establishing vocational training programmes and basic education programmes in district centres, utilising NGOs as trainers to build capacity, GTZ/NSP would be valuable sources of information on how to set this up and which NGOs to use.

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IRC International Rescue Committee

Mr. Jon Barden Coordinator

Previously IRC had focused on capacity building (1994-95), to the extent that IRC developed an effective training unit of seven Afghan staff, two have been retained in the existing programme, three have formed an Afghan Training NGO (including Faiza's husband). Due to donor pressure (from the EU) IRC became more involved in physical infrastructure implementation in water supply & sanitation, agricultural / irrigation projects. IRC now plans to become once again increasingly involved in human resource development and institutional development.

Primary donors: European Union, Dutch Development Aid

Working with Partners: IRC is keen to coordinate and co-operate with other agencies, particularly in areas relating to capacity building, and willing to give advice on suitable training if requested.

Possible Ways forward

- If ARRP considers developing training courses for programme staff, partners or IRC would be a valuable source of information on how to set this up and which NGOs to use. Certainly they have developed a lot of expertise in this area (especially practical use of PRA), indeed IRC's training section was commended by a number of other NGOs!
- If UNOPS decides to go ahead with training for programme staff they should consider contracting on-going training programmes out to organisations like IRC.

UNICEF Afghanistan Programme Office

Ershad U. Karim Project Officer Water and Environmental Sanitation

Currently UNICEF is re-planning all of UNICEF's operations along the line of increased community participation, and is planning training workshops for all staff. They will be bringing in external facilitator, to hold an initial one week workshop with project staff and partner staff (AREA), these national staff hold will then hold workshops in their regions.

Area based Programme emphasis:

- Water points - In Qandahar changed to DACAAR handpumps since they are dominant in the region. Normal approach is to use MRRD - mechanics trained, pumps and parts provided, UNICEF & MRRD teams work together during installation, (though pumps in Mazar were installed without aprons by MRRD! - this is being rectified), MRRD then responsible for maintenance, but system is not always working.
- Recently factory in Peshawar making DACAAR pumps approached UNICEF to manufacture spares for India Mark II (they had made a piston as an example of their work!), UNICEF will sponsor such developments.
- Community Health Worker education programme.
- General research studies, though type not specified.
- Training, though type not specified.

National Programme Components:

1. Health Programme (EPI, PHC) - immunisation, preventative health care, and curative health care.
2. Nutrition
3. Planning, advocacy and information
4. Programme support

Working with Partners: UNICEF has already given it's full support to the UNDP initiative DDPP, and plans to co-operate fully in Shortepa district with UNDP plans - very interested in further integration / cooperation of such activities.

Possible Ways forward

- ARRP should keep in touch with UNICEF, particularly in the regions, As they are interested in collaboration it would be good to develop closer links, particularly in sharing ideas on water sector issues, the DDPP and possibly in health issues.

For example ARRP might find it more practical to involve UNICEF in monitoring activities in Hygiene promotion, implemented by an NGO like SCA, so reducing it's need to recruit specialised staff.

Swedish Committee for Afghanistan

Goran Netinder Health Expert

In total operates in 20 provinces, however in 19 (including Balkh, Wardak and Takhar) it offers a comprehensive health package both curative (clinics) and preventative (awareness raising) health. Offices in Jalalabad, Ghazni and Taloqan with a sub office in Mazar, and representative in Kabul.

Operates only in rural areas, now has 204 clinics

55 large clinics each with 12 health workers, 2 doctors (one female), health educator, laboratory for analysis, dentist, Traditional Birth Attendant and nurses.

150 medium size clinics each with 7 staff but no doctors.

Formerly SCA had 950 small clinics with one staff member, however they were removed as many were ineffective. Instead SCA trained 400 staff in preventative care as Community Health Workers CHW, each attached to clinics, 2 per clinic. Also one health educator is included in each clinic to provide back up to CHWs. CHW receives 800 Rs per month working until 1300 or 1400hrs each day, although materials and bicycle are provided.

Water programmes :

Water engineer and CHW jointly mobilise communities and facilitate process training community to install and maintain handpumps. In some offices they are also manufacturing rings, aprons, and latrine slabs. SCA is now installing DACAAR pumps as standard, although it is not clear to what degree they are setting up independent district mechanics or shops selling spare parts.

Mapping:

SCA mapping centre was disbanded and given to ACBAR, although ACBAR does not appear to have produced any maps ! SCA recognises the importance of good mapping and although retains a strong interest it does not have plans to renew it's capability.

Goran will soon have access to good provincial maps (made during the period when Soviets were in Kabul), though this will be temporary (on loan) he would like to get them copied and would encourage others to use them also.

Madeira - Jalabad is making (district?) maps.

DACAAR - is making quite comprehensive district maps.

John Hayward (Peshawar) is a young specialist who has made a good name for himself in mapping.

Primary Donors: EU, SIDA, Forum SYD (Swedish), UNDP, UNICEF

Working with Partners

Interested in integrating activities with other programmes in the regions where they currently operate, but not willing to expand to other provinces yet and not prepared to compromise their approach, until it is more consolidated.

Possible Ways forward

- There is a definite possibility of ARRP arranging with SCA for them to carry out hygiene promotion activities in districts selected in Balkh, Wardak and Takhar. If ARRP wanted them to focus preventative health in specific villages or districts they would probably need a contractual agreement. However approached correctly SCA would be willing to discuss shifting it's current activities to focus on UNDP focus districts, this would be relatively easy given their current presence on the ground.
- As part of the DDPP process, ARRP or UNDP would benefit greatly from collating district data already available from various NGOs and individuals, (just a few examples - DACAAR, IRC, SCA, ACBAR). UNDP appears to be considering developing a PC based GIS system for both urban and rural areas, it is important that as many reliable sources of data currently available are used.
- The DDPP approach offers a good opportunity to minimise extra work through collaboration with other agencies. It could be planned in conjunction with such agencies so common key data is collected if not a common mapping system used.
- ARRP should certainly exchange any maps developed with other agencies, and if possible develop a library of maps to hand on to the relevant government body in the future.

Annex 3 Literature provided to ARRП

1. UNOPS/ARRP headquarters, ARRП Mazar and ARRП Qandahar regional offices received a full set of the documents listed below (unless otherwise stated).
2. Subscription forms were left behind to allow subscription to free IRC publications (Newsletter, Yearly training programme, Two yearly update of list of publications).

#	Title	Remark
1	A manual on operation and maintenance of communal standpost for extension workers and caretakers , Ng'ambi, D., PSSC project Zambia, IRC, The Hague 1991	
2	Actions speak, the study of hygiene behaviour in water and sanitation projects , Boot, M.T., Cairncross, S. ed., IRC & LSHTM, The Hague, 1993	
3	Community management today, the role of communities in the management of improved water supply systems , Evans, P., Appleton, B., ed., Occasional Paper #20, IRC, The Hague, 1993	
4.	Community self-improvement in water supply and sanitation, a training and reference manual for community health workers, community development workers and other community-based workers , Training Series #5, IRC, The Hague, 1988	
5	Highlights on water supply and sanitation , bi-monthly <i>Overview of recent developments, training, conferences, publications, contents of current periodicals</i>	Subscription at approx. \$80/year from IRC
6	IRC in brief	Free of charge from IRC
7	IRC in focus <i>Short presentation of IRC mission statement and activities</i>	Free of charge from IRC
8	IRC Publications 1995-1996	Free of charge from IRC
9	Just stir gently, the way to mix hygiene education with water supply and sanitation , Boot, M.T., Technical Papers #29, IRC, The Hague, 1991	
10	Linking technologies... with operation and maintenance issues (draft) , IRC, The Hague, 1996 This document assesses various W.S.S. technologies on operation and maintenance aspects	The final version of this document will be sent to UNOPS as soon as available
11	Making the links, guidelines for hygiene education in community water supply and sanitation , Boot, M.T., Occasional Paper #5, IRC, The Hague, 1984	
12	Notes and news on school sanitation	Free of charge from IRC
13	Objective (or Goal) Oriented Project Planning (OOPP), facilitator training, individual procedures , insight Partnership, Arnhem, 1995	Free of charge, order through IRC or directly from Little & van der Geer, Box 4040, 6803 EA Arnhem, The Netherlands
14	On-site sanitation: building on local practice , Wegelin-Schuringa, M., Occasional Paper #16, IRC, The Hague, 1991	
15	Paying the piper, an overview of community financing of water and sanitation , Evans, P., Occasional Paper Series #18, IRC The Hague, 1992	
16	Project Implementation Manual (in 2 volumes) , Gov. of Zambia, Micro-projects Unit, National Commission for Development Planning, Lusaka, 1994 <i>good example of a training and reference manual for community designed implemented and owned projects. Volume 1: organisational and financial aspects, Volume 2: construction and technical aspects</i>	One copy left at Qandahar office. Additional free copies should be requested directly from Mrs. Barkworth, MPU, NCDP, Lusaka, Zambia
17	Taking care of your water supply, a manual for community-based operation and maintenance of piped water schemes , Training Series #10, IRC, The Hague, 1993	
18	Together for water and sanitation, tools to apply a gender approach, the asian experience , Bolt, E., ed., Occasional Paper Series #24, IRC, The Hague, 1994	
19	Tool for community participation, a manual for training trainers in participatory techniques , Srinivasan, L., PROWESS/UNDP technical series, New York, 1993	Not left behind. Order directly from UNDP, free of charge
20	Training programmes 1997 <i>yearly updates</i>	Subscription free of charge from IRC
21	VIPP, Visualisation in Participatory Programmes, a manual for facilitators and trainers , UNICEF, Bangladesh, 1993	Order directly from UNICEF
22	Water Newsletter, developments in water, sanitation, and environment	Free of charge from IRC
23	Motivating Better Hygiene Behaviour: Importance for Public Health Mechanisms of Change , Christine van Wijk and Tineke Murre (IRC International Water and Sanitation Centre), revised by Steven Esrey, UNICEF, New York, 1995.	Free of charge from IRC or UNICEF New York.
24	Why a pit latrine, a manual for extension workers and latrine builders , Mate, J. PSSC project Zambia, IRC, The Hague, 1991	

Annex 4 Terms of Reference

C97 0123

13 February 1997

Dear Sir,

AFG/94/001 AFGHANISTAN RURAL REHABILITATION PROGRAMME

The United Nations Office for Project Services (hereinafter referred to as "UNOPS"), wishes to engage your organization IRC International Water and Sanitation Centre, duly registered under the Laws of the in the Netherlands (hereinafter referred to as the "Contractor") in order to conduct two workshops on water, health and sanitation to assist approximately forty participants in Afghanistan (hereinafter referred to as the "Services"), in accordance with the following Contract:

1 Contract Documents

- 1.1 This Contract is subject to the UNOPS General Conditions for Professional Services, (revision 07, dated 29 October 1996), attached hereto as Annex I. The provisions of such Annex shall control the interpretation of this Contract and in no way shall be deemed to have been derogated by the contents of this letter and any other Annexes, unless otherwise expressly stated under section 4 of this letter, entitled "Special Conditions".
- 1.2 The Contractor and UNOPS also agree to be bound by the provisions contained in the following documents, which shall take precedence over one another in case of conflict in the following order:
 - a) this letter;
 - b) the Terms of Reference, attached hereto as Annex II; and
 - c) the Cost Breakdown, attached hereto as Annex III.

All of the above shall form the Contract between the Contractor and UNOPS, superseding the contents of any other negotiations and/or agreements, whether oral or in writing, pertaining to the subject of this Contract.

Mr. David Saunders
PO Box 93190,
2509 AD The Hague
The Netherlands

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Handwritten mark

UNOPS

2 Obligations of the Contractor

- 2.1 The Contractor shall perform and complete the Services described in Annex II with due diligence and efficiency and in accordance with the Contract.
- 2.2 The Contractor shall provide a Team Leader, Health Education Specialist and a Facilitator for the two workshops on water, health and sanitation for the duration of six week starting 16 Feb to 30 March 1997. The project will provide all administrative and logistical support needed while in Afghanistan in order to ensure the timely and satisfactory performance of the Services.
- 2.3 The Contractor shall submit to UNOPS the deliverables specified hereunder according to the following schedule:
 - (a) A step-by-step strategy, documented by the training team in the final report for implementation of water supply programmes .
 - (b) A detailed action plan will have been produced by each workshop, which defines all parameters of action and by whom, and which should be consolidated into the final report.
 - (c) Conclusions should be reached on standardization and procurement of well abstraction equipment and be documented in the final report.
 - (d) An up-to-date basic reference library bibliography shall be prepared for UNOPS acquisition and organization .
- 2.4 All reports shall be written in the English language, and shall describe in detail the services rendered under the Contract during the period of time covered in such report. All reports shall be transmitted by the Contractor by fax or courier through UNOPS the project to the address specified in 9.1 below.
- 2.5 The Contractor represents and warrants the accuracy of any information or data provided to UNOPS for the purpose of entering into this Contract, as well as the quality of the deliverables and reports foreseen under this Contract in accordance with the highest industry and professional standards.

3 Price and payment

- 3.1 In full consideration for the complete and satisfactory performance of the Services under this Contract, UNOPS shall pay the Contractor a price not to exceed \$46,456 (Forty-six thousand four hundred and fifty six United States Dollars).

UNOPS

- 3.2 The amount contained in 3.1 above is the maximum total amount of reimbursable costs under this Contract. The Breakdown of Costs in Annex III contains the maximum amounts per cost category that are reimbursable under this Contract. The Contractor shall reflect in his invoices the amount of the actual reimbursable costs incurred in the performance of the Services.
- 3.3 The Contractor shall not do any work, provide any equipment, materials and supplies, or perform any other services which may result in any costs in excess of the amount under 3.1 or of any of the amounts specified in the Breakdown of Costs for each cost category without the prior written agreement of the Chief, WAASE Division, UNOPS.
- 3.4 Payments effected by UNOPS to the Contractor shall be deemed neither to relieve the Contractor of its obligations under this Contract nor as acceptance by UNOPS of the Contractor's performance of the Services.
- 3.5 The Contractor shall submit an invoice for a mobilization advance of \$18,582 (Eighteen thousand five hundred and eight-two United States Dollars) upon signature of this Contract by both parties. Second payment of US\$18,583 will be paid to the Contractor after successful completion of the two workshops.
- 3.6 The final payment of US\$9,240 shall be effected by UNOPS to the Contractor after acceptance of the final report and an itemized invoice submitted by the Contractor to the address specified in 9.1 below, together with whatever supporting documentation of the actual costs incurred is required in the Breakdown of Costs or may be required by UNOPS.

4 Special conditions

- 4.1 The amounts of the payments referred to under section 3.6 above shall be subject to a deduction of 40% (forty percent) of the amount accepted for payment until the cumulative amount of the deductions so effected shall equal the amount of the advance payment.

5 Submission of invoices

- 5.1 An original invoice shall be submitted to UNOPS, New York by the Consultant for each payment under the Contract. With the exception of the advance payment, the invoice shall be submitted together with the progress report for the period covered by the invoice, certification of successful completion will be provided by the designated responsible officer AFG/94/001. The invoice should be sent directly to UNOPS at the address listed in paragraph 9.1 below.

UNOPS

6 Time and manner of payment

- 6.1 Invoices shall be paid within thirty (30) days of the date of their receipt and acceptance by UNOPS.
- 6.2 All payments shall be made by UNOPS to the following Bank Account of the Contractor:

ABN Amro
Theresiastrat 180
The Netherlands

Account Number: 62.61.29.966
Ref: KBL/IRC/323.

7 Entry into force. Time limits.

- 7.1 The Contract shall enter into force upon its signature by both parties.
- 7.2 The Contractor shall commence the performance of the Services not later than 16 December 1996 and shall complete the Services by 21 March 1997.
- 7.3 All time limits contained in this Contract shall be deemed to be of the essence in respect of the performance of the Services.

8 Modifications

- 8.1 Any modification to this Contract shall require an amendment in writing between both parties duly signed by the authorized representative of the Contractor and the Chief, WAASE Division, UNOPS.

9 Notifications

- 9.1 For the purpose of notifications under the Contract, the addresses of UNOPS and the Contractor are as follows:

UNOPS

For the UNOPS:

Lawrence Doczy, Chief
WAASE Division
United Nations Office for Project Services Fax: (212) 906-6501
220 E. 42nd Street
New York, NY, USA 10017
Re: AFG/94/001 ARRP

For the Contractor:

IRC International Water and Sanitation Centre
PO Box 93190
2509 AD The Hague
The Netherlands

If the above terms and conditions meet with your agreement as they are typed in this letter and in the Contract Documents, please initial every page of this letter and its attachments and return to this office one original of this Contract, duly signed and dated.

Yours sincerely,



Lawrence Doczy, Chief,
WAASE Division

For IRC International Water and Sanitation Centre

Agreed and Accepted:

Signature _____
Name _____
Title _____
Date _____

FAX TRANSMISSION

220 East 42nd Street, 14th Floor
New York, NY 10017
212-906-6500
FAX: 212-906-6501

To: Mr. Rob Winkel **Date:** 18 February 1997
Organization: IRC
City, State: The Hague, The Netherlands **Fax #:** 31 70 35 899 64
From: K. Musa **Pages:** 6, including this cover page
PMO, WAASE
Subject: AFGHANISTAN - COMMUNITY
MANAGEMENT WORKSHOPS

Further to our MISC1510 to David Saunders, attached is an advance copy of Contract C97 0123 for the above workshop. Two originals of the contract are being express mailed to you for your signature. Please return a fully signed copy to us to enable our Accounts Section to initiate payment of the advance.

Thank you and regards.

cc: David Saunders, c/o Baynes, ARRP/Kabul, Islamabad, Pakistan

PS

YAS/DIV II





Afghanistan Rural Rehabilitation Programme

FACSIMILE

Ref.: 014/01

To: David Saunders International Water and Sanitation Centre The Hague Netherlands	Date: 15 January 1997
	Fax No.: 0031 - 70 - 35899 - 64
From: Seamus Baynes Programme Manager AFG/94/001	Signed:
Subject: Community Participation in Water Supply Training	File: \
	Drafted by: MPM PAGES: 11

Further to your fax of 13 January with the revised schedule, we have faxed the attached document to UNOPS New York to contact you to finalize the contract. The contact person in UNOPS is:

Khadija Musa
Project Management Officer
UNOPS
14th floor
220 - E. 42nd Street
New York, N.Y. 10017 USA
Phone: 1 - 212 - 906 - 6312
Fax: 1 - 212 - 906 - 6906
Email: khadija.musa@UNDP.ORG

The DSA rate for Islamabad has been reduced to the UN standard of US\$106. Your comments on the sub-project document/terms of reference would be welcomed. In the meantime we are simultaneously sending you the document by courier with confirmation copy of this fax.

You will need to arrive with multiple entry Pakistan visas and to have at least six passport photos for your Afghan visas.

Please contact us if you do not hear from UNOPS New York soon.

Thanks and regards.

File: FMMIRC01

Tel: 92-51-293251

Fax: 92-51-293250

P. O. Box 430, H. No. 2, Street No. 58, F-10/3, Islamabad, Pakistan

AFG/94/001
SUB-PROJECT SUMMARY

Sub-Project Proposal Number:	KBL/96/01
Sub-Project Number:	KBL/96/323
Sub-Project Title:	Community Participation in Rural Water Supply Training
Sector/ Sub-Sector:	Health (10) Environmental Health/Drinking Water Supply (1030)
Province(s):	Qandahar (24) Balkh (16)
District(s):	Qandahar (2401) Mazar-i-Sharif (1601)
Village(s):	n/a
Duration (Month):	6 weeks
Rehabilitation Objective:	To increase community participation in the rehabilitation process
Output 1 (standard): <small>(Also indicate No. of hand pumps where applicable)</small>	40 persons trained in two workshops
Output 2 (standard): <small>(Also indicate No. of structures where applicable)</small>	n/a
Direct Beneficiaries:	40 persons trained
Indirect Beneficiaries:	residents of all participating villages
Potential Refugee Returns:	n/a
Command Area (ha):	n/a
UNOPS Budget: <small>(Indicate source of Funds)</small>	US\$46,204 (subcontract, UNDP)
Local Contribution (in kind):	n/a
Other Budget:	US\$ 21,600 (UNDP & UNOPS/ARRP)
Total Cost (USD):	US\$ 67,804 (UNDP)
Implementing Agency (IA):	International Water and Sanitation Centre
Head of IA:	

File: MPM-C:\MPM\FILES\DOCS\SPSUMCP.DOC

1.0 **Background and Justification**

A. Present Situation

- 1.1 One of the immediate objectives of the Afghanistan Rural Rehabilitation Programme (ARRP) has been to rehabilitate rural infrastructure including the provision of drinking water supply by means of shallow wells. In some areas, underground streams or *kareze* provide an abundant source of drinking water. In others, people resort to using open irrigation canal water, with associated health hazards, for drinking purposes. However, the greater proportion of the rural population are dependent on groundwater for their drinking needs. In many areas of Afghanistan, the water table is relatively shallow, being located at between five and thirty metres below ground level. In these instances, it is possible to greatly improve access to this source by digging and rehabilitating shallow wells. The term shallow applies to those wells where excavation can be carried out by manual means hence the name hand-dug well. For well depths greater than forty metres, excavation is usually carried out by means of drilling rigs.
- 1.2 Within the districts where ARRP has been working, all villages do not have access to clean drinking water. Hand-dug wells may exist but are either unimproved or have fallen into a state of disrepair as a result of the many years of war and neglect.
- 1.3 As part of its overall rehabilitation strategy, in selected target districts, UNOPS has created community representative bodies, called District Rehabilitation *Shura* (DRS), which are composed of between five and fifteen members. Each *Shura* member represents a number of villages within the district in such a manner that all villages have a voice in the decisions about the allocation of rehabilitation assistance and in an open, public manner. The DRS must agree on a common set of ranked rehabilitation priorities for the district, having taken into consideration all prevailing considerations, such as needs, problems, prior assistance, ethnic and political composition of all constituent communities. These priorities are then appraised by UNOPS. In such a manner an equitable allocation of scarce United Nations resources is achieved with no resulting divisiveness within the community.
- 1.4 Under the UNOPS/ARRP Hand-Dug Well Rehabilitation Programme (HDWRP), the DRS has allocated a certain number of wells to the villages of the participating district.
- 1.5 The HDWRP has been divided into three phases. Under phase one, the wells are rehabilitated to the "pulley and bucket" stage. The local community is entirely responsible for excavation of and cleaning of the wells at no cost to UNOPS or the contractor. This organized and implemented during phase one.

Community Participation in Rural Water Supply Training

- 1.6 Phase two consists of an effort in community engagement whereby water user groups are to be set up at each well site to manage the resource. It was planned to include a basic health education component in conjunction with the organizational activities to ensure that the villagers receive optimum benefit from their new or improved supply. It was expected that this would include awareness training covering areas such as the need for cleanliness at well sites and the importance of boiling drinking water.
- 1.7 It was originally planned that phase two would be implemented by a contractor different from the one engaged to do the physical rehabilitation. Such a contractor would have to have specialization in community participation and health education relating to water and sanitation.
- 1.8 In some parts of Afghanistan, drinking water is fetched by men and boys. It was planned that phase two would also involve engaging local trainers, usually a married couple, to visit each well site on three or four occasions targeting both men and women and reinforcing the training message by means of workshops, audio-visual aids, etc. This could have addressed the constraint of accessing the female population in their homes and provide an entry point towards establishing women's' community groups within the villages. This would also have served as a direct activity relating to the advancement of women in the regions where many health problems exist as a result of poverty and improper sanitary practices. In selected villages, the programme could have been combined with ongoing UNOPS basic health and veterinary training projects already part of the UNOPS/ARRP.
- 1.9 Phase two described above has not yet been implemented. No potential local contractor having the required expertise was found in either Afghanistan or based in Pakistan.
- 1.10 Under phase three of the HDWRP, selected wells were to be fitted with mechanical hand-pumps. There are three types of hand-pumps variously used in Afghanistan by United Nations organizations and NGOs. These are the "Kabul", the "India Mark II" and the UNHCS/HABITAT pump. The availability and place of manufacture of each type varies.
- 1.11 The "Kabul" type, modeled on the Afridev pump, is manufactured by an international NGO based in Peshawar, Pakistan, the Danish Committee for Aid to Afghan Refugees (DACAAAR) at their factory in Swabi, Pakistan. This type of pump has been well-proven in Afghanistan and has a suction lift of up to 35 metres. The depth of the water table in most of the regions does not usually exceed 20 metres. These pumps are easy to maintain and a maintenance mechanism will also be set up in phase three to service/repair the installed hand-pumps.
- 1.12 The pump fabricated by UNCHS/HABITAT, with funding from UNDP, is also modeled on the Afridev, and is manufactured and has been available in

Community Participation in Rural Water Supply Training

Mazar-i-Sharif and Kabul only. The "India Mark II" used by UNICEF, is fabricated in India, imported to Pakistan and transported to Afghanistan in large shipments.

- 1.13 Of the above phases of the UNOPS/ARRP HDWRP, only phase one has been completed to date. Over 1000 wells have been rehabilitated by UNOPS/ARRP already. Some hand-pumps have already been installed due to the demand of the communities and availability of hand-pumps. More beneficiary communities have been requesting that hand-pumps be installed (i.e. phase three) but before doing so, it will be necessary to implement the community participation and health education components of phase two which represents a major opportunity for enhanced community engagement. This will significantly impact the lives of the villagers leading to behavioural change and improved health.
- 1.14 The interaction between villagers and the physical works rehabilitated admittedly has been neglected by ARRP not having implemented phase two of the HDWRP. Here, organization and responsibility for operation and maintenance requires more support and resources than ARRP has had in the past. An important part of addressing participation is assisting both the villagers and the national professionals of UNOPS understand the value and advantages of participation.
- 1.15 Phase three has presented potential as an attractive package for a donor or donors. UNOPS and UNDP have been pursuing this possibility.
- 1.16 The ARRP will be ending on 30 April, 1997, with phases two and three remaining to be implemented. A successor phase is under formulation. Early indications are that UNDP will address the need of attending to participatory aspects of rural activities in a more intensive manner. This is consistent with the findings of UNOPS and ARRP and in line with phase two of the HDWRP. These training services must therefore be seen in the context of bridging and preparatory for next phase activities as well as phase two of the HDWRP. It will be incumbent upon UNOPS and the Contractor to ensure that these training services are harmonized with the successor phase as much as possible and to the extent that its design is documented up to the time of implementation of the training services.
- 1.17 UNOPS has identified a need which will continue into the successor phase of ARRP to disseminate practical and up-to-date information on community participation techniques and health education among field personnel who will be involved in the implementation any water and sanitation support activities. This shall be achieved by means of a series of workshops conducted by international specialists in this field and which is the basis for this sub-project.

B. Expected Situation at the end of Sub-Project

- 1.18 On completion of the workshops, training will have been provided to at least 40 national professionals, including ARRP personnel who will participate in the support and monitoring of water supply activities under the successor phase of ARRP. Also included will be national representatives of other UN organizations and key NGO's who are involved in this field. The practical skills of these trained professionals will be improved and they will be resource persons for UN and NGO assisted rural water supply and sanitation assistance.
- 1.19 A step-by-step strategy, documented by the training team in the final report, for implementation of water supply programmes will have been prepared for use by field personnel.
- 1.20 A detailed action plan will have been produced by each workshop, which defines all parameters of action and by whom, and which will have been consolidated by the training team into the final report.
- 1.21 Conclusions will have been reached on standardization and procurement of well abstraction equipment and be documented in the final report.
- 1.22 An up-to-date basic reference library bibliography will have been prepared for UNOPS acquisition and organization as wells as provision of relevant *Internet* site addresses.

C. Target Beneficiaries

- 1.23 The direct beneficiaries are the forty persons who will participate in the workshops. The indirect beneficiaries could be approximately 1,000,000 people who will be the targets of the community engagement and health education effort of UNOPS, other UN organizations and NGOs.

2.0 Rehabilitation Objective

- 2.1 The rehabilitation objective is to increase community participation in the rehabilitation process.

3.0 Immediate Objectives

The immediate objectives are to:

- 3.1 Identify possible approaches for the establishment and requirements of community water user associations (WUAs) to manage water resource technologies and identify issues to be addressed, such as village-level training, such that the support required to maintain functioning WUAs may be provided by organizations involved in water supply assistance;

Community Participation in Rural Water Supply Training

- 3.2 Identify suitable technology choices for well abstraction technologies, such as pumps, and criteria for selecting these technologies, which can be managed by communities in Afghanistan and utilized by organizations involved in water supply assistance;
- 3.3 Design a strategy for water supply programmes which will include community participation in the siting, choice of technology, installation of equipment, and management of operation and maintenance including minor repairs as well as required support.
- 3.4 Produce a detailed action plan and list of follow-up activities based upon the recommendations and the strategy.
- 3.4 To contribute towards change in attitudes and behaviour in relation to sanitation and hygiene leading to improved health among the rural population.

4.0 **Implementation Strategy**

- 4.1 The workshops shall be conducted at two locations within Afghanistan - Mazar-i-Sharif for the northern and Qandahar for the southern, western and eastern provinces.
- 4.2 The workshops are intended for national professionals who are part of the regional UN teams, with priority to UNOPS personnel, as well as select contractor/NGO national professionals. Where appropriate and possible, participants may be from local government and/or the Ministry of Rural Rehabilitation and Development. In the northern region, at least two of the participants should be female.
- 4.3 UNOPS will make all arrangements for the invitation and participation of the trainees. Each organization will be responsible for the travel costs associated the participation of their own personnel as well as contributions towards daytime meal and refreshment costs which will be paid for and arranged in advance.
- 4.4 The workshop venues will be in the UNOPS office in Qandahar, as no other option exists, and the Mazar Hotel in Mazar-i-Sharif.
- 4.5 UNOPS and the Contractor will jointly prepare a detailed schedule. The schedule will take into consideration time required for travel, preparation, implementation and reporting.
- 4.6 The schedule should permit sufficient planning and preparation time in each workshop location.

Community Participation in Rural Water Supply Training

- 4.7 The Contractor will provide UNOPS in advance the curriculum vitae of the personnel nominated to implement this programme for UNOPS clearance. The Contractor will not change the personnel without the explicit agreement of UNOPS.
- 4.8 The workshops programmes will be designed by the Contractor to bring out the experience and expertise of participants, and build upon their knowledge through reflection and introducing new information. The "Objective Oriented Project Planning" (OOPP) tool will be used to facilitate the problem analysis and planning process.
- 4.9 The Contractor will prepare course curriculum and workshop discussions in order to address the following topics:
- identify and review community organization techniques necessary for the formation of WUAs;
 - appropriate water filter technology for communities in Afghanistan;
 - investigate how community participation in water and sanitation can be used as an entry point to explore the processes of community consultation and problem-solving with regard to other needs or priorities of rural communities;
 - identify training requirements for national professionals in the UN regional teams and contractors;
 - monitoring for effectiveness in water supply and sanitation activities;
 - involvement of women; and,
 - examine key issues relating to the sustainability of well extraction equipment.

The Contractor and UNOPS may include additional topics as appropriate and by mutual agreement.

- 4.10 The Contractor will submit a final report which outlines the curriculum covered, documents the proposed actions plan, documents a proposed water supply programme strategy and contains any conclusions and recommendations.

5.0 Risks and Constraints

- 5.1 A deterioration of regional security could hamper sub-project activities. Risk is considered medium. Participation in the training could be limited if movement of personnel is restricted for security reasons.

6.0 Inputs

- 6.1 UNOPS contribution through the Contractor:

Community Participation in Rural Water Supply Training

6.1.1 Personnel Input

A total of 84 person-days of specialized input will be as follows:

	Team Leader	Facilitator/ Trainer	Hygiene/ Sanitation	Total
Preparation	4	3	2	9
Field	34	32		66
Reporting	5	3	1	9
Total	43	38	3	84

6.1.2 Budget

		Units	Unit Rate US\$	Cost US\$
Team Leader	preparatory days	4	550	2,200
	field days	34	430	14,620
	reporting days	5	550	2,750
	flight	1	1,100	1,100
	DSA Pakistan	8	106	848
	DSA Afghanistan	26	70	1,820
	Subtotal			23,338
Facilitator	preparatory days	3	550	1,650
	field days	32	430	13,760
	reporting days	3	550	1,650
	flight	1	1,100	1,100
	DSA Pakistan	6	106	636
	DSA Afghanistan	26	70	1,820
	Subtotal			20,616
Health Education Specialist	preparatory days	2	550	1,100
	reporting days	1	550	550
	Subtotal			1,650
Publications, documents and training materials		1	600	600
	Subtotal			600
Total Cost				46,204

6.2 UNOPS Contribution

6.2.1 Afghanistan visa arrangements for trainers on arrival in Islamabad, Pakistan.

Community Participation in Rural Water Supply Training

- 6.2.2 Arrangement and provision of ground and air transport in Afghanistan and Pakistan for the trainers after arrival in Islamabad.
- 6.2.3 Accommodation booking in Pakistan and Afghanistan for trainers.
- 6.2.4 Arrangement and provision of ground and air transport and accommodation booking for UNOPS trainees.
- 6.2.5 Venues for training in Mazar-i-Sharif and Qandahar.
- 6.2.6 Full-time secretarial support, training equipment, stationary and copying facilities in each location and as requested by the training team in advance.
- 6.2.7 UNOPS/UNDP Personnel Cost (excluding salaries)

		Units	Unit Rate US\$	Cost US\$
Mazar	DSA	50	28	1,400
Workshop	Travel (one way)	20	480	4,800*

Subtotal				6,200
[For estimated 5 UNOPS personnel traveling to Mazar from other locations for 10 days.]				
		Units	Unit Rate US\$	Cost US\$
Qandahar	DSA	100	28	2,800
Workshop	Travel (one way)	20	630	12,600*

Subtotal				15,400
[For estimated 10 UNOPS personnel traveling to Qandahar from other locations for 10 days.]				

Total Cost				21,600

* Note: AFG/90/017 PLSP Budget

7.0 Payment Schedule

- 7.1 Payment will be made to the Contractor in accordance with the following schedule:

Community Participation in Rural Water Supply Training

- 7.1.1 A mobilization advance of US\$18,482., representing 40 percent of the contract total, will be paid to the Contractor after signature of the Contract.
- 7.1.2 A second payment of US\$18,482., representing 40 percent of the contract total, will be paid to the Contractor after successful completion of the two workshops and UNOPS receipt of an itemized invoice.
- 7.1.3 Final payment of up to US\$9,240., representing twenty percent of the contract total, will be paid to the Contractor after UNOPS receipt and acceptance of a report and receipt of an itemized invoice.
- 7.1.4 If for reasons of *Force Majeur* the services cannot be fully completed, payment will be adjusted according to proportion of services rendered in relation to established unit rates and reported and verifiable costs incurred by the Contractor.

8.0 Selection of Contractor

- 8.1 UNOPS investigated the availability of national and international expertise within agencies currently operating in Afghanistan or based in the region (Afghanistan or Pakistan) and found that no agency is capable of providing the training services desired. An international non-governmental organization (NGO), the International Water and Sanitation Centre, was identified and found to be well-qualified. IRC is an independent, non-profit organization based in the Hague, the Netherlands. It is supported by and linked with the Netherlands Government, UNDP, UNICEF, the World Bank and WHO.
- 8.2 A waiver of competitive bidding was therefore concluded necessary and discussions were held with IRC on the specifications and costs of the training services desired by UNOPS. The costs herein are competitive and comparable to other training services of this nature.
- 8.3 The IRC is specialized in this field and have direct prior experience in these type of services. Some of their staff have previously worked in Afghanistan and are familiar with the complexities of a country without a functioning central government.

9.0 Annexes

- 9.1 The following annexes are attached to this document:
 - 1. Workshop schedule
 - 2. Biodata of Trainers

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Annex 5 Mission Schedule

Table : Detailed schedule of programme including travel time

Activity	Dates	Total days
Departure From Den Haag	Sunday 16/02/97	1
Arrival ISL.	Monday 17/02/97 arrival 0600 hrs.	1
Meeting with Senior Staff in ISL.	Monday to Wednesday	2
Travel ISL. to Mazar	Thursday 20/01/97	1
Introduction to senior staff Mazar	Thursday Eve	
Workshop Mazar	Friday 21/02/97 to Friday 28/03/97	8
Wrap up with senior staff Region1	Saturday & Sunday	2
Travel Mazar to Qandahar	Monday	1
Introduction to senior staff Qandahar	Tuesday	1
Workshop Qandahar	Wednesday 05/03/97 to Wednesday 12/03/97	8
Wrap up with senior staff Qandahar	Thursday & Friday	2
In Qandahar (due to flight schedules)	Saturday	1
Travel Qandahar to ISL	Sunday 16/03/97	1
Review results, lessons & proposal development with senior UNOPS staff in ISL,	Monday, Tuesday	2
Peter Bury to Den Haag	Wednesday 19/03/96	
Discussions on long term planning	Wednesday, Thursday	2
David Saunders to Den Haag	Departure 0800 Friday 21/03/97	1
Arrival Den Haag	Friday	
Total duration		34