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**WATER AND SANITATION MANAGEMENT STUDY
KEKO MWANGA “B”**

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The undersigned certifies that he has read and here by recommend for acceptance by SNHU/OUT a project titled Capacity Building in water and sanitation management; the case study Ukombozi Keko Mwanga B. In partial fulfillment of the requirements for the degree of Master in Science in CED.

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Declaration statement:

This is the author's own original work; it has not been submitted for the similar degree in any other Universities for any other purposes.

Dedication:

This work is dedicated to my beloved mother, and my sister Mary who laid the foundation of my crave for knowledge in this world. The work is also dedicated to my family whose tolerance and prayers contributed to the successful completion of the study.

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This report is a result of field attachment during my course of the degree of Master of Science in Community Economic Development in the Southern New Hampshire University at the Open University of Tanzania.

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Different Authors are delighted for their materials that were used during the assignment.

List of Abbreviations

CED	Community Economic Development
CBO	Community Based Organization
DFID	Department for International Development
DAWASA	Dar-es-Salaam Water and Sewerage Authority
ECOSAN	Ecological Sanitation
FBO	Faith Based Organization
LDC	Less Developed Countries
NUWA	National Urban Water Authority
NGO	Non Government Organization
PHAST	Participatory Hygiene and Sanitation Transformation
UN	United Nations
UWSS	Urban Water Supply and Sewerage
WSS	Water Supply and Sewerage
WPI	Water Poverty Index
TASODEF	Tanzania Society for Desperate Family
SSIP	Small Scale Independent Provider
IDWSSD	International Drinking Water Supply Decade

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Abstract

The research was conducted with 41 CBO members, youth groups, women groups, and local government leaders, for the requirements of the degree of Masters of Science in Community and Economic Development in the Southern New Hampshire University and Open University of Tanzania.

The purpose of the research was to gain an understanding of Ukombozi CBO needs to manage community water and sanitation services and also to understand the community and other stakeholders views concerning issues of water and sanitation project management, expansion, lobby, advocacy and administration. The Ukombozi is a CBO established in 2002 with the aim to legally maintain and operate the community services, addressing community needs.

The sample size consisted of randomly selected groups and individual members in the organization, 25 percent of whom completed their interview. In general, information was gathered in water services progress and capacity building especially with great concern on training. It should be noted that three quarters of the sample were females who needed training.

Ukombozi CBO is situated in Keko Mwanga B, in Keko ward in Temeke district. The main activities of this group revolve around selling water and community mobilization. After the completion of water project construction activities funded by donor in collaboration with the community, spearheading members picked interest to establish

CBO to manage water and sanitation project on behalf of the community.

Over the course of more than two years of its existence; CBO members revealed a remarkable change in Keko Mwanga B community. The good example among community members is gradual reduction of water borne diseases; solid waste management has tremendously improved.

Community members in Keko are more aware of communal work and have taken a big role towards the construction activities.

However, some efforts were made to ensure water and sanitation project management but also faced by a lot of challenges that attribute to the rigid water and sanitation progress. These includes insufficient skills and knowledge to manage water and sanitation project, organizational management, lack of commitment and participation, insufficient human and financial resources encounter a number of CBO members become inactive.

In order to achieve complimentary and synergy interventions in the above areas, the training package presented in this paper would be implemented immediately so that the skills acquired used in water and sanitation management improvement. Recommendations and conclusions explained in this document can be consolidated and intensified during the implementation.

The National response from early 1990s consisted on developing Water policy and strategies, which recognize and support community participation in WES management.

CHAPTER ONE

Introduction

This paper is presented as partial fulfillment for the requirement of the degree of Master of Science in community and economic development in the Southern New Hampshire University at the Open University of Tanzania.

I have been attached for fieldwork to CBO called Ukombozi in Keko Mwanga B to work with the community and offer my expertise as need may arise.

My mission started in the community since November 2003 where by the initial contact was made through preliminary visits, meeting local government street and CBO leaders, and submission of the introduction letter.

The community was very enthusiastic and happy to receive me and work with them. I held various meetings and several issues discussed with the CBO and local leaders. Among the issues raised were:-

- i. Insufficient participation in community projects
- ii. Lack of knowledge on roles and responsibilities.
- iii. Extension of the water project to other parts of the community and neighboring communities.

- iv. Training package on business management, project start up, roles and responsibilities.
- v. Proposal writing on improvement of drainage systems, which always cause floods in the community.
- vi. Review of the CBO constitution.

The team met includes local government street leaders (chairperson and secretary), CBO coordinator and secretary, Youth members of the CBO and non-members, women members and NGO called Tanzania Society for Departed Families (TASODEFA).

1. HISTORICAL BACKGROUNG OF THE UKOMBOZI ORGANISATION

The historical contents which the CBO was conceived and being established is that;

In 2000 May, water Aid Organization (an International NGO operating in Dar es Salaam) approached Keko Mwan a B Community with the aim to consider assisting with a small urban community g with water and sanitation programme. During the 1997 draught DFID and other donors supported the drilling of 200 boreholes in Dar es Salaam area. Some of these boreholes were of strategic importance to the city utility provider – DAWASA and are being managed by them, others have been capped, some are under private management, but the majority had no organized management or the management has subsequently collapsed.

After an evaluation in 1998 it was considered by the City Authorities and DFID that those not under either, DAWASA or private management would be more suitably managed by local communities. DFID invited Water Aid to assist in developing a community-managed approach, water and sanitation services.

The aim of the program in Keko Mwanga community was construct water distribution networks in the community and neighborhood, environmental sanitation improvements such as latrine construction and drainage system improvement, hygiene training and promotion, the development and training of water management committees and gender training.

Then, the feelings of the community members participated in exposure a visit was to have much manageable and coordinated water and sanitation development and administration process than the currently practiced. Most likely future crisis would not be found in technological or supply-oriented approach but would rather be found in changing the way they use and manage water and sanitation.

“Water Aid has started with us from the scratch – they taught us on communal work with other stakeholders like local government, they advised us and learnt that community approaches can work and facilitate changes towards improvement. Or importantly we learnt how to be independent in managing social services, how to decide and act together”

Ukombozi Development Keko Mwanga ‘B’

Establishment of Ukombozi development organization was in 2002 through the advice of Water Aid organization. Through exposure visits the community learnt that, it is possible for CBO to manage water and sanitation projects and that establishment of CBO could encourage people who contributed towards the project acquire sense of ownership. The exposure visits involved the representation from youth group 2 people, women group 2 people, street leaders 2, water committee 2, environment 2, and religion 2 people.

For the learning purposes, the representative group from the community visited some of the projects being managed by the community at Hananasifu, Tabata development Fund, also Ecological Sanitation promotion at Karakata.

Internally, Ukombozi is an Organization whose history solely rests in community members who contributed towards water project construction activities. The group has one common goal of improving the community quality of social services provision; hence improve quality of standard of living in a bid to mitigate poverty through provision of clean and safe water. Internally other community members and other NGOs-as an organization that can continue to play the role of mobilizing the community towards issues facing the community.

However, currently, nationally and internationally so many changes are taking place for instance globalization policy in which the world economy is shifting from the economy, which was characterized by national, regional and continental barriers to an economy,

which transcend national boundaries. Thus for any economic unit to survive in internally they must be united together in a certain way to withstand competition pressure. So grassroots organization like Ukombozi is a progressive initiative particularly in Peri-urban communities, which receives no or little attention on social services provision. Working together for empowerment services as a safety net of acquiring development opportunities to the community.

This is further receiving an impetus from the gradual Tanzania Policy changes, that is the private sector participation system with such policy changes, even the provision of services to the communities must change to cope with the new development initiatives. With the current open market economy-taking place in Tanzania, effective management of the activities already established is very important in providing labour productivity and producing results that can be capable of meeting peoples expectation at community level. In this regard shifting the locus of power to where people are is the basic cardinal law of effecting bottom up development approach rather than the government's top down approach. It is on this basis where creation of Ukombozi becomes very important and viable in spearheading community development activities. Thus, Ukombozi becomes an organ that facilitates and enhances development of micro-economic activities that are localized, target specific, and focused to the efforts of poverty eradication strategy. Opportunities abound, the government efforts and the current local government reforms where district councils have been given mandate to create an

enabling environment for groups which are organized and have clear focused development initiatives is but enabler.

ii) Community profile

Geographical Location

Keko Mwanga is an informal settlement located about 2km South of Dar-es-Salaam central business district. To the North, the settlement is separated from the city by Nyerere road (formally Pugu road) and an industrial area with light manufacturing activities, repair workshops, garages and warehouses. To the East the settlement is boarded by BP shell main fuel tanks, south and West lies the Keko Magurumbasi and Keko Machungwa streets (hamlet) areas that are separated from Keko Mwanga B by the Keko river Valley.

The topography is relative flat sloping into the Keko river valley.

Population

Keko Mwanga B has a population of 10973 with an area of 0.2 square kilometers.

Economic status

Most of the residents are engaged in petty business, retail shops, and few are employed.

Educational status

In the community there is only one primary school with more than 2000 pupils in 15 classrooms. It is being observed that the literacy level in the community is bit high with over half of the population being literate. But, however it's necessary to realize that the high population have achieved primary level education.

Religious

The area is mainly Muslims and Christians. Slight different is being observed where by Muslims are a bit more than Christian

The main problems in Keko Mwanga are unemployment, over crowded, inadequate solid waste management, pollution, floods, and poor infrastructure.

Social services (infrastructure)

a) Health facilities

The area does not have a public healthy center, but there are private owned chemists and clinics at the neighboring community.

b) Water source

Currently the community owns one water pump borehole of 31metres depth. The source is able to fill a storage tank of 20,000 liters twice a day. The observed situation reflect that the currently available water source is insufficient. In most cases, there are always long queues at the domestic points.

c) Sanitation facilities

Sanitation is concerned with the safe disposal of human excreta. The system used in Keko Mwanga B is mainly pit latrines.

d) Road network and drainage

The development of an informal community evolves out of the basic need for a person to establish a home or house. Keko Mwanga B is an area which is unplanned residential with over crowded houses. A proper accessibility has always become more acute as the time goes on; the community grows rapidly and the road network become more difficult. Most of the buildings do not have direct access to the road.

iii) VISION

Ukombozi becomes a strong CBO able to mobilize and effectively enable the community acquire adequate and strategic capacities to solve problems facing the community socially, economically, culturally and politically by utilizing all available opportunities at macro and micro level.

iv) MISSION STATEMENT

Ukombozi CBO exists to contribute to the improvement, managerial, operational and capacities of community by facilitating, social and resource mobilization, training,

linking with financing institutions and other development actors so as to achieve their objectives.

v) OBJECTIVES

The objectives for which the organization was established-as stipulated in their draft constitution includes:

- ❖ To establish independent and legally recognized institution for Development activities in the community,
- ❖ To lobby, advocate and contribute towards development, refining and implementation of various policies,
- ❖ To support implementation of projects by helping the community to plan, implement, operate, manage, monitor and evaluate water and sanitation projects and other development initiatives.
- ❖ To build capacity on water and sanitation management to ensure sustainability.
- ❖ To mobilize resources through fund raising activities locally and externally for the projects work.

vi) PROGRAMS

After one year of its establishment, the organization managed to develop some

programs, which they are able to undertake and these include

- ❖ Water projects
- ❖ Hygiene education and promotion
- ❖ Environmental sanitation campaigns
- ❖ Mobilization of the community in order to participate in project design, planning, implementation and decision-making.
- ❖ and promotion of ecological sanitation (ECOSAN)

In implementing these programs, the organization has their own strong leadership involving general secretary, executive chairperson and treasurer. Through these leaders the group had their planning of development embedded in community needs and aspirations.

vii) What Ukombozi does.

Ukombozi's role is to unite and coordinate various community initiatives deemed necessary to solve the community needs including social mobilization, awareness raising sensitization. Currently, the major activities of this group revolve around selling water and daily management of water project i.e. pumping water into the underground storage tank of 5000 liters, which is filled after one hour from the borehole, then it's pumped into an erected storage tank of 20000 litres. Every day 6 hours is used to fill the tanks and

when storage tank of 20000 liters is full, its being sold within 45- 60 minutes. The community is getting water once and the second filling is sold the next day in the morning. Water normally available within less than two hours daily. Water tariff are set at 20/= per bucket of 20 liters. There are 10 domestic points serving in the community. The collection of water sales ranges between 20,000/= - 25,000/= per day. The same tank has been connected to the main public systems that are under DAWASA. In most cases, DAWASA pipe network have very little or no water at all.

viii) The Assignment

The good practice and supports required modification and upgrading in the water and sanitation sector by applying people center market based and financially as well as environmentally sound approaches.

In order to ensure sustainability in providing water and sanitation services and limit the long-term dependency on external assistance to the community, it's necessary to create internal capacities through managing a water supply facility and capacity building.

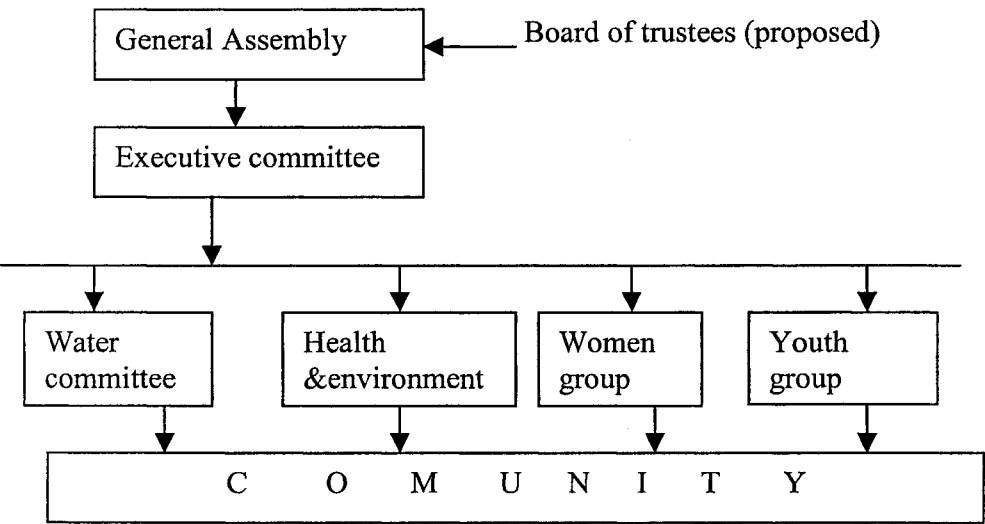
The introduction of entrepreneurial management approaches is more vital in attaining higher efficiency levels. So the CBO had sited several needs for concentration during field attachment and these includes: -

- i) Insufficient participation in community water and sanitation projects activities
- ii) Lack of knowledge on roles and responsibilities stakeholders,
- iii) Extension of the water project to other parts of the community and neighboring communities,
- iv) Training package on business management, project start up, roles and responsibilities.
- v) Proposal writing on improvement of drainage systems, which always cause floods in the community.
- vi) Review of the CBO constitution.

Although the Ukombozi strategies for the implementation of the water and sanitation project activities have been designed to achieve sustainable development but they admit that there are immense sustainable development challenges facing their community programmes. They understood that development being only the process, it is not possible to find all solutions to problems or set the date when the problems will end. What they have set themselves is to achieve a level of development where people are able to carry out the structural analysis as a tool for awareness building among the community. The goal of this analysis is always to help in rectifying previous development methodology, which failed (where it did) to achieve a true development process. In the first place we have tried to refine the organizational structure to ease its operational. Secondly, we

examine training as it relates to the overall quality of life in the CBO. So training package became the first priority to assist the CBO with and hence major assignment performed.

ix) ORGANISATIONAL CHART



CHAPTER TWO

II. LITERATURE REVIEW

i) Theoretical Review

According to McCommon et al.¹ , “the distinctive feature of community management is the nature of decision making and the locale of responsibility for executing those decisions. Community management refers to the capability of a community to control, or at least strongly influence, the development of its water and sanitation system.

Community management consist of basic components:

- *Responsibility*: the community takes on the ownership of and attendant obligations to the systems.
- *Authority*: the community has the legitimate right to make decisions regarding the system on behalf of the users.
- *Control*: the community is able to carry out and determine the outcome of its decisions”

Much has been learned about how to implement low cost water supply and sanitation programmes since the beginning of the International Drinking Water Supply and Sanitation Decade (1980). The decade principles have become standard in water supply and sanitation programmes.

¹ McCommon, C., Wanner, D. and Yohalem, D. *Community Management of Rural Water Supply and Sanitation Services* UNDP/World Bank. WASH Technical Report No. 67. 1990

(Burgers, Boot and Van Wijk - Sijbesma 1988). These include emphasis on the use of low cost technologies, women's involvement, cost recovery, national inter agency collaboration, health/hygiene education, community participation and the need for an integrated approach.

Community Participation means different things to different people. At the beginning of the International Drinking Water Supply and Sanitation Decade, the term community Participation meant the organizing of community members to provide free unskilled labor for water and sanitation systems. The concept later expanded to include beneficiary participation in the planning and design projects and also in their execution.

Community participation in the creation of the organizational structure and only a little in the management of the water supply systems.

In the water sector in Keko Mwanga B, communities were involved mostly during construction in the form of labor, contributions and security for construction equipments. Some of them have worked and some have not. This therefore implies that community participation may be more complex than we think (Srinivisan 1990).

To a lesser extent there was community participation in the form of labor mobilization. Capital-intensive systems and financing of borehole done by external donor.

There have been many attempts at community participation in the water supply and sanitation sector, during the 3rd *WaterNet/Warfsa Symposium 'Water Demand*

Management for Sustainable Development', Dar es Salaam, 30-31 October 2002

Water Poverty Index: a Tool for Integrated Water Management by Steven D. M. Mlote

1, Caroline Sullivan 2a and Jeremy Meigh 2b, they said for a large proportion of the world's population, our inability to match water demand to its supply has meant a lack of provision of adequate water for domestic use. This has resulted in a significant loss of time and effort, especially on the part of women, who are often bear most of the burden of water collection. Economically, this loss of time represents a loss of human capital, and as a result, reduces the ability of the household to capitalize fully on its other resources. In order to address this problem, the challenge for the scientific and development community is to identify ways in which this capacity deprivation (Sen., 1999) can be reduced. If this can be achieved, a significant improvement in household well being may result and poverty can be eradicated. As water stress increases across many nations of the world, the need for effective water management becomes more pressing. Physical science and hydrological modeling can provide us with detailed assessments of water resource availability, but little to date has been done to link this to our knowledge of human resources and their geographical distributions. To achieve this, a more holistic approach needs to be taken to address the questions of water availability, and its relationship to human and ecological needs, and for this reason, efforts are being made to develop a water management tool known as the Water Poverty Index (WPI). To develop a Water Poverty Index, an interdisciplinary approach is taken to assess water

stress, in such a way as to link physical estimates of water availability with the socio-economic drivers of poverty. A preliminary discussion was made on how the Water Poverty Index, which is being developed in selected pilot sites in Tanzania, South Africa and Sri Lanka, can be used as a tool for planning and monitoring water management projects and achievements in water provision, and also how WPI will be used as an indicator for equitable and more transparent way of resource allocation as a measure towards integrated water management.

Integrated water management requires appropriate use of water resources while taking into consideration many factors relevant for human development. Such factors include, water for domestic use, water for agriculture, water for industries and water for ecological maintenance. This situation is very complex to explain in a simple language, therefore an index has been found to be a feasible way to express such complex situations. Water Poverty Index has been developed to express the complex relationship between sustainable water resource management and poverty at all levels from a community, village, district, region and nation. The Water Poverty Index (WPI) has been designed to identify and evaluate poverty in relation to water resource availability. The water Poverty Index itself is an interdisciplinary management tool, which integrates outputs from both physical and social sciences, within a structural framework. It takes existing monitoring programs further by explicitly linking socio-economic indicators of poverty drivers with water resource assessments, enabling the identification of those

communities where poverty, social deprivation, health, environmental integrity and water availability becomes more explicit, enabling policy makers to identify appropriate mechanisms to deal with the causes of these problems.

A number of different approaches have been considered, with a view to producing an evaluation tool relating water resources to demands placed upon them. By linking this work to that which gave rise to Human Development Index, it is anticipated that the WPI will sit neatly within the suite of policy tools available for both integrated water management and poverty alleviation.

In the long run the development and implementation of WPI will promote:

Community empowerment, through provision of better information on local water availability and demand, integrated datasets and a transparent methodology, on which water development projects can be prioritized, a comprehensive capacity building programme to enable calculation of WPI by individual communities and countries,.....

Janusz Niemczynowicz, Pages 139–147, March 2000; Present Challenges in Water Management A Need to See Connections and Interactions: this paper characterizes present challenges in water management worldwide and explores interdependencies between present technologies in water supply, sanitation, organic waste management, agriculture, and food production. The purpose of the discussion was to increase the sensitivity of readers to the connections between actions planned or already taken in different sectors that are usually only marginally considered by the scientific water

community. A related purpose is to show how present problems may be turned into opportunities provided that actions in water management, sanitation provision, solid waste management, agriculture and food production are seen and approached as highly interdependent.

An overriding premise of the discussions is that the scientific community of water scientists has a crucial role to play in future actions towards securing not only access to water and decent sanitation to every body but also in global struggle to deliver enough food for a growing world population.

Uneven distribution of water over the earth and in time creates regional problems, but the more general problem is that present patterns of human water use and sanitation are based on needs and experiences from countries in temperate climate zones. These patterns and the corresponding technological solutions are forming the present water management paradigm that is expected to be universally valid. The application of this paradigm has brought progress in many countries but also, mostly due to high costs and need of advanced scientific knowledge and technical skills, has delayed progress and caused environmental degradation and other water-related problems in other countries.

The present lack of water supply and sanitation in many parts of the world is a result of our inability to take advantage of the basic law of nature: cyclical flow of materials in nature. This law is clearly manifested, by the fact that the nutrient content in the excreta of one person is just sufficient to produce agricultural products with all the nutrition

necessary to maintain the life of one person. Thus, theoretically, there should be no reason for anyone to be hungry.

There is a fundamental connection between water supply, sanitation, organic waste management, and agricultural development worldwide. In order to secure water, sanitation, and food for all, the world community of water scientists and practitioners must see these connections and use such vision in finding new ways to solve present problems and to turn them into future opportunities. The new goal is to develop technologies and management strategies that protect water resources and the environment and, simultaneously, make organic residuals from human settlements useful in the production of food to feed the growing population of the world.

It is time to realize that a new paradigm in water and sanitation is on its way. This emerging paradigm is based on deeper understanding of connections and dependencies between water management, sanitation, organic waste management, and agricultural food production. It is understood that in order to solve the present multi-faceted problems relating to deplete water resources, lack of decent sanitation, and environmental pollution, future actions must be based on multi-disciplinary knowledge and scientific cooperation across narrow occupational interest areas and across national borders. Such new approaches can help boost agricultural production without further depletion of water resources and global degradation of the environment. Not only the sanitation paradigm but other paradigms must also change. The present agricultural

paradigm based on the intensification of rain-fed and irrigation-driven agriculture must be complemented with new solutions and finally replaced with a new paradigm based on the use of recycled water and nutrients, smaller scale production, and a greater variety of production methods, crops and products.

During the Head Quarters press conference on water for Africa, the presentation made by Ministers for Works and Housing, and Festus Limbu Minister of Water, United Republic of Tanzania focused on assessment of the water-management situation in Tanzania, Mr. Limbu said that unfortunately, despite its many positive aspects, the realities of urbanization forced many city dwellers to live in unplanned or “squatter” communities where water services and infrastructure built in the 1970s were deteriorating rapidly. Rapid urbanization brought other problems, he continued, including an imbalance in water coverage 68 per cent for general use and 10 per cent for sanitation and inadequate investment in water and sewage management programs. Cities like Dar es Salaam, Tanzania's capital, suffered from poor billing and revenue collection and inadequate water sources both in terms of quality and quantity.

So the country had targeted several water-demand management strategies for immediate implementation that would address those and other issues. Tanzania was also expected to institute an aggressive public awareness and human resource capacity-building campaign highlighted by various activities and conferences aimed at both users and managers of its urban water systems. He said national policies were also being

reviewed, with a focus on implementing universal metering programs and setting standard tariffs for usage. There were also initiatives under way aimed at jump-starting projects to retrofit water and sewage infrastructure. Tanzania also has privatized the Dar es Salaam Water and Sewage Authority. The aim of that initiative, expected to be, the control of leakage in main water transmission lines. All those programs have been enhanced by the continuation of Habitat's Water for African Cities initiative.

Source: The Guardian of 2003, December 19, by Bilal Abdul Azizi.

- ***Empirical Literature Review.***

Much of the publications do appreciate that the access to safe water is essential for addressing poverty and health problems. The most of unplanned settlement in urban areas have insufficient access to safe and clean water for domestic use and adequate sanitation. Economic benefits are achievable through improved health and time saved from long walking distances in search of water. Existing data on the incidence of water-borne, water-related and water washed diseases indicate that these are mostly prevalent where people use contaminated water or have little water for daily use.

Historically, the principal justification for water supply projects has been to improve health, and the link between water and health has long been understood. In the 1960s and 1970s, most water supply projects focused on the improvement of water quality which,

in itself, was experienced to eliminate many of the developing world's most prevalent and debilitating diseases as shown in table below:

Water and Health: The view from 1966

Estimated Potential Reduction of water-related Diseases in East Africa

Diagnosis	Percentage reduction expected if Water supply were excellent
Guinea Worm	100
Typhoid	80
Schistosomiasis	80
Trypanosomiasis	80
Trachoma	60
Dysentery	50
Diarrhea of the Newborn	50

Source: "Bulletin of the World Health Organization", Vol.63, No.4, September 1985

While there were some success registered with this approach, experience begun to suggest that the implementation of purely technical measures to improve the quality of water did not go nearly far enough, that, for example, a safe source of water will not automatically ensure that there will be 50 percent reduction in diarrhea which is among the biggest killer.

Near the beginning of the IDWSSD, more emphasis begun to be placed on the different diseases transmission mechanisms and their interruption (see table below). Different

studies suggest that increasing the quantity of water available for domestic and personal hygiene was at least as important or more important than improving only water the quality of water. And the quantity of water used by consumers is directly related to the distance to the water source, thus reinforcing the need to have water points as close as possible to households. The importance of sanitation was also now recognized. In practiced, the majority of resources continued to be channeled towards water supply alone.

As the IDWSSD progressed, further studies suggested that water supply, even when combined with sanitation, was relatively ineffective as a health improvement measure without a well-integrated hygiene education program. Attempts have been made by various scholars all over the world to explain and suggest solutions on the problem of water management and sanitation improvement. These scholars have noticed insufficient water management systems and lack of water supply sustainability.

Disease Transmission Mechanisms

Transmission Mechanism	Disease (example)	Preventive strategy
Water-borne	Diarrhea, cholera, typhoid	-improve water quality -Prevent casual use of Unimproved sources
Water –washed	Roundworm (Ascariasis), Trachoma, Typhus	-Improve water quality -improve water accessibility -improve hygiene
Water based	Bilharzias (schistosomiasis) Guinea worm (Dracunculiasis)	-decrease need for water contact -control snail populations -improve quality
Water-related	Malaria	-improve surface water management
Insect Vector	River blindness (Onchocereiasis), Sleeping sickness (Trypanosomiasis)	-destroy breeding sites of insects -decrease need to visit breeding site -remove need for water storage in the home or improve design of storage vessels

Source: Evaluation for village Water Supply Planning, Caimcross et al., 1981

Much of the publications do appreciate that the access to safe water and clean is essential for addressing poverty and health problems. The most of unplanned settlement in urban areas have insufficient access to safe and clean water for domestic use and adequate

sanitation. Economic benefits are achievable through improved health and time saved from long walking distances in search of water. Existing data on the incidence of water-borne, water-related and water washed diseases indicate that these are mostly prevalent where people use contaminated water or have little water for daily use. The management of water involved all stakeholders in order to achieve sustainable access, efficiency, equitable use and adequate protection and conservation of water sources.

Overall, 44% of Tanzania household is still use unprotected sources of drinking water, including wells and springs and surface water such as rivers and lakes, some 39% use piped water and another 16% use protected wells or springs. People in urban areas have better drinking water supplies than the rural population. Some 53% of rural households depend on an unprotected water supply while 86% of households must also travel long distances to their supply, with only 45% within one kilometer. This compares with 84% and 73% of households in Dar-es-Salaam and other urban areas respectively.

(Source: Tanzania household Budget survey 2000/2001)

Small Scale Independent Providers by Elizabeth Obel-Lawson and Bernard Njoroge (November 1999 *pg 1,8,9.*), talked about Dar-es-Salaam, the capital city of Tanzania, has a population of three million (3m) people (2002 census) that is rapidly growing at an annual rate of 8%. Seventy percent of the city is unplanned and inadequately serviced

with urban environmental services. Since independence in 1961, water and sanitation services has been provided by state-owned utility institutions free or at low tariffs, but lack of investments in the institutions for about two decades has resulted in dilapidated infrastructure, poor management and increasing financial constraints. Consequently, government-provided water and sanitation services are now unreliable, unsafe and too expensive for users in low-income areas. Small-scale providers are playing an increasingly important role of delivering services to the poor, thus filling the gaps left by the public utility SSIPs comprises of private entrepreneurs, CBOs and NGOs.

Water and sanitation services in Dar-es-Salaam are monopolized by DAWASA. Private sector Participation in urban environmental services is fairly new initiative under the World Bank institutional reforms program launched more than 12 years ago.

The DAWASA was formed in February 1997 by Act No. 8 of 1997 by amendment of the NUWA Act of 1981. DAWASA is governed by the 1991 National Water Policy. The National Water Policy was amended in 1995 to encourage the private sector participation in the management of water service delivery.

- The main source of water supplied to the city inhabitants is Ruvu. The Lower and the upper Ruvu pumping stations were built in 1959 respectively. Treated water is pumped from the source to Dar-es-Salaam city. The production capacity of the sources are as follows: -

Upper Ruvu	182 million liters per day
Lower Ruvu	82 million liters per day
Mtoni	9 million liters per day

Therefore, the present water production of 304 million liters per day is less than the demand of 410 million liters per day as demand of water supply continues to increase of which 50% off the production is lost due to leakage and illegal connections.

The condition of piped distribution system is in poor state due to age and poor management and financial constraints that have led to deteriorating service delivery.

Secondary sources

- Shallow wells that are constructed during dry season as emergency supply. The supply is highly polluted from pit latrines due to close proximity and high salinity. The wells are poorly managed and maintained, and newly installed pumps are often stolen within a time.

Due to poor management at the Authority level, lack of maintenance of distribution pipes and many illegal connection (including vandalism), nearly 50 percent of piped water is lost through leakage. This has caused great difficulty in obtaining clean water especially in the low-income communities where pipes remain dry for an extended

period. In most areas (like Keko Mwanga B) water is only available once after weeks because of rationing.

Only 53% of production is accounted for. The remaining 47% is unaccounted for due to leakage, illegal use/connections and usage in excess of allocated amounts metering connection is 10% and treatment of wastewater from public sewers 1%.

Community ownership is translated into the establishment and training of community water committees who have been selected by the community to manage and maintain the systems.

Another literature talked about the United Nations "Water Decade" (1981 to 1990), and Safe Water 2000, it says more than 1 billion people in the less developed countries (LDCs) lack access to safe, clean water, and 3 billion to adequate sanitation. The conferences in Dublin (Water and Environment) and Rio (Environment and Development) in 1992 explicitly linked these issues to environmental concerns, and the 1997 White Paper of the Department for International Development (DFID) further linked water and sanitation to the goal of poverty elimination.

Achieving the goal of safe water and sanitation for all is a complex matter. Without suitable technologies, which communities can afford and manage, and without high quality design and construction, the likelihood of achieving these goals is remote. But technology is not enough on its own. In the absence of Governments with the resources and capacity to implement and maintain water and sanitation services, this burden falls

increasingly on communities and non-Government organizations (NGOs). These organizations need to be able to make informed choices of technology and organizational arrangements; they need to be trained in technical, organizational, and management skills; and they need to be made aware of the health implications of poor management of water and sanitation. But Government's role is not eliminated - it is changing from a focus on implementation and management to one of policy guidance, monitoring, and enabling.

For sustainability, the focus could be to work from a strong science and engineering base, but to integrate the issues of community development, economics, management, institutions, legislation and policy with the technological issues.

New (African) July- August 2002 pg46 (1)

This article focused on the looming water crisis: how will it affect Africa? *By Rob Rose*
Author started by blaming the UN Secretary General Kofi Annan on his focus on water as one of the five key areas to address at the up coming Earth Summit. In a report on "Implementing Agenda 21" prepared for summit, Annan highlights the fact that a staggering 1.1 billion people still lack access to safe drinking water while another 2,4 billion lack adequate sanitation of this 1.1 billion, more than a quarter live in Africa.

The issue is not just mentioning existing problem in the next 20 years demand for water will increase by up to 40%. It is expected that 17% more water will be needed to grow

food in developing countries.

Water is being used inappropriately. “Fresh water is becoming scarcer in some countries due to agriculture which consumes 70% of the world’s exploited fresh water.” He points out that only 30% of that water is actually used for plants and crops. The rest is wasted.

According to a UN report on the Environmental half of the world’s rivers are “seriously depleted and polluted” water pollution contributes to diarrhea which affects 4 million annually.

iii) Policy literature review

Fresh water is a basic natural resource, which sustains life and provides for various social and economic needs. In its natural state, water is an integral part of the environment whose quality and quantity determine how it can be used. Safe drinking water and good sanitation practices are basic considerations for human health. Use of the contaminated sources pose health risks to the population as evidenced by the incidences of water borne diseases such as diarrhea and cholera. Despite its importance to our lives and development, water is unevenly distributed in time, space, quantity and with great variations in quality. Further more, water is a finite and a vulnerable resource.

The social and economic circumstances prevailing today have made particular demands upon the country’s water resource base and the environment, and its sustainability is threatened by human induced activities. Over the past 15 years these demands have

intensified with the increase in population and concurrent growth of economic activities requiring water as an input such as in hydropower generation, irrigated agriculture, industries, tourism, mining, livestock keeping, domestic, fisheries, wildlife and forestry activities. Water scarcity is perceived at many places due to unreliable rainfall, multiplicity of competing uses, degradation of sources and catchments, Water scarcity threatens food security, energy production and environmental integrity and consequently there are water use conflicts between sectors of the economy. There are also increasing challenges of managing the multiple trans-boundary watercourses and strengthening water resources management policy and legal and institutional frameworks. Inadequate regulations to monitor groundwater resources development have led to under utilization of the resources and in some places over exploitation and interference in the existing water sources. Fragmented planning, implemented following sectoral, regional or district interest, aggravates this situation even further.

Despite significant investment in the water supply services since the early 1970s, water supply coverage is not satisfactory. The 1991 National Water Policy set a goal of providing clean and safe water to the population within 400 meters from their households by the year 2002. Today only about 50% of the rural population has access to a reliable water supply service.

Due to poor operational and maintenance arrangements, over 30% of the rural water schemes are not functioning properly. The coverage for urban areas is 73%, but most

urban water supplies are inadequately treated due to malfunctioning treatment plants.

POLICY OBJECTIVES

This Policy aims at achieving sustainable, effective and efficient development and management of urban water supply and sewerage (UWSS) services. This will be attained by providing a framework in which the desired targets are set outlining the necessary measures to guide the entire range of actions with a view of improving the quality of service delivery.

The specific objectives of the Policy in the context of developing and managing urban water supply and sewerage services are:

- (i) to guide the development and management of efficient, effective and sustainable water supply and waste water disposal systems in urban centers.
- (ii) To create an enabling environment and appropriate incentives for the delivery of reliable, sustainable and affordable urban water supply and sewerage services.
- (iii) To develop an effective institutional framework and ensuring that the water supply and sewerage entities are financially autonomous.
- (iv) To enhance an efficient and effective system of income generation from sale of water and wastewater removal.
- (v) To enhance water demand management and wastewater disposal.

Water for low income Groups and community user groups

Goal: To improve water and sanitation services in low income and peri-urban areas.

People living in underprivileged urban and peri-urban areas rarely benefit from adequate water supply and sanitation services. They collect water from kiosks or buy it from vendors at a cost higher than that of the house connections. The poor cannot afford to collect their wastewater and hygienically dispose it, thus leading to increase in water borne diseases, which may spread to all corners of urban areas.

Recognizing the existence of low – income groups in the urban and peri-urban areas, UWSS entities shall be required to provide them with appropriate WSS services. Given the importance of water for life and survival, appropriate social equity considerations shall be put in place so that a basic level of water supply and sanitation services is provided to the poor at affordable costs. Entities shall promote workable mechanism whereby the water supply and sanitation needs of the urban and peri-urban poor are promoted in all initiatives that encourage public-private partnerships. In order to have water supply and sanitation services in underprivileged urban and peri-urban areas the following will be done: -

- (i) Low-income groups will be identified and plans and programs to provide water supply and sewerage services to peri urban shall be drawn by utilities;
- (ii) Awareness on safe water use to the peri-urban groups will be created;

- (iii) Uses of small bore and shallow sewerage systems in the peri-urban areas will be promoted;
- (iv) Urban poor dimension in public-private partnership negotiations will be promoted;
- (v) NGOs and CBOs will be encouraged in financing, developing and managing the water supply and sewerage service in low-income urban areas

CHAPTER THREE

III. RESEARCH METHODOLOGY

i) Research Design

The study will make use of non-pilot testing, cross-sectional design, which is appropriate for social study according to Barley (1994) - the design allows data to be collected at a single point in time and can be used for a descriptive study as well as for determination of relationship between variables. A group of individuals chosen provided information in respect to water and sanitation management. The data obtained are used to describe capacity building status in the community-based organization.

ii) Research Approach and strategy.

At first, a visit was organized with the aim of introducing the plan to work in the community during field attachment. Discussion held with the leaders provided opportunity to continue with the official process of requesting for acceptance. Following the acceptance letter, several meetings held between CBO members and CED graduate meant to discuss several issues concerning field attachment and planning for the study procedure.

The Ukombozi training and capacity building initiative, marks a significant watershed in the evolution of a strong and effective people's movement in the community. To get the accurate and more information on the training need and to avoid few people's

exaggerations, how could we access to enrich the information provided? Some of the questionnaires was designed and distributed in the organization and relevant focused group discussions were intervened.

So the CBO had sited several needs for concentration during field attachment and these includes: -

- i) Insufficient participation in community water and sanitation projects activities,
- ii) Lack of knowledge on roles and responsibilities stakeholders,
- iii) Extension of the water project to other parts of the community and neighboring communities,
- iv) Training package on business management, project start up, roles and responsibilities.
- w) Proposal writing on improvement of drainage systems, which always cause floods in the community.
- vi) Review of the CBO constitution.

As discussed earlier that management of community water and sanitation is a new sphere of work for the communities in Tanzania context, however the communities are able discuss and decide on the issues affecting their life. Based on the needs of the community, discussions held between CBO members and CED graduate helped to

prioritize and select among various needs, the assignment to carryout.

Regular reviews assisted to ensure effective and immediate completion of the study.

iii) Sampling Techniques

Taking the population of 160 membership of the Organization, The sample size interviewed was 25% of the total number with the accordance number of the members who are active, however 41-population size, men and women responded represented the population from which it comes from and assist results of the research look reasonably similar to entire population.

A simple random sampling used in selection of subset of respondents from all possible individuals who could take part in a research.

iv) Data collection

The methods of data collection used included: documentary review, structured interview and observation. The structured interview was the major method of data collection.

The study was conducted in Keko Mwanga B, which is a one out of four hamlet in Keko ward. The ward was chosen due to the fact that the organization is at its infant stage of establishment since 2003. The organization needed a professional personality to strengthening its establishment.

○ **Primary data**

People who constituted major group of interviewees included youth groups, women group, influential people, and other NGOs like TASODEF. The study included male and female respondents because they are both part of gender relations that are socially constructed and deconstructed as a result of the behavior of men and women.

Interviews constituted the major method of data collection for this study. This was partly because of the nature of study itself – an opinion survey to assess change in certain variable over a certain period of time and partly because of low literacy level of the participants. Later it was impossible to use self-administered questionnaires.

The interviews were guided by structured schedules with mostly open-ended questions administered by the researcher and research assistant. Respondents were interviewed separately to avoid external influence or consultation between them. Before conducting interviews, respondents were introduced to the objectives and expected benefits of the study undertaken so as to enable them to participate by listening, responding to questions and raising issues.

During interview sessions, researchers picked issues, which were raised by the participants and interpreted them. Individual interviews for men and women were supplemented by focus group discussions in order to further insights.

Interviewers for this study are research assistant who is the CBO coordinator and researcher who is a student. Research assistant was chosen by CBO members on the

basis based on previous experience with participatory hygiene and sanitation transformation (PHAST) related issues and water supply. Orientation was conducted for two days, which covered general interviewing, procedures including obtaining consent, maintaining neutrality, handling reluctant respondents, privacy issues, community relations and ethics in social research. This method was found by researcher to be appropriate because it facilitates probing and can be used in areas of high illiteracy.

- **Secondary data**

Documentary review from different sources including libraries, Internet, reports, past researches enabled researchers to get more information, which is a supplement as well as complement to the information, gathered during interviews. Further literature was obtained from the community profile and other relevant reports on water and sanitation management in the community. Also this method enabled the researchers to get historical background of the problem as well as comparative studies from different parts of the world.

v) Data Analysis

- **Primary**

This section represents information on Ukombozi Community Based Organization; about the activities, achievements, what made achievements possible, problems

encountered by the Organization, other community needs, the existing knowledge and skills in water and sanitation management, and the skills and knowledge required for the management of CBO and Community projects.

The experience in community based water and sanitation management shows that, people have different needs, interests, and access to and control of resources based on a variety of factors including gender. An integrated approach to water resource management recognizes these differences and the disparate priorities they create for men and women. Successful integrated water resources management calls for a cross-sectoral approach to a planning, implementation, use and protection of water resources. This integrated approach combines institutional, managerial, social and problem solving, presenting opportunities for people-centred programming that respond to the various needs of all on an equitable basis.

Self-help in the construction phase is often ambiguous, calling for analysis on a case-by-case basis. To some stage of the project, voluntary labour and contributions in cash or kind of some level of participation does not automatically ensure moving community from involvement to community management and better access to water and sanitation services. Successful community management does not happen by accident, Projects and programs must actively and systematically pursue it as a goal, and create the right conditions in which a self-reliant, community based approach can work. The primary information gathered from the study revealed that the following factors positively

contribute to decreasing the level of popular and active participation in management of water facility and sanitation improvement:

- The establishment of clear project goals and strategies based on a consensus of donor agency and community views.
- Insufficient commitment by the beneficiaries in decision-making process.
- Undefined membership criteria and regulations. It was assumed that all community members contributed financially and kind towards the construction activities were automatically in a position to, on behalf of the community would make decision on water and sanitation management.

Community Management goes beyond community participation and equips communities to take charge of their own water supply improvements. Some criteria features distinguish community management from community participation and are at the heart of successful community managed water and sanitation systems.

- The community has legitimate authority and effective control over management of the water supply system and over the use of the water,
- The community commits people and raises money toward the implementation and upkeep of the water system. The link between the scale of community contribution and the resulting sense of ownership is not yet well understood and practiced but the need for a significant contribution were well established.
- Supporting agencies provide advice and technical support, but all key decisions

are taken with the community. This means that the real choices must be offered backed by a full appraisal of all the resource needed for each.

- Development of people is a parallel goal with development of water and sanitation. Community management is “people centered”. Its success depends on the user community and support from extensions while acquiring new skills and confidence in applying them. Special capacity building techniques are required.
- Community based organizations for water management is in tune with existing community decision-making structures and ensure that the views of all section of the community are reflected in management decisions. Strong organization leadership or the continuous involvement of charismatic individuals has been shown to be a major factor in the slow down the progress of community-managed water supply and sanitation in this community. Facilities breakdown and often takes a long time to get repaired.

As discussed above, the communities interacting with a water resource base are not homogeneous; a gender analysis would assist in understanding the full picture and would provide a project with a better chance of meeting its objectives than one based on incomplete information.

Ensuring that communities are the managers of their own water supply and sanitation improvement should be given high priority, as a means of reducing long-term costs. The formalization of the differing roles of government, the donor agency, private contractors,

and the community through contractual agreements is a good step towards achieving true community management. The project design must also address the key role of women as water providers. The full and meaningful participation of women in community management structures is essential for long-term efficiency and success.

Long –term cost reduction and sustainability in the water and sanitation management can only be achieved, if community based organization capacity for delivery of these services is enhanced through training, planning and organization.

In its assessment of the impacts of its policies and operational tools and practices on capacity building in Africa, the World Bank (1996) attributed the weaknesses in the continent's public and private institutions to ineffective management techniques, inefficient procedures and practices, and poor communication systems. In the case of public sector, such weaknesses were seen as being reinforced by the dearth of professionals with vital skills, sub optimal allocation of resources and poor logistic support.

It is true that insufficient incentive systems, weak administrative structures and delivery mechanism, and poor leadership in its broad sense account for much of the problems in public institutions.

But, second, it is also true that most of the initiatives for responding to foregoing challenges of capacity building and institutional development has emanated from external support and has not frequently continued after external support.

A good number of consulted individuals in the organization have never been subjected to any type of training needed to enhance their regular operation. This may lead to assumption that this number did not participate after completion of construction because they have never been involved in any training so it was insignificant to them.

The few members of CBO attended training on research (using PHAST techniques), community mobilization, water project management, participation, meter reading, hygiene education, group management and some had exposure visits.

The study indicates that these trainings were organized and conducted for water and sanitation committees while still progressing with water construction works.

The trainings should ideally be carried out at the community, technical and managerial levels.

○ **Secondary data analysis**

The important factor alongside the framework from the literatures, in my view; improvement in water service delivery is perceived as a central element of strategies for improving people's welfare and poverty reduction. While there still unserved population in the community the available water supply is inadequate for many residents.

Several examples have shown that a project that is managed by the community itself is much more cost effective in the long run than a "top down" project. When the

community is involved at every stage from planning to operation and maintenance, and thus has a real sense of ownership of the system from the outset, many costs are minimized or eliminated. Cost savings can be direct such as when the community provides volunteer or low labor during the construction or contributes locally available materials. Indirect cost savings are often more important: for example, when the community is involved in planning stage of the project, it may provide the local knowledge necessary to avoid using a water source that would be inappropriate for cultural reasons or identifying a water source such a spring which may have been overlooked by outsiders. Cost savings through community management are often significant in the area of operation and maintenance: a routine maintenance programme designed and implemented by the community itself will function much better than the system imposed from outside and will result in reduction in repair and placement costs. If real community participation and management are accepted as essential to the global thrust towards universal access to water supply and sanitation, it must be recognized that concepts of empowerment and equity cannot end at the water construction activities. Communities who learn to manage safe water will go on from there to make other demands on the system, and the demand management of other aspects of their individual or community lives. People can be motivated to participate and manage only up to a given point in a given direction.

The existing water supply systems cost a huge amount of investment in rehabilitation

and expansion to meet demand for water supply.

Management, however, is not merely the acquisition of resources. It is decision making that finds the most effective use for acquired resources, in view of the priority needs and goals of the community. Construction or rehabilitating an existing water supply facility is one thing, and it has its own cost considerations; operations, including cost of running it, maintaining it to keep the facility operating, protecting it against vandals, and repairing it, has other cost considerations.

Many donor agencies may provide capital costs for constructing facility, but will not fund operation costs. When guiding a community through its management decisions, there is need to ensure that the community know the difference between capital and running costs, and that they have to consider how to meet each.

The integrated Water Resource Management approach advocates a move towards a much more integrated and coordinated water development and management process than is currently practiced. The solution to current and future crises will not for the most part be found in new and extraordinary technological advances or supply oriented approaches. Instead, they will be found through changing the way to use and manage water.

From some of the literatures, most of the studies emphasized that isolated water supply without interventions of sanitation and hygiene are not effective in the prevention of

diseases transmission. Hygiene education, together with sanitation, has more of an impact on the reduction of diarrhea than does water because many of the causes of diarrhea are not water borne. Improvement in the quality and quantity of water in communities continues to be important for public health, if implemented together with effective sanitation and hygiene education programs.

As a consequence of this thinking, in Keko Mwanga where this study was conducted used to often experience cholera and diarrhea cases but after intervention with water supply, the community feels that sanitation improvement and hygiene education assisted in reduction of the outbreak of diseases although this study did not get opportunity together detailed information and analysis on the claims.

Still, however, most of the projects continued to insist on the intervention but the experience shows that huge amounts are funded under the water sector alone, sanitation and hygiene are relatively minor and under funded components or not funded at all. Hygiene education and sanitation improvement was a necessary precondition to water supply in the community but did not get priority for any funding.

- **Policy analysis**

The National water Policy was launched in 1991. During this period, many changes have taken place in the sector with major emphasis on active participation of communities,

private sector participation and local governments as the role of central government in services provision diminishes. For instance, in 1992, one year after launching the policy, Tanzania signed Agenda 21, which is an outcome of United Nations Environment Meeting in Rio de Janeiro. The Agenda emphasized all nations to protect natural resources including water resources against pollution and conservation of the ecosystems.

The aim of the revised policy of 2002 is to ensure that beneficiaries participate full in planning, construction, operation, maintenance and management of the community based domestic water supply schemes. The policy seeks to address cross-sectoral interest in water, watershed management and integrated and participatory approaches for water resources planning, development and management. Also, the policy lays the foundation for sustainable development and management of water resources in the changing roles of the government from service provider to that of coordination, policy and guidelines formulation and regulation. The good thing in this is recognition and acceptance of the legal and institutional framework at the grassroots level (communities). The policy is very supportive and has stipulated clearly the distinctive role between beneficiaries and the government and other development agencies.

The policy has long-term implications, which need to be adapted to the community dynamics to influence and modify needs. However one of the biggest challenges is that the existing policies are not properly made available and there is very low awareness of

the policy to the beneficiaries or sometimes lacks.

The policy further states that water supply shall be provided through a cost sharing mechanism for the rural areas and cost-recovery for the urban areas. Management of the provision of water supplies will be at the lowest possible levels.

Promotion of the construction of improved pit latrines and their use in all households, health facilities and public institutions; needs for improved drinking water quality control and water sources protection; emphases on clean environment around houses, villages and in urban areas; provision of water supply at health facilities and public institutions to promote sanitation and hygiene practices.

IV. FINDINGS AND CONCLUSIONS

- **Findings**

Analysis of the field data has revealed that currently involved in water project only.

If demand for water supply and sanitation is met, the prospect of a project being

Sustainable in the longer term should, in practical be improved. In practice, during the construction some members were exposed to a number of skills and knowledge that would assist in day-to-day activities and it was a good starting point in stimulating community interests in general environmental improvement and water supply.

Some members were exposed to a participatory methodology (PHAST) that has been

designed for the sanitation, water supply and environmental sector. It utilizes visual materials, which allow people to explore water and environmental sanitation issues in a creative and learner centered way. It has been effective at integrating meaningful health components into water sector based project, increasing community participation in the analysis, design and implementation of water and environmental initiatives, and enhancing the potential for project sustainability in the long run. Promotion of hygiene and sanitation and enables people to overcome constraints to behavioral change. This is achieved by involving all members of the society, irrespective of their level of literacy or education in a participatory process.

Collaboration between Donor, other development actors and Keko Mwanga B community during the planning and implementation of the first WATSAN activities supported created the felt need for positive change in access to safe water, decrease walking distance to water sources, facilitated establishment of CBO, water born diseases decreased, positive change in sanitation environment, and positive change in hygiene behavior. All these, which formed the background for water and sanitation management system.

It was reported that one of the achievement project made to the community were enhancement of psychological security that there is a reduction of tension in both men and women but felt mostly by women. In the past they had to wake up at 3-4 am walk

across the factories 4 km away to and fro in search of water, and they were harassed/sexually assaulted on the way to and from, and at the water sources, children were knocked by cars when crossing the main road, during the day, at home properties were stolen. People are more secure and have more time to concentrate on other development activities.

Hygiene and sanitation reduced incidences of water washed and water borne diseases like cholera, typhoid, and bilharzias and to some extent saved money for other family needs. Hygiene promoters trained emulated good hygiene practices to the rest of the community.

Other achievements include

- Availability of clean and safe water in the community
- Improved environmental cleanness
- Unity amongst community members
- Adaptation of new technologies
- Improved awareness on communal work
- Reduced walking distances and dearth rates caused by crossing the highway roads.
- Relationships with husbands improved
- Attendance by pupils at school has improved- children are no longer engaged in searching for water for long time

Strengths

- Community own resource persons trained
- Demand, willingness to contribute to community services
- Awareness amongst the community members
- Collaboration with different actors e.g. youth, women groups religion, local government, businessman .
- Participation and commitment by community members.

Weakness

- Unreliable water services
- Insufficient knowledge on water and sanitation management
- Lack of institutional sustainability mechanisms
- Absence of strategic plans.
- Poor attendance in the community programme activities

Initially it was thought that whoever contributed towards construction of water project could automatically be “live” CBO member. But for long now, what is being observed is that there are no more than 40 members who are active and always attending the meetings and discuss CBO matters.

- Most of the contributors acted upon the local government instruction on contribution.
- And some people also participated through mob support that everybody

was to participate in activities like digging trenches, paying money Tshs. 500/= to 1000/=

- Those who never attended any CBO activity admitted to not knowing the CBO existence.
- It is now being realized that not all people contributed are interested and ready CBO membership. The CBO is experiencing problems like low attendance and lack of regular attendance to meetings, lack of commitment and participation to CBO activities.
- According to this situation, the strategies could be to newly ***define Membership, how, when and why to become a live member.***
- Significant contributions to improved attendance in class, especially girl child, punctuality and performance in primary school in the community.
- Environmental achievements are related to the activities based on the management of the environment for betterment of people's lives. This kind of achievements includes promoting clean and well-managed surroundings, solid and liquid waste management, raised awareness on benefits of clean environment. Some factors that made the community realize the above achievement includes great needs of water and sanitation services, mobilization, contributions, commitment, cooperation and unity

and patience.

Problems faced by CBO

In spite of the organizations achievements, the group is faced by various problems as discussed below:

Participation of the Ukombozi CBO and its role towards sustainability; to that end an enabling environment for effective community management of water and environmental sanitation (WES) services has been put in place. National policies and guidelines to ensure this have been enacted, i.e. water policy (2002) allows for the establishment and gives mandate to community structures at water source level and community level to plan for and manage their water and sanitation facilities.

The National water policy (2002) defines responsibility for water resources management and stresses the need for full cost recovery and community management of water supplies.

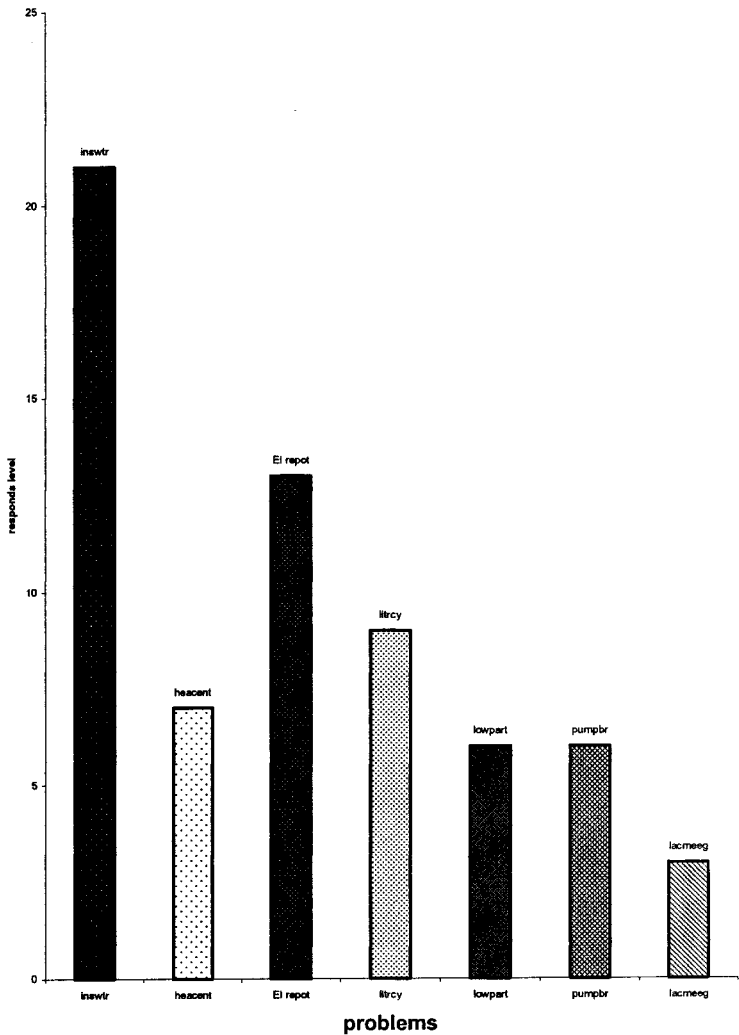
Despite the efforts to promote community management, it has been difficult to move towards realization of the Ukombozi's objectives. The influencing factors has been by non-functioning appointed committee, slow to address problems and repairs, there are no meetings convened- even though organized, turn up is a big issue, unreliable water in most cases water flowing once a day and for not more than two hours, lack of transparency and accountability to the beneficiaries that no financial (income and

expenditure) report given to the community.

It has proved overtime that “Voluntarism” is not sustainable; this has been the case with management committees under community basic remuneration for what they do yet they spend long hours and harassment/abuses when collecting users fees. This greatly affects their morale, performance and eventually their functionality and lack of effective authority to enforce set by laws and regulations. In some cases the study revealed issues like inadequate skills/training creates a situation where a group operates without certain skills such as management and administration skills, accounting and finance, project planning and appraisal, low participation by beneficiaries in decision making contributes to poor water and sanitation management. This is seen as a problem to the group as they base their activities on experience only rather with knowledge and skills. Lack of knowledge in keeping the project accounts cause doubts on leadership and ultimately causes the group to disintegrate. At this stage the second step could be provision of better access and distribution of services; but the above issues has been a great obstacles to the planning process and decision making to move forward. Detail lists of problems are shown in the figure below.

Figure 1: Problems faced by CBO in carrying out activities.

Figure 1: Water and sanitation study



The study collected information on the problems facing the CBO in carrying out the organization’s activities. Despite the water project currently being managed insufficient

water supply is still a big problem to the community. The proportion of the population is small compared to the total population. The second major problem lack of income and expenditure report, which makes most of the beneficiaries, feels that they are less concern.

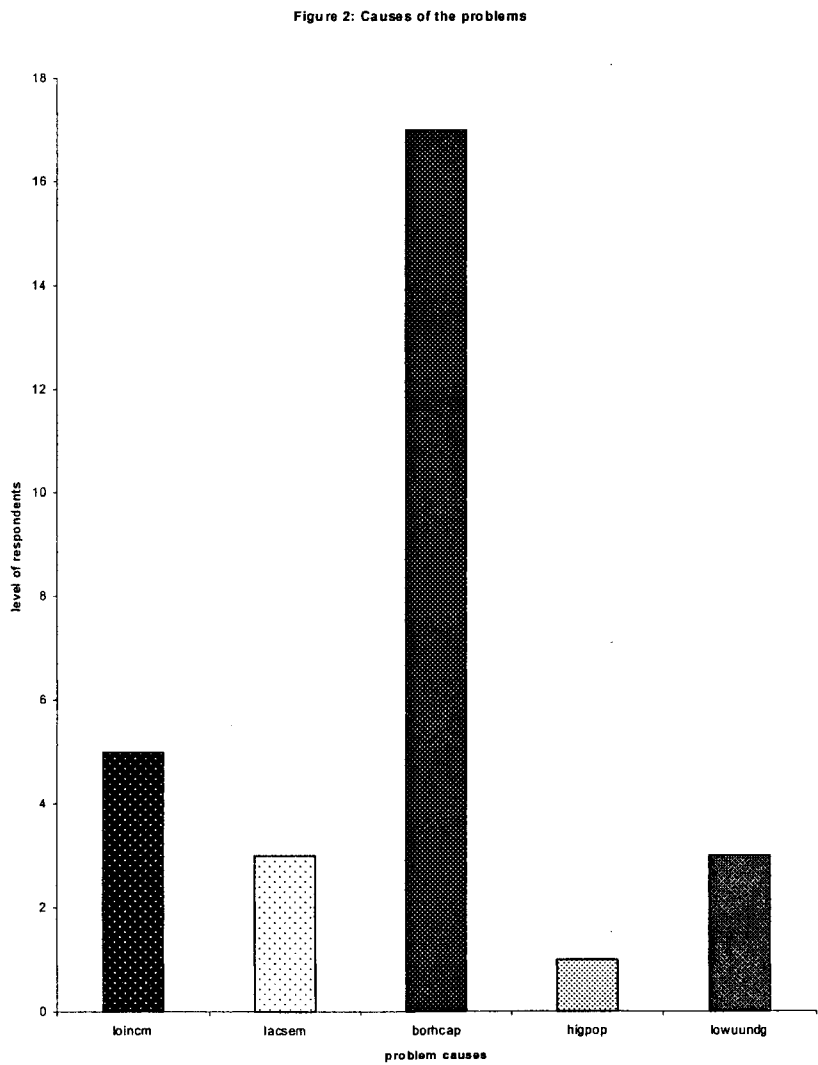
Causes of the problems

The study conducted revealed that there are some reasons for the above problems. The delivery of water services has not reached best access and better distribution. Findings presented based on an analysis of the impact of key social contextual and community organizational issues (community level operation and maintenance variables) on the sustainable availability of water from the borehole. “Borehole function” is a mix of the time a pump is broken, the number of time pump breaks down and it takes time to replace, another great issue is low capacity of the borehole which ends with water flowing only once in a day and not more than two hours;

Other reasons for the problems faced by the community in this section indicate that the low capacity of borehole is a major cause of insufficient water supply in this community. Other cause of the problem which community is facing includes low income amongst people was stated as one of issue hindering the community participation in water and sanitation management, low understanding about the CBO benefits, lack of seminars and to some extent high population. Due to excessive unreliability of water; some people opt

to use water from traditional sources, springs and valley streams for some use like washing needs, cleaning. These sources are vulnerable to contamination by cholera and other water born diseases.

Figure 2: Causes of the problems



Training

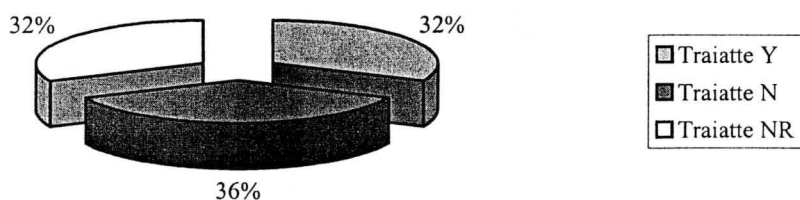
A participatory training strategy can be incorporated into on ongoing programmes. It is pointless to train only few members of the CBO unless there are adequate reasons to target only few people within the organization.

The study carried out revealed that only 32% members of CBO attended training on research (using PHAST techniques), community mobilization, water project management, participation, meter reading, hygiene education, group management and some had exposure visits.

36% of the members have never attended any training and 32% did not respond to the question.

This may lead to assumption that this number have never been involved in any training so it was insignificant to answer.

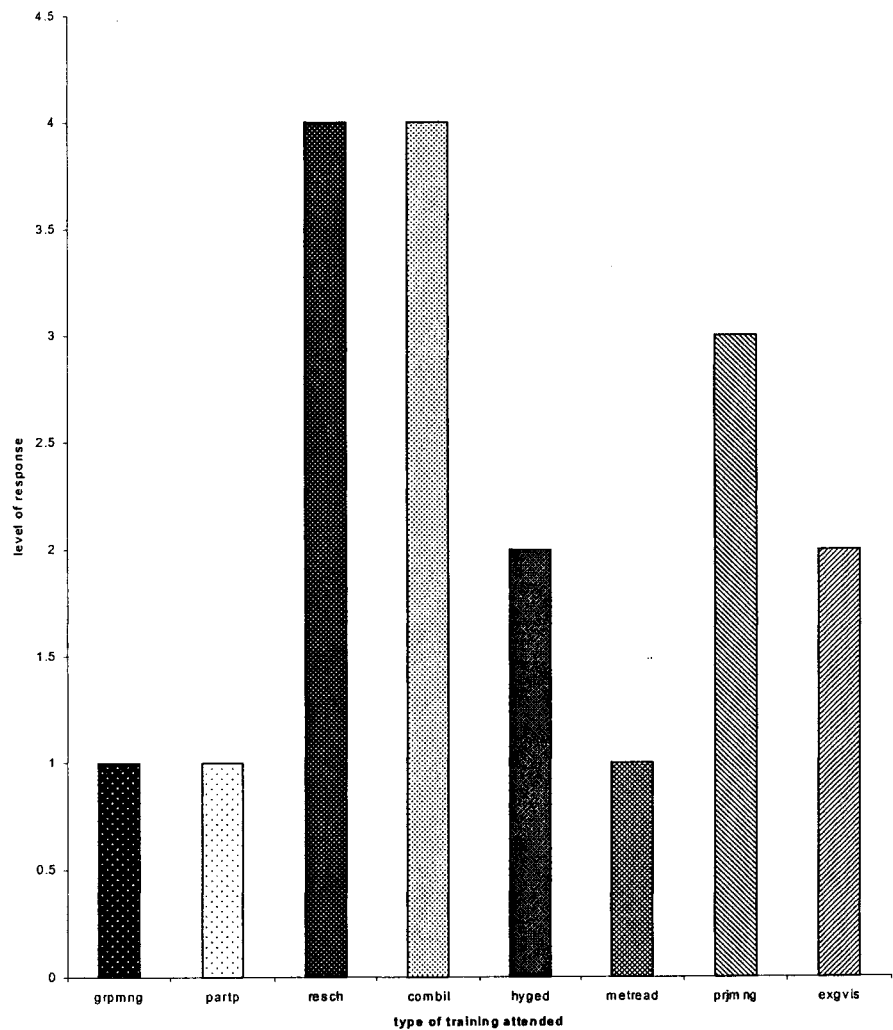
Figure 3: Training attendance



The study indicates that these trainings were organized and conducted for water and sanitation committees while still progressing with water construction works. The training by then, was designed only for water and sanitation committees with the specific focus on the participatory research methodologies using PHAST techniques, hygiene education and sanitation improvement, water project management, community mobilization, participation, meter reading and exposure visits. However not every individual attended each of these trainings but every training were attended by few individual as shown on figure 3b below.

Figure 3b: on Types Trainings attended by CBO members.

Figure 3b: water and sanitation study

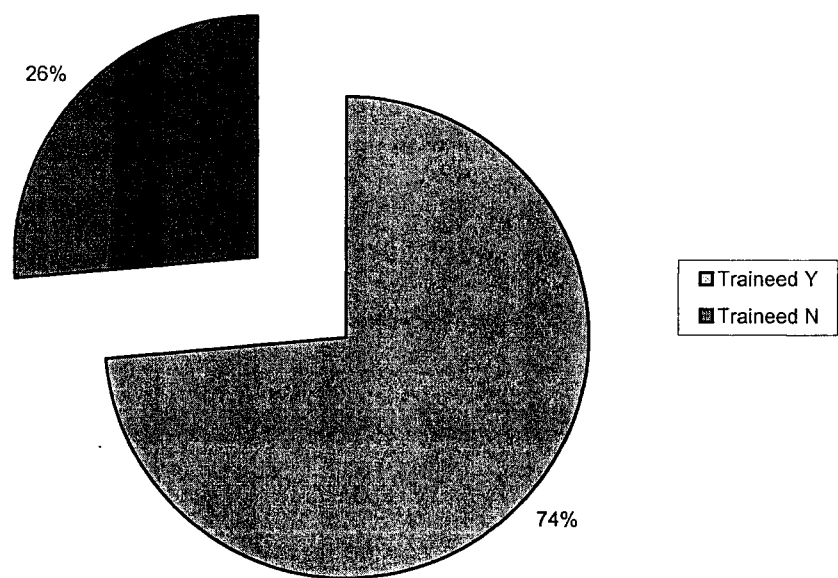


Training need

From the information obtained during the study of water and sanitation management, the analysis results shows that a big number of the CBO members needs training.74%

indicated the need while 26% did not indicated see the figure below.

Figure 4: Training need

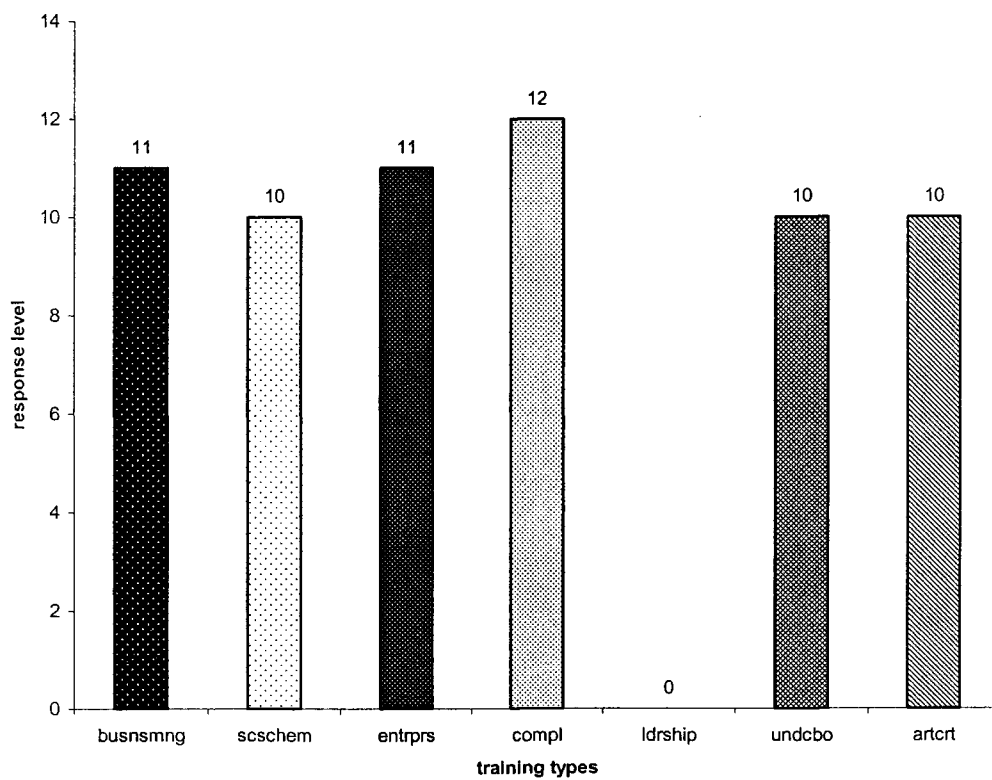


This implies that to a great extent the CBO members know the important role that training plays in competitiveness. For example, competitive in the quality challenge involves meeting customers, service and product needs, the social challenge involve how to manage a diverse work force and improve community’s participation knowledge and skills.

The high-performance work system challenge involves integrating new technologies and work design. Each of these challenges presents using training to deal with competitive challenges.

The training has been identified as one of the important factor that when addressed will enhance the capacity of the CBO in solving problems.

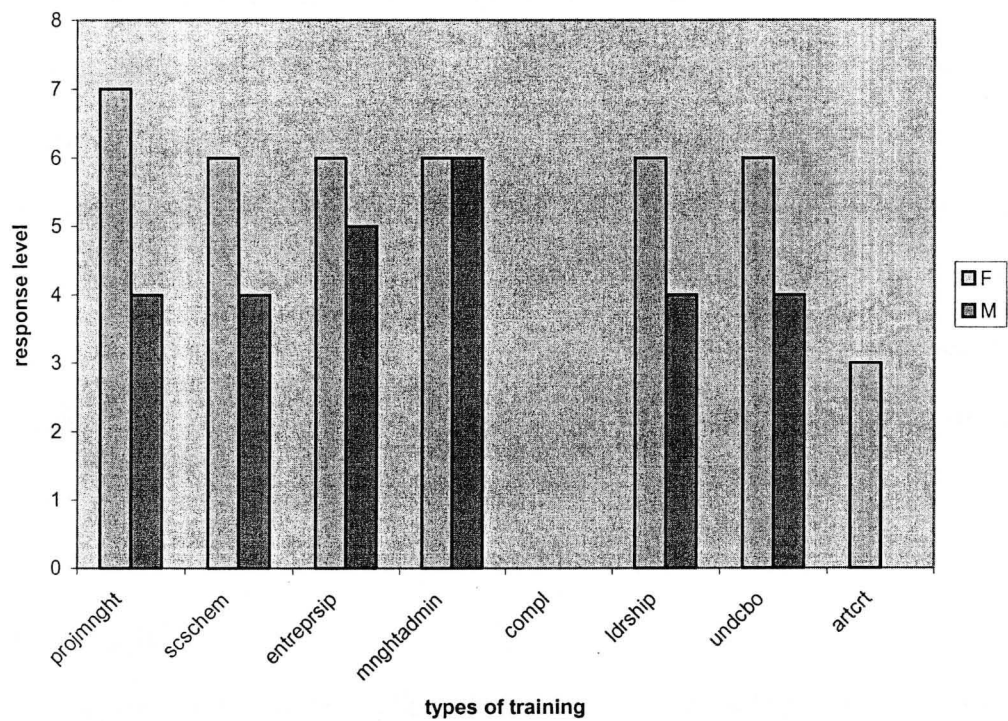
Figure 5:required training



Training needs that have been particularly identified by the group includes: Training on Understanding CBO and arts and crafts, training on knowledge on management and administration, training on businesses management, training on savings and credit, and training on entrepreneurship.

The training need has been indicated also by gender distribution. The development of water markets implies the need for recognized and transferable property rights over water. It cannot be assumed that women have the same capacity or ability as men to defend rights to water resources. Often, informal rights already exist (particularly for women) which may be used as a basis for new structures, which recognize all user's rights more equitably. But, however, it cannot be assumed that women can express their need for water resources in terms of demand. Health or sanitation benefits at the household and community levels, for example, are more difficult to express in terms of economic values, decision-making, and control. For women to participate fully in new water management structures, training may be one of the strategies to encourage women take initiatives to fully and actively participate in water and sanitation management. The analysis shows that for most of the training required more women need training than men.

Figure: 6 Training need by gender distribution



Other needs

Besides the training need shown by the CBO, the informants revealed that their community was in need of assistance in other sectors like roads, improved drainage, health center, Finance, hygiene education and environment improvement.

As identified by the study particular training, skills and individual qualities are likely to be very crucial in organizational management and project management.

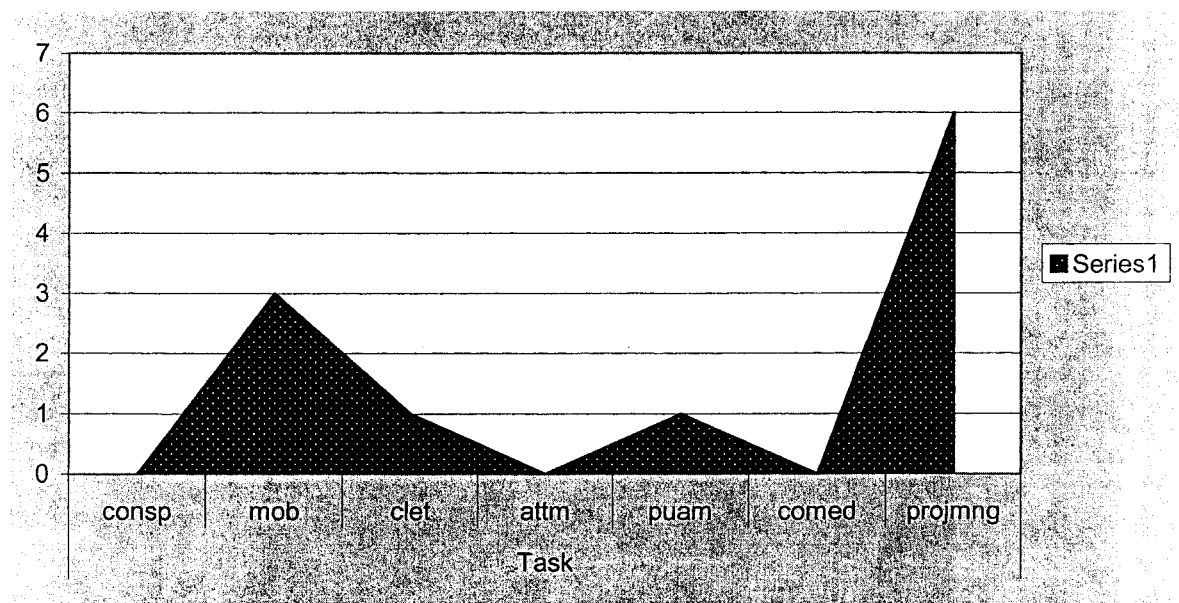
It is clear that effective, efficient and equitable water resources management is only achieved when both women and men are involved in integrated water resource management. Incorporating gender perspectives in a variety of water initiatives is very important, the aim of this initiative is to improve the sustainability of water projects through the incorporation of gender equality perspectives throughout the planning cycle. Involving both women and men in water and sanitation initiatives can increase project effectiveness and support environmental sustainability. Social economic analysis is incomplete without an understanding of gender differences and inequalities. Without specific attention to gender issues, initiatives and projects can reinforce inequalities between women and men and even increase imbalances.

Task analysis

Task analysis results in a description of work activities, including tasks performed by the CBO members and knowledge, skills and abilities required to complete the tasks. Before the steps in task analysis, we must understand its terminology. A **task** is a statement of a member's work activity in a specific job. A **job** is a specific position requiring the completion of certain tasks. Data collected revealed the tasks performed by each member of the organization include construction, mobilization, cleaning environment, attending meeting, pump attending and meter reading, education. To complete tasks, CBO members must have specific levels of knowledge, skills, ability, and other consideration.

Knowledge includes facts or procedures. **Skill** indicates competency in performing a task. eg operating electrical pump, bookkeeping, negotiation. **Ability** includes the physical and mental capacities to perform a task. **Other** refers to the condition under which tasks are performed. These conditions include identifying the equipment and environment that CBO member work in (eg performance standards, safety considerations, or dead lines).

Figure: 7 Tasks of CBO members



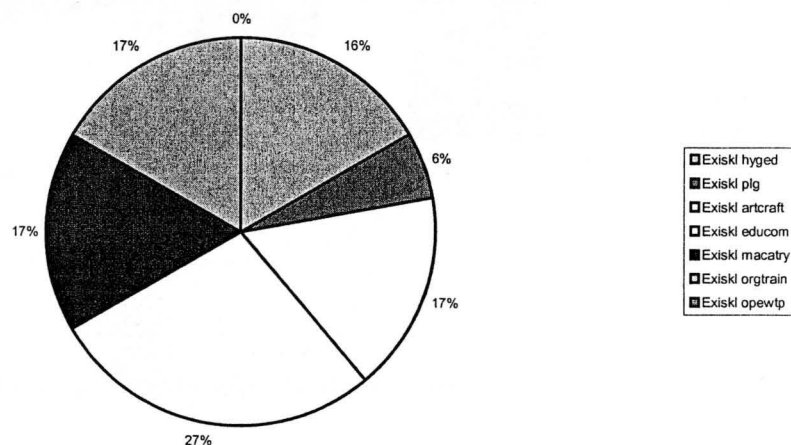
As seen above, needs assessment involved identifying task being performed. The current

trend shows that construction of the project is one of the task being perform but this was a one time activity completed more than two years ago, mobilization is done to some extent and cleaning environment is getting little attention. Meetings and community education are not done at all. However a little bit of concentration is being observed on water project management.

Existing skills and knowledge

Currently the existing skills in the CBO includes hygiene education 16%, Planning 6%, Arts and which is done by women 17%, educating the community 27%, masonry and carpentry 17%, organizing community and training 17% and lastly operating water pump 0%.

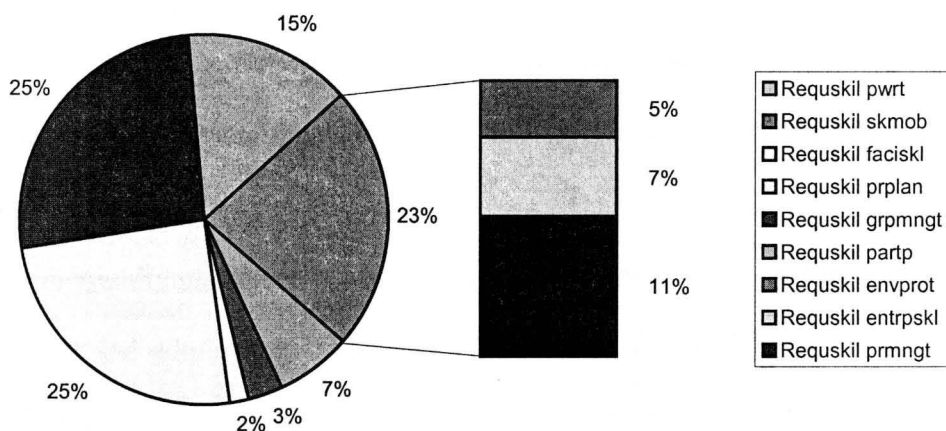
Figure 8: Water and sanitation management-existing skills



Skills required in CBO.

Skills considered most important in terms of ability to manage CBO include project management where as 11% of the group expressed the need, 7% stated need for proposal writing, 3% feels to acquire mobilization skills, while 2% wants facilitation skills, 25% expressed the need for project planning, and 25% stated need for group management, where as 15% requires skills in participation, 5% environmental protection and 7% require skills in entrepreneurship.

Figure 9: Skills required



Out of people, the majority expressed the training need on project planning, group management, and participation and project management.

- **Recommendations**

Long-term sustainability may be compromised because the associated management structures and systems are not designed to meet demand only.

There is need to put in place modalities that can assist in adopting and practicing existing and new knowledge, hence maintaining and extension of other community activities can easily be realized/initiated.

Simple, sustainable systems of the activities should be developed in relation with set objectives and with full participation of the organization members to assist CBO carry out their responsibilities in terms of designing, planning and implementing needs to meet demand.

Without the means of enforcing by laws and governing regulations, this kind of management can only be sustained if there is effective support from the local leaders who have a greater mandate.

Success of community management also depends on the transparency and accountability in management and administrative dealings as shown by the committees. This instills confidence and trust in the users, consultative management systems and open communication lines between management and beneficiaries. Refresher training and orientation of new committees also maintains skills levels and morale.

Follow up and support from extensionists technically, financially and in community sensitization and mobilization is vital.

There is now an increased tendency to use the private sector in the management and maintenance of water systems. Here the entire systems or parts of it can be tendered out to individuals, or companies, who collect the funds and take care of all maintenance needs. The success of this depends on the level of development of the community; access to cash as well as non-existence of other water sources will alternate management systems in the community.

A successful participatory program aimed at community empowerment a combination of the following is necessary

- An enabling institutional environment
- Availability of resources
- A policy commitment to that effect

It was noted that since the completion of the construction activities, there is no any professionals closely supporting community through the transitional period of changing water and sanitation management system from the street government leadership to community based organization.

The Agencies involved with water supply in communities should plan for exit strategies regardless of the entry strategies. A planned exit strategies can enhance sustainability, wishing to exit an area must acknowledge that some on going support is required. On going technical support is required for difficult technical repairs and on going institutional support is required to encourage ongoing social mobilization. Those

responsible for water in the community are not necessarily the best local authority or agency for social mobilization- other professionals like health, water and community development should be considered.

There is need to make strategic links and build capacity to leave some form of on going support. The private sector is a strong possibility in present day for the technical side of both supply chain. The study indicates that communities can raise realistic finance for spares where they are committed to the water supply. This is done through setting appropriate water tariffs and control systems.

Training is one of the important that when addressed, enhances the capacity of the CBO in addressing various problems. There is need for the organization to develop a training program in the organization.

V. IMPLEMENTATION ASSIGNMENT

Training for improved community water and sanitation management

In any sector where the focus is on achieving large-scale physical targets, there may be a tendency to treat attitudinal constraints lightly. The CBO members may be aware of community resistance and behaviours, which run counter to project objectives. But may believe that these attitudes and behaviours will change when the facilities or device are in place.

According to Srinivasan², “the overriding goal of community participation in the water and sanitation sector is not to ensure sustainability of a system by teaching people how to function a committee or how to fix a pump.

Rather is to help people to develop the outlook, the competence, the self-confidence and the commitment which will ensure a sustained and responsible community effort in the sector.” If a project comes up against fears, doubts, suspicion, lack of confidence or traditional beliefs and values that run counter to the proposed change, a participatory approach can be necessary. In community where such attitude commonly prevail, behavioural change is unlikely to take place unless a sufficiently sensitive and facilitative approach is used to uncover, examine and address social constraints as cited below:

² Srinivasan, L. *Tools for community participation: A manual for Training Trainers in Participatory Techniques* PROWWESS/UNDP. 1990

- ❖ Difference in the presence authority
- ❖ Fear of speaking up CBO meeting and poor attendance
- ❖ Low self esteem
- ❖ Reluctance to participate and to take risks
- ❖ A sense of powerlessness
- ❖ Lack of experience in working with groups
- ❖ Lack of skills in planning, management and problem solving.
- ❖ Distrust of the motives of those in power
- ❖ Fear of criticism for overstepping customary practices
- ❖ Fear of economic consequences or social loss of face.
- ❖ Lack of knowledge on roles and responsibilities stakeholders,
- ❖ Better access to community services

A participatory training cannot take place in isolation. Training programmes must involve many people who affect project outcomes. All these people must become familiar with the goals of participatory training if the project is to succeed.

The good practice and supports required modification and upgrading in the water and sanitation sector by applying people center market based and financially as well as environmentally sound approaches.

In order to ensure sustainability in providing water and sanitation services and limit the long-term dependency on external assistance to the community, it's necessary to create

internal capacities through managing a water supply facility and capacity building through trainings.

The introduction of entrepreneurial management approaches is more vital in attaining higher efficiency levels.

Although the Ukombozi strategies for the implementation of the water and sanitation project activities have been designed to achieve sustainable development but they admit that there are immense sustainable development challenges facing their community programs. They understood that development being only the process, it is not possible to find all solutions to problems or set the date when the problems will end.

What they have set themselves is to achieve a level of development where people are able to carry out the structural analysis as a tool for awareness building among the community. The goal of this analysis is always to help in rectifying previous development methodology, which failed (where it did) to achieve a true development process.

The Training Needs Assessment is the process of determining training needs for a particular group of people who intend to undergo training course. The training needs assist to identify the gaps, which trainees need in order to bridge out the gap with some training. Meeting these needs it requires organizing and conducting trainings for the group. Training Manual is developed, which will assist as a guide to carry out the CBO trainings.

UKOMBOZI COMMUNITY BASED ORGANIZATION

WATER AND SANITATION MANAGEMENT

CBO TRAINING MANUAL



Table 1: CURRICULUM DEVELOPMENT

Modules	Course Objective	Topics to be covered
1. Training on Understanding CBO/FBO	Enable participants to understand all about CBOs and learn how to participate effectively	<ul style="list-style-type: none"> i) Understanding CBO/FBOs ii) Importance, functions and roles of CBO/FBOs in development process iii) Leadership and Management of CBO/FBOs iv) Participation and voluntarism v) Development perspective of CBOs in Tanzania

2. QA Management and Administration Skills	Enable participants to gained skills of how to manage and run an office effectively and efficiently	i) Introduction to general office procedures ii) Understanding basic office equipments iii) Understanding basic office documents iv) Usage of office language interoffice communication v) Telecommunication, mails, vi) Inventory and security
3. Entrepreneurship Skills	Enable participants understanding their entrepreneurs hip competencies and how to unlock these competencies	i) Understanding entrepreneurship ii) Basic Entrepreneurship characteristics iii) Unlocking personal entrepreneurship competencies

<p>4. Gender Planning and gender mainstreaming</p>	<p>Enable participants to have understood about gender issues and gender concerns and be able to plan and mainstreaming</p>	<p>i) Meaning of gender ii) What are the main gender issues and concerns iii) How to carry out gender planning and mainstreaming iv) Gender sensitive indicators v) Create awareness of people engage into planning and implementation process vi) Gender policy and regulatory framework</p>
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5. Project Management	Enable participants to familiarize themselves about effective approach to manage projects	i) Introduction to project management ii) Meaning of common terms iii) Project Planning and implementation iv) Tools and techniques of analysis v) Project Cycle vi) Project Monitoring and evaluation
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<p>6. Organizational Management</p>	<p>Enable participants to familiarized step by step formation, running and follow up and monitoring of NGO activities as part and parcel of organization management</p>	<p>i) Origin and development of NGOs ii) Place /role/function in national and international iii) Type and classification of NGOs iv) Creation of NGOs v) Environment in which NGO operate vi) Officers vii) Staff and human relation problems viii) Finance ix) Financial control and reporting x) Day to day operation and secretariat xi) Publication and dissemination of information xii) Collaboration with other NGOs</p>
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<p>7. Proposal</p> <p>8. Development Skills</p>	<p>Empower Ukombozi CBOs with basic skills and guidelines to develop a winning project proposal for funding</p>	<p>i) Preliminary preparation of proposal development</p> <p>ii) Writing an effective proposal</p> <p>iii) Overall consideration- parts of proposal: cover letter, abstract, introduction, problem statement, objective, method, evaluation and future funding and budget</p> <p>iv) Source of additional information- grant conditions etc</p> <p>v) Presentation of proposal to panel of external evaluators</p>
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9. Group Management and Team Building	Enable participants to gain insight and understanding about group management and building effective team	i) Basics of team building ii) How to build a team iii) Building a winning team iv) Build an informal group at work v) Three type of team and characteristics of an effective team vi) Life cycle of executive team
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10.Participatory and Facilitation Skills	Enable participants experience effective ways to involve people in planning implementation and evaluation of their own results and assess their learning	i) What is participatory method? ii) Principles and techniques iii) Advantages and challenges iv) Participatory tools - Visual aid, questions v) Group and team dynamic vi) Demonstration of facilitation and participatory approach
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11.Environmental Protection	Enable participants understood all issues concerning environment and ways to protect using exist policies and by laws	i) Understanding environment concept ii) Reason for safeguard environment iii) Approach and system iv) Stakeholders v) Policy issues and by-laws vi) Community participation
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a. TOPIC: Knowing me knowing you

b. OBJECTIVES: To facilitate the process of introduction, making participants know each other, and their facilitators

c. FACILITATION METHOD

Pre written guiding questions on the flip chart (refer step 3 of this session)

and double face code.

d. MATERIALS

Written guiding questions on how participants should introduce one to other participants

e. TIME: 15 Minutes (first day of every training)

STEP 1 Energizer

- Put a double face code on the board or flip chart board for every participant to see.
- Ask each participant to go around one by one. What do you see on the board?
- List down answers on the black board or flip chart. Upon the completion of the round...
- Ask with all the answers that are wrong? Then ask who is right?

Conclude

That no body is wrong, its due to the following:-

- Age
- Experience
- Education background
- Culture differences and the like

Therefore, during this training nobody is going to give a wrong answers to any question. All answers will be right. Tell participant to contribute as much as possible during class sessions.

STEP 2:

Put pre written question on the board in front of the participants. Let every participant introduce one self according to the guiding start introducing you first using the introduction format.

STEP 3:

Let everybody get a friend. Each tells story about him/her self, then pairs should introduce themselves by one telling the story of a friend and vice versa. A facilitator should also get a friend.

f. FACILITATORS NOTES

- Objectives to make each participant and facilitator know one another.
To get rid of tension amongst participants and facilitators who are strangers.
- Facilitator can add notes after getting exhaustive contribution from the participants.

a. TOPIC: Management and Administration Skills

b. OBJECTIVE: Enable participants to gain skills of how to manage and run an office effectively

c. FACILITATION METHOD:

Strategic Learning Experience: Lecture presentation, Role -playing, game and sub-group discussions, debate, demonstration

d. SELECTION OF TRAINERS

Trainer should have a background on facilitation skills and some administrative background.

e. Who participate?

All CBO members

c. MATERIALS:

- Handouts
- Slides
- Pictorial

d. TIME: Three (3) days

STEP 1: Introduction and define the objective of session

STEP 2: Orient participants about Management Concept

STEP 3: Orient participants about basic administrative procedures

STEP 4: Handling office equipment and documents

**STEP 5: Usage of office language interoffice communication
procedures**

STEP 6: Telecommunication and mails

e. FACILITATORS NOTES:

- Be aware and committed to the management tasks that are important in delivery managerial functions
- Be aware of managing office facilities and equipments
- Be aware of managing office communications

a. TOPIC: Gender Planning

b. OBJECTIVE: Strengthen/enhance gender conceptual understanding and ability to apply gender concepts in relation to development planning

c. FACILITATION METHOD:

Strategic Learning Experience: Lecture presentation, Role -playing, game and sub-group discussions, exercises

d. SELECTION OF TRAINERS

Trainers should have knowledge on facilitation and moderation skills and experience in gender

e. Who participate?

All CBO members

f. MATERIALS:

- Handouts
- Slides
- Pictorial
- Forms

g. TIME: Three (3) days

STEP 1: Introduction and define the objective of session

STEP 2: Strengthen/enhance gender conceptual understanding and
ability to apply key gender concepts in relation to
development planning

STEP 3: Strengthen skills for gender analysis and programming for
development

STEP 4: Identified gender constraints, gaps and opportunities in
development programme

STEP 5: Develop action plans to address the identified gender gaps in
planning programme

STEP 6: Share experience and exchange experiences on gender
issues and concerns.

h. FACILITATORS NOTES:

- How gender conceptual understanding can influence planning
process and change attitude of various stakeholders toward
positive gender in development

a. TOPIC: Project Management

b. OBJECTIVE: Enable participants to familiarize themselves about effective approach to manage projects.

c. FACILITATION METHOD:

Strategic Learning Experience: Lecture presentation, Role -playing, game and sub-group discussions, field visit

d. SELECTION OF TRAINERS

Trainer should background and experience on Organization Development

e. Who participate?

CBO members

f. MATERIALS:

- Handouts
- Slides
- Pictorial

g. TIME: Ten (10) days

STEP 1: Introduction and define the objective of session

STEP 2: Orient participants about Project Management Concept

STEP 3: Meaning of common terms

STEP 4: Tools and Techniques of analysis

STEP 5: Project cycle

STEP 6: Project Monitoring and evaluation

h. FACILITATORS NOTES:

- Effective project management is the key to successful performance of many development program.

a. TOPIC: Group Management and Team Building

b. OBJECTIVE: Enable participants to gain insight and understanding about group management and building effective team

c. FACILITATION METHOD:

Strategic Learning Experience: Lecture presentation, Role -playing, game and sub-group discussions

d. SELECTION OF TRAINERS

Trainer should have a good background of managing effective team and some facilitation skills

e. Who participate?

All CBO members, leaders

f. MATERIALS:

- Handouts
- Slides
- Pictorial
- Drawings

g. TIME: Five (5) days

STEP 1: Introduction and define the objective of session

STEP 2: Basics of team building

STEP 3: How to build a team

STEP 4: Building a winning team

STEP 5: Build an informal group at work

STEP 6: Three types of team and characteristics of an effective team (Team roles and team function)

STEP 7: Life cycle of executive team (Forming stage, Storming stage, Norms, and Pre-forming)

STEP 8: Intercultural communication

h. FACILITATORS NOTES:

To build a Successful Team you need to observe all basic value and norms of your organization

a. TOPIC: Participatory and Facilitation Skills
--

b. OBJECTIVE: Enable participants to learn basics on Management by Facilitation.

c. FACILITATION METHOD:

Lecture presentation, Role -playing, game and sub-group discussions

d. SELECTION OF TRAINERS

Trainer should have a good background of moderation and facilitation skills

e. Who participate?

CBO leaders

f. MATERIALS:

- Handouts
- Slides
- Pictorial

g. TIME: Five (5) days

STEP 1: Introduction and define the objective of session

STEP 2: Define participatory and facilitation

STEP 3: Improved communication by understanding, questions, visualization

STEP 4: Special functions and roles in Communication and Moderation

STEP 5: Teamwork

STEP 6: Handling group dynamic

STEP 7: Conflict management

STEP 8: Intercultural communication

h. FACILITATORS NOTES:

This session is designed to create awareness and offering alternative options in behavior to each single participant, enabling them to master all communication and facilitation aspects in practice.

a. TOPIC: Training on Understanding CBO/FBO

b. OBJECTIVE: Enable participants to understand all about CBOs and learn how to participate effectively

c. FACILITATION METHOD:

Strategic Learning Experience: Lecture presentation, Role -playing, game and sub-group discussions.

d. SELECTION OF TRAINERS

Trainer should have a good background of community development activity

e. Who participate?

All CBO members, community leaders and influential people

f. MATERIALS:

- Handouts
- Slides
- Pictorial

g. TIME: Three (3) days

STEP 1: Introduction and define the objective of session

STEP 2: Describe conceptual understanding of CBO/FBOs

STEP 3: Importance, functions and roles of CBO/FBOs in development

Process

STEP 4: Discussion of leadership and Management of CBO/FBOs

STEP 5: Participation and voluntarism

STEP 6: Development perspective of CBOs/FBOs in Tanzania

h. FACILITATORS NOTES:

Create awareness of CBOs/ FBOs importance and its responsibilities to the community especially encouraging people to participate in their own development.

a. TOPIC: Entrepreneurship Skills
--

b. OBJECTIVE: To enable participants understanding their entrepreneurship competencies and how to unlock these competencies

c. FACILITATION METHOD:

Strategic Learning Experience: Lecture presentation, Role -playing, game and sub-group discussions

e. SELECTION OF TRAINERS

Trainers should have background of entrepreneurship development and business management skills

f. Who participates?

CBO members, executive committee

g. MATERIALS:

- Handouts
- Slides
- Pictorial

h. TIME: Three (3) days

STEP 1: Introduction and define the objective of session

STEP 2: Understanding entrepreneurship

STEP 3: Characteristics of successful Entrepreneur

STEP 4: Unlocking entrepreneurship competencies

i. FACILITATORS NOTES:

Important entrepreneurship competencies summarized into

Planning competencies, Persuasion competencies and Implementation competencies.

a. TOPIC: Organizational Management
--

b. OBJECTIVE: Enable participants to familiarized step by step formation, running and follow up and monitoring of NGO activities as part and parcel of organization management.

c. FACILITATION METHOD:

Strategic Learning Experience: Lecture presentation, Role -playing, game and sub-group discussions

d. SELECTION OF TRAINERS

Trainers should have good background of Organization Development and

Project Management

e. Who participate?

CBO members, executive committee

f. MATERIALS:

- Handouts
- Slides
- Pictorial

g. TIME: Ten (10) days

STEP 1: Introduction and define the objective of session

STEP 2: Origin and development of CBOs

STEP 3: Place /role/function in national and international

STEP 4: Type and classification of CBOs

STEP 5: Creation of CBOs

STEP 6: Environment in which CBO operate

STEP 7: CBO members and human relation problems

STEP 8: Financial control and reporting

STEP 9: Day to day operation and executive committee

STEP 10: Publication and dissemination of information

STEP 11: Collaboration with other CBOs and NGOs

h. FACILITATORS NOTES:

Organization Development observes all stage from formation, the running and follow up and monitoring of NGO activities.

a. TOPIC: Environmental Protection

b. OBJECTIVE: Enable participants understood all issues concerning environment and ways to protect using exist policies and by laws

c. FACILITATION METHOD:

Strategic Learning Experience: Lecture presentation, Role -playing, game and sub-group discussions

d. SELECTION OF TRAINERS

Trainer should have knowledge and background of environmental issues

e. Who participate?

Environment and water committee members, hygiene promoters, opinion
leaders and community leaders

f. MATERIALS:

- Handouts
- Slides
- Pictorial

g. TIME: Three (3) days

STEP 1: Introduction and define the objective of session

STEP 2: Understanding environment concept

STEP 3: Reason for safeguard environment

STEP 4: Approach and system

STEP 5: Stakeholders in environmental protection

STEP 6: Policy issues and by-laws

STEP 7: Community participation

h. FACILITATORS NOTES:

Management of environmental issues and use of exist policies and by laws to influence various stakeholders to have positive approach toward environmental protection

a. TOPIC: Proposal Development Skills
--

b. OBJECTIVE: To empower participants with basic skills and guidelines to develop a winning project proposal for funding

c. FACILITATION METHOD:

Lecture presentation, Role -playing, game and sub-group discussions,

d. SELECTION OF TRAINERS

Trainer should have good background of Organization development

e. Who participate?

CBO executive committee/ leaders

f. MATERIALS:

- Handouts
- Written examples
- Written questions for exercise

g. TIME: Five (5) days

STEP 1: Introduction and define the objective of session

STEP 2: Preliminary preparation of proposal development

STEP 3: Writing an effective proposal

STEP 4: Approach and system

STEP 5: Overall consideration- parts of proposal: cover letter, abstract, introduction, problem statement, objective, method, evaluation and future funding and budget

STEP 6: Source of additional information- grant conditions etc

STEP 7: Presentation of proposal to panel of external evaluators

h. FACILITATORS NOTES:

Winning proposal used as a tool to pursued donors to fund development activity, one need to be precise about the project idea and its feasibility in real life situation

THE EVALUATION

The evaluation procedure to be adopted:

Later after training

Evaluation is the assessment at one point in time to establish whether the set objectives have been achieved and what impact has been made as a result of the intervention.

In this case, evaluation will relate the implementation of the project to the training objectives – with the aim of ascertaining whether change has been realized as a result of the training interventions.

Impact evaluation will be worthy if conducted at least after two to five years of implementing the development projects in the community.

The training objectives and indicators of the projects filled before and after the training will be reference resources/materials in designing the evaluation.

The steps and process involved in progressive assessment of the training intervention will be as follows:

Before training

The person (s) intending to undertake a specific training course will explore their performance gaps in view of expected performance in work and in line with the objectives of development projects.

After Training

On the completion of the training course, the person(s) reflect on the knowledge and skills acquired. This can be done through filling the forms or in a form of answering questions.