

---

**MANAGEMENT REQUIREMENTS FOR  
VOLUME – II OPERATION AND MAINTENANCE OF RURAL  
PIPED SYSTEM**

---

**PART - A FINANCIAL MANAGEMENT**

<b>PART- B COMMUNITY BASED SCHEME MANAGEMENT</b>
--

**PART - C M&E, MIS AND REPORT REQUIREMENTS**

**PART- D HUMAN POWER AND CAPACITY BUILDING FOR  
WATER SERVICE OFFICE**

# Management Requirements for Operation and Maintenance of Rural Piped System: VOLUME – II, PART – B: COMMUNITY BASED SCHEME MANAGEMENT

## Table of Contents

List of Tables	ii
List of Annexes	ii
<b>Acronyms</b>	v
<b>2. COMMUNITY BASED SCHEME MANAGEMENT</b>	<b>1</b>
2.1 General	1
2.2 Purpose of this Manual	2
2.3 Scope of the Manual	2
2.4 Definitions	2
2.4.1 What is the “Community”?	3
2.4.2 Community Participation	3
2.4.3 Community Management	3
2.4.4 Difference and similarity between Community Participation and Management	4
2.4.5 Why Community Management?	5
2.5 Legislation Framework	5
2.5.1 Establishment, Functions and Service Period	5
2.5.2 Recognition of WASHCO/WUB by RWRB	6
2.6 Principle of Community Based Management	6
2.7 Organizational Structure of Community Based Management	7
2.7.1 Selecting Members	7
2.7.2 Categorization of Rural Piped System	8
2.7.2.1 Structure for Small Rural Piped System	8
2.7.2.2 Staffing Requirement for Small RPS	9
2.7.2.3 Structure of Medium RPS	10
2.7.2.4 Staffing Requirement for Medium RPS	11
2.7.3 Structure of Large Rural Piped System	12
2.7.3.1 Staffing Requirements	13
2.7.4 Roles and Responsibilities for Small and Medium Rural Piped System	16
2.7.5 Roles and Responsibilities for Large Rural Piped System	19
2.7.5.1 User Community	19
2.7.5.2 WASHCOs	20
2.7.5.3 Kebele WASHCO	20
2.7.5.4 General Assembly	20
2.7.5.5 Executive Water Board	21
2.7.5.6 Water Administration Office/Operator	22
2.7.5.7 Regional Water Bureau	24
2.7.5.8 Zone Water Office	24
2.7.5.9 Woreda Water Office	25
2.7.5.10 Revolving Fund Enterprise/Water Supply Service Enterprise	25
2.7.5.11 Private Retailers/Associations/Enterprises	26
2.7.5.12 NGOs	27

2.7.6	Equal Representation	27
2.7.6.1	What is Gender?	27
2.7.6.2	Why is a gender approach relevant?	27
2.8	Formulation of By-Law	27
2.8.1	Types of meetings in the WUA By-law	29
2.8.2	Procedures for conducting meetings	30
2.8.3	The decision making processes	31
2.8.4	Minute Taking	32
2.8.5	Effective Communication	33
2.9	Asset Transfer	34
2.10	Conflict Management and Resolution	35
2.10.1	What can you do?	35
2.10.2	How do you work as a TEAM?	35
<b>Annexes</b>		<b>37</b>

## List of Tables

Table 2-1: Proposed manpower for small Size RPS O&MM	10
Table 2-2: Proposed Salary Scale for Technical Coordination Office	10
Table 2-3: Proposed manpower for small Size RPS O&MM	12
Table 2-4: Proposed Salary Scale for Technical Coordination Office	12
Table 2-5: Staff Requirement & Proposed Job Title for large RPS	14
Table 2-6: Proposed Titles & Grades	15
Table 2-7: Salary scale for the proposed Technical coordination office	16
Table 2-8: Roles and responsibilities of actors for small & medium RPSs	16

## List of Boxes

Box 2-1: Sequence of Events in a Meeting	30
Box 2-2: Format of Minutes	33

## List of Annexes

Annex A: References	37
Annex B: WUA By-Law Outline	38
Annex C: Sample WUS By-Law	41

## Definition of Terms

<b>Terms</b>	<b>Definition</b>
Agenda	Agenda is the list of topics or issues to be discussed at a meeting.
Absent with apologies	Whenever a meeting is held, some members may be unable to attend. These members should send their apologies and the apologies should be recorded in the “Absent with Apologies” section of the minutes.
Community	A group of households, hamlets or villages which are served by a common water supply facility whereby responsibility for operation and maintenance, protection and expansion wholly or partially rests on the users.
Community Based Management	The service provision option whereby communities control management of their water supplies. For practical purposes, day-to-day responsibility lies with a representative group of community people, often referred to as a WASHCO, elected to take up this task. Although this group may involve local caretakers or small entrepreneurs, the committee remains responsible for ensuring a sustainable service, and accountable to the community at large.
Community Management	Is a form of community participation in which the community takes the final decision on all aspects of planning, implementation, management, monitoring, evaluation, O&M of the water supply facility
Community Mobilization	The process of bringing together a community to identify needs and raise awareness of, and demand for, a particular development objective.
Community Owned	Ownership of water supply assets is transferred to legal entities established by communities (c.f. Water User's Associations/WASHCO) and the communities have full responsibility and accountability for the operation & maintenance and protection of the assets.
Development Partner	A bilateral, multilateral, an international organisation or any development agency providing support to the Government.
Executive Water Board	Can mean an autonomous organisation established by or under proclamation issues by the Regional States or City Administration to carry out specific functions within defined areas, accountable to Woreda/Zone or Regional Water Bureaus and the Community.
List of Members Present	This is a list of all persons present by name and title (where necessary) and should be indicated at the top of the minutes or attached to the minutes if the list is too long. The minutes should indicate who among those present was chairing the meeting.

Minutes	Minutes are a recording of the proceedings and decisions made at a meeting.
Post Construction Support	The ongoing support to water service providers, be the community-based or private. It may consist of aspects such as monitoring support, technical assistance, training and re-training, and advisory services.
Quorum	This is the minimum number of people who must be present at a meeting in order for it to proceed and make decisions. Every meeting has the minimum number of attendees expected to be present for the meeting to be valid and for decisions taken to be legitimate. Where it is not stipulated in the constitution, the members should set the quorum and abide by it in the minutes.
Service Delivery Approach (SDA)	The conceptual approach taken at sector level to the provision of rural water supply services, which emphasises the entire life-cycle of a service, consisting of both the hard (engineering or construction elements) and software required to provide a certain service level.
Service Delivery Model (SDM)	The practical application of the principles behind the SDA to a given context, including agreed legal and institutional frameworks for delivering a service, the levels of service, and commonly understood and accepted roles for public, private or community actors.
Water Users Association	A legal entity established by the users of water supply sources within a specified area to manage the allocation of water resources and resolve conflicts amongst water users within that area.

## Acronyms

AfDB	African Development Bank
AGM	Annual General Meeting
CBMS	Community Based Maintenance System
CBO	Community Based Organization
CMP	Community Managed Project
CSO	Civil Society Organization
DFID	Department for International Development (UK)
DAs	Development Agents
DAG	Development Assistance Group
EWB	Executive Water Board
ESRDF	Ethiopian Social Rehabilitation and Development Fund
GTP	Growth and Transformation Plan
ICB	International Competitive Bid
IDA	International Development Agency (WB)
JICA	Japan International Cooperation Agency
JMP	Joint Monitoring Office
JTR	Joint Technical Review
HDW	Hand dug Well
HP	Hand Pump
LSP	Local Service Provider
MDG	Millennium Development Goal
M&E	Monitoring & Evaluation
MFI	Micro Finance Institution
MoWIE	Ministry of Water, Irrigation & Electricity

MVS	Multi Village System
NCB	National Competitive Bid
NGO	Non-governmental Organization
NWI	National WASH Inventory
O&M	Operation & Maintenance
O&MM	Operation and Maintenance Management
OWNP	One WASH National Program
PCS	Post Construction Support
RPS	Rural Piped System
RWB	Regional Water Bureau
UNDP	United Nation Development Program
WASHCO	Water Supply, Sanitation and Hygiene Committee
WHO	World Health Organization
WB	World Bank
WUB	Water User's Board
WWO	Woreda Water Office
ZWO	Zone Water Office

## **2. COMMUNITY BASED SCHEME MANAGEMENT**

### **2.1 General**

The concept of community management has gained acceptance by the Government as well as the international development actors. It is worth mentioning that, this concept has been practiced since the launching of the water decade i.e. starting in the late 1970s and is currently being applied in the rural water supply O&M Management programs that run in the Country. The water sector policy of the country, UNDP, WHO, ESRDF, Regional Water Bureaus, WB, AfDB and other development partners funded WASH Program of O&MMs have been based on this concept too.

The basic principles behind this concept which have been accepted by government and donor agencies is that the community that benefits from an improved water supply and sanitation should:

- Have a voice & choice in its developments,
- Own the water system or facility, and
- Have overall responsibility for its operation and maintenance Management (O&MM).

The outcome of the participation of the community in the O&MM is to enhance sustainability of water supply schemes. In line to this, the involvements of the community have been fulfilled through the formation of WASHCO/ WUB that is responsible for O&MM the system, setting and collecting water tariffs and managing maintenance and repair activities.

The manual was developed to improve community based O&MM to foster the way for benefiting community to advance their management practice and hopefully increase the likely hood of sustainable water supply scheme. The manual is especially relevant for communities who have a relationship with the service water provider and who are also committed for operation manager. The operation managers are paid employee and his/her performance should be reviewed by WASHCO/WUB. The manual covers technical issues such as role and responsibility of WASHCO/WUB and benefiting community, government agency and NGOS. Thus, the manual is meant to equip communities with the tools to eliminate or reduce the major constraints in managing infrastructure and providing services. The manual is also prepared to clarify roles and responsibility of stakeholders.

This community based scheme management training manual basis on documents reviewed from different sources, personal and water sector development experience of the Country as well as consultation with various stakeholders in the sector. In this manual the consultant has attempted to question the widespread faith placed in community management, to determine under what conditions it can contributes to sustainable rural water services.

Over the last three decades community management has evolved to become a leading management model for almost none of are being implemented today without some kind of involvement benefiting community. The objective always is to make the community responsible for the O&M for after the implementing agency has left.



One can distinguish different levels of community management as described below:

- For some, community management means that community members help to construct the water infrastructure. They dig the wells, trenches, supply and carry the local materials such as stones and sand.
- Another important element of community management is that the people in the community contribute to the costs of the water supply infrastructure (in general 5 to 10%) and in most cases pay 100% of the money needed to operate and maintain the rural water supply scheme. The community's willingness to pay, supposedly demonstrates its willingness to accept responsibility for the water supply.
- For many, community management requires participation of a cross-section of the community in the process of developing the water supply service, most importantly in the design of the water scheme, the choice of the service level (on spot or a piped network), how the costs for operation and maintenance should be recovered etc.

For most agencies community management is putting in place everything that is needed to enable the community to manage their rural water supply scheme indefinitely. The most important elements of such a management system are an elected WASHCO/WUB to take the important decisions, effective systems of book keeping and minute taking, by laws prescribing the rights and obligations of the users, an operator to maintain the water system etc. This set of institutions and capacities is needed for the community to manage its water supply service over a prolonged period of time.

## **2.2 Purpose of this Manual**

This manual is prepared as field implementation manual for WWO and Rural Piped System Water Boards who takes responsibility of daily operation, maintenance and management of the water scheme. This manual, as management back-up-knowledge and references, focuses on areas of organization and management.

### **[Specific Objectives of the Manual]**

- To provide general idea on community-based management with Executive Water Board for RPS Schemes,
- To provide basic and practical knowledge & skills on how to manage and maintain the completed water schemes which are necessary as daily water supply scheme management.

## **2.3 Scope of the Manual**

This manual is mainly developed for rural piped system community based scheme management. For point water sources of water supply has prepared separately before. This manual can be used by the regional water bureaus, Zone and Woreda Water Offices, Executive Water Boards, Water Administration Offices, User Communities, NGOs and relevant organization.

## **2.4 Definitions**

The word community can be defined in different ways e.g. a group of people with common interest or a people with common interest living in a particular area etc. However for our purpose, Community is the geographic and administrative agglomeration of all hamlets,

quarters and household, which has “adequate access” to an improved water supply system or combination of the system.

### 2.4.1 What is the “Community”?

We have been talking a lot about “COMMUNITY”, but what or who do we mean by “COMMUNITY”? We are talking about a “WATER USER COMMUNITY” - people who live around a borehole scheme, a shallow well or piped system and share the use of this facility. They form a “community” – they are neighbours, draw water from the same water point, and can work together to improve their water, sanitation and hygiene.

For a single water point (e.g. borehole scheme) the “WASHCO” can be small - people living in one section of a village. For a piped scheme, the “water user community” can be large - members of a whole village or several villages.

User communities will take the lead to develop water supply and sanitation facilities for their own areas. They come to together, work out what they want, and apply for help to develop these facilities.

*For piped water schemes...*

.....the *user community* includes the households, schools, and other institutions that *use* the water, *contribute* to the costs, and *participate* in the operation, maintenance and management of the scheme. In a gravity-fed scheme the whole village is usually a *user community*. However, within the village there will be *tap communities* (households that use the same tap). And within the larger scheme there are villages, other than your own, participating.

Generally, for piped water scheme, users are organized at three levels:

- **the tap community** (with a tap committee),
- **the village** (the village schemes committee),
- **Multi-village scheme** (all participating villages forming a multi-village schemes committee when the scheme covers multiple villages).

### 2.4.2 Community Participation

Community participation can be defined as “an active process whereby beneficiaries influence the decision and execution of development project rather than merely receive a share of project benefit”. Community participation is needed in making decisions about project site, technology and rules for governance.

The services are effective when the community have a voice and choice in selecting committees, establishing tariff rates and establishing hours of operating the service. Voice and choice is a technique in which the end users have a say in what is done in planning and implementing a facility or system.

### 2.4.3 Community Management

Community management refers to the capacities and willingness of users to change and determine the nature of development affecting them. Thus, in RPS system community management refers to the level at which the community exercise responsibility for

decision making and control over subsequent education of these decision during project development and a capability of a community control and strongly influence the development of its water supply schemes, which has three basic components:

- **Responsibility:** the community takes on ownership of water supply system and attendant obligation to the system,
- **Authority:** the community has the legitimate right to make decision regarding the system on behalf of users,
- **Control:** community is able to carry out and determine the outcome of the decision.

In general community management is concerned with all issues pertaining responsibility i.e.

- Ownership,
- Decision making authority and,
- Control over project development and systems operations,

This may imply a variety of management systems from extensive contribution of self-help labour at lower levels of service to specialized managers at higher levels of services.

Thus, the decision making requirements apply not only to the male leadership but also and perhaps particularly to village women. Women lack of schooling and literacy skills should not prevent them from making valuable contributions to community decision making. The important preconditions for effective community management are:

- Community demand driven for improved water supply,
- The availability of information, which required to make informed decision to the community,
- Technologies and level of service with the community's needs and capacity to finance, manage and maintain them,
- Understanding of the community in technological and willingness to take responsibility for system,
- Willingness to invest in capital and recurrent costs,
- Involvement of the community to make decision and choice,
- Community institutional capacity to manage development and operation of the system and human resources to run this institution,
- Policy which permit and support community management.

Continues external and internal support and service availability from the government, NGOs and private sectors (like training, technical and credit service...), these it does not mean that the users do everything themselves.

#### **2.4.4 Difference and similarity between Community Participation and Management**

Community participation and management distinguished on the basis of fee collecting activities. Community participation implies that the community performs routine operation all duties such as record keeping, accounting and payment collecting under a system

predefined by external agency, where as community management implies that in addition the community establishes tariff schedules and institution establishes its own form of collection.

#### **2.4.5 Why Community Management?**

Experience in many developing countries during and since the international drinking water supply and sanitation Decade, (1981 - 1990) shows that even the best run water agencies cannot successfully implement, operate and maintain a network of widely dispersed water systems without the full involvement and commitment of the users. Despite the best endeavours of central agencies; staff, transport and budgets become overstretched, leading to broken down systems, dissatisfied consumers and demoralized agency personnel.

Properly continuously supported communities have both the ability and the willingness to manage their own water systems. Agency resources currently swallowed up in the provision and maintain of inefficient services can thereby be diverted to a much more effective facilitating role, bring greater cost effectiveness and more widespread and sustainable benefits. The major reasons why a community – management approach has been adopted on rural pipe system scheme management and sanitation projects are:

1. Reliability, sustainability and replicability
2. Stimulus to community development and
3. It works

### **2.5 Legislation Framework**

The legal status of WASHCO/WUB is based on specific authorities given to them by the Regional Water Resources Development Bureau (endorsed by Regional House of Representatives) which shall be based on the general Regional National State legal provisions or otherwise the Country's Water Resource Management Policy. After the relevant authorities endorsed the strategic framework of O&M of rural water supply, regional states either amend or issue proclamation for legalization of Water User's Association to ensure the ownership of the scheme by the community.

Based on the proclamation and successor legislation of Regulation and Directive, Water Boards/WASHCOs need to implement and follow all the required procedures. At the same time Regional Water Bureaus, Zone and Woreda water offices need to conduct follow up and evaluation for the execution of the proclamation. Support to the Water Boards and WASHCOs are needed.

#### **2.5.1 Establishment, Functions and Service Period**

- The beneficiary communities shall elect the WASHCO/WUB members.
- The service period for the WASHCO/WUB members shall be defined by Regional Rural Water Supply Schemes Management Proclamation, Regulations and Guidelines Issued by Respective Regions.
- Role of WASHCO/WUB defined
- Right and obligation WASHCO/WUB defined

- Duties and responsibility of concerned government agency and other stakeholders
- The WASHCO/WUB members shall consist of seven members out of which at least four shall be women. Legal binding decisions may only be taken if the chairperson in accordance with the law has invited WASHCO/WUB members if more than half attend meeting.
- WASHCO/WUB members and if more than half of the members are present.

### **2.5.2 Recognition of WASHCO/WUB by RWRB**

- The Woreda Water Resource Office shall recognize the Water User WASHCO/WUB on behalf of the RWRB and Zonal Water Resource Office as the legal representative of the Communities, which get benefit from the water supply, and as the agent of the Zonal Office as lay down in the letter of recognition.
- The recognition shall be made public.

## **2.6 Principle of Community Based Management**

The World reached the era of the trained community manager. Those that run communities for organizations will be expected to know what they're doing, not learn on the job. They know the theory behind their work. They know the case studies of success and failure. They test, measure and adapt. They work to understand what is/isn't working (and why). In communities, professionals will be expected to excel in key skills. They will be expected to guide their organization through the community management process. They will be expected to prove their value numerically. Successful amateurs will still thrive, but organizations will want the reliability of the proven. The principles of trained community management are:

1. Trained Community Managers build a strong sense of community amongst a specific group of individuals and to other stakeholders.
2. Trained Community Managers work from proven templates to sustain their water supply scheme through the community management process (they are proactive, not reactive).
3. Trained Community Managers excel at building relationships both with and between members.
4. Trained Community Managers master their data and use their data to optimize every activity and stage of the membership life cycle.
5. Trained Community Managers have deep knowledge of technology, financial management and conflict resolution.
6. Trained Community Managers build internal and external systems to scale their communities without incurring a large financial burden.
7. Trained Community Managers integrate the community with the organization's systems.
8. Trained Community Managers excel at stimulating and sustaining high levels of participation per member.

9. Trained Community Managers excel at conflict resolution and work from proven techniques to resolve potentially detrimental disputes.
10. Trained Community Managers deliver a clear role and responsibility to their employers (not fuzzy statements concerning engagement).

These principles might change over the next few years, but it is a good start. If you're hiring a community manager, does this sound like the type of person you would like to hire?

## **2.7 Organizational Structure of Community Based Management**

The Organization Structure of RPS has been categorized into small, medium and large RPS. The RPS Organization Structure shall be carried by WASHCO for Small RPS and WUB assisted by Water Administration Office for large RPS, with technical support and backup from the Woreda, Zonal and Regional concerned government line office establishments. The proposed structure of the RPS is anticipated to be materialized with active involvement of the immediate government body who shall give technical support and backup to the WASHCO/WUB structure.

Each RPS O&M managed by a group of water users. We refer to this as a benefiting community. There may be a number of benefiting communities within a village. Benefiting communities consist of households who live in one kebele and are the primary users of this facility. Each Benefiting communities form a WASHCO/WUB, made up of members of the water user community. The type and the size of RPS and type of village will influence the size or *reach* of the benefiting community. For a piped scheme, a user community may consist of a whole village or several villages in the kebele.

### **2.7.1 Selecting Members**

**Criteria:** Ask community to talk about the type of people they want before making the selection some examples: We chose people who are active and hard-working - people who get things done and not just talk. We looked for people who are dependable and committed - people who have the welfare of the community at heart. We selected the old man as chairman because he knows how to control a meeting, solve problems, and handle arguments. He is not a "big boss" - he listens to people and encourages them to talk. Even though she is illiterate we selected her because we trust her. She handles money for other groups and has never lost a shilling. We selected her as caretaker because she lives near the pump and has the confidence of all the women.

**Women:** More than half of the members should be women. Women should also be elected to the executive positions - chairperson, secretary, or treasurer.

**Area Representation:** In committees covering several villages each area should be represented.

**Literacy:** Literacy is not a requirement but for some tasks, e.g. writing minutes, literacy is essential. However, writing is not the only way to "keep records".

**Caretakers/Operators:** Select at least two caretakers or operators for each water point - one woman, one man. They should be strong enough to do job.

**Permanent Resident:** Select people who will stay in the community. Migrant workers should be excluded.

The WASHCO/WUB will be expected to report to the community and the Woreda Water Resource Office on a regular basis. You will elect them – and if they do a poor job, you can replace them. Elect a group of people in whom you have confidence – people who are not just talkers, but people who are willing to **do** things and get things **moving**. Select people who are willing to listen to the views of the community, and not just give orders. Remember – they are working on behalf of the community, so they need to be good listeners. **Women** should be at least more than half of the members and half of the office bearers in the WASHCO/WUB.

Why involve women? Women know a lot about water – they manage water in the home and will make sure that the new facilities are working. So they should play a big role in deciding about how is used and Operated and maintained, etc. Make sure that women are on the WASHCO/WUB and take an active part in discussions and decision-making. And hold the meetings at times that are suitable for them.

## **2.7.2 Categorization of Rural Piped System**

The Consultant team had visited about 20 rural pipes system in the entire Country during the assessment period. Of which the highest population served RPS was Sirraro RPS, which was about 250,000 with 97 public water points and individual customers, while the smallest population 400 served people at Adayitu small RPS. In terms of pipeline length, Sirraro RPS lead by 183 km, followed by Robe Melliya, which was about 110km. The lowest was about 500m with an average of below 10km. Of course these criteria may need in further to develop with concrete data and information.

Thus, the RPS can be categorized based on served population number and length of pipeline in to three: These are Small, Medium and Large RPS, as presented in sub sections below. This classification is open to modify based on the local context, but can be used as a guiding criteria.

### **2.7.2.1 Structure for Small Rural Piped System**

Small rural piped system is a system serving up to 10,000 inhabitants and with the pipe length of 10kms and consists of several villages with less than 10 public water points and house and or yard connections from one water sources. The common existing management system is that WASHCOs, they are elected for each of the individual public water point, and establish a common main WASHCO.

The small rural piped system is suggested to be managed by the Main WASHCO, Sub WASHCOs and recruited professional staff. Figure 2.1 presents the proposed service delivery model for small rural piped system.

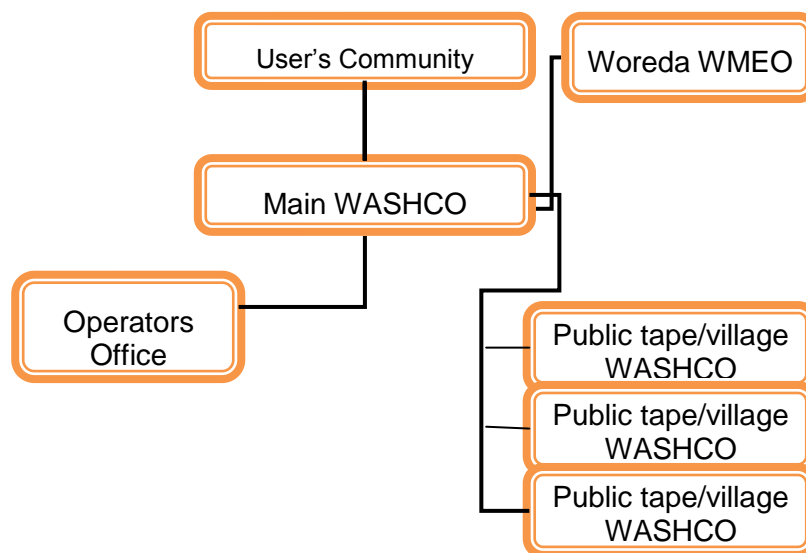
Main WASHCO – Tap Committee Service Delivery Model is recommended for the management of small rural piped system schemes. These are elected main WASHCO members with 5 – 7 members. The responsibilities are overseeing the scheme operator, technicians and tap attendants, keeping records, reporting and ensuring continuous and sustainable service delivery. It is suggested that the main WASHCO members receive sitting allowances when they hold meetings; in others members work like tap committees' on a voluntary basis.

The main WASHCO model has a scheme operator who is responsible for the day to day operation and maintenance tasks. The scheme operator is normally a locally selected individual, who is trained to perform the daily running of the scheme such as switching on and off pumps and generators, doing routing maintenance checks, fixing small pipe leaks

and replacing taps. The scheme operator can have other people working for him, such as plumbers, guards, casual labour and tap attendants, or these people can be directly employed by the main WASHCO.

The scheme operator normally signs a simple contract with the main WASHCO; the contents of sample contract form will be prepared. The scheme operator can be paid a flat fee every month.

**Figure 2-1: Service Delivery Management Model for Small RPS**



If there is no scheme operator, the main WASHCO can employ technicians and tap attendants directly. The main difference is that it is not the scheme operator but the main WASHCO who does the financial management as well as the fees collection and record keeping.

The Water Board is accountable for in to two ways: to the Woreda Water Offices (WWOs) and the community. The WWOs are supervising the main WASHCO, and provide technical support and capacity building. Representatives of the WWO should participate during meetings, and funds for repairs that exceed the capacity of the WB.

Urban Water Utilities are also supposed to have technical support to WASHCO in their premises; however, this is not always the case.

### **2.7.2.2 Staffing Requirement for Small RPS**

Human resource is an important asset to any development. It is noted that effective human resource management would contribute to sustainability of Small RPS. Thus, WASHCO members in consultation with WWO can recruit and employ the necessary manpower to support sustainability of water supply schemes.

Therefore, the proposed job title names and the corresponding number of positions in technical office are presented in the Table below.



**Table 2-1: Proposed manpower for small Size RPS O&MM**

No.	Proposed Job Title Name	Proposed Manpower (No. of Post Holders)	Grade
<b>1</b>	<b>Small RPS Human power requires</b>		
1.1	Guard and Operator	As required	I
1.2	Accountant and cashier	1	III
1.3	Water point attendant (optional if out sourced)	1	II

Salary scale for the proposed Technical coordination office is presented in Table 2-2. This proposed salary scale is just an indicative that subject to be modified.

**Table 2-2: Proposed Salary Scale for Technical Coordination Office**

Grade	Base Rate	Incremental Salary Scale (Birr)									
		1	2	3	4	5	6	7	8	9	10
G-I	531	573	577	612	651	687	721	829	953	1061	1172
G-II	612	651	687	721	829	953	1061	1172	1290	1417	1575
G-III	721	829	953	1061	1172	1290	1417	1575	1720	1879	2005

### 2.7.2.3 Structure of Medium RPS

Medium rural piped system is a system that can serve between 10,000 and 30,000 inhabitants and with the pipe length up to 30kms. It is also consist of several villages with greater than 10 and less than 30 public water points and with indefinite house and or yard connections from one or more water sources. The common existing management system is that WASHCOs are elected for each of the individual public water point, but not establish a WUB.

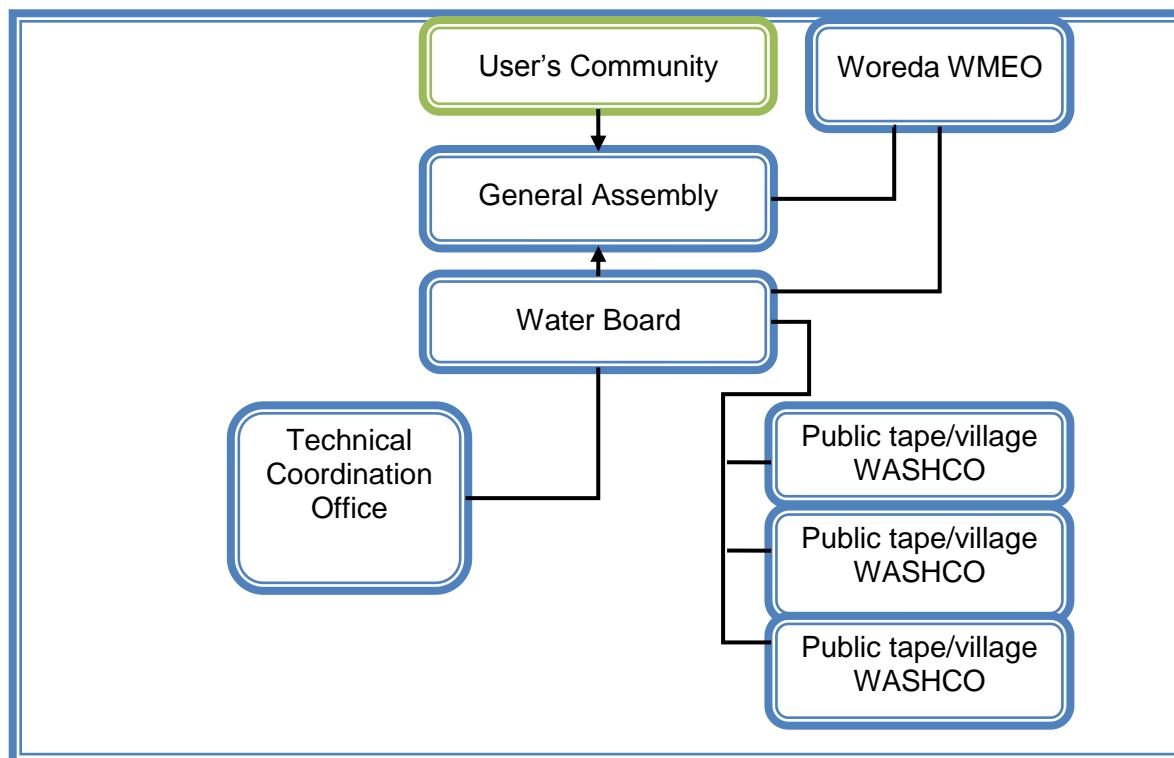
The Medium rural piped system is suggested to be managed by the water users board, and recruited staff those who mange day to day operation and maintenance of the scheme. Figure 2.2 presents the proposed service delivery model for medium rural piped system.

Water User Board – Service Delivery Model is recommended for the management of medium rural piped system schemes. These are elected water boards members with 7 members. The responsibilities are overseeing the scheme operator, technicians and tap attendants, finance and administrative staff and ensuring continuous and sustainable service delivery. It is suggested that the water user's board members receive sitting allowances when they hold meetings.

The water supply scheme has a scheme operator who is responsible for the day to day operation and maintenance tasks. The scheme operator is normally a locally selected individual, who is trained to perform the daily running of the scheme such as record keeping, revenue collection, switching on and off pumps and generators, doing routing maintenance checks, fixing small pipe leaks and replacing taps. The scheme operator can have other people working for him, such as plumbers, guards, casual labour and tap attendants, or these people can be directly employed by the Water Board. The scheme operator normally signs a simple contract with the Water Board; the contents of sample

contract form will be prepared. The scheme operator can be paid a flat fee every month.

**Figure 2-2: Service Delivery Management Model for Medium RPS**



If there is no scheme operator, the Water Board can employ technicians and tap attendants directly. The main difference is that the employed staff with different academic background and skills but not the Water Board who does the financial management as well as the fees collection and record keeping.

The Water Board is accountable for the general assembly/users community & Woreda Water Offices (WWOs). The WWOs are supervising the Water Board, and provide technical support and capacity building. Representatives of the WWO should participate during meetings, and funds for repairs that exceed the capacity of the WB. Urban Water Utilities are also supposed to have engineers who can provide technical support; however, this is not always the case.

#### **2.7.2.4 Staffing Requirement for Medium RPS**

Human resource is an important asset to any development. It is noted that effective human resource management would contribute to sustainability of Medium RPS as well. Thus, WASHCO members in consultation with WWRO can recruit and employ the necessary manpower to support sustainability of Water Supply schemes.

Therefore, the proposed job title names and the corresponding number of positions in technical office are presented in the Table below.

**Table 2-3: Proposed manpower for small Size RPS O&MM**

No.	Proposed Job Title Names	Proposed Manpower (No. of Post Holders)	Grade
<b>2</b>	<b>Medium RPS Human power requires</b>		
2.1	Guard and Operator	As required	I
2.2	Accountant and cashier	2	IV
2.3	Plumber	1	III
2.4	Electro mechanic	1	V
2.3	Water point attendant	1	II

Proposed salary scale for the technical coordination office for medium RPS is presented in Table 2-4, as stated it is subject to be modified.

**Table 2-4: Proposed Salary Scale for Technical Coordination Office**

Grade	Base Rate	Incremental Salary Scale									
		1	2	3	4	5	6	7	8	9	10
G-I	531	573	577	612	651	687	721	829	953	1061	1172
G-II	612	651	687	721	829	953	1061	1172	1290	1417	1575
G-IV	1061	1172	1290	1417	1575	1720	1879	2005	2144	2272	2522
G-V	1417	1575	1720	1879	2005	2144	2272	2522	2799	3135	3307

### 2.7.3 Structure of Large Rural Piped System

Large rural piped system can serve for greater than 30,000 inhabitants and having over 30 kms pipeline. It is also consist of several villages with greater than 30 public water points and unlimited house and or yard connections from one or more water source.

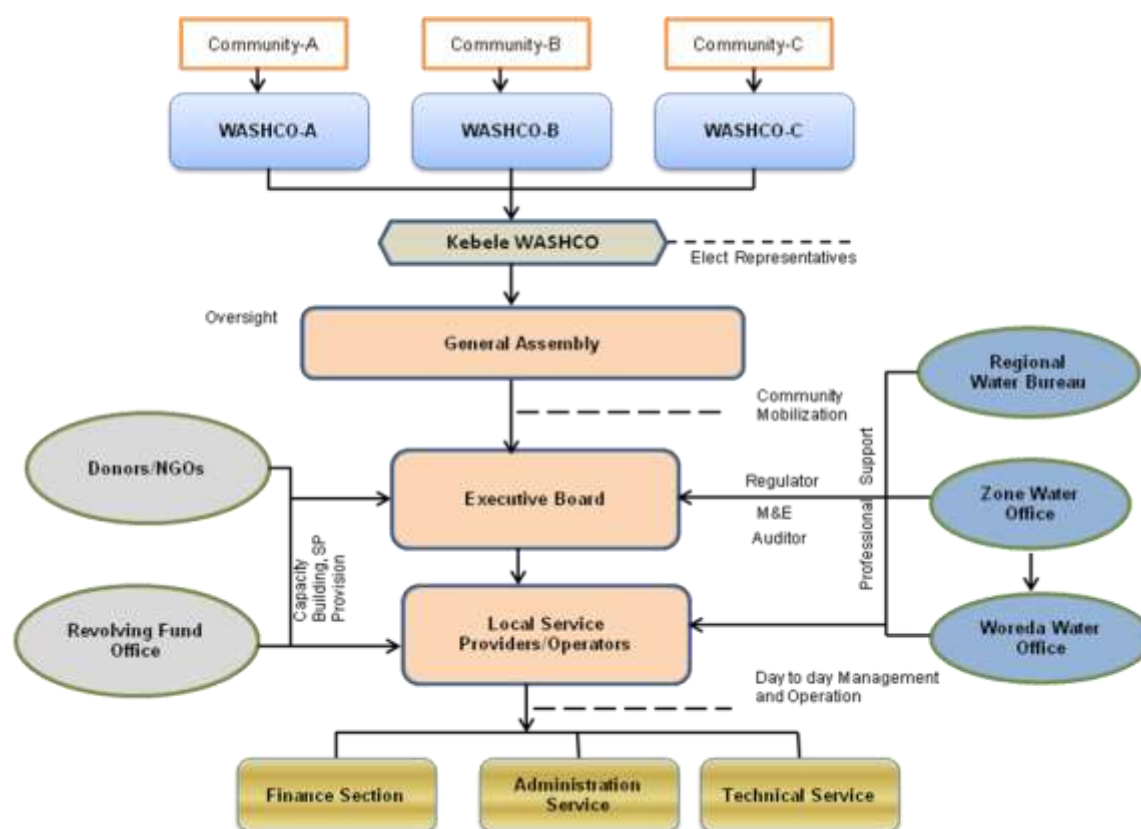
The Large rural pipe system has been commonly managed by Water User Board is established by motivation two or more WASHCO who got access to potable water from the same sources but basically reside in different kebeles .

Elected organs which represent benefiting community and which are solely entitled to speak on their behalf. They have responsibility for institutional type of activity that they assume with the support of technical and operational organs. They have all decision-making powers with regard to the management of RPS, the choice of goals and action programs, use of funds. The technical and operational organs shall be under the authority of the elected organs. Their mission shall be to assist the elected organs in the realization of their objectives, activity. The technical and operational organs are the technical administrative structure of the WUB.

To achieve a high degree of effectiveness requires that organizations becoming both technically and financially sustainable. WUB by proclamation was responsible for benefiting community and concerned government office. Figure below illustrate organization structure of large rural pipe system. The organization structure of for large

rural piped system is presented in Figure 2.3.

**Figure 2-3: Service Delivery Management Model for Large Rural Piped System**



### 2.7.3.1 Staffing Requirements

Human resource is an important asset to any development. It is noted that effective human resource management would contribute to sustainability of RPS. The ability to retain attracts and qualified, experienced and skilled employees enhance sustainability of RPS O&MM.

Thus, Executive Board member shall appoint the general manager and the water administration office recruit and employ the necessary manpower to support sustainability of Water Supply schemes. The Executive Board is responsible to determine the remuneration of employees pertinent to the country's labour law. The overall human resource management shall be done pursuant to the country's labour law No. 377/96. The labour law contains responsibilities and duties of human resources staff regarding employment relation issues. The law replaces all previous labour laws, regulation and rules. It is advisable that government rule regulations contained in the proclamation enforce super cede any manual, collective agreement and directives.

The staffing plan of the large RPS have been done by adopting standards of Magnitude of RPS, Income and expenditure, short-term and medium term needs and nucleus manning to cater to future expansion and improvement of the service. Accordingly, efforts have to be made to in reach the management model manpower requirement to fully relinquish its functions. The specifications for all jobs have to be compared with specifications for similar jobs in sufficiently similar circumstances in other organizations and therefore, reflect present salary scale situations in general. Titles have also been carefully named for

jobs to reflect the nature, scope and level in comparison to other jobs.

The staffing plan of the water administration office for large RPS have been studied against standards of completeness, economy, short-term and medium term needs and nucleus manning to cater to future expansion and development. Accordingly, efforts have to be made to in reach the existing established institution to fully relinquish its functions and for adoptability by others. Titles have also been carefully named for jobs to reflect the nature, scope and level in comparison to other jobs.

Hence, the proposed organizational structure of the Water Administration Office has to be properly staffed if it is to serve a meaningful purpose. Accordingly, the positions that need to be created in the chart as well as the number of personnel required to occupy each positions and assessing staffing requirements, due care has been taken to ensure that the RPS O&MM sustainable with expanded operations and acquires in-house technical capacity to respond effectively to new challenges and opportunities in the environment. Therefore, the proposed job title names and the corresponding number of positions in technical office are presented in the Table below.

**Table 2-5: Staff Requirement & Proposed Job Title for large RPS**

No.	Proposed Job Title Names		Proposed Manpower (No. of Post Holders)
<b>1.</b>	<b>Office of General Manager</b>		
	1.1	General Manager	1
	1.2	Secretary	1
<b>2.</b>	<b>Procurement and Finance Process</b>		
	2.1	Head, <b>Procurement</b> and Finance Dep't	1
	2.2	Procurement officer	1
	2.3	Senior Accountant	1
	2.4	Accountant	1
	2.5	Cashier	1
	2.6	Storekeeper	1
	2.7	Storekeeper Clerk	1
<b>3</b>	<b>Human Resource Development Process</b>		
	3.1	<b>Head, Human Resource Development Process</b>	1
	3.2	Head, Central Archive	1
	3.3	Archive Clerk	1
	3.4	Guard	As required
	3.5	Cleaner	1
	3.6	Gardner	1
	3.7	Officer Boy (Messenger)	1
	3.8	Driver	1
<b>4</b>	<b>Operation and Maintenance Process</b>		
	4.1	Head, operation and maintenance <b>Process</b>	1
	4.2	Plumber	As required
	4.3	Mechanics	2

No.	Proposed Job Title Names		Proposed Manpower (No. of Post Holders)
	4.4	Electricians	2
	4.5	Welder	1
	4.6	Meter readers	As required
<b>5.</b>	<b>Planning, Monitoring and Evaluation Unit</b>		
	5.1	Head, Planning, Monitoring and Evaluation unit	1
	5.2	Economist	1
	5.3	Monitoring and Evaluation Officer	1
<b>6.</b>	<b>Customer Relations Unit</b>		
	6.1	Head, Customer Relation Unit	1
	6.2	Legal advisor	1
	6.3	Liaison Officer	1

These human resources requirement is subject to modified based on the local context even some profession can be outsourced. Thus, the number and title is not a governing structure but indicative requirements.

**Table 2-6: Proposed Titles & Grades**

No	Proposed Job Title	Grades
1	Cleaner	I
2	Office boy	
3	Gardner	II
4	Guard	III
5	Driver	IV
7	Archives Clerk	
8	Storekeeper Clerk	
9	Cashier	V
11	Secretary	VI
13	Head, Central Archive	VIII
14	Procurement Officer	
15	Accountant	IX
16	Administration Officer	
17	customer Relation Officer	X
18	Information Management Expert	
19	Monitoring and Evaluation Expert	
20	Economist	
21	Senior Accountant	

**Table 2-7: Salary scale for the proposed Technical coordination office**

Grade	Base Rate	Incremental Salary Scale									
		1	2	3	4	5	6	7	8	9	10
G-I	531	573	577	612	651	687	721	829	953	1061	1172
G-II	612	651	687	721	829	953	1061	1172	1290	1417	1575
G-III	721	829	953	1061	1172	1290	1417	1575	1720	1879	2005
G-IV	1061	1172	1290	1417	1575	1720	1879	2005	2144	2272	2522
G-V	1417	1575	1720	1879	2005	2144	2272	2522	2799	3135	3307
G-VI	1879	2005	2144	2272	2522	2799	3135	3307	3488	3680	3861
G-VII	2272	2522	2799	3135	3307	3488	3680	3861	4052	4260	4516
G-VIII	3135	3307	3488	3680	3861	4052	4260	4516	4787	5069	5245
G-IX	3680	3861	4052	4260	4516	4787	5069	5245	5430	5621	6047
G-X	4260	4516	4787	5069	5245	5430	5621	6047	6464	6909	7303

This salary grade is needed to improve with the local situation as well as the Country's economic growth. Thus, this it is an indicative.

#### 2.7.4 Roles and Responsibilities for Small and Medium Rural Piped System

Table 2 – 8 is presenting the roles and responsibilities of varies actors in small RPS.

**Table 2-8: Roles and responsibilities of actors for small & medium RPSs**

No.	Actors	Roles and Responsibilities
1	Woreda Water Office	<ul style="list-style-type: none"> <li>Assist the community in selection of WASHCO members as per the guideline,</li> <li>Offer technical support and training to WASHCO's and technical staff,</li> <li>Coordinate and facilitate the linkage among various stakeholders,</li> <li>Cascading trainings to WASHCOs and service office,</li> <li>Regulator the WASHCO's and technical staff</li> <li>Plan for routine, preventive and curative maintenance in annual base and link to revolving fund office and service providers in managing the spare parts.</li> <li>Develop and update the tariff along with WASHCOs,</li> <li>M&amp;E the performance of WASHCO and service providers,</li> <li>Ensure receiving reports from WASHCO and delivering consolidated reports to the Zone and Regional Water Bureau.</li> <li>Mobilizing and sensitizing community.</li> <li>Assign auditor as per the guideline and follow the</li> </ul>

		financial status of the WASHCO
2	Main WASHCO	<ul style="list-style-type: none"> <li>▪ Accountable to Woreda water office and user community</li> <li>▪ Overall supervision and coordinating of the individual tap committees',</li> <li>▪ Carrying out O&amp;M activities by recruiting operators,</li> <li>▪ Collect revenue,</li> <li>▪ Financial managing,</li> <li>▪ Hire local service provider when needed,</li> <li>▪ Managing the entire water supply schemes,</li> <li>▪ Elected by the individual tap committees',</li> </ul>
3	Public Committee/Village WASHCO Tap	<ul style="list-style-type: none"> <li>▪ Accountable main WASHCO and public tap user community</li> <li>▪ To manage the water point operation, monitor and evaluate the general status of their water points</li> <li>▪ Report to WASHCO if there is the need for action because of break</li> <li>▪ Supervise operation hours of water points.</li> <li>▪ To motivate the beneficiary community towards utilization water points properly</li> <li>▪ To mobilize the water point user community for community participation.</li> <li>▪ To resolve conflict that may arise between the water point beneficiaries.</li> <li>▪ To collect revenues generated from sale of water at water points and properly hand over to WASHCO,</li> <li>▪ Accountable for the main WASHCO.</li> </ul>
4	Operator	<ul style="list-style-type: none"> <li>▪ The Operator shall be accountable to the WASHCO/WUB</li> <li>▪ To undertake routine and minor maintenance of the water scheme.</li> <li>▪ To prepare operational and maintenance report of the scheme and submit the report to the WASHCO/WUB and Woreda Water Resource Office.</li> <li>▪ To keep the equipment operation follow-up card at the proper place and avail on request to the body that needs the information.</li> <li>▪ To report any break down or damage on time to the concerned body.</li> </ul>



		<ul style="list-style-type: none"> <li>▪ To operate the water points on time for proper utilization.</li> <li>▪ To keep and utilize the maintenance toolkits.</li> <li>▪ To keep operational and maintenance record of the scheme.</li> <li>▪ To show the beneficiary how to use the scheme properly.</li> </ul>
5	Tap Attendant	<ul style="list-style-type: none"> <li>▪ To undertake regular opening of water point as per the schedule agreed by benefiting community.</li> <li>▪ Collect money from sale of water as per the approved tariff and deposit to the Bank or MFI whichever feasible on daily basis.</li> <li>▪ To keep the water points safe and clean</li> <li>▪ Remove debris and sediment from the compound of water point</li> <li>▪ Mobilize user to maintain the fence of water point</li> <li>▪ To report any break down or damage on time to the concerned body.</li> <li>▪ To keep and utilize the cash collection receipts properly.</li> <li>▪ To show and animate the beneficiary how to use the water point safely and handle the water hygienically,</li> <li>▪ Conduct awareness creation on hygienic handling of water in collaboration with health extension worker.</li> </ul>
6	Caretaker	<ul style="list-style-type: none"> <li>▪ The caretaker shall be accountable to the committee</li> <li>▪ To undertake routine and minor maintenance of the water scheme.</li> <li>▪ To prepare operational and maintenance report of the scheme and submit the report to the committee and Project Office.</li> <li>▪ To keep the equipment operation follow-up card at the proper place and avail on request to the body that needs the information.</li> <li>▪ To report any break down or damage on time to the concerned body.</li> <li>▪ To operate the water points on time for proper utilization.</li> <li>▪ To keep and utilize the maintenance toolkits.</li> </ul>

		<ul style="list-style-type: none"> <li>▪ To keep operational and maintenance record of the scheme.</li> <li>▪ To show the beneficiary how to use the scheme properly.</li> </ul>
<b>7</b>	User Community	<ul style="list-style-type: none"> <li>▪ To use the safe water properly.</li> <li>▪ To safe guard the scheme from damage or abuse.</li> <li>▪ To attend the general meeting that shall be arranged by the committee.</li> <li>▪ To pay on time users fee that shall be decided on the general meeting.</li> <li>▪ To report on time any break down or unusual conditions of the scheme to the concerned body.</li> <li>▪ To safe guard the water source from pollution and keep the scheme under good sanitation condition.</li> <li>▪ To co-operate with WUB/WASHCO and caretakers.</li> <li>▪ To perform every activity but only significant for the scheme that shall be assigned by the committee chairperson, for instance conveying message to the concerned bodies.</li> <li>▪ To adhere to the regulation set to manage the scheme,</li> </ul>

## **2.7.5 Roles and Responsibilities for Large Rural Piped System**

As per the organizational structure of large rural piped system, the roles and responsibilities of each actor are presented in subsequent section below.

### **2.7.5.1 User Community**

- To use the safe water properly,
- To safe guard the scheme from damage or abuse,
- To attend the general meeting that shall be arranged by the committee,
- To pay on time users fee that shall be decided on the general meeting,
- To report on time any break down or unusual conditions of the scheme to the concerned body,
- To safe guard the water source from pollution and keep the scheme under good sanitation condition,
- To co-operate with WUB/WASHCO and caretakers,
- To perform every activity but only significant for the scheme that shall be assigned by the committee chairperson, for instance conveying message to the concerned bodies,

- To adhere to the regulation set to manage the scheme.

#### **2.7.5.2 WASHCOs**

- To manage the water facilities operation, monitor and evaluate the general status of their water points,
- Report to kebele WASHCO if there is the need for action because of breakdown,
- Supervise operation hours of water points,
- To motivate the beneficiary community towards utilization water points properly,
- To mobilize the water point user community for community participation,
- To resolve conflict that may arise between the water point beneficiaries,

#### **2.7.5.3 Kebele WASHCO**

- Accountable to general assembly/WUB and user community
- To manage the RPS operation, monitor and evaluate the general status in their kebele,
- To motivate the beneficiary community towards utilization of improved RPS and safe sanitation and hygiene practice,
- Transmitting the voice of the individual WASHCO's within the kebele,
- To take full responsibility of the overall scheme administration and management in their kebele,
- To report major breakdown that are beyond the capacity of the committee to the WUB and Water Administration Office,
- To resolve conflict that may arise between the beneficiary households in there kebele

#### **2.7.5.4 General Assembly**

The General Assembly of the Water Board is the highest authority in managing the water supply scheme.

##### **Power and Duties of General Assembly:**

1. Accountable to Woreda, zone or regional water bureau and user community
2. Become part of the higher authority of the association by encompassing the whole members of the association,
3. Determine tariff for water supply as per the business plan study,
4. Approval of the organization policy and bylaw,
5. Select executive water board members among the GA members, of which select chair person and secretary,
6. Carry out periodical monitoring and evaluation executive water board members,
7. Based on the articles in the by-law, approve the decision of the executive water board; and hearing the complaints and decision making,

8. Voice the concern of benefiting community in their kebele,
9. Pass appropriate decision of cancelation and dissolution of the association,
10. decide, as may be necessary, different incentives and allowances,
11. give decision on audit report,
12. Approve annual budget and plan of the work.

### **Meeting of the General Assembly**

Members of the GA shall make a meeting once in a six month in order to evaluate the overall work process and activities of the executive water board and water administration office.

Meeting shall, at any time, be called as the under mentioned conditions happen:-

- a. Compelling condition happen to make special meeting by executive committee;
- b. One fourth of the members provide a request.

The meeting shall be carried out if more than half of the general assembly as well as executive committee appear.

Meeting procedure shall be decided through by-laws.

### **Gender Composition**

In representing the general assembly, at least 2 members selected from each schemes, of which one member should be woman. Thus, the representation of women should be greater than fifty percent of the total number.

## **2.7.5.5 Executive Water Board**

The executive board is the highest executive body responsible for managing the water supply scheme on behalf of the beneficiary communities. The executive board members are voluntaries that provide a bridge between the general assembly and the operational arm of the water scheme. As per the guideline of the Water Board, election is made every two years and a given member of the board has the right to be nominated for two terms (four years).

From the General Assembly nine people (4 men and 5 women) are elected to serve as an executive arm of the General Assembly. There should be division of responsibilities of the members as stipulated in the by-law.

### **Power and Duties of the Executive Water Board:**

- Accountable to Woreda, or Zone or Regional water bureau depending on service coverage areas and user community,
- Lead the annual plan and budget of the service office and monitor and evaluate its performance,
- Implement the decision of general assembly,
- Employ the necessary staff as per the guideline,
- Offer general directive for the service office administration activities and monitor its execution,

- Will take any action in the implementation of the objectives and targets of the service office,
- Make all properties of the water administration office to be held properly,
- Assigning of the manager and auditor; decide salary and benefits of the employee of the service office,
- Provide annual reports and action plan for the approval by the general assembly,
- Measures the performance of the manager,
- Provide the status of the water service office property and its disposal system.
- Sue, and be sued representing the water administration office,
- Enter into contract with third parties on behalf of the general assembly,
- Follow up the works of the sub-Committee through, as may be necessary, giving work guide,
- Send report to the concerned body in every three month,
- The executive committee shall have the obligation to take responsibilities individual or in group for the damage happen on the water administration office assets,
- Shall have other responsibilities which shall be detailed on by-laws.

### **Gender Composition**

In representing the executive water board, over fifty percent of the members should be women. There is a need to ensure that independent, meritorious and knowledgeable people are appointed. Even if there is an important reason for making appointments institutionally, there is still need to ensure that people so appointed have merit and knowledge required to carry out their jobs as board members effectively.

### **Liability of Board Members**

The extent of joint and individual liability of members for actions or omissions in the performance of their duties which result, either intentionally or negligently, in damage or harm to the WSS, including financial harm.

### **Incentive Mechanism**

In order to motivate the members to work harder for the realization of the objectives of the water supply provision, an incentive mechanism should be designed. The extent should be needed to be in place starting from the proclamation to by-law. Various options can be followed to incentivize like as sitting allowance; transportation and per-diem allowances; and rewarding mechanism based on the best performance criteria among the members to encourage them.

#### **2.7.5.6 Water Administration Office/Operator**

The Water Administration Office (WAO) is the operational arm of the service. It is responsible for its day-to-day running, for all administration, operation and maintenance to the entire system, and for connecting new private customers to the supply.

The Water Administration Office has mainly three organizational units to facilitate the effective operation of the scheme. These are: 1) technical, 2) finance and 3) administration, as presented in the organizational structure.

## **1. Technical Unit:**

The technical unit is responsible to the day to day activities of the following:

- Carrying out routine, corrective and preventive maintenance,
- Carrying out rehabilitation and expansion works,
- Inspect the conditions of asset and take appropriate measures before breaking down,
- New customer connections and reconnections,
- Meter reading and recording, and distribute bill to customers,
- Water production and Energy consumption reading and recording,
- Arrange and facilitate the availability of spare parts for O&MM activities, and work for creating access to market.

## **2. Financial Unit**

- Ensure the preparation of bills and the timely distribution for the collection of the revenue,
- Approve the revenue collected for water sale and other sources of incomes,
- Manages resources in accordance with the RPS objectives, goals and procedures,
- Prepare daily, monthly, quarterly and annual financial reports,
- Follow up of the procurement execution,
- Ensure the handling of the properties in the store,
- Ensure the availability of spare part and tools requires for O&M activities,

## **3. Administration Unit**

- Arrange for regular training for, operators, scheme caretakers and WUB,
- Guide/provide consultancy to WUB on regular supervision of the schemes to assure reliability, sustainability and adequacy of the RPS.

### **a) The Manager**

The Manager of the water service office is accountable for the executive water board and has the following power and duties:

- Communicating any matter and representing to the third party,
- Preparing the short and long term plan and also preparing the annual work plan and the associated budget, and provide to EWB for approval,
- Lead the day to day activities of the service office,
- Prepare quarterly and annual reports of the service office and provide to EWB for approval,
- Coordinating and facilitating in collection of revenue for expansion of water supply project,
- Open Bank account and run the account,
- Employee staff, decide salary and dismiss whenever necessary,
- Follow the performance of the employee based on the guideline,
- Ensure whether the community get better service,

- Follow the service office legal issue,
- Facilitate for increasing the revenue from water sale and other incomes of the service office,
- Arrange regular meeting with the staff and discuss on the improvement of RPS,
- And others.

#### **2.7.5.7 Regional Water Bureau**

- Controls and co-ordinates resources in accordance with the goals, visions, missions and objectives and procedures of the project,
- Provides technical assistance and operating costs in support of project management
- Handles and strengthens procurement activities,
- Co-ordinates the institutions involved in the RPS O&MM,
- Links periodic and annual O&MM performances,
- Solicits the assistance of the different offices and Bureaus,
- Implements the different activities of RPS O&MM through co-ordinate arrangements with the, Zonal and Woreda offices and other offices,
- It will be responsible for the overall Support and co-ordination of the O&MM at Regional Level,
- Development of Procedures and Methodologies for Fixing and Reviewing Water Tariffs
- Prepare and disseminate an approach and methodology for fixing and, as necessary, changing, tariffs that will enable water supply systems to cover the operation and maintenance costs of rural water supply systems including taking care of the day to day operation of water supply systems, salaries of hired staff and providing reasonable incentives for water and Sanitation committee members as necessary.

#### **2.7.5.8 Zone Water Office**

- Controls and co-ordinates resources in accordance with the goals, visions, missions and objectives and procedures of the project,
- Provides technical assistance and operating costs in support of project management,
- Handles and strengthens procurement activities,
- Co-ordinates the institutions involved in the RPS O&M,
- Links periodic and annual O&M performances,
- Solicits the assistance of the different offices and Bureaus,
- Implements the different activities of RPS O&MM through co-ordinate arrangements with the, Zonal and Woreda offices and other offices,
- It will be responsible for the overall Support and co-ordination of the O&M at Regional Level.

### **2.7.5.9 Woreda Water Office**

- provision of relevant information, and contribution of the staff, to asset community mobilization at kebele level,
- Organizing benefiting community into WASHCO/WUB, to effectively use the resource with minimum conflict of interest among water users;
- Introduction of new technology that support O&M of RPS, which will need to be accepted by beneficiary;
- Training of both the district and kebele staff in O&M,
- facilitate experiencing sharing with similar RPS,
- Provision of a sufficient budget for O&M support;
- Provision of equipment and other facilities, such as office and transport with a maintenance facility;
- Organize re-election of WASHCO./WUB
- Support WASHCO/WUB training; and
- conduct regular audit, monitoring and evaluation
- Ensure that various technical, managerial, financial and operational manuals, including basic record keeping and accounting, procurement and material storage and issuance, collection of water charges as well as planning on short term and planning and budgeting activities, are prepared, that training on the use of such manuals are given to those who are going to them and monitor and evaluative the effectiveness of such manuals from time to time.
- Design adequate awareness creation programs after evaluating short comings as to intensity and duration and content and methodology of present training programs incorporating approaches which enable committees/boards to organize themselves and their electorates into a form that can have legal recognition
- Design and implement awareness programs for leisure community to bring about positive attitudinal changes in behaviour by sensitizing them to the need that the users have to become the supreme decision making bodies of the rural water services.

### **2.7.5.10 Revolving Fund Enterprise/Water Supply Service Enterprise**

Based on the selected O&M service model, either the Revolving Fund Enterprise or Water Supply Service Enterprise should be established by proclamation and perform independently to the following roles and responsibilities:

- Collecting the spare part demand from the respective Woredas and utilities,
- Bidding for ICB or NCB for procuring bulk spare parts,
- Enter contractual agreements with suppliers,
- Bulk procuring and sale of spare parts to water boards/WASHCOs as per the planned demand,
- Giving of services (Crain, rehabilitation rig , welding machine and pumping test service)
- The funding for the spare part provision is based on a revolving-fund concept of enhancing O&M, under which the WASHCO/WUB received their initial working capital



from existing funds and used those resources to finance the initial cost of water related goods.

- Replenish the water related goods/spare parts and to support continuing O&M are generated by the acceptance of customer orders,
- Revolving funds operate in a fashion similar to a personal checking account,
- RPS schemes deposits income into revolving fund account,
- In order to maintain RPS as a "continuing operation," necessary goods and services must be purchased, reducing the fund total, in order to keep the fund balanced, expenditures must not exceed income.
- By keeping a positive account balance, and by looking for ways to stretch capital further, revolving fund activities are exercising sound financial management,
- Income from WASHCO/WUB purchases is used to finance a to procure Spare parts and Cover operation cost of funding office with the intent of recovering the total cost incurred in providing those goods and services.
- Income from sales is then used to buy or replace inventory and finance the production of future goods and services.
- Decides the price of spare parts to be sold to water board/WASHCO including the profit margin to the local service providers/associations by considering the next cycle price escalation,
- Open spare part outlets at least at zonal level,
- Establish private retailers/associations at Woreda Town to sale spare parts for WASHCOs as needed,
- Link private retailers/associations with the Microfinance to endorse the soled amount, and then collect by the Revolving Fund Office,
- Offer major maintenance to WASHCO/EWB and outsource minor maintenance to the private sector.

#### **Sources of Finance**

- Donation from the regional government in cash or in kind,
- Donation obtained from NGO, donors etc,
- Donation from WASHCO and Water Supply Services Offices.

#### **2.7.5.11 Private Retailers/Associations/Enterprises**

These local service providers synonymous with Micro and Small Enterprises, Associations and Private Company who have the following roles and responsibilities:

- Open spare part shop at Woreda town,
- Receive spare parts from the Revolving fund office and sale to water board's/WASHCO's as per the fixed amount,
- As per the fixed profit, the capital amount will be endorsed in the Microfinance Institute,
- Offer minor maintenance and replacement activities beyond caretakers as per the planned preventive maintenance to WASHCO.

#### **2.7.5.12 NGOs**

- At the federal and regional levels selected NGOs serve on WaSH Steering Committees and Technical Teams on invitation,
- Facilitating community-centred development and make natural partners in community management activities,
- Introduce and scale up innovative idea to enhance sustainability of community Managed RPS,
- Support in provision of training, exposure visit and spare part lay out,
- Follow consistent modus operandi of community based organization and supporting and providing spare parts for RPS.

#### **2.7.6 Equal Representation**

Equal representation of men, women, youth and elders in management is necessary, therefore all stakeholders need to be aware of the reasons why it is important to fully involve women, youth and also men in decision making.

##### **2.7.6.1 What is Gender?**

Gender relates to both men and women. A gender based approach looks at the social differences between men and women to seek a balance, which optimizes the roles and responsibilities of both men and women.

##### **2.7.6.2 Why is a gender approach relevant?**

Women are the managers of water and sanitation at the household level. It is women who spend up to several hours per day on the task of fetching water. It logically follows that in order for a water system to adequately meet the needs of its beneficiaries; women should not only be consulted but should also be actively involved from the project planning stage through to completion and operation of the system. However it is common that water management committees, who take decisions related to planning and management, consist only of men.

### **2.8 Formulation of By-Law**

Active and continuous community participation for O&MM activities is indispensable and without this it is quite difficult to realize sustainable condition in the area. In fact it is very natural for a given community to participate in different activities that could generate benefit for them. But many experiences depict that because of different reasons particularly lack of clearly stated rules and regulation for community-based management most of the water supply schemes lack sustainability.

In this respect, this regulation is believed to enable the beneficiary community to manage the water supply scheme and obtain the benefit under sustainable condition.

In general, with a due consideration to the sustainable issue the regulation deals with:

- The right and obligation of the beneficiary community.
- The duties and responsibilities of the WASHCO/WUB and

- Decision areas and the point of punishment up on the regulation violated by the community.

## **Objectives**

The objectives of the regulation are:

- To determine the right and obligation of the community over the scheme,
- To define the responsibility of the water supply, sanitation and hygiene WASHCO/WUB,
- To enhance and develop common responsibility among the community members for the water scheme reliability and sustainability,
- To bring active community participation that lasts long under sustainable condition.

## **General Definition:**

In this regulation:

- a) **Community:** Shall mean persons who reside in one or more villages having a common water source to utilize it with no discrimination.
- b) **Household:** Shall mean man/woman among the community who administers and represents its family.
- c) **WASHCO/WUB:** Shall mean a group of people that shall be elected by the beneficiary community to administer and manage the water supply and sanitation schemes and who are given legal entity.
- d) **Regulation:** Shall mean the regulation that shall be implemented and issued by the community to govern the water supply and sanitation activity among the community.
- e) **Scheme:** Shall mean the rural water supply and sanitation service for a given community.

## **Registration**

- All the beneficiary households that reside in the area shall be registered and sign agreement as member to act according to the regulation.
- A new household shall be registered when the application is submitted to the WASHCO/WUB to be the beneficiary of the service.

## **Meeting**

- The general meeting of the community shall be held at least once in a year
- The WASHCO/WUB shall announce the meeting before fifteen days prior the meeting day.
- Other than the regular meeting, the WASHCO/WUB can also call some other meeting as deemed necessary.
- The WASHCO/WUB shall meet as many times as is required but at any rate no less than once a month to effectively develop, operate and maintain the scheme system

Each WASHCO's and Water Boards shall have its own by- laws.

The by-laws shall incorporate the following issues:-

1. Name and address of the WASHCO's/Water Board's;
2. Administrative structure of the WASHCO's/Water Board's;
3. Some other right and duties else required to be incorporated except the power and duties specified under this regulation;
4. Power and duties of the management organ of the WASHCO's/Water Board's;
5. Offences and conditions that may result in dismemberment;
6. Procedures required to be carried out in case of resignation, expulsion or death;
7. Meeting procedure and voting;
8. Issues requires special decision or quorum;
9. Collection, administration, as well as keeping and utilization of finance;
10. Employment and payment of employee;
11. Conditions of by-laws amendment;
12. Any other issues having no inconsistency with this regulation.

See Annex – B for sampled By-Law for Water Users Association.

### **2.8.1 Types of meetings in the WUA By-law**

The WUA meetings can be divided in to 4: i) Executive Water Board meeting, ii) Sub-committee meeting, iii) Annual General Meeting and iv) special general Meeting.

#### **Different Types of WUA Meetings**

##### *1. Committee Meetings*

- Held regularly, e.g. once every month by the project committee members;
- To discuss matters mainly concerning administration of the project.

##### *2. Sub-Committee Meetings*

- A project committee may divide itself into various subcommittees;
- These hold their meetings as necessary to discuss specific matters of the project

##### *3. Annual General Meetings*

- Organized and called by the committee twice every year;
- The purpose is to inform members about issues concerning their project accounts and other specific matters (such as elections and project progress).

##### *4. Special General Meetings*

- Held when there is special business to be discussed by the members.

- These meetings are often seen as extra-ordinary meetings.

### **2.8.2 Procedures for conducting meetings**

The followings are the procedure to be considered when conducting meetings:

1. Proper announcement (notice) of the meeting prior to the date of the meeting including the agenda, time and venue of the meeting;
2. Reference to the WUA by-law on matters related to absence of committee members at meetings;
3. Keeping the meeting on agenda points and not deviating into non-agenda issues;
4. Ensuring that AOB issues are not treated as agenda items.

#### **Box 2-1: Sequence of Events in a Meeting**

1. Chairman calls the meeting to order;
2. Meeting may start with a word of prayer if appropriate;
3. Chairman checks quorum and secretary lists the members present;
4. Chairman checks for members „absent with apologies“ – these are noted in the minutes;
5. Chairman checks for members „absent without apologies“
6. Chairman reviews the Agenda which may be:
  - a) Read and confirm minutes of last meeting;
  - b) Matters arising from the minutes;
  - c) Specific agenda items for this meeting.
7. Minutes of previous meeting are read and confirmed or amended;
8. Review Minutes of previous meeting and address any issues or action points that were identified and get a report on progress (except for any issues that are on the agenda for this meeting);

9. Discuss the specific agenda items for this meeting.
  - a) The chairman introduces each agenda item and then seeks contributions from members, guiding the discussions until the time for decision making;
  - b) The chairman outlines what has been discussed and asks members which direction they want to go;
  - c) Members may agree around a certain position. If there is no common agreement, the decision can be made through a vote using various methods;
  - d) Once a resolution is made on the matter, the secretary makes a brief summary of the points that were raised and records the resolution in the minutes book and it becomes the official position of the meeting;
  - e) The secretary should read the resolution as recorded so that members agree with the wording and meaning;
  - f) The secretary should also record clearly if the resolution also states that a certain action should be taken and by whom. This makes „Matters Arising“ in the next meeting easier.
10. The chairman will ask each member if they have any other business (AOB). Note that AOB is generally not an opportunity for decision making but rather for raising issues that could be put on the agenda for the subsequent meeting if required or bringing points of information for the leadership team.
11. The chairman will announce the end of the meeting and set the date for the next meeting;
12. It is often good to close with a prayer again as this gives a good rounded conclusion to the meeting.

### **2.8.3 The decision making processes**

Use this example to illustrate the different stages in the decision making process.

#### **Stages of Making Decisions**

- Gathering the facts
- Consulting those involved
- Making the decision
- Explaining the decision
- Monitoring the process and results of the decision.

Discuss the advantages of different types of decision making e.g. Consensus, Ballot, and Secret Ballot. It is useful to discuss when a different form of decision making is appropriate (e.g. secret ballot at an AGM to allow individuals to make their decision free from any pressure).

### **Difficulties in Decision Making**

1. The facilitator should ask the participants to describe various issues that may affect the quality or speed of making decisions.
2. List these points on a flip chart.
3. Brainstorm on ways to minimise or overcome these complications

Decisions may be difficult to make due to the following issues:

- Fear of consequences – “what if the members reject the decision?”
- Lack of information – insufficient information to know with confidence what the options are;
- Conflicting loyalties – when the leader is in more than one CBO/WUA;
- Interpersonal conflict – personal differences;
- Hidden agenda – if individual committee members have personal interests or conflicts;
- Blundering method – making a decision without testing consensus;
- Inadequate leadership – restriction of opinion / discussion;
- Clash interests – opposing interests.

### **2.8.4 Minute Taking**

Discuss the formats of minutes using various templates and reviewing the minutes of the group if these are available.

Minutes are an important record of WUA meetings and decisions and so should be taken accurately and kept safely.

Minutes are generally taken and kept by the WUA secretary

**Box 2-2: Format of Minutes**

MINUTES OF XXXXXXXX WATER USER'S ASSOCIATION EXECUTIVE  
WATER BOARD COMMITTEE MEETING HELD ON XX/XX/12007 E.C AT  
PROJECT OFFICE

Members Present: List of persons present

Members Absent with Apologies:

Agenda of the meeting:

Meeting started at 10:00 am

Minutes:

Minute 2007/001 Resolution. Action by .....

Minute 2007/002 Resolution. Action by .....

....

.....

AOB

Meeting ended at 12:00

### **2.8.5 Effective Communication**

Many WUAs fail to invest sufficient attention to establishing systems for effective communication between the EWB Committee and members or between the WUA and the Woreda or Zone Water Offices. The net result is that poor communication becomes an impediment to the efficient operations of the project.

Communication is a central part of our lives. Verbal or written, or even non-verbal communication is essential to almost everything we do. You communicate your thoughts, your feelings, and your desires. You communicate whether and by how much you like, respect and trust a person. You communicate happiness, uncertainty, delight, and confidence.

Communication is an important tool in managing groups and conflicts. Effective communication skills tend to hold the community together. Free sharing of information is critical to the development of high performing teams. Where information is controlled and manipulated, mistrust and suspicion usually arise.



Some effective channels of communication and information sharing include:

- Public rallies or bazaars
- Workshops and seminars
- Drama/role plays
- Interpersonal and informal interactions
- Person to person contacts
- Pictures/posters/charts/billboards
- Audio visual aids e.g. film shows

**Reporting** is a form of communication. Reporting is the means (verbal and written) of keeping all stakeholders informed. Regular reporting is critical for community development projects. Why should this be planned? Regular reporting on projects of an organization helps to capture and document data and lessons as they happen. Reports also provide a window into the project for people outside the project. What should be included in a project report?

Discuss. When writing a report one should always have in mind the audience of the report and what will be useful for them. It is important to ask:

- What is the objective or purpose of the report?
- Content of the report, i.e. what information is contained in the report?
- Addressee of the report i.e. who the report is written to?
- Areas of interest to be covered i.e. what should be included in the report?
- What should be the key headings and sub-headings?
- What should be the source of the information?

This topic is more described in Monitoring, Evaluation, Reporting and Documentation Manual.

## **2.9 Asset Transfer**

Asset transfer is a shift in management and/or ownership of RPS system, from the one who financed construction, (most commonly WRB and NGOs), to WASHCO/ WUB. Community ownership and management of assets is not new. It has a well-documented history going back hundreds of years. In recent years, the momentum behind community asset transfer in RPS has gathered pace with increasing recognition of the contribution it can make to the development of a community management and ownership. Before

handing over the schemes to WASHCO/WUB the following points should be considered.

- Commissioning and testing of all RPS facility,
- Facilitate official handing over procedure in the presence of concerned stakeholders,
- List all water supply facility,
- Aailed the total cost of construction,
- Prepare business plan and conduct tariff study,
- Conduct adequate training for WASHCO/WUB on O&M,
- Provide necessary maintenance tools and spare part for fast moving Items,
- Provide seed money for Employment of Operators and Fuel in case the system operated with diesel generator,
- Trainee Operators and care taker,
- Provide built up drawings and operation manuals.

## **2.10 Conflict Management and Resolution**

In some of your communities you will run into conflict e.g. conflicts between leaders or groups within the community or strong disagreement on issues. Conflict arises in utilization common water sources for different purpose (water supply, Irrigation and other uses). There is nothing wrong with conflicts. But they should be solved. If you ignore them, they may bring more problems.

### **2.10.1 What can you do?**

**Avoid conflicts that are not related to your work** - e.g. conflict between political parties. Ask the District Councillor or another neutral person to help deal with this type of problem.

**Help solve conflicts related to your work.** For example the community may disagree on how to collect money or where to site a new facility. To deal with these conflicts, you should:

- **Recognise that there is a problem.** Don't ignore it or tell people there is no problem. Acknowledge it.
- **State both sides of the argument** and invite speakers to talk for each.
- If people are not listening to the other side of the argument, ask each side to **summarize the other's argument.**
- **Get people to look at the strengths and weaknesses of each position** and come to an agreement. Try to create a situation where there is no loser!
- **Summarize** and ask for decision.

### **2.10.2 How do you work as a TEAM?**

- You will work as a team. Each person should have a role in running the meetings.
- Discuss this before you go to the community.

**Take turns** in the lead role - let one team member start, then after a while have another team member take over.

When you are not facilitating, **observe** the process and **document** what is said. You may see things that the lead facilitator cannot see because s/he is in the heart of the action. Listen carefully so you can take over without repeating what has already been said.

**Take over** at appropriate points –

- Help facilitator when s/he gets stuck about where to take the discussion.
- Suggest a new question - or encourage shy people to contribute.
- Provide a summary that helps people see what they have said.

**Give a signal** to the main facilitator if you want to help out.

**Step in** and take over by asking a question.

**Don't break the discussion** by getting into a long talk with lead facilitator.

At the end of the meeting sit together as a team and review what happened:

- How was the level of participation? Who talked? Who didn't talk?
- How were the issues handled? Did you cover all you needed to cover?
- What issues came up which will need attention in the next meeting?
- How can you improve your facilitation at the next meeting?

## Annexes

### Annex A: References

A Situational Assessment of Addressing Non-Functionality of Rural Water Supply in Tigray Region, *Demewoz Consultancy*, April, 2014.

A Situation Assessment on Existing Operation and Maintenance Management for Rural Pipe System and Pastoral Areas Water Supply Facilities, COWASH, *Demewoz Consultancy*, May 19, 2014.

Assessment of existing Point Water Sources Operation and Maintenance situations, COWASH, *Demewoz Consultancy*, May, 2013.

Douglas Ng'ambi (November, 1991), .A Manual on Operation and Maintenance of Communal Standpost for Extension Workers and Caretakers, Piped Supplies for Small Communities (PSSC) Project Zambia,

Harold Lockwood and Stef Smits (2011), Supporting Rural Water Supply, Moving towards a Service Delivery Approach, IRC International Water and Sanitation Centre and Agua consult.

Multi-Village Pooling Project in Indonesia, October, 2011,.Handbook for Community-Based Water Supply Organizations,

Ministry of Water Resources, (June 2000) *Ethiopian Water Resources Management Policy*, Addis Ababa

Jan Davis and François Brikké (1995) *Making your water supply work, Operation and Maintenance of small water supply systems*, IRC, The Netherlands.

Documentation of Proven Management Models for Multi Village Water Schemes, *Eyobe Defere & Getachew Abdi*, December, 2010.

Multi-Village Rural Water Supply Scheme, An emerging challenges, WSP, World Bank Document, 2013

## Annex B: WUA By-Law Outline

Questions to guide the thinking that should go into the preparation of a Constitution

### **Name**

What is the name of the organization?

### **Vision and/or Mission**

### **Objectives**

A)

B)

C)

D)

### **Membership**

- Who is eligible to be a member? (Including whether household or individual)
- What conditions or requirements are members required to fulfil?
- Is there need for membership fee, how are charges determined?
- What are the penalties for failure to comply with the rules and regulations or grounds for expulsion?
- What benefits does an expelled member or one who leaves voluntarily get or expect?
- How are new members admitted?

### **Administrative Structure**

- a) Who has responsibility for policies and strategic directions (e.g. Management Committee)?
- b) Who has responsibility for day to day running of the affairs of the WUA? E.g. employed personnel such as Manager, Operator, accountant, electrician etc. It is possible that some of the committee members will take on this role.

### **WUA Management Committee**

Who the committee shall consist of? (E.g. chairperson, vice chairperson, secretary, vice secretary, treasurer)

What are their roles?

How shall they be appointed (e.g. through elections? nominations? both?)?

Should they receive any stipend (allowances) for their services? (E.g. to cover lunch, travel etc)

How long can Committee members hold office? Can they be re-elected?

Why, how and when can committee members be removed from office before the end of their term?

What action can be taken against committee members and office bearers for mismanagement?

### **Duties of Committee Members**

a) Specify duties of committee members

### **Meetings**

How many types of meetings will be held?

How often will these be held?

What is the purpose of each type of meeting?

How many people are required for a Quorum? (E.g. two thirds)

What place and time will meetings are convened?

What will be the procedure for calling and conducting meetings (e.g. notices agendas)?

### **Control of Funds**

What are legitimate expenditures? How should these be decided?

Who will administer funds?

What signatories and approval is required before funds can be released?

Who will be responsible for accounts and how often will these be updated?

What mechanisms are there for cross checking accounts (e.g. a separate committee)?

What are the procedures for annual accounts? (e.g. to be prepared, audited and presented to all members at the Annual General Assembly)

What penalties are there for misuse of funds?

### **Auditors**

How often should accounts be audited?

Who will be the internal auditors and how will they be chosen?

How will they crosscheck the validity of accounts?

To whom should audited accounts be presented?

Which external bodies should be free to check audited accounts?

### **Legal Provisions**

Who will be liable for mismanagement of the group's finances and its assets?

What are the procedures in the case of the above?

Who owns WUA assets?

Who owns the water source?

### **Amendments to Constitution**

How can amendments to the constitution be made? When and with whose approval?

### **Dissolution of WUA**

What procedures are required for the dissolution of the WUA?

## Annex C: Sample WUS By-Law

**Note:** This sample by-law forms a basis for discussion. Further details or more comprehensive sample by-laws can be developed. The services of a legal person can be helpful in developing a by-law which basis proclamation, regulation and directive.

### **Article – 1: Name**

The society shall be known as: XXXXXXXX

### **Article – 2: Area of Operation**

The WUA covers a given specified area in a location or sub-location. (list the number of villages, kebeles, woredas or zones covered).

### **Article – 3: Objective**

To serve the interest of xxxxxx villages/kebeles/Woredas/Zones by ensuring the equitable access to water for all users.

### **Article 4: The Membership**

The criteria for WUA membership is:

1. Resident of XXXXX village or area;
2. Be at least 21 years (exceptions can be made for youth headed households);
3. Only one person within each household will be eligible for membership.
4. Representative from the institution for which the serves offered

The application for membership shall be submitted to the Management Committee (MC) who shall accept or reject the application.

#### **a) Cessation from Membership**

A WUA member shall lose membership if:

1. He/she has been suspended from membership;
2. Voluntary withdrawal;
3. Death



### **b) Suspension from Membership**

The Executive Water Board (EWB) shall suspend a member and this will be ratified by the Annual General Meeting (AGM). The following reasons may make a member to be suspended;

1. Misusing the WUA facilities;
2. Disobeying the by-law;
3. Failing to pay dues for a period of time.

After suspension from membership a member shall not continue getting services until AGM reverses the suspension. However MC shall refund membership fee if a member withdraws voluntary. Any refund shall be less any debt owed by the member to the WUA.

### **Article – 5: Activities of the WUA**

The activities of the WUA shall be to:

1. Conduct regular meetings to discuss issues related to management of the water supply.
2. Manage income and expenditure in the best interests to the community and in an open and transparent way.
3. Initiate maintenance activities to ensure that a satisfactory service level is maintained.
4. Recruit and monitor performance of project staff (guard(s), operator(s)).
5. Mediate in community disputes that may arise regarding use of or access to, water.

### **Article – 6: Executive Water Board Committee Members**

A WUA member shall be eligible to be considered for election to serve in the committee if he/she meets the following criteria:

1. Over the age of 18 years;
2. Is a fully paid up member;
3. Has no debts to the WUA;
4. Does not have any criminal record.

The committee shall consist of 9 members with no less than one third from each gender.

**Article – 7: The Executive Water Board (EWB)**

- a) The EWB will consist of 9 members from which the office bearers will be drawn.
- b) EWBs due for election shall be elected at the first General Assembly Meeting in the new term. Election of the committee members shall be by secret ballot, queue voting, or show of hands.
- c) The EWB shall meet at such times and places as it shall resolve but shall meet not less than once every month.
- d) Any vacancies for members of the committee caused by death or resignation shall be filled by the Management Committee until the subsequent General Assembly Meeting of the WUA.
- e) The quorum for the committee meeting shall not be less than one half of the committee members.
- f) When deemed necessary and if considered essential for the operation of the organisation, the
- g) Association shall have the power to create certain auxiliary bodies and committees to deal with specific tasks.

**Article – 8: Duties of the EWB Members**

- a) The EWB members shall be responsible for the management of the Association and for this purpose may give directions to the office bearers as to the manner in which, within the law, they shall perform their duties.
- b) All moneys disbursed on behalf of the Association shall be authorised by the EWB Committee;
- c) The EWB shall establish a Technical sub-committee, Finance sub-committee, a Procurement sub- committee and a Monitoring/Audit Sub-committee.

**Article – 9: Office Bearers**

- d) The office bearers of the Association shall be:
  - 1. Chairperson
  - 2. Secretary
  - 3. Treasurer

Additionally three ordinary committee members will be identified to act on behalf of each office bearer, upon delegation, when they are absent or unable to fulfil their role.

#### **Article – 10: Duties of Office Bearers**

##### **a) Chairperson**

The chairperson shall preside over all meetings of the committee and general meetings. The chair shall be responsible for the filing of WUA annual returns with the registering authority.

##### **b) Secretary**

The secretary shall deal with all correspondence of the Association. S/he shall issue notices convening all meetings of the committee and general meetings and shall be responsible for keeping minutes of such meetings and preserving records for future reference.

##### **c) Treasurer**

The treasurer shall receive and dispense funds under the direction of the committee. S/he shall be responsible for ensuring proper documentation of all transactions is kept and that receipts are issued for all money received and expenditure paid.

#### **Article – 11: Duties of Ordinary Committee Members**

1. Designated members will deputise for office bearers as necessary.
2. Represent the views of water users at meetings and be involved in decision making on their behalf.
3. Ensure Committee is meeting its mandate in an open and transparent way and in the best interests of water users.
4. Monitor the performance of the office bearers and report any mismanagement.
5. Disseminate information and decisions made during committee meetings back to the water users.

#### **Article – 12: Meetings**

1. There shall be two classes of meetings – Committee meetings and general meetings.
2. Committee meetings shall be held once per month. A quorum is considered to be present with more than half of the committee members in attendance. Ordinary water users are entitled to request to attend these meetings.

3. General Meetings should be held at least twice per year with the purpose of enabling the committee to present the status of accounts to water users and explain actions taken by the committee. The general meeting gives an opportunity for water users to highlight issues, air any grievances and hold elected committee members accountable for their actions.
4. Upon request and with support of 10 water users an extraordinary meeting can be called to discuss specific urgent matters that cannot wait for a committee or general meeting.
5. Minutes from all meetings shall be documented and made available to any interested parties.

#### **Article – 13: Sources of WUA Funds**

Funds of the WUA shall be raised from the following sources: -

1. Membership fees
2. Water Sales
3. Deposits
4. Donations
5. Loans

#### **Article – 14: Use of WUA Funds**

WUA funds shall be used to meet the following expenses:

1. Office expenses (Telephones, stationeries)
2. Operational expenses.
3. Development
4. Audit fees
5. Insurance
6. Salaries and allowances for staff

Other expenses shall be as approved by the AGM.

### **Article – 15: Control of WUA Funds**

The EWB shall control expenses of the WUA and in particular.

1. The WUA funds shall not be paid in form of dividends or gifts;
2. The treasurer shall collect all funds and account for the same;
3. The treasurer shall bank all funds in the WUA bank account;
4. Three officials, one of who shall be the treasurer, shall sign all cheques.
5. The AGM shall be notified of any loss of funds.

### **Article – 16: Procurement and care of WUA Property**

- i. A member shall protect the WUA property.
- ii. Water shall be used for purposes of domestic, livestock and business.
- iii. Constitution abuse shall not be entertained.

There shall be a procurement sub-committee.

The procurement sub-committee shall procure all stocks required by the WUA after the approval of the EWB.

### **Article – 17: Books of the WUA**

The WUA shall keep up to-date books of accounts which a member has a right of inspecting. To inspect such books a member shall be required to give seven days notice to the WUA.

### **Article – 18: Auditors**

The WUA financial year shall commence at the beginning of every year. The EWB shall appoint an auditor who shall be approved by the AGM. The responsibilities of the auditors shall be: -

- i. To audit all books of accounts once a year.
- ii. To ensure the WUA funds are well used
- iii. To ensure accountability.
- iv. To collect all debts.
- v. To ensure books of accounts are maintained.
- vi. Members are informed of the audit report.

### **Article – 19: Amendment of the By-Law**

The EWB shall amend the by-laws subject to member' s approval in an AGM. Two-thirds of the membership shall constitute a quorum of amending the by-law.

### **Article – 20: Arbitration**

The EWB members shall sort out any arbitration or dispute and where they are unable the dispute shall be referred to the local representative of the Department of Social Services.

### **Article – 21: Elections**

Elections shall be held every 2 years by ballot. All water users are eligible to vote.

Committee members shall not serve more than two terms in office.

Where a member can no longer fulfil his/her role on the committee an election will be held to fill that vacancy.

### **Article – 22: Accountability**

The committee shall be accountable to water users at all times and upon request will allow accounts to be scrutinised by any registered water user. Notwithstanding the above, before elections take place, all accounts and project records shall be checked by ordinary committee members and their findings made public.

### **Article – 23: Dissolution**

A WUA shall stand dissolve if 75% of the registered members vote for its dissolution. Any assets and liabilities of the WUA will be handed over to any other organization with similar objectives or handed to the government of Kenya through the ministry (at the time) in-charge of water.