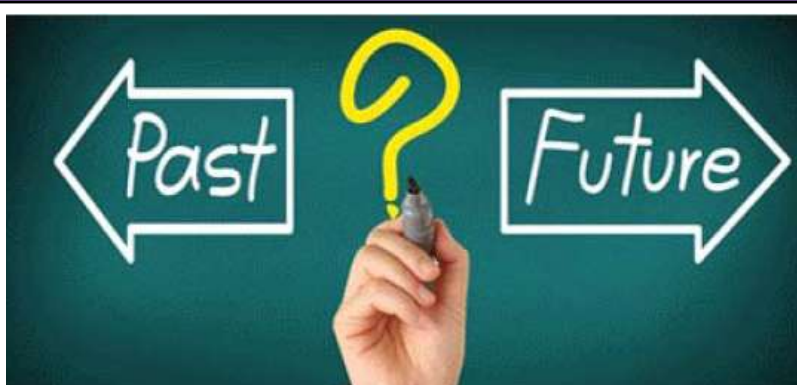




POINT WATER SOURCES WATER SUPPLY OPERATION AND MAINTENANCE MANAGEMENT



Module - H

A Trainer's Manual on Preparation of Action Plan &
Implementation of O&M Activities



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TRAINING MODULES FOR POINT WATER SOURCES OPERATION & MAINTENANCE MANAGEMENT

MODULE – A FACILITATOR’S GUIDELINE

MODULE – B DESCRIPTION OF POINT WATER SOURCES AND
TECHNOLOGIES

MODULE – C TECHNICAL OPERATION AND MAINTENANCE
REQUIREMENTS FOR POINT WATER SOURCES

MODULE – D COMMUNITY BASED SCHEME AND FINANCIAL
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SUPPLY

**MODULE – H PREPARATION OF ACTION PLAN AND
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Acronyms and Abbreviations

APMs	Area Pump Mechanics
DSA	Daily Subsistence Allowance
ETB	Ethiopian Birr
PDM	Project Design Matrix
WASH	Water Supply, Sanitation and Hygiene
WWASHT	Woreda WASH Team



1 MODULE – H: PREPARATION OF ACTION PLAN & IMPLEMENTATION OF O&M ACTIVITIES

1.1. SESSION A1: PREPARATION OF ACTION PLAN FOR O&M MANAGEMENT

Session Outline	<p>This session covers the following core main topics:</p> <ul style="list-style-type: none"> ▪ Describe the stages of preparation of O&M action plan through: <ul style="list-style-type: none"> ○ Understanding of WIF & adoption of the O&M principles ○ Analysis of problems and objectives, ○ Transforming problems/solutions in to action plan ▪ Preparation of action plan through Logical framework, Narrative proposal and work plan, ▪ Approval of action plan by the Woreda Cabinets,
Appropriate Facilitator	The facilitator shall have B.Sc. degree in Water Resources Engineering and related discipline with 8 years progressive experience in planning and implementation of rural water supply MANAGEMENT.
1.1.1. Objective of this Session	<p>At the end of the session, the participants will able to:</p> <ul style="list-style-type: none"> ▪ Lean the different ways of preparation of O&M action plans ▪ understand the different methods of action plan preparation ▪ Understand the need for the approval of the action plan before implementation.
Timing	Approximately 8 hours
Methodology	<ul style="list-style-type: none"> ▪ Presentation, discussion and group exercises.
Materials	Flip charts, markers, pens, even overhead projector.

Session Guide and Content

1.1.2. Preparation of Action Plan	<p>1.1.2.1. General</p> <p>Woreda Water Supply O&M action plan is a component of the Woreda Water Supply, Sanitation and Hygiene Program Plan (WWASHPP). It is comprised of 1) Log Frame, 2) Proposal Document, 3) Work Plan, and 4) Budget Plan.</p> <p>It is important to emphasize that Woreda O&M Action Plan, which will be prepared under the guidance of this manual, refers to plans and budget related only to improvement of the O&M component, while WWASHPP comprehensively covers other plans and budget such as construction/rehabilitation of rural water supply facilities, development of information management system, and sanitation.</p> <p>1.1.2.2. Stages to Prepare O&M Action Plan</p> <p>The most important aspect of O&M is the preparation of actual action plans. Table 1-1 below explains the flow chart for preparation of the Action plan.</p>
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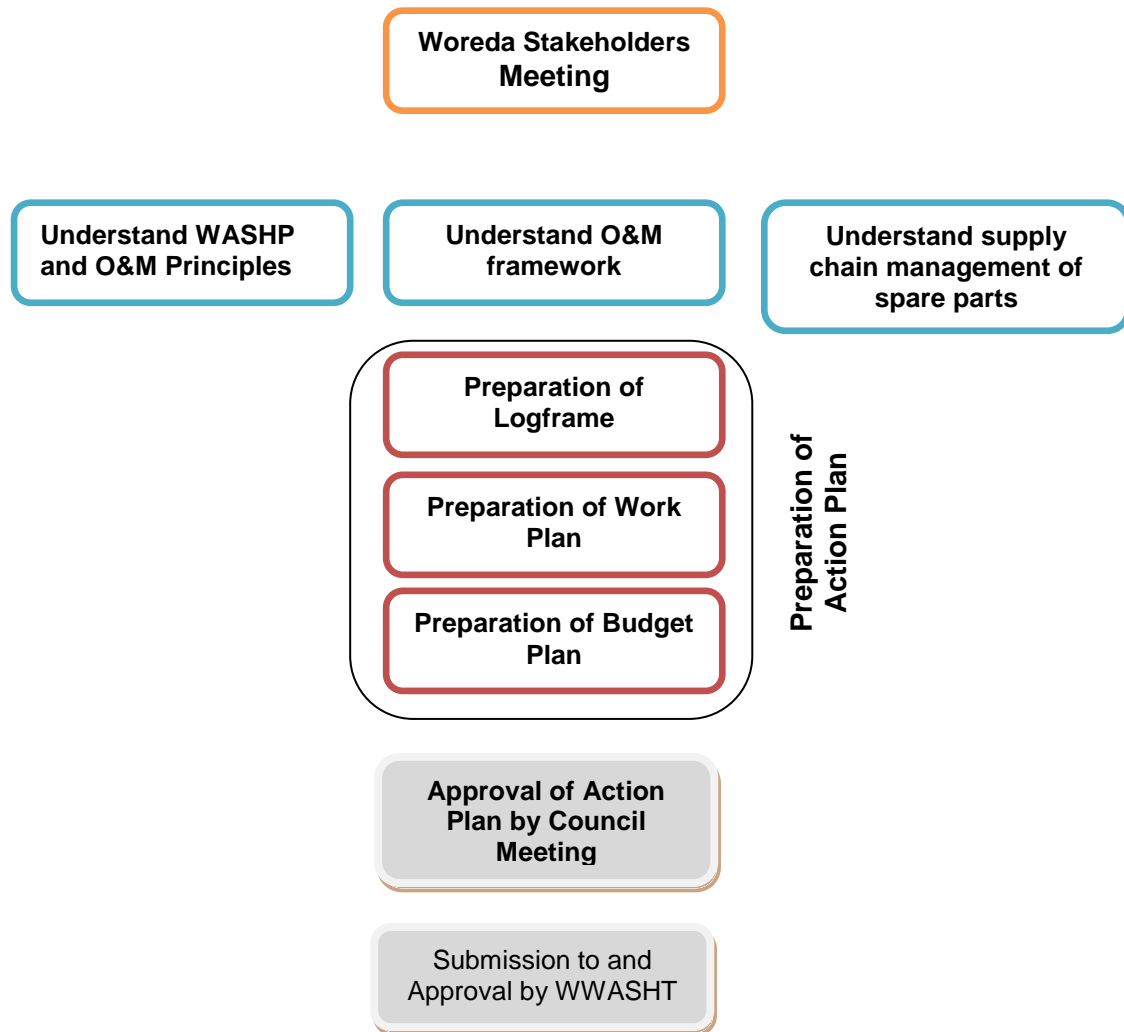
Table 1-1: Flow chart for preparation of O&M Action Plan

Stages	Activity	Objectives
Stage - 1 Adoption of National Guidelines	1. Adoption of Water Supply O&M principles	To understand and agree of WIF and O&M principles
	2. Adoption of O&M guidelines and Mechanisms to be established	To understand and agree on O&M guidelines for implementation
	3. Adoption of principles of supply chain of spare parts	To understand and agree on supply chain management manual
Stage – 2 Analysis	1. Baseline data & IMS	To obtain current situation and data regarding RWS O&M
	2. Problem analysis	To identify gaps/ problems
	3. Adoption of ideal O&M system	To redefine roles and responsibilities, and agree on ideal O&M mechanism to establish
	4. Action/ solutions	To develop O&M Outputs & activities
Stage – 3 Transform O&M solution to Action plan	Log frame	To specify objectives, outputs & activities to implement
	Proposal	To illustrate strategies & methodology to implement each Output & activities
	Work plan	To illustrate implementation schedule
	Budget	To justify necessary funds to implement outputs and activities

Figure 1-2 further illustrates the stages involved in preparation of O&M action plan, the frameworks and concepts to be understood by stakeholders, and the composition of the actual action plan to be submitted to Woreda WASH Team (WWASHT).



Figure 1-1: Flow chart of stages for Action Plan Preparation



(i) Stage 1: Understanding of WIF and adoption O&M of principles

Most aspects of stage 1 (Awareness & adoption of WIF, O&M guidelines and the principles of Supply Chain management manual) are conducted by Program Support Teams through orientation workshop organized for Woreda stakeholders.

Stakeholders

The stakeholders meeting for introduction of O&M Component activities shall be held with the following stakeholders but not limited to

- ✚ Woreda WASH team and WASH Coordinator:
 - Woreda Cabinet,
 - Water Desk
 - Health desk
 - Education Desk,
 - Woreda Finance and Economic Development,
 - Women Affairs,
 - NGOs working on the area

Issues to be Discussed and Agreed

In the Stakeholders meeting, the issues to be discussed include but not limited to the following, and the consensus shall be made among all stakeholders.

National Frameworks

All stakeholders have to understand frameworks stipulated in the documents described on table below:

Table 1-2: List of references for National Guidelines

Name of documents	Notes
National Water Supply, Sanitation & Hygiene Implementation Framework (WIF)	National WASH Programme document for rural water supply and sanitation
National Guidelines for Sustainable Operation and Maintenance Management (O&M Guidelines)	General guidelines for O&M activities with standard roles and responsibilities. This manual can be expanded as a national guideline.
O&M Component Implementation Manual for RWS	This manual: Implementation guidelines and O&M capacity building activities
Supply Chain Management Manual for Rural Water Supply (SCM Manual)	Instructive manual on how to establish and manage spare parts supply chain for hand pump
Decentralization Policy	The way forward on development, devolved responsibility to Woredas and Sub-structures
Growth and Transformation Plan (GTP) @ Universal Access Plan for the sector – 2015.	Developmental goals, and achievement of GTPs

As a result of discussion, stakeholders should agree on framework, implementation process, roles and responsibilities. This agreement should be clearly recorded in form of minutes of meeting. In general, stakeholders may organise series of meetings to discuss overall issues of RWS. In such a case, Council Secretary has to make sure that process of discussion is recorded chronologically.

(ii) Stage 2: Analysis

The analysis stage has three interrelated parts describe as follows:

Part - 1: Utilization of Baseline data

Woreda should clarify institutions, organizations, groups, and people involved in operation and maintenance of RWS facilities in the Woreda. It is understood that although the O&M proper is not yet established or implemented, there is something happening at grassroots, some kind of repair work that communities are doing to continue accessing water from existing hand pumps. Therefore, based on their baseline information and IMS data, WWOs should carry out inventory of the prevailing situation and or practices of O&M.

Part - -2: Problem Analysis

Problem analysis is the process to analyse the gap between the current situation and the ideal situation. There are many ways of problem analysis which lead to identification of gaps, and to develop solutions to realise the ideal situation. Examples are: (1) Table format for participatory planning, (2) SWOT analysis and (3) the Logical framework approach.

1) Table for Participatory Planning

Table 1-3 below describes a simpler way of participatory planning that could be used for identification of gaps between actual and the ideal situation.



Table 1-3: Format for participatory planning

Core O&M issues	Actors	Expected Role/ Responsibilities	Identified Gaps between Actual & Expectation	Solutions
Availability of spare parts	WWOs WASHCOs	Procure & sells spare parts Replenish spare parts	There are no spare part in the Woreda Hardware shops do not stock hand pump spares	Establish spare part shop Advertise availability of spare parts to community
Availability of tool kits	WWOs WASHCOs	Procure tool kits Distribute tool kits to WASHCOs centres/APMs	There are no tool kits in the Woreda Hardware shops do not stock hand pump tools	Procure and distribute tool kits to WASHCOs
Community contributions	Community Caretaker	Contribute O&M funds Manage properly O&M funds	Users do not make enough contributions	Sensitize communities on O&M
O&M monitoring	WWO	Develop monitoring tools for O&M Monitor WASHCO O&M activities	Monitoring tool not well defined	-----
	WASHCO	inspection of water points Prepare & submit report to WWO	There are monitoring forms for use by WASHCO	Develop tools & conduct WASHCO training on O&M monitoring
	APMs	Prepare reports on Number of faults received and action taken and submit to WASHCO	APMs do not have Monitoring forms APMs Not well trained	-----
	Caretaker	Carry out minor repair works	Caretaker not well oriented on roles/responsibility	-----
Skill/knowledge (capacities)	WWO	Perform their roles/resp on O&M	Woreda-WASH are not trained on O&M	Conduct training on O&M of H/pumps for Woreda-WASH
	WASHCO	-----	Do not have capacity to perform their roles/resp	-----
	APMs	Repair & maintain hand pumps	APMs not well oriented on roles/responsibility	-----
	Caretaker	-----	-----	-----

2) SWOT Analysis

SWOT analysis involves carrying out a review of available stakeholders, their roles and responsibilities as well as the programmes that are on-going by considering their strengths, weaknesses, opportunities and threats as illustrated on table below.

Table 1-4: SWOT Analysis



Actors	Strengths	Weaknesses	Opportunities	Threats
WASHCO	Availability of WASHCO members in community	Not all wards have WASHCOs in place	Annual budget by WWOs include formation of WASHCOs	WASH Technicians as WASHCO members belong to MoWE and holding them accountable for submission of report is a challenge
-----	-----	-----	-----	-----

3) The Logical framework approach

This approach involves 3 major aspects namely: a) the Problem Tree, b) the Objective Tree, and c) the Project selection. The detailed methodology and steps to develop O&M action plan using the logical framework approach.

a) Problem Tree

Problem Analysis visually presents the cause and effects of existing problems in the form of Problem Tree. To develop this, you identify the core problem, and then write down the direct causes of the core problem. This is followed by a determination of the direct causes of the ‘direct cause’ of the core problem as illustrated in Figure 1-2.

Explanation of how to state problems identified

Causes and effects of problems ultimately lead to the core problem. When you prepare problem tree for analysis, you should state the problems in detail. For instance, instead of saying “inadequate number of APMs” in general, you should state: “Number of APMs in Catchment A, B and C is not enough” highlight the number of APMs that are lacking in a particular area. A sentence like “spare parts for repair of hand pumps are not available for community members” will make the situation and problems more specific rather than writing “spare parts are not available”. Thus, Problem Tree (Figure Annex - A) should be well phrased to illuminate specified problems.

b) Objective Tree

After the Problem Tree analysis, the next step is to prepare an objective Tree as illustrated in Figure Annex - B;

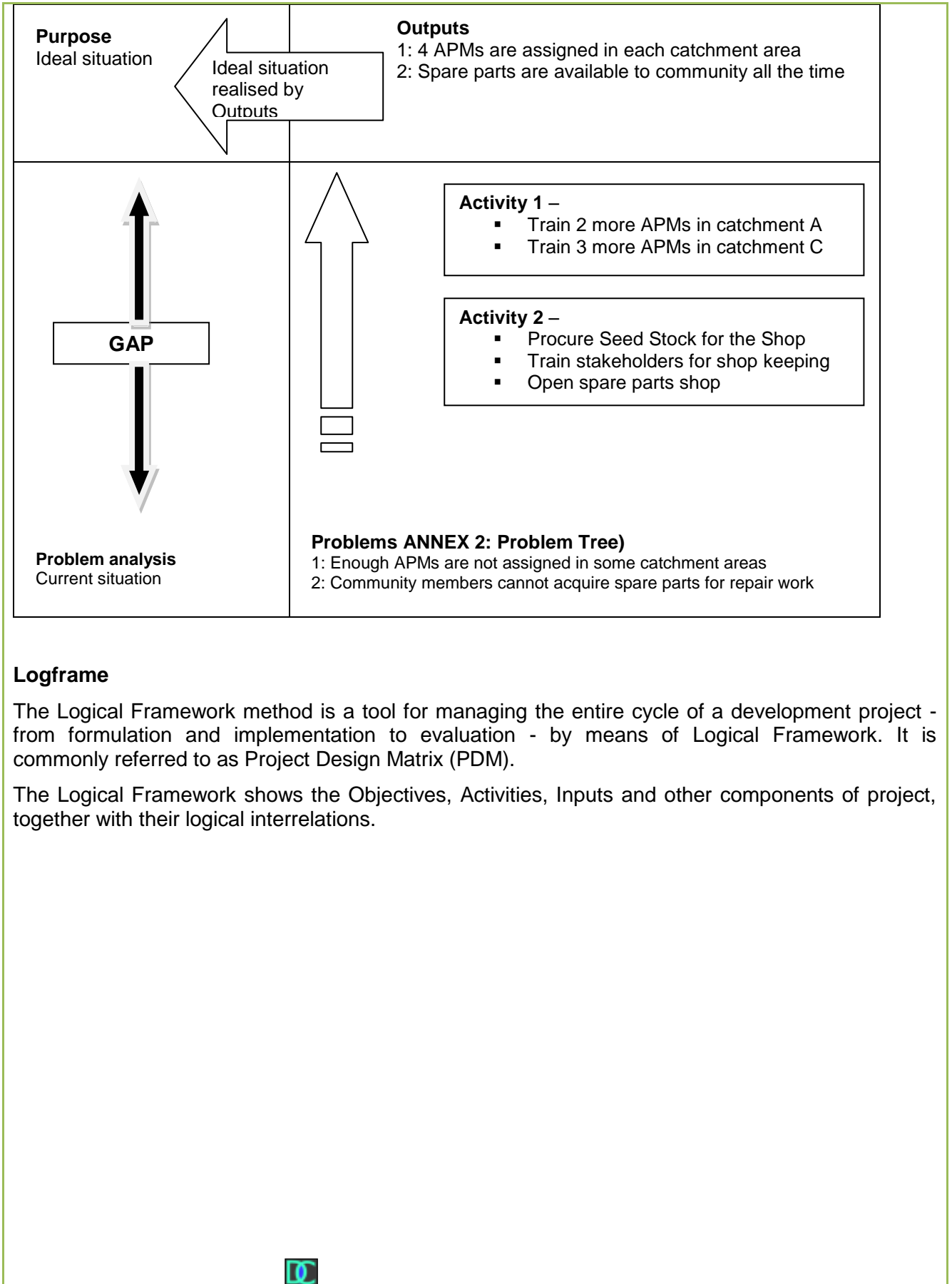
- An objective tree is developed by taking a problem tree and replacing cards showing “cause-effect” relationships with cards showing positive “means-ends” relationship.
- Objective analysis clarifies the “means-ends” relationship between the desirable situation that would be achieved once problems have been solved and the activities for attaining it.
- Aims to display all possible solutions and forms the foundation for the project’s specific strategies. In short, this forms the basis for developing Outputs and activities to be carried out.

(iii) Stage 3: Transforming problems/solutions into Action Plan

Results of stage 1 & 2 (Adoption of National guidelines and Analyses of data) lead to development of Outputs and activities. These outputs and activities are solutions to the identified problems, and should be transformed into Action plan. The Action Plan constitutes of the Narrative Proposal, Log Frame, Work Plan and Budget Plan. This will be illustrated as results of problem analysis. Conceptual framework of Logframe is illustrated in Figure 1-4 with reference to preparation process of Action Plan, and how Logframe is designed to bridge the gap between current situation and ideal situation.



Figure 1-2: Conceptual Framework of Log frame



Logframe

The Logical Framework method is a tool for managing the entire cycle of a development project - from formulation and implementation to evaluation - by means of Logical Framework. It is commonly referred to as Project Design Matrix (PDM).

The Logical Framework shows the Objectives, Activities, Inputs and other components of project, together with their logical interrelations.



Table 1-5: Logical Framework Format

Project Name: _____ Duration: _____ Ver. _____
 Target Area: _____ Target Group: _____ Date: _____

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal Direction that the project should take next	Standards for measuring project achievement	Data sources from which indicators are derived	Conditions important for project success, but that cannot be controlled by the project. Whether these conditions develop or not is not certain.
Project Purpose Objective that the project should achieve with the project duration			
Output Strategies for achieving the Project Purpose			
Activities Specific actions taken to produce Output	Input Personnel, materials, equipment, facilities, and funds required by the Project		Preconditions Conditions that must be fulfilled before a project gets underway

Narrative Proposal

This is a descriptive summary of the O&M Action Plan (Logframe, Budget and work plan) to explain Woreda information, Outputs, Objectives, Activities to be carried out, Methodologies and approaches or strategy for implementation and the expected Outcomes. Table 1-6 below illustrates components of the narrative proposal document to be prepared on O&M activities. For detailed information on these activities refer to Implementation section of this manual.

Table 1-6: Format of Narrative Proposal

Major Items	Description
Background Information/ Woreda profile	Provide Woreda data on RWS, stakeholders involved and any other relevant information regarding the Woreda situation analysis, overall objective of O&M, Purpose and problem statement/ justifications
Summary of O&M activities: Summarize the Outputs and activities to be conducted as below	
Name of Output, and Number	Write the Output number and the title (Name) of Output as indicated on the Logframe
Objectives	Write the objectives of the Output. Each output has its own objectives
Target group	Indicate the target (beneficiary) group for the activities outlined for this Output
Methodology/approach	Describe how you will carry out activities under this Output, who will be involved, how many persons will be involved in implementation, what will be done, and where and when activities are likely to be conducted. This includes

	<p>selection criteria for the target group and the number of sessions or phases for conducting activities.</p> <p>The significance of this section of proposal is that it provides information on how to plan and prepare your budget. It also provides strategy for implementation such that even if there is change of staff, anybody who takes over will be able to be guided without difficulties</p>
Expected Outcomes	Describe and explain what you expect to achieve, or the results expected after conducting these planned activities for this Output.
Budget Summary	In summary, describe the budget and its allocation to Outputs and activities

Work Plan

Planned activities under Logframe should be presented in a form of Gantt-chart. The Gantt-chart will help Woredas to overview entire implementation process and to monitor the progress of implementation. This Gantt chart is called the Work Plan and its format is presented in Figure 1-5.

Figure 1-3: Work Plan

No.	Activities	Duration	Person in charge	January				February				March			
				1	2	3	4	1	2	3	4	1	2	3	4
1	Plan														
	Actual														
2	Plan			■	■	■	■	■	■	■	■				
	Actual			—————											
3	Plan														
	Actual														
4	Plan														
	Actual														

Planned duration should be shown in dotted line or by shading the boxes. Similarly, duration of actual implementation is entered by putting a continuous line or by shading using a different colour. Progress for implementation of activities should be monitored all the time and each output should have its own work plan sheet.

O&M Budget plan

Woreda WASH Team is required to prepare comprehensive budget to carry out O&M activities in the Woreda, not restricted to specific areas. The plan will be implemented within the framework of WIF and as a part of its O&M component of the Woreda RWS budget plan.

Woreda WASH Teams are further advised to follow the laid down accounting and budget systems within the framework of the government guidelines.

However, for the purpose of information sharing, the following format/template of budgeting and categorisations of cost areas which was used under.

Table 1-7: Definition of categories

No.	Category	Definitions



1	Allowance	Allowance means cost to pay participant(s) and/or trainer(s) for training and/or sensitization (not meeting) such as; <ul style="list-style-type: none"> ▪ Daily Subsistence Allowance (DSA)
2	Transport Cost	This category includes cost for travel from duty station to venue of training/sensitization and field visit under trainings such as; <ul style="list-style-type: none"> ▪ Transport Refund ▪ Fuel Cost
3	Hire (Conference Hall, Vehicle, etc)	Hire covers rental charge of space and equipment as follows; <ul style="list-style-type: none"> ▪ Conference room ▪ Multiple projector ▪ Other equipment required for workshop/training
4	Conference Cost	Under this category, LA can require fund necessary for holding conference which includes; <ul style="list-style-type: none"> ▪ Tea breaks (once per a half day) ▪ Lunch (with maximum of one drink for each lunch per person) ▪ Water (once per a half day) <p>Maximum amount of conference cost per person per day is -----ETB.</p>
5	Communication	Communication is to contact stakeholders such as APMs, WASH teams, also to communicate with Region and Zone Water Bureau by communication tools such as; <ul style="list-style-type: none"> ▪ Telephone-call ▪ Facsimile ▪ Mailing letters ▪ Emails at internet café
6	Stationery	It covers cost to prepare materials necessary for training/sensitization such as; <ul style="list-style-type: none"> ▪ Writing material (Pen and maker) ▪ Paper (notepad and flipchart) ▪ Photocopying ▪ Binding
7	Procurement of materials	This category is for procurement of materials which can be utilized for long period and could be differentiated from materials for short-period use such as stationery. Cost that is necessary for implementation of O&M activities but cannot be included in any other category will be described under this category. Examples are; <ul style="list-style-type: none"> ▪ Bicycle ▪ Vehicle ▪ Computers

1.1.3. Approval of Action Plan by Woreda Cabinet

Action Plan should be officially approved by full Cabinet meeting. Otherwise Action Plan will not be recognised as O&M component plan under WIF Program.

1.1.3.1. Submission to Regional Water Bureau and Its Approval

Action Plan approved by full Cabinet should be submitted to the Regional Water Bureau (RWB) directly through Zone Water Office, and if necessary RWB may request revision of Action Plan.



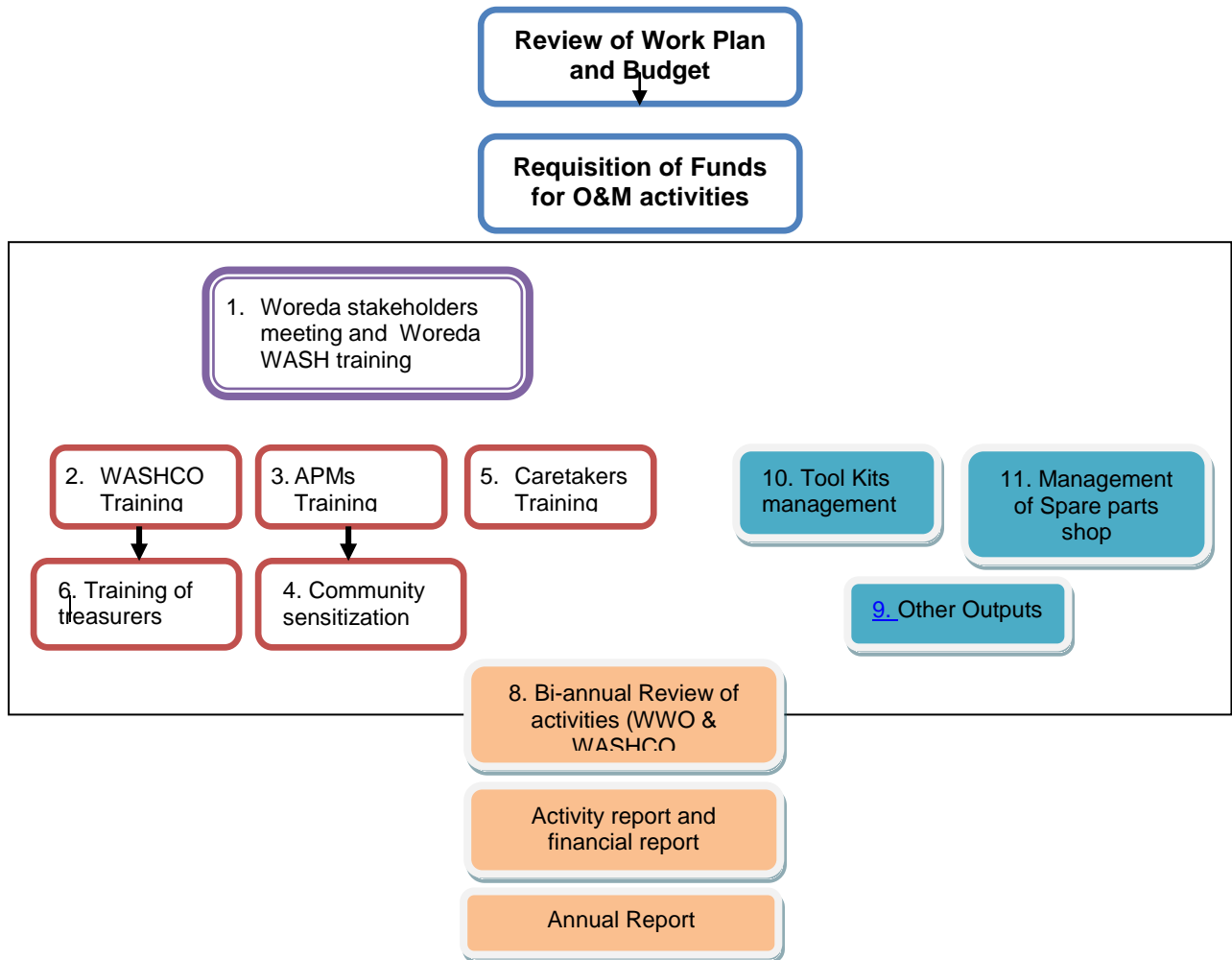
1.2. SESSION A2: IMPLEMENTATION OF O&M ACTIVITIES

Session Outline	This session covers the following core topics: <ul style="list-style-type: none"> ▪ Introduction to the implementation of O&M activities, ▪ Describing each of activities to be implemented by different stakeholders.
1.2.1. Objective of the Session	At the end of this session, the participants able to: <ul style="list-style-type: none"> ▪ Understand who implement what including its purpose, methodologies and actions.
Timing of the Session	Approximately 4 hours

Session Guide and Contents

1.2.2. Introduction	<p>This section of the module describes the outline of the necessary capacity building activities, O&M Outputs and activities to be implemented in order to establish O&M mechanisms relevant for sustainability and improvement of community based management of hand pumps/on-spot springs.</p> <p>It further proposes procedures and methodologies on how to conduct the trainings, and points out their relevance to O&M of hand pumps in the community. Figure 1-4 shows the steps of each activity. The facilitator shall explain the overall flow of O&M implementation with the following chart.</p>
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Figure 1-4: Flow of O&M implementation



1.2.3. Description of each Activity

- 1) Woreda Stakeholders Meeting and Training on O&M of Hand Pumps**
- a) Woreda Stakeholders meeting on approved Action Plan & Budget**

After the Woreda action plan is approved, and funds have been disbursed, it is very important that the WaSH Team calls for a Woreda stakeholders meeting.

The purpose of the meeting

Considering the fact that there might be a time gap between submission of Woreda action plan and the approval and disbursement of funds to the Woreda, the main purpose for this meeting will be:

1. To share approved plans & budget with stakeholders
2. To review work plan, and share responsibilities
3. To share & agree on management guidelines as provided in the terms of reference by RWB.
4. To agree on modalities and criteria for selection of target communities and caretakers to be sensitized

Availability of minutes for such meetings is an important indicator for monitoring and evaluation. Therefore, the RWS officer should always ensure that minutes for such WASHCO meetings are written, and kept on file for future reference. The same applies to all regular WASHCO meetings.

Topics

Agenda items for the Woreda WASH stakeholders meeting include but not limited to the following:

- Approved O&M plans and budget,
- Dissemination strategy of the approved plan to WASHCOs and other community organization,
- Management guidelines
- Roles & responsibilities
- Modalities for implementation & timeframe

b) Training of the WASHCOs, Caretakers and other stakeholders O&M of Hand Pumps

This activity is a Training of Trainers (TOT) for identified and selected WASHCO members, as capacity building for conducting training of APMs in the Woreda.

Purpose

The purpose for this training is to build capacity among the WWO staff and identified WASHCO members as resource persons for training of APMs during the implementation process. Even after the initial trainings, the Woreda should continue conducting re-fresher trainings for APMs based on their monitoring results regarding the performance of APMs.

Methodology

The training should be conducted in form of a workshop of 5 or 6 days, 3 days theory and review of activities, and 2 or 3 days of field practical. The training is more detailed on hand pump construction and installation procedure and processes, and as a result might require more time than 5 days. Remember to make the community appointment for the practical sites in good time to avoid disappointments.

Topics to be covered during training of LA and stakeholders

The content of the training should include but is not limited to the following:

- Introduction to WIF and Components
- Stakeholders in RWS
- Occupational safety and Health
- Need for the establishment of an O&M mechanism
- Types of Hand pumps
- Components of hand pumps, and functions
- Tool kits for Hand pumps and Pump miners
- (Standard and special tool kits)
- Demonstrations on Assembling and Dismantling hand pumps

- Hand pump operation principles (cylinder system)
- Construction and installations of hand pumps
- Trouble shooting (Cause & remedies)
- Maintenance of hand pumps
- Spare part kits
- Procedure for procurement of spare parts
- Monitoring systems, information management and record keeping
- Selection criteria for APM and caretakers
- Training of APMs & Caretaker
- Facilitation skills & principles of Adult learning

2) Orientation of WASHCO members

This is a professional training and therefore requires proper preparation. The assumption is that WWOs have the capacity and adequate resource materials to carry out orientation for WASHCO members. Woreda Support Group (WSGs) are advised to attend this orientation to provide the required technical support.

Purpose

The training aims to build capacity of WASHCO members on their understanding of WIF, O&M activities, and their roles and responsibilities for effective implementation and management of O&M of hand pumps/On-spot springs at community level.

Methodology

The training of WASHCO members should be carried out in form of a workshop of between 4 to 5 days organized at Woreda level. This approach enables the Woreda to bring all target WASHCOs together at one place for training, and expedites completion of planned activities. Above all, WASHCO members from different wards have an opportunity to interact, and share experiences and lessons from one another.

The other option is to conduct the training in intervals or concurrently, by re-grouping the wards in zones, and conduct the trainings in the community at ward or catchment levels. The challenges with this methodology is that it tends to be time consuming, and that organizing logistics for food and accommodation for participants & facilitators becomes cumbersome.

Topics to be covered during training of ADCs

Topics to be covered include but are not limited to the following:

- WIF
- Key Actors involved in operation and maintenance of rural water
- Roles and responsibilities of WASHCO's
- Community participation and participatory tools
- Community-based management, and operation and maintenance responsibilities of Caretakers)
- Community baseline survey, needs assessment, and community
- Preventive maintenance of rural water supply facilities

- Water fee setting, fee collection, and fund management at community level
- Training & monitoring of APMs
- Reporting and record keeping, and monitoring
- WASHCOs linkage with the Woreda WASH Team/WWO

3) Community Sensitization, Formation and or re-organization

This sensitization meeting should be held to disseminate information on O&M principles, and the desired practices by community members for improved community based management of hand pumps. During these community meetings, formation and or re-organization of water point committees are facilitated and carried out by way of voting democratically, after which general orientation of roles and responsibilities of members is conducted.

Purpose

To disseminate information on improved approaches and practices for community based management of water supply facilities. This includes awareness on available spare parts in the district, process and procedure for accessing the spare parts, importance of contributing for O&M, methodologies for managing collected O&M funds, and information on linkages/coordination among WASHCOs, APMs, Caretakers and the community.

Methodology

Due to limitations of funds, it is not possible to conduct sensitization meetings in every community or village. Consequently the WWO and WASHCO members should re-group community areas based on settlement patterns and socio-economic arrangements in wards.

Thus on average, there were 2 to 3 meetings conducted per ward. This is sufficient for reasonable coverage and for spill over effect to other areas within wards.

Agenda items/Topics

Agenda items for these meetings may include but not limited to the following:

- WIF background information on hand pumps, and their current situations
- Factors that affect proper management of hand pumps
- Solutions and actions to be taken for improvements in sustainable RWS
- Importance of contributing for O&M, and how to contribute – frequency & mode
- Importance of good hygiene practices for increased impact of protected water supply facilities.
- Methodologies for managing & securing collected O&M funds,
- Awareness on available spare parts in the district, and how to access them
- Information on linkages/coordination among ADCs, APMs, V-WASHEs and community

- Roles & responsibilities of stakeholders
- How to develop constitutions/ rules & regulation for enforcement of RWSS guideline
- Integration of O&M activities into community meetings during home/ household inspections by Water Extension Workers (WEW) or other community activities.

4) APM training

Availability of skills is one of the key parameters that contribute to the management of the entire O&M process. For this reason, training of APMs is critical in the establishment of the O&M mechanisms, and in particular the APM Repair Work Mechanism.

Purpose

The purpose is to enable APMs acquire knowledge and skills for repair and maintenance of hand pumps, and enhance performance on their roles and responsibilities.

Categories of APMs

There are two categories of APMs. The first category is commonly referred to as 'Old APMs'. These are individuals (existing APMs) that have been trained before under RWS projects which might have been implemented in Woredas in previous years were adopted. The second category is 'New APMs'. New APMs are TVET graduates who have not been trained before. They become APMs after receiving training.

When to train APMs

It is imperative that training of new APMs is conducted after community sensitization since selection of individuals to be trained as APMs is best carried out during community meetings. Community members should be given chance to elect a candidate of their choice based on the selection criteria provided to them by WASHCO members during sensitization meetings.

Training of old APMs is usually referred to as '*reorientation*', a refresher course, and can be conducted even before community sensitization meetings are held. The reason for reorienting these APMs is to ensure improved understanding on RWS O&M mechanisms, and harmonize approaches and practices in the delivery of APM services to the community. This also helps them to build on certain skill gaps.

Methodology for APM training

Usually identified individuals are requested to travel to the Woreda or any identified and appropriate training venue for a workshop ranging from 5 to 6 days. It is also possible to arrange such meetings in the community as long as logistics for food and accommodation are managed properly.

The training involves 2 days of theory & demonstrations in class, 2 days of field practical, and the final day (5th day) is for review of activities. The other option is 2 days for theory, 3 days for field practical and the final (6th day) for review of activities

In terms of number of participants per training session, it is always advisable to have a reasonable number which is easy to manage and

effectively conduct practical work commonly arranged such workshops for between 14 and 20 participants.

Topics to be covered during training of APMs

Topics include but are not limited to the following:

- WIF background
- Key Actors involved in O&M of rural water supply facilities
- Roles and responsibilities of APM and how to interact with the caretaker, WEW and WASHCO
- O&M of hand pumps (India MKII, AFRIDEV and Rope Pump)
- Tools, materials and spare parts needed for preventive maintenance of hand pumps
- Common problems and trouble shooting of hand pumps
- Record keeping and reporting and monitoring mechanisms
- How to conduct training for caretaker and selection criteria for caretakers

5) Training of Treasurers in the Collection and Management of Community Contributions

The role of the Treasurer for any WASHCO is critical in fostering the Community Contribution Mechanism. Any observed mismanagement, lack of transparency and failures on record keeping results into community members' reluctance to make further contributions. This kind of training is usually a second WASHCO committee meeting mainly focusing on accounting records & re-enforcement of roles/responsibilities of members.

Purpose

The purpose is to avail Treasurers and other WASHCO members with relevant book keeping skills required to manage collected O&M contributions transparently and ensure accountability.

Methodology

There are two approaches commonly used in the orientation of WASHCO Treasurers. The most beneficial approach is to train WASHCO Treasures together with other WASHCO members. This approach enables other committee members understand better the roles & responsibility of the Treasurers, and thus foster cooperation among the members. Besides, they also learn record keeping skills such that in case the Treasurer relocates, such members may assume responsibility.

The other approach is where WASHCO Treasures from several WASHCOs are requested to come to a central place such as a school within a catchment/ward and be trained as a group.

Agenda Items/ Topics

Agenda items or topics covered include but are not limited to the following

- Roles and responsibilities

- Importance of contributing for O&M, and how to contribute to ensure funds are always available for hand pump breakdowns
- Methodologies for managing & securing collected O&M funds,
- Record keeping and types of relevant registers/books to maintain, how information should be entered and kept (Household register, register for contributions, Cash books etc)
- Awareness on available spare parts in the district, and how to access them
- Information on linkages/coordination among WWOs, APMs, Caretakers and community.

6) Training of Caretaker

This activity will be conducted by the trained APMs, not only during implementation, but even as a continuous responsibility under WASH. WWOs should provide a plan of how many Caretakers each APM is going to train and support. The WASHCO and the APMs will train Caretakers in both operation and maintenance of hand pumps, and also in the improvement of the environmental sanitation around the water facilities.

Purpose

The purpose for training Caretakers is to build their capacity and enable them conduct minor repair works, and supervise environmental sanitation around the hand pumps.

Methodology

- **Option 1:** Caretakers may be trained at their own water point or hand pump.
- **Option 2:** The ADCs (EHTs, APMs etc) may organize training at a centrally located village of the catchment area so that a number of Caretakers are trained at the same time.

It is important to ensure that all the trainees practice basic operation, maintenance and repair of the hand pump. It is recommended to have at least two Caretakers for each water point.

Topics

Training items include but are not limited to the following:

- Definition of caretaker
- Concept of voluntarism, and application of duties
- Roles & responsibilities of caretakers
- Types of hand pumps
- Hand pumps components (head assembly), and tools
- Significance of greasing hand pump parts, and tightening bolts
- How to use and fill in information on log books (Preventive maintenance activity)
- Reporting systems, and communication skills (gender sensitive)
- Health/hygiene education.

7) Bi-annual Review of activities and improvement of monitoring

skills for WASHCO members

This activity is essential for strengthening coordination and monitoring of activities during the implementation process. Woredas should hold review meetings with the WASHCO members. These review meetings between the WWO and WASHCO members are as important as review meetings between the PSTs or regional stakeholders, the WWOs and the WASHCO members.

Purpose

There are a number of reasons why these meetings are vital and should therefore always take place. The purpose of the Bi-annual review meeting includes:

1. To assess the progress of understanding of the communities/ caretaker regarding village level O&M of water supply facilities.
2. To assess adoption and utilization of introduced 'bottom-up' approach at kebele level.
3. To review and improve skills of WWO members for monitoring O&M activities.
4. To share ideas, experiences and review methodologies

Methodology

WWOs may organize this activity in form of a workshop at Woreda level and invite target participants to attend during which implementation process is shared among stakeholders. The WWO may also organise meetings with kebele stakeholders at catchment or ward level.

Agenda Items/ Topics

Agenda items for this meeting include the following:

- Progress reports on implementation & monitoring of O&M activities
- Response on acceptability of O&M messages/principles by community
- Analysis of WASHCO's reports, and feedback from WWO (action taken)
- Analysis of APM repair work reports, and actions taken
- Coordination among WASHCOs, APMs, and Caretakers
- Problems and challenges
- Way forward (revised schedules/ actions to be taken for improvement)

8) Tool kit management

Tool kit management training as an activity or topic is carried out during orientation of WASHCOs and also under APM training. It involves how best tool kits can be managed sustainably.

The development of the Tool kit management system was as a result of observations made that those tools given to APMs become unavailable after a certain period of time either through loss, wear & tear,

personalization, and relocation of APMs who go with their tools. Replenishment of such tools becomes a big challenge for districts.

Therefore, the management system proposes that tools should be placed at identified government institutions such as RHCs and school, and that the WASHCOs should manage the tools through log books (Tool kit movement form), and that the APMs should pay a minimal fee as user charge for replacement of tools in case of losses and damages.

9) Orientation on Stock and Sales management of Spare parts

This activity is aimed at enhancing management of the supply chain of spare parts, which is one of the key O&M mechanisms to be established for improved and sustainable community based management of hand pumps.

Purpose

The purpose of this training is to ensure that the WWOs have the skills and systems in place to maintain a constant supply of spare parts for the O&M of hand pumps in the area.

Methodology

This orientation is done in a workshop setting. A detailed description of the process and stages for establishment of a spare part shop, procedures and monitoring tools for stock and sales management are provided in the Supply Chain Management Manual (SCM) for Rural Water Supply and the Stock Management Manual.

Target group

Based on the institutional set up adopted by each district (Local Authority or Commercial Utility), the target group would be staff from the Local Authority or staff from both Local Authority and the Commercial Utility contracted to implement sales management of hand pump spare parts.

Topics

The activity deals with orientation on establishment and management of the supply chain of spare parts, and can be broken down into the following action-related steps as described in the SCM manual and the "National Guideline for Sustainable Operation and Maintenance of Hand pumps in Rural Areas".

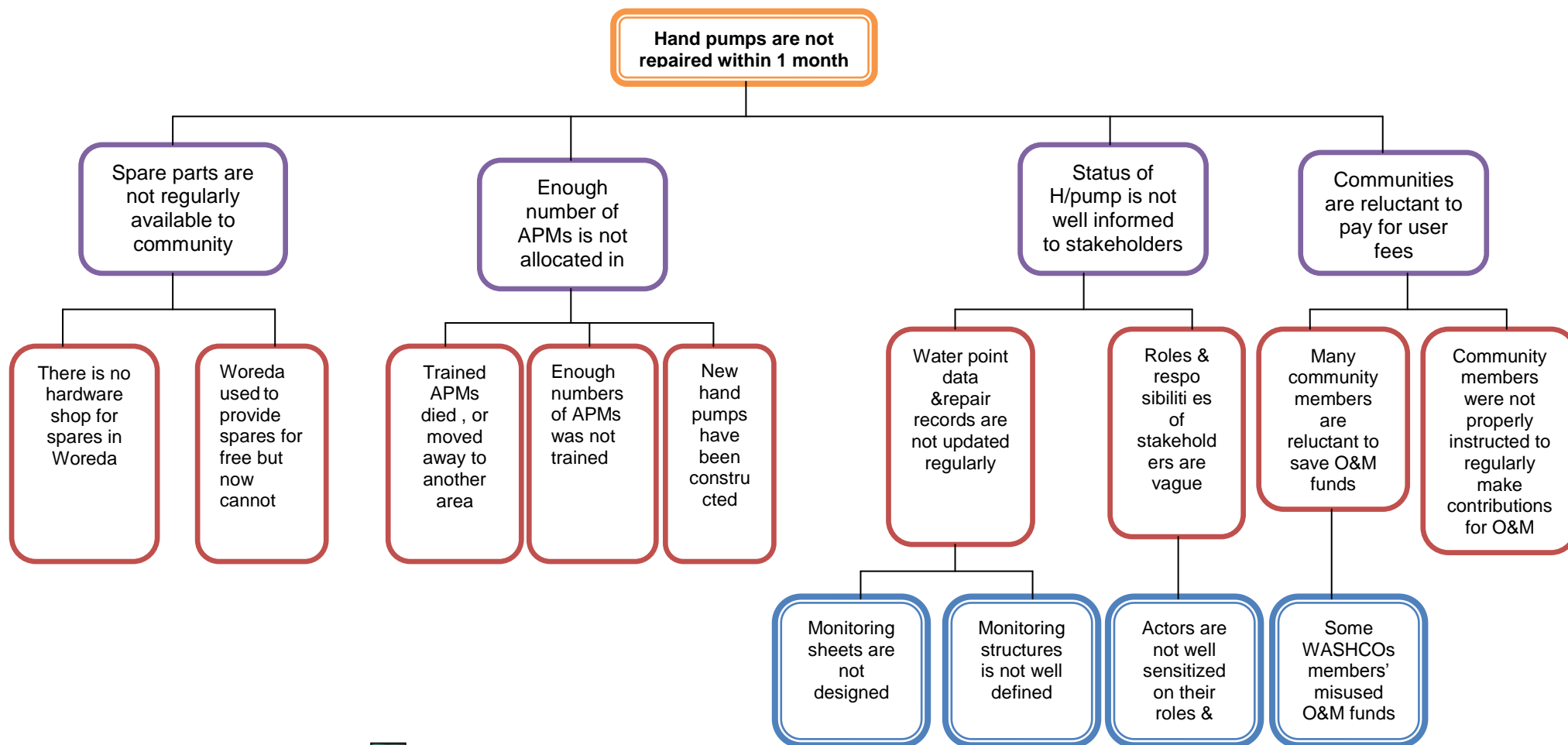
- Determining the demand for spare parts using data available in the country on functionality rate of water supply facilities, and based on the number of hand pumps in the district. The information generated will help determine and estimate the types of spare parts and quantities to be supplied as 'seed stock' of spare parts or seed money.
- Establishing the shop for spare parts in the district.
- Identification of a supply chain that will ensure spare parts are available at all times. Additionally, development of a regular system of communication or linkages with spare part suppliers will ensure that the movement of stock does not negatively affect the overall stock at the district outlets.
- Developing stock management and control mechanisms that

	<p>include: stock coding, transaction or movement, stock taking and replenishments, as well as display and advertising for publicity and availability.</p> <ul style="list-style-type: none"> ▪ Financial management involving records and receipt of payments, opening of bank accounts, price displays for all goods, statement of accounts, and regular audits.
<p>Summary of the Session</p>	<p>The facilitator shall summarize the session by reminding the core points and discuss with feedback from participants.</p>



Annexes

Annex A: Sample of Problem Tree



Annex B: Sample of Objective Tree

