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**REPORT OF**

**FOURTH BACKSTOPPING MISSION**

**TO THE NETHERLANDS-SUPPORTED**

**WATER SUPPLY PROGRAMMES IN NAMIBIA**

Mission: April 1997  
IRC International Water and Sanitation Centre

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**FOURTH BACKSTOPPING MISSION**

**TO THE NETHERLANDS- SUPPORTED**

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Mission April 1997

Members Fourth Backstopping Mission:

- Mr Jo Smet, team leader
- Ms Beth Terry

DRWS Core Team:

- Mr Johan van der Colf
- Mr Matty Hauuanga
- Mr Sjaak Zijlma

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## ACKNOWLEDGEMENT

The Backstopping Missions of the Netherlands-financed piped water supply schemes rely heavily on the co-operation and partnership with the staff of the Directorate of Rural Water Supplies and many other people. The Backstopping Team would like to express their thanks to all those involved for devoting their time and effort into making this backstopping possible. Particular thanks are due to the Director of the DRWS, Mr Pita Nghipandulwa, and his staff, both at Head Quarters in Windhoek and at the Regional Office in Oshakati, for their considerable amount of support and good co-operation provided. The Backstopping Team likes to mention Messrs Harald Koch, Jürgen Eysselein, Sjaak Zijlma, Matty Hauuanga, Johan van der Colf, Godfrey Tjiramba, Willy Iyambo, Mary Isaac Itembu, Petrina Ipumbu, Monica Shidute and Toivo Munenguni, and Leoni Futter with whom a very good relationship was maintained during the Fourth Backstopping Mission.

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**ABBREVIATIONS AND ACRONYMS USED**

<b>CWC</b>	-	<b>Central Water Committee</b>
<b>DRWS</b>	-	<b>Directorate of Rural Water Supply</b>
<b>DWA</b>	-	<b>Department of Water Affairs</b>
<b>ESA</b>	-	<b>External Support Agency</b>
<b>IRC</b>	-	<b>IRC International Water and Sanitation Centre</b>
<b>LSU</b>	-	<b>Large Stock Unit</b>
<b>LWC</b>	-	<b>Local Water Committee</b>
<b>MAWRD</b>	-	<b>Ministry of Agriculture, Water and Rural Development</b>
<b>MT</b>	-	<b>Maintenance Team</b>
<b>NDT</b>	-	<b>Namibia Development Trust</b>
<b>NWC</b>	-	<b>Namibia Water Corporation Limited</b>
<b>O&amp;M</b>	-	<b>Operation and Maintenance</b>
<b>RNE</b>	-	<b>Royal Netherlands Embassy</b>
<b>RWEO</b>	-	<b>Rural Water Extension Officer</b>
<b>RWS</b>	-	<b>Rural Water Supply</b>
<b>TOR</b>	-	<b>Terms of Reference</b>
<b>WASCO</b>	-	<b>National Water Supply and Sanitation Co-ordination Committee</b>
<b>WASP</b>	-	<b>Water and Sanitation Policy</b>
<b>WPC</b>	-	<b>Water Point Committee</b>

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## 0. EXECUTIVE SUMMARY

The Backstopping Mission aims to review jointly with the counterpart Core Team of the Directorate of Rural Water Supply the achievements, effectiveness and sustainability of two Netherlands-financed rural piped water schemes in the Cuvelai Rural Water Supply Region which is now called Ohangwena, Omusati, Oshana and Oshikoto Regions, in Namibia. Furthermore, the joint Teams will assist DRWS to develop and make related community management and support structures operational. In this way increased scheme sustainability will be achieved, field experiences gained and lessons learned. These experiences and lessons will be applicable to all staff of DRWS..

The Fourth Backstopping Mission took place between 12 and 20 April 1997. The main objectives of this fourth mission were as follows: (i) to assess the progress in the Netherlands-supported water projects and more specifically on community-based management in the Netherlands-funded piped water schemes and in the water sector developments in Namibia, (ii) to discuss and analyse with the RWEOs and DRWS Regional staff the extension service's functioning and planning, and (iii) to make new arrangements on further steps to be taken by DRWS in order to improve the operations of the extension service and the sustainability of the water systems. As DRWS had been very involved with the cost recovery policy and its communication to the regions during the last 12 months, this mission had to take up again the momentum of the development of community management in the two schemes. The main methodologies used were a one-day workshop with the Ohangwena, Omusati, Oshana, Oshikoto Regional Head and the RWEOs and discussions with relevant individuals and groups in DRWS and DWA. The Mission experienced a constructive collaboration with the DRWS staff, both at National and Regional level

A firm agreement on follow-up activities on key issues was reached with the DRWS Management. These key issues included: rehabilitation of Oshakati-Omakango scheme; establishment of LWCs; training LWCs; training WPCs; training caretakers; introduction monitoring system; appointment Chief-RWEO; training Chief-RWEO; provision vehicle to Chief-RWEO; and improved DRWS support to RWEOs.

The Oshakati-Omakango scheme still needs urgent physical rehabilitation before it can be handed over to the communities and committees (WPCs and LWC); the involvement of these groups in the rehabilitation will strongly support the sustainability in the community management of the water systems.

Establishment of WPCs needs to get a very high priority; the present rate of WPC-establishment is too low. In a one-day workshop with RWEOs, successes, problems, constraints and opportunities were discussed. The efficiency of the Extension service of DRWS has room for improvement; structures for planning, guiding and monitoring are suggested. Constructive conditions, such as provision of camping equipment, have been introduced on a pilot base to test the effects on the efficiency of RWEOs. Still, a RWEO efficiency study is suggested. . Training of the established WPCs on the Ogongo-Okalongo scheme can start as soon as course materials have been translated and the Region prepares a logistical schedule of training for their Region. The training of caretakers can begin only once the Oshakati-Omakango scheme has been rehabilitated and handed over to the community.

The two LWCs need to be re-established with the support of senior extension staff and Development Planners. The responsibilities on O&M of the schemes has to be transferred to the LWCs. The LWCs including their caretakers need to be trained for their specific tasks. In the light of the national policy on community management of water schemes, the magnitude of the LWCs' tasks will be quite substantial, in terms of organisational, managerial, financial and technical aspects.

At the Regional DRWS level in Oshakati, the capacities are presently insufficient to properly execute tasks as planning, implementation and support to the completed schemes. This includes the extension service. The Chief Control Extension Officer for Division North will further structure and supporting the regional extension service. The introduction of monitoring system at the WPC level is proposed for testing at 20 water points, that is 10 water points on each scheme.

The Backstopping Team, jointly with the Core Team, will continue to support the development of organisational structures at field, regional and national level that will contribute to the sustainability of the piped water supply systems in general and the two Netherlands-supported schemes in particular.

The rehabilitation of the Calueque Dam is further delayed because of financing problems as costs appear to be much higher than budgeted.

## **1. PURPOSE OF THE BACKSTOPPING MISSIONS**

The purpose of the Backstopping Mission is related to the Dutch-financed water projects in the Cuvelai Water Supply Region, i.e. the Ogongo-Okalongo and the Oshakati-Omakango piped water schemes, and the Calueque II project.

The abstracted objectives are (i) to review jointly with DRWS Core Team the achievements, effectiveness and sustainability of the above projects; and (ii) to assist DRWS in the development and demonstration of operational community management systems and related structures contributing towards scheme sustainability and learn from the reviewed experiences.

The main objectives of the fourth mission were as follows: (i) to assess the progress in the Netherlands-supported water projects and more specifically on community-based management in the Netherlands-funded piped water schemes and in the water sector developments in Namibia, (ii) to discuss and analyse with the RWEOS and DRWS Regional staff the extension service's functioning and planning, and (iii) to make new arrangements on further steps to be taken by DRWS in order to improve the operations of the extension service and the sustainability of the water systems. As DRWS had been very involved with the cost recovery policy and its communication to the regions during the last 12 months, this mission had to take up again the momentum of the development of community management in the two schemes. The detailed TOR is appended (1).

The Team of the fourth backstopping mission was composed of Mr Jo Smet and Ms Beth Terry. Mr Wim Klaassen did not participate this time but will do in the planned next two missions. The DRWS Core Team is composed of Mr Johan van der Colf, Mr Matty Hauuanga and Mr Sjaak Zijlma. Mr Johan van der Colf succeeded Mr Godfrey Tjiramba who is now head of the Human Resource Development and Training (HRD&T) Sub-Division.

## **2. MONITORING OF NETHERLANDS-SUPPORTED WATER SUPPLY PROJECTS**

The complete list of Netherlands-financed water projects and activities in Namibia since 1990 is appended (4). The monitoring task of the Backstopping Mission is related to the two rural piped water supply schemes (Ogongo-Okalongo and Oshakati-Omakango), and the rehabilitation of the Calueque Dam and Olushandja Reservoir. Monitoring of physical progress of these projects is reported in chapter 6.

## **3. PROGRAMME OF FOURTH BACKSTOPPING MISSION**

The fourth mission took place between 12 and 20 April 1997. After briefings with the DRWS management and training section and at the Netherlands Embassy in Windhoek, and teaming up with the DRWS Core Team, the mission travelled to the north and spent about 1.5 days in Oshakati. In a one-day Participatory Workshop in Oshakati with the four RWEOS involved in the two schemes and the Regional Head for DRWS, carried-out activities, progress, factors of successes, problems and solutions were discussed, and an indication of planned activities was prepared. Some DRWS organisational issues were discussed between the RWEOS and the DRWS staff present.



At the end of the Mission the major conclusions and action points were discussed with the DRWS management and the Chargé d'Affairs of the RNE; a Summary Report was submitted (appendix 5).

A detailed itinerary and a list of persons met are appended (2 and 3). Slight changes had to be made in the field compared to the original TOR on the methodology development on community management systems and the support structures of DRWS towards this community management.

#### **4. PARTNERSHIP WITH THE DIRECTORATE OF RURAL WATER SUPPLY**

The Backstopping Team continued the good relationship with the DRWS Core Team, now being: Johan van der Colf, Matty Hauuanga and Sjaak Zijlma. Johan van der Colf took over from Godfrey Tjiramba, who became head of the HRD&T Sub-Division. Sjaak Zijlma transferred the position of being the first contact person to Johan van der Colf, who is development planner and permanent staff member of DRWS. The Teams<sup>1</sup> had discussions with Pita Nghipandulwa, Jürgen Eysselein, Willy Iyambo, Regional Head of Ohangwena, Omusati, Oshana, Oshikoto Regions, Mary Isaac Itembu, Petrina Ipumbu, Mencia Shidute, Toivo Munenguni, Godfrey Tjiramba, Leoni Futter and Nick Brandsma.

The debriefing was done by the Teams to Mrs Désirée Bonis (Chargé d'Affairs RNE), and to the DRWS Management staff including Mr Pita Nghipandulwa (Director), Mr Jürgen Eysselein (Divisional Head North), and Mr Harald Koch (Divisional Head Development and Planning).

The management of the DRWS expressed the value of this kind of Backstopping support. In the debriefing an agreement on follow-up activities was reached with the indication of the main responsible persons and deadlines. The concrete proposals towards improvement of the extension service and through that the development of sustainable community management structures was very much appreciated.

The Missions continue to contribute to further development of strategies and methodologies towards sustainable rural and community-managed piped water supply schemes.

#### **5. RE-ORGANISATION AND DEVELOPMENTS WITHIN THE DEPARTMENT OF WATER AFFAIRS**

The commercialisation of the "Bulk" Water Supply has still not yet materialised. The required legislation has not yet passed the National Assembly. Thereafter the National Council has to approve it. The starting date for NAMWATER will not be before the end of 1997. An expatriate Chief Executive Officer has been recruited.

DWA will further re-organise after the establishment of NAMWATER as the remaining departmental functions may have to be re-grouped within the Ministry. Further privatisation of departmental functions may be looked into for reasons of increased efficiency.

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<sup>1</sup> "Teams" refers to both the Backstopping Team and the DRWS Coreteam, working as one Team during the missions

Recruitment of new DRWS staff is a continuing activity. An update of the present DRWS staffing situation is shown in appendix 6 both for the national and regional (Ohangwena, Omusati, Oshana, Oshikoto Regions) against the establishments. The Administrative and Auxiliary staff are not included. Although the number of staff has increased, their efficiency and effectiveness indicates room for improvement.

The new organisational structure of DWA has a newly established cadre of extension workers in DRWS. Surplus staff of the technical DWA division or sections was partly transferred to this cadre of extension workers although they did not have any experience or affinity with this work. This was merely done to avoid retrenchment. Proposed qualifications for RWEOs indicated have not been accepted (e.g. Grade 12 as minimal education level). These problems contribute to the fact that the RWEO group is not very qualified, motivated and effective. It must be stressed that the problems on qualification and motivation issues are not applicable to the RWEOs of the two concerned schemes.

The DRWS extension structure has improved although the support to the RWEOs by the Chief RWEOs and other DRWS staff needs further improvement in terms of structure and quality. Obviously, this has an effect on the development and sustainability of community-based water supply management at central, local and water point level.

According to DRWS information, 124 new RWEOs are being recruited, and training is in progress for those who have already been hired. This means that the establishment figure of 204 RWEOs will soon be reached. However, another 21 RWEOs need to be recruited to reach the total number needed. This total figure of RWEOs needed is to be reviewed after the planned RWEO functioning/performance assessment by the HRD&T Sub-Division. RWEOs move to new positions including training and higher positions such as Chief RWEO. Issues of RWEOs' efficiency, salary level and transport are to be looked into. The Fourth Mission looked into the progress of the tasks of the four involved RWEOs, and ways to improve their efficiency. The need for an study on the efficiency of RWEOs, identified previous mission, is still there.

Eventually, when all WPCs and LWCs are established and trained, and the role of the RWEOs is limited to support and follow-up, the total number of RWEOs required could be smaller, as then less extension staff would be needed. DRWS is developing a Down-sizing proposal on this.

The decentralisation policy has been formally approved in December 1996. There may be a delay of several years, nevertheless, rural water is one of the sector targeted to be the first to be decentralised. The Ministry of Local Government and Housing has established a committee comprising all relevant ministries to look into the mechanisms to effectuate the decentralisation. One of the problems is the lack of staff and need for capacity building. The present developments on community management and cost recovery (National Consultations etc.) are fully in compliance with the Cabinet Policy for Decentralisation of December 1996. In the decentralised situation, there will be a DRWS at regional council level with assistance of line ministries. The Regional Councils will regional development planners in stead of department-specific planners. For the time being, DRWS development planners can not be decentralised to the regions because of their limited number (two only) at the at the HQ. There will also be no confusion on the roles of Water Committees versus Development Committees, the latter being responsible for the overall development planning while the first are responsible for the water-specific issues and channel their proposals and requests through the development committees (see National Organisational Structure, Appendix 7).

DRWS Cuvelai Region has changed its name into DRWS Oshana, Omusati, Ohangwena and Oshikoto Regions. The four regions will be split in two DRWS regions, one covering the two western regions Oshana and Omusati, and one for the eastern regions Ohangwena and Oshikoto. The offices for both regional offices may be still in Oshakati.

The need for further re-orientation of the National and Regional DRWS Management staff is still high; this re-orientation refers to a change in direction from a technical to a community scope, i.e. DRWS is the facilitator and supporter to community-managed water supply systems. Planning for senior staff to attend short courses on planning/management in community-managed water supply is needed (e.g. IRC/NETWAS Management for Sustainability Course). The Backstopping Missions contribute to this re-orientation through the workshops and discussions on problems and solutions in community-managed rural water supply. Furthermore, it is suggested that more specific short training sessions on selected topics (e.g. tariff setting; scheme management; monitoring) will be organised during forthcoming missions.

The National Water Supply and Sanitation Co-ordination Committee (WASCO) approved with some amendments the recommendations of the National Cost Recovery Workshop (Swakopmund 3).

## 6. PHYSICAL PROGRESS OF WATER SUPPLY SCHEMES

### *Ogongo-Okalongo and Oshakati-Omakango schemes*

Because of the length of the this mission, no visit was paid to the schemes.

DRWS informed the mission that the Oshakati-Omakango scheme had not been rehabilitated yet. The correction/repairs of faults in this scheme (constructed in 1991) had been planned around April 1996 while Hans Goetze was responsible for this. Since then there have been discussions on whose responsibility it was to rehabilitate: the Construction Division of DWA or DRWS. During this Mission the director of DRWS decided that DRWS will take up this task by making a plan including timetable and allocate funds, and then carrying out the physical task. This rehabilitation is crucial for the community management of the scheme. Communities and established or to-be-established WPCs ought to be involved in the upgrading which contribute to the awareness of ownership and recognition of authority of WPCs.. The handing-over is to be done to the (to be established) LWC. Therefore, scheme upgrading and LWC establishment have to be synchronised.

The establishment of the LWCs has been discussed in the workshop with DRWS staff in Oshakati. Their suggestions are given in chapter 7.3 on LWCs and Appendix 9.

Although there has been a serious delay in this handing-over, the required repairs of the WPs give a great opportunity to have the users and WPCs involved in this activity, that will

Up to April 1997, 24 WPCs (out of 96 WPs) along the Oshakati-Omakango scheme have been established. This is an increase of 16 since June 1996 (the number of established WPC reported in June 1996 was only 8 and not 19!). In the Ogongo-Okalongo scheme five new WPCs were established since June 1996 by the two RWEOS, bringing the total to 48 WPCs for the 64 WPs. Appendix 8 gives a list of already established and newly established WPCs.

## *Calueque Dam Phase II*

The Fourth Mission had discussions with the Chief Construction of DWA, Mr Johann Botha, on the progress of the rehabilitation of the Olushandja Dam and Calueque Dam (Phase b). The Olushandja Dam is fully upgraded. The electro-motors with higher capacity for the Calueque Dam have arrived, but the pumps are still in South Africa. It is expected that the electrical and mechanical rehabilitation will be done later this year by DWA staff. Offers for the civil and hydraulic/steel work were much higher than expected, around N\$ 16 million. The remaining Dutch Funds of N\$ 2 million need major contribution from the GRN. Perhaps concrete/steel work will be done in 1998 depending on negotiations with contractors (to lower the offer) and the allocation of GRN funds. Discussions with the RNE on the validity and use of the remaining Dutch funds continue.

According to Mr. Botha, the present system will be of sufficient capacity to supply the Ohangwena, Omusati, Oshana, Oshikoto Regions with water for the coming 10 year. So there is need to timely upgrade the dam.

Depending on the progress of the rehabilitation, the next Backstopping Mission may include a visit to the Calueque to visually inspect the rehabilitation.

## **7. ORGANISATIONAL ISSUES OF THE WATER SUPPLY SCHEMES**

### **7.1 Community Participation**

Because this Mission was only one week in length there was not time to visit the communities or WPCs on the two schemes. However, the RWEOs provided feedback on the current status of community participation during the one day workshop in Oshakati.

The RWEOs stated that they each typically hold one to two community meetings per month with different committees. In addition, sometimes the communities and the WPCs call in the RWEOs to help solve a specific problem.

Three of the RWEOs reported some problems regarding poor attendance at community meetings. Reasons for this were discussed (see Appendix 9, Section "Objective 5" for details) and some solutions provided (see Appendix 9, Section "Objective 7"). Some of the causes are due specifically to this year's good rains: people have been very busy with their agricultural work, and the large bodies of open water (*oshana*, etc.) make travel difficult to reach meetings). Other causes revolve around poor meeting schedules and poor channels for announcing community meetings.

One other community participation problem mentioned on the Oshakati-Omakango Scheme was that some community members fail to contribute even the small amount needed for maintenance. Users may agree in meetings to contribute, but only 25 to 50% actually end up paying, according to the RWEOs.

Some of the reasons for households failing to contribute, which were reported by the RWEOs during this Mission are:

- i. some people do not see it as a priority to pay for water;
- ii. poor financial management at household level;
- iii. families use the abundantly available surface waters (e.g. oshanas) due to the good rains;
- iv. families cannot reach the WP due to large and 'risky' oshanas (deep pits and snakes)
- v. the policy of cost recovery is not official yet
- vi. no rules to prevent or punish defaulting

- vii. the scheme has not been rehabilitated or handed over to the communities yet
- viii. the WPCs have not yet been trained in financial management, budgeting, money collection issues, or bookkeeping, and therefore may be unsure of their role in this matter

#### Example of community discussion on management of Water Point:

*Community members rationalise that if they are not using the WP, they should not have to pay or participate in WP activities. The RWEOs have tried to explain to community members that even though there are good rains this year it does not mean that the same situation will occur next year, and even if the tap is not broken now this does not mean it will not become broken in the future. Therefore people must still contribute so that money will be available when a big problem occurs.*

## 7.2 Water Point Committees (WPCs)

The number of WPCs mentioned as being established on the Oshakati-Omakango Scheme during the Third Backstopping Mission was reported to be incorrect during this Mission (apparently due to double counting by the two RWEOs). In fact only 8 out of 96 WPCs had been established at that time, not 19. Between the Third and Fourth Missions (a period of ten months) 16 new WPCs have been established making a total of 24 WPCs established for 96 WPs for Oshakati-Omakango. On the Ogongo-Okalongo Scheme 5 new WPCs were established over the ten month period making a total of 48 WPCs established for 64 WPs. Appendix 8 gives a list of the names of WPCs established in the two schemes.

During the last Mission the RWEOs felt that it would be possible to establish one new WPC per RWEO per month. In actuality the establishment of new WPCs has been slower than expected: for Oshakati-Omakango, an average of five weeks was needed to establish one WPC per RWEO. On the Ogongo-Okalongo, an average of four months per WPC per person!

The RWEOs mention that they can speed up this work now that the cost recovery survey and workshops are over, and once they have the camping equipment to make "base camps". On the Ogongo-Okalongo Scheme, Petrina and Monica believe they can establish 16 new WPCs between the two of them, during the next six months, (as long as they have the camping equipment and transport to the base camps). This would bring the number of established WPCs to a total of 64, in other words all WPs on the scheme would have a WPC. On the Oshakati-Omakango Scheme, Mary and Toivo believe they can establish five new WPCs each, bringing the total of WPCs up to 34 out of 96 WPs.

## 7.3 Local Water Committees (LWCs)

Although it was agreed to have the LWC operational at least (on the Ogongo-Oshakati Scheme) before this fourth Mission, no progress at all has been made in this direction. The management of the scheme (O&M) therefore continues to remain in the hands of DRWS and not the committees on the scheme. The establishment and operational capacity of the LWC is the most important next step needed to be in place for community-based management to work.

By establishing a LWC on at least one of the Dutch-financed schemes, LWC management issues (scheme cost recovery, scheme financial management, and scheme O&M) could be developed and demonstrated as an example to other pipeline schemes in northern Namibia. The LWC must be a competent committee considering its relatively heavily function: supply to 30,000 to 40,000 people, support and interaction with 50 to 100 WPCs plus several hundred

private connections as clients, O&M of several hundred kilometres of branch-line, regular meter readings, expected turnover of N\$500,000 to one million dollars per year (at full cost recovery), etc.

Because of these important responsibilities, the (re)establishment must be planned carefully with membership being representative and competent. In discussions with the Core Team and the regional staff, it was suggested that Pinehas, Johan, and Matty should be involved in the establishment process. In Windhoek, it was suggested that Abraham Nehemia might also be involved once he has been re-transferred to Division North where he will spend part of his time on CAWS (GTZ-supported project) and the other part on DRWS Extension Service support. Because of the planned study leave of Abraham Nehemia in August-December, Johan van der Colf and Matty Hauuanga will be involved as well. Along with establishment, details on functions, organisational arrangements, training, office space, transport, equipment, etc. all need to be worked out.

#### **7.4 Central Water Committee (CWC)**

No progress has been made since the last Mission on aspects related to the CWC, such as finalising the draft constitution, and assessing representation around the region and communication between the CWC and other parties, etc. The timing of the next Mission is planned around the CWC meeting, and the Core Team hopes to discuss certain issues with the CWC, such as the status of the schemes as development and demonstration models, and progress, successes, and problems related to the effectiveness and sustainability of the two schemes.

#### **7.5 RWEOs**

The extension staff for the two development/demonstration schemes was complete in number (April 1997) and they are well trained. Ms Mary Isaac Itembu has applied for the post of Chief RWEO last year and she may be appointed this year. Monica Shidute has been selected as trainer for the WPC-training. This task will occupy her for quite some time. The posts for Mary and Monica have to be filled by appointing new RWEOs who perhaps need to be trained. RWEO-posts could be borrowed from other regions where the required number of RWEOs is less than the country-wide uniform number per region.

Although some type of performance evaluation on all the RWEOs was planned by the training section, this has yet to be done.

During this Mission, a one-day workshop was held with the Core Team, the RWEOs, and the Regional Head to discuss the RWEOs' activities, progress, successes, problems, and specific issues and plans for the next six months. The objectives and detailed results of this one-day workshop are outlined in Appendix 9.

The efficiency of their work still needs to be improved: too much time is spent on travel and waiting for lifts which result in a low number of WPCs being established over the past ten months.

Some suggestions were made to assess, monitor and improve their efficiency:

1. The external RWEO efficiency study, which was suggested during the last Mission, was never commissioned or implemented, and is suggested once again.
2. Quarterly activity/out-put and time plans need to be made with the support of the Chief RWEOs and Regional Head. These can be used to make up weekly work plans.
3. Johan van der Colf will develop a format for recording and monitoring activities/outputs on a daily basis which could be incorporated into monthly/quarterly reports.
4. WPC "history" files should be started to record the baseline details about each WP and WPC, contacts, meetings held, etc.
5. Camping equipment has been now supplied and week-long base camps will be set up by each RWEO, so that far-away WPs/WPCs can be visited in clusters for the purpose of establishment and follow-up.
6. To make the base camp system efficient, "standard" visiting routes should be planned and drawn-up.

Two other issues must be addressed urgently:

1. The expected promotion of one of the RWEOs to Chief RWEO did not happen as planned, apparently due to a bureaucratic problem. This is expected to be rectified within the next few months. In the meantime it was suggested by Jürgen Eysselein that Mary should be made acting RWEO until the appointment can be made official. Once the RWEO moves into the Chief position, a replacement for the RWEO on the Oshakati-Omakango pipeline will be expected as soon as possible, as this position is being paid by the Dutch government. This is a matter which needs urgent attention as new RWEOs are being recruited and appointed into specific positions at this very moment.
2. Similarly as Monica has been selected and trained to be a WPC trainer, a replacement for her will also be needed.

## **7.6 Regional DRWS Oshakati**

The absence of the Control RWEO in the Ohangwena, Omusati, Oshana, Oshikoto Regions is still felt. The workload for the Chief-RWEOs and the more senior RWEOs is heavy both in terms of quantity and level.

The new Chiefs (Pinehas and perhaps Mary?) need further training in community management for which the IWSD Community Management course in Harare (6 weeks) seems to be most appropriate.

The WSSPOR project will end December 1997. In the remaining period the project will fully integrate in the DRWS Four O-regions. Project components that fit in the DRWS mandates will be taken over, while others have to be stopped. WSSPOR has apart from rural water supply - using shallow well and borehole technologies with own drilling team - also school and household sanitation improvement, and a training programmes for local builders (small contractors) of water and sanitation systems. The approaches and lessons learned in planning and management, and capacity building for staff and communities contain valuable elements for use in DRWS operations. DRWS will take back the seconded government staff.

## 8. POLICY ISSUES

### 8.1 Operation and Maintenance (O&M)

As indicated earlier the Oshakati-Omakango scheme needs urgently to be rehabilitated to standard quality. During this Mission, no information was received on the selection of caretakers in the newly established WPCs. The HRD&T Sub-Division is in the process of further developing a training package for caretakers in piped water schemes and borehole systems, and training of the caretaker trainers is almost complete. DRWS in Oshakati and the HRD&T Sub-Division should develop a plan for the training of the caretakers of the WPCs in the two schemes and the two LWCs (to be established soon). However, caretaker training will not begin on the Oshakati-Omakango scheme until it has been rehabilitated and handed over.

The O&M of the two schemes (branchlines etc.) is now still being done by the DRWS-MT. During the Second Backstopping Mission it was already envisaged that this responsibility could soon be transferred to the LWCs, and their caretakers. However, this is linked to the (re-) establishment of the LWCs and the rehabilitation of the Oshakati-Omakango scheme. For the time-being the DRWS-MT has to attend O&M problems in the scheme, not at WP level. It appears that problems regarding the schemes reported by the WPCs and RWEOs are not timely attended to by the DRWS-MTs. DRWS Cuvelai should look into this to improve the efficiency of the MT operations. Timely response to breakdown will become even more critical once users are expected to pay for O&M costs.

### 8.2 Cost recovery

Community-based management of rural water supply has been primarily approached from the 'cost recovery' angle. The previous Backstopping Mission reports gave the overview of the process on advocacy on cost recovery. National, regional and community consultations have been held to make the cost recovery policy and the time frame acceptable.

The Third National Workshop on Payment for Water (Swakopmund III) was organised in Windhoek from 10 to 13 March 1997. This workshop was attended by 132 people including Regional Governors, councillors and traditional leaders from all regions, government staff, External Support Agencies' (ESAs) representatives and consultants. The main objectives of the workshop are grouped around four themes:

1. sustainability through consultation
2. partnership through empowerment
3. empowerment of actors through capacity building
4. consensus among all people involved

The key issues discussed during this workshop are attached in Appendix 10 (from Proceedings National Wrap-up Workshop (SW3) on Community Management of Rural Water Supply.

The outcome of the nation-wide consultations was a consensus on a 16 year period for gradual introduction of the cost recovery policy, including one year for basic capacity building, five years for cost recovery on O&M and 10 years for full cost recovery. Through the influence of the donor community, the O&M phase was reduced to four years and the full cost recovery phase to five years, resulting in a total period of 10 years for the total of nation-wide some 5,800 water points.



WASCO has endorsed the recommendations from the National Consultation, which have been passed on to the minister for finalisation and discussion in the Cabinet and consequent submission for approval by National Assembly and Council. The next step is a nation-wide awareness campaign on community based management and cost recovery issues through popular publicity media, for which preparations are taking place.

As reported earlier, the O&M costs of the WPs (very limited still; mostly only tap replacement) are successfully being recovered on a regular basis from the consumers by nearly all WPCs on Ogongo-Okalongo scheme and some WPCs of the Oshakati-Omakango scheme. The next step is the recovering the costs of O&M of the scheme (branch lines). It is proposed that this will be introduced (in the two pilot schemes) when the LWCs have been (re-)established, trained and operational, i.e. assuming their tasks including scheme O&M tasks and appreciated support to the WPCs. Over a period of three years the O&M and the related cost recovery will be introduced. Thereafter the full water costs and scheme replacement costs will be introduced over a period of another four years. In this way the two schemes will be real demonstration schemes of the cost recovery policy. The development/demonstration schemes will create the very opportunity to introduce, experiment and learn on scheme cost recovery.

## **9. MONITORING**

Monitoring as proposed in the previous missions is not yet being done in the WPCs in the two schemes.

The Fourth Backstopping Mission re-iterated the need to gradually introduce a system at WPC, LWC and DRWS region level to monitor (including analysis) the most urgent and relevant areas for management of the water supply schemes. The development and establishment of a community-based monitoring system on an experimental basis is one of the tasks of the Teams and the RWEOS for the coming period. A sample of some 10 WPCs in each scheme will be made to test this monitoring system. The following issues may be included: consumption; cost recovery; number of users; condition of WP; cattle using water from scheme. For the RWEOS a special monitoring form is to be prepared, explained to the RWEOS and introduced. The functioning of the monitoring and its usefulness will be reviewed with the RWEOS and DRWS during the next Backstopping Mission. Special attention must be paid to the use and follow-up of the monitoring results.

The Third Mission report gave also a brief structure of the system including administrative monitoring levels, monitoring variables and possible monitoring indicators. The outline of this monitoring system is attached again as appendix 11.

## **10. TRAINING DEVELOPMENT**

Capacity development of the training unit, the RWEOS, and the water committees is probably the most important area needing to be addressed at the moment in order to move towards a community-based managed water supply scheme. Mr. Godfrey Tjiramba has now been appointed acting co-ordinator of the Human Resource Development and HRD&T Sub-Division. Currently there are three permanent staff in the training sub-divisions (Godfrey, Erenfreid, and Francis) plus two people on consultancy contracts (Leoni Futter and Nick Brandsma (Netherlands Government-supported)). An advertisement for new posts was announced during

mid-April, and appointments will hopefully be made within the next few months. A five-year training plan has been developed and implementation has started.

A new group of RWEOs has been appointed and will undergo the first training session (T1) in June. Although seven new RWEOs have been appointed to the "Four O" Region, none of these appear to be assigned to the two Dutch-financed schemes.

The WPC training package has been developed by Leoni Futter, Leonie Postma, and Beth Terry. It has been pre-tested in Hardap and Omaheke Regions, and undergone a total of four revisions. Some more revisions are still needed on three sessions: community-based management, financial management, and the treasurers skills sessions. Translations are needed for visual materials and various exercises, plus some of the training aids need to be prepared in a more "permanent" state.

Three RWEOs from each region have been selected by each region to form a WPC training team. The RWEO training teams from four regions have gone under two Training of Trainers (TOT) courses (two weeks and later three weeks) and are ready to begin training. However each of the four regions (including the Ohangwena, Omusati, Oshana, Oshikoto Regions) needs to prepare a training schedule for both the WPC skills and the caretaker training before the regions can begin. The plan is to have someone from the training unit be present in the region when each training team conducts their first and second round of training. This may begin in July.

During this Backstopping Mission it was made know that the "Four O" Region would start WPC training on the two Dutch schemes as early as the 28th of April using the WSSPOR WPC training package and the RWEO training team, along the Dutch-financed scheme RWEOs, and the Chief RWEO. This plan was never discussed with the HRD&T Sub-Division and would have been very confusing to the RWEOs, the WPCs, and the other regions. In addition having seven extension officers running a course for about 20 WPC members at a time would have been very top heavy, not to mention poor utilisation of the already limited number of human resources in the region. Because of these reasons the planned training schedule was curtailed.

A WPC caretaker training package, which includes training for diesel pump, windmill, solar installations, and pipe schemes, has been developed and pre-tested. Some more revisions are needed to simplify some of the sessions, and some of the handbooks need upgrading. Although the diesel engine handbook needs quite a bit of upgrading, the pipeline handbook will only need minor improvements. Training for caretakers on pipeline schemes has been planned to take place in one-week long courses.

By the end of July, the caretaker trainers in each region will have gone through their basic Training of Trainers (TOT) course, which has covered mainly training theory, methods, and practice, and basic skills for servicing diesel engines and other water point technology. This six-week course has included two weeks of hands-on training with actual caretakers. Later in the year these same trainers will attend a second TOT which will concentrate more on the equipment side of caretaker training.

No work has begun on the development of a LWC training package. It is recommended that the two Dutch-financed schemes be utilised to pre-test the LWC training package once it has been designed.

## **11. CAPACITY DEVELOPMENT FUND**

During the period between the Third and Fourth Backstopping Mission (June 1996-April 1997) the Capacity Development Fund (CDF) was used for the following agreed purposes:

- training materials for RWEOs
- training materials and translation for WPC

The amount spent during the above period was: N\$ 17,847. An overview as per 06.11.96 is given in appendix 12. The total amount spent from the CDF is Dfl 72,486 including training of RWEOs in Harare and topping-up training co-ordinator.

For the coming period expenditures are expected for the following CDF-activities:

- training materials for RWEOs
- training WP caretakers
- training materials WPCs, LWCs and caretakers
- training of Chief RWEO in Harare
- camping equipment for RWEO in the two schemes

## 12. JOINT CONCLUSIONS AND RECOMMENDATIONS

1. The highest priority must be given to the establishment of WPCs in both schemes. WPCs appear to be the backbone of the success of the community management. The rate of establishment by the RWEOS is low because of lack of transport, long distances to WPs and poor attendance at community meetings. The RWEOS received camping equipment to set-up base camps in far-away areas to reduce travel time. The RWEOS' work planning, the guidance by the Chief RWEOS, the monitoring and adjustment of the RWEOS' functioning needs improvement. This should be supported by the Development Planners at DRWS Windhoek; some detailed suggestions have been given in this report. New WPC-establishment targets were set per RWEOS.
2. Now formal training of WPCs is a high priority, including technical training for WP-Caretakers. This will start soon. The WSSPOR project offered to support the training of WPCs in the Oshakati-Omakango scheme following their training plan and methodology (three-day). Training is scheduled for May/June 1997. DRWS will discuss this with WSSPOR management to arrive at one standard methodology with region-specific adaptations. This will avoid confusion among the RWEOS-WPC trainers.
3. The importance of the needed (re-) establishment of the LWCs in the two schemes has been stressed during the previous Backstopping Missions. Unfortunately, no progress was achieved on this action point. In the present agreement reached with the DRWS Management, the new target dates of September and October 1997 for respectively the Ogongo-Okalongo and the Oshakati-Omakango schemes were set.
4. The establishment of the two LWCs will enhance the community management development in the two schemes. DRWS staff, RWEOS and the Backstopping Team gave suggestions for the establishment process and capacity building of the new LWCs. The previous Backstopping Missions also raised constructive suggestions in this direction.
5. For the Oshakati-Omakango scheme the establishment of the LWC is also delayed by the rehabilitation by DRWS. Therefore, the physical scheme rehabilitation is of the highest priority in which WPCs and LWC ought to be involved. The new LWCs need then to be trained for which the HRD&T Sub-Division will develop a programme and materials.
6. The mainly engineering-oriented DRWS staff is gradually adapting to the new community management orientation of rural water supply. Although the results of the study are not yet out, an independent consultant carried out a 'Climate Study' to determine the suitability of each individual staff member for his/her role in the new community-based management approach and to determine training and development needs. The Backstopping Team will make contributions to this training and development through offering learning opportunities from the practices in the two schemes.
7. The HRD and HRD&T Sub-Division is commended for its great efforts to meet the huge training needs by developing and testing WPC and caretaker training programmes and materials. Two TOT have taken place so that actual WPC-training

can start soon. A five-year training plan has been developed. Now also training programme and materials have to be developed for LWCs.

The four RWEOS posted in the two schemes, who have been paid from funds provided by the Netherlands Government for a period of three years (1995-1997) are the backbone of the community management establishment for the two schemes. The appointment of the Chief RWEOS (also paid for by the GoN) for the piped water schemes (with some emphasis on the two development and demonstration schemes) is very much delayed due to administrative problems. This needs urgent action. Funds were also provided for the purchase of a car, which has not been allocated to the Chief RWEOS (to be appointed). It is proposed that the new Chief RWEOS will be trained in community management at the IWSD in Harare.

8. The focus of the RWEOS' work will be the establishment of the remaining 88 WPCs and subsequent consolidation of all WPCs in the two schemes. The to-be-appointed Chief RWEOS will support this focus of activities. Although the RWEOS are competent and motivated, the rate of establishment of WPCs by the RWEOS is still too low. They need support and guidance in their planning and functioning to improve their performance. Participatory planning, monitoring and reflection are tools that contribute to this improvement. To support the extension service in the Region, one of the Community Development Planners will have more and closer contact with the Region.
9. An external study on the efficiency of the RWEOS is proposed. The Netherlands Embassy will check the balance of the budget of the two schemes. If sufficient this will be used for a study on the Efficiency of the RWEOS, which was suggested during the previous Mission. DRWS will make a study proposal for Netherlands Embassy for allocation of funds.
10. DRWS will introduce and test the monitoring systems for community management at WPC and LWC level, and for RWEOS. The Backstopping Team will give support where needed.
11. DRWS should continue to optimally support development, field-testing and demonstration for community managed rural water supply systems in the two 'learning' schemes. Important new issues coming up are for instance the LWCs, scheme management including O&M, financial scheme management and monitoring. As these issues are part of a dynamic environment, continuous review and adaptation may be required.
12. There are two Dutch 'topping-up' experts in the process of being recruited: one Development Planner and one technical trainer. Replacement procedures have to start for Messrs Sjaak Zijlma and Tjeerd Dijkstra, both DWA staff with financial support of the Dutch Government.
13. Capacity Development Fund will be used for training specific DRWS staff, for training materials, and for 'development and demonstration' activities in the two schemes.

14. Timing of next mission is tentatively planned for the period 16-29 November 1997, but also depending on the progress of crucial community management developments including the establishment of LWCs and assigning roles and responsibilities to them.
15. The next mission will be planned in such a way that it will coincide with a Central Water Committee meeting in Cuvelai.

### 13. AGREEMENTS

During the debriefing with the DRWS Management and the Chargé d'Affairs of the Netherlands Government, the following agreement was reached on high priority follow-up action points, time frames and responsible persons (See table 1). None of the activities is new but this time a strong commitment was expressed by the DRWS Management. The activities are also included in the table 2 on overall agreements and follow-up.

**Table 1. Agreed high priority follow-up activities April 1997**

Follow-up activity	Time frame	First responsible	Others involved
Rehabilitation of the Oshakati-Omakango scheme	October 1997	DRWS-Development and Planning Division	
Establishment of LWC of Ogongo-Okalongo	September 1997	DRWS-Oshakati (Abraham Nehemia and Pinehas Elago)	Johan van der Colf; Matty Hauuanga
Establishment of LWC of Oshakati-Omakango	October 1997	DRWS-Oshakati (Abraham Nehemia and Pinehas Elago)	Johan an der Colf; Matty Hauuanga
Training of new LWCs	February 1998	HRD&T Sub-Division	Abraham Nehemia
Training WPCs Ogongo-Okalongo and Oshakati-Omakango schemes	start as soon as possible	HRD&T Sub-Division	DRWS Oshakati
Training caretakers Ogongo-Okalongo and Oshakati-Omakango schemes	start as soon as possible	HRD&T Sub-Division	DRWS Oshakati
Introduction monitoring at WPC-level	July 1997	Pinehas Elago; Abraham Nehemia	RWEOs; Johan van der Colf
Appointment Chief RWEO	September 1997	Jürgen Eysselein	Matty Hauuanga
Training Chief RWEO	September 1997	HRD&T Sub-Division	
Provision of vehicle to Chief RWEO	September 1997	DRWS Director	Harald Koch
Improved general support to RWEOs	continuing	DRWS Windhoek; Johan van der Colf; Matty Hauuanga	

TABLE 2: OVERVIEW OF AGREEMENTS AND POINTS NEEDING FOLLOW-UP Per 20.04.97  
shaded areas have highest priority!

No.	Topic	Description	Follow-up by	Deadline	Status
1.	Reporting	Distribution First Backstopping Mission Report to DWA, Donors, and NGOs	DRWS	January 1996	Done
2.	Reporting	Distribution Second Backstopping Mission Report to DWA, Donors and NGOs	DRWS	February 1996	Done
3.	Core Team	Approach Regional Head and/or Control RWE0 for participation in DRWS Core Team	DRWS	March 1996	involvement if possible
4.	CWC	Communicate the decision and implications to make both schemes Development and Demonstration schemes; and establish lines of communication between CWC and DRWS (Control RWE0)	DRWS	March 1996	not yet done
5.	CWC	Constitution of CWC to be finalised	DRWS and CWC		?
6.	Pilot schemes	Develop a stepwise process of activities to be implemented in these schemes	Core and Backstopping Team	May-June 1996	done during mission 3
7.	Pilot schemes	Rehabilitation of Oshakati-Omakango Scheme	DRWS	Oct. 1997	
8.	Pilot schemes	Establishment of two LWCs	DRWS	Sept. and Oct. 1997	
7.	LWC	LWCs to be represented in CWC	DRWS	June 1996	after LWCs establishment
8.	LWC/ WPCs	<ul style="list-style-type: none"> <li>LWCs and WPCs establish lines of communication between them</li> <li>LWC to develop support structures to WPCs</li> </ul>	DRWS	June 1996	ditto
9.	WPCs	RWE0s Determine factors for success and failure of WPCs			done June '96
10.	WPCs	Establishment of remaining WPCs	DRWS	ASAP	
10.	Training	After appointment of Chief RWE0, she ought to attend the Community Management course in Harare	DRWS	start Sept. 1996	await appointment
11.	Training	Develop training package for WPCs; train RWE0s to use this package; pilot test WPC training	DRWS with some support of Backstopping Team (Beth)	December 1996	done April 1997
12.	Training	<ul style="list-style-type: none"> <li>Review draft LWC training package by Backstopping Team (Beth)</li> <li>Finalization LWC training package by Core Team and Training Section</li> </ul>	Core and Backstopping Team	February 1996; new date Oct. 1997	
13.	Training	Review draft T4 training package by Backstopping Team (Beth)	Core and Backstopping Team	February 1996	done
	Training	Training WPCs in both schemes	DRWS	regional schedule to be made	

15.	Training	Training of caretakers of WPCs both schemes and caretakers of LWCs	DRWS	June 1996	ongoing
14.	Training	Training of LWCs by Chief RWEO or possible by Control RWEO with support from Development Planners and possible Backstopping Team (Beth)	DRWS	June 1996; new date 1998	
	Support RWEOs	Improve general support to RWEOs	DRWS	ASAP	
	Support RWEOs	Appointment of Chief RWEO for piped water schemes	DRWS	Sept. 1997	
	Support RWEOs	Provision of vehicle to newly appointed Chief RWEO	DRWS	Sept. 1997	
16.	O&M	Determine costs estimates of (i) O&M of WP (gradual increasing); (ii) O&M of scheme (gradual increasing); (iii) O&M costs of full supply scheme; (iv) costs of water including depreciation costs (differentiation of tariffs)	DRWS and DWA	June 1996	done
17.	Finance	Information on costs of investment and O&M (phased approached) to be communicated to CWC, LWCs and WPCs	DRWS	November 1996	via Cost Recovery W/shops
18.	Gender	Exploration of gender-related issues: WPC/LWC composition; roles and authority in WPC/LWC; men/women as users of water versus decision-making; effects of women committee members on performance; erosion of traditional power over water	DRWS, RWEOs and Backstopping Team (Beth)	December 1996	Mission 5
19.	Monitoring	Development of monitoring structures (methodology, tools and indicators) for basic monitoring at WPC level (including e.g. consumption, cost recovery, number of users, condition of WP, performance of caretakers)	Core Team and Backstopping team, and RWEOs	April 1996; new: to be started July 1997	
20.	Environment	Obtain copy of the EIA of the Olushandja Dam Project from DWA (Construction)	Backstopping Team	April 1996	draft received; final later
21.	Environment	Approach Ministry of Environment (Oshakati office?) to participate for some days in Third Backstopping Mission	DRWS and Backstopping Team	May 1996	done but no participation
22.	Hygiene	Communication between DRWS and MoHSS on proper hygiene education and water handling (also from Hammeijer report)	DRWS	May 1996	done by Beth
23.	Hygiene	Water handling education by RWEOs and Health staff	DRWS and RWEOs	May 1996	not assessed
24.	Mission Methods	Split up Teams during coming Missions when meeting communities (through FGDs) and other activities	Core and Backstopping Team	June 1996	done
25.	Rural Water Development Fund	Find out the developments of this interesting RWDF, including procedures and criteria.	DRWS and Backstopping Team	March 1996	discussed; and to be continued
26.	Calueque Dam Phase II	<ul style="list-style-type: none"> <li>• Planning and progress reports to come from DWA</li> <li>• Next Backstopping Mission, progress monitoring to be included versus planning</li> </ul>	DWA and Backstopping Team	May 1996	done



Table 3: PROPOSED OVERALL PLANS AND ACTIVITIES RELATED TO COMMUNITY per 20.04.97  
MANAGEMENT IN NETHERLANDS-FINANCED WATER SCHEMES IN CUVELAI

	Activity	Time schedule	Actors	Finance	Status
1.	<i>Ogongo-Okalongo scheme</i> Agreement on development scheme into "development & demonstration" scheme	March 1995	DRWS	nil	approved DGIS
2.	<i>Ogongo-Okalongo scheme</i> Recruitment and training of one Chief RWEO and one RWEO	March-September 1995	DRWS	see 7.	partly done
3.	<i>Ogongo-Okalongo scheme</i> Establishment of 64 WPCs; Training of caretakers of LWC and WPCs by DRWS and MT	March-September 1995	Training Programme by DRWS; on-the-job Training by Maintenance Team DWA and RWEO	from Training Section and CDF	48 WPCs; 2/3 care-takers WPCs done; not yet for LWC
4.	<i>Ogongo-Okalongo scheme</i> DRWS with support Backstopping Team develop and introduce support systems for community management	March 1995-mid 1997	DRWS; DRWS Core Team; Backstopping Team	operational funds	framework prepared
5.	Regular review of development, introduction and functioning of community management systems	continuous	WPCs; LWCs; CWC; RWEOs, Chief RWEO; DRWS; DRWS Core Team; Backstopping Team	operational funds	ongoing
6.	<i>Oshakati-Omakango scheme</i> Establishment of 96 WPCs; training caretakers; training WPCs; re-establish LWC; train LWC; recruitment of two RWEOs; monitoring progress community management	March 1995-January 1996; reviewed, new target date end 1998	as for 5.	see 7.	two RWEOs recruited and trained, one may become Chief; 24 WPCs established
7.	Request to Netherlands Government to fund the four new DRWS extension staff for three years	February/April 1995	DRWS	DFL 90,000	done and approved
8.	Request to Netherlands Government to fund purchase of transport for Chief RWEO	February/April 1995	DRWS	DFL 40,000	done
9.	DRWS Core Team and Backstopping Team organise workshops on experiences "learning" project	Backstopping Mission periods	DRWS Core Team and Backstopping Team	DFL 2,500	ongoing
10.	Backstopping Team organises short workshops on specific topics	Backstopping Mission periods	DRWS Core Team and Backstopping Team	DFL 2,500	not yet done
11.	Request to DGIS to activate the Capacity Development Fund	March/April 1995	DRWS Core Team and Backstopping Team	nil	done and approved
12.	Assistance to DGIS in final selection (best three) and briefing of Dutch experts for Namibia	continuous	DGIS and Backstopping Team	to be indicated per activity	discussed with DGIS

continued....

	Activity	Time schedule	Actors	Finance	Status
13.	<i>Oshakati-Omakango scheme</i> Agreement on development scheme into "development & demonstration" scheme	January 1996	DRWS	nil	approved DRWS and DGIS
14.	Request to Netherlands Government to utilise the balance funds of Ogongo-Okalongo allocation for "Development and Demonstration Fund", for small-sized supporting activities; (became supplement to Capacity Development Fund)	February 1996	DRWS; DGIS/RNE; IRC	Dfl 61,000	approved by DGIS; <u>not</u> from balance; supplement to CDF
15.	Request to Netherlands Government to utilise the balance funds of Ogongo-Okalongo allocation for External Study on the Functioning of the RWEOS (Efficiency Study); request from DRWS with TOR to come	October 1996	DRWS; RNE	Dfl 37,000	RNE to check and report on balance funds from schemes

## **APPENDICES**

- 1. Terms of reference**
- 2. Itinerary**
- 3. List of persons met**
- 4. Complete list of Netherlands-financed water projects and activities in Namibia since 1990**
- 5. Summary Report of discussions on major conclusions and actions points with DRWS management and the Chargé d'Affairs of the RNE**
- 6. Update of present DRWS staffing situation**
- 7. National Organisational Structure**
- 8. List of already established and newly established WPCs**
- 9. Summary of one day workshop with regional head and RWEOs on 16 April 1997**
- 10. Key issues on Comments Management (from Proceedings National Wrap-up Workshop (SW3))**
- 11. Outline Monitoring System**
- 12. Overview of expenditures of CDF (of Dfl. 61,000)**

**APPENDIX 1**

**TERMS OF REFERENCE**

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## Fourth Backstopping mission to Namibia in April 1997

- to familiarise with new Core Team member, Mr. Johan van der Colf, and new training manager, Mr Tjiramba
- to assess the recent developments in the water supply sector (e.g. decentralisation; cost recovery; training) and related sectors as sanitation and environment
- to discuss with DWA (Windhoek) the progress on Olushandja water works and dam (Phase II); and rehabilitation of Calueque intake structures (Phase II)
- to discuss the progress of activities proposed during the Third Backstopping Mission
- to assess through structured discussions the progress of decentralisation within DRWS/DRWS Cuvelai and the effects on (i) DRWS Cuvelai (incl. RWEOs), (ii) the LWCs and WPCs, and (iii) the sustainability of the two Netherlands-supported piped water supply schemes; assessment includes capacities in DRWS Cuvelai; (possibly one visit to LWC and WPC)
- to assess progress on training of WPCs and re-activation of LWCs along Oshakati-Omakango and Ogongo-Okalongo schemes vis à vis the presence of Chief RWEO and RWEOs, and to assess whether WPCs and LWCs are capable for their managerial tasks
- to further develop methodologies and action-plans for the development and establishment of sustainable *community management systems* (at WPC and LWC level) including cost recovery, O&M, community-based monitoring, and to follow-up earlier agreed action-plans
- to further develop methodologies and action-plans for the development and establishment of sustainable *community management support structures* (at DRWS level and for private sector) including cost recovery, O&M, monitoring, and to follow-up earlier agreed action-plans
- to discuss further activities to be financed through the "Capacity Development Fund"
- to jointly present the DRWS Core/Backstopping Team's preliminary findings and specific issue(s) to DRWS and RNE for discussion and follow-up
- to discuss and agree on follow-up activities by DRWS core team and DRWS staff, and by the Backstopping Team itself; these activities have to be endorsed by DRWS and RNE
- to produce a brief report on the mission's agreed findings, recommendations and follow-up

## APPENDIX 2

## ITINERARY

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Fourth Backstopping mission to Namibia in April 1997

from 12 - 20 April 1997

expected arrival: 13 April 1997 at 11.55 by SA 70;

mission starts 13 April 14:30h

departure: 19 April 1997 at 15.00 by BA 6247

Sat	12 April	travel Amsterdam - Windhoek
Sun	13 April	noon arrival Windhoek 14:30h discussions with Backstopping Team member; followed by discussions with DRWS Core Group Representative
Mon	14 April	<ul style="list-style-type: none"> <li>• Joint discussions with Mrs Bonis RNE Windhoek</li> <li>• Discussions with DRWS Management</li> <li>• Discussions with DRWS Training Section</li> <li>• Discussion with Deputy Director DRWS North</li> </ul> <p>p.m. Teams' meeting<sup>1</sup> - daily wind-up</p>
Tue	15 April	<p>a.m. travel to Oshakati by car</p> <p>p.m. discussions with DRWS Regional Head of Four "O" Regions in Oshakati on regional developments and programming of workshop</p> <p>p.m. Teams' Meeting - daily wind-up and conclusions</p>
Wed	16 April	<p>one-day workshop with RWEOS and Regional Head DRWS progress on progress community management</p> <p>p.m. Teams' meeting - daily wind-up and conclusions</p>
Thu	17 April	<p>a.m. short meeting with RWEOS and purchase of camping equipment</p> <p>a.m. travel to Windhoek by road</p> <p>p.m. Teams' Meeting - daily wind-up and conclusions</p>
Fri	18 April	<p>a.m. Backstopping Team meeting to draft Mission's conclusions and recommendations</p> <p>a.m. Discussions with DWA (on Calueque and Olushandja)</p> <p>p.m. Discussion with Training Sub-Division</p> <p>p.m. to DRWS and RNE: Presentation Draft Summary report and Plan-of-Action to DRWS Management and agreement on follow-up</p> <p>p.m. Backstopping Team discussion</p>
Sat	19 April	<p>a.m. reporting on mission</p> <p>15.00h departure for South Africa</p>

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<sup>1</sup> Teams' meeting involves both DRWS Core Team and Backstopping Team

**APPENDIX 3**

**LIST OF PERSONS MET**

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**LIST OF PEOPLE MET DURING THE FOURTH BACKSTOPPING MISSION**

Department of Water Affairs

- Mr. Pita Nghipandulwa
- Mr. Harald Koch
- Mr. Jürgen Eysselein
- Mr. Sjaak Zijlma
- Mr. Matti Hauuanga
- Mr. Johan van der Colf
- Mr Karukirwe Tjijenda
- Mr. Godfrey Tjiramba
- Ms. Leoni Futter
- Mr. Nick Brandsma
- Mr. Willy Iyambo
- Ms. Mary Isaac Itembu
- Ms. Petrina Ipumbu
- Ms. Monica Sidute
- Mr. Toivo Munenguni
- Mr. Johann Botha
- Director of DRWS
- Deputy Director Head Planning and Development
- Deputy Director DRWS North
- Control Engineering Technician
- Deputy DRWS North
- Development Planner
- Development Planner
- Ag. Head HRD and Training Sub-Division
- Consultant, Training Sub-Division
- Technical Trainer, Training Sub-Division
- Regional Head, Cuvelai Region
- RWEQ, Oshakati-Omakango scheme
- RWEQ, Ogongo-Okalongo scheme
- RWEQ, Ogongo-Okalongo scheme
- RWEQ, Oshakati-Omakango scheme
- DWA Chief Construction

Others

- Ms. Désirée Bonis
- RNE Chargé d'Affairs

**APPENDIX 4**

**COMPLETE LIST OF NETHERLANDS-FINANCED WATER PROJECTS AND  
ACTIVITIES IN NAMIBIA SINCE 1990**

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## **NETHERLANDS-SUPPORTED WATER PROJECTS AND WATER-RELATED SUPPORT ACTIVITIES IN NAMIBIA**

The Netherlands government has been involved in a number of water projects and water-related support activities in Namibia since 1990:

- ◆ Rehabilitation of Calueque dam and Olushandja reservoir phase I (1990)
- ◆ Rehabilitation/upgrading of water purification plant at Ogongo (1991)
- ◆ construction of rural piped water scheme Oshakati/Omakango (1991)
- ◆ Provision of three integrated experts in DWA (1992 onwards)
- ◆ Construction of rural piped water scheme Ogongo/Okalongo (1993)
- ◆ Rehabilitation of Calueque dam (phase b) and Olushandja reservoir (phase a) phase II (1994)
- ◆ Mission on hygiene education and sanitation in relation to rural water supply (1994)
- ◆ Backstopping missions on rural water supply projects (1994 onwards)
- ◆ Publication "Water, Namibia's most precious resource" (1994)
- ◆ Groundwater Recharge and Evaluation Study (1994) (identified activity)

**APPENDIX 5**

**SUMMARY REPORT OF DISCUSSIONS ON MAJOR CONCLUSIONS AND  
ACTION POINTS WITH DRWS MANAGEMENT AND THE CHARGE  
D'AFFAIRS OF THE RNE**

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**FOURTH BACKSTOPPING MISSION DRWS NAMIBIA - APRIL 1997****SUMMARY OF FINDINGS AND CONCLUSIONS****\* Objective of the mission**

This fourth Backstopping Mission is a short one because the DRWS indicated that not much attention had been paid to the further development of the community-based management in the two Netherlands-financed water schemes. The DRWS staff had been very busy with the community and local leaders consultations and workshops on the proposed cost recovery policy and its introduction. It was therefore jointly decided that the mission would take only one week with two team members only. The main objective is to take up the momentum by discussion progress on community-based management and making new arrangements on further steps in the two schemes which - as agreed by the DRWS - function as development and demonstration schemes on community management in piped water supply in Namibia.

**\* Partnership with DRWS**

As Mr Godfrey Tjiramba was appointed new head of the Training Sub-division, Mr Kauaria took over as Core team member, but left the Directorate. Since April, 1, Mr Johan van der Colf is the new Core team member, and together with Mr Sjaak Zijlma and Mr Matti Hauuanga, who is in-charge of the Omusati, Oshana, Ohangwena and Oshikoto Regions, they form the Core team. The participation of Matti and Johan during the three-day field trip has been much appreciated. We have jointly done the discussion with the staff at DRWS office in Oshakati. We are also grateful for the valuable contribution of Mr Willy Iyambo, the head of the Four O regions, who participated the entire Wednesday in the discussions. Furthermore, all the RWEOs of both schemes, Ms Mary Isaac Itembu; Ms Petrina Ipumbu; Ms Monica Shidute and Mr Toivo Munenguni, were intensively involved in discussions during the one-day workshop in Oshakati. Unfortunately, the Chief RWEO, Mr Pinchas Elago, was not around. For the coming missions the participation of a training section staff is strongly suggested as many capacity building issues will be discussed at community, WPC and LWC levels.

**\* Rehabilitation Calueque Dam - Olushandja Dam**

Discussions with Johann Botha, Chief Construction DWA. Motors with higher capacity for Calueque Dam have arrived, but pumps are still in South Africa. It is expected that the electrical and mechanical rehabilitation will be done the latter half of this year by DWA staff. Offers for civil and hydraulics/steel work were much higher than expected, around N\$16 million. The remaining N\$ 2 million Dutch funds need major contribution of the GRN! Perhaps concrete/steel work will be done in 1998 depending on negotiations with contractors and allocation of funds by GRN

**\* Effectiveness of schemes:**

***Functioning and use***

The teams, Core team and Backstopping team, did not visit the schemes. The Teams were informed by the RWEs that the Ogongo-Okalongo scheme is functioning fine. The Directorate informed us that the Oshakati-Omakango scheme has not been rehabilitated as yet! This situation continues to delay the handing-over of the scheme to LWC and also ownership-issue of WP by WPC. An urgent action plan from the Division North is needed.

***Hygiene and behavioural issues***

The Extension Officers informed us that many household were using traditional sources (oshanas, omifima) as this year's good rains provide sufficient surface water. This may create serious health risks for the consumers of this unsafe water. Environmental Health Assistants could be involved in messages for improved hygiene behaviour and RWEs could raise issues of hygienic water practices in follow-up visits to WP/WPCs.

Because of the large oshanas some people do not dare to cross these to collect water from the WPs because of fear for drowning and snakes.

**\* Sustainability of schemes**

The mission did not have the time and opportunity to adjust the tables (updated in Third Backstopping Mission) with 12 sustainability risk areas for both community management and DRWS.

***Organisation***

Analysis of the functioning of the RWEs and the community management was done in the one-day participatory workshop with the RWEs, the Regional Head, and the Core Team.

Ogongo-Okalongo scheme: According to information from the two RWEs, five new WPCs were established since June 1996 (now 48 WPs out of 64 have WPC =75%). One of the major problems they faced was the distance to the WPs without WPCs. For that reason, camping equipment has been made available with Dutch funds (CDF) so that they can stay a full week in the far-away sites. The RWEs Petrina and Monica set a target of establishing 16 new WPCs in the period till November. Although it was agreed to have the LWC operational before this mission, it had not taken place yet. So the management of scheme (O&M) is still done by DRWS. This establishment of the LWC of the Ogongo-Okalongo scheme is the very next step needed for the community-based management. This would be the first LWC in Namibia, and so ideal to develop and demonstrate LWC management issues: scheme cost recovery; scheme financial management and scheme O&M. An action-plan is needed! See LWC.

Oshakati-Omakango scheme: during the Third mission a miscount had taken place by the RWEs, not 19 but 8 WPCs had been established up to June 1996. They claim now that another 16 have been established, so a total of 24 WPCs out of a total of 96 WPs = 25%. These two RWEs have set a target to have another 10 WPCs set-up before November this year. As said earlier this scheme needs to be urgently rehabilitated, say before October 1997. So this requires action from DRWS to have rehabilitation organised and done! Only then the LWC can be

established and the rehabilitated scheme can be handed over to the LWC. Functions on scheme management will then be gradually taken on. *An action plan is needed from DRWS!*

**WPC:** The WPC establishment has been slower than expected. Hopefully improved planning (by DRWS) and the camping equipment along with transport by the Chief RWEO to the "base camps" will result in higher WPC-establishment figures per quarter. *A detailed programme of WPC establishment needs to be made!* Now that the WPC-training package is ready and the ToT has been conducted, the WPC training should start soon. In the Oshakati-Omakango scheme the training of all 24 established WPCs is scheduled for May and June, using the three-day training package and training period developed by WSSPOR, and using their support. All four RWEOs will be involved, as well as Pinehas Elago (Chief RWEO) and the other two RWEOs who have been trained as WPC-trainers (Beatus and Rita). Although the initiative of the region is appreciated, there is very clear danger that this new training plan, which was not discussed with the Training Sub-Division, will create confusion for the three RWEO-WPC trainers and the WPCs.

**LWC:** these need to be urgently (re-) established! As said earlier this is a crucial step for enhancement of the community-based management. The time is very ripe for this in the D&D schemes as WPCs, especially on the Ogongo-Okalongo scheme which is well established and functioning well. Considering the fact that communities and their WPCs are the target group of the LWCs, they must be involved in selection of members. Also headmen, councillors, governors and DRWS need to be involved. This LWC must be a competent committee in view of this relatively heavy function: supply to 30 to 40,000 people, 50-100 WPCs and several hundred private connections as clients; O&M of several hundreds of kilometres of branch-line; regular meter-readings; expected turn-over of some N\$ 0.5 to 1 million per year (for full cost-recovery); etc. In discussion with the Core Team and the regional staff, it was suggested that Pinehas, Johan and Matti could be involved in the LWC establishment process.

Functions/organisational arrangements, training, office, transport, equipment need to be further developed. In the previous Backstopping Report some ideas were developed. *Process and system development is needed!* LWC could take on O&M of scheme and gradually (10 years) the cost for water (NamWater).

**CWC** to be informed on status of schemes (D&D/learning) and on progress and successes/problems related to effectiveness and sustainability of schemes. *Next mission is planned around CWC meeting!*

**RWEOs:** in the one-day workshop their activities, progress, successes, problems and constraints were discussed. Their organisational DRWS problems were also discussed and as Matti, Willy and Johan were there, solutions were given. The efficiency of their work is still to be improved: too high percentage of time spent on travel; low number of new WPCs established. *An external RWEO efficiency study is still suggested!* Quarterly activity/output- and time-plans to be made with support from the Chiefs RWEOs and Regional Head (model to be made by

DRWS Windhoek); these can then be used also for making detailed weekly-plans. DRWS (Johan) will make a monitoring format for activities/output on daily and monthly basis. WPCs' "history-files" could be made to record the specifics of each WPC.

For time-efficiency reasons week-long base camps for RWEOs can be established to visit clusters of far-away WPs; and standard visiting-routes to WPCs can be drawn up.

The RWEOs and the DRWS office in Oshakati had not received the Third mission reports; we left our reports there but four more have to be sent.

DRWS Four O-regions: this will be split-up in two DRWS-regions: Oshana and Omusati region (west), and Ohangwena and Oshikoto regions (east). The lack of the Control RWEO is still felt as a loss. The capacities are too limited to have a proper functioning regional office giving good coaching in planning and follow-up. The planned decentralisation (Local Government with authority in Regional Councils) may take some time, but in the mean time development of adequate DRWS capacities is needed to carry out tasks. The expected recruitment of one more Chief RWEO did not materialise, but is now expected within a few months. If the RWEO of the Oshakati scheme will be the new Chief RWEO, a timely and good replacement is expected in order not to jeopardise the development & demonstration aspects. In this context the purchase of the scheduled vehicle for the new Chief RWEO is needed, as well as training abroad. For both the car and the training Dutch funds have been made available. Appointment of the Chief RWEO, training and provision of a vehicle needs urgent action!

***Community participation:***

Was discussed to a very limited extend in the one-day workshop. Problem areas as poor attendance at community meetings and unwillingness to contribute money, were discussed and various solutions were developed by the RWEOs.

***Operation and Maintenance:***

Training of newly elected caretakers (WPCs and later LWCs) by MTs and RWEOs is to be organised. Training package for caretakers is made by Training Sub-division. Training schedule to be made! O&M of scheme by LWC to be introduced by January 1998.

***Cost Recovery:***

Good process on consultations on cost recovery is completed. WASCO endorsed the proposal for the Cabinet. For the first four years (till 2000), only the O&M costs are to be recovered.



**Community Management:**

No findings as Teams were not in the field

**\* Rural Water Supply Development Trust Fund**

The GoN showed earlier interest to co-fund initial capital for this suggested Fund. It is unclear whether this could be part of the planned arrangement of budget-support, or a separate arrangement.

**\* Monitoring**

Monitoring of efficiency of functioning of RWEOs had not been started. This would include monitoring on output and performance. Monitoring schedules/forms need to be prepared!

Also monitoring by 20 selected WPCs had not been started; RWEOs need support from DRWS to develop the community-based monitoring and management-information system. Specific monitoring data will be useful for DRWS Oshakati/Windhoek; system for transfer of data from WPC upwards to be established!

**\* Environmental Sustainability**

This area was not addressed during this mission, although contact was made with the NOLIDEP Range Management Specialist.

**\* Training Development**

Capacity development is probably the most important area for development. It is unclear whether the planned RWEOs performance evaluation took place. The WPC -training package has been developed and the ToT conducted with the assistance of Beth Terry. Monica, the RWEO on the Ogongo-Okalongo scheme, is one of the three Regional WPC trainers. Actual training can start once a training schedule has been prepared by the Region. A caretaker training package has been developed. The LWC-training can be developed on an experimental basis in the two schemes.

**\* Netherlands Government-related issues**

1. Car for Chief-RWEO to be purchased.
2. Replacement RWEOs in Netherlands-financed schemes who are going to get other tasks: Chief RWEO, Regional Trainer WPC
3. Funds for Study of Efficiency of RWEOs and Planning methodologies/tools for RWEOs available Proposal to be made!
4. Capacity Development Fund balance available for training Chief RWEO (Harare/Nairobi?);
5. Dutch experts in DRWS: (i) development planner: two CVs made available to DRWS for selection and approval PSC and /Agrément GRN; (ii) trainer: post will be advertised in the Netherlands; (iii) others as replacements for Sjaak and Tjeerd?
6. Dutch experts to be briefed at IRC before coming to Namibia.
7. Interest in Rural Water Supply Development Trust Fund in relation to Netherlands budget support to DRWS

**\* Agreements and Follow-up**

The following proposals and time schedule are made by the teams for agreement by the DRWS:

- *Rehabilitation of Oshakati-Omakango scheme* *by October 1997*
- *Establishment of LWC of Ogongo-Okalongo scheme* *by September 1997*
- *Establishment of LWC Oshakati-Omakango scheme* *by October 1997*
- *Training LWCs* *by February 1998*
- *Training WPCs Ogongo-Okalongo and Oshakati-Omakango scheme* *start asap*
- *Training caretakers ...do...* *start asap*
- *Introduction monitoring at WPC-level* *by July 1997*
- *Appointment Chief RWE0* *by June 1997*
- *Training Chief RWE0* *by September 1997*
- *Provision of vehicle to Chief RWE0* *by August 1997*
- *Improved general support to RWE0s by DRWS HQ* *asap and on-going*

The Backstopping Team is confident that now that the Cost Recovery consultations and workshops are over, the DRWS both in Windhoek and Oshakati, can properly follow-up these proposals. The Core Team is enthusiastic indeed to do this. The Backstopping Team will also keep in closer contact with the Core Team and will assist whenever needed and possible. As from next week (21 April) Ms Beth Terry will start working in the Finnish-financed Management Support Project. Nevertheless, she will remain available for the next two missions.

**\* Next missions**

There will be two more missions as this was only a short one. The next mission is tentatively scheduled for 16-29 November, provided the LWC of the Ogongo-Okalongo scheme is established. This planned mission will involve field visits to the schemes, a visit to the Calueque Dam (provided progress is made), discussions (2.5 day-workshop) with DRWS staff and with councillors of the areas (0.5 day-workshop), and participation in the CWC meeting on 26 November. One more Backstopping mission is planned for 1998.

APPENDIX 6

UPDATE OF PRESENT DRWS STAFFING SITUATION

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(information still to come from DRWS)

## APPENDIX 7

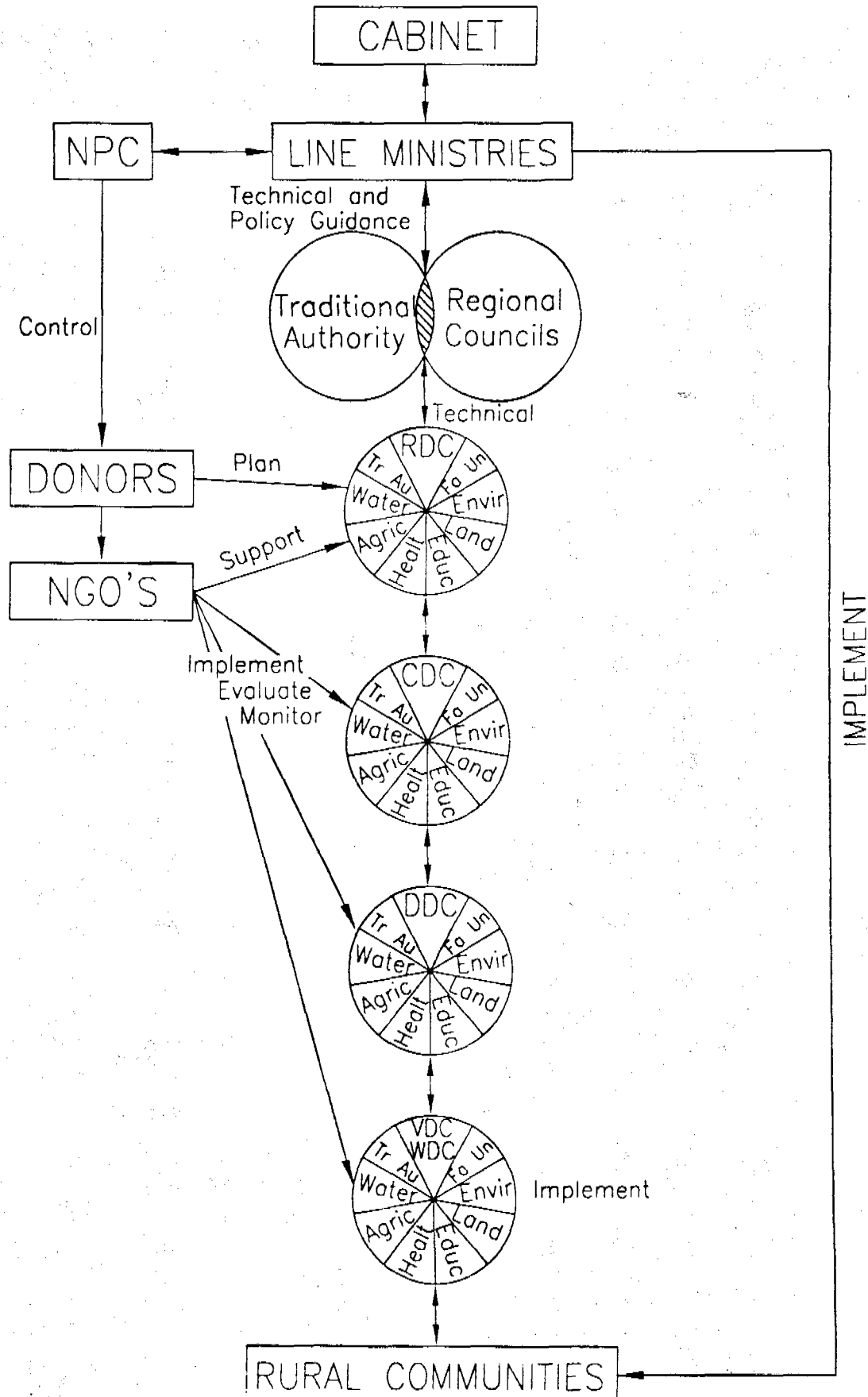
### NATIONAL ORGANISATIONAL STRUCTURE

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# NATIONAL WRAP-UP WORKSHOP ON COMMUNITY MANAGEMENT OF RURAL WATER SUPPLY

## NATIONAL ORGANISATIONAL STRUCTURE



**APPENDIX 8**

**LIST OF ALREADY ESTABLISHED AND NEWLY ESTABLISHED WPCs**

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## APPENDIX 8

### LIST OF ESTABLISHED WPCs

Ogongo-Okalongo Scheme

Before June 1996: 43

Between June 1996-April 1997: 5

48 WPCs established / 64 WPCs that need to be established

1. Okathima Kamwe
2. Okalumbi
3. Ombwana A
4. " " B
5. Okaku Kaumbi
6. Uukulamba
7. Eenkundi
8. Okathitu A
9. " " B
10. Iinyanga
11. Eengwena
12. Uulwege
13. Orange
14. Omaadi
15. Oshitalamesho
16. Oshindete
17. Ondiiyepa
18. Epoko B
19. Eempunda
20. Epoko C
21. Ondiikela
22. Oshuudhi
23. Olupandu A
24. " " B
25. Okashipu B
26. Omweelogwakasamane
27. Olup.to A

28. Olupito B
29. Omuthitugonyona A
30. Onembamba B
31. Ohongo
32. Ondundu
33. Onembamba A
34. Ombundamuti
35. Okashipu A
36. Zebra
37. Ongolo
38. Olwiili
39. Onambome
40. Onandjamba B
41. Oshiteyatemo
42. Ekundu
43. Oshikango-Shomwandi
44. Onandjamba A
45. Onandjamba B [This was also listed as WPC No. 40...needs clarification]
46. Oneeya A
47. “ “ B
48. Oneheke B



## Oshakati-Omakango Scheme

Before June 1996: 8

Between June 1996-April 1997: 16

24 WPCs established / 96 WPCs that need to be established

1. Omakango village
2. “ “
3. “ “
4. “ “
5. Omatunda
6. Oupumako
7. Omutemo
8. “ “
9. Amutanga
10. “ “
11. “ “
12. “ “
13. Ekuku
14. “ “
15. “ “
16. Epyeshona
17. “ “
18. “ “
19. Epyenene
20. Omayanga
21. “ “
22. “ “
23. “ “
24. “ “

**APPENDIX 9**

**SUMMARY OF ONE DAY WORKSHOP WITH REGIONAL HEAD AND RWEOS  
ON 16 APRIL 1997**

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# **FOURTH BACKSTOPPING MISSION TO THE NETHERLANDS-SUPPORTED WATER SUPPLY PROGRAMMES IN NAMIBIA - APRIL 1997**

## **SUMMARY OF ONE DAY WORKSHOP WITH REGIONAL HEAD AND RWEOS 16 APRIL 1997**

### **1. People in Attendance**

Mr. Jo Smet	IRC
Ms. Beth Terry	IRC/DDS
Mr. Matti Hauuanga	DRWS Division North
Mr. Johan van der Colf	Development Planner
Mr. Willy Iyambo	Regional Head
Ms. Petrina Ipumbu	RWEO, Ogongo-Okalongo Scheme
Ms. Monica Shidute	RWEO, Ogongo-Okalongo Scheme
Ms. Mary Isaac Itembu	RWEO, Oshakati-Omakango Scheme
Ms. Toivo Munenguni	RWEO, Oshakati-Omakango Scheme

[Mr. Pinehas Elago, Chief RWEO was not in attendance as he was participating in another workshop.]

### **2. Workshop Objectives**

1. To list activities planned during the Third Backstopping Mission (July 1996).
2. To assess progress of regular activities over the past 10 months (i.e. since the Third Backstopping Mission).
3. To assess progress of newly introduced activities.
4. To identify successes, and reasons for these.
5. To identify failures (difficulties/problems), and reasons for these.
6. To identify and analyse any new developments.
7. To identify some solutions to problems.
8. To discuss special issues.
9. To make an overview of activities for the next six months.

### **3. Workshop Introduction**

Mr. Jo Smet welcomed participants and introduced the Fourth Backstopping Mission to Namibia. He explained that this Mission was only one week in length because of the limited progress made since the last Mission (due to DRWS staff's full-time involvement in cost recovery activities), and to allow for a sixth mission in 1998. He also explained that Mr. Wim Klaassen was not participating in this fourth mission, because of budgetary/time constraints (Wim will participate in the fifth and sixth

missions), and that Mr. Johan van der Colf was now part of the DRWS Core Team. Jo also introduced the workshop objectives.

#### 4. Carrying-out the Objectives of the Day

##### Objective 1. To list activities planned during last Mission.

Workshop participants "brainstormed" all the activities that had been planned and discussed during the last mission. The activities were consolidated and a list prepared, as follows:

No	THE ACTIVITIES OF THE RWEOS (Ogongo-Okalongo scheme and Oshakati-Omakango scheme)
1.	To establish new WPCs.
2.	To meet with traditional leaders before and during establishment of WPCs.
3.	To monitor and assess how the WPCs are doing/functioning.
4.	To give communities more ideas about how to maintain their WPs.
5.	To hold meetings with WPCs and communities.
6.	To follow-up and inspect WPs.
7.	To solve some problems that may occur with the communities.
8.	To encourage WPCs from different areas to meet together to exchange ideas.
9.	To attend quarterly meetings with other RWEOS and Regional staff.
10.	To report to the Regional DRWS office for sharing information, collecting news, and reporting any problems.
11.	To attend various workshops and training.
12.	To reflect, follow-up, and report on specific activities undertaken by the RWEOS.

##### Objective 2. To assess progress of regular activities over the past 10 months.

###### 1. To establish new WPCs.

###### *Ogongo-Okalongo Scheme:*

Five new WPCs have been established making a total of 48 WPCs established for 64 WPs.

- Onandjamba A
- Onandjamba B
- Oneeya A
- Oneeya B
- Oneheke B

**Total 5**

*Oshakati-Omakango Scheme:*

16 new WPCs have been established making a total of 24 WPCs established for 96 WPs:

- Amutanga x 4
  - Ekuku x 3
  - Epyeshona x 3
  - Epyene x 1
  - Omayanga x 5
- Total 16**

2. To meet with traditional leaders before and during establishment of WPCs.

Petrina and Monica, who usually work together, estimated that they had between 15 to 20 meetings with traditional leaders during the past 10 months. Mary and Toivo said they each had between 20 to 30 meetings. Some of these meetings included orientation for a headman before a WPC was established in a particular village.

3. To monitor and assess how the WPCs are doing/functioning.

4. To give communities more ideas about how to maintain their WPs.

5. To hold meetings with WPCs and communities.

In these cases it is the RWEO who calls for the meeting. Sometimes a meeting is called and only a few people show up. All of the RWEOs estimated that they each held about 10 to 15 community meetings since June, or about one to two per month.

6. To follow-up and inspect WPs.

Petrina and Monica estimated that they conducted at least 80 follow-up visits in communities to see how the WPCs were managing. Mary and Toivo said that they typically make three to four visits to WPCs each week. On some days Mary said she can visit up to five WPCs. This type of visit does not imply a formal meeting with all WPCs, rather informal contact with possibly only one WPC member. At the same time a RWEO visits a WPC, they inspect the condition of the WP.

7. To solve some problems that may occur with the communities.

In these cases the RWEOs are called in by the communities to help. Since June, Petrina and Monica were called in twice in one community to help with a situation where someone broke the locks off the taps. They met with the WPC and police the first time, and then with the WPC and the community. The person who was caught was not a member of the WP.

Mary estimated that she had to help with two or three problems since June, and then gave an example of a problem she had to help with. One community has been collecting quite a bit of money and putting it into an account. They have not needed to use much of it, and were now unclear as to whether the money was theirs, DRWS's, or government's. She met with the users on this issue and explained about keeping receipts, books, etc. and that the money right now was to be used for repairs and maintenance.

Toivo said he dealt with three different problems in three different communities since June. One problem was the same as the one Mary described, another was related to vandalism at the tap, and the third involved a stolen fence gate at the WP.

8. To encourage WPCs from different areas to meet together to exchange ideas.

Mary organises meetings with more than one WPC on a regular basis, mainly for efficiency. Usually two or three WPCs come together for sharing ideas. Petrina and Monica organised a meeting like this once since June with five WPCs. The meeting was a half day in length. Toivo had never organised meetings with different WPCs.

9. To attend quarterly meetings with other RWEOs and Regional staff.

All of the RWEOs have attended three quarterly meetings since June.

10. To report to the Regional DRWS office for sharing information, collecting news, and reporting any problems.

All the RWEOs report to the office about once per week or once every two weeks.

Anytime a large problem crops up they come to the office to report it. For Toivo this happened about four times since June, for Mary three times, and for Monica twice. Petrina has had no problems over the past 10 months.

11. To attend various workshops and training.

- All four RWEOs attended the training for the cost recovery survey conducted by SIAPAC. This included five days of theory and methodology training in Windhoek, and three days logistical organisation in Oshakati. The actual survey work varied from RWEO to RWEO. Toivo worked the longest from 27 August to 24 September. Petrina and Monica worked for about two weeks and Mary eight days.
- All the RWEOs also attended the cost recovery regional workshops (four days and then three days).

- Because Monica was selected to be part of the three-member regional training team for WPC training, she attended two Training of Trainers (TOT) for two weeks and three weeks respectively, in Windhoek.
- Mary attended a five day planning workshop with WSSPOR.

12. To reflect, follow-up, and report on specific activities undertaken by the RWEOS.

The RWEOS spend about two days per month reflecting on their work, preparing a monthly report, and planning for the next month.

**Objective 3. To assess progress of newly introduced activities.**

During the last backstopping meeting it was suggested that a pilot testing of a M&E system would be conducted with ten WPCs. DRWS Head Office was to prepare a form for this activity. As this was never done, the RWEOS made no progress on formal M&E.

During this workshop the RWEOS expressed the opinion that it would be very difficult for the WPCs to collect information on consumption patterns by households and by livestock because they felt the only way to collect this information would be to sit at the WP all day and record the comings and goings of people and animals against meter readings. The RWEOS felt this would not be possible because no one would pay the WPC member for this activity. Furthermore if the M&E information is for the WPCs, the RWEOS felt the WPCs would have no reason for collecting this information.

**Objective 4. To identify successes, and reasons for these.**

Each RWEOS was asked to write on two cards the two main successes they had over the past ten months. After the successes were posted on the flipchart, reasons for the successes were suggested and discussed.

RWEO	SUCCESSSES	REASONS FOR SUCCESS
Toivo	1. Established 5 new WPCs with about 25 members	* community interested * community well informed and prepared
	2. Sensitised one community to contribute for water taps	* good communication between RWEO and WPC/community * community feels ownership of WP * Toivo put some pressure on community to organise themselves to repair/replace taps (i.e., Toivo would put on stopcock if not fixed)
Mary	1. Established 11 new WPCs	* communities understood the need for WPCs * Mary felt it was important to put more effort and time into establishment because training for WPCs was soon to come

		<ul style="list-style-type: none"> <li>* wanted to speed up because Oshakati-Omakango behind in WPC establishment in comparison to Ogongo-Okalongo (healthy competition)</li> <li>* Good exchange of ideas/new ideas during the last backstopping mission workshop</li> </ul>
	2. More WPC members are now doing their job	* more time spent per WPC to ensure good understanding
Monica & Petrina	1. Established 5 new WPCs	<ul style="list-style-type: none"> <li>* large need for WPC felt by users/communities</li> <li>* good understanding of the need</li> </ul>
	2. Solved one big problem	<ul style="list-style-type: none"> <li>* the RWEOs made the community and WPC work as a team on this issue</li> <li>* feeling of ownership, and this was strengthened through the successful solving of the problem (vandalised locks on taps)</li> </ul>

**Objective 5. To identify failures (difficulties/problems), and reasons for these.**

Each RWEO was asked to write on two cards two problems or difficulties they had over the past ten months. After the problems were posted on the flipchart, reasons for the successes were suggested and discussed.

RWEO	PROBLEMS	REASONS
Toivo	1. Continual lack of transport	* see Mary problem 1
	2. Poor attendance at community meetings	<ul style="list-style-type: none"> <li>* people are very busy during this period (Sept to April in <i>mahango</i> fields)</li> <li>* people come late and are sometimes drunk</li> <li>* meetings scheduled at wrong time (after church on Sundays would be better)</li> <li>* announcement of community meetings sometimes not passed on by headmen, church leaders or schools</li> </ul>
Mary	1. Not able to get to far away places	<ul style="list-style-type: none"> <li>* perception that there is only one extension vehicle for the "4 Os" water region (in reality there are 3 vehicles, but allocation of use may not be even)</li> <li>* Chief RWEO cannot act as a driver for all RWEOs and attend to his office work and help to establish new schemes</li> <li>* difficult to get lifts because of distances and limited vehicles in far away areas</li> </ul>



	2. Some community members fail to contribute even the small amount needed for maintenance	<ul style="list-style-type: none"> <li>* all may agree in meetings to contribute, but only 25-50% do actually pay (some people do not see it as a priority to pay for water, and/or poor financial management at household level)</li> <li>* the policy of cost recovery is not official yet</li> <li>* no rules to prevent or punish defaulting</li> </ul>
Monica & Petrina	1. Long distances from one WP to another	* see Mary problem 1
	2. Poor attendance at community meetings	<ul style="list-style-type: none"> <li>* see Toivo problem 2, plus:</li> <li>* those staying far from the WP could not cross <i>oshana</i> and use WP water or attend meetings (fear of drowning and snakes)</li> </ul>

**Objective 6. To identify and analyse any new developments.**

NEW DEVELOPMENTS/ HAPPENINGS	EFFECTS ON RWEO WORK WITH WPCS
WSSPOR Integration	* WSSPOR financial assistance to train WPCs, and support from Olivia, may help to develop training capacity, or may cause confusion for RWEOs and WPCs
Good rains/more water in <i>oshana</i>	<ul style="list-style-type: none"> <li>* better nutritional conditions for people and animals</li> <li>* higher moral for people to participate in their own development</li> <li>* less time for people to participate in meetings because being very busy with farming</li> <li>* more difficult to get to meetings (fear of crossing <i>oshana</i> because of drowning and snakes)</li> <li>* in the cases where people are far from the WP and near the <i>oshana</i>, they tend not to use WP leading to potential health problems and less participation in WP related activities (i.e., refusing to help clean WP or contribute money because not using WP water)</li> </ul>
Cost recovery workshops at regional level	<ul style="list-style-type: none"> <li>* RWEOs obtained some new information/knowledge from the workshops</li> <li>* According to Mary, people who attended the meetings are passing on the message about cost recovery (some passing it on correctly, others incorrectly)</li> <li>* According to Monica, no one who attended the meetings are passing on the message about cost recovery</li> </ul>

**Objective 7. To identify some solutions to problems.**

Problems identified during the morning's session on "Objective 5. To identify failures (difficulties/problems), and reasons for these" were now discussed and possible solutions generated, as follows:

PROBLEMS	POSSIBLE SOLUTIONS
<p>1. Lack of transport/ WPs are far way from each other</p>	<ul style="list-style-type: none"> <li>* As discussed during last backstopping Mission, an "outreach arrangement" should be made by setting up weekly base camps in areas far away so the RWEOs can work with a cluster of far away WPCs/communities:</li> <li style="padding-left: 40px;">* RWEOs receive camping equipment for weekly base camp</li> <li style="padding-left: 40px;">* another Chief RWEO needs to be appointed, obtain driver's license and access to vehicle funded by the Dutch government</li> </ul> <p>In this way the Chief drops off the RWEO at their base camp on Monday and picks them up on Friday</p>
<p>2. Poor attendance at community meetings</p>	<ul style="list-style-type: none"> <li>* Meetings must be planned according to the availability of the people (for example: on Sundays after church)</li> </ul> <p>[to facilitate this work on Sundays, RWEOs can apply for overtime or request a day off during the week, if approved in advance]</p> <ul style="list-style-type: none"> <li>* Get support from community leaders (headmen, headmasters, church elders) to hold the meeting</li> <li>* Better announcement of meetings/use a variety of methods to make announcements</li> <li>* Announcements must be given in enough time, but also not too early as people will forget (3 days notice usually works)</li> <li>* Hold the "right" number of meetings: not too many and not too few (for community meetings possibly one every 2 to 6 months depending on the needs and wishes of the community)</li> <li>* Make sure the meeting has a real purpose and the agenda is made clear when the meeting is announced</li> </ul>
<p>3. Some community members fail to contribute even the small amount needed for maintenance</p>	<ul style="list-style-type: none"> <li>* DRWS HO should prepare a simple pamphlet or poster explaining the main points of the cost recovery programme; translate into local languages</li> <li>* Arrange an exchange of information between two different WPCs (one which does not have contribution problems with one that does)</li> <li>* Ask for support from RWEO colleagues when explaining the need for money contributions</li> </ul>

	<p>* Call a <b>community meeting</b> to discuss <b>issue of contributions</b>, but make the meeting "attractive" so more people will attend</p> <p>* Get more support from community leaders (councillors, headmen, headmasters, church elders): they must understand cost recovery and put some pressure on their community members</p> <p>* During the next Backstopping Mission arrangements will be made to meet with the four councillors (before the CWC meeting), who are attached to the two Dutch financed pipeline schemes, so that they can have a clear understanding of cost recovery and the work of the RWEOs</p> <p>* WPCs and communities must meet and discuss ideas on what can be done when 1) people cannot pay or 2) when people can pay but refuse to pay, and then take the appropriate action</p>
<p>4. Poor accommodation and no food for RWEOs when they come to Oshakati</p>	<p>* Explained that this should not be a problem: as Oshakati is not the RWEOs duty station they are entitled to pay for a hotel room and claim for it or if staying in private accommodation they are entitled at the moment to a N\$100/day "Subsistence and Travel" (S&amp;T) allowance</p> <p>* As the RWEOs claimed they were not aware of this system, and have been having trouble receiving back other claims, one HO representative at the workshop commented: "You must be fighters for your rights, not give up, and then next time you will not have to bother the Backstopping Mission with problems that should never be arising in the first place"</p>

**Objective 8. To discuss special issues.**

The importance of establishing and training the LWC for each scheme was discussed as a special issue:

- No progress has been made on this issue since last June, by either the communities themselves or DRWS HO and RO.
- Best to start the process on the Ogongo-Okalongo scheme as part of the Dutch schemes being "development and demonstration" schemes for the whole country (i.e., to date no LWCs have been established on any pipeline schemes)

Different ways to start the process were discussed during the workshop:

- Mary feels that the Chief RWEO should be responsible for the re-election/establishment of the LWCs. Assistance could be provided by Johan and/or Matti.
- Toivo commented that the LWCs are left over from the construction phase and therefore people need to be reinforced, and obtain clarification on roles and tasks. He felt that the

necessary information should be passed on by councillors in meetings with the communities.

- Petrina feels that the old LWCs were appointed by the headmen, being selected for their position within the community.
- Johan suggested that each branchline should be represented in the LWC with one person being elected from each branchline.
- Jo suggested an example: on the Ogongo-Okalongo scheme there are 64 WPs. If about every six WPCs elected one representative from their WPCs to sit on the LWC, there could be ten LWC members.
- Monica provided a slightly different option, suggesting that every six WPCs could elect one person from all possible candidates from their communities to sit on the LWC, rather than someone from the WPCs.
- Matti felt that the councillors and senior headmen should also be on the LWC as official members, or at least as *ex-officio* members. With each scheme having two councillors, both or one could be on the LWC. Each scheme has one senior headman.
- In this example then the LWC would have between ten to fourteen members, which is a relatively manageable committee size as compared to the "old" LWC.

**Objective 9. To make an overview of activities for the next six months.**

RWEO activities for the next six months (between the present and the next Backstopping Mission) were discussed. There was no time to prepare detailed action plans.

On the Ogongo-Okalongo Scheme, Petrina and Monica felt they could establish 16 new WPCs between the two of them, during the next six months, **if they had the camping equipment and transport to the "base camps"**. This would bring the number of established WPCs to a total of 64, in other words all WPs on the scheme would have a WPC.

On the Oshakati-Omakango Scheme, Mary and Toivo believe they can establish five new WPCs each, bringing the total of WPCs up to 34 out of 96 WPs.

Other activities over the next six months should include:

1. Assist if necessary in the process of re-establishing the LWCs.
2. If the HO produces the M&E forms, start to introduce the monitoring system with about ten WPCs on each scheme.
3. Monitor the functioning of the WPCs.

4. Conduct meetings with communities, as needed.
5. Have quarterly meetings with the RWEOs.
6. Report to the office in Oshakati as appropriate.
7. Attended workshops and training as they arise.
8. Start WPC training.

## **5. Workshop Evaluation**

A short evaluation was conducted on this one-day workshop. Comments included:

- one day was too short, but still useful
- good to hear ideas from colleagues
- enjoyable day
- good exchange of ideas
- very interesting
- achieved much in one day
- participants worked hard
- learned more about the "four O" region
- learned much about the two schemes
- informative

The closing remarks were made by Jo Smet, reminding the participants that the top priority between now and the next mission should be the establishment of the LWCs. The fifth mission would be around 17-29 November 1997.

**APPENDIX 10**

**KEY ISSUES ON COMMUNITY MANAGEMENT FROM  
(FROM PROCEEDINGS NATIONAL WRAP-UP WORKSHOP (SW3))**

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**KEY ISSUES ON COMMUNITY MANAGEMENT****FROM THE NATIONAL WRAP-UP WORKSHOP, WINDHOEK 10-13 MARCH 1997**

In the "*Overview Paper on Community Management of Rural Water Supply*" presented at the above workshop (SW3) the following key issues were addressed.

**Present situation:**

no.	Key issue of WASCO Statements	Present situation
1.	coverage at service level of access to water point within 2.5 km	most people have access to this service level
2.	consumption of 15 litres per capita per day	most people use less; ranges between 8-12 lcd
3.	institutional responsibility	now still at MAWD (DWA-DRWS) but with acceptance of the agreement conditions by Regional Councils
4.	Extension service and support to WPC	done by RWEOs
5.	Capital costs for water supply provision through new systems to the lifeline level	GRN; ESAs
6.	Operation and maintenance of water points and entire system	now mostly by GRN but gradually transfer to users
7.	Regional variations to be possible	is possible reflecting regional differences

Summary of key issues / recommendations from the Regional Workshops:

Issue		Action
<b>A.</b>	<b>Empowerment of Communities</b>	
A.1	<i>Inventory of rehabilitation needs</i> of existing water supply systems	by DRWS
A.2	<i>Legal status of water committees</i>	Assess legal status of various committees; by DRWS
A.3	<i>Ownership of water supply systems by communities and committees</i> (WPC; LWC)	transferring GRN assets to communities and committees
A.4	<i>Delineation of legal obligations between water committees and GRN</i>	DRWS; drafting of Standard Agreement allowing for regional variations
A.5	<i>National Organisational Structure to support WPCs</i>	see diagram on Organisation Structure
A.6	<i>Relation between Water Committee and Development Committee:</i> Development Committee is planning body for community development and water committee is specific for water activities but channels requests and proposals through Development Committee	
A.7	<i>Role of Traditional Authority:</i> see B.3. Management of Water Point	
A.8	<i>Partnership between GRN and community, on long-term support arrangements</i>	under A.5 and Standard Agreement
<b>B.</b>	<b>Management of Water Point</b>	
B.1	<i>Organisation of WPC, its tasks and legal powers</i>	DRWS
B.2	<i>Management of funds at WPC level</i>	procedures to be developed
B.3	<i>Role of traditional authority:</i> three different options proposed depending on regions: traditional leaders as managers, advisors or a common community member	
B.4	<i>Financial organisation at WPC:</i> (i) tariff to be set by WPC in consultation with community; (ii) transparent management and deposits	

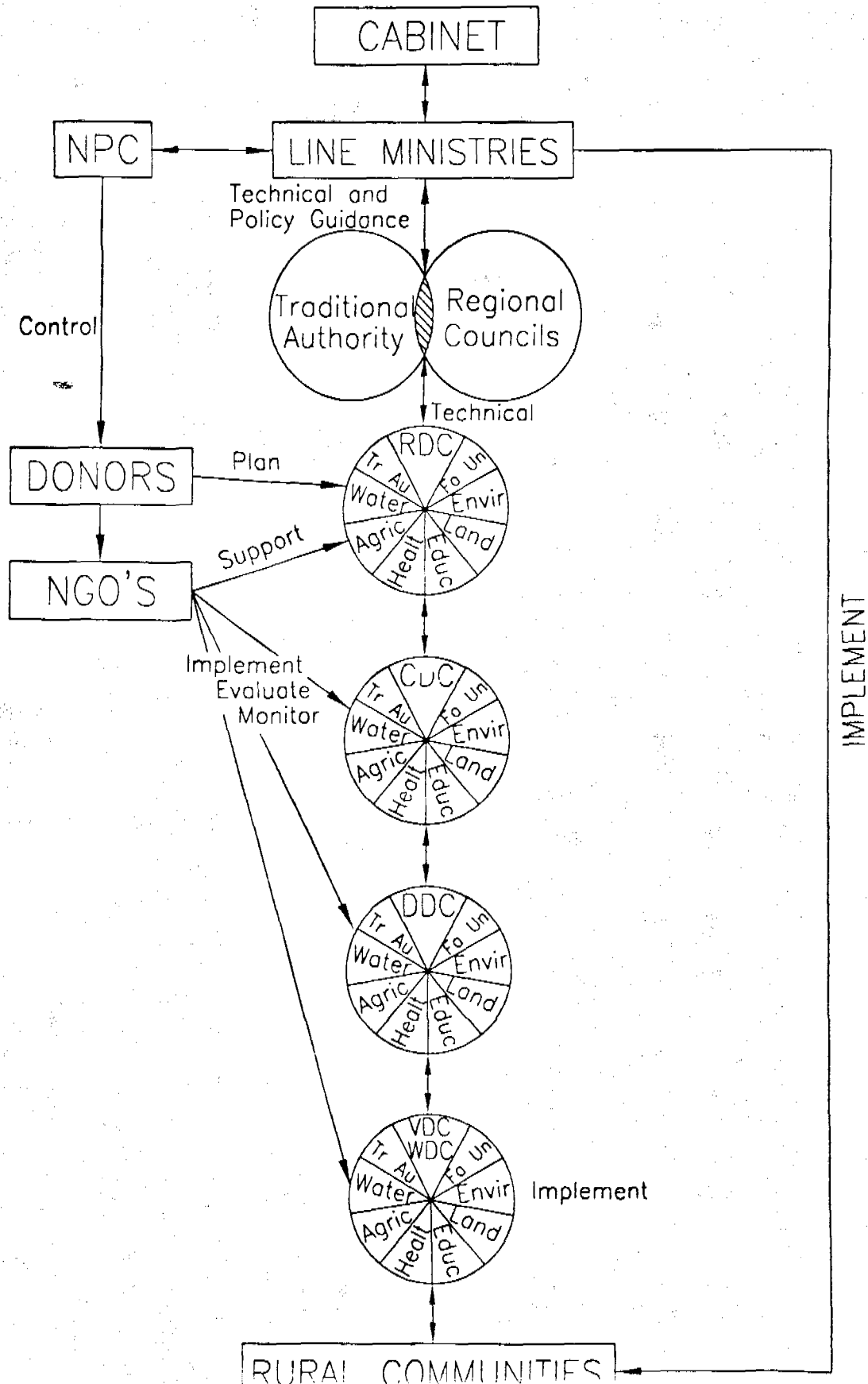


		in bank or other appropriate institution; (iii) contribution in cash or kind; (iv) community arrangements for those unable to contribute	
	B.5	<i>Training of WPC members prior to assuming responsibility</i>	DRWS to implement comprehensive Training Plan
<b>C.</b>	<b>How to improve the services?</b>		
	C.1	<i>Properly functioning extension service, with RWEOs as key agents to assist in establishment WPCs; train WPCs; assist in solving problems; and be contact to GRN-agencies</i>	
	C.2	<i>Enabling environment; including: legal framework; extension service; training; access to financial resources; easy access to spare parts</i>	
	C.3	<i>Condition of water point; accelerated rehabilitation of water supply</i>	coordinated by DRWS
	C.4	<i>Coverage standards; minimum level by GRN as soon as possible; if higher level preferred then by communities themselves</i>	DRWS communities
<b>D.</b>	<b>Time scale for Implementation</b>		
	D.1	<i>Implementation date proposed April 1997; starting date but implementation date per water point only after the conditions on rehabilitation and training of WPCs are met</i>	DRWS
	D.2	<i>Implementation phases; final agreement one year for training; four years for gradual O&amp;M transfer; and five years for gradual full cost recovery</i>	DRWS
	D.3	<i>Factors affecting the time scale of implementation; some are mentioned in D.1, plus mechanisms for recovery of investments made for wildlife, and compensation fro damages made by wildlife; and the establishment of a Rural Water Supply Sector Development Fund</i>	MAWD, MoEnvironment and Tourism; MoFinance
<b>E.</b>	<b>Financial Management at Community Level</b>		
	E.1	see B.2 and B.4	DRWS to prepare a Manual on Guidelines for Financial Management at WPC level



# NATIONAL WRAP-UP WORKSHOP ON COMMUNITY MANAGEMENT OF RURAL WATER SUPPLY

## NATIONAL ORGANISATIONAL STRUCTURE



**APPENDIX 11**

**OUTLINE MONITORING SYSTEM**

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### OUTLINE OF A LIMITED MONITORING SYSTEM AT DIFFERENT LEVELS

Level of monitoring	Monitoring variable	Monitoring indicator
Water Point Committee (WPC)	functioning of water supply systems	downtime in days of the water supply system due to mechanical defect
WPC	continuity in supply of water	period in days without water due to supply interruption
WPC	users	(i) names of user families (ii) number of user families
WPC	income through users contribution	(i) amount of money received per month (ii) average family contribution per month
WPC	expenditures	amount of money spent on O&M, transport, incentives, etc. (per category)
WPC	total water consumption	total water consumption (l) per month
	household consumption per month	(i) total consumption (l) per month for domestic purposes; (ii) average consumption per family using the water point
	consumption by own cattle per month	(i) total consumption (l) per month by own cattle (ii) average consumption (l) per month per head of cattle
	consumption by cattle from other communities and from non-paying households per month	total consumption (l) per month by cattle from other communities and non-paying households in community
	consumption by free roaming cattle/donkeys per month	total consumption (l) per month by free roaming cattle and donkeys
WPC	community management	(i) number of WPC-meetings per half year (ii) number of decisions on "changes" on water issues taken by WPC versus total number of "changes" regarding water supply made
WPC	users satisfaction	number of complaints received from users per month
DRWS-RWEO	users satisfaction	number of complaints received from users from specific WPCs per half year

	conflicts among WPCs and users	number of conflicts among WPCs and users attended per half year (total and per specific WPC)
	WPC follow-up visits	number of follow-up visits to established WPCs per half year and frequency of visits per WPC
	WPC and users contact time in follow-up visits	total contact time (hours) and average contact time per WP follow-up visit per half year

**APPENDIX 12**

**OVERVIEW OF EXPENDITURES OF CDF  
(of Dfl. 61,000)**

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## CAPACITY DEVELOPMENT FUND

TRAINING PROGRAMMES:	Budget		Approved 17 October 1996	Expenditure (N\$)		Balance of approved budget per 6 Nov. 96	Total balance
	DFI	N\$		N\$	Paid		
<b>1. Small Scale studies:</b> Development of Questionnaires and a data base for the monitoring and evaluation of the level of community management, the effects of cost recovery implementation and WPC training needs assessment and training evaluation	10000	25300	5000.00	0	0	5000.00	25300.00
<b>2. Training for RWEO's:</b> Purchase of 3-Pile Sorting Package for Health and Sanitation Awareness Purchase and Make Up of Pocket Charts  Printing and Binding of Training of WPC Trainer Manuals  Printing and Binding of Training of WP Caretaker Trainer Manuals  Building of Instruction models	10000	25300	11000.00	9071.05 10071.05	1103.05	174.10	14125.90
<b>3. Materials for WPC Development:</b> Translation of WPC Training Handout into other languages  Illustrations for WPC Training Handout  Preparation of training Aids for WPC training  Printing and Binding of WPC Training Handout	6000	15200	9000.00	7776.54	0	1223.46	7423.46
<b>4. Specialised Training for RWEO's:</b> Community Management of Water Supply Course	10000	25300	0	0	0	0	25300.00
<b>5. Specialised Training for CRWEO's:</b> Undecided as yet. Possibly early January, a decision could be reached.	5000	12600	0	0	0	0	12600.00
<b>6. Training of WP Caretakers and Training Materials for WPC's, LWC's &amp; Caretakers:</b> Purchase of Instruction Models for WPC Training in preparation for educated choices in appropriate technology, and the training of Caretakers	20000	50600	50000.00	0	49847.80	152.20	752.20
<b>TOTALS:</b>		154300	75000	16847.59	50950.85	6201.56	85501.56

## CAPACITY DEVELOPMENT FUND

TRAINING PROGRAMMES:	Budget		Approved 17 October 1996	Expenditure (N\$)		Balance approved funds per 6 Nov. 96
	DFI	N\$	N\$	Paid	Committed	
<b>1. Small Scale studies:</b>	10000	25300	5000.00	0	0	
Development of Questionnaires and a data base for the monitoring and evaluation of the level of community management, the effects of cost recovery implementation and WPC training needs assessment and training evaluation						

NOTE: RESIDUAL BALANCE FOR TOTAL BUDGET LINE: 1. Small Scale Studies : N\$ 20 300.00 still to be requested.