

UPC The Urban Projects Concept



AN OVERVIEW



Financial support for improved access to water and sanitation



The booklet was prepared by the Water Services Trust Fund to provide stakeholders with an overview of the Urban Projects Concept.

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The Water Services Trust Fund

Our Mandate

To assist in financing the provision of water services to areas of Kenya without adequate services.

Our Vision

To be a dynamic and innovative leader, nationally and in Africa, in the financing of the water sector.

Our Mission

To provide financial support for improved access to water and sanitation in areas without adequate services.

Our Core Values

- Accountability, transparency and good governance
- Teamwork, equity and fairness
- Honesty and integrity
- Customer focus
- Life-work balance

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List of Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
CBO	Community-based organisation
CPC	Community Project Cycle
HIV	Human Immunodeficiency Virus
NGO	Non-governmental organisation
SHG	Self-help group
UPC	Urban Projects Concept
WASREB	Water Services Regulatory Board
WSB	Water Services Board
WSP	Water Service Provider

Reaching the Underserved

This booklet describes in some detail the various phases of the **Urban Projects Concept (UPC)**, showing how Water Service Providers and stakeholders can access funds and support to bring water and sanitation to underserved urban communities.

The Community Project Cycle (CPC): Reaching rural communities

The Water Services Trust Fund (WSTF) is a corporate body established in 2004 under the Water Act 2002 as a basket fund to provide financial support for improved water and sanitation services in the underserved parts of Kenya. Since 2004 the Fund has focused its activities on the underserved rural communities. Together with the Water Services Boards (WSBs), a large number of “target locations” were identified on the basis of criteria such as poverty levels and access to clean water. Projects in rural communities with poor access to safe water and adequate sanitation are funded through community-based organisations (CBOs). The implementation of projects follows the six phases of the Community Project Cycle (CPC).

The Urban Projects Concept (UPC): Reaching underserved urban areas

Many residents of low income urban areas have poor access to safe water. In order to address the needs of the urban populations the WSTF decided to widen its mandate. In July 2007 the Fund established an Urban Window to finance projects incorporating cost effective and sustainable technologies in low income urban areas.

The funds available for urban projects can only be accessed by licensed Water Service Providers (WSPs). Project proposals are prepared by the Water Service Providers assisted by the Water Services Boards (WSBs). The WSPs are

responsible for the management of project funds as well as for the successful implementation of the awarded project.

All assets constructed within the framework of the WSTF-funded projects are transferred to the Water Services Boards.

In order to facilitate the preparation of project proposals as well as the implementation and operation — by the WSP — of WSTF-funded projects, the Fund developed the **Urban Projects Concept (UPC)**.

Objectives of the UPC

The UPC not only defines the roles and responsibilities of the various stakeholders within the framework of WSTF-funded projects, it also offers the procedures, guidelines and tools needed to successfully:

- Prepare project proposals
- Implement projects awarded by the WSTF
- Involve the urban communities during all phases of project implementation
- Operate project infrastructure in a sustainable manner
- Evaluate the impact and the performance of the project

Overview of the UPC

The Urban Projects Concept has eight steps:

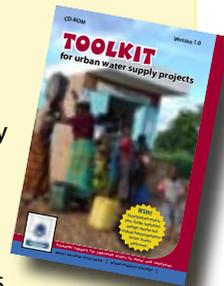
1. Launch of the Call for Proposals by the WSTF
2. Collection of data by the WSP
3. Preparation of project proposals by WSPs and WSBs
4. Evaluation of proposals by the WSTF
5. Approval and awarding of projects by the WSTF
6. Project implementation by the WSP and WSB
7. Operation of the project by the WSP
8. Evaluation of the project by the WSTF or by external evaluators

These eight steps are described in more detail on the following pages.

The Toolkit for Urban Water Supply Projects

The WSTF has also developed a user-friendly CD-ROM — The Toolkit for Urban Water Supply Projects — to assist Water Services Boards and Water Service Providers during all the eight project phases described in this booklet.

A tool can be an application form, a publication, a guideline, a poster, a contract, a drawing or a manual. The CD toolkit consists of a large number of such helpful tools, and it is available free of charge to all WSBs and all WSPs.



1 Launch of the Call for Proposals by the WSTF

This is the procedure through which WSTF requests for project proposals from WSPs. The WSPs can only submit proposals to WSTF through the Call for Proposals framework.

- Twice a year the WSTF launches a Call for Proposals for the low income urban areas.
- Each Call for Proposals is announced in the national media (daily newspapers). All Water Services Boards and Water Service Providers will be informed of the Call for Proposals.
- All Water Service Providers are encouraged to submit project proposals which allow the organisation to improve water supply and sanitation in the low income urban areas found within their service area. Water Services Boards are invited to encourage their WSPs to prepare proposals.



WSTF announces the Call for Proposals in the media

- The Toolkit for Urban Water Supply Projects contains the WSTF application form for funding of water supply projects in low Income urban areas.
- Only licensed WSPs are eligible to submit proposals.
- When preparing their proposals, WSBs should respect the *threshold* (minimum project value) and the *ceiling* (maximum project value) the WSTF has specified in its Call for Proposals.
- The project proposal has to be submitted within the deadline for submission as specified in the call.
- Urban WSTF-funded projects should target the low income urban areas:
 - Informal urban settlements with informal housing
 - Planned areas with formal low income housing
 - Planned areas with informal housing
 - Semi urban sub-centres
 - (Semi-permanent) urban refugee camps
 - Large rural centres with urban characteristics & low income housing
 - Pockets (plots or compounds) of low income housing found within residential or commercial areas



Collection of area data by the Water Service Provider

Reliable data is needed to prepare project proposals which allow the WSBs and the WSPs to meet their social, public health, commercial, financial, technical and environmental objectives.

Data is also needed to enable the WSP to prioritise low income areas.

The **Toolkit for Urban Water Supply Projects** contains all the necessary tools to collect and analyse data.

In order to prepare a proposal for the WSTF the WSP has to collect data on:

- The socio-economic situation
- The size of the population of the area
- The water supply and sanitation needs and wishes of the residents (needs assessment: is the project demand-driven?)
- The potential for community participation
- The presence of CBOs and self-help groups (SHGs) within the area
- The participation of women in community activities
- The current sanitation and water supply situation (the number of domestic connections and public water outlets, the importance of informal water resellers, the public health situation, the number of un-metered or illegal connections, etc.)
- Technical constraints and requirements (e.g. the availability of water to adequately supply the area)
- Legal constraints (access to land)
- The most suitable water supply options (water kiosks, yard taps, etc.)



The WSP is expected to collect data on the project area for the planning and preparation of the proposal



WSTF project proposal preparation by WSP & WSB

The WSTF Project application form (also included in the CD Toolkit) shows how the collected data have to be used.

- **A filled-in application form is the project proposal.**
- The project proposal has to be prepared by the WSP, preferably assisted by the WSB.
- The application form contains the technical proposal (which includes the accompanying measures such as community sensitisation and the training of kiosk operators (in case of a kiosk project) and the financial proposal.
- In their project proposal, the WSP should also specify how the residents of the area are expected to participate in the project.
- Approval of the drawings by the Council.
- A Memorandum of Understanding (MoU) between the Local Authority, the WSP and the WSB has to be attached to the project proposal. This MoU should regulate access to the land which is required for the extension of the distribution network and the construction of water kiosks etc.
- During proposals preparation the WSP and WSB can ask the WSTF for advice.
- The WSB has to approve the project proposal.
- After completion the application forms have to be submitted to the WSTF before the set deadline.
- The WSTF will acknowledge the receipt of the project proposal via suitable means.



Evaluation of proposals by the WSTF

The WSTF screens and assesses all the submitted proposals and prepares the list of successful project proposals.

- All application forms are evaluated by the WSTF Evaluation Team.
- The Team carries out an initial desk screening of the submitted proposals. If necessary the WSTF contacts the WSPs to request for clarifications and additions.
- The evaluation of proposals takes place on the basis of a transparent procedure and a set of clear criteria (such as the suitability of the project area, the cost per beneficiary, the availability of treated water, water supply or sanitation situation, suitability of the proposed community participation measures, capacity of WSP to implement, potential for improving health conditions etc.).



The WSTF Evaluation Team evaluates all submitted proposals

- The WSTF can decide to carry out field visits or to ask a consultant to visit some of the proposed project areas.
- The WSBs and WSPs are informed on the procedure and the criteria.
- The project proposals are ranked according to their scores.
- The Evaluation Committee prepares a recommendation to the WSTF Board of Trustees for deliberation and approval.

5

Approval and awarding of projects by the WSTF

The WSTF awards the best proposals and provides advice to the WSPs on how to improve the quality of their proposals.

- The best project proposals are approved by the WSTF Board of Trustees.
- The WSTF informs in writing all the WSBs and WSPs on the outcome of the evaluation process.



The Board of Trustees approves the best project proposals

- Unsuccessful project proposals are returned to the WSB and WSP together with written comments on how to improve the proposal.
- Improved unsuccessful proposals can be resubmitted during the next Call for Proposals.
- WSTF prepares the financing contracts.
- The WSTF informs the national and regional media on the awarded projects.
- All awarded proposals are listed on the WSTF website.

5.1 Conditions for first disbursement

The WSP has to meet the following requirements before the first disbursement of funds can be made:

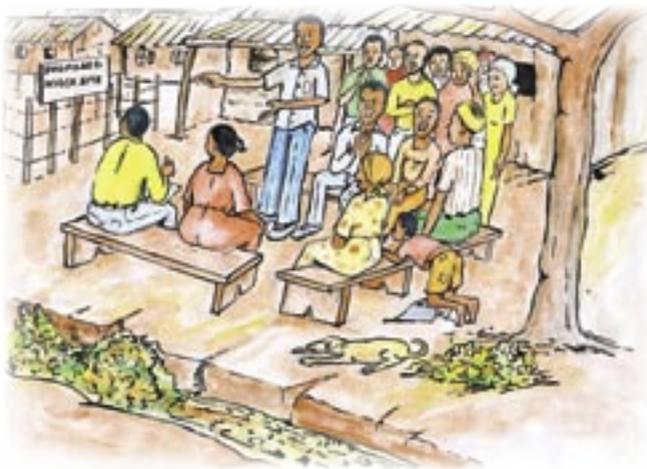
- The WSP must open a **project bank account** with a credible bank. This account will be exclusively for WSTF project transactions.
- The WSP must inform the Local Authority, the Chief and the residents on the awarded project.
- The WSP establishes a Project Task Team.
- The WSP shall prepare a procurement plan.
- WSTF prepares and releases the first disbursement to the WSP.



Project Implementation by the WSP and WSB

6.1 The WSTF project implementation approach

- In order to ensure sustainability of the WSTF-funded urban projects, the support provided by the WSTF focuses on more than just the funding of water supply and sanitation projects.
- The WSTF advocates the adoption of a holistic and localised approach towards project preparation, implementation and operation. This means involving and engaging the community in every stage of implementation as well as in the management of the completed projects.
- Through Field Monitors, the WSTF provides support during the implementation of technical works as well as during the implementation of the accompanying measures (community mobilisation, sensitisation and participation, training of WSP staff and kiosk operators, etc.).



Launch of the project and community mobilisation

6.2 The Project Task Team

- The project implementation concept described in the **Toolkit for Urban Water Supply Projects** calls for the creation of a Project Task Team.
- This multi-stakeholder Project Task Team, which is managed and guided by its WSP and WSB members, also includes the Chief, the Public Health Officer (PHO), the Community Health Extension Worker (CHEW), community members and the Field Monitors of the WSTF.
- The Project Task Team is responsible for the successful implementation of the project.

6.3 Support provided by the field monitors contracted by the WSTF

- The WSTF assigns three (3) field monitors to each project:
 - A *Technical* Field Monitor.
 - A *Social* Field Monitor.
 - An *Operations* Field Monitor.
- The Field Monitors will assist (provide advice, monitor progress, facilitate activities) the WSB and the WSP during project implementation and project operation.

6.4 Project implementation step-by-step

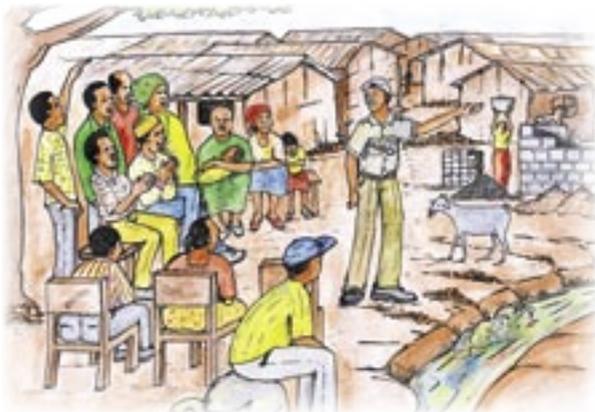
If the WSP decides to implement the WSTF-funded project using the approach and tools contained in the Toolkit for Urban Water Supply Projects, the following activities are to be organised and implemented:

6.4.1 Preparatory activities and community mobilisation

- The Project Task Team organises a preliminary meeting with stakeholders and prepares the Project Implementation Programme (activities, community participation, time plan and budget).
- The Task Team organises a sensitisation meeting at the project site to inform the residents on project details, both technical and social.

6.4.2 Implementation of the project

- The sites for the water kiosks are identified together with the residents and the Local Authority.
- The WSP may procure the services of a contractor or it may decide to use direct labour and to procure all construction materials.
- The Project Task Team starts with the implementation of the community sensitisation and participation programme.
- The Project Task Team initiates the implementation of the programme for schools and clinics and the HIV/AIDS mainstreaming activities.
- The WSP and the field monitors prepare a water kiosk/public sanitation facility management and operation concept.
- The WSP and the contractor start implementing the technical works.
- All un-metered connections in the project areas are metered and all illegal connections are disconnected or regularised (and metered).
- Supervision of technical works by the WSP.
- The WSP develops and implements a customer care concept.
- The project operation phase is being prepared and the kiosk system or yard tap is integrated into the billing system of the WSP.



Implementation of technical works and community sensitisation

- In case of a kiosk project, the Project Task Team identifies the kiosk operators and organises the training workshop for the new operators and for relevant WSP staff (e.g. the customer services assistant).
- The trained kiosk operators sign a contract with the WSP.

6.4.3 Reporting and further disbursements

- The WSP prepares their Monthly Report for the WSTF.
- The Field monitors prepare their Monthly Report for the WSTF.
- The WSTF releases subsequent funding disbursements on the basis of the evaluation of the reports received.

6.4.4 Project commissioning and transfer of infrastructure

- The WSB and WSP commission the project after the completion of all activities and works.
- The Project Task Team provides on-the-job training to the kiosk operators and sensitises the residents (on the management system of the kiosk).
- The Project Task Team is disbanded.
- The project infrastructure is officially transferred to the WSB.
- The WSP prepares the project completion report.
- The project is officially inaugurated (preferably 2-3 months after commissioning).

6.4.5 Final reporting and auditing by the WSTF

- The Field Monitors prepare their project completion report.
- The WSTF carries out a financial and technical audit of the project.

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Operation of the project by the WSP

The responsibilities of the various stakeholders and the various activities to be carried out during the project operation phase can be summarised as follows:

- The WSP is responsible for the operation and maintenance of the project infrastructure.
- The WSP is responsible for the supervision and management of the kiosk operators and the water kiosks.
- The Customer Services Assistant monitors the operators and inspects the kiosks on a regular basis.
- Kiosk operators are charged according to the monthly meter readings.



The WSP is responsible for the supervision and management of kiosk operators and the water kiosks.

- Customers are charged a tariff which is approved by the Water Services Regulatory Board (WASREB).
- The WSP monitors the performance of the constructed water kiosks.
- The WSP continues with the sensitisation of the community (on public health issues and on HIV/AIDS).
- The WSP implements the customer care concept. Residents are given the opportunity to submit their reports and complaints and the WSP has the obligation to respond to genuine reports and complaints.
- The Operations Field Monitors provide support to the WSP and the WSB during the initial stages of the operations phase to ensure the sustainability of the WSTF-funded project.

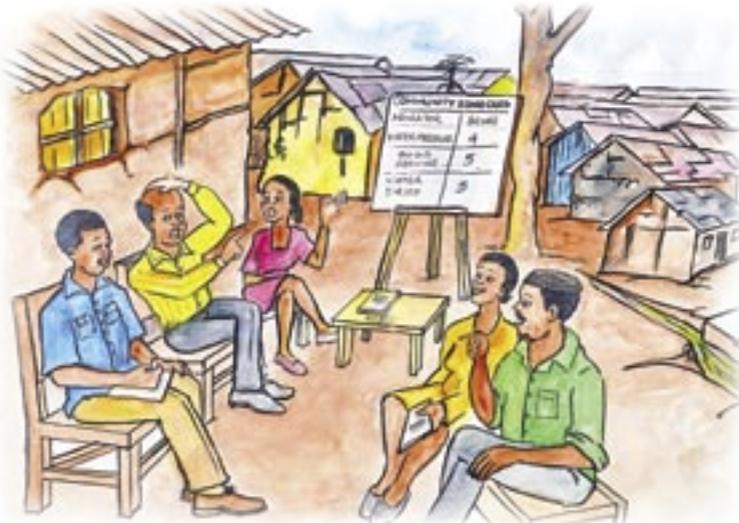


Project evaluation

All WSTF-funded projects will be evaluated by the Trust Fund or by an external evaluator:

- Project evaluation is an important element of the UPC. The results of the evaluation are used to:
 - Improve the UPC (including the WSTF application form).
 - Improve the Toolkit for Urban Water Supply Projects.
 - Improve the quality and performance of future projects.
 - Assess risks and increase transparency and accountability.
 - Ensure that lessons learned and opinions of stakeholders are fed back to the WSP, the WSB and the WSTF.
- The WSTF has developed a set of project evaluation tools (included in the Toolkit for Urban Water Supply Projects), which can be used by internal (WSTF staff members) and external evaluators (WSBs, independent experts contracted by the WSTF, cooperating partners, etc.).
- The overall project evaluation consists of a number of components:
 - Evaluation of technical works.
 - Evaluation of the accompanying measures (organisation and attendance of community sensitisation activities, coordination of technical works and community-focused activities, cooperation within the Project Task Team, etc.).
 - Evaluation of the financial management of the project.

- Evaluation of the performance (consumption, daily per capita consumption, operator incomes, retail tariff, collection efficiency, cost recovery, kiosk cleanliness, customer care, operation and maintenance, etc.) of the project and of the public water outlets (such as water kiosks) in particular.
- Some of the evaluation tools were designed to allow for the participation of residents.
- The results of the evaluations carried out or commissioned by the WSTF will be communicated to the various stakeholders.



The evaluation of project operation emphasises impact and performance of the project as well as customer satisfaction.

Target areas for WSTF-funded projects

With the funds reserved for urban projects, the Ministry of Water and Irrigation and the WSTF intend to reach the poorly served low income urban areas. It will be the responsibility of the Water Services Board and of the Water Service Provider to identify suitable target areas.

Table 1 contains the descriptions of the types of urban areas that should benefit from the WSTF funds.

Housing Area	Formal housing	Informal housing
Planned urban area	<ul style="list-style-type: none"> • Planned low income areas with formal low income housing (council estates, etc.) • Pockets (plots or compounds) of low income <i>formal housing</i> found within residential or commercial areas • Planned semi-urban sub-centres with informal low income housing • Planned large rural centres with urban characteristics and formal low income housing 	<ul style="list-style-type: none"> • Planned low income areas with informal housing • Pockets (plots or compounds) of low income <i>informal housing</i> found within residential or commercial areas • Planned semi-urban sub-centres with informal low income housing • Planned large rural centres with urban characteristics and informal low income housing
Unplanned urban area	<ul style="list-style-type: none"> • Formal low income housing in unplanned urban areas 	<ul style="list-style-type: none"> • Informal urban settlements with informal housing • (Semi-permanent) urban refugee camps

TABLE 1 Urban WSTF-funded projects should target the low income urban areas

Table 2 shows the technical solutions the WSP should consider for the different types of areas.

Water supply technology		Type of area
Water kiosks or prepaid public stand posts	Planned area	• Planned low income areas with formal low income housing (Council estates, etc.)
		• Planned low income areas with informal housing
		• Planned semi-urban sub-centres with formal low income housing
		• Planned semi-urban sub-centres with informal low income housing
		• Planned large rural centres with urban characteristics and formal low income housing
		• Planned large rural centres with urban characteristics and informal low income housing
	Unplanned area	• Formal low income housing in unplanned urban areas
		• Informal urban settlements with informal housing
Yard taps (metered or prepaid)	Planned area	• Pockets (plots or compounds) of low income formal housing found within residential or commercial areas
		• Pockets (plots or compounds) of low income informal housing found within residential or commercial areas
	Unplanned area	• Large urban slums with a high proportion of household or yard connections

TABLE 2 Adequate water supply options for different types of low income urban areas

National standards

The WSTF has given much attention to the development of national technical standards, by designing improved yard taps and (open and closed) water kiosks. All structures designed by the WSTF are user-friendly, meet public health requirements and have been developed together with customers, operators and service providers.

Role of Stakeholders during the UPC

The role of the **Water Services Board** is to:

- Coordinate the planning of activities for projects within its jurisdiction area.
- Encourage the WSPs to prepare proposals for low income urban areas within their service area.
- Provide the necessary assistance to WSPs during the preparation of proposals.
- Assist the WSP in carrying out a detailed technical assessment focusing upon the availability of WSP water in the project areas (after commissioning).
- Support the WSPs in areas of deficiency (staff and equipment) during planning.
- Ensure that all proposals meet the requirements of the WSTF and that all proposals are submitted in time.
- Facilitate the availing of land for sites identified for the project and compliance with statutory requirements.
- Co-sign the WSTF-WSB-WSP Financing Contract (the WSB is the owner of all infrastructure constructed under the contract).
- Appoint an officer responsible for the coordination and monitoring of the project. The responsible officer will be in charge of informing the CEO of the WSB of important developments and progress of the project.
- Actively participate in the Project Task Team.
- Monitor progress made and report problems to the WSP and the WSTF.
- Ensure that the WSPs fulfil their obligations as stipulated in the financing contract.
- Support and facilitate the WSTF in regard to its undertaking random monitoring visits.
- Support and facilitate external auditors that may be engaged in providing auditing services.

- Issue the project completion certificate.
- Ensure that the WSP operates project infrastructure in a sustainable way.
- Advise the WSTF on ways to improve the quality of projects it is funding.

The role of the Water Service Provider is to:

- Prepare project proposals for low income areas within its service area.
- Collect data on the low income urban areas within its service area.
- Co-sign the financing contract with the WSTF.
- Avail sufficient qualified staff to the project.
- Establish and manage a multi-stakeholder Project Task Team.
- Cooperate with the WSTF field monitors.
- Implement the WSTF-funded project (including the procurement of materials and services).
- Carefully manage the funds provided by the WSTF.
- Work with and supervise the contractor.
- Identify, train and contract water kiosk operators.
- Report progress and problems to the WSTF.
- Operate the project in a sustainable way.
- Update and manage data on the project area.
- Advise the WSTF on ways to improve the quality of projects it is funding.

The composition and role of the **Project Task Team**

The Project Task Team is composed of:

- Staff of the WSP.
- Staff of the WSB.
- The Public Health Officer.
- A representative of the Local Authority.
- The Chief.
- Residents of the project area.
- A representative of a relevant NGO or CBO.
- A police officer (in areas with high levels of vandalism).

The role of the Project Task Team is to:

- Prepare the project implementation programme.
- Organise/implement the various activities listed in the programme.
- Involve the residents (even the marginalized members of the community) in the project.
- Monitor progress.
- Ensure that all activities (including technical works and community sensitisation) are well coordinated.

The role of the residents/community is to:

- Participate in project activities which require the input of residents (e.g. public meetings during which appropriate water kiosk sites are identified and discussed).
- Report lack of progress and lack of community participation to the Project Task Team.
- Report poor quality works to the WSP and the field monitors.

- Report any irregularities or acts of theft and vandalism to the WSTF.
- Register complaints with the WSP if the project is not operated and managed according to expectations.

The role of the Field Monitors is to:

- Provide support to the WSP during the preparation of the project proposal.
- Assist the WSP and WSB to carry out a detailed technical assessment focusing on the availability of WS water in the project areas (after commissioning).
- Provide support to the WSP and the Project Task Team during all phases of project implementation.
- Facilitate the implementation of various project activities.
- Report progress and constraints to the WSB and the WSTF.
- Provide support during the operational phase of the project.
- Advise the WSTF on ways to improve the quality of the projects it is funding.
- Develop (during project implementation), where necessary, capacity at all local levels (WSP, community, Local Authority, etc.).

The role of the Water Services Trust Fund is to:

- Ensure that WSPs and other stakeholders are aware of the opportunities the WSTF is offering.
- Ensure that project proposal selection criteria are clearly and transparently applied.
- Review the WSP project proposals, applying quality control criteria and standards.
- Award the best proposals.

- Provide guidance to the various stakeholders.
- Monitor progress and propose necessary adaptations.
- Train the field monitors.
- Assign field monitors to awarded projects.
- Monitor, guide and provide support to the field monitors.
- Supervise the field monitors.
- Ensure that all works and activities are carried out in compliance with the financing contract.
- Ensure that investments in water and sanitation projects result in improved service levels.
- Ensure that all projects it is funding are given support and monitored.
- Monitor the use of funds by the WSP.
- Ensure that all projects are audited.
- Ensure that lessons learned (e.g. as a result of project evaluation) result in the improvement of the Fund's procedures, tools and practices.
- Monitor and present the overall impact of the funded projects.
- Report progress to the Ministry of Water and Irrigation (MWI) and to other major stakeholders (cooperating partners, WASREB).

The role of the Water Services Regulatory Board is to:

- Set clear service delivery standards.
- Monitor water quality.
- Enable the WSPs to charge tariffs which allow for full cost recovery.
- Encourage WSBs and WSPs to develop pro-poor strategies.

The WSTF Help Desk

The main objective of the WSTF is to contribute to the improvement of the livelihoods of the urban and rural poor through increasing sustainable access to safe water and adequate sanitation. The Water Services Trust Fund would like to be perceived by the other sector stakeholders as a “friendly banker”. The WSTF has to offer assistance to the WSPs and WSBs during project proposal preparation, project implementation and project operation.

In order to improve the quality of the projects it is funding, the WSTF has opened a Help Desk. If you have any technical questions or suggestions, or questions regarding the accompanying project measures (community sensitisation, training of kiosk operators, etc.) you are invited to call:

Tel. **020-2720696 or 0715-732199**

You can also e-mail your queries: info@wstfkenya.org

Please also visit our website: www.wstfkenya.org

Reporting irregularities

If you notice any irregularities (corrupt practices, theft, vandalism) taking place before and during the implementation of a WSTF-funded project, please contact the WSTF Integrity Officer.

Water Services Trust Fund Integrity Officer

Tel. 020-2723457

You may also contact the nearest Police Station or the Kenya Anti-Corruption Commission. The Commission has a special Report Centre where corruption can be reported.

Kenya Anti-Corruption Commission Report Centre

Hot Line: 2717468 / 0727-285663 / 0733-520641

Hot Fax: 020-2717473

Email: report@integrity.go.ke

Website: www.kacc.go.ke

Useful contact information

Director of Water Services

Ministry of Water and Irrigation
P.O. Box 49720–00100 [Nairobi](#)
Tel. 020 2716103
Email: info@maji.go.ke
Website: www.water.go.ke

Water Services Regulatory Board

P.O. Box 41621–00100 [Nairobi](#)
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Athi Water Services Board

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Lake Victoria North Water Services Board

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