



MINISTRY OF WATER AND IRRIGATION



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An overview of the
Community Project Cycle
(CPC)



VISION

"Assured water resources availability and accessibility by all."

MISSION

"To contribute to national development by promoting and supporting intergrated water resource management and development to enhance water availability and accessibility."

CORE VALUES

- Accountability
- Social Responsibility
- Customer Satisfation
- Gender Equity
- Result Oriented
- Prudence
- Integrity
- Expediency
- Professionalism



e) The role of the Water Services Trust Fund (WSTF) is to:

- ensure that its selection criteria are clearly and transparently applied,
- review the CBO water and sanitation project proposals, applying quality control criteria, ensuring that they are all prepared to uniform acceptable standards,
- contract the CBO/SO during the implementation phase,
- financially support the CBO to achieve its water supply and sanitation goals, releasing funds based on satisfactory evidence of compliance to the contract,
- ensure through random checks, that investments in water and sanitation projects result in improved service levels and value for money; and
- ensure that all projects are audited and audit questions are addressed appropriately.



Latrines

COMMUNITY PROJECT CYCLE (CPC)

Introduction

The CPC is an approach developed to support improved access to water and sanitation in the poorest locations of Kenya. It is a common approach applied by the all the Water Service Boards and supported by the Water Services Trust Fund under the coordination and guidance of the Ministry of Water and Irrigation.

The CPC has been developed to enhance the capacity of communities to apply for, manage, implement and maintain their own water and sanitation facilities. It relies upon supportive services being outsourced to the private sector and allows the Water Service Boards and other public water sector institutions to concentrate on key elements of facilitation and capacity development.

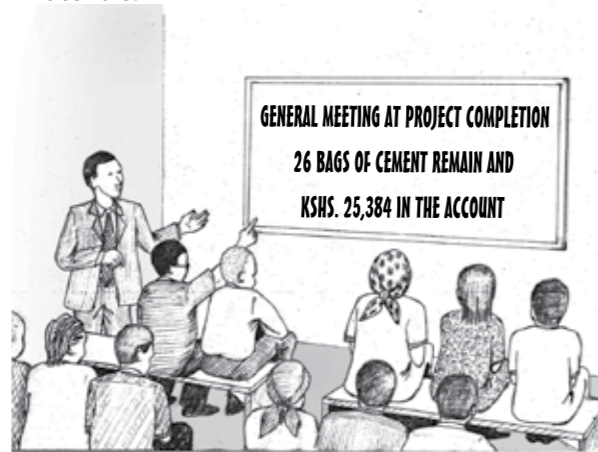
The CPC promotes the delineation of roles within the sector for improved quality control and good governance, through independent oversight and monitoring of resource utilization. It has been developed to support the establishment of an enabling environment, where project proposals of quality, result in sustainable water and sanitation access.

The CPC is a simple step by step process that:

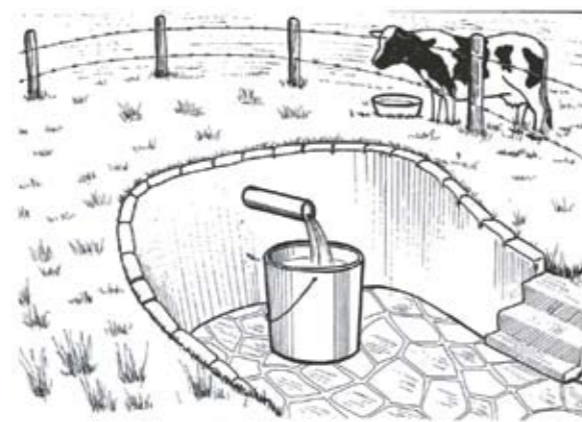
- Ensures transparent selection of communities based on need / hardship, targeting the poorest locations in Kenya,
- Encourages all women and men within a community, including those marginalized, to participate in the mobilization, planning, implementation and management of water and sanitation projects,
- Promotes self-reliance and poverty alleviation not only through support to improved water service provision, but also through support to school sanitation, health and environmental hygiene improvement and the protection of water sources,
- Supports community capacity development in management and operations of water and sanitation facilities; and



- support the CBO to register as a Water User Association (WUA),
- ensure that monies received by the CBO, from the WSTF, are used for the purpose intended, are properly accounted for and result in value for money; and
- ensure that the CBO makes public all financial information and prices paid for materials.



General meeting at project completion



Springs

OVERVIEW OF THE CPC

The CPC has six phases as shown below:

PRE APPLICATION

- Selection of target locations based on hardship criteria.



APPLICATION

- Awareness creation by the Water Services Board (WSB) or its agent.
- Application Community Based Organisations (CBOs) for support to the WSB.
- Preparation and design phase contract signed between the Support Organisation (SO) and the WSB.



PREPARATION

- Preparation meeting held between the WSB, the CBO and the SO.
- Resource mapping, layout and other plans prepared.
- Baseline status determined and water and sanitation services levels quantified
- Training of committee and community members
- Registration of CBO as a WSP is pursued from this point onwards
- Registration of CBO as a WSP is pursued from this point onwards
- General Meeting approves the conceptual layout and planned activities.
- Roles and responsibilities actors within the Implementation Phase are clarified



DESIGN

- Detailed field survey.
- Design of structures, bills of quantity and costing of works.
- Financial proposal prepared.
- Proposal approved by CBO and community members in a general meeting
- Final proposal forwarded by WSB to WSTF



IMPLEMENTATION

- WSTF releasing 1st disbursement
- Material collection and construction work begins.
- CBO engages suppliers and contractor as necessary.
- Training in monitoring, management and finance.
- Training in hygiene and sanitation continues.
- Product based payments made by the Water Service
- Trust Fund (WSTF), after field monitoring by the WSB or its agent Final field assessment to ensure satisfactory completion of contract and quantification of actual improvement in water and sanitation service levels.



POST IMPLEMENTATION

- End of defects liability period if applicable.
- Long term monitoring to measure the sustainability of improved water and sanitation service levels by WSTF and WSB



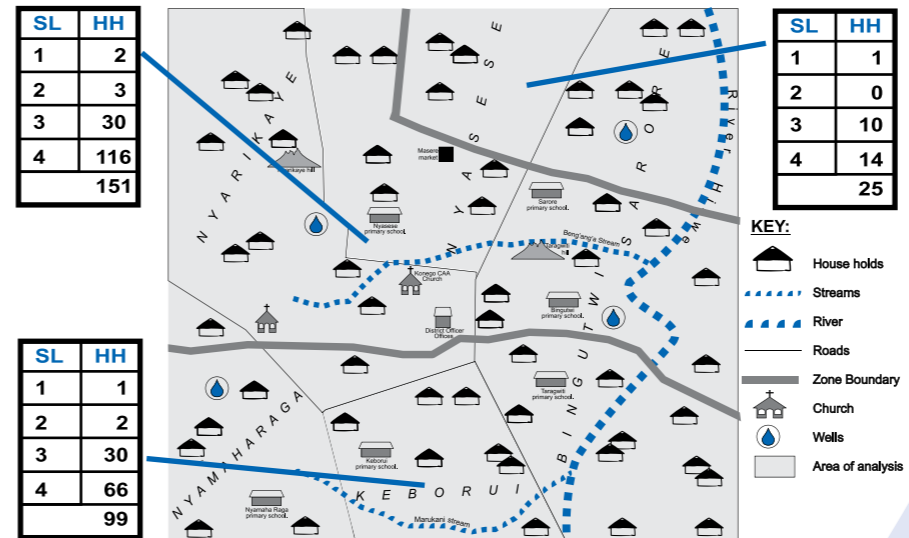
- Clearly delineates roles and responsibilities of different public and private sector stakeholders for improved governance, providing independent oversight in the financing and monitoring of water and sanitation projects.

The CPC is a demand driven process based on a community's willingness to develop manage and sustain their own water and sanitation project.

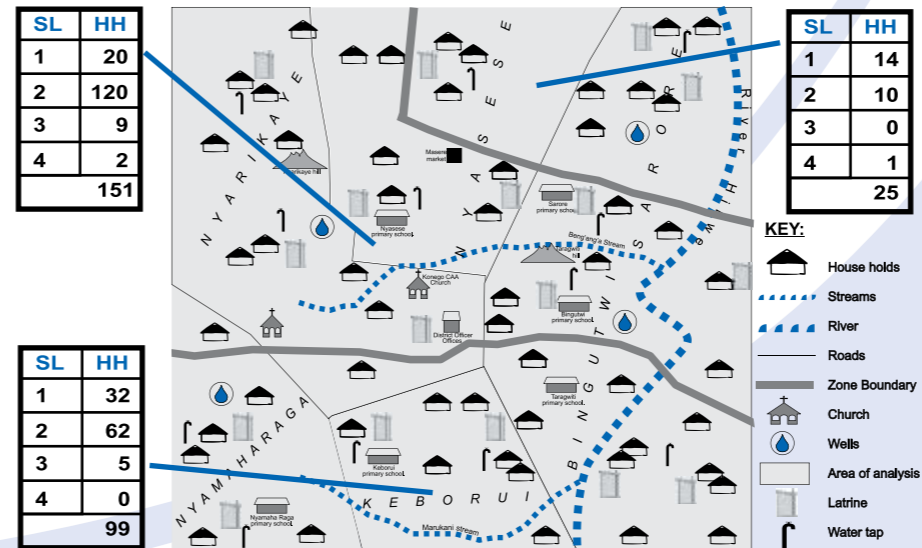


Community Participation

Existing water service levels



New water service levels





The CPC has six phases as shown below:

THE COMMUNITY PROJECT CYCLE PROCESS

1. Selection of target locations

The WSB/WSTF selects 50 of the poorest locations within Water Services Board, using the Central Bureau of Statistics Poverty Index. This data set is combined with stakeholder's local knowledge of previous investments in water and sanitation in each location. This information allows for the ranking of the most needy locations.



Selection of target locations

2. Awareness creation

The WSB creates awareness in the target locations presenting the opportunities that exist for the under served to be supported by the WSB/WSTF. The WSB also helps the CBO to apply to the WSB for water and sanitation support. Where a CBO does not exist the WSB, or it's agent, support the establishment of the CBO.

3. Application for water and sanitation facilities

The CBO and its members submit their application to the WSB. The WSB receives and acknowledges the application.



Briefing the community on progress

- manage the collection of all members contribution in kind or cash,
- monitor all processes and activities through trained community monitoring teams,
- ensure that monies received from the WSTF are used for the purpose intended, are properly accounted for and result in value for money; and
- make public all financial information and prices paid for materials.

d) The role of the Support Organizations (SO) is to:

- support the community/CBO in fulfilling all aspects of its roles and responsibilities,
- develop the capacity of the CBO and the community members, though a series of activities and trainings,
- assist the community in the preparation of technically and socially sound project proposals such that they are prepared to acceptable quality standard,
- empower the community to be able to implement, manage and sustain their own water and sanitation facilities,



- ensure that the marginalized members of the community are incorporated and involved in the planning and development of water and sanitation facilities,
- ensure that the members of the CBO attend all the meetings,
- ensure that its members are aware of their rights, duties and responsibilities,
- encourage the adoption of improved health and sanitation practices at every household level, ensuring that all children are trained in proper hygiene and sanitation practices,



Construction

- ensure that the marginalized members of the community are incorporated and involved in the planning and development of water and sanitation facilities,
- ensure that the members of the CBO attend all the meetings,
- ensure that its members are aware of their rights, duties and responsibilities,
- encourage the adoption of improved health and sanitation practices at every household level, ensuring that all children are trained in proper hygiene and sanitation practices,
- manage and ensure best practices in the management of funds for the construction and all activities included within the project,

4. Desk screening and field verification of applications

The WSB/QCA undertakes desk screening of the applications received and either accepts, refers or rejects the applications.



Awareness creation by WSB

The eligibility criteria for a project are as follows:

- The CBO must be registered.
- The CBO must be from a target location.
- The CBO must also be willing to manage the development of the water and sanitation facilities, including contributing to the costs of the project.



CBO members discuss the application

The information contained within the CBO application is field verified by the WSB/QCA. The QCA visits the community and holds meetings with the CBO and community members. The QCA prepares an appraisal report. Based on the appraisal report the WSB screens the intended project in relation to its technical and social feasibility.

The projects are then prioritized and selected on the basis of hardship/service level. For those projects that are selected, the QCA prepares the terms of references for the support of the SO during preparation and design phases.

Expected impact Improved water and sanitation service levels

ROLES OF THE STAKEHOLDERS DURING THE CPC

a) The role of Water Services Board (WSB) is to:

- ensure targeting of water and sanitation facilities to the poorest locations,
- take an active role in awareness creation and support to the establishment of CBOs,
- promote the CBOs ability to apply for a RWSS Project; and
- hire and monitor the work of the SO and QCA during all the phases of the CPC.

b) The role of the Quality Control Agents (QCA) is to:

- act on behalf of the WSB,



Inspection of works



Verification

The CBO, with the support of the SO, presents the intended project and its individual planned elements to the community at the general meeting. The water sources to be used are confirmed. The proposed/intended facilities to be built, their type and location are reviewed. The proposal is discussed and changes, as agreed, are included. When the agreement is reached the proposal is approved by the entire community.

The QCA verifies the process and recommends that the SO should proceed to design phase. The community must be acutely aware that the funds to be provided by the WSTF belong to the community to be managed by the CBO, on behalf of the community. Any resulting savings in materials and/or cash after successful completion will belong to the community members. Each community member has therefore responsibility to be vigilant in monitoring the use of his/her own funds, held by and managed by the CBO on his/her behalf.



Discussion groups for specific plans

The criteria and the results of the selection process are made public by the Water Service Board. Communities not selected/prioritized are informed of the results.

5. Preparation phase

The WSB engages an SO to support the CBO/community in the development of the water and sanitation project proposal. The process begins with a meeting, where the roles of the parties are made clear to all. A Memorandum of Understanding is signed. The SO and CBO leaders and the community working groups participate in resource mapping, planning, training and general meetings.



Desk screening of applications by WSB

The baseline service levels for water and sanitation are established. The potential water sources are measured and possible alternative technologies are discussed. The committee members are trained in leadership, basic book keeping, procurement procedures and monitoring.

The community prepares water supply layout plans and revenue collection and maintenance plans. Hygiene and sanitation training begins and continues during the implementation phase.

- undertake Desk Screening and Field Verification of applications submitted to the WSB,
- develop acceptable terms of reference for the SO to work in a specific target location during the preparation and design phases of the CPC,
- support the WSB in compliance and performance monitoring of the CBO/SO during all phases of the CPC,
- certify the quality of the project proposals; and
- monitor construction quality and the quality of all activities undertaken, and recommend for payment, certifying that the funds have been used for the purposes intended, properly accounted for and have resulted in value for money.



Quality Control



Financial Management

c) The role of the Community Based Organization (CBO) is to:

- make application to the WSB for the water and sanitation project,
- represent it's community members and manage the implementation of the water and sanitation project on behalf of the community,
- encourage all community members to participate in the project process, including particularly the resource mapping, planning, training and implementation, scrutinizing the management and use of project related funds,

The system for the request of payment is linked to the compliance monitoring system. When a milestone is reached and the payment requirements for the next payment are fulfilled, the CBO/SO will request for the next payment, providing progress and financial reports. The activities and outputs, as reported by the CBO/SO are then verified in the field, by the WSB/QCA against the achievements reported and those specified in the Implementation Phase Contract, before the payment is made by the WSTF.

The WSB recommendation for payment has to be attached to the CBO/SO payment request.

9. Implementation activities

During implementation all the facilities provided for in the contract are constructed and the planned activities undertaken.

Community implementation and monitoring activities (heading to pictures)

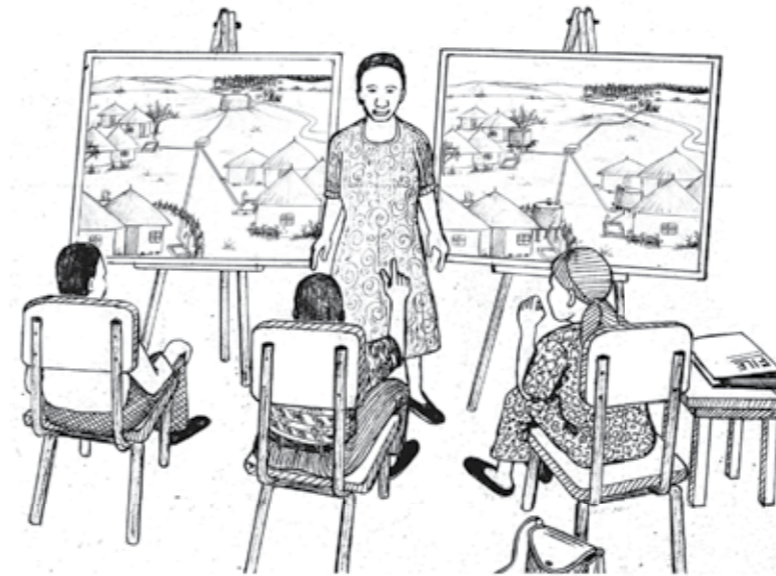
10. Independent oversight

Independent oversight to ensure good governance and proper fund and material management and utilization is provided through WSB/QCA monitoring, however all community members are responsible to ensure that they know and follow up on the use of funds and materials.

The WSB and/or the WSTF may undertake at any time random, "spot checks" to ensure that the CBO and the SO alike are performing to expectation, and that funds provided are being properly utilized and accounted for.

11. After the completion

After the completion of the facilities and project activities a general meeting is held, where the CBO and its sub committees report to all community members on the final status of the project and the funds utilized. In the event of a fund balance or balance of materials the use to which these balance materials and funds are to be used is discussed, agreed and reported. The service levels are assessed following the completion of the works and the actual attained improved service levels are reviewed and analyzed in relation to the total costs of the project.



Layout planning

The WSTF then releases funds to:

- a) The dedicated bank account of the CBO to part finance the construction works and other activities
- b) The SO for staff inputs to support capacity building and field Supervision.

7. Implementation

The Implementation Phase of the project starts with the Project Launching by the WSB, where the roles and responsibilities of the Management Committee and it's Sub committees are again clarified.

8. Management and Monitoring during implementation

The CBO Management Committee provides overall oversight, managing the construction of the project and all its activities. They are responsible to ensure that the funds provided are properly accounted for, used for the intended purpose and result in value for money.

The CBO Management Committee provides oversight and ensures that general meetings are held regularly and all financial information is displayed on a public notice board.

The recommended committee structure is shown below.

The CBO Procurement Sub Committee is responsible for selecting suppliers of goods and services, requesting and receiving quotations from not less than three suppliers. Suppliers of goods and services are selected on the basis of price/value for money. Material quality and quantities once procured are checked and stored.



General meeting to agree on all aspects of the proposed project

The CBO Finance Sub-Committee is responsible to monitor all financial transactions and give independent reports on the usage of funds during general meetings. They are responsible to ensure that the current information relating to the utilization of funds is displayed on a public notice board.

The CBO Monitoring Committee is responsible for checking the funds used, the quantity and quality of the materials supplied and, their entry into the stores records. They monitor the stores entries and utilization of all materials. They provide independent reports during the general meetings.

The SO is responsible to ensure that each of the Sub-committees fulfill its appropriate functions and reporting requirements. The SO is responsible to ensure that the CBO Management Committee perform its functions that all funds provided to the CBO are properly accounted for, used for the intended purpose and result in value for money.



Survey

Monitoring during implementation

Payments by the WSTF are made simultaneously to the account of the CBO and to the account of the SO in relation to the payment schedule specified in the contract. The CBO and SO are therefore jointly responsible to ensure that conditions are met, such that payments can be made.



Production of designs



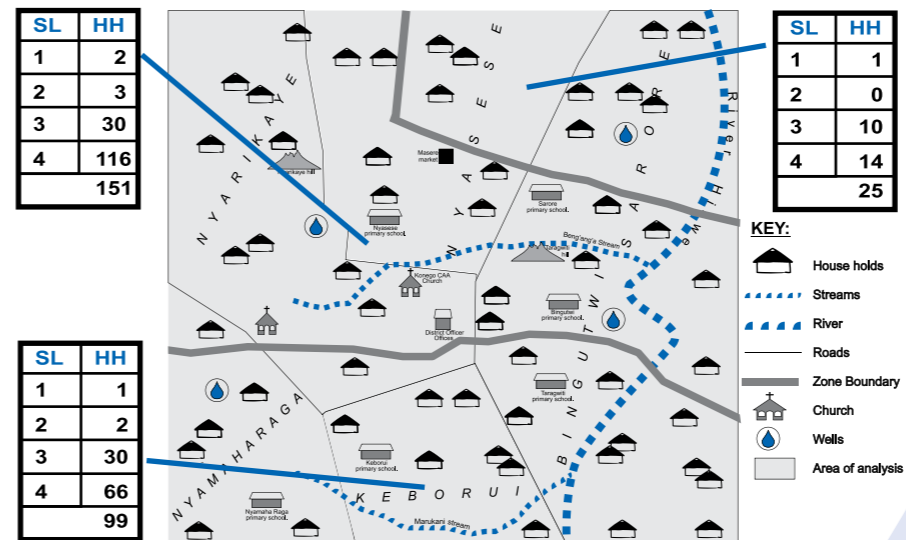
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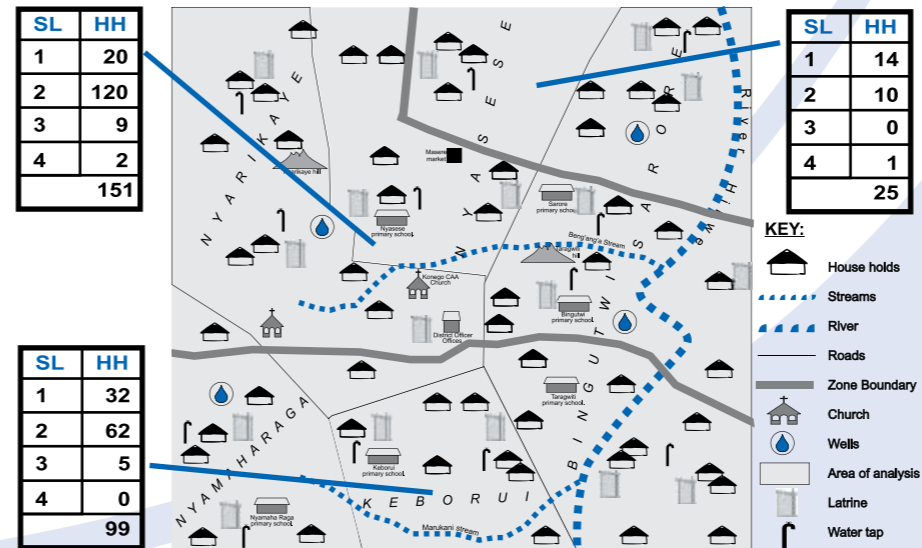


Community Participation

Existing water service levels



New water service levels



LIST OF ABBREVIATIONS

- CPC** - Community Project Cycle
- CBO** - Community Based Organization
- QCA** - Quality Control Agent
- RWSS** - Rural Water Supply Services
- SO** - Support Organization
- WSB** - Water Service Board
- WSP** - Water Service Provider
- WSTF** - Water Service Trust Fund



QCA monitoring

Contact information for the Water Services Boards:

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“Improved access to water and sanitation services for the least served and poorest locations in Kenya”



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