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Water Sector Trust Fund

MANUAL for the Project Task Team (PTT)

Composition, Responsibilities, Tasks, Coordination & Communication
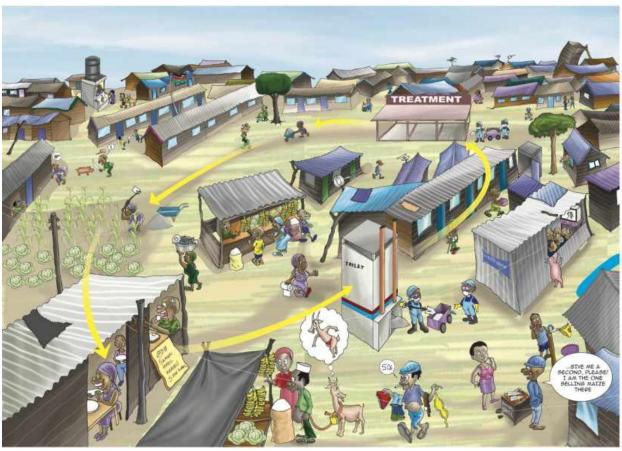

Illustration by Vincent Nyalik

Prepared by the UBSUP Team in Conjunction with the NAWASSCO Project Task Team

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CLOSING THE SANITATION LOOP

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Water Sector Trust Fund

MANUAL for the **Project Task Team** (PTT)

Composition, Responsibilities, Tasks, Coordination & Communication

1. Introduction

1.1 How to use this document?

It is not necessary to read this document from A-to-Z. This is a manual, a document of reference. In other words, members of the Project Task Team (PTT) are encouraged to consult it whenever they are faced with a question or issue related to the PTT and the way it works or is supposed to work.

A Project Task Team or Water Service Provider (WSP) should also feel free to make any necessary additions or changes.

If you have any ideas or suggestions that could help us, at the WSTF, to improve this Manual, please let us know.

1.2 Organisation of this document

This document is organised as follows:

- **Chapter 2** addresses the question why an UBSUP/SafiSan project should have (should be implemented by-) a Project Task Team (PTT).
- **Chapter 3** identifies the key roles and responsibilities of the key SafiSan stakeholders.
- **Chapter 4** presents the (preferred) composition of the PTT.
- **Chapter 5** discusses the management of the PTT.
- **Chapter 6** provides information on the induction (training) of the PTT.
- **Chapter 7** discusses in some detail the main tasks and responsibilities of the PTT.
- **Chapter 8 discusses** the initial stages of a SafiSan project and introduces the project Activity CARDS.
- **Chapter 9** relates the key (UBSUP/SafiSan) procedures to the work of the PTT.
- **Chapter 10** presents the roles and responsibilities of the PTT during the preparation and implementation of key project activities.
- **Chapter 11** emphasises the need for good communication and coordination, both within the PTT and between the PTT and the other stakeholders, including the project area community
- **Chapter 12** looks at progress monitoring and data collection, with a focus on the project implementation phase.

- **Chapter 13** focuses on the <u>operation phase of SafiSan projects</u>; the use of the SafiSan toilets and the operation of the DTFs.
- **Chapter 14** offers some guidance in case the <u>PTT is faced with internal and external challenges</u> (e.g. inactive PTT members, corruption, etc.).
- **Chapter 15** considers the <u>visibility of the PTT</u> when they carry out their work at the WSP office, in town and in the project area(s).
- **Chapter 16** discusses the <u>compensations</u> provided by the project.
- **Chapter 17** introduces <u>project evaluation</u>.

Appendix 1 of this document provides an example of the **Detailed Project Work Plan** for UBSUP/SafiSan projects.

Appendix 2 contains the link to the <u>MajiData projects layer</u>. This layer allows the visitor of the MajiData website to visit the different projects and to see the infrastructure that was built within the framework of all WSTF-funded water supply and public sanitation projects.

Appendix 3 contains the <u>tools</u> that can be used to carry out impact assessments in the field.

Appendix 4 presents the roles & responsibilities of the WSTF County Resident Monitors (PTT members).

Appendix 5 provides a list of key PTT members and their specific roles and responsibilities.

Appendix 6 contains an example of the agenda of a PTT meeting.

Appendix 7 provides the contact details of the Ethics and Anti-Corruption Commission (EACC).[1]

This document also contains a **List of Acronyms** and a **List of References and Data Sources Used**.

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[1] Formerly known as KACC; Kenya Anti-Corruption Commission.

2. Why having a Project Task Team?

The main reasons for establishing a multi-stakeholder **Project Task Team** (PTT) can be summed up as follows:

1. To enable the SafiSan project to make use of all existing expertise at local level (i.e. town and area).
2. To create ownership at community level.
3. To create ownership at Water Service Provider (WSP) level.
4. To prepare well-balanced work plans
5. To build capacity at the WSP level (i.e. WSP staff learn to work together with local experts and with the community and community members).
6. To ensure that all project activities are well prepared and coordinated.
7. To ensure that all project activities are implemented successfully.
8. To monitor progress.
9. To address challenges.
10. To disseminate information about the SafiSan programme.
11. To distribute work among stakeholders; More people can make for a lighter individual workload.
12. A diverse team is likely to be more creative (even the box is bigger!).

The experience acquired during the implementation of pro-poor urban water supply projects (implemented within the framework of the UPC window of the WSTF) has shown that it is important to involve all key stakeholders during all phases of a water supply project.

3. Roles and responsibilities of key SafiSan stakeholders

The main roles and responsibilities of the following key SafiSan stakeholders[2] during the design, implementation and operation of the SafiSan projects are summarised in the table below (see table 3.1).

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[2] The WSP or the Project Task Team itself can decide to include other stakeholders in the Project Task Team. For example, in areas where crime levels and/or levels of vandalism and theft are high the local police authority can be requested to participate in the Project Task Team.

Table 3.1: Roles & responsibilities of key SafiSan stakeholders

No.	Stakeholder	General roles & responsibilities	Specific roles & responsibilities	D/I/O (*)
1	WSP (Pro-poor unit or sanitation unit)	Project application, project design, project implementation, project operation, project evaluation	Coordination, training, licensing, quality control, data collection, final inspection of SafiSan toilets, operation & maintenance of DTFs	D/I/O
2	WSTF	Funding, awarding, monitoring, capacity building evaluation	Providing support to the WSPs	D/I/O
3	WSTF County Resident Monitors	Support the WSP, facilitate, build capacity, train, participate in all phases of the project	⇨ Awareness creation and community mobilisation ⇨ Monitoring the work of the Sanitation Marketers and local artisans	D/I/O
4	Sanitation Marketers	Awareness creation and community mobilisation, social marketing, data collection & transfer	⇨ Marketing the SafiSan toilets ⇨ Explaining the local value chain to residents, organising SafiSan Mini Fairs and Baraza Shows[3]	I
5a	Public Health Officer	⇨ Sensitisation & training ⇨ Enforcing health & hygiene-related by-laws	⇨ Communicating health & hygiene messages to the area residents ⇨ Training of manual emptiers ⇨ Identification of toilet & DTF sites ⇨ Enforcing the Public health Act & by-laws ⇨ Being the link between UBSUP and the County Public Health Office	D/I/O
5b	Community Health Workers (CHW) and Community Health Volunteers (CHV)	⇨ Sensitisation (hand washing, toilet use & maintenance)	⇨ Working with the Sanitation Marketers ⇨ Emphasising importance of hand washing and toilet cleanliness & maintenance	D/I/O
6	Area Chief	Awareness creation & community mobilisation	Co-organising SafiSan Mini Fairs & Baraza Shows	D/I/O
7	Municipal & County Officials	Facilitate, enforcement of local by-laws	Identification and procurement of sites for DTFs	I/O
8	Opinion leaders	Awareness creation, community mobilisation, sensitisation	⇨ Participate in community-level activities ⇨ Use gathering organised by the institution (e.g. church services) to sensitise members	D/I/O
9	NGOs & CBOs	Awareness creation, community mobilisation, sensitisation	Co-organise SafiSan activities	D/I/O
10a	Community members (representatives)	Awareness creation, community mobilisation, sensitisation	⇨ Co-organise SafiSan activities such as CLTS ⇨ Ensure that the interests of- and challenges faced by local artisans are considered	D/I/O
10b	Women representative	Ensure that the project has a gender focus	⇨ Focus on toilet use & maintenance ⇨ Importance of children, health & hygiene ⇨ Menstrual hygiene management ⇨ Solid waste management	D/I/O
11	Manual emptiers	Provide expertise to the Project Task Team	Ensure that the interests of- and challenges faced by the manual emptiers are taken into account	D/I/O
12	Local artisans	Provide expertise to the Project Task Team	Ensure that the interests of- and challenges faced by the local artisans are taken into account	D/I/O
13	NEMA	Environmental Impact Assessment (EIA) for DTFs	⇨ Ensure that DTFs not be(come) an environmental hazard & **licensing facilities**	D/O
14	Building dept.	Approval of technical plans	Careful assessment of the technical plans	D/O
15	Other stakeholders	To be identified by the PTT and the stakeholder	To provide their input and assistance in their given areas of expertise	D/I/O

*): D = Project Design; I = Implementation; O = Operation

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[3] A *baraza* (a Kiswahili word) is a public meeting.

4. Composition of the Project Task Team

4.1 Introduction

The Project Task Team (PTT) has to be established by the Water Service provider (WSP). The WSP can ask the County Resident Monitors (FMs) and the Area Chief to provide the necessary inputs.

It is important to emphasise that the composition of the PTT may change during the project. Some members may not participate after the induction, whereas the PTT may decide to add additional members (stakeholders) if the need is felt.

The composition of a balanced, diverse (in terms of skill sets and backgrounds), effective and efficient (mean and lean) Project Task Team can be as follows:

- ⇨ Relevant staff members of the Water Service Provider (WSP).
- ⇨ The WSTF and the WSTF County Resident Monitors.
- ⇨ The Sanitation Marketers of the WSP.
- ⇨ The Public Health Officer (PHO).
- ⇨ The Area Chief(s).
- ⇨ Relevant Municipal and/or County officials.
- ⇨ Opinion leaders (e.g. influential and respected church leaders).
- ⇨ Representatives of relevant NGOs and CBOs.
- ⇨ Representatives of residents of the project areas.
- ⇨ Representatives of local artisans.
- ⇨ Representatives of manual emptiers.

For it to be indeed effective and efficient, the Project Task Team should not consist of more than **15** members.

4.2 "Automatic" members of the PTT

The following staff members and stakeholders should (always) be members of the PTT:

1. Three (3) staff members of the WSP; a technical, a commercial/social and one financial person (e.g. the Procurement Officer[4]).
2. The Public Health Officer.
3. The Area Chief and/or the Assistant Chief.
4. The three (3) County Resident Monitors of the WSTF (Social, Engineering & Finance).
5. A representative (e.g. the team leader) of the Sanitation Marketers.
6. The Women Representative or a representative of the area residents (e.g. an elder).

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[4] Experience acquired during the UBSUP pilot phase shows that if the Procurement Officer of the WSP is not a member of the PTT, the procurement of goods and services for the project can be delayed. Moreover, in the case of a SafiSan project the non-involvement of the Procurement Officer may results in the toilets post construction incentives being paid late. This can seriously undermine the success of the project. It is therefore of the utmost importance that the WSP staff and the Procurement Officer in particular feel part and parcel of the project. .

If we add up the various staff members and stakeholders we arrive at a total of ten (10) "automatic" PTT members.

4.3   Other members of the Project Task Team

Other important stakeholders that can be considered for PTT membership are:

1. A representative of the landlords.

2. A representative of the tenants.

3. A representative of the local artisans (*fundis*) and contractors (responsible for the construction of the DTFs).

4. A representative of the manual emptiers.

5. A youth representative.

6. A representative of a relevant area-based organisation (e.g. a water committee, a popular church group).

7. The Community Health (Extension) Worker (CHEW).

If we add up all the stakeholder representatives mentioned in the list we arrive at a total of seven (7) additional PTT members. It is important to emphasise that local conditions and circumstances can make the WSP to decide to add additional members to the PTT. For example, the WSP may request NEMA or the County to appoint representatives to the PTT.

In areas with high levels of theft and/or vandalism the WSP may decide to ask the local police authorities to join the PTT.

If the WSP decides to implement the UBSUP/SafiSan project together with a qualified local NGO, it is advisable that this NGO is represented on the PTT.

4.4   Ideal size of the PTT

If we add up all stakeholder representatives and staff members we are looking at a PTT consisting of 17 – 20 persons. Experience shows, however, that a very large PTT is usually not very effective and efficient. An effort, therefore, should be made to keep the PTT "mean and lean". The ideal size of the PTT ranges between 8 and 14 persons.

4.5   Active and less active PTT members

Not all PTT members will be very active and some may even prove to be not very committed. This should not prevent the project from moving ahead. Often a project with a PTT consisting of more than 12 members is implemented by just a few (sometimes even less than 6) committed PTT members. Some PTT members simply do not have the time to participate in all PTT activities. They should be encouraged, however, to stay on board and to participate in a number of key activities.

4.6   Community representation

4.6.1   Importance of community representation

UBSUP/SafiSan projects should not be implemented by a PTT which lacks a proper

community representation. There are several reasons to put a lot of effort in ensuring that the community is represented on the PTT:

⇨ Most community members possess local knowledge, including knowledge on local water supply, sanitation and public health conditions, which can render the project more successful. For example, a local elder may have a detailed knowledge with regard to the local land ownership and land-use arrangements which can facilitate the identification of sites. Local residents may know how existing toilets are emptied, who empties them and where sludge is dumped.

⇨ Through community representation and participation, the project can achieve project ownership at community level.

⇨ Local residents may be instrumental in convincing local landlords that improving sanitation is their responsibility.

4.6.2 *Identification of good community representatives*

It is rather easy to make mistakes when it comes to aiming for a meaningful and representative community representation. Community members who seem to be committed and knowledgeable may turn out to be merely chasing their own interests (allowances, free toilet, etc.). Some community representatives may turn out not to be representative and respected by the community at large.

It is, therefore, important to take time to carefully identify and select the representatives of the community. In this context it is important to stress that good community representatives may be found among ordinary, respected residents.

It is likely that the Area Chief and/or the Assistant Chief can be of great value when identifying good community representatives.

The following criteria can be used during the identification and selection process:

The candidate:
⇨ is respected by a majority of the community.
⇨ Is not a controversial person.
⇨ has good communicative skills (and is a good public speaker).
⇨ has experience with community work.
⇨ is a person of integrity (honest) and not known for spreading rumours.
⇨ is not a local politician driven by his or her own agenda and interests.
⇨ is preferably literate.
⇨ is a team player.

4.7 **The WSTF County Resident Monitors**

The County Resident Monitors (FMs) of the WSTF should be members of the PTT. The main roles and responsibilities of the FMs within a UBSUP/SafiSan project can be summed up as follows:

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4.7.1 County Resident Monitors: Main Tasks and Responsibilities

Support provided by the WSTF County Resident Monitors Team

- County Resident Monitors are <u>not</u> responsible for the implementation of the WSTF-funded project(s).

- The main tasks and responsibilities of the County Resident Monitors can be summed up as follows:

    o Build capacity at WSP and at community level.
    o Become a member of- and provide support to the Project Task Team and ensure that all stakeholders are involved in the WSTF-funded projects.
    o Provide advice to the WSP (staff directly involved in the project and WSP management).
    o Provide support (facilitate, organise, etc.) to the WSPs with the implementation of their WSTF-funded projects.
    o Facilitate the various project (related) activities.
    o Monitor and report progress to the WSTF.
    o Report any problems and irregularities to the WSTF and to WSP management.
    o Propose measures, procedures, tools, and actions (etc.) that can contribute to the improvement of the quality of the projects and the procedures and Toolkit developed by the WSTF.
    o Monitor the initial stages of the operation of the commissioned facilities on behalf of the WSTF. County Resident Monitors indeed not only have tasks that are carried out during the implementation of WSTF-funded projects, they are also expected to assist the WSPs with the preparation of the sustainable operation of the project schemes.

- One of the County Resident Monitors is appointed as the <u>Team Leader</u> of the WSTF County Resident Monitors Team.

County Resident Monitors and their Responsibilities (IMPORTANT)

The WSTF signs its project contracts with the WSBs and WSPs. The County Resident Monitors of the WSTF are not directly responsible for the implementation of the WSTF-funded projects.

Although a County Resident Monitor <u>cannot be held directly responsible</u> for problems such as the quality of the technical works or for the financial management of the project or the closing of the accounts by the WSP, the County Resident Monitor is expected to report any irregularities, deviations or wrongdoings to the management of the WSP and to the WSTF. It is the WSTF which, subsequently, has to take the appropriate decisions (e.g. inform the WSP or WSB, put on hold a project, cancel the contract, etc.).

A County Resident Monitor, therefore, can be held indirectly responsible for a project failing to meet its objectives. If the WSTF concludes that 5 kiosks it has funded are of very poor quality and that the wrong materials were used and if the County Resident Monitor has kept silent about it, he or she can be held responsible.

4.7.2 *The WSTF County Resident Monitors Team Leader*

One of the County Resident Monitors is appointed as the <u>Team Leader</u> of the WSTF County Resident Monitors Team. His or her (additional) responsibilities are:

- Ensuring proper coordination of technical works and the non-technical project component.

- Coordinating the inputs/support provided by the County Resident Monitors.

- Being the interface between the WSP and the Task team on the one hand and the WSTF on the other.

4.8 *The Sanitation Marketers*

The Sanitation Marketers are of crucial importance to the UBSUP/SafiSan project and programme. They participate in most community level activities and spend much of their time visiting plots and households marketing the SafiSan toilets and the DTFs. SMs are likely to develop a detailed insight into the most important opportunities and challenges associated with the SafiSan project.

It is, therefore, very important that a representative of the Sanitation Marketers (SMs) becomes a member of the PTT. The WSP may decide to make one of the SMs the SA team leader. Preferably this team leader can represent his or her colleagues on the PTT.

The SA representative on the PTT should be given the time needed to attend PTT activities. During these activities the SA is expected to communicate findings and experiences from the field to the PTT. After the PTT activity the SA is expected to inform his or her colleagues on the main out (this could include the sharing of minutes of meeting).

5. Management of the Project Task Team

1. The Project Task Team is managed by a senior staff member of the Service Provider. The manager of the Project Task Team reports to the Managing Director of the WSP.

2. The PTT consists of representatives of various stakeholders. Although a representative of the Service Provider manages the Task Team, the other members of the Task Team remain independent and do not have the obligation to report to the Service Provider.

3. What binds the members of the PTT is their objective to improve basic sanitation in the low income areas.

6. <u>Induction</u> of the Project Task Team

6.1 *Induction meeting/workshop*

The <u>PTT Induction Meeting</u> or <u>PTT Induction Workshop</u> is the first project activity during which all PTT members meet (it is up to the WSP to prepare a meeting or a workshop). The programme of the workshop is included in the SafiSan Toolkit (the "Toolkit for Urban Sanitation Projects").

This "Manual for the Project Task Team" can be used to guide the workshop/meeting and the presentations and discussions.

6.2   Induction of WSP staff

The WSP may decide to combine the induction of the PTT with the induction of its own staff.

6.3   Main objectives of the PTT Induction Workshop/Meeting

The main objectives and topics of the PTT (/WSP) Induction Workshop/Meeting can be summed up as follows:

1. Emphasise and discuss the need for improved and sustainable sanitation.

2. Stress the importance of the sanitation value chain.

3. Inform all stakeholders on the UBSUP programme, its financiers, approach and objectives.

4. Present & discuss the technical options and the technical objectives of the SafiSan project. This also includes a presentation on how toilets will be constructed, by whom, etc.

5. Present & discuss the social challenges and opportunities and the social marketing and sensitisation (hand washing and the proper use and maintenance of the improved toilets) objectives of the project.

6. Present & discuss the post construction incentive component as well as the related procedures.

7. Assess whether the proposed project will provide the right (sanitation) solutions for the proposed project areas.

8. Assess whether the composition of the PTT is good.

9. Present and discuss the roles, rights and responsibilities of the PTT and of its individual members (the expertise, knowledge and skills the PTT will be able to benefit from).

10. Present and discuss the roles, rights and responsibilities of other stakeholders.

11. Discuss the management of the PTT as well as some of the key UBSUP/SafiSan procedures.

12. Discuss the role of the PTT during specific project activities (e.g. community-level activities such as *barazas*).

13. Discuss the importance of establishing good working relationships with the community (residents of the project area).

14. Present the Activity CARDS and the "Toolkit for Urban Sanitation Projects".

15. Discuss the *internal* (within the PTT) and *external* coordination and communication needs and requirements. Especially the communication and coordination with the WSP and the community have to be given special consideration.

16. Discuss the Detailed Project Work Plan.

17. Present and discuss the progress monitoring & data collection approach and tools.

18. Identify potential challenges.

19. Plan for the subsequent project activities.

20. Discuss the visibility of the PTT.

21. Present and discuss issues such as allowances, transport and required materials.

22. Create a good team spirit.

6.4 Creating a team spirit

If we consider factors such as age, gender, educational background, professional experience, we can only conclude that most PTT will be very rich in terms of relevant knowledge and experience.

A good team, however, is more than the sum of all knowledge and skills. What makes a good team is the team spirit; i.e. the willingness to respect each other, to learn from each other and to work with each other.

One of the key objectives of the PTT (/WSP) Induction Workshop is to start creating such a team spirit. This is done by enabling all participants to share their knowledge, ideas and views and to benefit from the insights of others.

A good team spirit usually results in better coordination, communication and outputs. A motivated and competent PTT is the key to a successful SafiSan project.

7. Main Tasks & Responsibilities of the Project Task Team

7.1 Key Tasks of the Project Task Team

The main tasks of the Project Task Team are:

1. Preparation of the Detailed Project Work Plan.
2. Establishing working relationships with the project areas/communities.
3. Community mobilisation.
4. Community sensitisation.
5. Training the Sanitation Marketers.
6. Guiding and monitoring the Sanitation Marketers.
7. Ensuring the good quality of all technical works (e.g. SafiSan toilets, DTFs, etc.).
8. Project monitoring to ensure high quality of works and sustainable operation.
9. Disseminating information on the SafiSan project & programme.
10. Reporting to the management of the WSP.
11. Reporting any irregularities (e.g. cases of theft, corruption, nepotism, etc.).

7.2 Terms of Reference for the Project Task Team

The table below (Table 7.1) shows in more detail the various activity categories of a SafiSan project. These categories also appear in the **Activity CARDS** and in the template of the

Detailed Project Work Plan.

Table 7.1: Activity categories of SafiSan Projects

No.	Activity	Remarks
A	**Design, planning & coordination**	
A1	Preparation of the Detailed Project Work Plan	See Appendix 2
A2	Coordination of all project activities	A key task of the Project Task Team
A3	Making necessary adaptations in the Project Work Plan	If required
B	**Information & training activities**	
B1	Creating awareness at WSP level (staff)	During the Induction Workshop
B2	Training of Sanitation Marketers	During a dedicated workshop
B3	Training of manual emptiers	During a dedicated workshop
B4	Training of local artisans	During a dedicated workshop & through a manual
B5	Training of DTF operators	During a dedicated workshop & through a manual
C	**Market research (demand assessment)**	
C1	Assessing the demand for SafiSan toilets	Data collection tools and VST[5]
C2	Assessing the demand for DTFs	Data collection tools and VST
D	**Data collection**	
D1	Collect data on project areas (zones)	Data collection tools and VST
D2	Collect and analyse data on (potential) customers	Data collection tools and VST
D3	Data entry	UBSUP database
E	**Social marketing**	
E1	Creating awareness at community level	Social Marketing Handbook
E2	Community mobilisation & sensitisation	Sensitisation on health & hygiene
E2	Social marketing	Household & plot visits
F	**Technical activities**	
F1	Supervision of technical works	By the WSP using tech. drawings & BoQs
F2	Quality control	DTFs and SafiSan toilets
F3	Operation (use) and maintenance monitoring	Using the "Operations Monitoring Tool"
H	**Reporting**	
H1	Reporting to the WSP (management)	Responsibility of WSP staff
H2	Reporting to the WSTF	Responsibility of the FMs
H3	Reporting any irregularities	To the WSP and/or the WSTF & EACC
I	**Monitoring**	
I1	Monitoring the overall project progress	Progress monitoring tools
I2	Monitoring the technical works	Using checklist
I3	Monitoring the Sanitation Marketers	Using the ToR & contract.
I4	Monitoring toilet use, operation & maintenance	Using the "Operations Monitoring Tool"
I5	Monitoring the sanitation value chain	Including DTF operation & maintenance

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[5] VST = Virtual Sanitation Tool. The VST is an online software tool that can be used to assess the current sanitation situation and to plan for sanitation interventions.

7.3   Position of the PTT vis-à-vis the WSP

It should be very clear, the SafiSan project is a project which has been prepared by and will be implemented by the Water Service Provider (WSP). In other words, a SafiSan project is a WSP project which is funded by the WSTF within the framework of its urban UBSUP (Up-scaling Basic Sanitation for the Urban Poor) programme. This programme is funded by the Bill and Melinda Gates Foundation (BMGF) and the German Cooperation (GIZ and the German Development Bank).

The Project Task Team, therefore, works for- and reports to the WSP. If the PTT faces challenges which it cannot solve, these have to be reported to the WSP. The PTT has to report all kinds of irregularities (e.g. theft, corruption, vandalism, etc.) to the WSP.

 The WSP is expected to provide the necessary support to the PTT in terms of office space, logistical support and technical advice.

The WSP should also keep its commitments. For instance, the PTT (or individual PTT members) can be put under tremendous pressure if the WSP does not pay toilet post construction incentives on time (in fact the delayed payment of post construction incentives may even undermine the success of the project).

7.4   Carrots & Sticks

The PTT and the Sanitation Marketers aim to convince landlords and tenants to improve their sanitation situation by:

⇨ adopting better sanitation-related practices, (washing hand after using the toilet and keeping toile clean at all times) and

⇨ by investing in better and affordable (subsidised) toilets; the SafiSan toilets.

Convincing will be done through sensitisation and social marketing. The PTT may, however, also use "sticks" in addition to these "carrots". The Public Health Officer (PHO), for instance, may - in addition to sensitising the residents on the need for good sanitation and assisting landlords and tenants to identify the right sites for SafiSan toilets - also enforce the Public Health Act and relevant local by-laws.

7.5   Working with the Sanitation Marketers

Social marketing of sanitation is a key component of the UBSUP/SafiSan programme. This explains why each project receives the support from a number of Sanitation Marketers and of a County Resident Monitor. Whereas the CRM is employed by the WSTF, the Sanitation Marketers (SMs) are employed by the WSP for the duration of (part of) the project.

It is of crucial importance that the PTT works closely together with the SMs. If deemed necessary the PTT can ask the SMs to participate in specific project activities.

Some PTT activities may actually have a positive impact upon the work of the SMs (synergy). For example, a sensitisation *baraza* which focuses on the advantages of the SafiSan toilet and the SafiSan sanitation value chain may make it easier for the social marketers to sell toilets to landlords. If the PHO carries out a programme aimed at enforcing the Public Health Act, this may have a positive impact on the sale of improved toilets.

In order to reinforce the cooperation and coordination between the WSP, the PTT and the

SMs,should be a PTT member.

7.6   Working with Local Artisans

The PTT and the SMs should also work closely together with the local artisans. Experience acquired during the SafiSan pilot projects shows that there can be several issues related to the work of the local artisans:

⇨ Local artisans who have been trained may not end up working with the project (they may not be qualified or interested), whereas other - untrained - artisans may become involved in the project. This proves the need to offer other formats of training to artisans through the use of illustrated manuals and drawings and through the construction of demonstration toilets or by providing on-the-job training.

⇨ There may well be a mismatch between the demand for SafiSan toilets and the construction/assembly services that can be supplied by the qualified local artisans. The PTT can be instrumental in identifying qualified artisans from outside the project area.

⇨ The customers (landlords, householders) that have purchased a subsidised toilet may not be aware of the technical features of SafiSan. This means they may not be in a position to supervise or even monitor the construction of their toilet. The PTT, the technical staff of the WSP (assigned to the project) and even the SMs, therefore, must ensure that the construction of the toilets is done according to the technical specifications. This is in the interest of the customers as they will only receive the post construction incentive if the toilet meets the technical standards set by UBSUP/SafiSan. The PTT must ensure that customers are informed about specific incompetent artisans.

7.7   Quality of works and technical standards

The UBSUP programme aims to offer sustainable sanitation solutions for the low income urban areas of Kenya. This also implies that all toilets are durable, easy to use clean and maintain. Good quality workmanship and adherence to technical drawings are, therefore, of the utmost importance.

The PTT and the WSP should have the capacity to monitor construction works in order to ensure that the sustainability objective is achieved.

7.8   Addressing project-related issues (e.g. rumours, tensions)

SafiSan projects are rather complex projects as they target a very large number of locations and involve a multitude of stakeholders. Some of these stakeholders - landlords, artisans, animators, manual emptiers, (private) DTF operators - have a clear financial interest in the project. Some stakeholders or individuals may even have found a reason for spreading incorrect information. During the SafiSan pilot projects:

⇨ One PTT member approached landlords with the request to pay her a KSh 5,000

contribution for the SafiSan toilet.

⇨ Some artisans marketed their services by stating to potential customers that they had been given a construction monopoly by the WSP.

⇨ In Nakuru, the rumour emerged that the WSP would pay a post construction incentive of KSH 50,000 (instead of KSH 20,000). Later the rumour spread that the WSP would not pay any post construction incentive at all.

⇨ In Oloolaiser, the trained artisans formed a cartel and started charging the landlords KSh 20,000 as labour, for the construction of one SafiSan toilet, which is quite exorbitant.

⇨ Some PTT members went round saying the toilets were very costly and the landlords should be wary of investing in them. This really discouraged most of the landlords who had already registered.

⇨ The PTT in Oloolaiser wanted to be engaged as full time employees to carry out the social marketing. This brought a conflict between them and the Sanitation Marketers. They also wanted to be offered allowances every week amounting to at leat kshs 2,100 per week, per person.

The PTT should ensure that the messages which are communicated within the project and to the residents of the project area(s) are clear, consistent, true and more or less identical.

8. Getting Started: Training & Activity CARDS

8.1 Using the Activity CARDS

In addition to the Detailed Project Work Plan more detailed information regarding all key SafiSan project activities are presented in the Project Activity CARDS. These Activity CARDS are part of the Toolkit for Urban Sanitation.

The **Activity CARDS** are meant to be used as a layer between:

- the **Detailed Project Work Plan** (see the appendix).
- the tools that can be found in the **Toolkit for Urban Sanitation Projects.**

The Activity CARDS will assist the Project Task Team (PTT) with the (step-by-step) planning and implementation of the various UBSUP/SafiSan activities.

Each Activity CARD deals with a specific UBSUP/SafiSan project activity.

The numbers shown in the second column of the **Detailed Project Work Plan** correspond with the Activity CARD number.

The Activity CARD shows which tools (from the toolkit) to use, which procedure has to be followed, which persons are involved, etc.

8.2   *Training of the Sanitation Marketers*

The training of the Sanitation Marketers can take place before-, but preferably after the establishment and induction/training of the PTT.

The latter option has a number of advantages:

⇨ The PTT members can be asked to play an active role during the SA training, for instance by providing detailed information on the project areas.

⇨ The contribution provided by the PTT will help to create a good team spirit.

⇨ The training can benefit from the initial activities prepared by the PTT, including the Detailed Project Work Plan.

In some cases, however, the Sanitation Marketers who are engaged by the WSP have already been trained within the framework of a previous SafiSan project. If trained SMs are available before the creation of the PTT, they should be asked to participate in the PTT/WSP induction.

9. Key Project Procedures & the Project Task Team

9.1   *Data collection & data management*

9.1.1   *Data collection*

The PTT and the WSP are obliged to collect <u>quantitative</u> (figures) data and qualitative information (observations, analysis, etc.) on the project area and on the progress which is being made, the challenges faced, etc.

9.1.2   *Data entry and management*

All data (hard copies) have to be kept in an orderly and organised manner. Most data will have to be entered in the **SafiSan Database**. It is important that the database is kept as up-to-date as possible.

The SafiSan Database files are included in the "Toolkit for Urban Sanitation Projects".

9.1.3   *Data use*

Data is only collected, entered and managed if it serves a purpose. Data stored in the SafiSan Database is used:

⇨ To monitor progress,

⇨ To identify trends (which toilet models are popular among residents?).

⇨ To report to the management of the WSP.

⇨ To prepare the Monthly Report (WSP -> WSTF).

9.2   *Reporting*

The Project Task Team, unless the WSP decides otherwise, does not have to prepare reports (e.g. a monthly progress report). It is likely that the WSP staff participating in the SafiSan

project have to report to their superiors (e.g. to the management of the WSPs).

The County Resident Monitors of the WSTF have to submit their Monthly Report to the WSTF. The reporting template has been provided by the WSTF. Finance-, Engineering- and Social County Resident Monitors each submit their own report. Reports are submitted by e-mail. The WSP receives a copy of the report.

The WSP also has to report on progress and challenges to the WSTF though the submission of <u>the Monthly Report</u>.

10. Role of the PTT during Specific Project Activities

10.1 *Preparation of the Detailed Project Work Plan*

10.1.1 *Main objectives of the Detailed Project Work Plan*

The main objectives that are to be achieved with the preparation of a <u>Detailed Project Work Plan</u> can be summed up as follows:

⇨ Ensuring that all project activities, technical, financial and social (marketing) are included.
⇨ Reach an optimal coordination of activities in order to achieve efficiency and effectiveness.
⇨ Make sure that all Project Task Team members and the other stakeholders involved are aware of their tasks as well as of the activities other members and stakeholders are involved in (i.e. transparency).

An example of a Detailed Project Work Plan is provided in Appendix 2 of this document. This example should not simply be copied by the (your) Project Task Team. Each WSP is different, each project area is different, and indeed each project is different. Therefore, there is need for each Project Task Team to prepare its own Detailed Project Work Plan.

The implementation of the Detailed Project Work Plan requires careful planning and the coordination of the various project activities. It has to be emphasised that achieving efficiency requires that certain project activities are implemented simultaneously. Other activities can only be implemented after specific other activities have been completed.

10.1.2 *The project Activity CARDS*

The numbering of the Activity CARDS corresponds with the numbering used in the Detailed Project Work Plan.

If the WSP or the PTT decide that there is need for additional Activity CARDS (which describe additional project activities) the numbering has to be adapted (for example, if the new CARD is placed between Cards 11 and 12 it can be numbered 11b).

10.2 *Data collection and VST sessions*

10.2.1 *Data collection & the PTT*

When assessing whether the proposed project area(s) is (are) appropriate SafiSan target

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areas there may be need to collect additional data on the areas. The PTT can take the lead during this exercise as it has the required local knowledge and contacts.

10.2.2 *VST sessions & the PTT*

The WSTF has developed an online tool (software) - the Virtual Sanitation Tool (VST) - which can be used to carry out area assessments and to plan sanitation interventions (projects). The WSP should involve the PTT in VST sessions as some PTT have an in-depth understanding of local circumstances and conditions.

10.3 Training of the Sanitation Marketers

10.3.1 *Training with the 5 senses in mind*

It is of course possible to provide a training which mainly consists of presentations and questions & answers sessions. It is however, more interesting to actively engage the participants and to familiarise them with their work and with the project area.

Frequent simulation exercises, for example, during the training could help the SMs relate with the project. Such situations will help the SMs be pro-active in their thinking and approaches during the actual social marketing activities in the field.

10.3.2 *Using existing local knowledge*

If the WSP decides to organise the SA Training Workshop *after* the induction of the PTT, the members of the team can be expected to participate in the training. The Area Chief and other area representatives could, during a scheduled presentation or session, provide a detailed insight into the socio-economic situation as well as the sanitation-related problems the area is faced with. In other words, the participants could greatly benefit from the detailed local knowledge these PTT members have.

10.4 Induction of the WSP

If the induction of the WSP takes places after the creation and induction of the PTT, the team can be asked to participate in the induction workshop.

10.5 The "Project Introductory Meeting"

After the induction of the PTT and the WSP, the Task Team should consider organising a "Project Introductory Meeting". This meeting should be organised by the WSP, assisted by the PTT. The organisers should consider inviting (representatives of) the following organisations (stakeholders) to the meeting (or workshop):

⇨ The County Government.

⇨ NEMA.

⇨ The County Public Health Department.

⇨ The County Public Works Department.

⇨ Clinics located in the project area.

⇨ Schools located in the project area.

The main objectives of this meeting are:

⇨ To bring all stakeholders together and to inform them on the UBSUP programme, the SafiSan project and their objectives.

⇨ To explain the technologies and how the SafiSan project aims to address all the components of the sanitation value chain (including emptying and transport).

⇨ To explain the various phases of the project.

⇨ To establish the roles and responsibilities of the invited stakeholders.

⇨ To pre-identify sites for the DTFs.

⇨ To organise for the approval of all building plans (technical drawings of toilets and DTFs).

⇨ To agree on all procedures that will have to be followed by the various stakeholders (including, of course, the WSP and the PTT).

The participants should be given the opportunity to express their views, ideas and concerns.

The "Project Introductory Meeting" should only be held **after** the WSP and PTT induction have taken place. Also the Detailed project Work Plan should be available.

In order to render the project and the project area more visible, the WSP & PTT should consider using the VST.

10.6 Approval of building plans & emptying services

The PTT should ensure that all the building plans (toilets and DTFs) are approved before any construction works take place. Technical plans have to be approved by the:

⇨ The County Public Health Department.

⇨ The County Public Works Department.

The WSP & PTT should also ensure that manual emptiers are allowed to empty SafiSan and other toilets and to transport sludge to the nearest DTF or other approved treatment facility.

This implies that their sludge transport equipment and working kits (emptying tools, safety clothing, gloves, etc.) are approved.

10.7 Training of local artisans

The PTT should also contribute to the training of the local artisans. The training will, of course, focus on a number of technical issues (the design and the construction of the SafiSan toilets) and there should be an emphasis on the need for works of high quality. However, the PTT could contribute in various ways to the training of the artisans:

⇨ Emphasis on public health aspects of sanitation (by the PHO).

⇨ Double vault UDDTs; what are the main features, how should they be used and what are the health benefits.

⇨ How should the project area best be approached in terms of sanitation marketing?

10.8 Training of manual emptiers

The PTT is also expected to participate in the organisation and implementation of the training of the manual emptiers. The PTT can make a valuable contribution to the **Manual Emptiers Training Workshop** through the following:

⇨ Identification (prior to the workshop) of the manual emptiers who are active in the project area and in the nearby areas.

⇨ Outlining (during the workshop) the existing sludge disposal practices and their public health risks.

⇨ Discuss the layout of the area and the accessibility of the plots. This activity can be enhanced using the VST.

⇨ How, considering local conditions and practices, to market the services of manual emptiers.

⇨ Transport challenges (topography, dangerous road crossings, etc.).

10.9 Training of DTF operators

Also during the training of the DTF operators, the PTT can make an important contribution.[6] The local knowledge the PTT embodies can be used to address and discuss the following relevant issues:

⇨ The expected market for DTF services.

⇨ The number of exiting (non-SafiSan) toilets that is expected to make use of the DTF(s).

⇨ The number of SafiSan toilets in the area (in operation, being constructed and planned).

⇨ Distances between toilets and the DTF, dangerous road crossings, etc.

10.10 Community level activities

10.10.1   Introduction

The reason for including the Area Chief (or Assistant Chief) and representatives of the community in the Project Task Team, is to ensure that the:

⇨ SafiSan project can benefit from the local knowledge these stakeholders have. Knowledge regarding such relevant issues as demographic development, housing patterns and layout, land ownership and land use, social and economic differentiation, existing water supply and sanitation situation, main public health risks, existing sanitation practices (including sludge management).

⇨ PTT can incorporate the views, concerns and ideas of the residents into the design of

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[6] Depending on the number of DTF operators to be trained the WSP & PTT may decide to organise a DTF Operators Training Workshop. If the number of DTF operators is small it may be more (cost) effective to carry out an on-the-job training programme.

the project and project activities.

⇨ Residents participate in project activities.

⇨ Community develops a sense of project ownership.

⇨ SafiSan project can receive and act upon feedback received from the community.

10.10.2   Organising public meetings (barazas)

Certain PTT members should play a key role during the organisation and implementation of public meetings (barazas). It is evident that the Area Chief (or Assistant Chief). Like with all other community-level activities there is need to carefully communicate and coordinate these important activities with the work programme(s) of the Sanitation Marketers.

10.10.3   Putting up posters

In addition to public meetings (barazas) there are other means of communication (media) a SafiSan project may use to reach the residents of the project area(s), or specific target groups (e.g. tenants or landlords). Putting up posters is one of them. By putting up posters at strategic locations – e.g. community halls, clinics, water kiosks, official announcement boards, large trees, churches - the PTT may communicate a number of important messages:

⇨ The date and programme of the (next) baraza.

⇨ The post construction incentive amount and the procedure to obtain a SafiSan toilet.

⇨ The programme of the Sanitation Marketers.

⇨ Etc.

The PTT may decide to use exiting posters that were developed for the UBSUP programme. However, in order to address a specific (unique) issue, the PTT should develop its own messages and posters. Posters can be relatively cheap if they are printed (black & white on a normal piece of (A4 size) paper.

10.10.4   Plot-level visits

The PTT may also decide to have some of its members accompany the Sanitation Marketers during some of their plot & household visits. This provides the opportunity to monitor the work of the SMs and to obtain a better understanding of the social marketing programme as well as of the challenges landlords and tenants are faced with and how residents weigh the pros and cons when deciding on sanitation.

10.11 Identification of toilet sites

The PHO should be asked by the WSP and the PTT to play an active role in the identification and approval of appropriate toilet sites (within the plots). When considering the appropriateness of the sites proposed by the plot occupants themselves the following criteria should be used:

⇨ The accessibility of the site/toilet (i.e. can it be accessed by users, the physically challenged and by manual emptiers?).

⇨ The distance to other sensitive structures such as existing toilets, bathrooms,

(protected) wells, kitchens & gardens (including on the plots of the neighbours).

⇨ Soil conditions and topography at micro level (For instance, if a site is situated in a small depression this may render the toilet not very accessible during the rainy season).

10.12 Construction of toilets; speed and quality of works

Speedy construction and toilets of high quality according to the technical drawings are important goals the SafiSan projects aims to achieve. The PTT, together with the technical staff assigned to the SafiSan project, should play an important role in quantity & quality assurance. The PTT can have an important impact upon quality & quantity:

⇨ The PTT should inform the householders and landlords who have purchased a toilet that the post construction incentive will only be paid by the WSP if the toilet meets the standards.

⇨ Poorly performing local artisans should be corrected. Work of poor quality is simply unacceptable.

⇨ Local artisans who are unable to perform according to expectations should not be allowed to construct (additional) toilets.

⇨ Challenges faced by customers (those who have purchased a SafiSan toilet) should be collected, discussed and addressed. Moreover, the PTT should provide a feedback to those who face these challenges.

⇨ Proper **landscaping** and the provision of the toilet **use & maintenance manual** are part of the toilet. They have to be carried out and in place before the post construction incentive can be paid.

10.13 Data collection

The SafiSan project has to collect data on all toilet infrastructures and their (technical and hygienic) condition (e.g. is a toilet operational or not). The UBSUP/SafiSan programme has developed the necessary tools to collect, and manage this information:

⇨ The SafiSan Area Data Collection Tool.

⇨ The SafiSan Database.

In addition to data on every toilet, DTF and other SafiSan infrastructure the PTT is expected to take one or more geo-referenced pictures of each SafiSan toilet. All the required tools are included in the "Toolkit for Urban Sanitation Projects".

10.14 Toilet operation

Increasing access to sustainable sanitation requires more than selling toilets and ensuring that sludge is managed in an environmentally friendly way. It also implies that the improved toilets are used, maintained and repaired (whenever the need arises) properly.

The SafiSan project, therefore, does not end with the commissioning of SafiSan toilets and DTFs. On the contrary, the WSP and the PTT should also ensure that all project infrastructures are used and operated properly.   This also explains why the Sanitation

Marketers will continue to visit plots even after the toilets have been comissioned:

⇨ Although each toilet comes with a laminated manual, there is need to explain verbally how a toilet is <u>used</u>, <u>cleaned</u>, <u>maintained</u> and <u>repaired</u>.

⇨ The WSTF, donors and the WSP wish to ensure that all toilets are emptied in a correct manner and that the sludge follows the steps of the subsequent stages of the sanitation value chain.

⇨ The SafiSan project wants to ensure that after 3 years 90% of all toilets and 95% of all DTFs are still operational.

⇨ All UBSUP/SafiSan stakeholders wish to collect data on toilet operation and receive feedback from users and toilet owners (operations monitoring).

Considering the importance of <u>operation & maintenance</u>, the Project Task Team should develop a set of activities that address this phase of the project:

⇨ Plot visits and interviews with toilet users and owners (using the social Customer-Aided Design tool).

⇨ Plot visits and toilet inspections (using the technical Customer-Aided Design tool).

⇨ Participation in toilet emptying.

All these activities have to be carried out in close cooperation and coordination with the SMs.

10.15 Identification of sites for the DTFs

The local (area-level) knowledge that is available within the PTT can be used to identify suitable sites for the <u>Decentralised Treatment Facilities</u> (DTFs).

The following criteria can be used to identify proper DTF sites:

⇨ It should be possible to carry sludge, using hand-carts, from homesteads (plots) to the DTF. The distance between the toilet and the DTF should not exceed 1.5 kilometres.

⇨ The site should be accessible for manual emptiers and for vehicles that transport the treated bio-solids to their further destination.

⇨ Land should be available

⇨ The DTF should not become an environmental or public health hazard due to site conditions.

The VST can be used to carry out (at the office of the WSTF) an initial DTF site identification.

10.16 Operation of the DTFs

Also during the operation of the DTF the PTT should develop and implement activities that aim to ensure the <u>sustainable operation</u> of these facilities:

⇨ Interviews with <u>DTF operators</u> and with <u>relevant WSP staff</u> to assess the operational status and impact of the DTF(s).

⇨ Interviews with <u>manual emptiers</u> to find out how they assess the impact and

operation of the DTFs.

⇨ Inspection of the DTF, using the Checklist Performance DTF.

⇨ Interviews with residents living in the vicinity of the DTF. These interviews serve to find out if the DTF causes any nuisance or inconvenience.

All the required tools are included in the "Toolkit for Urban Sanitation Projects".

11. Communication & Coordination

11.1 Introduction

The success of a project that involves a wide variety of stakeholders (residents of the project area, a water company, a Public Health Officer, the local authorities, etc.) in most cases depends on the careful planning and coordination of all project activities (construction works, community mobilisation and awareness creation, social marketing, embedding of SafiSan within the WSP). This not only requires close cooperation between the various stakeholders - especially within the Project Task Team – but it also requires the careful preparation of the Detailed Project Work Plan.

11.2 Communication within the Project Task Team

11.2.1 Formal communication

The WSP is in charge of the PTT. It is, therefore, the task of the WSP member of staff responsible for the PTT to organise regular (monthly?) PTT meetings.[7] It is of crucial importance to involve the Sanitation Marketers in the various PTT activities, including the regular PTT meetings.

If deemed necessary the WSP or the PTT may decide to organise (an ad-hoc) meeting to address a specific (urgent) issue or challenge.

Internal communications through e-mail or SMS services should if possible be shared with all PTT members. If messages or mails are only shared with a few PTT members, this could easily result in miscommunications and the marginalisation (even the exclusion) of some PTT members. The creation of comprehensive mailing lists is therefore, important. Important e-mails and other PTT documents have to be stored in an organised and accessible way on the SafiSan computer at the WSP/PTT office.

11.2.2 Preparing an agenda

It is advisable that an agenda is prepared for every formal meeting (see also Appendix 6).

11.2.3 Minutes of meeting

The minutes of meeting have to be made available soon after the meeting and shared with all PTT members, including the members who did not attend the meeting.

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[7] The WSP has the right to decide to appoint a PTT chairman or manager who is not a WSP member of staff.

11.2.4 *Informal communication*

In addition to these formal forms of communication PTT members are encouraged to use more informal ways of communication such as telephone calls and informal meetings in the project area.

11.3 Communication with the Water Service Provider (WSP)

11.3.1 *WSP-PTT meetings*

In addition to the internal PTT meetings it is important that the WSP and the PTT meet at regular intervals (preferably once every 2 months). The WSP management may also decide to have short regular (weekly?) meetings with only a few key PTT members.

11.3.2 *Periodic meetings with the Technical Manager of the WSP*

In addition to the regular WSP-PTT meetings, there is need for regular formal and informal exchanges (meetings) between the PTT and the WSP staff responsible for- or involved in- the SafiSan project. For example, the Technical Manager of the WSP may not be a member of the PTT but she may be involved in the project. The Commercial Manager of the WSP may not be a member of the PTT but he is responsible for the timely payment of the post construction incentives.

11.4 Communication with other Stakeholders

11.4.1 *Formal communication*

During the early stages of the SafiSan project, the PTT should organise a "Project Introductory Meeting".

The PTT is also in charge of the organisation of the various training workshops (see sections 10.7 – 10.9).

The PTT should also organise special meetings with stakeholders (at WSP, town or area level) in order to address specific issues or challenges.

At area/community level the PTT is responsible for the organisation of public meetings (barazas). It is recommendable that these meetings are organised together with the Sanitation Marketers.

Through its meetings the PTT should aim to create a bridge between the project area and its residents and the offices of the WSP and the other stakeholders.

11.4.2 *Informal communication*

Informal communication with stakeholders is important as long as the information is shared with the WSP and the other members of the PTT.

11.5 PTT Meetings (Internal)

Careful planning and the coordination of activities should be done during the meetings of the Project Task Team. In addition to organising regular Project Task Team meetings (e.g. the monthly meeting), the Project Task Team, or certain members of the team, should organise

(ad hoc) meetings whenever required.

12. Progress Monitoring & data collection

12.1 Target setting

In order to measure progress it is important to set clear and achievable targets against which progress can be measured. These targets should be based upon an assessment of the market. In this case the market for SafiSan toilets.

12.2 Number of toilets ordered, under construction & built

It will be important for the PTT to carefully monitor project progress in terms of toilet sales. A distinction has to be made between the following categories:

1. Number of plot and household visits conducted.

2. Applications received by the WSP (from landlords and householders).

3. Number of toilets ordered.

4. Number of toilets under construction.

5. Number of toilets completed (according to the landlords & artisans).

6. Number of toilets approved by the WSP (including landscaping & manuals).

7. Number of post construction incentives paid.

8. Number of toilets on which data was collected.[8]

The "Toolkit for Urban Sanitation Projects" contains the simple "SafiSan Project Performance Monitoring Tool" (see Appendix 3) that can be used to monitor and analyse SafiSan project progress.

12.3 Toilet completion, landscaping, hand-wash facility, manual & mainstreaming

When collecting data on SafiSan toilet a distinction has to be made between:

1. Toilets that are not yet under construction, although the site has been identified.

2. Toilets that are under construction but not yet completed.

3. Toilets that are complete with the exception of hand-washing facility and landscaping and manuals attached.

4. Toilets that are complete but not yet inspected.

5. Toilets that have been inspected but not yet approved.

6. Toilets that have been approved but no post construction incentive has been paid.

7. Toilets that have been approved and the post construction incentive been paid.

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[8] The data collected, including the geo-referenced pictures, will also be transferred to the WSTF in order to be included in the MajiData projects layer.

8. Toilets on which all information (type, no. of units, location, picture) has been collected.

12.4 Toilet approval and quality of works

A SafiSan toilet can only be **approved** by the Water Service Provider if:

1. It has been constructed according to the drawings.

2. The technical works complete and of good quality.

3. Landscaping is complete, if the manual is attached to the toilet (see Picture 12.1) and mainstreaming (e.g. hand washing) materials have been provided.

Picture 12.1: Definitely not the right way to attach the toilet manual

12.5 Payment of post construction incentives

A SafiSan **post construction incentive can only be paid** if the toilet has been inspected and approved by the Water Service Provider.

12.6 The "SafiSan Project Performance Monitoring Tool"

Appendix 3 contains a template of the "**SafiSan Project Performance Monitoring Tool**".

This tool should be updated on a weekly basis and shared with the WSP (management and responsible/relevant staff) and the members of the PTT. It can be printed at regular intervals and put up at the office used by the PTT.

12.7 Data collection & transfer

12.7.1 The SafiSan Database

It is of the utmost importance that reliable data is collected on all SafiSan toilets. This data has to be stored at WSP/project level in the **SafiSan Database**.

The SafiSan Database files are included in the "Toolkit for Urban Sanitation Projects".

12.7.2 *The MajiData projects layer*

The same data also has to be sent to the WSTF so it can be stored in the **MajiData projects layer** (see: **www.majidata.go.ke**). This will enable all stakeholders - residents, donors, the Ministry, WASREB, County Government (etc.) - to assess the impact of each SafiSan project which has been and is currently implemented within the framework of the UBSUP programme.

12.7.3 *The use of Android powered tablets*

The WSTF has developed an Android application (the **WSTF app**) which - using a tablet computer - can be used by the PTT and the WSP to collect data on toilets. The tablet computer can also be used to take geo-referenced pictures.

This collected information can also be uploaded to the WSTF (MajiData).

13. Operation (use) of project toilets & the DTFs

13.1 *Sustainability and operations monitoring*

As explained in sections 7.7, 10.14 and 10.16, increasing access to sustainable sanitation requires more than selling toilets and ensuring that sludge is managed in an environmentally friendly way. It also implies that the improved toilets are used, maintained and repaired (whenever the need arises) properly.

13.2 *The operation targets*

The SafiSan project wants to ensure that 3 years after commisioning:

⇨ **90% of all toilets and**

⇨ **95% of all DTFs are still operational.**

13.3 *Operations monitoring tool*

The WSTF has developed the **SafiSan Operations Monitoring Tool**. This tool has been embedded in the WSTF Android application and can, therefore, be used in combination with a tablet computer.

The **SafiSan Operations Monitoring Tool** is also included in the "Toolkit for Urban Sanitation Projects".

13.4 *Who monitors project infrastructure operation?*

UBSUP/SafiSan project operation monitoring has to be carried out by the WSP and the PTT but equally by other stakeholders (see table 13.1).

Table 13.1: Project operation monitoring

Who	When	Intervals	Why	Data use
WSP & PTT	During project implementation	Monthly	Monitoring	Project implementation
WSP	After project completion	Yearly	Monitoring	Performance monitoring
WSTF	After project completion	Yearly	Monitoring/database	MajiData (transparency)
Ext. evaluators	After project completion	Donor decided	Project evaluation	Concept evaluation

13.5 Storing and using data on project operation

Where should project operations monitoring data be stored? The WSP and PTT should store the collected data on the SafiSan computer, on the network of the Sanitation Unit (Department, etc.) or on the server of the provider.

The WSTF will store the collected data on the MajiData website so as to enable all stakeholders to follow projects and the performance of WSPs that have implemented SafiSan projects.

13.6 What is to be monitored?

13.6.1 Monitoring the operation of project toilets

The operation status of the SafiSan toilets will provide a clear indicator of the performance – impact, success & sustainability – of the UBSUP concept and of an individual SafiSan project.

In addition to the monitoring of the operational status of the SafiSan latrines the following data will be collected and/or updated:

1. Current sanitation coverage (estimate).

2. Number of SafiSan toilets in the project area(s).

3. Number of SafiSan look-alike toilets constructed outside the framework of the SafiSan project.

13.6.2 Monitoring emptying & transport

Sustainable sanitation implies that the indiscriminate and irresponsible (from a public health and environmental perspective) dumping of the content of toilets is eradicated.

The UBSUP/SafiSan programme will monitor the emptying of the SafiSan toilets but as the DTF constructed within the framework of SafiSan projects will also serve existing latrines, the monitoring of (sludge) emptying and transport will also cover:

⇨ Existing unimproved latrines within the project area(s).

⇨ Existing improved latrines in the project area(s).

⇨ SafiSan (look-alike) latrines constructed outside the framework of the SafiSan project.

The emptying & transport monitoring considers such issues as:

1. Number of manual emptiers in the area.

2. Number of people and toilets per manual emptier.

3. Certification and-or licensing of manual emptiers.

4. Use of protective clothing.

5. Amounts charged (per emptying).

6. Number of toilets emptied (average per month & percentage per year).

7. Emptying & transport method(s) used.

8. Disposal methods & locations (DTF or other locations).

9. Urine disposal methods & use (e.g. as fertiliser).

10. Use of toilets to dump other wastes (solid & liquid).

13.6.3 *Monitoring the operation of DTFs*

In order to cover the entire sanitation value chain it will be necessary to monitor the operation and performance of the DTFs.

The DTF monitoring module will address the following aspects of DTF operation:

1. Technical condition of the DTF.

2. Hygienic condition of the DTF. Is the DTF a health hazard?

3. Is the DTF operational?

4. Is the DTF causing any inconveniences or nuisances for the residents living in its immediate surroundings?

5. Types of customers using the DTF: manual emptiers, vacuum tricks, etc.

6. Does the DTF also receive bio-solids from outside the project area(s)?

7. Amounts charged (per type of load/delivery).

8. Disposal of bio-solids treated at the DTF.

9. Sale of fertiliser and prices charged.

10. Certification and-or licensing of DTF operator(s).

11. Income levels of the DTF operators

12. Use of protective clothing.

13. Has the DTF been well designed?

14. Is the DTF storage and treatment capacity adequate?

14. Challenges faced by Project Task Teams

14.1 *Active and inactive PTT members; what to do?*

Within every PTT there are bound to be active and less active members. If one or more PTT members prove to be very inactive, the WSP (management) or the person in charge of the

PTT has to approach the inactive members and inquire why they do not participate in (any PTT or other project-related) activities.

If certain PTT members remain inactive, the WSP or the PTT have to write an official letter to the organisation the PTT member(s) represent with the request to have the PTT member(s) replaced by other persons.

If the inactive PTT members do not represent an official organisation (institution), the WSP or PTT has to prepare an official letter stating that the inactive member is no longer a member of the PTT unless credible reasons can be provided for the lack of participation.

14.2   Addressing tensions and conflicts within the PTT

When tensions or conflicts arise within the Project Task Team, the person in charge of the PTT has to address the issue(s). This can be done through organising an extraordinary PTT meeting, by discussing the problems face-to-face with the persons involved, or both.

It is advisable to address things in an open and transparent manner. Denying that a problem exists or not taking any action often results in unfounded rumours and eventually in an aggravated situation.

If problems cannot be solved internally, the PTT should decide to seek the assistance, advice and guidance of the WSP (management).

14.3   Inappropriate behaviour

The following inappropriate forms of behaviour are not acceptable:

⇨ The PTT shows a clear lack of respect vis-à-vis other stakeholders.

⇨ The PTT members do not follow (ignore) the guidelines and instructions of the WSP.

⇨ The PTT does not implement the SafiSan project according to the (WSTF-WSP) contract.

⇨ Different PTT members disseminate different messages.

⇨ The PTT engages in corrupt or nepotistic activities.

⇨ PTT members do not respect each other (an internal issue).

14.4   Corruption within the PTT

If a PTT member engages in any corrupt or nepotistic activities, these activities have to be officially reported to the person in charge of the PTT, to the management of the WSP and to the WSTF.

Every person - whether a PTT member or not - has the right to report any corrupt activity to the **Ethics and Anti-Corruption Commission** (EACC, see also Appendix 7).

14.5   Corruption within the project

If any other UBSUP/SafiSan stakeholder engages in any corrupt or nepotistic activities, these activities have to be officially reported to the person in charge of the PTT, to the management of the WSP and to the WSTF.

Every person - whether a PTT member or not - has the right to report any corrupt activity to the **Ethics and Anti-Corruption Commission** (EACC, see also Appendix 7).

15. Visibility and the Use of SafiSan Name, Logo and Mascot

15.1 Use of SafiSan name, logo & mascot

The name SafiSan as well as the SafiSan logo and mascot are registered with the KIPI and, therefore, protected and owned by the Water SectorTrust Fund (WSTF). The SafiSan name, logo and mascot can be used by the WSP and the PTT during and after the implementation of the UBSUP/SafiSan project.

It is not allowed to use these SafiSan for other non-UBSUP/SafiSan purposes or activities without the permission of the WSTF.

All unauthorised or improper use of the SafiSan name, logo or mascot has to be reported by the WSP and the PTT to the WSTF.

15.2 Visibility of the Project Task Team

The SafiSan logo and mascot were developed to render the SafiSan projects more visible and hence to facilitate the work of the WSP, the PTT and the Sanitation Marketers.

15.3 Use of SafiSan baseball-caps, polo-shirts, etc.

All (active) PTT members, all Sanitation Marketers and WSP involved in SafiSan projects should be provided with SafiSan visibility materials such as SafiSan baseball caps and/or polo-shirts.

These materials should only be used during SafiSan (-related) activities. It is not allowed to provide non-stakeholders (e.g. relatives or friends) with SafiSan visibility materials.

SafiSan visibility materials will be provided by the WSTF or are included in the project budget.

16. Allowances, Transport & Materials

16.1 Allowances

PTT members are not entitled to daily allowances. The WSP may, however, decide to include in its budget monies that can be used to compensate PTT members for having missed their lunch due to SafiSan project-(-related) activities.

A missed lunch allowance can only be paid afterwards and does not exceed KSh 500/day.

In order to facilitate communication and coordination the WSP may decide to provide the PTT members with airtime. These expenses can be paid by the UBSUP/SafiSan project, provided they have been included in the project budget.

16.2   Transport

The WSP should provide the necessary means of transport (mainly from the WSP office to the project area and back).

The WSP may also decide, however, to compensate specific PTT members for the use of their own means of transport or the means or transport provided by their employer. For example, the WSP may decide to pay a modest but adequate "fuel allowance" to the Public Health Officer or his/her office if this officer uses the office motorbike.

16.3   The SafiSan computers

The following software and files will be installed on the SafiSan computer (preferably a desktop computer or a laptop computer with peripherals such as an external keyboard, mouse, etc.):

Software:

- ⇨ Microsoft Office (2010 or 2013) (including MS-Access).
- ⇨ Internet Explorer.
- ⇨ The Virtual Sanitation Tool.
- ⇨ The Toolkit for Urban Sanitation Projects (DVD).
- ⇨ The Toolkit for Urban Water Supply Projects (DVD).
- ⇨ The WSTF Procedures & Information Document (DVD).
- ⇨ AquaPix 1 & AquaPix 2 (DVD).[9]
- ⇨ WaterSource.

Database:

1. Sanitation Marketers database.
2. Manual emptiers database (licensed and not licensed).
3. Local artisans database (licensed and not licensed).
4. Customer database: registrations, follow-up visits & non-response).
5. Toilets database (type, location, quality of works, completeness, hygiene, etc.).
6. MajiData (link to the website (www.majidata.go.ke).
7. Reporting templates (WSP > WSTF and County Resident Monitors > WSTF).

17.   External project evaluation

17.1   Introduction

In order to assess the impact of the UBSUP programme and of individual SafiSan projects, evaluations of the various aspects and components of the UBSUP programme (concept, tools, projects, technology, sustainability, replicability, etc.) will be carried out. This means that in addition to evaluating the SafiSan infrastructure, also the accompanying measures (e.g. social marketing) and the implementation approach will be appraised. This includes an assessment of the impact, efficiency, and effectiveness of the **Project Task Team**.

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[9] All DVDs have a user interface.

17.2   Evaluating the role and impact of the PTT

The WSTF has developed the necessary tools that can be used to evaluate the UBSUP programme and the SafiSan projects. This evaluation will also cover the performance of the PTT. The PTT part of the evaluation will cover the following aspects:

⇨   The PTT concept; does it meet the expectations? How do PTT members assess their own performance, strengths and weaknesses?

⇨   How do the PTT members appraise the Toolkit (including this manual)? Is there need to improve the toolkit? How?

⇨   PTT composition and size; what works best and what does not work?

⇨   Active and inactive PTT members; are there any structural explanations for the PTT having inactive members?

⇨   How is the PTT (composition, performance & impact) perceived by the WSP and by the WSTF?

⇨   Does the PTT receive the support it needs?

⇨   How is the PTT perceived by the project communities?

⇨   How is the PTT perceived by the other stakeholders and the WSP in particular?

⇨   How does the PTT cooperate with the Sanitation Marketers?

⇨   The PTT and communication & coordination

⇨   Role of County Resident Monitors within the PTT.

All the evaluation tools are included in the "Toolkit for Urban Sanitation Projects".

List of Acronyms

CBO: Community-based organisation

DTF: Decentralised treatment facility

FM: Field Monitor

KIPI: Kenya Industrial Property Institute

MoU: Memorandum of Understanding

MS: Microsoft

NGO: Non-governmental organisation

PHO: Public Health Officer

PTT: Project Task Team

VST: Virtual Sanitation Tool

WASH: Water, Sanitation & Hygiene

WSP: Water Service Provider

WSTF: Water SectorTrust Fund

List of References and Data Sources Used

WSTF (2017), *Toolkit for Urban Sanitation Projects* (available online and on a DVD-ROM) (www.waterfund.go.ke).

WSTF (2017), *MajiData, the online pro-poor database (www.majidata.go.ke).*

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Appendix 1: Example of the Detailed Project Work Plan

Appendix 2 Link to the MajiData Projects Layer

This layer allows the visitor of the MajiData website to visit the different projects and to see the infrastructure that was built within the framework of all WSTF-funded water supply and public sanitation projects.

How do you get access to the MajiData Sanitation Layer?

Go to: www.majidata.go.ke

Then scroll to: "Data"

Then click: "Sanitation Layer"

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Please also check out the other pages of the MajiData website.

Appendix 3 Tools for carrying out impact assessments in the field

Appendix 4: WSTF County Resident Monitors: Roles and Responsibilities

The scope of the services of the CRM will include but not necessarily be limited to the following:

a. Ensure the Company prepares the bidding documents in line with the FIDIC conditions of contract.[10]

b. Ensure the invitation of bids, bids evaluation and awarding of contract by the Company is done transparently and in accordance to the Public Procurement and Disposal Act 2005 requirements.

c. Ensure that the Company selects the most appropriate sites for the construction of the water facilities while taking into account the local conditions (legal and technical constraints and social circumstances).

d. Provide support during the preparation of the Work Plan.

e. Periodically support the Company in the inspection of works during distinct milestones to ensure compliance to the set works specification, time and cost.

f. Ensure that the materials procured are of good quality.

g. Ensure the contract(s) signed between the Company and the Contractor(s) are respected. Provide support to the Company to facilitate contract management.

h. Ensure that technical works are coordinated with the non-technical activities.

i. Support the WSPs in organising site meetings and participate effectively in these meetings to see that the bottlenecks impeding implementation of works are overcome as soon as possible.

j. Periodically brief the Managing Director of the WSP on the progress and the challenges facing the implementation of works.

k. Support the WSPs in the training of the Kiosk Operators (where applicable).

l. Assist the Company with the preparation of project commissioning. Support the Company with the detailed inspection of the completed technical works.

m. Help to ensure that the entire project scheme, as well as each individual facility, functions according to expectations.

n. Support the Company to ensure that the scheme is supplied with sufficient quantities of treated water and that water pressure and water quality are adequate.

o. Provide support to the Company enabling staff to carry out all necessary maintenance & repair works.

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[10] FIDIC =   Fédération Internationale Des Ingénieurs Conseils (International Federation of Consulting Engineers).

p. Assist the Company with the assessment of initial wear and tear and formulate & implement solutions.

q. Support the Company in ensuring that the Contractor respects the Defects Liability Period.

r. Provide support to the WSP enabling them to disconnect/regularise & meter all illegal connections.

s. Provide on-the-job training of Company staff responsible for the operation and maintenance of the project scheme.

t. Monitor the project and report the progress made and problems faced to the WSTF.

u. Provide support to the Company enabling them to disconnect /regularise & meter all illegal connections.

v. Provide all necessary technical advice to the Company and/or Contractor.

w. Report poor quality of works, deviations from technical drawings and delays to the Company, the WSB and the WSTF.

x. Prepare Monthly Progress Reports capturing the achievements of the reporting period, the constraints/challenges faced and the reasons for the variance from the work plan. The reports shall be submitted to WSTF and copied to WSP not later than the 10th day of each month.

y. Advice the WSTF on actions/interventions (support measures and sanctions).

z. Report all irregularities (corruption, theft, etc.) to the WSTF.

Focus on social issues

The scope of the services will include but not necessarily be limited to the following:

a. Assist the WSP with the establishment of a Project Task Team.

b. Provide support during the data collection exercise.

c. Ensure that the Company selects the most appropriate sites for the construction of the water facilities while taking into account the local conditions (legal and technical constraints and social circumstances).

d. Provide support during the preparation of the accompanying measures programme (identification of the necessary project community mobilisation, sensitisation and training activities, preparation of the budget, etc.) in tandem with the technical works.

e. Support the WSPs in implementing the accompanying measures activities.

f. Support the integration of public health and hygiene promotion in the project areas.

g. Support the WSPs in the training of the Kiosk Operators where applicable.

h. Support the WSPs to develop and implement their customer care concept in the project areas.

i. Ensure that technical works are coordinated with the non-technical activities.

j. Work with the Financial FM in supporting the WSP on the preparation for the kiosk and/or yard tap management concept.

k. Periodically brief the Managing Director of the WSP on the progress and the challenges facing the accompanying measures of the project.

l. Monitor the project and report the progress made and problems faced to the WSTF.

m. Advice the WSTF on actions/interventions (support measures and sanctions).

n. Report all irregularities (corruption, theft, etc.) to the WSTF.

Focus on Financial Issues

The scope of the services will include but not necessarily be limited to the following:

a. Conduct an assessment of the company in respect to: Organisation structure, setup of the finance department, accounting system in place and the procurement processes of the Company.

b. Advice on the adequacy of the above and provide feasible recommendations on improvements necessary.

c. Support the Company in preparation and implementation of its Procurement Plan.

d. Support the Company in the preparation of bidding documents where applicable and oversee the company's procurement processes to ensure compliance with the Public Procurement and Disposal Act 2005.

e. Support the Company in preparing financial forecasts to ensure uninterrupted implementation of the projects due to cash-flow constraints.

f. Work closely with the Engineering Field Monitor and Project Engineer to ensure value for money for works done before payments are made.

g. Support the Company in preparation of complete and transparent financial records.

h. Support the Company in ensuring that the project funds are spent according to the requirements of the funding contract and report any deviations.

i. Strengthen the capacity and performance of the Company with regard to offering sustainable and customer-oriented services in the low income urban areas.

j. Advice the Company on how to establish a strong and lasting presence in the low income areas.

k. Advice the Company on the best (pro-poor) customer care approach and assist the Company with the development of such an approach.

l. Advice the Company on the best kiosk and Kiosk Operator management system. This activity requires close cooperation with the Social Field Monitor.

m. Advice the Company on the design and implementation of an effective and feasible project scheme monitoring and supervision approach.

n. Ensure that the kiosks and/or yard taps constructed during the project are integrated in the Company billing system.

o. Ensure that the collection efficiency of the project scheme exceeds 95% of the amounts billed.

p. Monitor the project and report the progress made and problems faced to the WSTF.

q. Advice the WSTF on actions/interventions (support measures and sanctions).

r. Report all irregularities (corruption, theft, etc.) to the WSTF.

Focus on Project Operation Phase

Whereas the support provided by the Engineering- and the Social FM to a large extent is dictated by the project implementation cycle, the input given by the Financial FM also takes place during the project operations phase. It is expected that once a WSP has managed to successfully operate one sanitation project, it will, without much support, be able to operate new projects simply by adopting the same management system and principles.

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Appendix 5: Roles & Responsibilities of PTT Members

Introduction

In addition to the more general tasks and responsibilities, each member of the Project Task Team brings his or her specific expertise and experiences, which can be used to the benefit of the SafiSan project. In fact these skills and the fact that all PTT members represent a relevant (important) stakeholder are the main reason why he or she has been invited to become a PTT member.

Staff members of the Water Service Provider

Within a SafiSan project the staff members of the Water Service Provider (WSP) can be expected to carry out the following tasks:

No.	Task	Message/support/activity	Impact
1	Management of the PTT	Development, coordination & implementation of program	Efficient & effective PTT
2		Design, planning & implementation of project activities	Efficient & effective PTT
3		Facilitation (office space, transport, etc.)	Efficient & effective PTT
4		Inform WSP management	Transparency & ownership
5		Maintain good working relations with other stakeholders	Transparency & ownership
6	Community sensitisation	Importance of good sanitation and hand-washing)	Improved public health
7		How does a SafiSan toilet work	Improved public health
8		The sanitation value chain	Informed community
9	Identification of project areas	During VST session with stakeholders	The right target areas (hotspots)
10	Support the Sanitation Marketers	Training, recommendation letter, badges	Improved SA performance
11	Organise stakeholder meetings	Keeping all stakeholders informed	Participation & ownership
12	Organise public meetings (barazas)	Information, sensitisation, social marketing	Participation & ownership
13	Monitoring toilet construction	Monitoring visits & discussions with landlords & artisans	Quality of works (toilets)
14	Approving SafiSan toilets	Only complete well-constructed toilets are approved	Quality of works (toilets)
15	Payment of toilet post construction incentives	Only complete well-constructed toilets are subsidised	Increasing coverage
		Timely payment of toilet post construction incentives is the key to success	Residents trust the WSP
16	Data collection	Data is needed	Transparency
17	Train manual emptiers	Training workshop & on-the-job training	Improved services & public health
18	Train DTF operators	Training workshop & on-the-job training	Improved & sustainable services
19	Procurement of goods & services for the project (e.g. camera, laptop, visibility materials, etc.)	Timely procurement of project materials is of crucial importance	Prevent delays in project implementation
20	(*)		
21			

*): Please feel free to add additional tasks you may have identified and discussed

The Public Health Officer

Within SafiSan projects a <u>Public Health Officer</u> can be asked to carry out the following tasks:

No.	Task	Message/support	(Potential) impact
1	Community sensitisation	Importance of good sanitation and hand-washing	Improved public health
2		Public health risks and how to prevent them	Improved public health
3		Health impact of DTFs	Informed community
4		Sanitation value chain (proper emptying, transport & treatment)	Improved public health
5	Support the Sanitation Marketers	Transfer of health & hygiene knowledge & techniques	Improved SA performance
6	Select appropriate toilet types	SafiSan considers public health & socio-cultural factors	
7	Select sites for toilets	Select sites using public health criteria	Improved public health
8	Determine no. of toilets needed	One SafiSan toilet should serve a max. of 10 persons	Improving sanitation coverage
9	Approve toilet sites	Post construction incentives can only be paid if the site has been approved	Improved public health
10	Enforce Public Health Act	Landlords have the obligation to provide good sanitation	Improving sanitation coverage
11	Select sites for DTF	DTF should not be a public health risk or a nuisance	Reduce public health risks
12	Train manual emptiers	Training workshop & on-the-job training	Improved public health
13	Train DTF operators	Training workshop & on-the-job training	Improved public health
14			
15			

The Area Chief (Assistant Chief)

Within a SafiSan project the Area Chief (Assistant Chief) can be asked to carry out the following tasks:

No.	Task	Message/support	Impact
1	Community mobilisation	Organise and conduct initial SafiSan Barazas an announcements	Creation of awareness on the programme
2	Community sensitisation	Importance of good sanitation and hand-washing)	Improved public health
3		Public health risks and how to prevent them	Improved public health
4		Health impact of DTFs	Informed community
5		Sanitation is a human right embedded in the Constitution	
6	Support the Sanitation Marketers	Transfer of health & hygiene knowledge & techniques	Improved SA performance
7	Identification of community reps.	Respected, knowledgeable and committed people are needed	Community ownership of the SafiSan project
8	Address challenges (e.g. rumours, conflicts, etc.)	Repeat the official UBSUP/SafiSan messages Address and solve any controversial issues	All residents have the same correct information regarding the project
9			
10			

*): reps. = representatives

The representative of the Sanitation Marketers

Within a SafiSan project the representative of the Sanitation Marketers can be asked to carry out the following tasks:

No.	Task	Message/support	Impact
1	Community sensitisation	Importance of good sanitation and hand-washing)	Improved public health
2		Public health risks and how to prevent them	Improved public health
3		Health impact of DTFs	Informed community
4	Support the Sanitation Marketers	Transfer of health & hygiene knowledge & techniques	Improved SA performance
5	Selecting sites for toilets	Select sites using public health criteria	Improved public health
6	Determining no. of toilets needed	One SafiSan toilet should serve a max. of 10 persons	Improving sanitation coverage
7	Approving toilet sites	Post construction incentives can only be paid if the site has been approved	Improved public health
8	Enforcing Public Health Act	Landlords have the obligation to provide good sanitation	Improving sanitation coverage
9	Selecting sites for DTF	DTF should not be a public health risk or a nuisance	Reduce public health risks
10			
11			

Community representatives

Within a SafiSan project the community representative(s) can be expected to carry out the following tasks:

No.	Task	Message/support	Impact
1	Community sensitisation	Importance of good sanitation and hand-washing)	Improved public health
2		Public health risks and how to prevent them	Improved public health
3		Health impact of DTFs	Informed community
4	Support the Sanitation Marketers	Transfer of health & hygiene knowledge & techniques	Improved SA performance
5	Selecting sites for toilets	Select sites using public health criteria	Improved public health
6	Determining no. of toilets needed	One SafiSan toilet should serve a max. of 10 persons	Improving sanitation coverage
7	Approving toilet sites	Post construction incentives can only be paid if the site has been approved	Improved public health
8	Enforcing Public Health Act	Landlords have the obligation to provide good sanitation	Improving sanitation coverage
9	Selecting sites for DTF	DTF should not be a public health risk or a nuisance	Reduce public health risks
10			
11			

The County Resident Monitors of the WSTF

Within a SafiSan project the WSTF County Resident Monitors are expected to carry out the following tasks:

No.	Task	Message/support	Impact
1	Community sensitisation	Importance of good sanitation and hand-washing)	Improved public health
2		Public health risks and how to prevent them	Improved public health
3		Health impact of DTFs	Informed community
4	Support the Sanitation Marketers	Transfer of health & hygiene knowledge & techniques	Improved SA performance
5	Selecting sites for toilets	Select sites using public health criteria	Improved public health
6	Determining no. of toilets needed	One SafiSan toilet should serve a max. of 10 persons	Improving sanitation coverage
7	Approving toilet sites	Post construction incentives can only be paid if the site has been approved	Improved public health
8	Enforcing Public Health Act	Landlords have the obligation to provide good sanitation	Improving sanitation coverage
9	Selecting sites for DTF	DTF should not be a public health risk or a nuisance	Reduce public health risks
10			
11			

Appendix 6: Example of a PTT Meeting Agenda

Appendix 7: Reporting Corruption

What follows is a copy from part of the **Ethics and Anti-Corruption Commission** (EACC)
Website: http://www.eacc.go.ke/default.asp?pageid=16

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Reporting corruption

Kenya Anti-Corruption Commission gathers information on corruption occurring in
Government and the public Sector from a variety of sources. These sources include members
of the public, heads of government departments and agencies, officials working in both the
public and private sectors and the media.

Information can be provided to EACC in writing, by telephone or by presenting it personally
to the Commission's Report Centre at Integrity Centre in Nairobi and Mombasa office at
Apollo Court - Moi Avenue. The Commission's contact details are listed below.

One can also pass on information anonymously to the Commission through the Anonymous
Whistleblower's System on this Website.

Members of the public are assured that all the information provided to the Commission is
treated with the utmost confidentiality to ensure protection to those who provide
information to EACC.

Members of the public are assured that all the information provided to the Commission is
treated with the utmost confidentiality to ensure protection to those who provide
information to EACC.

In person

EACC, Report Center
2 ND Floor, Integrity center,
Valley Road/Milimani Road Junction.
Nairobi .

Apollo Court - Moi Avenue
Mombasa.

 By Phone (Hot Line)/ Fax

020 2717468   020 2717468 (Phone - Nairobi)

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041 - 2319081 041 - 2319081 / 2319082 (Phone - Mombasa)
020 2717473 (Fax - Nairobi)
041 2319083 (Fax - Mombasa)

By Mail

P.O. Box 61130 00200
Nairobi , Kenya

P.O.BOX 82351 - 80100
Mombasa , Kenya

By Email

report@integrity.go.ke

What happens to the information I provide?

All complaints and reports received by the Commission undergo a rigorous process of analysis. In considering how a report is handled and eventually disposed of, the Commission is guided by the Anti-Corruption and Economic Crimes Act (2003).

The Commission may decide to investigate a report based on the whether the alleged offences falls and the Anti-Corruption Act and whether, in the Commission's estimation, it is worth being investigated.

Reports which are found to fall under the Commission's jurisdiction are investigated by the Commission's Directorate of Investigations and Asset Tracing, or the Commission may decide to undertake education or preventive work.

Reports which disclose offences which do not fall under the Commission's mandate, as stipulated under the Anti-Corruption Act, are referred to the appropriate Government Departments and Agencies for action. This is provided for in the Anti-Corruption Act. However, the Commission makes follow ups to ensure that action is taken on these reports.

Following the competition of an investigation, EACC forwards the Investigation File, with appropriate recommendations, to the Attorney General, who conducts the prosecutions.

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