WATER SECTOR TRUST FUND

Up-scaling Basic Sanitation for the Urban Poor (UBSUP)

**Establishing the Project Task Team &
The Detailed Work Plan for SafiSan Projects**
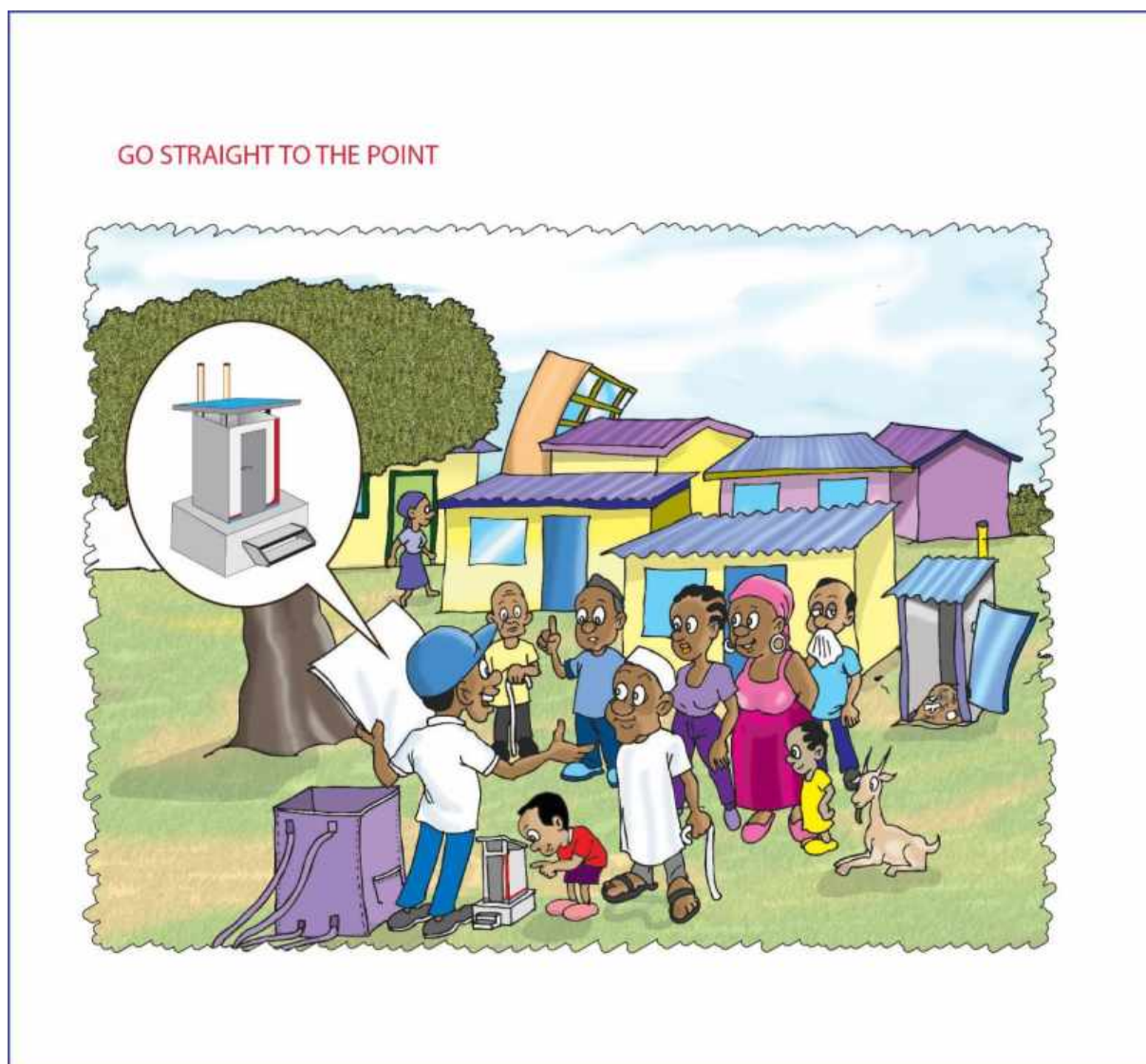
Prepared by the UBSUP Team

Illustration by Vincent Nyalik

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1. Introduction

This document discuses two closely related issues (or "tools") that are of crucial importance to the successful implementation of UPC projects, including the SafiSan projects:

1. **The Project Task Team**
2. **The detailed Project Work Plan.**

The Project Task Team is directly responsible for the (successful) implementation of the SafiSan project. One of the initial tasks of the Project Task Team is the preparation of the detailed Project Work Plan

2. Key Activity: Creation of the Project Task Team

Why having a Project Task Team?

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

⇨ To enable the SafiSan project to make use of all existing expertise at local level (i.e. town and area).
⇨ To create ownership at the local level.
⇨ To prepare well balanced work plans
⇨ To build capacity at WSP level (i.e. WSP staff learn to work together with local experts and with the community and community members).
⇨ To ensure that all project activities are well prepared and coordinated.
⇨ To monitor progress and address challenges.
⇨ To disseminate information about the SafiSan programme.
⇨ More people can make for a lighter individual workload.
⇨ A diverse team is likely to be more creative (even the box is bigger!)

Composition of the Project Task Team

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 Social Animators of the WSP.
⇨ The Public Health Officer (PHO).
⇨ The Area Chief(s).
⇨ Relevant Municipal and/or County officials.
⇨ Opinion 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.

Roles of Stakeholders: 1. Project Implementation

The main roles and responsibilities of the following key stakeholders[1]during the design, implementation and operation of the SafiSan projects can be summarised as follows:

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 of DTFs	D/I/O
2	WSTF	Funding, awarding, monitoring, capacity building evaluation	Providing support to the WSPs	D/I/O
3	WSTF Field 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 Social Animators and local artisans	D/I/O
4	Social Animators	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[2]	I
5	Public Health Officer	⇨ Sensitisation & training ⇨ Enforcing health & hygiene-related by-laws	⇨ Communicating health & hygiene messages to the area residents ⇨ Training of manual emptiers	D/I/O
6	Area Chief	Awareness creation and community mobilisation	Co-organising SafiSan Mini Fairs and 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
10	Community members	Awareness creation, community mobilisation, sensitisation	⇨ Co-organise SafiSan activities ⇨ Ensure that the interests of- and challenges faced by the local artisans are taken into account	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

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

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[1]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.
[2]A baraza (a Swahili word) is a public meeting.

Main roles and responsibilities 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 Social Animators.
6. Guiding and monitoring the Social Animators.
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.).

The more detailed Terms of Reference of the Project Task Team are presented in Appendix 1 of this document.

Coordination

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.

3. The Detailed Project Work Plan

Main objectives of the detailed Project Work Plan

The main objectives of the detailed Project Work Plan 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).

4. Main activities that constitute the detailed Project Work Plan

The main activities that could make up a detailed SafiSan Project Work Plan are shown below.

No.	Activity
1	WSP appoints staff members responsible for onsite sanitation & for SafiSan programme
2	Project Task Team kick-off meeting (discussion of ToR and prep. Project Work Plan
3	Preparation of the SafiSan office/desks within the office of the WSPs
4	Awareness creation (regarding the project) at WSP level (meeting, posters, etc.)
5	Training of relevant WSP staff on the SafiSan software & toolkit
6	Capacity development activities (mainly at WSP level) provided by the Field Monitors
7	Recruitment of the Social Animators (based on area population data & habitation patterns)
8	Training of the Social Animators
9	Demand assessment in the SafiSan Project Phase **1** project area (zone)
10	Confirmation of SafiSan Project Phase 1 project area(s)
11	Construction of the SafiSan demonstration toilets
12	Identification of *potential* SafiSan Project Phase **2** areas (zones)
13	Preparation of the market research (demand assessment) programme (for Phase 2)
14	Assess the need for decentralised treatment facilities and site requirements
15	Identification of suitable & accessible sites for DTFs
16	Data transfer (Phase 1) to the Virtual Sanitation Tool (VST)
17	Design of the community awareness > mobilisation > social marketing project component
18	Preparations for the community awareness & mobilisation programme
19	Identification and registration of the local artisans
20	Identification and registration of the manual emptiers
21	Procure site(s) for DTFs
22	Identification of DTF operators
23	Training & licensing of local artisans
24	Training & licensing of manual emptiers
25	Implementation of the short school WASH programme
26	Creation of a database on manual emptiers
27	Testing of the entire set of SafiSan procedures (toilet registration, construction, etc.)
28	Start of the community awareness and mobilisation component (*barazas*, etc.) [3](**)
29	Start of the social marketing component (e.g. Household & plot visits)
30	Data collection & transfer by Social Animators
31	Registration of customers
32	The WSP makes information on local artisans available to customers and vice-versa
33	Start of the construction and/or assembly of SafiSan toilets
34	Project Task Team meetings (when required)
35	Confirmation of potential additional project areas or zone(s) (sanitation hotspots)
36	Market study focusing on Phase 2 project areas zone(s)

[3]Each community awareness & mobilisation activity such as the SafiSan Mini Fair and the SafiSan Baraza Show has its own programme.

No.	Activity
37	Data analysis & confirmation of SafiSan Project Phase 2 project area(s)
38	Transfer of data to the Virtual Sanitation Tool (VST)
39	Preparation of disbursement requests (when required)
40	Signing of memorandum of understanding (MoU) for DTF(s) with the relevant authorities
41	Start of the construction work on the decentralised treatment facilities (DTFs)
42	(final) Inspections and data collection on SafiSan toilets (as required) (**)
43	Rectification works (as required)
44	Transfer of data to the WSP-SafiSan computer (as required)
45	Payment of subsidies (on-going/as required)
46	Commissioning of SafiSan toilets (on-going/as required)
47	Training of the operators of decentralised treatment facility (-ies)
48	Community sensitisation on the decentralised treatment facility (-ies
49	Commissioning of the decentralised treatment facility (-ies)
50	Transfer of data to the WSTF (UPC-IS & MajiData) at regular interval
51	Updating of the UPC-IS & MajiData (WSTF level) and feedback to WSP & Field monitors
52	Monitoring the use and maintenance of the SafiSan toilets
53	Monitoring the emptying of SafiSan toilets
54	Monitoring sludge management and the operation of the decentralised treatment facilities
55	Regular reporting and providing feedback (used to improve SafiSan concept & UPC)
56	Preparation of Phase 2 of the SafiSan project

The various project activities can be categorised as follows:

- **A.** Design and planning activities.
- **B.** Information and training activities.
- **C.** Market research (Demand Assessment) activities.
- **D.** Data collection activities.
- **E.** Social marketing:
    - ⇨ E1. Awareness creation activities.
    - ⇨ E2. Mobilisation activities.
    - ⇨ E3. Social marketing activities.
- **F.** Technical activities.
- **G.** Preparation of disbursement requests.
- **H.** Reporting activities
- **I.** Monitoring activities.

The example of a detailed <u>project work plan</u> presented in Appendix 2,uses the codes ("A", "B", etc.) to categorise the various project activities.

5. Implementing the detailed Project Work Plan

Careful planning of all activities

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.

Meetings of the Project Task Team

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.

6. Example of a detailed Project Work Plan

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.

7. Reporting Activities

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 Field 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 Field 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 a Monthly Report.

8. 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).[4]
⇨ WaterSource.

Database:

1. Social Animators 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 Field Monitors > WSTF).

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List of Acronyms

CBO: Community-based organisation

DTF: Decentralised treatment facility

FM: Field Monitor

MoU: Memorandum of Understanding

MS: Microsoft

NGO: Non-governmental organisation

PHO: Public Health Officer

VST: Virtual Sanitation Tool

WASH: Water, Sanitation & Hygiene

WSP: Water Service Provider

WSTF: Water Sector Trust Fund

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[4]All DVDs have a user interface.

Appendix 1: Terms of Reference for the Project Task Team

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	When required
B	**Information & training activities**	
B1	Creating awareness at WSP level (staff)	
B2	Training of Social Animators	
B3	Training of manual emptiers	
B4	Training of local artisans	
B5	Training of DTF operators	
C	**Market research (demand assessment)**	
C1	Assessing the demand for SafiSan toilets	
C2	Assessing the demand for DTFs	
D	**Data collection**	
D1	Collect data on project areas (zones)	
D2	Collect and analyse data on (potential) customers	
D3	Data entry	
E	**Social marketing**	
E1	Creating awareness at community level	
E2	Community mobilisation & sensitisation	Sensitisation on health & hygiene
E2	Social marketing	Household & plot visits
F	**Technical activities**	
F1	Supervision of technical works	
F2	Quality control	DTFs and SafiSan toilets
F3	Operation (use) and maintenance monitoring	
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 & KACC
I	**Monitoring**	
I1	Monitoring the overall project progress	
I2	Monitoring the technical works	
I3	Monitoring the Social Animators	
I4	Monitoring toilet use, operation & maintenance	
I5	Monitoring the sanitation value chain	Including DTF operation &maintenance

Appendix 2: Example of the detailed Project Work Plan