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GUIDELINES FOR COMMUNITY-DRIVEN WATER RESOURCE MANAGEMENT

As initiated by the Integrated Water Resource Management Demonstration Projects in Malawi, Mozambique, Namibia, Swaziland and Zambia

SADC/Danida Regional Water Sector Programme
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GUIDELINES FOR COMMUNITY-DRIVEN WATER RESOURCE MANAGEMENT

Purpose

To provide a practical step-by-step guide on how to apply community-driven water resource management for improved livelihoods and sustainable water systems for multiple uses.

Target group

The guideline is aimed at implementers of community water development projects, in particular the local government.

Acknowledgements

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SADC/Danida Regional Water Sector Programme. 2009. *Guidelines for Community-driven Water Resource Management*. Pretoria: Southern African Development Community/Danish International Development Agency, in collaboration with the International Water Management Institute.

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1. BACKGROUND AND PURPOSE OF THE GUIDELINES

The SADC Regional Water Sector Programme

Community-driven water resource management is an innovative approach to rural water supply and resource management. Since 2006, the SADC Regional Water Sector Programme, supported by Danida, has piloted this approach through Integrated Water Resource Management Demonstration Projects in five countries: Malawi, Mozambique, Namibia, Swaziland and Zambia. Recognizing the importance of better integration across the water sector, the Programme aimed to demonstrate how principles of Integrated Water Resource Management (IWRM) can be put into practice in rural areas. The focus was on those principles that have received limited attention as yet: water resource management at the lowest appropriate levels, users' participation and the inclusion of women (Global Water Partnership Technical Advisory Committee 2000).

Community-driven water resource management is participatory and demand-driven. It capacitates communities to manage their water resources sustainably, to solicit support from external agencies, and to co-design and implement water improvements according to their own needs and priorities. Community-driven water resource management improves access to water for multiple uses: drinking, sanitation, domestic uses, gardening, irrigated cropping, livestock watering, tree growing, crafts, food processing, small enterprises, fisheries, aquaculture, and ceremonial uses. This improves important dimensions of wellbeing, including health, alleviation of the domestic chores of water fetching, food production and income generation. Accompanying interventions, e.g., health and hygiene education, agricultural extension or marketing, further increase the benefits and productivity of water use. Thus, water is used most effectively and sustainably to contribute directly and indirectly to all eight Millennium Development Goals (www.unmillenniumproject.org 2005).

The nature of the guidelines

The present document synthesizes the lessons learnt from the experiences in the IWRM Demonstration Projects in Malawi, Mozambique, Namibia, Swaziland and Zambia into guidelines that provide a practical step-by-step approach to community-driven water resource management. The aim of the guidelines is to assist local government and other support agencies to apply this approach. The guidelines are accompanied by 'Lessons Learnt Workbooks', which give examples and 'best practices' for the guidelines. Country experiences are documented in five country reports. All are downloadable from www.sadcwater.com.

Characteristics of community-driven water resource management

1. Communities at the centre stage

Rural communities are central to community-driven water resource management. A process is facilitated and capacity is built during all project phases so that the communities learn to lead the selection, planning, implementation and monitoring of infrastructure improvements and other water activities supported by external agencies. Community-driven water resource management builds upon communities' past development and management of local water resources and on their coping strategies to protect against the highly variable and unpredictable availability of water resources and volatile economic environments. Communities and their leaders, including traditional authorities, contribute in time, cash and/or kind. This ensures ownership of the investments, which is a critical condition for the sustainability of the infrastructure and, hence, of continued livelihood benefits.

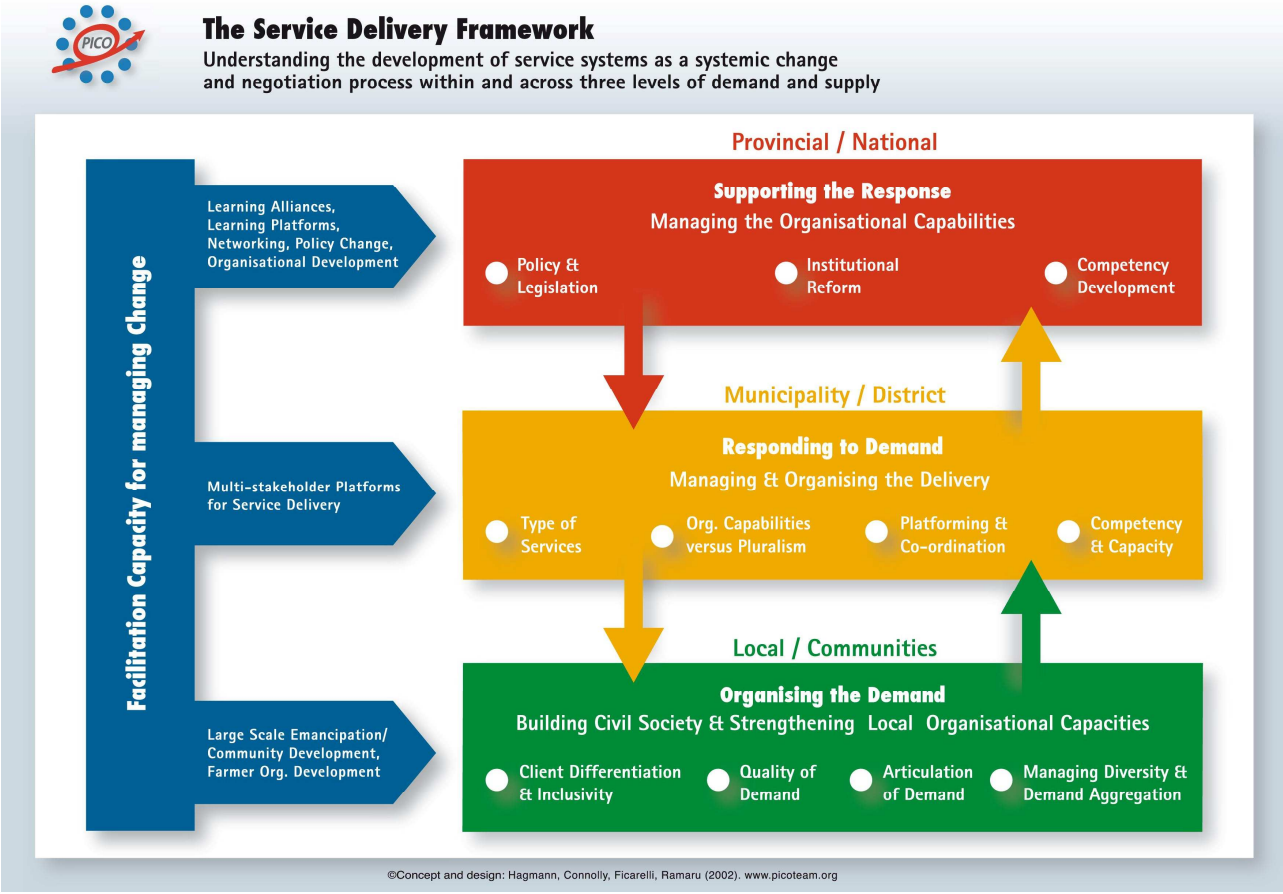
Community-driven water resource management considers the integrated nature of water resources, technologies, users and uses. People take water from multiple interlinked sources: rain, run-off, surface water streams and ponds, groundwater and wetlands. They develop and use water concurrently for multiple purposes at homesteads and fields or by accessing open water sources. Involving communities in technology scenarios and making choices for siting and further design requires intensive capacity building but ensures an appropriate choice, adequate technical skills, and the ability to operate and maintain technologies.

All community members are involved in community-driven water resource management, so women, the poorer members, HIV/AIDS victims and other sick people are included, as well as youths, in particular those who are heads of households. Through carefully crafted processes, the marginalized members of the community are enabled to express their voices and participate in decision-making on an equal footing.

2. Creating horizontal and vertical linkages for a supportive environment

In order to facilitate community-driven water resource management, there needs to be a long-term, sustainable, supportive environment in which the various support agencies collaborate horizontally and vertically, among themselves and with communities, in order to provide integrated services according to people's integrated needs. As depicted in Figure 1, the challenge at intermediate (local government/district/municipal) level is to keep track of the demands of communities and to respond to those demands. At national and international level, agencies' role is to support the response (Picoteam 2007).

Figure 1: Service delivery framework (Picoteam 2002)



A range of support agencies can operate at intermediate and/or national levels:

- **government line agencies from the different sectors**: domestic water, health, irrigation, agricultural extension, fisheries, etc. They offer technical expertise that needs to be made available and called in as needed;
- **different local and regional, national or international NGOs and donors**. They can provide financial, technical and institutional support and may be skilled in community-driven participatory processes;
- **private service providers, firms and contractors**. Their specialized contributions can be procured for various tasks. Assigning tasks to local service providers brings further wealth to the area and can improve sustainability in service delivery; and last but not least
- **local and district government**. The local government, which is defined as the *local authorities with the official mandate to coordinate service delivery to meet people's integrated needs*, is pivotal in community-driven water resource management. As the permanent interface between communities and government and other agencies, local government drives the longer-term local planning processes in which community-driven water resource management is embedded. Local government is also vital in creating a supportive environment by mobilizing support from intermediate, national

and international-level agencies as needed. Thus, the role of local government in each project cycle encompasses:

- coordinating resource allocation and communities' own contributions, and setting selection criteria for communities;
- facilitating participatory planning for district development plans; and
- calling in financial, technical and institutional support as needed for local integrated needs, and overseeing procurement procedures for:
  - post-construction 'after-care', e.g., for infrastructure operation and maintenance and accompanying interventions;
  - liaison with traditional authorities and other stakeholders;
  - capacity building of communities where applicable;
  - continuous monitoring; and
  - feeding newly identified needs into local planning processes.

Strengthening sustainable horizontal and vertical links among support agencies and between support agencies and communities as shown in Figure 1 leads to ever more robust networks of service provision and bottom-up planning processes.

2. PROJECT FRAMEWORK AND OVERVIEW OF RESPONSIBILITIES

Project framework

As a pre-condition, support agencies at local, district and national level need to set up a project framework that is conducive for community-driven water resource management and that sets the conditions within which the project will be planned and implemented. The project framework should include, as a minimum, the following:

- **the aim of improving livelihoods**, especially for the vulnerable members of the community, using water as a catalyst for development;
- **funding and time conditions**, allowing for a participatory planning phase during which communities can partake in the detailed project design and budgeting, and a phase in which selected activities are implemented.
- **identifying a wide range of potential appropriate technologies**, varying from individual technologies to small dams and reservoirs;
- **setting geographical limitations**, typically a district or province, out of which beneficiary communities are to be selected; and
- **consulting the local planning processes** (e.g., District Development Plans) led by local and district government, and integrating the project into the development plans.

The guidelines describe *how to do community-driven water resource management* within this project framework. As shown in Figure 2, there are seven steps. Six steps are chronological, while the seventh 'step' of monitoring is continuous. Every step has a value and purpose and none of these steps can be skipped. Yet, it may well be necessary to go back to earlier steps once or twice or even more often to adjust the process because of unforeseen events.

Overview of responsibilities

The responsibilities for the various steps differ, as shown in Figure 2. The first two steps (mobilize support and select communities) are the responsibility of the support agencies at intermediate (municipality and district), national and international (e.g., donors) level. These two steps and their components are discussed in Chapter 3. The next five steps are led by the selected community, and facilitated by support agencies. Chapter 4 discusses these five steps and their components: a) understand the community and build capacity b) create a vision and select activities c) compile action plans, d) implement the action plans, and e) do participatory monitoring and evaluation and impact assessment. Figure 3 indicates the components of the seven steps.

Figure 2: Overview of responsibilities, project phases and steps

Responsible Organization	Phases		Project Steps
Support agencies at intermediate (local government) and national level	Pre-condition: project framework		
	Initial	Continuous 'Step' Seven: Do participatory monitoring and evaluation and impact assessment for follow-up	Step One: Mobilize support
			Step Two: Select communities
Communities facilitated by support agencies	Participat-ory planning		Step Three: Understand the community and build capacity
			Step Four: Create a vision and select activities to fulfil it.
			Step Five: Compile action plans
	Implement-ation		Step Six: Implement the action plans

Figure 3: Project steps in community-driven water resource management

Step One: Mobilize support.
1. Compile integrated support packages.
2. Define targeting procedures.
3. Establish horizontal, integrated service delivery structures embedded in local planning processes.
4. Ensure vertical national support.
Step Two: Select communities.
1. Develop selection criteria and time and funding frames.
2. Communicate widely and test for compliance.
3. Select.
Step Three: Understand the community and build capacity.
1. Build trusting relationships and communicate the project concept.
2. Do contextual profiling.
3. Train the community and select community mobilizers.
Step Four: Create a vision and select activities to fulfil it.
1. Do participatory situational diagnosis and problem analysis.
2. Create a vision of new ways to manage water.
3. Rank opportunities and needs.
4. Select activities for implementation.
Step Five: Compile detailed action plans.
1. Create and train community structures.
2. Specify actions, roles and budgets.
3. Sign off.
Step Six: Implement the action plans.
1. Construct communal infrastructure and develop the capacity to operate and maintain it.
2. Create management structures and develop their capacity.
3. Implement the accompanying interventions and develop the capacity to maintain them.
4. Ensure sustainability when exiting.
5. Operate and maintain infrastructure and continue capacity development.
Continuous 'Step' Seven: Do participatory monitoring and evaluation, and livelihood impact assessment for follow-up.
1. Monitor planning, implementation and use.
2. Monitor the impacts on livelihoods.
3. Identify follow-up plans for community-driven water resource management.

3. GUIDELINES FOR THE INITIAL PHASES: MOBILIZING SUPPORT AND SELECTING COMMUNITIES

Step One: Mobilize support.

1. **Compile integrated support packages.**
2. **Define targeting procedures.**
3. **Establish horizontal, integrated service delivery structures, embedded in local planning processes.**
4. **Ensure vertical national support.**

Purpose of Step One

To mobilize support by local government, line agencies, non-governmental organizations and private service providers in such a way that it will result in integrated support packages and delivery structures to meet communities' integrated needs for the development and management of water resources.

1. Compile integrated support packages.

a. Ensure that the project is well embedded in the broader, longer-term **planning processes** of local and district government, and mobilize **facilitation skills** to conduct inclusive and participatory planning processes for the specific project.

b. Mobilize **financial support and capacity development skills** in two phases: first, for the planning process up to the action plan and, second, for plan implementation. Clarify budget ceilings and set procedures for budget allocation and for accountability for expenditures by all the institutions involved: community structures, local government, and other support agencies at intermediate, national, and international levels. Communities' strong involvement in the budget allocation phase ensures optimal transparency and ownership. The initial budget should be a provisional budget, which will be finalised after consultations with communities and technical specialists in Steps Four and Five.

c. Mobilize **technical support and capacity development skills** to facilitate participatory technology choice, site selection and technical design, and sound training of designated community members in infrastructure construction, operation and maintenance, procurement of spare parts, etc.

d. Mobilize **institutional support and capacity development skills** throughout the project, and afterwards, to help communities' to articulate their genuine needs (avoiding wish-lists and a hand-out mentality), to plan and implement new activities, including mobilizing their own labour and cash, and to develop the communities' capacities to manage infrastructure through water committees.

e. Mobilize **accompanying support** (agronomic, marketing, health, sanitation, etc.) to render water use more beneficial and productive for livelihoods.

f. Mobilize expertise on **land tenure** to assist communities to adjust the land tenure setup to enable water improvements, if needed.

g. **Align** these support elements, so that a flexible, integrated menu of options can be offered as a one-window-service during and after the project. Integrated support packages should constitute an overall, long-term supportive environment.

h. Define communities' **own cash, skills and labour contributions**, without excluding the more vulnerable segments of the community.

2. Define targeting procedures.

a. Create procedures to ensure that support will **reach the marginalized** members of the community.

b. Design **selection criteria** for beneficiaries within the communities, i.e., criteria that target the more vulnerable people in the community and women, and that require affordable contributions in cash, skills, and labour.

c. Create **procedures** that ensure that the marginalized people are well informed about the project and that they have time to articulate their needs and participate in community decision-making on an equal footing.

d. Mobilize **scoping and facilitation skills** to ensure that support agencies implement targeting procedures in a sensitive, consistent and 'firm but flexible' way.

e. Support the **women on the staff** of support agencies to underscore a consistent message on agencies' gender-sensitivity.

3. Establish horizontal, integrated service delivery structures, embedded in local planning processes.

a. Led by local government requirements, establish **horizontal networks** (e.g., committees) through which support agencies can collaborate and deliver their services.

b. **Appoint an implementing agent** to drive the realization of a specific project, overseen by local government.

c. **Clarify roles, responsibilities and accountability lines**, including financial accountability, for specific projects.

d. **Minimize political interference** in service delivery.

e. **Institutionalize** the horizontal networks of service providers and their links with communities into local planning processes and service delivery; e.g., through village water development plans that are derived from and feed into

local and district development planning processes and institutional memories (such as databases).

f. **Train** support agencies, and ensure harmonized, modest **compensation** for their efforts.

4. Ensure vertical national support.

a. Establish **vertical coordination** (e.g., a National Steering Committee, Basin Committee) so that national and international levels support the response of intermediate level support agencies to communities. Support from higher levels should be flexible, demand-driven and long-term.

b. **Decentralize** decision-making over fund allocation.

c. **Monitor** the performance of intermediate-level players.

d. Develop vertical coordination with a high-level **policy forum** to allow project experiences to influence policy and high-level decision making and, further, to enable learning from other experiences and dissemination of project lessons learnt.

Tip!

- **Remove strict national earmarks that specify funding for domestic uses only or for productive uses only, so that people's multiple water needs can be met according to their own priorities.**

Step Two: Select communities.

1. **Develop selection criteria and time and funding frames.**
2. **Communicate widely and test for compliance.**
3. **Select.**

Purpose of Step Two

To select communities for project implementation according to transparent criteria and to clearly communicate the project concept to them.

1. Develop selection criteria within time and funding frames.

a. Stipulate **selection criteria** according to local government requirements, with time and funding frames that strike a balance between equitable distribution of scarce development resources on the one hand, and sufficient concentration of resources to have a tangible impact without excessive overhead costs on the other hand.

Selection criteria can include: good performance in earlier development activities, ability to collaborate, effective development-oriented leadership, voluntary contributions, willingness to include the marginalized, consensus about siting of new infrastructure, etc.

2. Communicate widely and test for compliance.

a. **Communicate** the project concept and selection criteria clearly and widely in order to raise realistic expectations, including expectations about the requirement for own contributions.

b. **Test** whether communities comply with the selection criteria and genuinely endorse the project concepts, especially the concepts of inclusiveness and own contributions. If communities continuously fail to meet one or more criteria, support could be withdrawn (even if this failure is only detected in Steps Three, Four or even Five).

3. Select.

a. Transparently **rank** potential candidate communities according to the agreed criteria, and **select** the highest ranked.

b. **Communicate** the results of the selection to all those involved, including the communities that were not selected, and clarify future opportunities for the rejected communities.

4. GUIDELINES FOR FACILITATING COMMUNITY-DRIVEN WATER RESOURCE MANAGEMENT

Step Three: Understand the community and build capacity.

1. **Build trusting relationships and communicate the project concept.**
2. **Do contextual profiling.**
3. **Train the community and select community mobilizers.**

Purpose of Step Three

To create mutual understanding and trust so that everybody in the community understands and buys into the project concept, while support agencies fully understand local dynamics and liaise with community mobilizers for the next project steps.

1. Build trusting relationships and communicate the project concept.

a. **Build trustful relationships** through traditional leaders, local government sub-structures at community level, resource persons, and local groups, in particular groups of poor people (e.g., self-help groups, formal and informal groups of women and for women, youth groups, and health initiatives).

b. Further **communicate the implications of the project concept** in order to refine expectations of the support on offer and the conditions for support (livelihood improvements through better access to water for multiple uses; focus on vulnerable groups; participatory planning and implementation process; own contributions, budget ceiling and time frame).

Tips!

- **Work with everybody and avoid being engulfed by smaller interest groups.**
- **Focus on community needs instead of the needs of a few individuals.**
- **Be careful how you communicate the project concept – to avoid misperceptions and effectively negotiate the people's own contributions.**

2. Do contextual profiling.

a. Have the support agency **map the community** in order to thoroughly understand it. The agency should cross-check by using various methods to do the mapping, such as interviews with key informants and focus groups, available reports and surveys.

This mapping should cover:

- history and trends over time, demography, wealth ranking, economy, land tenure, culture, ecology, social aspects, health, former interventions and networks;
- community organization and internal power structures, the strength of traditional leadership and other (potential) leaders;
- the available asset base and financing, technical and managerial skills within the community; and
- potential village mobilizers (see below).

b. Have the support agency do a **rapid water audit** to find out about existing water resources, technologies, multiple uses and users, and institutions (see the matrix under 'monitoring' in Step Seven on page 23). Focus groups can draw maps – different interest groups will draw different maps – of trends over time and recent innovations in the following:

- climate;
- water resources;
- individual and communal infrastructure ownership, uses and users, and their links with land tenure;
- existing institutions for infrastructure operation and maintenance. This encompasses the structures and composition of water user groups, rules for operation and maintenance of – and own contributions to – communal infrastructure, reasons for the failure of any past projects, conflict resolution procedures, and the normative frameworks for prioritizing water use and pollution prevention;
- the inclusiveness of water access by gender and vulnerability (who does what, who benefits); and
- public, NGO, and private service providers and other stakeholders that (potentially) support the community's water management.

Tips!

- **Take time and be sensitive. Visit water points when finding out about a community and its water management.**
- **If dynamics are discovered that could hamper project implementation within the time and funding conditions, the support agency can still withdraw at this stage.**

3. Train the community and select community mobilizers.

"Community mobilizers" liaise directly between the community and supporting agencies and facilitate participatory planning and implementation. They are not directly part of the core political and leadership structures, but can collaborate well with them. The leadership approves their selection.

a. Together with the community, select and train credible **community mobilizers** and representatives according to agreed criteria, and prepare them for the visioning process.

Selection criteria can include: trustworthiness, willingness to take the initiative, being hard-working, reliable and respected by all parties, having leadership qualities and integrity, time availability and gender balance.

b. Together with the constituencies, select genuine **representatives** of the various interest groups, in particular the more marginalized, and ensure feedback loops to the respective constituencies.

c. **Train** community mobilizers to mobilize villages for community-driven water resource management and to facilitate it.

d. **Train and prepare** each of the interest groups and their representatives for the visioning process and ensure they come with mandated proposals for prioritizing activities.

e. Start **linking** communities with the horizontal, integrated service delivery structures of Step One.

Step Four: Create a vision and select activities to fulfil it.

1. **Do participatory situational diagnosis and problem analysis.**
2. **Create a vision of new ways to manage water.**
3. **Rank opportunities and needs.**
4. **Select activities for implementation.**

Purpose of Step Four

To create a common understanding of what can and cannot be achieved within the project framework and whose livelihoods will be improved how.

1. Do participatory situational diagnosis and problem analysis.

a. In plenary meeting(s),* compile a community-wide **water audit** of all existing water resources, technologies, uses and users (by gender/poverty, etc.) and ownership and management institutions (see the matrix under 'monitoring' in Step Seven on page 23).

b. Articulate social and cultural **values and norms** related to water management (e.g., priority water uses and users, pollution prevention).

c. Identify and thoroughly analyze **problems and water needs** by site and community group.

2. Create a vision of new ways to manage water.

a. In interest group meeting(s) that feed into the plenary meeting(s), create a **vision** on the medium-term aspirations of community-driven water resource management and its accompanying interventions (e.g., hygiene training, market links).

b. In interest group meeting(s) that feed into the plenary meeting(s), identify the short-term **high-quality solutions** that can be self-initiated or supported by the project.

c. Jointly identify **internal resources**: local existing management rules and institutions, local skills and crafts.

d. Jointly identify and solicit **external resources**: public and private water service providers, expertise and contacts.

e. Identify required **land tenure** changes that will benefit the poor.

3. Rank opportunities and needs.

a. In interest group meeting(s) that feed into the plenary meeting(s), **define the criteria for prioritization, in particular of livelihood benefits and the**

* Plenary = full, complete; a plenary meeting is a meeting of all members/stakeholders.

significant number of beneficiaries, including women and other vulnerable groups as beneficiaries, and also including their priorities, e.g., for domestic and small-scale productive water uses, and values and norms regarding water.

b. **Rank** short-term activities to be supported by the project and encourage the community's commitment to making its own contributions.

c. **Align** communities' priority aspirations with support agencies' available budget and other support.

- **It is important that all relevant support agencies participate in the visioning process and give timely information about infrastructure costs, bills of quantities and timelines for the construction of communal infrastructure.**

Tip!

4. Select activities for implementation.

a. **Select** activities to implement and agree on how to address any proposed activities outside that scope (postponing, finding other support agencies).

- **In the final decision-making on activities to implement, ensure that the normally voiceless and marginalized groups can express their own criteria and ranking. This requires preparing them well.**

Tip!

Step Five: Compile detailed action plans.

1. **Create and train community structures.**
2. **Specify actions, roles and budgets.**
3. **Sign off.**

Purpose of Step Five

To operationalize agreed activities into time-specific action plans, and to formalize collaborations with selected support agencies.

1. Create and train community structures.

a. **Identify the community structures required** for implementation and operation and maintenance of infrastructure and accompanying interventions, both for the project as a whole and for the various activities:

- designing structure: composition of membership, committees and leadership;
- defining internal tasks and roles and responsibilities and external long-term relationships with service providers;
- setting and enforcing rules, rights and obligations, conflict resolution, cost recovery, prevention of wastage and pollution, etc.

b. Agree on **(s)election procedures** (with criteria like trustworthiness, taking the initiative and being hard-working, reliable and respected by all parties, and having leadership qualities, the skills required for the job, integrity, time availability, and gender balance).

c. Elect or otherwise **establish** the **community structures** in charge of overall project implementation and of specific activities, all with clear accountability lines to their constituencies.

d. Build the capacity of community structures for cost analysis (e.g., bills of quantities), budgeting, and transparent accountancy.

2. Specify actions, roles and budgets.

a. Link local government, service providers, NGOs, etc., and start to invite tenders and **procure** services.

b. For each activity, elaborate **detailed action plans** which encompass:

- details of the roles and responsibilities of each service provider (technical designs, budgets, implementation timeframes, payment schedule, allowances, post-construction guarantees, monitoring, penalties in case of non-performance, etc.);
- an inclusive procedure to select the site;
- selecting the site infrastructure;
- the own contributions that the community committed to make;

- land tenure issues;
- the future ownership of new infrastructure and its management;
- procedures for adapting plans, including the community structures that are mandated to make such changes; and
- conflict resolution procedures, e.g., if commitments by any party are not honoured.

3. Sign off.

a. Establish and sign **contracts** between community structures and support agencies, specifying the roles and responsibilities of, and commitments by, all parties, including a clause on breach of contract.

b. Define a **monitoring framework** for signed-off contracts and envisaged livelihoods impacts.

Tip!

- **Technical feasibility studies and costings take time and often require expert inputs. Keep communities closely involved in these processes to strengthen ownership and avoid mistrust.**

Step Six: Implement the action plans.

1.	**Construct communal infrastructure and develop the capacity to operate and maintain it.**
2.	**Create management structures and develop their capacity.**
3.	**Implement the accompanying interventions and develop the capacity to maintain them.**
4.	**Ensure sustainability when exiting.**
5.	**Operate and maintain infrastructure and continue capacity development.**

Purpose of Step Six

To implement the agreed action plans and adjust them as needed in a transparent manner, while building capacity for sustainable infrastructure operation and maintenance and their accompanying activities.

1. Construct communal infrastructure and develop the capacity to construct, operate and maintain it.

a. Implement the agreed action plan on **infrastructure construction** and adjust the plan where needed, with clear explanations to and/or consultations with constituencies.

b. **Develop the capacity** of the responsible community members to participate in or monitor construction, operation and maintenance of the infrastructure, especially through 'learning by doing' while implementation takes place.

Tip!

- **If adjustments are required, inform communities extensively to avoid suspicion that a support agency or community member is 'eating the money'.**

2. Create management structures and develop their capacity.

a. Implement the agreed action plan for the **creation of management structures** and adjust the plan where needed, with clear explanations to constituencies.

b. **Develop the capacity** of the management structures (e.g., accountancy, cost recovery, technical operation and maintenance and repair, spare parts management, leadership, conflict resolution, and linking with service providers).

This capacity building should start during the construction phase, but it is a process that takes years, as people have to get used to the ways in which the water resources and infrastructure 'behave'. With growing experience, management tends to improve.

3. Implement the accompanying interventions and develop the capacity to maintain them.

a. **Implement the agreed action plan** for accompanying interventions and adjust it where needed, with clear explanations to constituencies.

b. **Develop the capacity** for implementing the accompanying interventions.

4. Ensure sustainability after exiting.

a. **Mark** the finalization of construction and hand over **responsibility** to the community for the use, operation and maintenance of the infrastructure. The handover should incorporate legal documents specifying assets, and the allocation of any remaining materials.

There should be a celebration to mark the handover.

b. Confirm the agreed roles and responsibilities of communities, support agencies, local government and others for guarantees and '**after-care'**.

Tip!

- **Exiting activities can be translated into a formal handover document for signing by all parties.**

5. Operate and maintain infrastructure and continue capacity development.

a. Put the infrastructure into sustainable use.

b. Continue capacity development according to the needs arising from the communities' 'learning-by-doing' (e.g., accountancy, cost recovery, technical operation and maintenance and repair, spare parts management, leadership, conflict resolution, and linking with service providers).

Continuous 'Step' Seven: Do participatory monitoring and evaluation, and livelihood impact assessment for follow-up.

1. **Monitor planning, implementation and use.**
2. **Monitor the impacts on livelihoods.**
3. **Identify follow-up plans for community-driven water resource management.**

Purpose of Step Seven

To continuously track and reflect on the processes followed by communities for adjustments during the project and for follow-up activities after the project.

1. Monitor planning, implementation and use.

a. Continuously **track and reflect** on the processes of making and implementing action plans during the project, and the proper working of infrastructure and institutional arrangements after the project concludes.

b. Where needed, **adjust plans** and implementation during the project, and ensure that the infrastructure works after the project concludes, drawing up procedures for the communities to report problems, to mobilize their own contributions, and to call upon support agencies, in particular local government.

2. Monitor the impacts on livelihoods.

a. Led by community structures, assess the beneficiaries and the impacts of the project on their livelihoods.

Tip!

- **The following matrix links water and livelihoods. The number of users and their gender and vulnerability status indicates the beneficiaries and how they use the benefits.**

  This matrix can be made by communities and support agencies (a) before the project, as a base line; (b) during the visioning process, for transparent articulation of beneficiaries and their benefits as a key criterion in prioritization; and (c) after the project, to assess impacts on livelihoods and to develop follow-up activities.

WATER SOURCES	TECHNOLOGIES (Number/sites)	NUMBER OF BENEFICIARIES by gender and vulnerability status - use	MANAGEMENT (committees, rules on operation and maintenance/tariffs, enforcement)
Surface streams	Direct use	70 poor women - domestic 20 poor men - cattle	No management, no problem
	1 dam	10 less poor men - irrigation 5 less poor women - irrigation 5 less poor men - cattle (dry season)	No committee, no maintenance, severe degradation
	3 fishponds	5 less poor men	Committee, protection against theft
	1 irrigation scheme	20 poor and 5 less poor men - irrigation	Committee, less functional, no cost recovery
Groundwater	5 shallow wells	30 poor women	No management, silting and pollution
	3 boreholes	25 less poor women – community garden	Committees, two with good cost recovery; one not functional, with broken pump
Rain	Rooftop water harvesting	15 households - multiple uses	Household-managed

3. Identify follow-up plans for community-driven water resource management.

a. Led by community structures and based on lessons learnt during and after the project, identify follow-up activities for community-driven water resource management, in terms of capacity building, infrastructure and institutional arrangements, and integrate those in local planning processes.

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