CHAPTER 6

FOLLOW-UP ACTIVITIES

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CHAPTER 6 FOLLOW-UP ACTIVITIES

6.1 Overview of Follow-Up Activities

6.1.1 Background

Phase 3 of the JICA Magalies Study ends in October/November 1997. However, the pilot projects have initiated a development process which will continue beyond November. Some aspects of the pilot project process will now follow their own course, but there are a number of tasks that will require deliberate follow-up by committed champions. This section outlines the nature of these follow-up activities.

6.1.2 Overview

(1) Operational Carry Over. All three infrastructural pilot projects will have to consolidate and refine the management and O&M arrangements implemented in terms of the management plans. The pilot project implementation schedule has been too short to include such a consolidation and refinement phase. Further, the three infrastructural pilots will also have to work through a period where the installed systems are tested under full operational conditions.

(2) Consolidation and Integration of Institutional Arrangements. At a local level, many institutional arrangements will have to be consolidated. In Kameelboom, the relationship with RDC will have to be developed to a point where present interim payment administration arrangements are no longer necessary. In Ga Rasai, a similar process will have to be undertaken with EDC. Also, the support arrangement with MW will have to be fine-tuned based on technical needs under a fully operational water project.

The task of consolidating institutional arrangements in the case of Seghokgo is much more complex. Mbibane TLC might eventually take on the full service provider role, but before then a great deal of capacity building is required. The implementation of the Phase 2 feasibility studies will also require institutional consolidation, but largely at the District Council level. However, it would make a great deal of sense for the two consolidation processes to be coordinated and integrated. Implementation of the feasibility studies will require models for local level service provision (including the involvement of communities), and the pilots will have the best chance of being sustainable in the context of effective regional service provision/support structures.

(3) Best Practice Sharing. The notion of best practice sharing has been promoted throughout Phases 2 and 3. It is when the pilot projects are operating and when institutional arrangements are being tested that the most telling lessons will be learned. Processes and structures to disseminate Phase 2 and 3 lessons should be established, allowing also the sharing of experiences from post-JICA activities.

(4) Feasibility Study Implementation. The feasibility studies will have to move into implementation. The key to this is the identification of organisations (or groups of organisations) that are willing to drive the implementation process. Further technical and institutional support will be required during the implementation phases. Again, it would make sense to integrate this support with support provided for the pilot projects.

The following sections deal with monitoring and evaluation, mentoring and institutional and technical support. These are the inputs that will be required if the follow-up activities listed above are to be effectively completed. The table summarises the relationship between inputs and follow-up activities:

Table 6-1 Follow-Up Activities and Inputs

	Monitoring and Evaluation	Mentoring	Institutional and Technical Support
Operational Carry Over	It is important to monitor the pilot projects during the early stages of full operation. Evaluation will permit the transfer of lessons to other projects, and to the implementation of the feasibility studies.	Mentoring will be essential for pilot projects and their managers during the early stages of full operation.	Most institutional and technical support can take the form of mentoring.
Consolidation and Integration of Institutional Arrangements	It is important to monitor the development of institutional arrangements, to ensure that they work for the communities involved. Evaluation will underpin the development of further options and the sharing of lessons.	Mentoring essential at community level.	It seems clear that a great deal of institutional and technical support will be required to consolidate and integrate institutional arrangements. This is especially true in contexts like Mbibane TLC or Eastern District Council.
Best Practice Sharing	Evaluation is an essential tool for best practice sharing.	Mentoring desirable at community level.	Institutional and technical support might be required to sustain, extend and institutionalise best practice sharing.
Feasibility Study Implementation	Monitoring and evaluation of project cycle desirable.	Limited application.	Institutional and technical support will undoubtedly be necessary to underpin feasibility study implementation.

6.2 Monitoring and Evaluation

The pilot project approach has emphasised monitoring and evaluation, in accordance with DWAF priorities. The M& E programme for the pilot projects has the following characteristics:

(1) Routine task-oriented monitoring and evaluation.

(2) Monitoring and evaluation of issues relating to sustainability (see Section 2.5).

Most of the routine task-oriented monitoring and evaluation has taken place during Phase 3 of the JICA Magalies project. The monitoring agents have included the Study Team, the LPSCs, and the various project management structures (especially the PEG and the PEF)..

Much of the monitoring and evaluation relating to sustainability can only be undertaken in the period following project handover. The details of the post-JICA M&E programme and the identity of the M&E agents remain to be determined. Section 2.5 proposed some themes for sustainability monitoring and evaluation, but these might have to be extended to accommodate the monitoring and evaluation of feasibility project implementation as outlined in Table 6.1.

6.3 Mentoring

The pilot projects have been subject to intensive capacity building support for around eight months. This should have ensured a level of self-sufficiency, but this remains untested. The capacity building inputs have probably limited the need for costly follow-up inputs, but a mentoring presence seems essential, particularly given the fast-track implementation of the pilot projects. The identity of the mentoring agents and the precise nature of the mentoring task remain to be determined.

6.4 Institutional and Technical Support

During Phases 2 and 3, the JICA Study Team has played an institutional and technical support role. It is evident that a similar input will be required for aspects of the post-JICA follow-up, particularly in the context of institutional consolidation and integration and feasibility study implementation. The present JICA team is due to be disbanded at the end of October, and consideration must be given to the sources of support that will replace it.

6.5 Recommendations

6.5.1 Follow-up Structures

The following recommendations are designed to ensure the implementation of key follow-up actions:

(1) The immediate establishment of a strategic task group. The brief of this group would be to develop an action plan for post-JICA follow-up activities. In this context, the team would consider issues such as monitoring and evaluation priorities, the nature and extent of mentoring, opportunities for best practice sharing, and institutional and technical support priorities. Among the issues to be considered would be the future of the Bapong pilot project. The task group would also identify appropriate water champions for the various inputs, and sources of funding for these inputs. A key issue is the identification of the bodies responsible for taking the feasibility studies into implementation.

It is proposed that the task team be led by DWAF, with the participation of MW, the District Councils, and pilot project representatives and representatives.

(2) The establishment of a mentoring team, possibly comprising a coordinator and a community liaison officer. This team may be formed using the human resources of MW, DWAF or the District Councils.

(3) The development of a comprehensive M&E programme. The task group would design the programme, or find a consultant to do so. The M&E agents might be consultants or the stakeholders themselves.

(4) The determination of the scope of work of an institutional and technical support team (by the task group), and the formation of such a group. The key task of this group would be to carry feasibility study implementation forward and to support institutional consolidation and integration. The team may comprise a core of the strategic task group and appropriate consultants.

6.5.2 Funding for Follow-Up

It is proposed that funding be sought as follows:

(1) Strategic Task Group - ISD or Operations Directorates, DWAF.

(2) Mentoring Team - ISD or Operations.

(3) Monitoring and Evaluation Programme - JICA project stakeholders.

DRAWINGS

No.1	Kameelboom Key Plan
No.2	Water Supply to Kameelboom
No.3	Water Supply to Mphonyoke South
No.4	Water Supply to Mphonyoke North
No.5	Water Suply to Ramasibithwana
No.6	Upgrading of Water Supply to Ga Rasai
No.7	Semohlase (Segokgo)

DROOGESLOOT 285-KP

RAMOSIBITSWANA

KAMEELBOOM AGRICULTURAL HOLDINGS

PUMPHOUSE

VLAKPLAATS 283-KP

KAMEELBOOM

GOMKIRI 131-JP

MPHONYOKE NORTH

MPHONYOKE SOUTH

RHENOSTERKRAAL 132-JP

EVN
CONSULTING ENGINEERS
TEL (012) 8037444

JICA STUDY TEAM

MAGALIES WATER

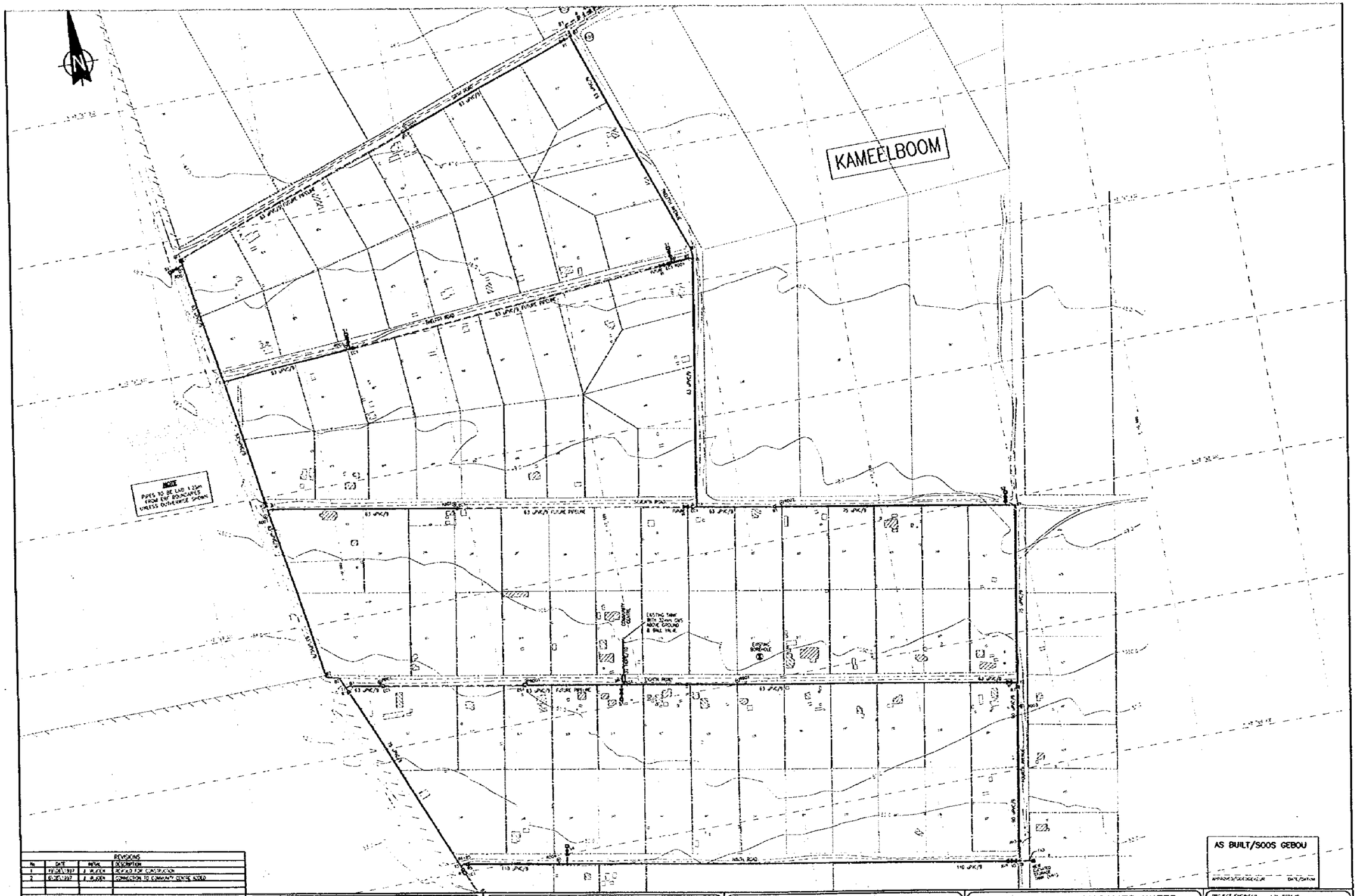
DEPARTMENT OF WATER AFFAIRS AND FORESTRY

EXPANSION OF MAGALIES WATER PHASE 3 PILOT PROJECTS
WATER SUPPLY TO KAMEELBOOM AGRICULTURAL HOLDINGS

KAMEELBOOM KEY PLAN

SCALE NOT TO SCALE

DRAWING No.1



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2	10/07/1997	J. VILJOEN	CONNECTION TO COMMUNITY CENTRE ADDED

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JICA STUDY TEAM

MAGALIES WATER

DEPARTMENT OF WATER AFFAIRS AND FORESTRY

EXPANSION OF MAGALIES WATER PHASE 3 PILOT PROJECTS
WATER SUPPLY TO KAMEELBOOM

PROJECT ENGINEER:	d.V. STRAUS
DESIGNED BY:	J. VILJOEN
DRAWN BY:	Y.BLOEMHOUT
APPROVED:	
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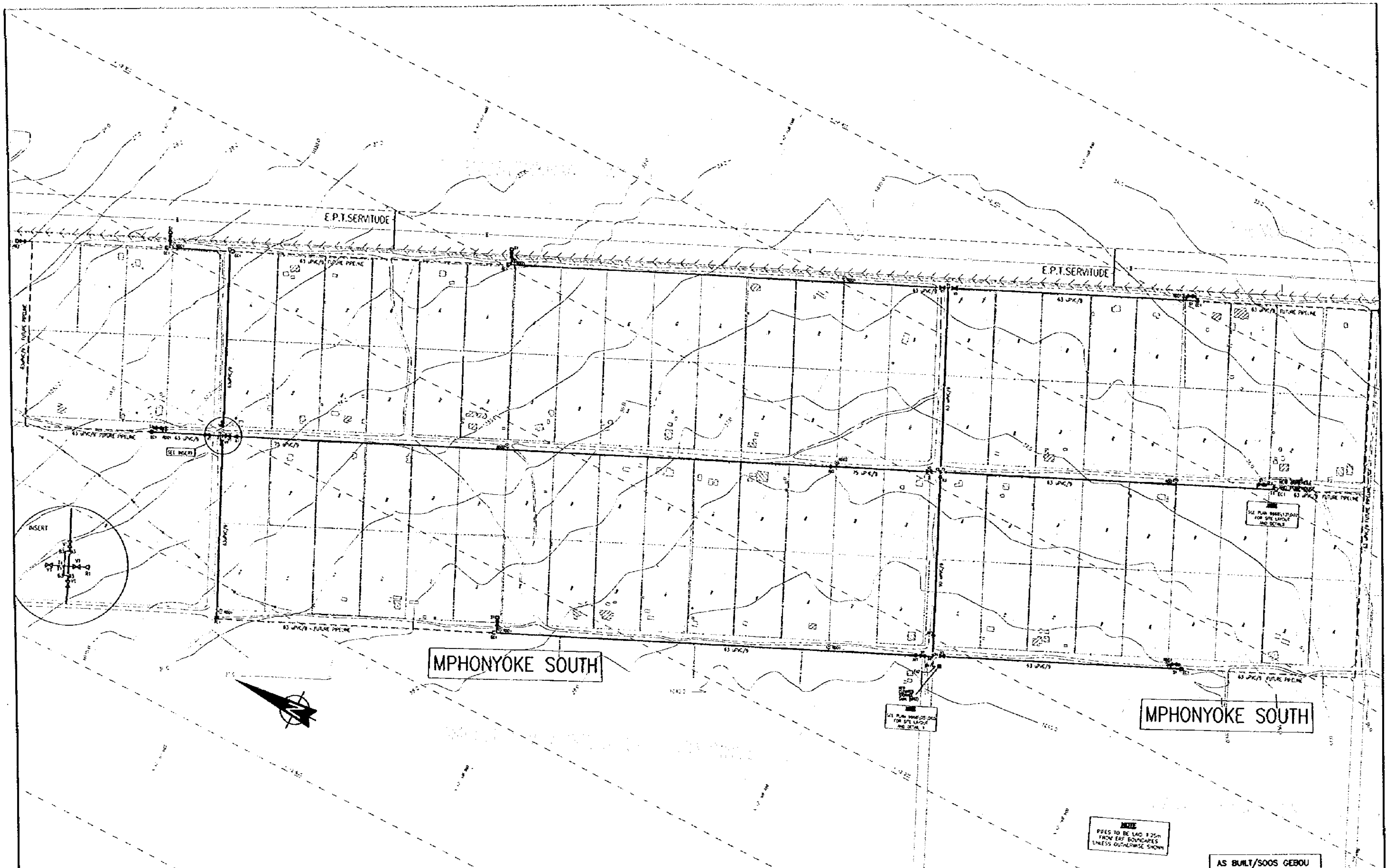

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AS BUILT/SOOS GEBOU

APPROVED/GOEDGEKEUR — DATE/DATUM

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JICA STUDY TEAM

MAGALIES WATER

DEPARTMENT OF WATER AFFAIRS AND FORESTRY

EXPANSION OF MAGALIES WATER PHASE 3 PILOT PROJECTS

WATER SUPPLY TO MPHONYOKE SOUTH

PROJECT ENGINEER.	G.V. STRAUS
DESIGNED BY.	J. VILJOEN
DRAWN BY	F. BEZUIDENHOUT
APPROVED	
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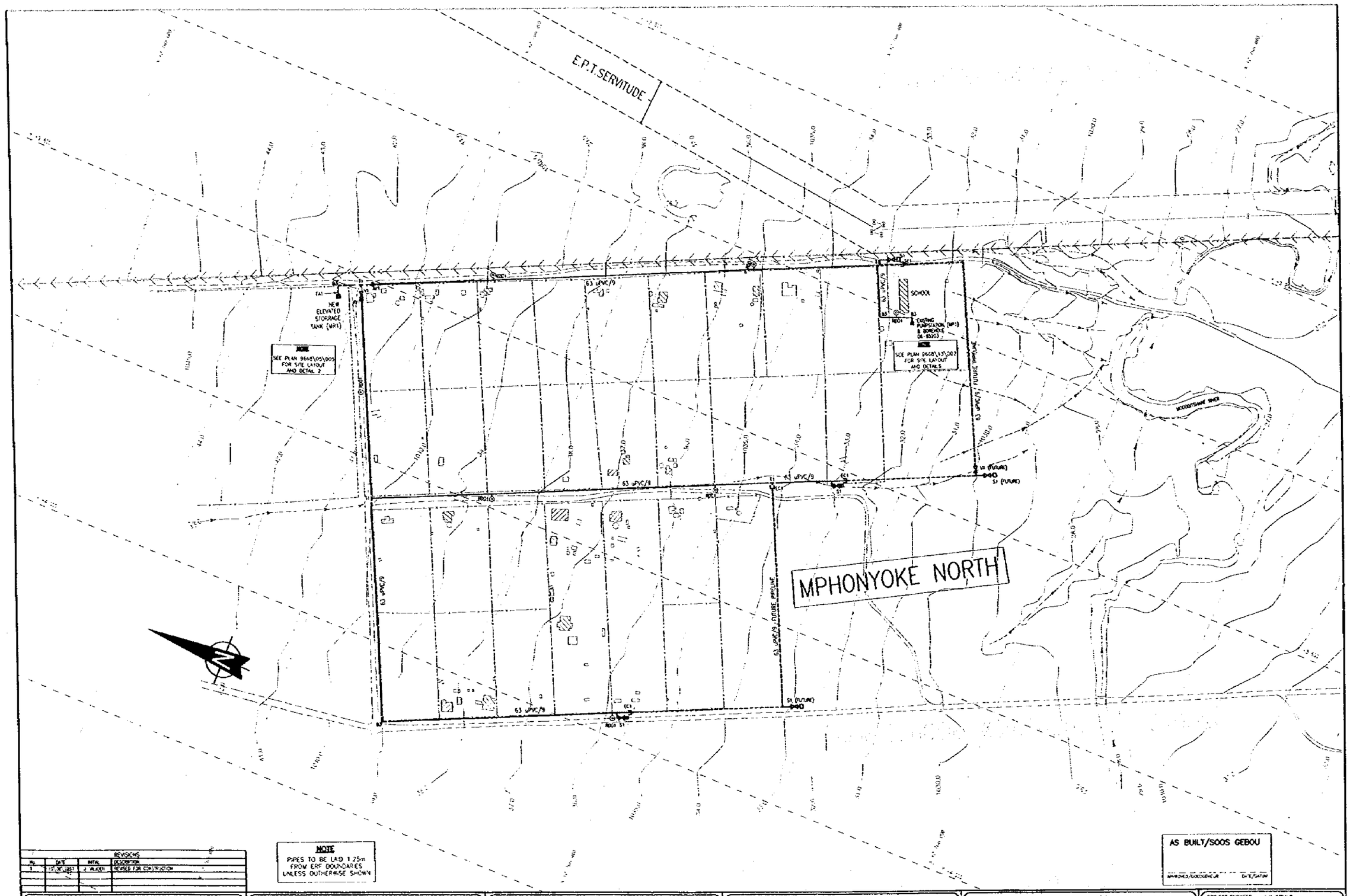

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NOTE
PIPES TO BE LAID 1.25m FROM ERF BOUNDARIES UNLESS OUTHERWISE SHOWN

AS BUILT/SOOS GEBOU

APPROVED/GOEDGEKEUR DATE/DATUM

EVN CONSULTING ENGINEERS TEL (012) 8037444

JICA STUDY TEAM

MAGALIES WATER

DEPARTMENT OF WATER AFFAIRS AND FORESTRY

EXPANSION OF MAGALIES WATER PHASE 3 PILOT PROJECTS
WATER SUPPLY TO MPHONYOKE NORTH

PROJECT ENGINEER	G.V. STRAUS
DESIGNED BY:	J. VILJOEN
DRAWN BY:	T. BEZUIDENHOUT
APPROVED:	
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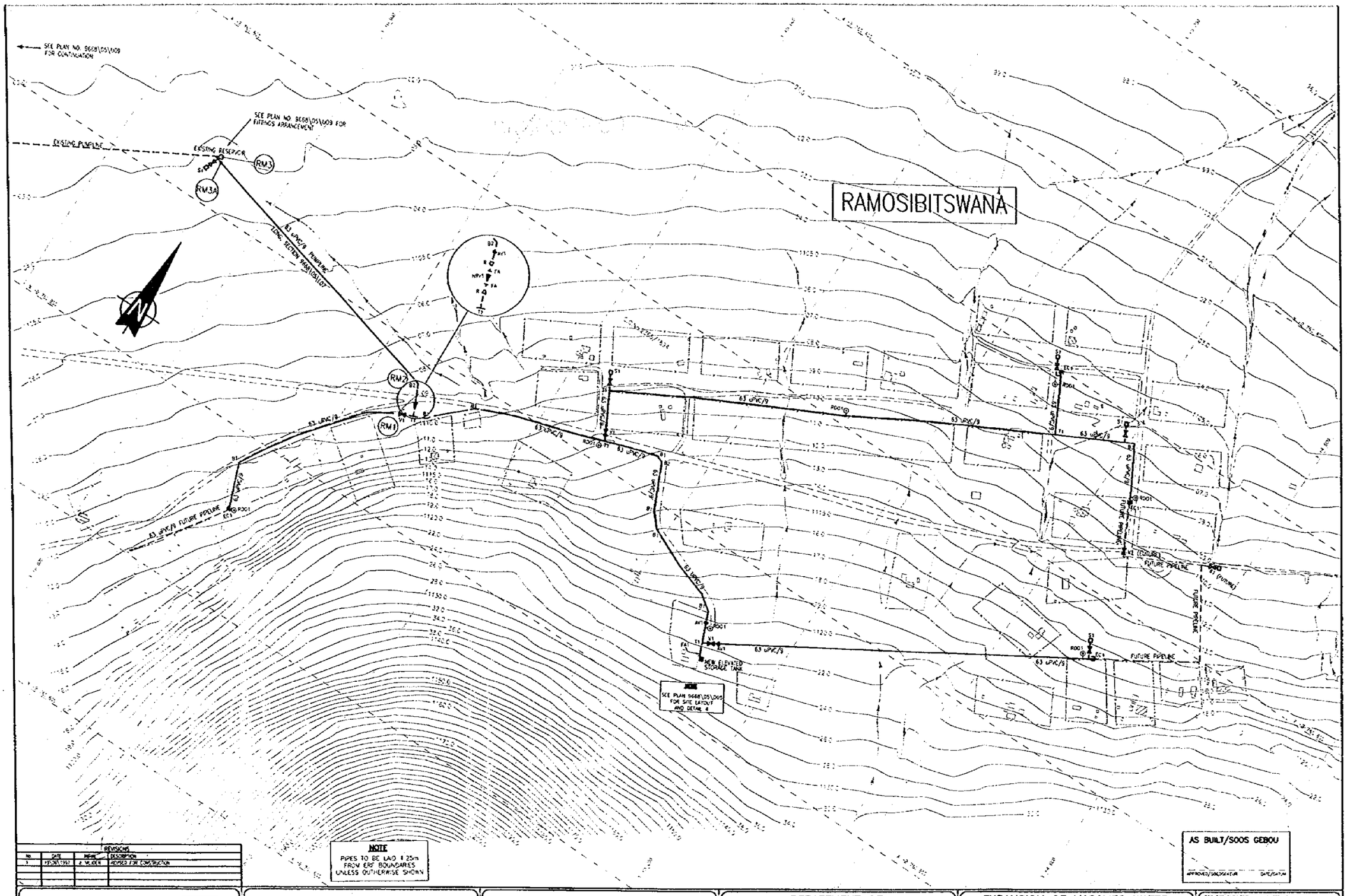
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SEE PLAN NO. 9668\DS\009 FOR FITTINGS ARRANGEMENT
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EXISTING RESERVOIR
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RM3A
63 uPVC/9 PUMPING MAIN
LONG. SECTION 9668\DS\107
RAMOSIBITSWANA
RM2
RM1
63 uPVC/9
63 uPVC/9 FUTURE PIPELINE
NEW ELEVATED STORAGE TANK
SEE PLAN 9668\DS\005 FOR SITE LAYOUT AND DETAIL A
FUTURE PIPELINE
AS BUILT/SOOS GEBOU
NOTE
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MAGALIES WATER
DEPARTMENT OF WATER AFFAIRS AND FORESTRY
EXPANSION OF MAGALIES WATER PHASE 3 PILOT PROJECTS
WATER SUPPLY TO RAMOSIBITSWANA
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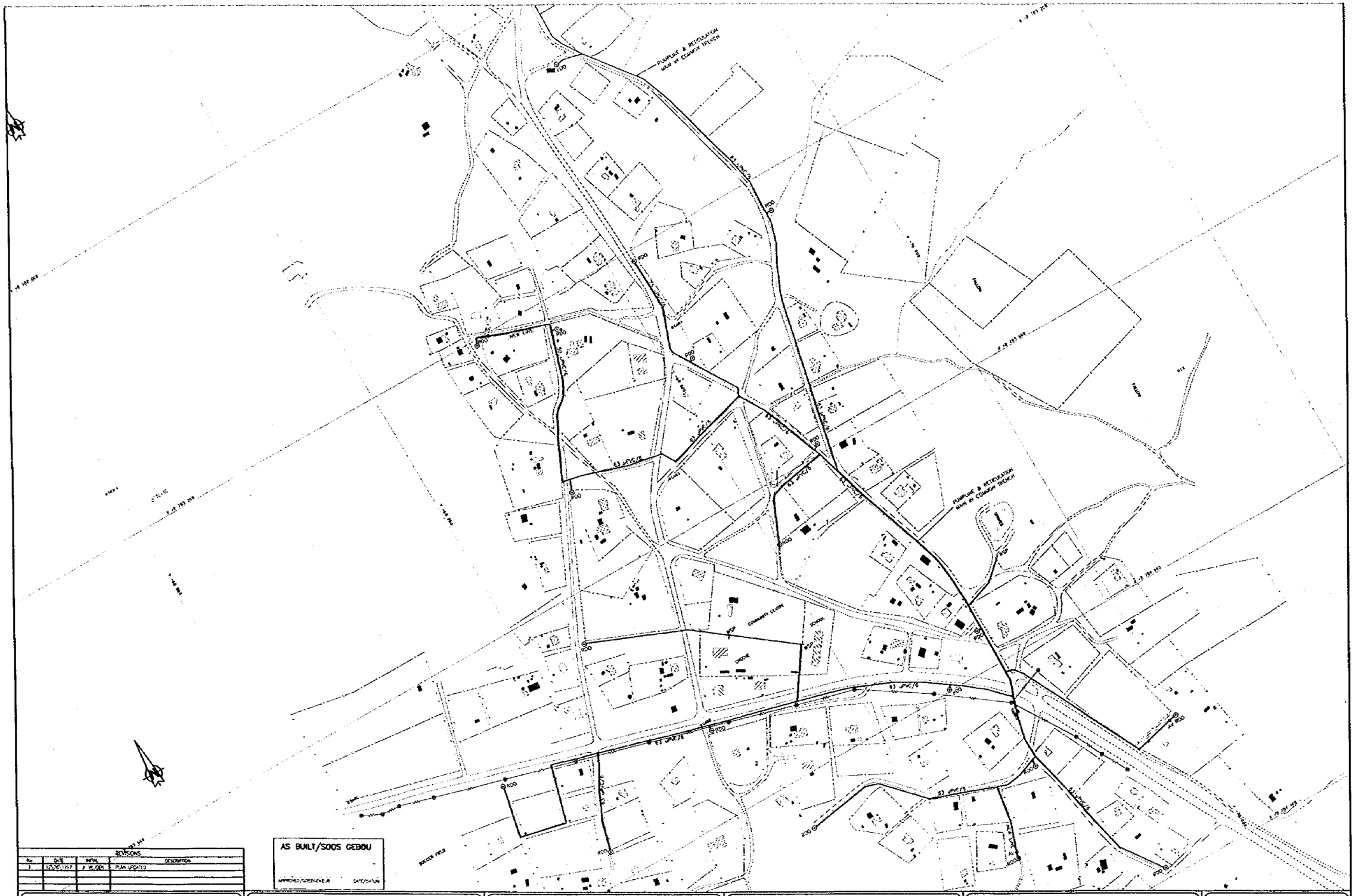

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JICA STUDY TEAM

MAGALIES WATER

DEPARTMENT OF WATER AFFAIRS AND FORESTRY

EXPANSION OF MAGALIES WATER PHASE 3 PILOT PROJECTS

UPGRADING OF WATER SUPPLY TO GA-RASAI

PROJECT ENGINEER	DE V STRAUS
COMPILED BY	J. VLOEN
DRAWN BY	Y. BEZUIDENHOUT
APPROVED	
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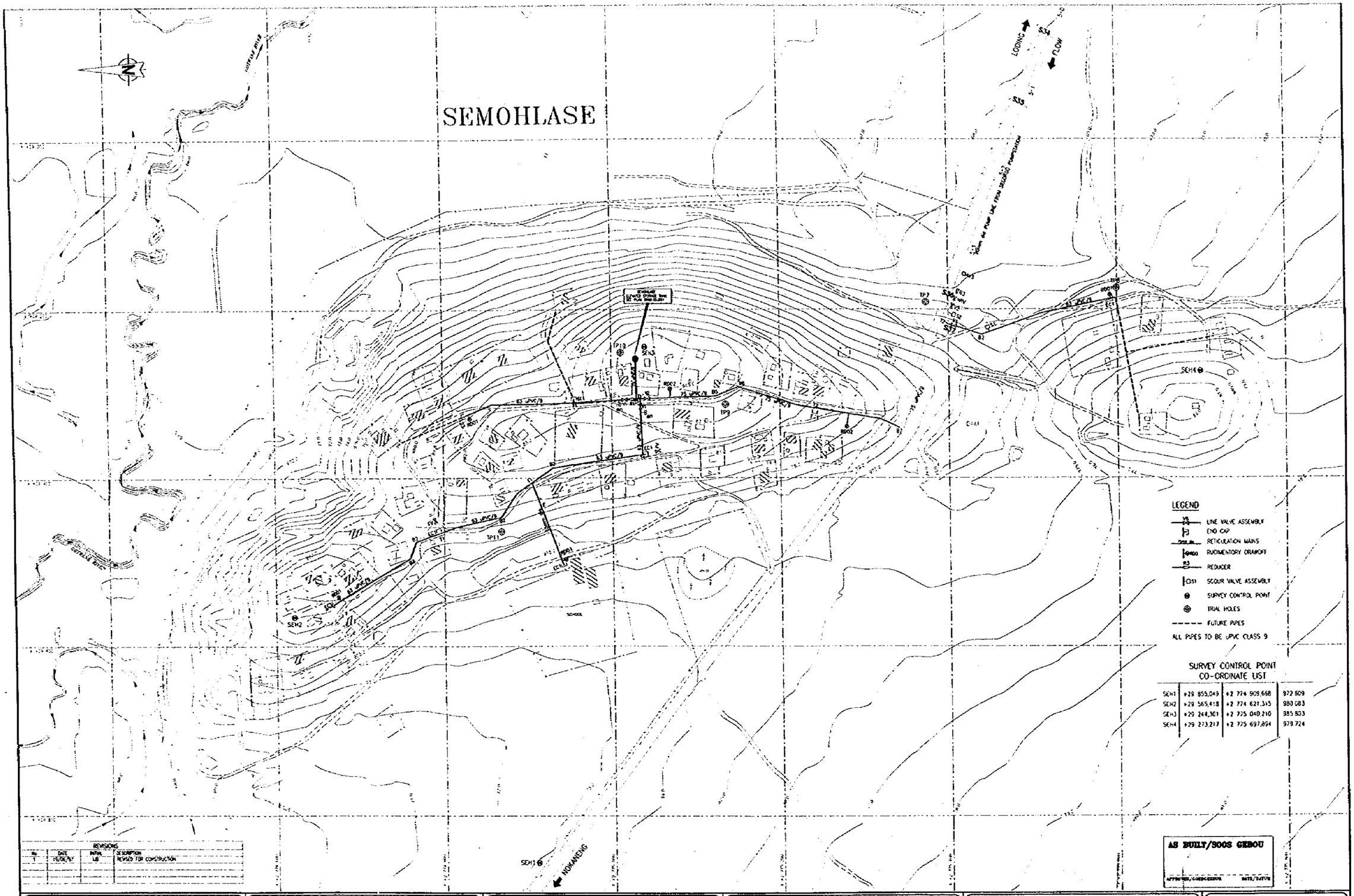

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SEH2	+29 565,418	+2 774 621,315	980 083
SEH3	+29 244,301	+2 775 040,210	985 803
SEH4	+29 273,217	+2 775 697,894	979 724

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APPROVED/GOEDGEKEUR DATE/DATUM

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JICA STUDY TEAM

MAGALIES WATER

DEPARTMENT OF
WATER AFFAIRS
AND
FORESTRY

EXPANSION OF MAGALIES WATER PHASE 3 PILOT PROJECTS

SEMOHLASE (SEGOKGO)

PROJECT ENGINEER: L. BETTESWORTH
COMPILED BY: B. ARTHUR
DRAWN BY: Y. BELLINGHOUT
APPROVED:
DISTRICT: MORETELE II
SCALE: 1 : 2 000
PLAN No. DRAWING No.7
REVISION: 1

ANNEX

ANNEX A
ENGINEERING

PILOT PROJECTS

ANNEX A : ENGINEERING

ANNEX A ENGINEERING

A.1 Evaluation of Tenders for Pilot Project

1. Criteria for the selection of suitable contractor

1.1 General requirements of the Contractor

As a general requirement of the contractor for the construction of water supply infrastructure in the pilot project areas; taking into account time limitation of the construction period, budgetary constraints, the importance of the study components for the development study and responsibility of the study team; the following selection criteria should be met by the nominated contractor.

- Experience in the construction of civil works, pipeline works, structures and installation of mechanical and electrical equipment;
- Broader regional construction experience;
- Good management of sub-contractors as well as good relationship with communities as labour sources;
- At least three number of contracts, each with a contract amount more than one million rands.

1.2 Nominated contractors for tender.

The following eight tenders were selected in accordance with the selection criteria mentioned above:

- J&R Tosi Construction Co. (JRTC)
- Roadcrete Construction (ROCO)
- Riviera Construction Co. (RCCO)
- Goldstein (GOLD)
- Valente Brothers Pty Ltd (VBPL)
- Going-Up Construction (GUCC)
- P&R Civil Construction (PRCC)
- Conciante & Borsei Civil Construction (CBCC)

1.3 Confirmation of interested contractors

The client (JICA Study Team / Sanyu Consultants Inc.) Has issued the letter to selected tenderers to confirm their intention to tender for the pilot project. The client received letters of interest from six contractors, except Gold and PRCC.

2. Tendering

2.1 Briefing Meeting

A briefing meeting, which was presided over by EVN Consulting Engineers, was conducted with the six attending tenderers on the 15th May 1997. Tender documents were issued.

2.2 Tender closing date.

A total of six tenders were received on the 4th June on or before 12h00 noon.

2.3 Tender Amount

The amount of each tender is summarised below from lowest to highest.

		(Unit Thousand Rand)	
Name	**Construction Cost**	**VAT**	**Total**
1. Going Up Construction	2,934.6	410.8	3,345.4
2. Roadcrete Construction	3,324.2	465.4	3789.6
3. Riviera Construction	3,552.5	497.4	4,049.9
4. J&R Tosi Construction	3,891.2	544.8	4,436.0
5. Cocciante & Borsei C.C.	4,084.5	571.8	4,656.3
6. Valente Brothers	4,453.0	623.4	5,076.4

2.4 Comparative Evaluation

a) Alternative Proposals

No important alternative proposals were submitted from the six tenderers except the proposed application of mPVC pipes instead of uPVC pipes. However, mPVC pipes are favoured by technical officials at Magalies Water, as no SABS standard has been approved to date for this type of pipe and the long term maintenance implications of this pipe are not known. Therefore, the alternative of mPVC pipes is not recommended for the pilot project.

b) Acceptance of tender documents

Qualification documents submitted are acceptable for tenderers with the exception of CBCC.

c) Past Experience

Item	**GUCC**	**ROCCO**
1. Last 3 years Contracting experience	6 Contracts	29 Contracts
2. Total contract amount in the past three years.	R6,75 million	R50,4 million
3.Area of operation	Mainly Moretele	Wide Area of Operations

d) Detailed assessment of cost proposal for first and second lowest tenderers.

The following is a comparative table of lowest tenderers of GUCC and ROCO;

(Thousands Units)

Schedule No.	GUCC	ROCO	Average of Six
A. General	662	547	690
B. Kameelboom	1,422	1,572	1,746
C. Segokgo	736	1,056	1,079
D. Ga-Rasai	116	150	193
Total	2,936	3,325	3,708

As clarification, the differences in the amount tendered for Schedule 3 and 9 between the tenderers is much larger than for the other schedules due to GUCC not submitting cost proposals for some of the items. At least the following amount could be added to the GUCC cost proposal in Schedule 3 and 9 respectively in order to make the tenders comparable.

Description	Schedule 3	Schedule 9	Total
1. Average Six	556.0	445.0	1,011.0
2. GUCC cost	232.2	165.0	397.6
3. Difference	323.4	290.0	613.4

If the total differences of 613,400 Rands between Average Six and GUCC is added to the total construction cost, then the GUCC tendered amount would be 3,549,400 Rand and the said amount is higher than that of ROCO proposal (3,325,000).

2.5 Comprehensive Evaluation

- Due to the short construction period within the overall study framework, a contractor with sufficient capacity and experience with projects of simalar size is required.

- The client, with assistance of EVN Consulting Engineers determined to reject the lowest tender of GUCC due to an unbalanced cost proposal and recommend the second lowest tenderer of ROCO as suitable contractor for the project implementation.

3. Contracting

3.1 Issuance of Acceptance Letter

The issuance of an acceptance letter to ROCO will be made on the 13th June 1997.

ANNEX A ENGINEERING

A.2 Minutes of Third LPSC Meeting

Local Project Steering Committee Meeting with JICA Study Team
13 June 1997: 14:00

1. Objective

The objective of the meeting was to brief JICA Project Steering Committees (PSCs) about the process of selecting the contractor. At this briefing meeting, JICA Study Team gave a report-back about the evaluation of tender for pilot projects. Eight tenders were selected in accordance with the evaluation criteria (see attached document). Out of these, only six tenders confirmed their intention to tender for the pilot projects. Further evaluations led to the selection of Going Up Construction (GUCC) and Roadcrete Construction (ROCO). These two tenders offered the lowest tender amounts. A comprehensive evaluation of GUCC and ROCO indicated that ROCO had sufficient capacity and experience with projects than GUCC (see attached document). ROCO was offered the tender to implement the pilot projects.

The Local Project Steering Committees accepted the tendering process that JICA Study Team followed. Key issues/ questions were raised at the meeting.

2. Key Issues/ Questions:

Standard of Pipes : Who would ensure that the contractor does not install low standard pipes.

Mr. Kadowaki mentioned that EVN Engineers (supervisors) have the responsibility to ensure that quality material is installed. The pipe materials would be conformed to the SABS.

Site visits : Did the contractor visit the pilot project areas before tendering for the contract.

Mr. Kadowaki answered that the contractor visited the pilot project areas as this was part of the obligation of the tenders in the tendering document.

Remaining money : PSCs wanted to know what would happen to the money that could remain from the allocation of the contract after the construction work is complete.

Mr. Kadowaki answered that no money would remain from the allocation. However, if some money could remain it should be returned to JICA.

Supervision : Who should supervise the contractor during the construction work?

PSC members cited past experiences whereby the contractor did not bring enough equipment with him/her, that he/she asked workers to bring some equipment with them.

Mr. Kadowaki mentioned that EVN Engineers would supervise the construction work. He added that the JICA Study Team, who is the client, would also assist the Engineer in the supervision.

Mr. Kadowaki mentioned that the contractor should bring all the required equipment as specified in the contract document.

Quality assurance : Related to the above issue is the notion of quality assurance. PSC members wanted to know who would ensure that the contractor does his/her job according to the specifications in the contract document. For example, at what depth is the pipe installation. Mr. Moitsiwa mentioned that the contractor would be following specifications in the contract document.

Would subcontractors have the required experience to implement the project?

Mr. Moitsiwa answered that subcontractors would have to satisfy the requirements/ conditions as laid by the main contractor. He added that members of the community should assist the main contractor in terms of identifying subcontractors.

Community needs : PSC wanted to know whether additional community needs could be directed to either the contractor or JICA.

Mr. Moitsiwa stressed that communities should realise that due to budgetary and time constraints. JICA would not be able to satisfy all community needs. Mr. Choshi said that communities should explore alternative sources. It was emphasised that communities should realise that request made to the contractor might fail as the contractor would be working within budgetary limitations.

Guarantee : Would the contractor provide guarantee for his/her work?

Mr. Kadowaki mentioned that contractor would provide guarantee as this is specified in the contract document.

Succession : Who is going to take over the responsibility of managing the project from the contractor and JICA Study Team?

Mr. Moitsiwa stressed that communities should decide who should take over from the JICA Study Team. He added that community structures should discuss this matter with local governments.

Labour conditions : Would the PSCs participate in the establishment of the conditions of subcontracting and local labour employment.

Mr. Moitsiwa said that PSCs would have an opportunity to participate in discussions relating conditions. One avenue through which PSCs could participate is Labour Desk.

Security : Who should take care of the contractors equipment during construction?

Mr. Kadowaki said that the contractor should take care of the equipment.

Miss B Kekana mentioned that communities should also help to take care of equipment.

Insurance : Would workers be insured? Past experiences whereby the contractor did not pay medical expenses for his/her workers after they sustained injuries while on duty were cited.

Mr. Kadowaki said that the contractor would provide insurance as this is specified in the contract document.

3. Conclusion

PCSs actively participated in the discussions relating to the tendering process. Important issues/ concerns/ questions were raised. It appeared that a lot could have been raised if it was not due to limited time. Further discussion about tendering process should be undertaken at future meetings with PSCs.

ANNEX A ENGINEERING

A.3 Selection of Contractors for Pilot Projects

1. Background

The JICA Magalies Water project has three major objectives:

- A strategic framework for the development of water supply and sanitation infrastructure and the appropriate supporting institutions in the extended supply area of Magalies Water.
- Feasibility studies for priority regional water supply projects selected in terms of the strategic framework.
- Sharing technology and planning methods and skills with counterparts in DWAF, MW and local government and community organisations.

In the first phase of the project, a detailed situational analysis was undertaken. Phase 2 (during 1997) involves the detailed feasibility investigation of regional options in three areas - North Mankwe, Klipvoor, and Moretele 2. All three areas have little water supply infrastructure at the moment. Phase 3 (also in 1997) involves the implementation of four pilot projects, in villages selected from a broader study of 30 communities. Pilot projects are planned for Kameelboom, Ga Rasai, Sehoko/Semohlase and Bapong.

Three of the pilot projects involve the installation of infrastructure: boreholes and local reticulation in Kameelboom; prepaid meters in Ga Rasai; and a bulk pipeline and surface reticulation in Semohlase. However, the pilot projects are not primarily infrastructural projects. They are extensions of the wider study, and are designed to provide a practical way in which to test capacity building and institutional development options, and also ways in which to manage different local water supply situations. In this sense, they fulfil the third project objective.

2. Pilot Project Constraints

Since they are not full infrastructural development projects, the pilot projects have some limitations:

- The budget is limited. This has meant that infrastructural work has had to be prioritised in each community. Further development will have to be mobilised by the communities themselves.
- Implementation time is limited. JICA grant funding has been made available over a period of two years. Within this time frame, the pilot projects must be launched and completed in approximately eight months.

These constraints mean that the Study Team and the participating communities will have to find ways to "fast track" the projects, while drawing full value from them. The delivery imperative in South Africa demands a similar approach elsewhere, so the lessons derived from the pilots will be of wider value.

3. Selection of Contractors

Contractors will have to be employed for the modest infrastructural development envisaged in the three communities where hardware is to be installed. Because the pilots are an extension of the wider Magalies study, the Study Team will be the client. This is different to RDP projects where the community is the client. With this in mind, and considering the budget and time constraints, a limited tendering process has been followed. Further, it is proposed that one main contractor be invited to undertake the infrastructural work in Kameelboom, Ga Rasai and Schoko. This strategy is considered to be essential if the work is to be completed in time. Provision will be made for local subcontracting and labour based construction (see below), but it is important to have a single line of accountability between contractor and Study Team.

A list of eight suitable contractors has been compiled in consultation with the engineering consultants working with the JICA Study Team. Six have indicated an interest in the work. This list is attached. Following finalisation of the tender documentation, the six short listed contractors will be invited to tender. The tenders will be subjected to an adjudication process prior to the contract being granted.

4. Role of the PSCs in Selection

As the client, the Study Team will have overall responsibility for the performance of the contractors. However, it is envisaged that the PSCs will play an important role in contractor selection. The following is proposed:

- The Study Team will brief PSCs on the proposed selection approach, and the PSCs will have the opportunity to comment, and to suggest further potential lead contractors. These must have the capacity, experience and local knowledge to undertake the work planned.

- The Study Team will brief PSCs on clauses in the main contract which relate to local employment and subcontracting (summary attached). PSCs are encouraged to comment on these clauses and to suggest strategies to manage their effective implementation.

- The technical adjudication of tenders will be undertaken by the client (the JICA Study Team). However, it is suggested that nominees from the PSCs (possibly the Chairs) sit on a stakeholder committee which will be briefed on the details of the adjudication, and the management issues associated with implementation.

5. Supervision of the Contract Works

The supervision of the contracts will be the primary responsibility of the client (the Study Team). However it is expected that the PSCs will play a key role in assisting the team in the day-to-day management of the contracts. The specific roles of the PSCs are envisaged as follows:

- Assisting with the formation of the Labour Desk, and with the identification of subcontractors and local labour. Where necessary the PSCs should involve other community-based

actors in this process. It is important that fairness and transparency are seen by the community.

- Ensuring that the contractor complies with employment, liaison and training requirements of the contract. Matters relating to compliance should be discussed with the Study Team, and may be raised at PSC meetings.

- Facilitating a cooperative relationship between the contractor and the community.

- Coordinating the process of institutional planning so that it supports and links with infrastructural development. In this context, it is necessary that organisational development and training are completed in time to ensure the effective operation of the installed infrastructure. The JICA Study Team will assist with this planning and programming.

- Drawing any problems relating to the construction works themselves to the attention of the Study Team. For example where excavations limit access, where works are causing damage to property, or where the quality of the work executed is felt to be inadequate.

Overall, the key responsibility of the PSC is to ensure that the project is accepted and valued by the community, and that the necessary arrangements have been made to ensure its continued operation for decades into the future. The Study Team and the contractor will be around for a limited time. By the time they leave, plans to operate and maintain the scheme must be in place.

6. Main Contract : Clauses Relating to Subcontracting and Local Labour

- The contract follows RDP principles.

- The contractor is required to set up a Labour Desk which will assist in identifying local labour and subcontractors. The Desk will have to have representation from Kameelboom, Ga Rasai and Sehoko/Semohlase.

- The contractor has to adhere to statutory minimum wage rates, but is at liberty to negotiate additional incentives based on performance.

- Contracts of employment must be signed between the main contractor and employees and subcontractors.

- Certain tasks must be performed using labour intensive methods. These include clearing, excavation of trenches, backfilling, laying of pipes, concrete work, construction of valve chambers (and similar tasks), removal of materials, and clearing of the site. The contract provides a more detailed list.

- Other tasks are performed in a manner to be decided by the contractor.

- The contractor must limit the involvement of his own personnel to key tasks. The rest of

the work has to be done by a project-related workforce of local residents.

- The contractor has to prepare an operations and maintenance manual for the works undertaken.

- The contractor has to foster cooperation with the community. He has to attend PSC meetings as directed by the Study Team. Where possible, matters concerning the community will be resolved at PSC meetings. If PSC recommendations are different to the contract, the Study Team will advise the contractor in writing of the course of action to be taken.

7. Shortlisted Main Contractors

1. J and R Tosi Construction Co. (Pty) Ltd
2. Roadcrete Construction
3. Riviera Construction
4. Valente Bros (Pty) Ltd
5. Going-Up Construction CC
6. Cocciante Construction

ANNEX B
INSTITUTIONAL

PILOT PROJECTS

ANNEX B : INSTITUTIONAL

ANNEX B INSTITUTIONAL

B.1 Detailed Work Programme for Pilot Projects

Table B.1-1 : Detailed Work Programme (see attached Tables B.1-2 to B.1-4 for detailed scheduling)

Code	Task Description	Study Team Roles	Stakeholder Roles	Monitoring and Evaluation
1.0	PROVISION OF WATER SERVICES INFRASTRUCTURE			
1.1	**Preparation of technical and institutional briefing document, with outline PSC terms of reference.** This document is to be the foundation for work in the pilot communities. It should give insight into the technical aspects of the study, and outline the tasks to be undertaken by the PSC and the Study Team. If necessary, a summary should be translated into Tswana.	Led by the institutional team, but with information provided by the technical and financial teams.	Copies to the District Councils, MW and JICA Team Leader for information and possible assistance.	Test with Mpho for ease of communication.
1.2	**Technical briefings for LPSCs.** The LPSCs must be taken through a technical briefing process, of which the briefing document is a part. The process is already in motion, but it is important for planning purposes that all technical aspects are well understood.	Led by institutional and financial team, assisted by technical	Support bodies like MW and DC s should participate in some of the technical briefings	Test quality of communication with participants, and also in terms of the growing effectiveness of the PSC
1.3	**Preparation of tender documents**	Completed. See attached document on tender process	See attached (Appendix 2)	
1.4	**Study team review of tender documents with LPSC.** Process and outline discussed with PSCs. Discuss nature and content more fully in forthcoming meetings. Of particular interest are ways in which the PSC/community can assist in ensuring that contractors comply with capacity building and local employment provisions.	Institutional and technical teams facilitate this process.		Test quality of communication with participants.
1.5	**Call for tenders**	Technical team		
1.6	**Study team appraisal of tenders and discussion with LPSC.** LPSC representatives are to be briefed on the adjudication. Assistance may be required to report back to the LPSCs	See attached document. Institutional and technical teams to assist with communication to PSC.	See attached	Understanding and acceptance of appraisal and selection is important. Follow up if necessary.
1.7	**Award contract**	Technical team		

Code	Task Description	Study Team Roles	Stakeholder Roles	Monitoring and Evaluation
1.8	**Initiate construction and supervise.** PSC and institutional team to monitor the capacity building and local employment components. Engineer to assist PSC/community counterparts to acquire some technical evaluation skills	Technical team (engineer).	Useful to involve the bodies likely to oversee the project after transfer (DC, MW)	Monitor PSC access to and communication with the contractor and the engineer
1.9	**Testing of works.** Should also involve local people responsible for O&M.	Technical team, assisted by O&M trainees	DC, MW get feedback	
1.10	**Training of O&M staff by contractor.** Check the final form of the contract in this regard. The contractor may only have to produce an O&M manual. If so, design and implement an external O&M training process that uses the construction works as an instructional tool.	Technical team to assist with formulating curriculum and evaluation criteria, institutional team to assist PSC to implement/manage training	Use MW and DC s in training if suitable. Also involve MW and DC counterparts if possible	See training notes below
1.11	**Commission facilities**			
2.0	LPSC EMPOWERMENT AND AWARENESS BUILDING			
2.1	**Briefing document (see above)**			
2.2	**Finalisation of LPSC structures.** The LPSCs are already in place, but changes in the technical options and planning for the implementation of management and O&M may require changes and or cooptation. Early task is to ensure the solidity and mandate of the PSCs	Institutional task team	Assistance from DC where appropriate. Be sure that local government is represented/involved in an appropriate way	Continuously follow the effectiveness of the PSC. Note and take action if internal or external dynamics threaten effectiveness
2.3	**Awareness building workshops with LPSCs and communities.** The awareness building process should begin with an understanding of local water management structures and processes. The awareness building process will move through steps illustrated in the attached figure (Appendix 3).	Institutional and financial teams	Assistance from DC, MW and other actors where needed	Test levels of awareness through observation, and through PSC and community self reporting
3.0	CAPACITY BUILDING AND CONFIRMATION OF LINKAGES			

Code	Task Description	Study Team Roles	Stakeholder Roles	Monitoring and Evaluation
3.1	**LPSC communication strategy and agreement of roles.** Discussion and agreement of PSC TOR should be followed by allocation and agreement of roles. These will include communication, training facilitation, development of water management and cost recovery strategies and monitoring contract implementation. The formulation of a communication strategy is important, with emphasis on communication with the community and with external stakeholders. The LPSC must charge someone with the responsibility of implementing the plan.	Facilitated by institutional team	Assistance from DC, MW and other relevant actors	Test communication strategy with PSC by formulating communication objectives and seeing whether these will be met
3.2	**Formulation of LPSC capacity building plan.** Built on the awareness building actions, the PSC must formulate and action its capacity building plan. This task will have to be facilitated by the Study Team, and may include targeted management training, exposure to relevant projects, visits to DC and MW etc. The LPSC must charge someone with the responsibility of implementing the plan.	Institutional team	Assistance as above.	Key tests relate to viability and likely impact.
3.3	**Formulation of LPSC institutional linkages plan.** The PSC must also formulate and action an institutional linkages plan. Each of the pilot projects will have special needs in terms of institutional support, and different levels of potential support. The PSCs will have to prioritise the needs, and devise ways to attract and secure the necessary support.	Institutional team	Assistance of DC, MW and other relevant actors	Criterion of success is the establishment of durable and effective relationships
4.0	PLANNING FOR WATER MANAGEMENT AND O&M SYSTEMS			
4.1	**Terms of reference for the formulation of a local water management plan.** The Study Team must assist the PSC to develop a detailed TOR for a local water management system. This will build on the awareness building and capacity building tasks described above. The TOR must include attention to systems, resources, roles, capacity and training needs - and must consider matters such as tariff setting, cost recovery and upgrading. The implementation process must also be considered, setting objectives and target dates. In line with the water services bill, the possibility of an outside service provider should be considered. The PSC should consider the merits of using MW, the DC or the private sector in this regard (see 7.3 below).	Institutional and financial teams	TOR informed by best practice gathered elsewhere (see 4.6). Stakeholders will be approached to provide material on cost recovery and financial management	TOR must provide a clear brief to PSC task team which is to develop a local water management plan. If the PSC finds operationalising the TOR difficult, they might be too complex

Code	Task Description	Study Team Roles	Stakeholder Roles	Monitoring and Evaluation
4.2	**Selection and operationalisation of water management task team.** A task team must be appointed by the PSC to formulate a local water management plan. The elements of the plan are listed above. Membership of the task team is flexible, but it should include local government. If appropriate, local government might manage the activities of the task team, to ensure ownership of the plan developed. A Study Team member or members will facilitate the activities of the task team. It is acceptable to coopt technical expertise to the task team as required	Institutional and financial teams	Membership of task team if required. DC membership is highly desirable	The task team must incorporate the necessary skills, and must be small enough to operate effectively. It is first and foremost a working group. Monitor the ability of the task team to produce according to objectives
4.3	**Terms of reference for the formulation of a local operations and maintenance plan.** The Study Team must assist the PSC to develop a detailed TOR for a local operations and maintenance system. This will build on the awareness building and capacity building tasks described above. The TOR must include attention to systems, resources, roles, capacity and training needs. The implementation process must also be considered, setting objectives and target dates	Institutional and technical teams	TOR informed by best practice gathered elsewhere (see 4.6). Stakeholders will be approached to provide material on operations and maintenance management	TOR must provide a clear brief to PSC task team which is to develop a local O&M plan. If the PSC finds operationalising the TOR difficult, they might be too complex
4.4	**Selection and operationalisation of O&M task team.** A task team must be appointed by the PSC to formulate a local O&M plan. Membership of the task team is flexible, but it should include local government. A Study Team member or members will facilitate the activities of the task team. It is acceptable to coopt technical expertise to the task team as required	Institutional and technical teams	Membership of task team if required	The task team must incorporate the necessary skills, and must be small enough to operate effectively. It is first and foremost a working group
4.5	**Preparation of O&M manual by contractors.** The task team should work as closely as possible with the contractors to ensure that the O&M system planned is appropriate. The content of the manual should be discussed to ensure that the manual serves the needs of the proposed O&M systems and procedures	Institutional and technical teams	Review of manual contents and style by stakeholders as required	The manual must be easy to use and relevant to the local situation
4.6	**Collection of information on best practice.** A body of experience (both documented and on the ground) has been accumulated in South Africa regarding ways to manage cost recovery and billing,and the regulation of unauthorised connections. Best practice should be drawn from this body and shared with the relevant PSC task teams.	Institutional team assisted by technical and financial teams.	Stakeholders will be asked to provide examples of best practice in their areas of jurisdiction. Organisations that have conducted studies will be contacted.	The study team must edit and summarise the information collected to make it suitable for PSC use. The extent to which it is used will be an indicator of its relevance.

Code	Task Description	Study Team Roles	Stakeholder Roles	Monitoring and Evaluation
4.7	**Assistance to water management task team on tariff setting procedures and financial management.** The task team will require guidance on tariff setting and financial management. The input from the study team should be interactive and should promote sustainable management processes. Study team to develop an instruction module for use in the pilot communities.	Facilitated by the institutional team. Training module and instruction to be overseen by financial team. Best practice is relevant in this context.	MW and DWAF assistance may be useful here	Understanding of tariff setting and the ability to formulate tariffs the test of effective communication
4.8	**Assistance to water management task team on organisational development and organisational procedure.** As above, the task team will require assistance on these issues. The organisational development inputs will underpin the management structures the task team proposes, and will also influence the determination of training needs.	Facilitated by the institutional team. The organisational development expert will play a key role here, and should assist in the development of a training module.	DWAF ISD to play an important support role here, especially in terms of policy implementation	Viability and likely effectiveness of organisational plan developed by the PSC a test of understanding
5.0	STRATEGIC RESEARCH			
5.1	**Additional community-based research as needed.** Throughout the pilot projects it will be necessary to monitor relevant community dynamics (for example attitudes to the pilot project, or to the management procedures being proposed). Wherever possible such research should be undertaken by the study team, where appropriate with the assistance of members of the community.	Institutional and financial teams.	Possibly involve DC counterparts in research , to build awareness and skills	Strategic research may be required to facilitate and inform pilot project implementation. Check whether it does so
6.0	MANAGEMENT AND TECHNICAL TRAINING			
6.1	**Determination of management and training needs by water management task team.** Based on the work of the task team, management and training needs are to be determined. These must be appropriate to the water management tasks defined by the task team. Support from a training practitioner and/or the study team may be necessary.	Institutional team, supported by relevant experts.	Discuss with DWAF ISD re guidelines and approaches. Also discuss with MW and DC	The identified training needs must give focus to an appropriate training response
6.2	**Technical training needs determined by the O&M task team.** The O&M task team will define technical training needs. Assistance from appropriate training practitioners and/or the study team will be necessary. The task team should also consult with the contractors to determine the scope of the O&M task. It would be productive for the task team and the contractors to consult on the nature and content of the manual discussed in point 4.5 above.	Institutional team, supported by the technical/engineering team and relevant experts.	Discuss with DWAF ISD and Operations. Also with MW and DC	As above

Code	Task Description	Study Team Roles	Stakeholder Roles	Monitoring and Evaluation
6.3	**Development of TOR for management and administrative training.** Once tasks have been defined and training needs determined, the task team should develop TOR for the training programme. The TOR should include purpose of training, nature and broad content of the training initiative, and mechanisms and criteria for monitoring and evaluating the training. The TOR should also outline procedures for selecting trainers and trainees.	Institutional team and relevant experts.	Discuss with DWAF ISD re guidelines and approaches. Also discuss with MW and DC	Good TOR must provide focus and must be implementable by the PSC
6.4	**Development of TOR for O&M training.** Once tasks have been defined and training needs determined, the task team should develop TOR for the training programme. The TOR should include purpose of training, nature and broad content of the training initiative, and mechanisms and criteria for monitoring and evaluating the training. The TOR should also outline procedures for selecting trainers and trainees.	Institutional team, supported by the technical/engineering team and relevant experts.	Discuss with DWAF ISD and Operations. Also with MW and DC. Look also at work done by the O&M training institute in Pietersburg	As above
6.5	**Identify and recruit management/administrative training providers.** If possible, skills within the study team should be deployed in training. However, if these skills are inadequate, external providers should be identified and employed. Project budget issues will have to be negotiated with the team leader before any commitment to trainers is made. In selecting trainers, reference should be made to the inventory recently assembled by DWAF. Preference should be given to local emerging contractors if they have the necessary qualifications.	Institutional team.	Discuss with DWAF ISD	Track record of training providers is important, as is willingness to work closely with trainees and PSC
6.6	**Identify and recruit O&M training providers.** If possible, skills within the study team should be deployed in training. Also, opportunities to use the contractors in a hands-on training role should be explored. If these skills are inadequate, external providers should be identified and employed. Project budget issues will have to be discussed with the team leader before any commitment to trainers is made. In selecting trainers, reference should be made to the DWAF inventory. Preference should be given to local emerging contractors if they have the necessary qualifications.	Institutional team.	Discuss with DWAF ISD and Operations	As above
6.7	**Identify trainees and commence training (management and administration).** The selection of trainees is likely to be sensitive. For this reason agreed guidelines are necessary (see 6.3 above). The selection will require clarity regarding management structures and their likely permanent staffing. The determination of these structures will have to be done in close consultation with local authorities (TLC and District Council) and other local organisations.	Institutional team and selected training provider (if appropriate).	Consult with DWAF, MW, DC to identify counterparts who might benefit from the training	PSC to monitor training with the assistance of ST and possibly external review

Code	Task Description	Study Team Roles	Stakeholder Roles	Monitoring and Evaluation
6.8	**Identify trainees and commence training (operations and maintenance).** Again, the selection of trainees is likely to be sensitive. For this reason agreed guidelines are necessary (see 6.4 above). The selection will require clarity regarding management structures and their likely permanent staffing. The determination of these structures will have to be done in close consultation with local authorities (TLC and District Council) and other local organisations.	Institutional team (assisted by technical team) and selected training provider (if appropriate).	Consult with DWAF, MW, DC to identify counterparts who might benefit from the training	PSC to monitor training with the assistance of ST and possibly external review
7.0	OPERATIONALISE INSTITUTIONAL AND FINANCIAL ARRANGEMENTS			
7.1	**Obtain community mandate to instal water management system.** The water management plan developed by the task team will have to be agreed and implemented through a process of testing and discussions involving local government, the body responsible for water management (if not the local authority) and community representatives. A community workshop may be necessary to discuss the management system, but this should have been preceded by regular communication regarding the activities of the PSC and the task teams (see point 3.1).	Institutional team.	MW and or DC might be a part of the proposed management system. Important to involve them in any scenario	Monitoring in a later phase (see 7.4)
7.2	**Obtain community mandate to instal O&M system.** The O&M management plan developed by the task team will have to be agreed and implemented through a process of testing and discussions involving local government, the body responsible for water management (if not the local authority) and community representatives. A community workshop may be necessary to discuss the O&M system, but this should have been preceded by regular communication regarding the activities of the PSC and the task teams (see point 3.1)	Institutional team.	MW and or DC might be a part of the proposed O&M system. Important to involve them in any scenario	Monitoring in a later phase (see 7.4)
7.3	**Confirm linkages and responsibilities with DC, MW, DWAF Provincial Office, Area Planning Forums.** The planning process described under 4.0 should have clarified the roles of the above bodies vis a vis the pilot project. Roles may vary from service provider to a source of occasional assistance and advice. It is necessary to confirm these roles, and to secure durable agreements between the parties concerned. The sustainability of the project may in some cases depend on external relationships.	Institutional team.	Follows from 7.3	Monitoring later (see 7.4)

Code	Task Description	Study Team Roles	Stakeholder Roles	Monitoring and Evaluation
7.4	**Agree and implement a monitoring process.** Monitoring is not a part of the brief for this phase of pilot project implementation, but a process should be agreed by the PSC and the body responsible for water management. The PSC should also investigate ways to ensure that the resources for monitoring are available.	Institutional team.	Must consult with DWAF, MW and DC. DWAF currently doing a lot of work on monitoring and evaluation	
8.0	SHARING BEST PRACTICE			
8.1	**First best practice workshop and pilot project report back.** A best practice workshop and pilot project report back should be arranged to coincide with the August Project Execution Forum meeting. The purpose of the workshop will be to enable the pilot study communities to share experiences with each other and with other stakeholders. The workshop might be placed under the auspices of an area planning forum if such a body is active.	Institutional team and Project Execution Group (PEG).	All stakeholders will be involved through the Project Execution Forum	Get participants to evaluate the workshop
8.2	**Second best practice workshop and report back.** Similar to 8.1. Timed to coincide with the October PEG meeting.	Institutional team and Project Execution Group (PEG).	All stakeholders will be involved through the Project Execution Forum	Get participants to evaluate the workshop

Table B.1-2 Pilot Project Programme : April - November 1997, Kameelboom

CODE	TASK DESCRIPTION	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	ENG TEAM	INST/ FIN TEAM	MAJOR OUTPUT
1.0	PROVISION OF WATER SERVICES INFRASTRUCTURE											Implementation of Project
1.1	Preparation of technical and institutional briefing document, with outline LPSC terms of reference									Resp	Resp	
1.2	Technical briefings for LPSC									Asst	Resp	
1.3	Preparation of tender documents									Resp		
1.4	Study Team review of tender documents with LPSC. Must include O&M training, local employment									Resp	Asst	
1.5	Call for tenders									Resp		
1.6	Study Team appraisal of tenders, and discussion with LPSC									Resp	Asst	
1.7	Contract award									Resp		
1.8	Construction and construction supervision									Resp		
1.9	Testing of works									Resp		
1.10	Training of O&M staff by contractor									Resp	Asst	
1.11	Commission facilities									Resp		
2.0	LPSC EMPOWERMENT AND AWARENESS BUILDING											Capable and responsible LPSC
2.1	Discussion of technical and institutional briefing document (see 1.1)									Asst	Resp	
2.2	Finalisation of LPSC structures according to agreed technical solutions										Resp	
2.3	Awareness building workshops with PSCs and communities (water supply, water management, cost recovery)									Asst	Resp	
3.0	CAPACITY BUILDING AND CONFIRMATION OF INSTITUTIONAL LINKAGES											Capacity building plan and programme
3.1	Formulation of LPSC communication strategy, allocation of roles and responsibilities, and activation										Resp	
3.2	Formulation of local government/LPSC capacity building programme, roles and responsibilities, activation										Resp	
3.3	Formulation of institutional linkages plan (with DC, MW, Area Forums), roles and responsibilities, activation										Resp	
4.0	PLANNING FOR WATER MANAGEMENT AND OPERATIONS AND MAINTENANCE SYSTEMS											Management and O&M plans and processes
4.1	LPSC terms of reference for water management plan (including tariff setting, cost recovery and upgrading). TOR to include attention to systems, resources, roles, capacity and										Resp	
4.2	Selection and operationalisation of Study Team/LPSC task team to develop water management plan										Resp	
4.3	LPSC terms of reference for O&M plan. TOR to include systems, resources, roles, capacity and training needs.									Asst	Resp	
4.4	Selection and operationalisation of Study Team/LPSC task team to develop O&M plan										Resp	
4.5	Preparation of O&M manual by contractors									Resp	Asst	
4.6	Collection of information on best practice regarding cost recovery, billing, regulation of unauthorised connections									Asst	Resp	
4.7	Assistance to water management task team on tariff setting procedures and financial management									Asst	Resp	
4.8	Assistance to water management task team on organisational development and organisational procedure										Resp	
5.0	STRATEGIC RESEARCH											Strategic management information
5.1	Additional community-based research as needed (eg. Influence of pilot project activities on willingness to pay)										Resp	
6.0	MANAGEMENT AND TECHNICAL TRAINING											Training and skills transfer
6.1	Management and administrative training needs determined by water management task team										Resp	
6.2	Technical training needs determined by O&M task team									Asst	Resp	
6.3	Development of TOR for management/administrative training										Resp	
6.4	Development of TOR for O&M training									Asst	Resp	
6.5	Identify and recruit management/administrative training providers (if Study Team skills are inadequate)										Resp	
6.6	Identify and recruit O&M training providers (if Study Team skills and contractor programmes are inadequate)									Asst	Resp	
6.7	Identify trainees (including counterparts) and commence training (management and administration)										Resp	
6.8	Identify trainees (including counterparts) and commence training (O&M)										Resp	
7.0	OPERATIONALISE INSTITUTIONAL AND FINANCIAL ARRANGEMENTS											Management structures and systems
7.1	Obtain community mandate and instal water management										Resp	
7.2	Obtain community mandate and install O&M plan										Resp	
7.3	Confirm linkages and responsibilities with DC, MW, DWAF Provincial Office, Area Planning Forums										Resp	
7.4	Agree and implement monitoring process									Asst	Resp	
8.0	SHARING BEST PRACTICE											Wider sharing of best practice
8.1	First best practice workshop and pilot project report-back (coincides with PEG meeting)									Asst	Resp	
8.2	Second best practice workshop and pilot project report back (coincides with PEG meeting)									Asst	Resp	

Table B.1-3 Pilot Project Programme : April - November 1997, Ga Rasai

CODE	TASK DESCRIPTION	APL	MAY	JUN	JUL	AUG	SEP	OCT	NOV	ENG TEAM	INST/ FIN TEAM	MAJOR OUTPUT
1.0	PROVISION OF WATER SERVICES INFRASTRUCTURE											Implementation of Project
1.1	Preparation of technical and institutional briefing document, with outline LPSC terms of reference									Resp	Resp	
1.2	Technical briefings for LPSC									Asst	Resp	
1.3	Preparation of tender documents									Resp		
1.4	Study Team review of tender documents with LPSC. Must include O&M training, local employment									Resp	Asst	
1.5	Call for tenders									Resp		
1.6	Study Team appraisal of tenders, and discussion with LPSC									Resp	Asst	
1.7	Contract award									Resp		
1.8	Construction and construction supervision									Resp		
1.9	Testing of works									Resp		
1.10	Training of O&M staff by contractor									Resp	Asst	
1.11	Commission facilities									Resp		
2.0	LPSC, EMPOWERMENT AND AWARENESS BUILDING											Capable and responsible LPSC
2.1	Discussion of technical and institutional briefing document (see 1.1)									Asst	Resp	
2.2	Finalisation of LPSC. structures according to agreed technical solutions										Resp	
2.3	Awareness building workshops with PSCs and communities (water supply, water management, cost recovery)									Asst	Resp	
3.0	CAPACITY BUILDING AND CONFIRMATION OF INSTITUTIONAL LINKAGES											Capacity building plan and programme
3.1	Formulation of LPSC. communication strategy, allocation of roles and responsibilities, and activation										Resp	
3.2	Formulation of local government/LPSC. capacity building programme, roles and responsibilities, activation										Resp	
3.3	Formulation of institutional linkages plan (with DC, MW, Area Forums), roles and responsibilities, activation										Resp	
4.0	PLANNING FOR WATER MANAGEMENT AND OPERATIONS AND MAINTENANCE SYSTEMS											Management and O&M plans and processes
4.1	LPSC. terms of reference for water management plan (including tariff setting, cost recovery and upgrading). TOR to include attention to systems, resources, roles, capacity and										Resp	
4.2	Selection and operationalisation of Study Team/LPSC. task team to develop water management plan										Resp	
4.3	LPSC. terms of reference for O&M plan. TOR to include systems, resources, roles, capacity and training needs.									Asst	Resp	
4.4	Selection and operationalisation of Study Team/LPSC. task team to develop O&M plan										Resp	
4.5	Preparation of O&M manual by contractors									Resp	Asst	
4.6	Collection of information on best practice regarding cost recovery, billing, regulation of unauthorised connections									Asst	Resp	
4.7	Assistance to water management task team on tariff setting procedures and financial management									Asst	Resp	
4.8	Assistance to water management task team on organisational development and organisational procedure										Resp	
5.0	STRATEGIC RESEARCH											Strategic management information
5.1	Additional community-based research as needed (eg. Influence of pilot project activities on willingness to pay)										Resp	
6.0	MANAGEMENT AND TECHNICAL TRAINING											Training and skills transfer
6.1	Management and administrative training needs determined by water management task team										Resp	
6.2	Technical training needs determined by O&M task team									Asst	Resp	
6.3	Development of TOR for management/administrative training										Resp	
6.4	Development of TOR for O&M training									Asst	Resp	
6.5	Identify and recruit management/administrative training providers (if Study Team skills are inadequate)										Resp	
6.6	Identify and recruit O&M training providers (if Study Team skills and contractor programmes are inadequate)									Asst	Resp	
6.7	Identify trainees (including counterparts) and commence training (management and administration)										Resp	
6.8	Identify trainees (including counterparts) and commence training (O&M)										Resp	
7.0	OPERATIONALISE INSTITUTIONAL AND FINANCIAL ARRANGEMENTS											Management structures and systems
7.1	Obtain community mandate and instal water management										Resp	
7.2	Obtain community mandate and install O&M plan										Resp	
7.3	Confirm linkages and responsibilities with DC, MW, DWAF Provincial Office, Area Planning Forums										Resp	
7.4	Agree and implement monitoring process									Asst	Resp	
8.0	SHARING BEST PRACTICE											Wider sharing of best practice
8.1	First best practice workshop and pilot project report-back (coincides with PEG meeting)									Asst	Resp	
8.2	Second best practice workshop and pilot project report back (coincides with PEG meeting)									Asst	Resp	

Table B.1-4 Pilot Project Programme : April - November 1997, Seghokgo

CODE	TASK DESCRIPTION	APL	MAY	JUN	JUL	AUG	SEP	OCT	NOV	ENG TEAM	INST/ FIN TEAM	MAJOR OUTPUT
1.0	PROVISION OF WATER SERVICES INFRASTRUCTURE											Implementation of Project
1.1	Preparation of technical and institutional briefing document, with outline LPSC terms of reference									Resp Asst	Resp Resp	
1.2	Technical briefings for LPSC									Resp		
1.3	Preparation of tender documents											
1.4	Study Team review of tender documents with LPSC. Must include O&M training, local employment									Resp	Asst	
1.5	Call for tenders									Resp		
1.6	Study Team appraisal of tenders, and discussion with LPSC									Resp	Asst	
1.7	Contract award									Resp		
1.8	Construction and construction supervision									Resp		
1.9	Testing of works									Resp		
1.10	Training of O&M staff by contractor									Resp	Asst	
1.11	Commission facilities									Resp		
2.0	LPSC EMPOWERMENT AND AWARENESS BUILDING											Capable and responsible LPSC
2.1	Discussion of technical and institutional briefing document (see 1.1)									Asst	Resp	
2.2	Finalisation of LPSC structures according to agreed technical solutions										Resp	
2.3	Awareness building workshops with PSCs and communities (water supply, water management, cost recovery)									Asst	Resp	
3.0	CAPACITY BUILDING AND CONFIRMATION OF INSTITUTIONAL LINKAGES											Capacity building plan and programme
3.1	Formulation of LPSC communication strategy, allocation of roles and responsibilities, and activation										Resp	
3.2	Formulation of local government/LPSC capacity building programme, roles and responsibilities, activation										Resp	
3.3	Formulation of institutional linkages plan (with DC, MW, Area Forums), roles and responsibilities, activation										Resp	
4.0	PLANNING FOR WATER MANAGEMENT AND OPERATIONS AND MAINTENANCE SYSTEMS											Management and O&M plans and processes
4.1	LPSC terms of reference for water management plan (including tariff setting, cost recovery and upgrading). TOR to include attention to systems, resources, roles, capacity and										Resp	
4.2	Selection and operationalisation of Study Team/LPSC task team to develop water management plan										Resp	
4.3	LPSC terms of reference for O&M plan. TOR to include systems, resources, roles, capacity and training needs.									Asst	Resp	
4.4	Selection and operationalisation of Study Team/LPSC task team to develop O&M plan										Resp	
4.5	Preparation of O&M manual by contractors									Resp	Asst	
4.6	Collection of information on best practice regarding cost recovery, billing, regulation of unauthorised connections									Asst	Resp	
4.7	Assistance to water management task team on tariff setting procedures and financial management									Asst	Resp	
4.8	Assistance to water management task team on organisational development and organisational procedure										Resp	
5.0	STRATEGIC RESEARCH											Strategic management information
5.1	Additional community-based research as needed (eg. Influence of pilot project activities on willingness to pay)										Resp	
6.0	MANAGEMENT AND TECHNICAL TRAINING											Training and skills transfer
6.1	Management and administrative training needs determined by water management task team										Resp	
6.2	Technical training needs determined by O&M task team									Asst	Resp	
6.3	Development of TOR for management/administrative training										Resp	
6.4	Development of TOR for O&M training									Asst	Resp	
6.5	Identify and recruit management/administrative training providers (if Study Team skills are inadequate)										Resp	
6.6	Identify and regruit O&M training providers (if Study Team skills and contractor programmes are inadequate)									Asst	Resp	
6.7	Identify trainees (including counterparts) and commence training (management and administration)										Resp	
6.8	Identify trainees (including counterparts) and commence training (O&M)										Resp	
7.0	OPERATIONALISE INSTITUTIONAL AND FINANCIAL ARRANGEMENTS											Management structures and systems
7.1	Obtain community mandate and instal water management										Resp	
7.2	Obtain community mandate and install O&M plan										Resp	
7.3	Confirm linkages and responsibilities with DC, MW, DWAF Provincial Office, Area Planning Forums										Resp	
7.4	Agree and implement monitoring process									Asst	Resp	
8.0	SHARING BEST PRACTICE											Wider sharing of best practice
8.1	First best practice workshop and pilot project report-back (coincides with PEG meeting)									Asst	Resp	
8.2	Second best practice workshop and pilot project report back (coincides with PEG meeting)									Asst	Resp	

ANNEX B INSTITUTIONAL

B.2 Policy and Strategy

Table B.2-1: - Key General Propositions to be Tested

	Proposition	Notes on Evaluation
1.	Quick delivery and sustainability are not incompatible.	* In the JICA pilot project context, probably only testable in the long term.
2.	Capacity building and sustainability are closely linked. Threshold capacity in the following is necessary for sustainability: * technical skills * administrative skills * governance skills * conflict resolution ability * public health awareness * project mandate/support/awareness * financing systems * community wealth/poverty * support infrastructure (Refer L Abrams; "Threshold Concept"; November 1996)	* Full testing in the period of JICA involvement not possible. * Benchmark and subsequent periodic evaluation of local capacity in terms of the key components of capacity building will provide a sound base for full testing. * Evaluation methodologies will have to be developed and piloted.
3.	Certain elements of capacity will "drive" others. * local planning capacity is a key driver * project support/awareness and support infrastructure may be others	* Project is centred on the notion of local planning. Track the relationship between this and other facets of capacity building.
4.	The effectiveness of capacity building is related to the process in which CB is placed. Process issues influencing sustainability are: * the degree to which community actors are involved in planning and mobilising capacity building actions * appropriate selection and prioritisation of drivers and multipliers (see 3 above)	* Difficult to test conclusively without a control project/community. Discuss with DWAF (ISD).

Proposition	Notes on Evaluation
5. Community-based development of water management and O&M strategies and systems promotes: * solutions appropriate to local circumstances and capacity * a solid understanding of the management tasks, and what it takes to implement them * buy-in to solutions developed by locals for their community * sustainability	* All but the latter can be tested and evaluated in the short term.
6. Sustainable management of water systems depends on the effective deployment and use of support and resources outside the community (eg. District Councils, Area Planning Forums, Water Boards, NGOs, other communities). Keys to effectiveness are: * the development of networks and linkages that are identified and driven from below * securing commitment and a durable relationship with those offering support and resources (variety of options)	* Difficult to test without control community/ communities (talk to ISD). * Compare pilot project circumstances over time as these links are made.
7. Whilst capacity building and institutional development are often undertaken to support and sustain a physical system, the installation of the system can itself be a catalyst to capacity building through: * on the ground exposure of future operators/ managers to the technical characteristics of the system * appropriate phasing of physical work and capacity building - especially to provide a concrete and evolving object for the capacity building	* Track links between infrastructure development and capacity building and document positive and negative connections.
8. Best practice sharing is an important and effective capacity building tool, especially in fast track delivery situations. There are at least three modes of best practice sharing: * inter community sharing (eg in an area context) * community- extra community sharing (eg District Councils and communities) * community access to wider best practice resources (eg international experience) Effectiveness will depend on: * pertinence and accessibility of examples * timing in the capacity building process * credibility of those delivering the best practice examples	* Test effectiveness of best practice sharing against other forms of technology and skills transfer. Measures are objective (how well is the job done after sharing) and subjective (ask participants whether this is a good way to learn).
9. Periodic review of the project with and by the community involved improves the prospect of sustainability because: * . fatal flaws are identified early * the flaws that are important to future operators and managers are identified * review techniques and processes are developed and entrenched as tools for sustainable management	* Difficult to assess short term, except by subjective feedback.

Proposition	Notes on Evaluation
10. The review and evaluation process should employ both indicator-driven and qualitative/intuitive approaches. The former is rigourous and replicable, the latter is more likely to deal with perceptions, relationships and the local development "climate".	* Will need to compare the two approaches. Need to establish which is most effective in which situation.

ANNEX B INSTITUTIONAL

B.3 Bapong Pilot Project - Resources and Notes of Meeting held at Bapong on 24 August 1997

Report on Pilot Projects:14 September 1997 *Institutional Team*

The difficulties surrounding the Bapong project have been documented elsewhere. The team finally obtained permission to address a large community meeting in August (around 160participants), and made a presentation illustrating the need for the Bapong community to develop a plan for water management and cost recovery.

The following are key points emerging from the meeting.

A small but vocal lobby is resisting efforts to initiate cost recovery in Bapong. The lobby includes contractors responsible for illegal connections, and members of the local civic association. This group holds that Eastern Platinum has agreed to provide free water to Bapong (and claim to have legal documents in support of this view) . Community informants fear the power of this group to disrupt a cost recovery planning initiative.

The above lobby tried to stop the community meeting, but were not allowed to do so. They presented their views and then left. Of the 160 participants, around 15-20 left the meeting.

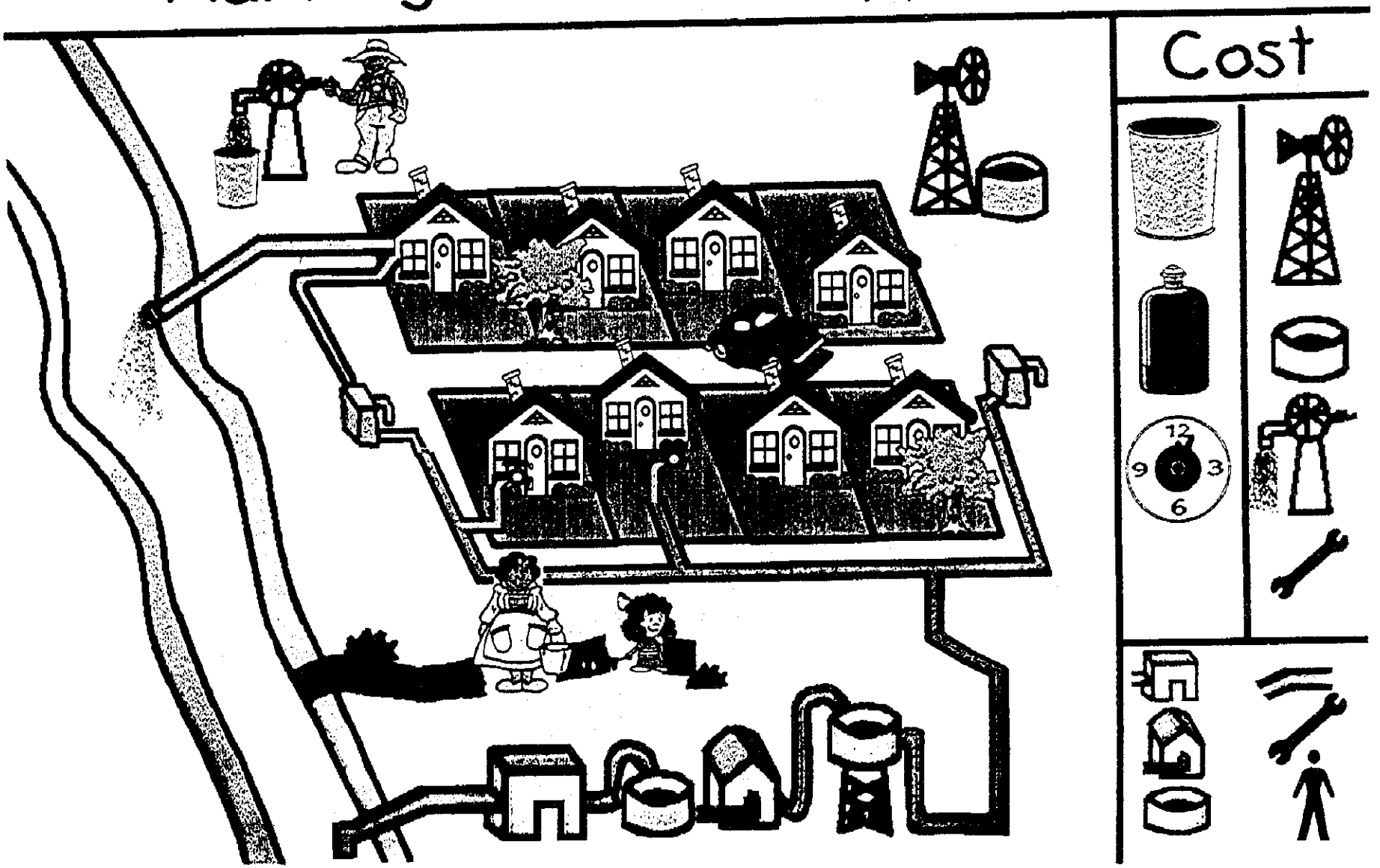
Following the presentation, a number of community members spoke in favour of paying for water. These views were greeted with applause, suggesting majority support for cost recovery. The study team was thanked for making the presentation.

It was agreed that the community should carefully consider the offer of support made by the JICA team. Representatives undertook to contact the team, and to consider the formation of a task team to take the matter forward. EDC offered to assist with this, and also to talk to the interim Administrator.

Emerging from the meeting, the Bapong branch of the African National Congress invited the institutional team to a meeting to discuss water services planning, and the possible contribution of the JICA project. This meeting was held on the evenig of Friday 12 September. At the meeting, the ANC agreed to assemble a task team, and to contact the study team within a week. The study team offered assist the team to start a water management planning process, and to take this as far as time will allow.

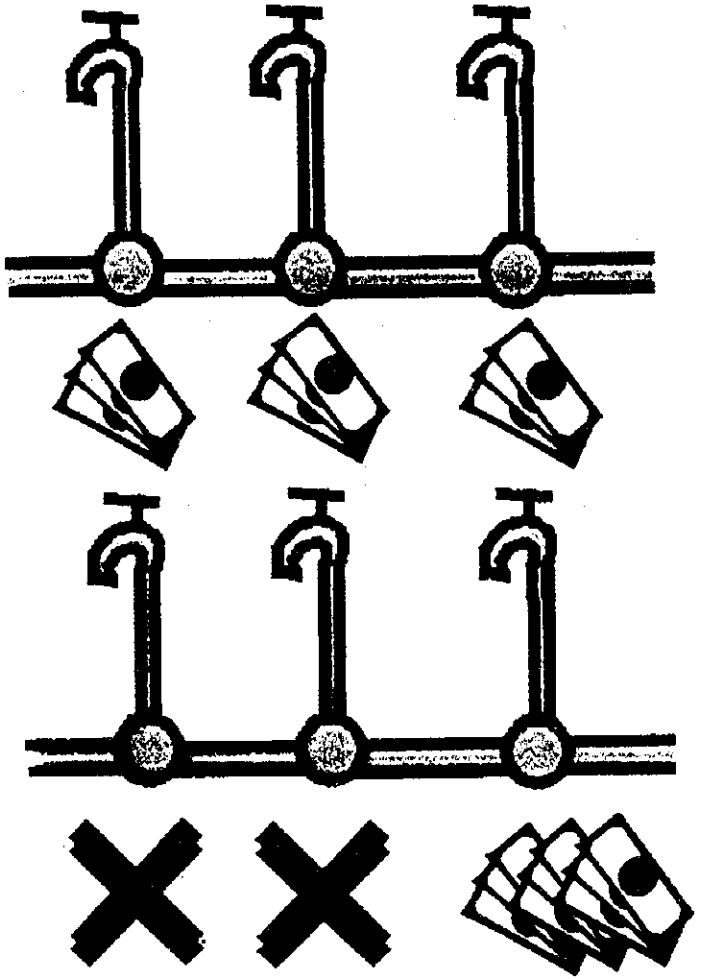
This impact of such an intervention is unknown, since the ANC group warned against possible interference from the anti-payment lobby. However, it is believed that the empowerment of a task team may lead to a more informed debate in the community, leading possibly to more overt support from the passive majority.

Planning for Water Supply

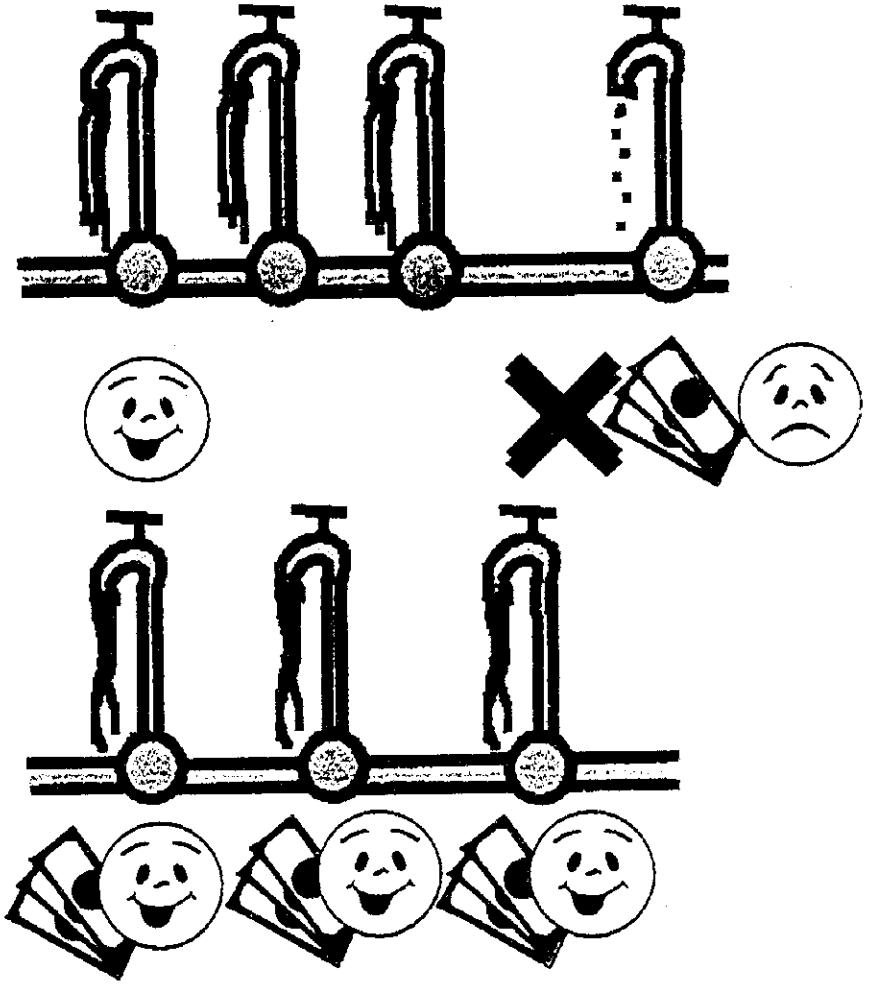


Unauthorised Connections

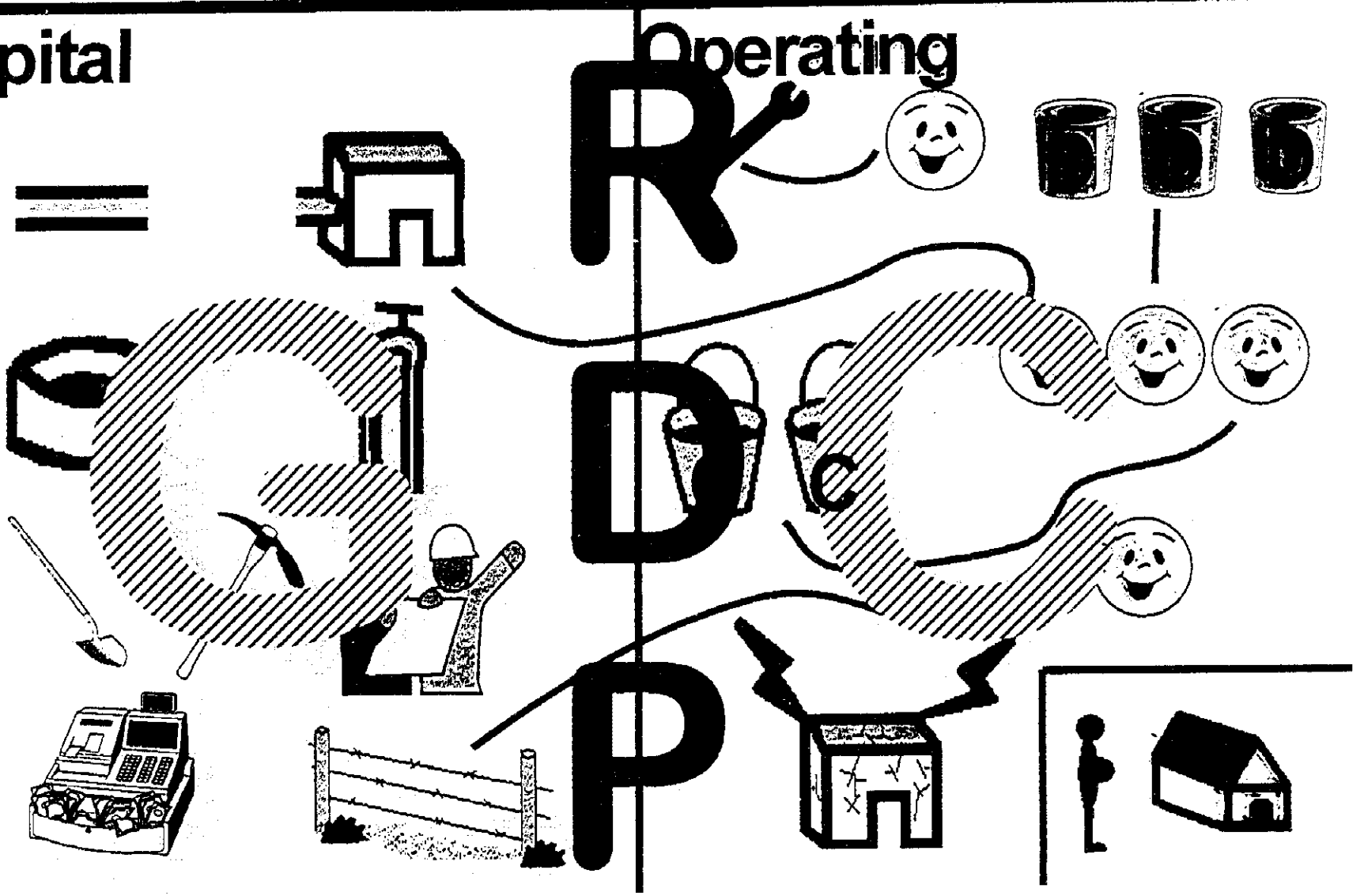
Cost Recovery?



Quality of Service



Cost of Water Supply



ANNEX B INSTITUTIONAL

B.4 Report on Institutional Development in Pilot Projects

1. Background

The JICA Magalies Study was designed in three phases. The first phase incorporated a detailed situational analysis (with both technical and institutional components), and led to the production of a master plan for short and medium term planning. Phases 2 and 3 are more applied in nature, with Phase 2 pursuing detailed feasibility studies for regional surface water schemes proposed in Phase 2. Phase 3 incorporates a pilot project programme, involving four villages in the JICA Magalies study area (see Table below).

Pilot Project	Location	Description
Kameelboom	North Mankwe feasibility study area	Pilot project linking infrastructural and institutional development. Infrastructure includes boreholes and associated reticulation to RDP level. Institutional development focuses on capacity building and sustainable management of the water system.
GaRasai	Klipvoor feasibility study area	Pilot project linking infrastructural and institutional development. Existing infrastructure is an RDP surface water supply system with a package purification plant. Pilot project infrastructure development involves the installation of a prepaid metering system at RDP standard community standpipes. Institutional development focuses on capacity building and sustainable management of the water system.
Seghokgo/ Semohlase	Moretele 2 feasibility study area	Pilot project linking infrastructural and institutional development. Infrastructure development involves the extension of existing surface supply to Semohlase village in the Seghokgo area and associated reticulation to RDP level. Institutional development focuses on capacity building and sustainable management of the water system.
Bapong	Brits area	The Bapong pilot has a purely institutional focus, seeking to develop community-based action plans to deal with issues of cost recovery and illegal connections.

Despite differences among them, all four pilots emphasise the link between local planning and management and broader regional area planning and institutional capacity. In this context, it is believed that capacity building at local level has to be matched by similar activity in District Councils, Magalies Water and among the newly-formed Area Planning Forums.

The overall purpose of the pilot projects is to develop and refine processes and tools leading to sustainable local water management, to test these in specific settings, and to ensure that the lessons learned are shared to the benefit of the participating communities, and stakeholders such as Magalies Water, the District Councils, DWAF and agencies charged with training and capacity building in the water supply context.

2. Local Water Supply Challenges

National water policy has consistently emphasised the responsibility of local government in the provision of water services. The recently released Water Services Bill has made it very clear that local government (as the service authority) is accountable for the provision of local water services. The role of service provider may be delegated by local government to other bodies, but the authority function cannot be transferred.

Against this background, it is clear that capable and effective local government is critical to the implementation of national water policy. This imperative is reflected in the attention given to local government support strategies by DWAF (at national and regional levels), by other government departments, and by agencies such as Water Boards.

Phase 1 of the JICA study gave particular attention to the so called "third tier" in the Magalies study area, and recognised a number of challenges that will have to be addressed if this sector is to play its part in effective, viable and sustainable water delivery in the study area:

- Local government and service provision capacity (measured according to a variety of criteria such as organisational capacity, process capacity, technical capacity and financial capacity) is extremely limited in some parts of the study area. This is especially true among rural communities.

- Some communities are particularly vulnerable where local government and service provision capacity is low, and access to support networks is limited. A case in point is Ga Rasai, which is located in the area of jurisdiction of Eastern District Council. EDC itself has capacity constraints, and is not in a position to offer substantial support.

- Some forms of capacity relate to operational effectiveness, whilst other forms are the foundation for generating and growing capacity itself. The two key forms of "generative" capacity are the capacity to plan and the human and financial resources to put plans into action. The Stage 1 capacity analysis showed that many third tier structures lack generative capacity.

- Without generative capacity (particularly the capacity to plan), local government structures such as District Councils and Rural Local Authorities are at risk of remaining dependent on external actors.

The Phase 1 Master Plan study recommended a number of strategies to deal with the challenges outlined above. The strategies relevant to the pilot project programme are outlined in the table below:

Strategy	Description	Relevance to Pilot Projects
Capacity building in lagging District Councils	This strategy envisaged the establishment of a District Council Forum in which DC s can share experiences and resources. The JICA project has brought the DC s together in the Project Execution Forum, and the Danida programme is assisting DC s in Northwest Province with cost recovery strategy	DC capacity building has particular relevance to Phase 2, and this is where this matter will receive specific attention in the JICA study. Effective DC s are important to the pilot projects since the DC s are likely to play a key role in managing (or in delegating management) the pilot projects after handover
Community institution building programme	This strategy envisages the development of planning capacity at local level. It is recognised that communities might have to mobilise local resources is the absence of regional capacity, and that the ability to plan locally will enable communities to communicate effectively with DC s, Water Boards and other regional structures	A central focus of the pilot projects is the development of local planning capacity. Hence the pilots are an instrument to implement this strategy in the Magalies study area
Institutional support programme	This strategy recognises the need for third tier institutions to share resources and experience. The strategy envisages the coordination of training and the possible formation of service and training cooperatives, under the auspices of DC s. It also proposes mechanisms for the sharing of best practice regarding service delivery and the management of services	This strategy resides partially in the ambit of Phase 2. The pilot projects emphasise best practice sharing, and have put this into action through the Project Execution Forum (PEF), and by establishing links between communities (eg the visit by GaRasai PSC members to the Modderspruit prepayment scheme)

3. Contribution of the Pilot Projects

The pilot projects are an integral part of the overall JICA Magalies Study. Hence they should address the overall objective of building an effective water services sector in the Magalies study area. The purpose of the pilot projects is to explore, in a practical context, institutional and technical options for water supply in previously unserved or underserved communities. In each case the intention is to establish or reinforce sustainable management structures and systems which will support effective long term use of the infrastructure developed. In this context, one objective of the pilot projects is to protect and ensure ongoing local benefit from the investment made in water supply infrastructure. From this perspective, the pilots are similar in intention and design to small-scale RDP projects countrywide.

A second objective of the pilot projects distinguishes them from RDP initiatives. This is the objective of developing, testing and evaluating innovative institutional development strategies and techniques and of making these available beyond the pilot projects themselves. Thus whilst the pilot projects are based on RDP principles, they differ in details of design and implementation. For example, RDP-type Project Steering Committees have been established in each of the pilot communities. In the RDP context, the PSCs are predominantly instruments for community-based project management. In the JICA study, the PSCs are being deployed as the catalyst for local planning capacity, with full responsibility for designing locally appropriate water

management plans, and for negotiating the implementation of these plans.

4. Key Features of the Pilot Project Approach

The approach adopted for the pilot projects has a number of features which address the second objective outlined above:

- An emphasis on local planning and the creation of "generative" capacity. The PSCs and task teams nominated by them are required to develop water management and operations and maintenance plans. In doing this they also have to determine training needs, the nature of capacity building inputs and the manner in which project activities are to be communicated with the affected communities. The assumption is that community-based planning will promote solutions appropriate to local circumstances and capacity, develop a solid understanding of the management tasks and what it takes to implement them, facilitate community buy-in to solutions developed by locals for their community, and from all of these that it will provide a base for sustainability. The process is more complex than typical RDP business planning, but the results may prove more durable.

- An emphasis on the development of networks and partnerships. While local planning might be one way of promoting sustainability, another is to ensure that local water management structures make maximum use of support available to them. It is believed that the potential for sustainable management of water systems is considerably improved where there is a working relationship with sources of support and resources outside the community (for example District Councils, Area Planning Forums, Water Boards, other local authorities and NGOs). Keys to the effectiveness of networks and partnerships are the development of linkages that are identified by local planners, which are informed by local needs, and which have been secured in term of durable agreements between local bodies and those offering resources and support.

- Linked to the above, an emphasis on the development of complementary capacity in Area Planning Forums, District Councils and in Magalies Water. Activities related to capacity building in these organisations are a part of the Phase 2 institutional programme, but integration between Phases 2 and 3 is an important requirement.

- An emphasis on defining, mobilising and sharing best practice. This emphasis is based on the belief that the exchange and use of best practice is an efficient way to build capacity, especially in fast track delivery situations. The pilot projects work with three modes of best practice sharing: inter community (for example taking GaRasai PSC members on an inspection tour of the Moddersprui prepayment metering system); between levels of local government (for example PSC reports at Project Execution Forum meetings, where District Councils are also present); and community access to wider best practice resources (for example reports gathered from local and international sources by the Study Team and made available to PSCs).

- An emphasis on management and problem solving skills. Capacity building and training in the context of RDP projects is often offered in the form of discrete packages. Whilst

there is a need for such inputs, the pilot projects also make use of management-based techniques to sharpen local decision making and problem solving ability. This thrust links with the emphasis on local planning, in that decision making and problem solving are seen to provide a sustainable context and support for more specific technical and administrative skills. Methods designed to enhance problem solving and decision making capacity include a role playing game with a water management theme, and a physical demonstration model which can be used to simulate a variety of water management scenarios.

- An emphasis on ongoing evaluation. All steps in the pilot project programme have an evaluation component which is detailed in the pilot implementation manual. Some of the evaluation is done by the study team, but wherever possible project review includes the PSCs and their communities. An example of community-based review is the recent set of PSC presentations at the Project Execution Forum. Such review improves the prospect of sustainability because fatal flaws are identified early, problems that will face future operators and managers are recognised and addressed, and review techniques and practices are entrenched as tools for sustainable management.

5. Steps in the Pilot Project Programme

A detailed work programme for Kameelboom, GaRasai and Seghokgo has been circulated (see Appendix 1). The essential steps in the programme are outlined below:

- LPSC empowerment and awareness building. This step ensures that the LPSCs are firmly in place, have the necessary mandate, and have an awareness of water management issues and the likely management demands of the proposed infrastructure development.

- Capacity building and confirmation of linkages. In this step the LPSC debates and agrees internal roles, and formulates communication and capacity building plans. It is considered to be vitally important that in-principle agreement on post-handover roles and responsibilities is reached as soon as possible.

- Water management and O&M planning. This set of tasks entails the formulation of terms of reference for planning task teams, the mobilisation of the task teams, and specialist assistance to task teams in the form of inputs on best practice, tariff setting procedures, financial management and organisational development. The product for each community will be a business plan incorporating a communication strategy; a capacity building strategy; a management training plan; an O&M training plan; a water management plan (incorporating the management of cost recovery); and an O&M plan. The business plan will also consider how the proposed water management and O&M systems will be implemented.

- Strategic research. This is research which will assist the task teams with their planning. For example, it might be necessary to do further strategic work on cost recovery and willingness to pay.

- Management and technical training. On the basis of their planning the task teams will determine training needs. TOR will be developed for administrative and O&M training, training providers will be identified, and training will be undertaken. Trainees will be identified according to the requirements of the water management on O&M plans.

- Operationalising planning. This step will involve the implementation of the WM and O&M plans. Linkages with external agencies which have agreed to play management or support roles will also be formally secured.

- Best practice sharing. This will take place throughout the pilot project programme.

The steps in the pilot programme reflect the emphases listed above. The essential thrust is the progressive building of capacity and the evolution of community-based plans.

6. Pilot Project Progress and Programme

The progress of the Kameelboom, GaRasai and Seghokgo Pilot projects is described below. Section 6.1 considers the formation of the Project Steering Committees in Kameelboom, GaRasai and Seghokgo, the progress of the PSCs and issues arising from their activities. Section 6.2 outlines pilot project progress and key activities planned for July and August.

6.1 Formation and Progress of PSCs

6.1.1 Terms of Reference

Local Project Steering Committees have been formed in Kameelboom, GaRasai and Seghokgo. The LPSC s have a variety of roles, which are summarised in the table below:

LPSC Role	Description
Representing the local community in the pilot project process	The PSCs are representative bodies which were formed with the participation of the communities in which they are situated. In this context they are seen to be the representatives of the community in the pilot project process. The issue of representativity is important, and is monitored regularly. The Seghokgo PSC was reformulated when the technical option for the area was redefined.
Liaison between key actors involved in the pilot project process	The PSC acts as a liaison agent between key actors involved in the pilot project. Two areas of liaison are particularly important: liaison with the broader community and liaison with DC s and Magalies Water. The PSC s also interact with other community based organisations. PSC s have a specific brief to develop and implement a communication plan.
Ensuring the local relevance of proposed infrastructure options and a positive relationship between contractors and communities	The PSC s were involved in early discussions around technical options, and assisted in selecting options that met budgetary constraints whilst maximising benefits to the broader community. During construction they will have the role of monitoring the relationship between contractor and communities, ensuring the effective use of local human resources, and identifying possible sources of conflict.

LPSC Role	Description
Responsibility for the local administration of the pilot project prior to handover to a water authority or a delegated service provider	The PSC s are transitionary bodies, and are specifically linked to the pilot projects. They have responsibility for the local administration of pilot project activities during the JICA study , but management of the projects will be handed over to another body after October 1997. In terms of the Water Services Bill, this responsibility can only be delegated by the relevant local government "water authority". The PSCs are required to negotiate the terms of this handover with water authorities. It is possible that some of the authorities will ask the PSCs to manage the local water system.
Local link in relationship building with DC s, MW	Apart from the liaison task described above, the PSCs are also charged with forming formal and secured relationships with bodies that will assist with water supply management or which will offer technical and institutional support (eg MW, DC s). Particular emphasis is placed on building and formalising these links, because informal arrangements might not be sustainable.
Planning the sustainable management of the local water supply system	The key role of the PSC s is to plan for the sustainable management of the local water supply system. The planning is to be done using task teams and specialist inputs where required. The specific planning responsibilities are the following: * Formulation and implementation of a communication strategy * Formulation and implementation of a capacity building strategy * Formulation and implementation of a water management system (including cost recovery) * Formulation and implementation of an O&M system * Development and implementation of an appropriate training programme to support the envisaged WM and O&M systems All of these activities will combine to form the pilot project business plan.

6.1.2 Process for the Formation of PSC s

The general process for the formation and consolidation of PSC s is described below. In practice, each of the three PSC s has developed somewhat differently. These differences are described in the following section.

- Initial contact meetings with the various communities provided the opportunity for the Study Team to meet representatives of key local structures, and to brief them on the proposed pilot projects.

- From these meetings, a core liaison group was formed in each community, typically comprising representatives of local government and members of the Local Water Committee and RDP structures.

- The process of PSC formation was discussed with this group in each of the pilot communities. These briefings emphasised the need for a PSC, and the importance of a PSC structure which includes a spectrum of local stakeholders.

- Based on these briefings public meetings were held in each of the pilot project communities and the PSC s were nominated and elected. The study team is not formally represented on the PSC s, but study team members facilitate the overall programme of

the PSC s, and individual meetings and workshops.

- Modification to PSC membership was negotiated where necessary (for example in Seghokgo, where the nature of the proposed infrastuctural development was changed.

- The study team facilitated a process of empowerment and awareness building with each of the PSC s (discussed in Section 6.2).

- The PSC s appointed task teams to undertake the various planning tasks. The task teams are made up of members of the PSC s, and are able to co-opt technical and process expertise as required. Sources of such expertise are DWAF, MW and other water sector organisations.

6.1.3 PSC Status and Issues

The table below summarises the current status of the PSC s in Kameelboom, GaRasai and Seghokgo, and lists key issues that affect the operation and activities of each of the PSC s.

PSC	Status	Issues
Kameelboom	The Kameelboom PSC is strong and is willing and able to take initiative. The PSC has taken the lead in looking for resources for a school water project, and has made good progress with task team planning activities. This PSC is regarded as the test-bed for approaches and techniques used in the pilot projects	Key issues requiring the attention of the PSC are the following: * The pilot project does not reach all sections of a very dispersed community (addressed to some extent by plans to provide a supply to local schools using Japanese Grassroots funding) * Cost recovery systems are in place in some areas, but these are very informal and uncoordinated * Kameelboom has access to planning and infrastructural support from the Rustenburg District Council. Effective use of this has to be planned. * Water quality and limited yield constrain the use of some existing and newly drilled boreholes * Local people have expressed the desire to have access to surface supply as soon as possible. The community is largely agricultural, and the question of stock watering is often raised. The PSC will have to deal with these expectations

PSC	Status	Issues
GaRasai	The GaRasai PSC has been active in the community, especially around issues of cost recovery. The PSC itself has experienced some problems, particularly regarding the roles of actors who felt that they should have been included in The Committee. The study team has assisted the PSC to deal with this issue. The PSC is now embarking on the formation of planning task teams.	Key issues requiring the attention of the PSC are the following: * GaRasai is a very isolated community, both spatially and institutionally. The local authority function is the responsibility of the Eastern District Council, which has very limited capacity. The PSC will have to give particular attention to potential sources of support, and will have to build durable local capacity. MW is presently seen as the most viable source of technical support. * The present RDP water project is technically complex, and this places particular demands on the PSC. Problems already encountered are the breakdown of the pump which transfers water from the Moretele River to storage, and various problems with the purification plant in the village. The proposed prepayment metering system will add another layer of complexity. In this context, committed and reliable technical support from outside is critical. * Cost recovery in the village is erratic, leading to frequent failure of the surface supply system due to lack of fuel or chemicals. The PSC faces the challenge of ensuring a level of cost recovery which will support the water supply system, and a level of reliability which will encourage users to pay for the service.
Seghokgo	The original Seghokgo PSC had to be restructured when the infrastructure proposal was restricted to a surface supply to the village of Semohlase. Members from Semohlase were added, but membership representing surrounding communities was retained. This was supported by the study team because coordination of management strategies among these villages is very important. Initially, the PSC experienced problems of absenteeism by a few members. The PSC replaced the non-participants.	Key issues requiring the attention of the PSC are the following: * The pilot project will extend an existing pipeline to the village of Semohlase. The same pipeline will serve Loding, Seghokgo proper and Semohlase. The pilot project has the objective of ensuring cost recovery in Semohlase, but recovery is not demanded in Seghokgo and Loding. Further, illegal connections are common in Loding. In this context, the PSC might find the task of gaining support for their management plan particularly difficult. Even if they do succeed, it will be hard to sustain payment and the regulation of illegal connections if this is not the practice in neighbouring settlements. The pilot project does not have the resources to extend a cost recovery campaign to the whole district, but it is important for the PSC to develop a strategy to deal with the issue. The DC or an Area Planning Forum may have to be asked to help. The problem faced by the Seghokgo/Semohlase PSC has been recognised elsewhere, and DWAF now favours an area-based and programmatic approach to water delivery.

PSC members are listed in Appendix 2 (attached).

Nineteen formal PSC meetings have been held since the end of March 1997 (six in Kameelboom, five in GaRasai and eight in Seghokgo). It should be noted that the minutes of PSC meetings are translated into Tswana for ease of communication. A summary of matters discussed in the PSC meetings is attached as Appendix 3.

6.2 Pilot Project Activities and Programme

6.2.1 Summary of Activities

Activities are summarised in the table below. In addition to notes on progress, approaches and methods are described. Many of these are innovative, and are being tested in the pilot project context. Against the background of the pilot project emphasis on local planning and management, most of the methods are interactive in nature.

Process Step	Progress	Approach and Method	Programme Ahead
LPSC empowerment and awareness building.	All three communities have worked through the technical details of the proposed infrastructural development, and have debated the management requirements. Kameelboom was guided though a business planning process for additional boreholes, and Ga Rasai toured the Modderspruit prepayment scheme. Changes in PSCs have been effected in GaRasai and Seghokgo to respond to technical changes and local circumstances.	Specific approaches and methods used during this stage are the following: *Technical briefings around the infrastructure proposals. PSC s were encouraged to look at the pros and cons of alternatives *Finalisation of LPSC structures. This was done by matching the LPSCs to the management tasks implied in the pilot project * Workshops on the need for management and aspects of current water management *Interactive process for the identification of water management practices currently used in each community. This focused on cost recovery, technology and support systems. Gaps identified by comparing the current practices with management requirements for the JICA infrastructure *Modderspruit visit by GaRasai team	The essential task during July is the clarification of relationships between the PSCs and the relevant water supply authorities. To this end a series of meetings with relevant local authorities has been planned - the team met with a full sitting of the Mbibane TLC on 27 June. A strong link with the JICA 2nd tier institutional initiative is essential during July.

Process Step	Progress	Approach and Method	Programme Ahead
Capacity building and the confirmation of linkages.	PSC task teams have been formed. One of their first tasks is to formulate strategy for communication, capacity building, and the strengthening of external networks. Detailed work programmes for task teams have been discussed and agreed.	Specific approaches and methods used during this stage are the following: * Discussion of the process illustrated in Appendix 4. An enlarged version of this diagram is being used by all PSC s * Facilitated discussions of the White Paper on Water Services. The WP serves to clarify roles, and places emphasis on the range of possibilities available to communities regarding service providers. *Facilitated discussions on a process to agree water authority and service provider roles. **Planned.* Meetings with local authorities to agree roles and responsibilities	The major task relates to linkages with water authorities, discussed above. In the case of GaRasai a priority is the linkage with MW. Effort is being devoted to this initiative. In terms of the interaction process discussed at the PEF workshop, the team will work toward in-principle agreements regarding water authority roles and the roles of identified service providers. This initiative will be prioritised, since further business planning requires clarity on who will manage the projects post-JICA

Process Step	Progress	Approach and Method	Programme Ahead
Water management and O&M planning.	The task teams are now active with the planning. The first outputs are expected by **15 July.**	Specific approaches and methods used during this stage are the following: * Facilitated discussions leading to the formation of task teams. Detailed discussions of the TOR and timetable for task teams. *Public display of maps and plans showing the proposed infrastructural development. Public is encouraged to comment on issues related to the management of the proposed water schemes. **Planned:* Workshops with PSC and task teams using role play and scenario planning techniques to highlight management challenges, problems, and the resources required to manage the local water supply systems. A water supply model developed for the project will be used to focus and facilitate the workshops. **Planned:* Inputs from: - the pilot project financial team to discuss financial management and the setting of tariffs -the institutional team to discuss organisational development -a training practitioner to discuss training possibilities	Support to the planning task teams is the key activity for July. This support will take the form of facilitation of the planning process, and specialist inputs on organisational development, financial management, operations and maintenance planning and tariff setting. Various instruments and techniques are being developed for this support function. These are discussed under approach and method.
Strategic Research	Research to date has been confined to the collection of best practice.	Whatever is required by the task teams. Local assistance will be used wherever possible.	Strategic research will be undertaken as requested by the task teams.

Process Step	Progress	Approach and Method	Programme Ahead
Management and technical training	The task teams are now active. A key task is to develop appropriate training programmes and to mobilise trainers.	Specific approaches and methods used during this stage are the following: **Planned:* Training inputs from study team. **Planned:* Training inputs from specialist providers. **Planned:* Training inputs through exposure to the contracting process	The design and mobilisation of training programmes is a key TT priority during July. The study team will begin looking at appropriate training providers.
Operationalising planning	The foundations for the implementation of the water management and O&M plans are being laid through consultations with external stakeholders and water authorities. The roles and responsibilities session of the Project Execution Forum forms a part of this process.	Specific approaches and methods used during this stage are the following: **Planned:* Community workshops to present management plans. **Planned:* Formal agreements with key service provision roleplayers	Talks with authorities as described above.
Best practice sharing	This is a continuing process. The visit to Modderspruit and the PSC presentations at the PEF are examples. The study team is also sharing best practice with PSCs when appropriate.	Specific approaches and methods used during this stage are the following: *PSC presentations to the PEF. This initiative was well received by both PSC s and the Forum. Such presentations are experimental, but they may hold promise for the activities of the Area Planning Forums.	Ongoing.

6.2.2 Monitoring and Evaluation

The pilot project approach emphasises monitoring and evaluation, in accordance with DWAF priorities. The detailed work programme attached as Appendix 1 outlines the monitoring and evaluation procedures to be followed. The proposed M & E will address a series of general issues pertinent to all RDP projects (Appendix 1, Table 2), and matters arising from the day-to-day implementation of the pilot projects. Monitoring and evaluation agents include the communities concerned, the JICA Study Team, and regional stakeholders such as MW, DWAF (especially the Institutional and Social Development Directorate). M & E also occurs on two timescales: during the implementation of the pilot project, and after the end of the present JICA project in October. The responsibility for post-October M and E requires attention. Some thoughts are presented in Section 9 of this report.

7. Relationship between Construction Works and Capacity/Institution Building

The construction of infrastructure in the pilot projects is seen to provide a unique opportunity to link physical development with the development of water management capacity and activities. In this context, the construction and institutional components of the pilot projects are seen to be closely linked.

Activities ensuring these linkages have been the following:

Initiative	Comments
Briefing document for PSCs regarding the process to be followed in the selection of contractors, and contractual issues with a bearing on the relationship between the PSC/community and the contractor (see Appendix 5).	The briefing document served two purposes: as a vehicle for communication; and as a durable record of an agreed process. The document contains the following elements: * Background to the pilot projects * Constraints on the pilot projects (eg fixed budget and limited implementation time) * Selection process to be followed (especially the difference between the pilot projects and typical RDP projects; in the case of the pilot projects, the JICA study team is the client) * Supervision of the contract works (including roles of the Study Team, the engineer, and the PSC) * Summary of clauses relating to subcontracting and local labour * Shortlisted main contractors
Full briefings of PSCs based on the above document.	The institutional team discussed the briefing document in detail with each of the PSCs. In each case the PSCs were asked to comment, and to suggest changes if necessary. Following the discussions, the PSCs approved the process, and agreed the roles and responsibilities outlined.
Meeting between the PSCs and the JICA study team to discuss the evaluation of the tender documents, and the selection of the main contractor.	The PSCs were guided through the adjudication process, and were informed of the selection made. PSC participants approved the selection, and raised (among others) the following issues: * Ensuring the quality of the materials used * The roles of the engineer and the Study Team * The ability of the contractor to respond to additional community needs * The provision of a guarantee by the contractor * The relationship between the PSCs and the labour desk required by the contract * Security of the contractor's equipment. * Insurance for locally-recruited labourers.
Detailed briefing of the contractor by the Study Team.	The meeting included reference to issues relating to community relations and the recruitment of local labour. Particular attention was given to the appointment of Labour Desk Officers to oversee the local labour aspects of the pilot projects.
Facilitated meetings between the contractor and community stakeholders (especially the PSCs).	The contractor was introduced to local stakeholders in each of the communities. These meetings were arranged and facilitated by the study team. Further meetings are planned.
Appointment of Labour Desk officers.	Several options for the appointment of LDOS were discussed by the study team and the contractor. It was agreed that the LDOS could be locally recruited people provided: * the selected LDOS have the support of the PSCs and are highly regarded in the community * the selected LDOS have the ability/experience to manage the LDO portfolio It may be necessary for the study team to mentor/train the LDOS in some circumstances.

Priorities ahead include:

- Ensuring the effective operation of the Labour Desks, and satisfactory negotiations with the communities around the recruitment of local labour.

- Exploring with the contractor and the PSCs ways to build PSC and community capacity through exposure to the construction process.

- Monitoring contractor/community relationships in the early phases of construction.

8. Progress with the Bapong Pilot Project

The proposed Bapong pilot project is entirely institutional in nature. Bapong is typical of many peri-urban settlements in former homelands in the following respects:

- Treated surface water is available to the community.

- Cost recovery is very low, despite household income levels that are generally higher than those typical of rural communities in the same region. In the case of Bapong, a small number of metered house connections exist, but most households with meters have ceased paying, and are not penalised in any way.

- The incidence of illegal connections is very high (an estimated 90% of households). This contributes to the low level of cost recovery.

Against this background, the Bapong project has the broad objective of facilitating the design and implementation of action plans to improve cost recovery levels and to regulate illegal connections. The project is based on the same participatory planning principles as the other pilots. The proposed elements of the Bapong pilot are:

- Establishing relationships.

- Awareness building.

- Water management planning though a programme of workshops and task team activities.

- Development and implementation of actions plans, especially around cost recovery and illegal connections.

A more detailed proposed work programme is outlined in the table below:

Process Step	Progress	Approach and Method	Programme Ahead
Establish relationships	Several meetings have been held with stakeholders outside and within Bapong. Meetings with Rand Water and Eastern District Council have been very constructive, but internal meetings have been poorly attended.	The envisaged approach is to make early contact with key stakeholders in Bapong, possibly through local contacts. This cautious approach is necessary because of the unsettled and volatile nature of Bapong	This part of the Bapong programme was scheduled to be completed in June.
Awareness building	Progress on this task is limited. Awareness building in the community has only been possible through the limited contacts made so far.	The envisaged approach is to meet with community-based groups in Bapong, and to discuss the proposed pilot programme and its objectives. The planned outcome of these meetings is endorsement of the project, and a commitment to supporting it. If these meetings suggest a change in the proposed programme, this will have to be considered	Scheduled for completion by mid-July
Community workshops and strategic planning	No progress to date	The proposed approach has several steps: *Formation of a Representative Forum (RF) *First RF workshop agrees programme and elects a task team *Task team embarks on a strategic planning process by investigating obstacles and opportunities *Second RF workshop considers TT feedback, and works though a process which defines the water management challenges in Bapong. Also mandates the task team proceed with its work. *TT formulates strategies to address the identified management problems	Due to be completed by the end of August
Strategy testing	No progress to date	*TT tests strategy proposals with local stakeholders *TT presents proposals to RF, and roles and responsibilities are agreed *TT prepares an action plan	Due to be completed by the end of September
Reporting and strategy implementation	No progress to date	*Agreed local agents implement action plan. This implementation will be difficult if the present local authority vacuum persists (see discussion below).	Due to be completed by the end of October

The mobilisation of the Bapong project has proved difficult. Initial meetings with external stakeholders have been very positive, but gaining access to the community has been problematic, for the following reasons:

- Local government and local management in Bapong is in a state of flux. The village is managed by an interim Administrator, and local government is presently the subject of a Mmabatho-led Commission of Enquiry. The implication of this fluidity is uncertainty among local actors, and a lack of willingness to commit to the pilot initiative. Further, the establishment and growth of local service-based structures has been impeded. Local informants indicate that there are no RDP structures in Bapong, and that a Local Water Committee does not exist.

- Poor attendance at relationship-building meetings. Three meetings have been scheduled and none have included the full spectrum of local stakeholders. A key problem appears to be the local distribution of invitations. On one occasion these were issued by the Eastern District Council, but not distributed locally, and on another occasion the EDC invitations did not arrive in Bapong.

- It was originally envisaged that the Five Villages Development Forum (FVDF - charged with facilitating a subregional water supply project which will supplement supply to Bapong and neighbouring Modderspruit, and bring water to three previously unserved villages) would facilitate access to Bapong, but Bapong informants have indicated that the FVDF has limited credibility in the village, and that FVDF sponsored activities would not be welcome in Bapong.

Against this background, it is necessary to consider strategies in respect of the Bapong project. The following are some alternatives:

Option	Description	Advantage	Disadvantage
1: Continue with current efforts to gain access	In this option, the study team would continue working with the EDC and local stakeholders to gain access to the community	* No change to study team, pilot project budget or study TOR required	* Past experience suggests that this process will be slow and may delay the project further * Provides no guarantee that the further pilot project programme will be supported
2: Recruit a locally-credible facilitator/ organiser	Hire someone in the community or with community links to set up meetings and to mobilise community interest. RW, EDC and North West Local Government might be asked to add impetus to the project	* Will speed up the process of making contact, and will add credibility to the pilot project * No change to TOR required	* Additional (but relatively modest) cost implied * Facilitator may be difficult to find. Ms Bongi Itswang of Consultburo is a possibility * Provides no guarantee that the further pilot project programme will be supported
3: Redefine or redirect the Bapong pilot project	Possibilities might be to build capacity in organisations serving Bapong (such as the EDC or the FVDF), or to work intensively with specific stakeholders in Bapong (eg youth groups or women's groups)	* External options provide an easier context for the pilot project, and hence the possibility of doing something effective in the time available. Internal options may also be easier than the presently envisaged project, but are more risky than the external options * Change in budget and study team not necessarily required	* Change in TOR required * Stakeholder support will have to be renegotiated
4: Postpone or cancel the Bapong pilot	The Bapong pilot might be postponed until the local government position is clearer, or cancelled entirely	* The key advantage of the first option is that sufficient time will be allowed for local circumstances to settle down and for negotiations with the wide spectrum of community interests to take place * Cancellation might permit the redirection of human and budgetary resources to the other three pilot projects	* The original pilot project TOR would have to be changed * Cancellation would disappoint the various stakeholders who have supported the Bapong pilot (eg RW, EDC, Consultburo, DWAF) * The opportunity to test capacity building and community-based planning approaches and methods in a challenging environment would be lost

The second option is preferred at present, but the third or the fourth may have to be considered

if access problems continue.

9. Pilot Project Activities Post-October 1997

It is certain that follow-up institutional and technical work will be required following the completion of Phases 2 and 3. This report addresses Phase 3, but it is clear that institutional arrangements for the implementation of the proposed regional water projects will have to be consolidated and refined as priorities are developed and resources are negotiated. This activity will almost certainly extend beyond 1997.

With reference to the pilot projects, it is critical to secure commitments regarding responsibility for the management and operation of water supply in the three pilot projects. This activity is a priority for July. However it is also necessary to give some thought to possible institutional support to the pilot projects and the nominated service providers after October. The need for such support should become clearer as the pilots progress, but the following forms of support appear necessary:

- Water management mentoring. This is a process of ensuring that the water management structures and processes put in place by the various communities continue to function effectively. This support might be provided by bodies like the District Councils and MW, but it may have to be supplemented externally, especially where DC capacity is low. The notion of such mentoring is consistent with current RDP practices.

- Monitoring and evaluation. DWAF is placing considerable emphasis on M and E. This is also reflected in the pilot project design. However, it will only be possible to monitor and evaluate sustainability indicators after October. In this context it is necessary to consider the nature and resourcing of a post-October M and E programme. M and E are particularly important given the pilot project objective of sharing best practice.

- Using the pilot project experience to build second and third tier capacity in the areas where regional water projects are planned. The pilot projects, and the relationships build between local and regional institutions could provide a model for the wider regional projects investigated in Phase 2. This transfer of experience would take place as the feasibility studies move into implementation.

10. Conclusion

It is believed that the pilot projects will be valuable to the communities involved, and to other stakeholders in the Magalies study area. The key difficulty faced by the institutional team is the short implementation time, but this is also an issue with RDP projects generally. The challenge of linking quick delivery and sustainability is of national importance, and it is hoped that the JICA project will make a contribution in this regard.

ANNEX B INSTITUTIONAL

B.5 Financial and Administrative Training Questionnaire

1. Introduction

The JICA Magalies Expansion project is a Japanese-funded technical assistance initiative with the objective of developing a strategy for the expansion of Magalies Water. In terms of water policy, water boards like Magalies have been asked to find ways to extend supply to previously unserved communities, and to take on interim project management and technical support functions, especially where local government capacity is limited or non-existent.

One of the components of the JICA study is the implementation of a series of water supply pilot projects. These have targetted rural and peri-urban communities with a variety of socio-economic circumstances and a diversity of local water supply challenges. The following is a summary of the initiatives undertaken:

VILLAGE	INFRASTRUCTURAL INPUT	INSTITUTIONAL INPUT
Kameelboom, North Mankwe FS Area. North West Province.	Reticulation of groundwater to RDP standard.	Community-based development and implementation of a water management plan.
GaRasai, Klipvoor FS Area. North West Province.	Prepayment metering system on existing RDP community standpipes.	Community-based development and implementation of a water management plan.
Seghokgo/ Semohlase Moretele 2 FS Area. Mpumalanga.	Existing pipeline extended to Semohlase community, reticulation to RDP standard.	Community-based development and implementation of a water management plan.
Bapong Peri Urban, close to Brits. North West Province.	None.	Assistance to community structures around planning for cost recovery.

Three of the four pilot projects have combined infrastructural and institutional development. Project Steering Committees have been active in all three communities since April 1997, and an active programme of awareness building, capacity building and water management planning has been facilitated by the JICA team. The infrastructural work has been completed, and operations and maintenance training is now underway.

In addition to the O&M training, specialised training inputs are required around the financial and administrative aspects of the pilot projects. Detailed management plans have been developed by the PSCs concerned, and there is now a need to design and provide the training necessary to put these plans into effect. JICA has shortlisted nine training providers, using the Training and Capacity Building Directory developed by the Department of Water Affairs and Forestry. In order to progress negotiations with possible providers, the nine companies are asked to provide the information contained in the following table:

Shortlisted Provider	Relevant Experience: Financial and admistrative training around water supply in rural community settings. Please provide references.	Training Tools: Has the company developed modules/ manuals specifically for water supply projects? Are you able to provide model financial and administrative documentation - eg cash books, requisitions, receipts, log books etc?	Language Capability: Is the company able to communicate verbally and in writing in the local laguage (SeTswana)?	Are you able to begin discussions with the JICA team on training within a week, with immediate implementation following the discussions? Do you have the necessary capacity in the provinces concerned?
Bosele DWAF Ref: 170				
Black Integrated Development Consultants DWAF Ref: 197				
Care DWAF Ref: 198				
Siyakhula Trust DWAF Ref: 199				
BKS Technoskills DWAF Ref: 200				
Build South Africa DWAF Ref: 224				
Community Development Services and Management DWAF Ref: 230				

Shortlisted Provider	Relevant Experience: Financial and admistrative training around water supply in rural community settings. Please provide references.	Training Tools: Has the company developed modules/ manuals specifically for water supply projects? Are you able to provide model financial and administrative documentation - eg cash books, requisitions, receipts, log books etc?	Language Capability: Is the company able to communicate verbally and in writing in the local laguage (SeTswana)?	Are you able to begin discussions with the JICA team on training within a week, with immediate implementation following the discussions? Do you have the necessary capacity in the provinces concerned?
Madisha and Associates DWAF Ref: 303				
Africon DWAF Ref: 309				

It should be noted that short and carefully tailored training inputs are envisaged.

OVERALL EVALUATION

Company	Remarks
Bosele	
Care	
Percon	
Siyakhula	
Africon	