WELL Inception Visit to Kenya (NETWAS)

Mission Report

Matthijs Toot and Rebecca Scott
30 May, 2002
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List of Abbreviations

AMREF  African Medical and Research Foundation
DFID   Department for International Development (UK Government)
IRC    International Water and Sanitation Centre
ITN    International Training Network
KCP    Key Contact Person
LSHTM  London School of Hygiene & Tropical Medicine
MoENR  Ministry of Environment and Natural Resources
NGO    Non-Governmental Organisation
PRSP   Poverty Reduction Strategy Paper
RCP    Resource Centre Partner
SMART  Specific, Measurable, Attainable, Relevant and Time bound
SoK    Streams of Knowledge (Resource Centre Coalition)
ToR    Terms of Reference
UNICEF United Nations Children’s Fund
WEDC   Water, Engineering and Development Centre
WELL   A DFID resource centre network
WHO    World Health Organization
WSP    Water and Sanitation Programme (of the World Bank).
Executive Summary

Short background.

The inception visit team (IVT) consisted of two members. Rebecca Scott from WEDC and Matthijs Toot from IRC. They departed for Kenya by evening flight on Thursday 7th March and had their last working day on Friday 15th March. Rebecca Scott left the following day and Matthijs Toot stayed on to work on other, IRC related, resource center work. He left by evening flight on Thursday 21st of March. From the side of NETWAS the key contact person (KCP) was Isaack Oenga. He was virtually full time available, taking care of all logistics and participating in almost all the sessions. Of the NETWAS staff members most participated actively in the sessions and several members prepared presentations (for staff list see Appendix 8). Two staff members, Pauline Ikumi and Vincent Njuguna, were out of the office most of the time.

WELL purpose and meeting the Inception Visits objectives.

The overall WELL purpose is improved access to information and support in water, sanitation and environmental health for DFID and Partner Agencies in Developing Countries. Since the vehicle to realize this goal is the WELL Resource Centre Network, the importance of inception visits to each partner becomes clear. Inception visits are important because fostering mutual vision, understanding and support is a critical feature of success. Furthermore, these visits provide an excellent opportunity to reach mutual understanding about what WELL is and assist in creating rapport. More in concrete terms though, the purpose of the inception visit was:

- to identify and prioritise initial capacity development needs for the RCN;
- to initiate work plans with the RCN for the period ending March 2003;
- to finalise the first edition of the RCPs capability statement; and
- to agree on the objectives for the RCN partner’s participation in WELL.

Almost all the objectives were met during the visit. However, some difficulty was experienced in defining and understanding the quality aspects related to the WELL project’s approach. How to become and stay client focused will have to be further clarified. In addition, the fine tuning of the positioning and understanding of WELL in a wider context is still required to ensure differences as well as overlaps with other networks are understood and appreciated.

The objectives were met through very close and intensive co-operation between the inception visit team and the NETWAS staff members. The IV’s programme was jointly revised and the issues to be addressed were dealt with in numerous, participatory sessions. The visits to DFID, AMREF, another WELL RCP and the WSP (Worldbank) were planned and carried together as well.

In addition another purpose of this inception visit, together with the one made to another RCP in Bangladesh, was to serve as a sort of a pilot project for other inception visits. Whether this aim has been achieved is difficult to assess at this stage.

Capacity development needs identified.

The capacity development needs identified are grouped in three categories:

1. Networking and Communication
   - A database of available human capacity in the sector
   - Support in database management skills
   - Proposal / report writing skills training
• Communication skills enhanced and communication strategy developed

2. Positioning
• Marketing skills to enable clearer positioning of NETWAS in the sector and the capacity to be able to both assess and stimulate demand for NETWAS / WELL services.
• Enhance advocacy skills. Linking to the DFID “roadshow” –NETWAS could prepare documents and support information, identifying the sector programmes, targetting in line with Planned Work, etc.,
• NETWAS to have a role in providing cutting-edge knowledge of the sector

3. Training and Project Management
• Skills enhancement in training – developing from Training of Trainers (ToT) skills to training ToT trainers ("master trainers").
• Improvements to project management skills – to improve planning, writing log-frames, understanding the client’s requirements, having an overview of what is available to support this, etc.

The way forward
The suggestions and comments raised on the way forward can be divided into two categories. The first one concerns NETWAS itself and the second one relates to future inception visits.

1. NETWAS
• Gaps noticed during the stakeholder visits, and those of visits still to come, need to be filled and realized.
• The process followed during the inception visit needs to be maintained when future WELL visits take place, but even if such visits are IRC RCD related and WELL issues are touched as well. In these visits time should be in-built to allow to make reference to the inception visit.
• There is a need for future meetings, especially for back-stopping. This will require additional planning and clarity to optimize staff participation.

2. Future inception visits
• Actively identify gaps that can be filled by the RCP during stakeholder visits.
• Plan stakeholder visits only after sufficient consultation with the RCP.
• The RCP should follow-up on opportunities arising from stakeholder visits with support from the team. Future visits and / or activities should allow time to refer back on the IV to take matters forward. Discussions held should follow the same process.
• Teams for future IVs and activity visits should include, where possible, an RCP staff member of RCPs where an IV already took place. This allows for RCP capacity development and additionality.
1. Introduction and background

1.1 Purpose of the Inception Visit

Inception Visits (IVs) to each partner are planned as a first step in the process of collaboration with the WELL network partners. The first two inception visits took place simultaneously in Bangladesh and Kenya. This report concerns the inception visit to the Network for Water and Sanitation International (NETWAS) in Kenya, one of the two Resource Centre Partners (RCPs) in Kenya.

The inception visit took place from 8th – 15th March 2002.

The purpose of the inception visit was:

- to identify and prioritise initial capacity development needs for the RCP;
- to initiate work plans with the RCP for the period ending March 2003;
- to finalise the first edition of the RCPs capability statement;
- to agree on the objectives for the RCP partner’s participation in WELL; and
- to create rapport with the entire RCP.

The ToR for the inception visit is included in Annex A.

The inception visit team (IVT) comprised of:

- Matthijs Toot, IRC (Team Leader) and
- Rebecca Scott, WEDC

1.2 Initial contact with NETWAS staff

In Kenya WELL has two Resource Centre Partners who both have a regional outreach in common. This inception dealt with NETWAS only. The key contact person (KCP) for WELL is Isaack Oenga.

During the first full working day the IVT was given a background to NETWAS by the Director (Engineer Wambua) and the KCP, as well as an introduction to all NETWAS staff available. The offices were toured and activities scheduled for the week to follow were formed, providing a very welcome start to the week.

Considerable time was taken afterwards to go through the ToR and the detailed Outcomes Framework. The ToR had been sent and received shortly before the visit, and it was felt that more time was needed to complete the planning process. The IVT agreed to make use of the weekend to consider the ToR and further discuss and finalize the plan with the KCP on Monday.

1.3 Methodology followed

The Terms of Reference and both attachments (the Inception visit Outcomes Framework and suggested methodology and the example of an inception visit schedule) formed a good starting point. NETWAS staff had not had the opportunity to go through this information properly to form ideas and comment. An important guiding principle formed in that the framework allowed the IVT and the RCP to have scheduling flexibility without losing sight of the objectives outlined in the ToR. Working on the schedule for the week in detail during the weekend, the IVT realised that they risked taking too much lead. It was decided to fully involve as many NETWAS staff as possible on Monday morning.
On Monday morning all the activities and proposed objectives of the Outcomes Framework were reviewed and discussed in a planning session. As a result of this exercise these were rearranged and categorised in new subjects. This rearrangement was based primarily on what individual NETWAS staff was to offer in presentation form per subject during the week, and the planning in time was based on their availability during the week. For each session a choice was made on which approach, tool or resource to use. Out of the suggested tools round table discussions, 'coloured card' exercises and the SWOT were most favoured.

In addition the programme was designed in such a way that meetings taking place simultaneously were minimised, enabling as many staff to participate per session.

The programme that ensued has been attached as Annex 2

In order to ensure that the IV allowed for a creative rather than a prescriptive process to develop, emphasis was put on this aspect from the onset. It meant that during the following days, the RCP staff had to structure the framework given for each session. On a regular basis staff was asked for feedback on this process-oriented approach.

Another tool used to keep track of the entire process, and redirect it if necessary, was formed by the daily analysis sessions between the IVT and the KCP.

1.4 Communication within NETWAS and WELL

A short session to discuss issues of communication within NETWAS and WELL was attended by Isaack Oenga (the Key Contact person) and Gilbert Muhanji (webmaster and documentalist).

The main means of communication within WELL will be through electronic channels, using emails, discussion groups (such as the Yahoo! groups set up for the Planned Work themes) and the intranet.

The operation and benefits of discussions groups was outlined. NETWAS is considering setting up discussion groups for the NETWAS Alumni, based on thematic areas for sharing information on WELL activities. This can be achieved within the existing capabilities of the NETWAS system.

1.4.1 E-mails within NETWAS

NETWAS has an internal electronic communication network, but no central drive on which common information is stored. This would need a dedicated server. Also, there are currently a limited number of email addresses within NETWAS. This will be amended when an upgraded email system (Eudora Pro) is installed, such that staff members will each have their own dedicated email address.

1.4.2 Website

The NETWAS website is regularly updated, but NETWAS requires support to develop the website to improve thematic areas, links and a search facility.

1.4.3 Communication from WELL to NETWAS

It is important for NETWAS that there is a balance between the needs of:

- speed of communication, and
- filtering of information

Currently, emails are received centrally, printed and handed to the recipient's desk. The time for responding is therefore extended. However, much information received is not necessarily important or urgent. A system of identifying the importance, urgency and purpose of communications from WELL is requested.
A solution would be to label communications from WELL with information such as:

- level of urgency
- clear indication of what the communication is about
- whether the communication is for immediate reply, later reply or information only

**Capacity development needs identified:**

It was identified during this session that a server with dedicated internet connection and the appropriate software would significantly improve communication in general and more significantly between WELL and NETWAS.

Accompanying capacity building is required to support the introduction of new and improved communication systems.
2. Four statements and a SWOT analysis

A SWOT analysis was used as a tool to cover various issues to be addressed in Outcome Statements 4, 5 and 6. NETWAS staff members were invited to provide their comments on coloured cards to ensure their individual inputs were included. In a preparatory session one member of the team and one senior NETWAS staff member grouped them together resulting in 4 statements. During the following SWOT analysis session the exercise concentrated around these four statements which are listed below:

1. What approaches do you use in your core areas?
   a) Consultancy Services
   b) Training
   c) Networking and Information Services

2. How does NETWAS intend / anticipate relating to its partners / clients within the WELL set-up? (with focus on SMART1 outputs): RCP-NETWAS, RCP-client, RCP-WELL Management.

3. What does being 'client-focused' mean for NETWAS in light of the WELL approach, with emphasis on quality service delivery?

4. The delivery of SMART outputs in relation to the prevailing working norms and realities and the general (sector) environment the RCP operates in.

During the session it became quite obvious that the time to deal with all the statements was not enough. It was the third statement that was paid very little attention to. On the one hand assuming time would be found at some other occasion, and the expectation was, on the other hand, that the outcomes of the other statements would have overlap with this one. Below the outcomes of the statements are dealt with one by one whereby reference is made to annex 3 for those interested in consulting the contents of the cards filled in by NETWAS staff members.

Statement 1  What approaches do you use in your core areas.
On the request of NETWAS the four core areas were not dealt with separately. As a reason they explained that the operations of these four areas have been streamlined in the same way. A number of years ago NETWAS developed a check list for their training activities. Soon after the introduction it turned out that its implementation was of great help, that it structured the operations and made them more efficient and effective. Last year it was decided to extend this principle to the other core areas as well. This resulted in checklists for them as well (see Appendix 10).

Strengths
Starting with strengths, this check list approach was presented as a sound step in the desired direction of increased quality control. With the introduction of the check lists came regular monthly meetings to discuss and share the progress in all core areas, followed by bi-monthly meetings to discuss the overall progress of the organization. This approach ensures that someone knowledgeable is available in NETWAS to allow for project managers to be properly deputised. NETWAS is committed to further improve this as it fits within a process of becoming more and more client-responsive.

1 SMART stand for Specific, Measurable, Attainable, Relevant and Time bound.
NETWAS' practises a demand-driven approach towards clients. They feel this ensures faster communication and that it helps them to be more client-focused. In addition, these closer contacts also gives them better chances to be more abreast with sector themes and trends; the contacts they have may be with fewer donors and sector organisations but the contacts are more intense and at a more personal level.

Weaknesses
A number of weaknesses mentioned were directly related to the demand driven approach towards clients. Demand may take too much time to come by and it is, therefore, too ad hoc to use as a sound basis for planning. The contacts also risk to be too personal and time consuming and clients may at times, because of the close contact, ask NETWAS to perform tasks which fall outside its field of expertise. This may lead to client disappointment.

A general weakness concerns proposal and report writing skills. The requirements of clients are generally quite high and NETWAS realises that meeting these is not always within reach.

Opportunities
Making use of a limited number of clients, being less opportunistic in a way, increases the chances to maintain relevance in the sector. The fact that contacts are of a more personal and long-term nature forms a basis for more consultancy work. This could be followed up in a more pro-active way. Putting more emphasis on NETWAS' experience in the field of training should be promoted as it is the expectation that this is a possible area of expansion.

Threats
Threats clearly come, or could come at any time, from others (consultants, NGOs) providing cheap services. Due to corrupt practices and attitudes jobs may go there rather than to genuine and knowledgeable organizations like NETWAS. Changes could also come from a change in donor policies and / or approaches. Human capacity, trained and employed, could suddenly become redundant with all the accompanying risks and problems.

Statement 2 How does NETWAS intend / anticipate relating to its partners / clients within the WELL set-up? (with focus on SMART outputs): RCP-NETWAS, RCP-client, RCP-WELL Management.

The first reaction is that NETWAS does know quite a few of those other RCPs, although AMREF is their 'mother', where they started in the eighties as a project in the Environmental Health Unit in 1986.

Strengths
The WELL framework is seen as a potential for exchange of information and working norms between all RCPs, including the WELL management. It forms one of the very few opportunities for interregional information exchange as well; this gives opportunities to exchange knowledge on best practices.

Weaknesses
There is the risk of misplaced expectations between WELL and NETWAS; therefore a clear need for clarity is identified. Between partners there may be competition for limited opportunities. The IVT sees this more than NETWAS when it comes to NETWAS and AMREF operating in the same areas within the sector. Furthermore, due to the physical distances between RCPs, there will be limited face-to-face sharing between partners. This means that a sense of dealing with 'strangers' is perpetuated.
**Opportunities**

If there is competition between RCPs, then discuss it in an open way and seek solutions together. NETWAS and AMREF are in a position to actively practise this.

Due to WELL there is a possibility to raise one's profile as it is an internationally recognised set up.

Sharing of resources is also mentioned and discussed as well. WELL meetings could be organized concurrently with other meetings thus saving resources.

**Threats**

A raised profile sounds wonderful but may also cause the organization to go into a collision course with authorities wary of change. This may also be the case when communities and people are empowered, causing unwelcome interference with the 'smooth running' of the administration.

**Statement 3.** What does being 'client-focused' mean for NETWAS in light of the WELL approach, with emphasis on quality service delivery?

In general terms, in spite of the tight time frame, a brief discussion ensues when we reach this point. There is a need for all partners to fully understand what quality means, or what WELL’s definition of quality is. How to decide where a product ('a high level' report or a proposal) matches the required quality or not. Related to this is the concern to exactly understand and meet what the client requirements are.

**Statement 4.** The delivery of SMART outputs in relation to the prevailing working norms and realities and the general (sector) environment the RCP operates in.

Very soon it turned out that the discussion centred more on the general sector environment than on the SMART outputs. Still, numerous answers were related to the SMART approach.

**Strengths**

The strength in this context of NETWAS is that it is well informed on sector trends, that it maintains a multidisciplinary team of professionals, and it understands the working norms and conditions in the East African setting with emphasis on the Kenyan one.

**Weaknesses**

Will there be interest in the GoL to demand / request from WELL certain services and products? This has implications for NETWAS as a stakeholder and player in the field of sector reform. At the moment there are fewer opportunities as a result of the reserved GoK donor relationships.

**Opportunities**

The existing content capabilities can be further developed and sharpened and could be made more visible through intensified use of the web-site. NETWAS could make use of the thrust of WELL (and IRC’s RCD as well) and seek a mandate in some of the sector reform activities from the GoK. WELL could also offer NETWAS a further regional outreach and thus facilitate enhanced networking, dissemination and sourcing of information.

**Threats**

The so called 'jua kali' sector players could form a threat that are those companies who are not professional and genuine but who manage through dubious deals to gain contracts and favours. Sector reform related activities may be given in the end to such set ups. Furthermore the more external factors were mentioned like donor strategy shifts leaving the water sector broke, weak East African economies and volatile political environments.
3. Visits to AMREF, DFID and WSP (Worldbank)

Three visits were made by the team comprising the IVT, the Director and KCP of NETWAS. The initial programme had suggested a visit be made the first day of the inception visit; however, this was changed as NETWAS wished to be more familiar first with the WELL programme, especially while visiting DFID. Being well prepared for this visit was seen as essential in light of the potential for future DFID and DFID partners’ consultancy work.

3.1 AMREF (Gerald K. Rukunga)

AMREF is one of the WELL partners and NETWAS has a special relationship with them as they originated from AMREF. NETWAS was established within the Environmental Health Unit of AMREF in January 1986 and became independent in the early nineties. The visit to AMREF was designed as a courtesy call, especially as an inception visit will be made at a later stage. We were received by Mr. Rukunga, the head of the Environmental Health Programme who briefed us in detail on AMREF’s activities in his field.

For their operations AMREF is fully dependent upon external donor funding where they face often stiff competition. Of late, local funding is catching up and is likely to gain in importance in the near future. Activity wise they engage in water and sanitation areas, both in rural and urban areas (informal settlements). This includes the development of sanitary facilities, borehole rehabilitation, shallow wells projects and various health related programmes. Training courses are also organized in the field of waste management, water and sanitation and water resources management. DFID is one of their donors. They support a malaria control project (centred around insecticide treated nets), an earth dams and water pans project and a community based health care support services project. DFID is also contributing partly to projects they have in Kajiado, Kilifi and Homa Bay. They see the relationship with DFID as good and they are looking forward to the WELL project taking off and taking shape. One other project worth mentioning as it could be of particular interest for NETWAS planned work as well, is the ‘Flying Toilets’ project in Kibera, one of the informal settlements in Nairobi.

Another interesting point concerns AMREF’s input in the development of Kenya’s national strategy for environmental sanitation and hygiene. They form part of the core group of the Environmental Sanitation and Hygiene Working Group (ESHWG) which was set up by the Ministry of Health (MoH) with support of major intergovernmental agencies, key stakeholders, government departments and donor agencies. This is of considerable interest to NETWAS since they are an active member of this working group as well and have good working relations with MoH staff.

At the institutional level it is also important to mention AMREF’s co-operation with the Department of Public Health of the Moi University. AMREF’s academic ambitions, or search for quality, also surfaces mentioning the Forum for Presentation of Research Papers they organize in June this year. This is an international forum for sharing experiences. For this gathering they receive corporate AMREF support as well as support from the Bill Gates Foundation.

Mr. Rukunga emphasised that AMREF is not competing with NETWAS in any way and is very eager to co-operate within the general context and in particular within WELL. At the end of the meeting we were briefly introduced to Mette M. Kjaer, the Country Director of AMREF.

3.2 DFID (Andrew Smallwood)

One of the ways in which we had prepared ourselves as a visiting team on the DFID visit was to go through the DFID Kenya Strategy Paper. It was no wonder that this figured among the papers we carried to the DFID offices. Seeing this document triggered a direct reaction from Mr.
Smallwood, the Senior Engineering Adviser who received us. He advised us not to go by the document in question at all as what they were currently doing had hardly any relation to the issues outlined therein.

Smallwood indicated that he is familiar with the WELL 1 project and that a Water Sector / Scoping study was carried out in 1998/1999. He was introduced to the wider services offered under the new WELL RCN partnership.

DFID supports some six to seven projects in Kenya. A few implementers receive financial support. CARE International carries out a water and sanitation project in Nyanza Province (Homa Bay and Kisumu Districts) and a project on water use of the Tana river. Maji na Ufanisi, the former Water Aid, implements a water and sanitation project in Garissa and is active in arid and semi-arid areas as well (Turkana). SASOL, a Kenyan NGO, implements a sand dam project in Ukambani and does so in a very cost effective way. In the urban areas under the category Community Infrastructure Work, Environmental Sanitation is undertaken in Kibera, Nairobi. This project, before the main contact was the Ministry of Local Government, went through a difficult phase politically. The interest for Kibera is many years old and is shared with the WSP (World Bank). Due to political reasons related to the overall donor community relationship in Kenya, a major project in line with the initial plans never materialized. At the policy level DFID is not providing any funding but it is definitely playing a supportive role. This moral support is apparent, for example, in the Bill on the Water Resources Management Strategy.

In relation to the current WELL programme Smallwood, without being asked, indicated that he saw possible future scope under the Local Authority Training Funds (LATFs). If, in future, this is to take place, it should happen through the involvement of the District Water Officers and be, obviously, water and sanitation related.

In general terms DFID is ready to work where reform works. Work can still be done where reforms do not work, however, it will then always be done through another organization. Generally speaking, activities will have to fit within the Poverty Reduction Strategy Paper (PRSP) of the respective country. Smallwood compliments the process which was followed to arrive at the strategy in Kenya.

DFID Nairobi also covers Uganda and Tanzania. In Uganda the arrangement that part of the debt relief money can be used for water related activities at the district level gives great, previously unthinkable, opportunities. Now that the money is not the main problem, it turns out the capacity is the key problem. DFID provides support in the form of Technical Assistance in four districts in the north, in the field of community water supply. One of the issues to be aware of talking about sanitation is that it doesn't fall under the Water Department. In Tanzania it is the weakness of the Government that is mentioned for a start. DFID supports Water Aid in 5 districts where they have set up WAMA units, where technical expertise is brought together. DFID is considering the option to give funds to expand on this.

Concerning the so called WELL 'Road Show', to be organized in June this year, Smallwood indicated that it should take into account the dates of the Engineering Conference in London (24th – 28th June) and the fact that most people will be on leave as of mid July. ²

² This year “Road Show” is likely to take place in September.
3.3 Water and Sanitation Program (Gichuri and Lukman Salifu).

The Water and Sanitation Program is an international partnership concerned with water and sanitation services for the poor. Its mission is to alleviate poverty by helping the poor gain sustained access to improved water and sanitation services. It is managed through a head office in Washington D.C. and four regional offices in South Asia, East Asia and the Pacific, Africa, and the Andean Region.

The meeting at WSP was hosted by Lukman Salifu (Sanitation Specialist) and Wambui Gichuri (Water Sector Economist). They gave an introduction on the activities of WSP in Kenya and the region. Their main focus is on the rural water supply and sanitation sector, on services to the poor in the urban setting and to small towns. With the WELL programme they share a number of themes, sanitation, gender, and hygiene promotion. They also focus on the theme finance and on the Poverty Reduction Strategy Papers (PRSPs). Two years ago strengthening in the field of information support was recommended and this brings them in line with WELL and IRC – RCD. Their services also include a helpdesk on sanitation. Their main donors are Luxemburg, CIDA (Canada), SIDA (Sweden), NORAD, Belgium and the Netherlands. In Kenya there is no World Bank funding to the water sector, but bilateral donors support some programme activity. For the funding of WSP itself, the donors look at a period of three years.

At the moment quite some energy and focus is geared towards setting up a new hub in Mozambique. In order to secure a proper outreach throughout the region, they have Country Sector Advisors (CSA) stationed in Malawi, Ethiopia, Mozambique, Rwanda and Benin. CSAs have a variety of tasks, but within the WELL setting these can be summarised as follows:

- Responsible for the watsan input to the country sector strategy
- Working in partnership with stakeholders to ensure the watsan input in the country sector strategy
- Advisory support on country policy and investment strategy
- Assessing trends in effective and sustainable service delivery
- Carrying out project appraisals, monitoring and evaluation and
- Dissemination of lessons learned from country / regional activities.

Within Kenya, and of importance to both NETWAS and AMREF, is the programme they run to improve the water supply and sanitation of the residents of Kibera, Nairobi.

Of further interest was the fact that they indicated the lack of capacity in the sector in Uganda and thus confirmed the earlier expressed opinion by DFID on the same subject. In addition the visiting team asked them about the future presence of WSP in the region and their own plans for long term sustainability of their activities. They expressed their reservations about the long term use of the Country Sector Advisors and were, informally, mentioning plans to make use of a form of ‘franchising’ to ensure their activities can be sustained in the longer term. It goes without saying that this is of interest to organizations like NETWAS and AMREF.
4. Planned work
Two sessions were dedicated to discussing WELL Planned Work.

4.1 Session One
Attended by Isaack Oenga, Joyce Mbare and Ryubha Magesa (NETWAS TANZANIA).

The Planned Work concept has derived from the original WELL contract – an annual agreement between WELL and DFID on "hot topics" in the sector to be researched. Outputs were based on short-term research activities, with a consistent format adopted for the range of outputs.

With the introduction of thematic areas for longer term, applied research, in which overlap exists between theme areas, there is an opportunity for information sharing across the themes (e.g. from partners in the process of data gathering). Within the theme areas, partners may eventually focus on more specific areas.

A quality standard is to be aimed at in all areas of the Planned Work activity - the approach, process, product (in content as well as the "look") and feedback (evaluation). A common approach and format for outputs will be established across the WELL network. The format of Planned Work outputs is to match the needs of identified target audiences. It is important to bear in mind the final product and its impact during the process. Opportunities for evaluation (follow-up) of benefits/use of outputs have yet to be identified.

Theme partners will be involved in the phase of consolidation of initial outputs, for submission to DFID in August. This is a part of the Quality Assurance process, through a process of peer review.

Summary of issues discussed in Session 1
- Consistency of approach and communication to WELL partners.
- Agreement in process and format of outputs – aided by the theme co-ordinators.
- Quality – in process, approach, product (including content) and impact.

4.2 Session Two
Attended by Isaack Oenga and Joyce Mbare.

Uncertainty within NETWAS exists as to the synchronisation of Planned Work between the partners working on the different themes. This may have been due to the fact that NETWAS had not received the "next steps" email for the Gender and Environmental Concerns themes.

Session one had been more of an explanatory nature while during this session a more practical approach was chosen. The process of Planned Work was outlined as follows:

a. International Sector initiatives identified by WELL
b. Partners identify: national / regional level issues
c. Within these issues, partners consider:
   - local projects
   - local issues, such as sector reform
   - local "knowledge"
   - sub-themes and audiences
   - areas of involvement / interest / importance to themselves and their position in the sector
The proposal for NETWAS's Scope of Work in the theme areas of Gender and Environmental Concerns is summarised in Appendix 4.
5. Enquiry session

Attended by Isaack Oenga and Gilbert Muhanji. NETWAS has been providing enquiry services for many years. NETWAS staff provided an overview of this service, at the request of the IV team. Enquiries are generally received by telephone or through visitors to the Centre, covering issues such as:

- information on courses
- finding out about NETWAS – activities, etc.
- subject areas in the watsan sector
- requests for resource materials (from researchers)

All replies are provided free of charge, unless they are identified as an “advisory service” (which is then chargeable).

This service has been running alongside other NETWAS activities, without the use of external donor support. All requests are recorded in a format that indicates the date, the person’s name and address, his/her occupation and nature of the enquiry. The time taken to provide the answer and the answer itself are not recorded.

A distinction is made between requests to the library section and technical-assistance related enquiries. For the period starting the second quarter of 2000, the library section enquiries numbered 14 and the technical-assistance enquiries 8. Enquiries for the library section come mostly from the South, a few from Kenya itself and one from the UK. The technical-assistance enquiries almost all originate from Kenya, with one from Malawi.

NETWAS takes their current enquiry services seriously, as it is seen as part of their duty of being a Resource Centre. Technical-assistance enquiries are distributed to various NETWAS staff members for replies, although there are examples of several staff members working on a reply at the same time. At times staff consult externally (e.g. IRC staff) to verify replies, or provide assistance.

5.1 Implications of a Client Focussed Enquiry Service

NETWAS is keen to further develop this service and would like to receive support to realise this and form part of the WELL Enquiry Service.

NETWAS currently has no written procedure for handling enquiries, but they are held “in mind”. There is no definition of who qualifies, recording of time allocated, indication given to the enquirer of the likely response time, and so on.

Other initiatives are underway in NETWAS (within and additional to WELL) developing the sense of who the client is and being focussed on their needs. This provides a good opportunity to develop the Enquiry Service within NETWAS to suit the necessary procedures.

<table>
<thead>
<tr>
<th>Capacity development needs identified:</th>
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<tbody>
<tr>
<td>• Human Resources skills suitable to run a successful helpdesk.</td>
</tr>
<tr>
<td>• Connectivity – physical IT along with permission for access to databases, etc. (providing information sources for responding to enquiries).</td>
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12
6. Sector positioning

For the sector positioning, the positioning of WELL with other initiatives, ample time was reserved. It was, therefore, fairly easy to earmark part of that time for preparation purposes once it turned out that more time was needed for that. The preparation session, however, fell basically through as the two NETWAS staff had other, urgent, commitments to address outside the office. This is the only time the preparation of a session did not work out. In future IV visits it is expected that this will happen more often if the present IV programme is to be followed, as we are dealing with RCPs' who cannot stop their operations totally or at will. The session started much later leaving very little time in the end to discuss. Some time was found for one NETWAS staff member to present and dwell on the Iguacu Action Plan (IAP) which related to Vision 21 and to the WSSCC (the Council). The presentation, which included other networks as well, could not be finalized due to time constraints. Listing the working methods and approaches of other networks turned out to be quite difficult as that knowledge was not readily available with those present. Discussing it freely and exchanging views, therefore, was not doable.

Instead it was decided to shift focus and address point 4e of the Outcomes Framework. The aim was to establish the existing knowledge of DFID and other clients. The format we used, although never fully filled in due to time constraints, has been attached to give an idea (see Annex 5).

The WEDC member of the IVT informed the group that the wider process of identifying areas of similarity and overlap between different network initiatives was being undertaken by 'higher' management levels (mention was made in particular of meeting in Geneva in February 2002).

It was also suggested NETWAS undertakes a process of identifying their position in relation to these network initiatives. This then could be presented in a short report during the WELL Partner's Meeting of April. At the same time WELL would share the outputs of the Geneva meeting with NETWAS.

The ITN network, the training network in Africa, should also be brought to the attention of WELL as a number of WELL partners are also ITN partners (TREND, NETWAS and IWSD). It would be useful to allow for maximum synergy to be generated. One could think of some form of cost sharing of regional meetings.
7. Capacity building

Two sessions were held to identify specific capacity building issues and needs, following on from the SWOT analysis session. Attended by Engineer Wambua, Isaack Oenga, Patrick Nginya, Joyce Mbare, Misheck Kirimi, Gilbert Muhanji, Esther (IRC-JPO) and Ryubha Magesa (NETWAS Tanzania).

Based on outcomes of the SWOT analysis (identified areas of possible weakness), the issues to discuss were:

- Identify gaps and what needs to be in place so NETWAS can become more effective

From analysis of the outputs of SWOT Statement 1, the IVT had identified a possible discrepancy between real and perceived capacity between NETWAS and the client/donor. This can lead to client disappointment.

The discussions that followed considered a number of areas, as indicated below.

7.1 Networking and communication

NETWAS does not want to build "unwanted" capacity. Capacity may exist elsewhere in the sector that NETWAS can call on (i.e. it is not and does not need to be a core capacity of NETWAS). This already happens to an extent, but could be built on with access to a database of available capacity in the sector.

NETWAS identified weaknesses in proposal/report writing skills to achieve a quality service to the client. In the context of more general communication skills enhancement, this was seen to include analytical skills, the ability to summarise contents concisely and in an informative way and formalisation of a communication strategy – both internal and external. This would support the dissemination strategy of NETWAS.

From discussions the following capacity development needs were identified:

- A database of available human capacity in the sector
- Support in database management skills
- Proposal / report writing skills training
- Communication skills enhanced and communication strategy developed

Previous discussions had identified areas for capacity development in relation to the email system, internet connection and website. These are indicated in section 1.4.3

7.2 Positioning

Capacity development carried out by WELL is not limited to the role of WELL – it also provides capacity development within the wider sector.

UNICEF currently carries out co-ordination of a sector-wide strategy, through their role in government ministry committees. There may be a place for NETWAS to take a role within these existing co-ordination groups. This would require NETWAS to strengthen their position as a Resource Centre (provider of information and services) in the sector – through clear advocacy. The opportunity may be there to develop a sector co-ordination strategy? The capacity to do this may already be within NETWAS, but the mandate to take the role on is not there.
The following capacity development needs were identified to support this:

- Marketing skills to enable clearer positioning of NETWAS in the sector and the capacity to be able to both assess and stimulate demand for NETWAS / WELL services.

- Enhance advocacy skills (e.g. to advocate for the development of the need for sector reform co-ordination. Linking to the DFID “road show” – NETWAS could prepare documents and support information, identifying the sector programmes, targeting in line with Planned Work, etc.,

- NETWAS to have a role in providing cutting-edge knowledge of the sector

7.3 Training and Project Management

Other capacity development areas were identified as:

- Skills enhancement in training – developing from Training of Trainers (ToT) skills to the ability in training ToT trainers (“master trainers”).

- Improvements to project management skills – to improve planning, writing log-frames, understanding the client’s requirements, having an overview of what is available to support this, etc.

NETWAS clearly stated that any capacity development undertaken must be clearly identifiable and relate to actual needs.
8. Capability Statement

Attended by Engineer Wambua, Issack Oenga, Beth Karanja, Patrick Nginya, Joyce Mbare and Esther (IRC-JPO).

NETWAS' first draft of their Capability Statement was discussed, considering areas for improvement and clarity to the information given. Following these discussions, NETWAS prepared a revised draft of the Capability Statement and re-submitted this to WELL.

The revised Capability Statement is included in Appendix 8.
9. Report outline session

A session was held on the final day of the Inception Visit, for the Inception Visit Team (IVT) to discuss the IV report with Isaack Oenga (the Key Contact Person) and Engineer Wambua.

In preparation for this, the IVT had considered and prepared a summary of the proposed contents list of the IV report. Discussions with Isaack and Eng. Wambua identified additional areas to include and a final agreement was reached on the outline of the report to be prepared.

NETWAS valued the opportunity for participation and openness and raised the following points:

9.1 Process of the programme

IV team's understanding is that a participatory process has derived a revised programme from the original one set. NETWAS agreed that the process has been consultative, which has been more enriching than the ToR may have enabled.

Due to the intensive nature of the week, people generally within NETWAS may be beginning to change their way of thinking towards the approaches that WELL takes.

9.2 NETWAS internal workings

Often skills are not written. There is a need to combine written skills with personal skills, to achieve the desired output. NETWAS is in a better position to consider the personal skills that exist within the organisation. How is this initiative to be sustained and secured – "ring-fencing" NETWAS? What tools are available to support this security – e.g. programming, capturing ideas in accessible "files". People need to own the initiatives - to take them forward and maintain momentum. The internal "positioning" of WELL initiatives is important.

9.3 Communication with WELL

Need for information sharing between RCP partners – to dispel unfulfilled expectations.

All agreed that the report would be sent to Oenga for comment and input, before being finally submitted.
10. Process evaluation and recommendations

A session held on the last day of the Inception Visit provided staff who had been involved during the week with the opportunity to give feedback and comment. This was aimed to provide an evaluation of both the content of the week's programme and the process followed during the visit. From this, recommendations could be reached for:

- future inception visits
- follow-up work and visits with NETWAS

Attending the session were Engineer Wambua, Issaack Oenga, Misheck Kirimi, Patrick Nginya, Gilbert Muhanji, Beth Karanja, Esther (IRC-JPO), Matthijs Toot and Rebecca Scott.

Comments (both positive and negative) were written on cards, displayed and discussed.

During the discussion that followed, the comments were grouped into general and specific areas, as summarised below. The list of comments as originally grouped is included in Appendix 7.

10.1 Rapport and relationship building

The process followed during the week allowed for self-reflection and consensus building within NETWAS staff. The visit also provided a unique and excellent approach to rapport-building between the partners, while allowing for reflecting / rethinking together towards a common goal. The process of relationship-building (the "we" rather than the "I") should remain a key focus of future visits.

10.2 Consensus building

The process followed in the visit is highly participatory, providing a consultative / open minded process, with minimum pre-conceived / imposed ideas. Future visits should ensure that the process remains truly iterative (requiring flexibility).

10.3 Staff and Time issues

Due to the participatory nature of the visit it was time consuming, which put a strain on the daily running of NETWAS. The visited benefited from a high level of staff input, which was highly appreciated. For such a process to succeed, time needs to be properly allocated so that staff input is optimised rather than maximized. Similar activities and objectives within the ToR were grouped together to support this. It also requires time for additional planning and clarity of what is expected from the partner.

10.4 Learning opportunities

The visit served as a learning process and a real opportunity to learn about other WELL partners.

10.5 Additionally

Discussions during the week provoked thoughts on the overall role of NETWAS in the region / country and helped staff reflect on their own organisation as well. A mid-week session on "self reflection" would have been appreciated.

10.6 Stakeholder visits

Stakeholder visits should only be planned and take place after sufficient consultation with the partner organisation. During stakeholder visits, everyone should be open to identify gaps that can
be filled by WELL / the partner organisation and these should be followed-up – with support from the WELL team.

10.7 Future visits to NETWAS
Future visits will be required for back-stopping of activities. Such visits and future activities should incorporate time to refer back to the Inception Visit outcomes, taking forward matters that have arisen. Discussions should follow the same process.

10.8 Other Inception Visits
The suggestion was put that the Inception Visit team (IVT) for further Inception and activity Visits could include a staff member of the Resource Centre Partner where an inception visit has already occurred. This is all part of capacity development for the partner and provides additionally to the WELL process.
11. Conclusions

The ToR was followed in detail but the outcomes frameworks as well as the example of the inception visit schedule (Attachments 1 and 2) were rearranged quite fundamentally together with the RCP. As a result a few overall conclusions will be drawn and the more specific ones will then follow the outline of the report. In these way all will still be covered, but will be in line with the report.

Overall conclusions:

1. The inception visit to NETWAS provided ample opportunity to establish rapport and a firm start was made to establish a working relationship between the three WELL network partners, and a first step was taken with the fourth one, AMREF.

2. A mutual understanding about what WELL is and how it can complement existing networks was achieved. However, the WELL related quality aspects require further clarification.

3. The objectives of the ToR were agreed upon between the IVT and the RCP. Almost all were achieved. It turned out that the positioning of WELL in a wider context was difficult and requires follow up which is also true for the proper understanding of what client-focused quality services really stand for. This was difficult because there was not sufficient time to prepare and also as it requires a very detailed understanding to be able to clearly delineate all the differences and overlaps.

4. WELL was introduced across the institution in the broadest possible way. All sessions were very well attended by most programme and senior support staff. Only two staff members, who were managing a training course in Uganda missed out most of these as they were only in on the first day. The stakeholder visits were also jointly prepared and made.

Specific conclusions:

On communication within NETWAS and WELL

1. Both hardware and software of the RCP is in need of upgrading, which has already started. The internet connectivity is often difficult and expensive. It will be difficult to successfully use the WELL intranet if introduced. This will only properly function once a server with a dedicated internet connection is reality.

2. When it comes to e-mail communication, NETWAS wishes that the introduction of tagging messages, indicating their importance and urgency, would improve communication. It will be more effective and allow NETWAS to successfully follow the critical path of the WELL communication.

On the four SWOT statements

1. Towards acquisition NETWAS follows a more demand-based approach, valuing good relationships with the clients first. A more pro-active approach will be welcomed and within the WELL context this should be supported, for example, starting with the 'road show'.

2. The operational checklists used by NETWAS form a basis for SMART outputs. Within the WELL context more attention should be paid to further build on this, especially by clarifying what quality outputs really entail.

3. Try to maximise use of cost sharing by opting for synergy between other global and regional alliances. This will allow RCPs to meet more often and address WELL related issues.
4. The environment the RCP operates in is a complex one and full of potential risks and pitfalls. WELL should position the RCP in the sector emphasising the information services aspects. Recognition by the Government of Kenya and other important players is highly desirable.

On the stakeholder visits:

1. AMREF: Contacts with the other Nairobi based RCP, AMREF exist. Competition is not stressed on but they do share sector areas where they are both actively involved in. AMREF is currently carrying out projects for DFID and has cordial contacts on the ground. It is important to actively seek synergy and to involve NETWAS in the IV to AMREF.

2. DFID: There is familiarity with WELL 1 and a positive attitude towards co-operation was detected. In this respect possible use of the so called Local Authority Training Funds were mentioned as well as possibilities in Uganda and Tanzania. The ‘road show’ should further explore, promote and possibly initiate this process of co-operation.

3. WSP: NETWAS had close contacts with WSP for many years. Co-operation should continue as before but become more focused on WELL and IRC RCD activities and vision. WSP expressed hesitation on the long term use of the Country Sector Advisor in the WSP focus countries. There could be an opportunity for WELL and NETWAS in that respect.

On planned work:

1. NETWAS concentrates in the field of planned work on Environmental Concerns (solid waste management) and Gender. The work plans on planned work were initiated as per the objective of the IV. NETWAS still is very keen to work on Hygiene Promotion and Decentralization as well. This is in line with their expertise and options could be discussed in future.

On enquiry session:

1. NETWAS has experience in handling enquiry services. The number and frequency of information requests is low though and the tracking and follow up of replies is not structured. There is a scope and good chance for improvement. NETWAS is very keen to further itself in this field.

On capacity building:

1. Networking and communication: NETWAS identified four capacity building needs here: a) assist in setting up a database of available human capacity in the sector, b) provide support in database management skills, c) organise proposal / report writing skills training and d) assist in enhancing communication skills and in the development of a communication strategy.

2. Positioning: NETWAS identified three capacity building needs here: a) improve marketing skills with the aim to better position themselves and to stimulate demand for NETWAS / WELL services, b) to enhance advocacy skills, for a start, linking them to the ‘road show’ and c) assist NETWAS to have a role in providing cutting-edge knowledge of the sector.

3. Training and project management: NETWAS identified two capacity building needs here: a) assist in training skills enhancement e.g. developing from Trainer of Trainers (ToT) skills to training ToT trainers ('master trainers). And b) assist in improving project management skills (e.g. planning, writing log-frames etc.)

On the capability statement:

1. The capability statement was in quite an advanced stage and changes suggested by the IVT were discussed in one session and agreed upon. Less time was needed than initially planned for.
On process evaluation:

1. The process approach in itself: NETWAS staff members highly valued the process approach followed during the IV. It contributed greatly to rapport, consensus and relationship building and allowed for self reflection.

2. NETWAS internal workings: The approach followed may have set an example of a tool on how to ensure staff members can be given an opportunity to internally 'position' WELL initiatives and working philosophy.

3. Staff and time issues: The participatory nature of the approach meant it was very time consuming for NETWAS staff. Proper prior planning and communication clarifying what was expected would have made things easier. Time needs could have then been properly allocated, allowing for staff input optimisation rather than maximisation.

4. Learning opportunities: The visit served as a learning process and a real opportunity to get acquainted with other WELL partners.

5. Additionally: The open ended character of the process provoked thoughts to come in on the overall role of NETWEAS in the sector (both regionally and at the national level).

6. Stakeholder visits: These should only be planned and take place after sufficient consultation with the RCP as was the case in practice but not in line with the ToR's planning.

7. Future visits to NETWAS: These should be seen in light of backstopping and everyone concluded that activities should include time to refer to the IV. The approach then should be the same.

8. Other inception visits: It was widely felt and supported that RCP members where an IV had already taken place should be given a chance to participate in an IV to another RCP. This is seen as RCP capacity development, resulting in RCP to RCP rapport.
12. Way forward

Part of the session on process evaluation and recommendations was dedicated towards 'the way forward'. The suggestions and comments raised can be divided into two categories. The first one concerns NETWAS itself and the second one relates to future inception visits.

1. NETWAS

- Gaps noticed during the stakeholder visits, and those of visits still to come, need to be filled and realized.
- The process followed during the inception visit needs to be maintained when future WELL visits take place, but even if such visits are IRC RCD related and WELL issues are touched as well. In these visits time should be built-in in order to allow for making references to the inception visit.
- There is a need for future meetings, especially for back-stopping. This will require additional planning and clarity to optimize staff participation.

2. Future inception visits

- Actively identify gaps that can be filled by the RCP during stakeholder visits.
- Plan stakeholder visits only after sufficient consultation with the RCP.
- The RCP should follow-up on opportunities arising from stakeholder visits with support from the team. Future visits and / or activities should allow time to refer back on the IV to take matters forward. Discussions held should follow the same process.
- Teams for future IVs and activity visits should include, where possible, an RCP staff member of RCPs where an IV already took place. This allows for RCP capacity development and additionally.
Appendix 1.

Terms of Reference
The WELL Purpose: Improved access to information and support in water, sanitation and environmental health for DFID and Partner Agencies in Developing Countries.

Inception visits (IV) to each WELL partner provide the opportunity to establish the rapport and working relationship throughout the WELL network. Inception visits are important because fostering mutual vision, understanding and support is a critical feature of success. The visits provide an excellent opportunity to reach a mutual understanding about what WELL is and how it can complement existing networks, for example Streams of Knowledge (SoK).

The Inception Visit

There will be one inception visit to each of the following Resource Centre Partners (RCP); AMREF, CINARA, SEUF, ICDDR, NETWAS, TREND, IWSD and EHC. The inception visit team (IVT) will usually consist of two people. One person will be designated the Team Leader and as such is responsible for agreeing and achieving the objectives stated in the TOR. The overall aim of the IV is to introduce WELL across the institution rather than to one or two individuals within it.

As identified in the original proposal, the development of the Resource Centre Network (RCN) is based on seven participatory steps that will be jointly developed over the coming period.

1. Develop inventories for each local RCP;
2. Analyse the available resources, identifying capacity gaps associated with the delivery of WELL services;
3. Identify the capacity development measures required in order to bridge these gaps;
4. Identify and develop a series of capacity development measures, on a modular basis;
5. Complete a matrix detailing capacity development measures agreed for each RCP;
6. Finalise capacity development plans for each RCP; and
7. Implement capacity development plans, reflecting the increasing involvement of the RCP in WELL core activities, planned work and consultancy.

Progress

Each RCP has been asked to complete a ‘capability statement’, the basis for the inventory for each institution described under Step 1 listed above. Once completed the Capability Statement becomes an essential tool for use during the inception visit and each will continue to be built upon over the period of the WELL contract. This means that the Capability Statement will, together with the findings of the inception visit provide a first indication of the capacity development requirements for the RCP.

The objectives of the inception visit

- Position WELL in the wider context of the water, sanitation and environmental health (WSEH) sector and other resource centre development and networking initiatives;
• Introduce and reach a joint understanding of the WELL vision and WELL approach to the
delivery of client focused quality services;
• Explore the RCP's aspirations in relation to its development as a WELL resource centre;
• Better understand the RCP's current approach to its work;
• Gain a better understanding of the environment in which the RCP operates, its working norms
and realities;
• Explore joint objectives for the RCP's participation in WELL;
• Finalise the 'first edition' of the Capability Statement;
• Establish capacity development needs, based on the delivery of specific services and outputs,
e.g. Planned Work; the WELL Enquiry and other services, including WELL consultancy; and
• Provide guidance and agree procedures, and start the work planning process for the period
ending March 2003
• Learn from the interaction and provide feedback to improve the process of WELL RCN
development.

Above all, each visit provides the first opportunity for the WELL Core Team to personally interact
with the RCP on a WELL platform. Therefore, who is involved and why is important: WELL is a
network of institutions rather than key individuals and therefore it is important to reaffirm the
institution's commitment to being an active RCN partner.

Desired outcomes
• Rapport and sense of partnership established with local RCP;
• RCP understanding of WELL's position in relation to the WSEH sector and other resource
centre networks;
• Common understanding of the WELL vision and WELL approach to the delivery of client
focused, quality services;
• Common understanding of the RCP perceptions and aspirations related to WELL; and its
existing approaches to its work;
• Better understanding of local working norms and realities and the general environment in
which the partner operates;
• Expectations and working norms for WELL services explained and agreed; and
• Communication pathways identified and agreed; and
• Contributions made to assist continual improvement of the WELL process.

Expected outputs
• Initial capacity development needs identified and prioritised for the RCP;
• Work plans initiated with the RCP for the period ending March 2003;
• Finalised first edition Capability Statement; and
• Agreed objectives for RCP's participation in WELL;
• Inception Visit Report.
The approach

To get the most out of a relatively short visit, (4-5 days) it is recognised that a participatory, flexible approach is required. Prior to the visit WELL will;

- Inform the RCP of the visit and share the TOR;
- Hold a briefing meeting for the IVT;
- Clarify any issues raised in relation to the TOR by the RCP and/or the IVT; and
- Inform the local DFID office of the scheduled visit and request a meeting with the RCP and the IVT.

The visiting team will:

1. Make contact with the RCP key contact person to discuss the visit, its objectives and approach, including details of who might locally be involved;
2. Attend a briefing meeting with WELL and agree a tentative inception visit schedule;
3. Undertake a 4-5 day visit to the RCP institution; and
4. In consultation and agreement with the RCP key contact person plan the visit schedule and methods for achievement of the objectives, based on the 'outcomes framework' outlined in Attachment 1;
5. Meet with the RCP Director/Principal and other senior staff to welcome them to WELL, discuss and agree the TOR, the visit objectives and agree the approach and schedule, including who will be involved, why and when;
6. With the RCP, meet or establish contact with the local DFID office to acquaint DFID staff with the purpose of WELL, its services and that of the IV;
7. Record the IV in the form of an Inception Visit Report, ensuring the draft contents are agreed with the RCP/key contact person;
8. In consultation with the RCP, make recommendations for the strengthening of the IV process, methodology, approach and material provided;
9. To use the opportunity to undertake any WELL tasks and/or seek information as requested by other WELL colleagues in relation to administration, WELL services and RCN development;
10. Be opportunistic in relation to the WELL purpose and WELL business.

Reporting

The IV Team Leader will be responsible for presenting the RCP and the RCN Programme Manager, Sue Coates, with a draft Inception Visit Report within two weeks of completion of the visit. A template will be provided for the report.

Support

The RCP is asked to support the inception visit with administration and logistical arrangements the details of which will be agreed beforehand in liaison with the visiting WELL Team Leader.

With this document:

Attachment 1: Inception Visit Outcomes Framework and suggested methodology
Attachment 2 Example of an inception visit schedule based on the Outcomes Framework
Attachment 3: Checklists, documents and resources supplied to the Inception Visit Team
Attachment 1: Inception visit Outcomes Framework and suggested methodology

The purpose of the Outcomes Framework is to guide the achievement of the inception visit purpose and objectives. Local conditions, staff availability and unforeseen events can make planning the timetable for a visit to a partner institution difficult. Therefore the IVT will have to make judgements about what can be achieved when, and inevitably will have to be opportunistic when plans need to change. The Framework allows the IVT and RCP to have scheduling flexibility without losing sight of the objectives outlined in the TOR. The process however should be inclusive, involving the RCP in its planning, decision making and facilitation. Above all the process should be creative rather than prescriptive.

The Outcomes Framework is presented as a series of ‘outcome statements’ together with suggested activities, objectives and possible methods or tools. These do not represent a blueprint or running order. Collectively the outcome statements provide a framework for planning and monitoring the visit, and should assist in assessing to what extent the objectives have been achieved.

Each of the following outcome statements should as far as it is realistic be achieved using the suggested approaches, activities and tools. Where this is not feasible an adequate alternative should be used, and recorded. Whichever approach is used, the process should aim to achieve the following outputs;

- Initial capacity development needs identified and prioritised for the RCN;
- Work plans initiated with the RCN for the period ending March 2003;
- Finalised first edition capability statement; and
- Agreed objectives for RCN partner’s participation in WELL;
- Inception visit report.
### The Outcomes Framework

**Outcome Statement 1: Establish a rapport with local RCN staff and sense of partnership.**

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<th>Suggested activities</th>
<th>Proposed objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning meetings with the Key Contact person</td>
<td>Establish basis for partnership and ongoing collaboration</td>
</tr>
<tr>
<td>Formal introductions with senior management</td>
<td>Get to know who is who</td>
</tr>
<tr>
<td>Daily review of progress</td>
<td>Make joint decisions</td>
</tr>
<tr>
<td>Presentation of RCP aspirations and expectations</td>
<td>Learn from each other</td>
</tr>
<tr>
<td>Tour of the RCP facilities</td>
<td>Negotiate visit schedules, activities</td>
</tr>
<tr>
<td>Introduction sessions with key RCP staff across the organisation</td>
<td>Identify gaps and any key barriers to partnership</td>
</tr>
<tr>
<td>Introduce self to secretarial, administration and telephone staff</td>
<td></td>
</tr>
<tr>
<td>Joint visit and/or presentation to DFID office</td>
<td></td>
</tr>
</tbody>
</table>

**Suggested approach/tools/Resources**
- Planning meetings with the Key Contact person
- Formal introductions with senior management
- Daily review of progress
- Presentation of RCP aspirations and expectations
- Tour of the RCP facilities
- Introduction sessions with key RCP staff across the organisation
- Introduce self to secretarial, administration and telephone staff
- Joint visit and/or presentation to DFID office
- Round table discussions
- Joint planning, monitoring and review sessions
- ‘Handing over the stick’ (decision making, facilitation) to the RCP
- Listening and observing

**Outcome Statement 2: The RCP has a understanding of WELL in relation to its position in the water, sanitation and environmental health sector and other resource centre initiatives.**

<table>
<thead>
<tr>
<th>Suggested activities</th>
<th>Proposed objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present overview and discuss objectives of DFID Target Strategy Papers</td>
<td>Relate WELL to DFID targets and the wider sector environment</td>
</tr>
<tr>
<td>Identify and discuss the purpose of key events in the Sector and the potential role of WELL (e.g. WEDC Conference, WSSCC events)</td>
<td>Explore prior and/or potential for RCP involvement in key sector events and initiatives</td>
</tr>
<tr>
<td>Present SoK overview and map SoK in relation to the RCP and WELL RCN</td>
<td>Raise awareness of key sector initiatives (e.g. Iguacu Action Programme, Vision 21)</td>
</tr>
<tr>
<td>Identify any existing local network activity</td>
<td>Identify which networks the RCP is currently involved in and their perceived position in relation to others</td>
</tr>
</tbody>
</table>

**Suggested approach/tools/Resources**
- Presentation
- Facilitated roundtable discussion
- Local network mapping
- Experience and participation tracking (who has done what, when, e.g. has the RCP participated in key events?)
- Venn diagrams of local and other networks
- Existing RCP products, papers, presentations, publications and reports

**Outcome Statement 3: The RCP has an understanding of the WELL vision**

<table>
<thead>
<tr>
<th>Suggested activities</th>
<th>Proposed objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present and discuss the WELL vision</td>
<td>Present the WELL vision and begin to discuss what makes WELL different</td>
</tr>
<tr>
<td>List and discuss WELL myths and realities from different perspectives</td>
<td>Obtain the RCP’s perspective</td>
</tr>
<tr>
<td>Compare WELL vision with other network visions (SoK) and the RCN mission and guiding principles</td>
<td>Agree the principles behind the WELL vision</td>
</tr>
</tbody>
</table>

**Suggested approach/tools/Resources**
- WELL Vision power point presentation
- WELL vision document - ‘A Vision for the WELL Resource Centre Network’
- RCP’s capability statement
- WELL website on CD
- SoK documents
### Outcome Statement 4: The RCP has an understanding of WELL's approach to the delivery of client focused, quality services

<table>
<thead>
<tr>
<th>Suggested activities</th>
<th>Proposed objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Exploration of what makes a quality enquiry service</td>
<td>- Establish existing knowledge of DFID and other clients</td>
</tr>
<tr>
<td>- Discussion about what constitutes a client focused service</td>
<td>- Explore concept of customer (RCP to RCP) (RCP to Client) (RCP to WELL) in relation to expectations and SMART outputs</td>
</tr>
<tr>
<td>- Presentation of existing WELL outputs and explanation of peer review and QA procedures</td>
<td>- Explore organisational demand responsiveness</td>
</tr>
<tr>
<td>- Presentation of WELL procedures and formats, e.g. WELL Planned Work</td>
<td>- Identify gaps and what needs to be in place so the RCP can become more effective</td>
</tr>
<tr>
<td></td>
<td>- Identify any related capacity development needs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Suggested approach/tools/ Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Exploration of what makes a quality enquiry service</td>
</tr>
<tr>
<td>- Discussion about what constitutes a client focused service</td>
</tr>
<tr>
<td>- Presentation of existing WELL outputs and explanation of peer review and QA procedures</td>
</tr>
<tr>
<td>- Presentation of WELL procedures and formats, e.g. WELL Planned Work</td>
</tr>
</tbody>
</table>

### Outcome Statement 5: The visiting Team has an understanding of the RCP’s perceptions and aspirations related to WELL; and its existing approaches to its work.

<table>
<thead>
<tr>
<th>Suggested activities</th>
<th>Proposed objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Discussion</td>
<td>- Identify strengths</td>
</tr>
<tr>
<td>- Joint plotting and analysis of institutional approaches, effectiveness and bottlenecks</td>
<td>- Identify gaps and what needs to be in place so the RCP can become more effective</td>
</tr>
<tr>
<td>- Finalisation of the first edition of the capability statement</td>
<td>- Identify any related capacity development needs</td>
</tr>
<tr>
<td>- RCP presentation of their capability statement</td>
<td></td>
</tr>
<tr>
<td>- Task mapping and process mapping of current RCP approaches to its work</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Suggested approach/tools/ Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Discussion</td>
</tr>
<tr>
<td>- Joint plotting and analysis of institutional approaches, effectiveness and bottlenecks</td>
</tr>
<tr>
<td>- Finalisation of the first edition of the capability statement</td>
</tr>
<tr>
<td>- RCP presentation of their capability statement</td>
</tr>
<tr>
<td>- Task mapping and process mapping of current RCP approaches to its work</td>
</tr>
</tbody>
</table>

### Outcome Statement 6: The Visiting Team has a better understanding of the local working norms and realities and the general environment in which the RCP operates.

<table>
<thead>
<tr>
<th>Suggested activities</th>
<th>Proposed objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Tour of facilities</td>
<td>- To understand the constraints faced by the RCP in respect of the SMART delivery of outputs</td>
</tr>
<tr>
<td>- Joint discussion with RCP partners</td>
<td>- To begin to identify what needs to be in place so the RCP can become more effective</td>
</tr>
<tr>
<td>- Discussion with different staff across the organisation</td>
<td>- To identify any opportunities in relation to capacity development and WELL objectives</td>
</tr>
<tr>
<td>- Joint informal discussions with clients and/or student if appropriate</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Suggested approach/tools/ Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Tour of facilities</td>
</tr>
<tr>
<td>- Joint discussion with RCP partners</td>
</tr>
<tr>
<td>- Discussion with different staff across the organisation</td>
</tr>
<tr>
<td>- Joint informal discussions with clients and/or student if appropriate</td>
</tr>
</tbody>
</table>

### Outcome Statement 7: The RCP understands and agrees to the working norms for WELL service delivery

<table>
<thead>
<tr>
<th>Suggested activities</th>
<th>Proposed objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Presentation of completed WELL tasks and process or steps including QA</td>
<td>- Planned Work next steps agreed with work plans</td>
</tr>
<tr>
<td>- Explanation of WELL procedures and communication norms</td>
<td>- Planned Work used to demonstrate operation in relation to WELL outputs</td>
</tr>
<tr>
<td>- Work load planning</td>
<td>- Identify any related capacity development needs</td>
</tr>
<tr>
<td>- Detailed Planned Work session (content, process, outputs and deadlines)</td>
<td>- Identify strengths and potential</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Suggested approach/tools/ Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Presentation of completed WELL tasks and process or steps including QA</td>
</tr>
<tr>
<td>- Explanation of WELL procedures and communication norms</td>
</tr>
<tr>
<td>- Work load planning</td>
</tr>
<tr>
<td>- Detailed Planned Work session (content, process, outputs and deadlines)</td>
</tr>
</tbody>
</table>

### Conclusion

The RCP has a better understanding of the local working norms and realities and the general environment in which the RCP operates. The visiting team has an understanding of the RCP's perceptions and aspirations related to WELL, and its existing approaches to its work. The RCP understands and agrees to the working norms for WELL service delivery.
Outcome Statement 8: Named person(s) are identified for all key aspects of communication between the RCP and the Core Partners.

<table>
<thead>
<tr>
<th>Suggested activities</th>
<th>Proposed objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Who’s who at WELL matrix</td>
<td>* Review procedures and communication norms</td>
</tr>
<tr>
<td>* Who’s who at the RCN matrix</td>
<td>* Highlight any issues and problems related to communication with WELL, access to new technology and administration constraints</td>
</tr>
<tr>
<td>* WELL intranet explained</td>
<td>* Identify any related capacity development needs</td>
</tr>
</tbody>
</table>

Outcome Statement 9: The learning experience is captured in the form of an Inception Visit Report, which includes identified RCP capacity development needs and also recommendations for improving the WELL approach to resource centre development.

<table>
<thead>
<tr>
<th>Suggested activities</th>
<th>Proposed objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Joint drafting of key points for the Inception Visit Report</td>
<td>* Transparency</td>
</tr>
<tr>
<td>* Joint drafting of recommendations for process improvement and any other suggestions</td>
<td>* Partnership and mutual trust development</td>
</tr>
<tr>
<td>* Sharing of draft Inception Visit Report outline</td>
<td>* Avoidance of 'big brother' approaches</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Suggested approach/tools/</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>* WELL intranet and internet</td>
<td>* WELL intranet and internet</td>
</tr>
<tr>
<td>* WELL communication and web power point</td>
<td>* WELL communication and web power point</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Suggested approach/tools/</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Inception Visit Report</td>
<td>* Inception Visit Report</td>
</tr>
<tr>
<td>* Inception Visit notes</td>
<td>* Inception Visit notes</td>
</tr>
</tbody>
</table>
## Attachment 2 Example of an inception visit schedule based on the Outcomes Framework

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Suggested activities</th>
<th>Proposed objective(s)</th>
<th>Suggested approach/tool/resource</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a) Planning meeting with the RCN key contact person With: key contact</td>
<td>☐ Clarify objectives, negotiate schedule, participation and logistics</td>
<td>☐ Round table discussion</td>
<td></td>
</tr>
<tr>
<td>1b) Formal introductions With: Director/Principal and senior management, key contact</td>
<td>☐ Meeting and or presentation to agree visit objectives and schedule ☐ Obtain senior 'buy-in' and raise awareness of WELL</td>
<td>☐ Formal RCN lead ☐ Possible WELL presentation</td>
<td></td>
</tr>
<tr>
<td>1c) Tour of the RCN and general introductions With: locally designated</td>
<td>☐ See facilities ☐ Meet key staff / departments ☐ Gain 'feel of the institutional set up and activities</td>
<td>☐ Guided walk round</td>
<td></td>
</tr>
<tr>
<td>1d) WELL – myths and realities With: key contact, senior and middle management</td>
<td>☐ Present WELL RCN vision and approach ☐ Obtain RCN partner perspective ☐ Agree joint expectations ☐ Answer questions related to WELL ethos and operation</td>
<td>☐ WELL Vision Power point presentation ☐ Facilitated card collection/chart paper discussion ☐ Round table</td>
<td></td>
</tr>
<tr>
<td>1e) Meeting with DFID</td>
<td>☐ Introduce RCP, WELL and purpose of inception visit</td>
<td>Formal Meeting/presentation</td>
<td></td>
</tr>
<tr>
<td>1f) Daily analysis session With: key contact</td>
<td>☐ Discuss achievements ☐ Document findings (e.g. capacity development requirements) ☐ Reaffirm commitment/mutual understanding ☐ Agree and document actions</td>
<td>☐ Round table ☐ Inception visit report framework</td>
<td></td>
</tr>
</tbody>
</table>

### Day 2

<p>| 2a) Capability statement development With: key contact and those involved in drafting | ☐ Review document ☐ Identify current RCN key task areas (e.g. research, consultancy) ☐ Seek clarification and validation ☐ Identify gaps | ☐ Round table |
| 2b) Current task management analysis and process mapping (1) With: to be negotiated depending on area of focus but likely to be those involved in either/or planned work and ES | ☐ Gain an understanding of the RCN partner's current approach to task management and methods of working in key areas | ☐ 'walk through' roles/responsibility matrix ☐ decision tree ☐ SWOT |
| 2c) Daily analysis session | ☐ As day 1 | |</p>
<table>
<thead>
<tr>
<th>Day 3</th>
<th>3a) Task mapping and process mapping (2)</th>
<th>• Continuation of Day 2 activity leading to identification of bottlenecks and areas for improvement/capacity development</th>
<th>• As above</th>
</tr>
</thead>
</table>
|         | 3b) Developing a quality based Enquiry Service | • Explain ES process  
• Identify and agree criteria for a good/quality ES response | • Walk through examples  
• ‘Hands-on’ completion of sample ES responses |
|         | With: ES/key contacts and key contact | • Identify and agree attributes of good partnership  
• Discuss opportunities and constraints of working in partnership as part of a network and at a distance  
• Discuss implications of an output lead partnership | • Discussion of SWOT of existing RCN partnerships (e.g. with local NGO, donor)  
• Case study of SoK partnership approaches  
• Facilitated card collection |
|         | 3c) Working in partnership in WELL | • Establish existing knowledge of DFID, UNICEF, WSP etc. (clients)  
• Explore concept of ‘customer’ (partner to partner (internal) and partner to client (external) expectations  
• Explore organisational demand responsiveness.  
• Identify what needs to be in place and how the RCN partner can become more demand driven | • Develop a client matrix (using capability statement)  
• DFID Target Strategy Papers  
• WELL procedure documents |
|         | With: key contact, Planned work, ES and general admin contacts | • Review latest Planned Work documents and expectations with an emphasis on content  
• Agree actions and deadlines | • Planned Work documents |
|         | 3d) Developing client focused services | • Review procedures and communication norms  
• Introduction of internet/intranet | • Who’s who matrix  
• WELL web site CD  
• WELL network communication/ web power point |
|         | With: Staff working on Planned Work and ES, key contact | • Develop capacity development needs statement | • Key contact / RCN lead presentation |
| Cont:   | 3e) Daily analysis session | As Day 1 | |
| Day 4   | 4a) Planned work development | • Identify emerging capacity development required by who/why/what related to WELL services  
• Explore preferred delivery mode (how)  
• Draft initial capacity development needs statement (SMART) | Develop capacity development needs statement |
|         | With: Staff working on Planned Work, key contact | • ‘cement’ WELL working arrangements with RCN including senior management | |
|         | 4b) WELL procedures and communication | • 'Hands-on' completion of sample ES responses | |
|         | With: key contact and others | • Identification and agreement needs related to WELL services  
• Identification and agreement needs related to DFID and UNICEF services | |
|         | 4c) Daily analysis session | As Day 1 | |
| Day 5   | 5a) Identifying capacity development needs | • Identification and agreement needs related to WELL services  
• Identification and agreement needs related to DFID and UNICEF services | |
|         | Target Group: key contact, Planned work and ES staff | • Identification and agreement needs related to WELL services  
• Identification and agreement needs related to DFID and UNICEF services | |
|         | 5b) RCN presentation of the inception visit outcomes | • Identification and agreement needs related to WELL services  
• Identification and agreement needs related to DFID and UNICEF services | |
|         | 5c) agree, content of draft inception visit report and next steps | • Identification and agreement needs related to WELL services  
• Identification and agreement needs related to DFID and UNICEF services | |
Attachment 3: Checklists, documents and resources supplied to the Inception Visit Team

1. WELL Appendix A General and Technical Proposal
2. A vision for the WELL Resource Centre Network
3. Power point presentation – WELL Vision
4. Capability statement form
5. WEDC capability statement
6. RCN capability statement and summary (where available)
7. WELL website on CD
8. Power point presentation – network communication and website
9. Who's who matrix for WELL core team members
10. Procedures for Planned Work
11. Planned work scoping sheets
12. Procedures for Enquiry Service
13. Examples of relevant quality ES responses
14. SoK case study
15. DFID Target Strategy Papers
16. WELL promotional material
Appendix 2.
Revised Programme
# Revised Programme

<table>
<thead>
<tr>
<th>DATE</th>
<th>TIME</th>
<th>ACTIVITY</th>
<th>PEOPLE TO ATTEND</th>
<th>PEOPLE TO PREPARE PRESENTATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>MONDAY 11/03/02</td>
<td>8.30 AM - 9.00 AM</td>
<td>Discussion with KCP and programme finalized</td>
<td>MAT/RS/IO</td>
<td></td>
</tr>
<tr>
<td></td>
<td>9.00 AM - 10.00 AM</td>
<td>Identify with KCP and Director who will on each suggested activity as per the outcomes framework</td>
<td>MAT/RS/SM/IO</td>
<td></td>
</tr>
<tr>
<td></td>
<td>10.00 AM - 11.30 AM</td>
<td>Part 1 of the presentation with subsequent discussion</td>
<td>MAT/RS/SM/IO and various NETWAS staff</td>
<td></td>
</tr>
<tr>
<td></td>
<td>10.30 AM - 11.45 AM</td>
<td>Tea Break</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11.45 AM - 1.00 PM</td>
<td>Part 2 of presentation with subsequent discussion</td>
<td>MAT/RS/SM/IO and various NETWAS staff</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.00 PM - 4.00 PM</td>
<td>i) discuss staff feedback with KCP, arrange logistics, finalize programme ii) staff to start preparing presentations</td>
<td>- i) MAT/RS/IO - ii) various NETWAS staff</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.00 PM - 5.00 PM</td>
<td>First presentations</td>
<td>MAT/RS/SM/IO and various NETWAS staff</td>
<td>To be decided</td>
</tr>
<tr>
<td></td>
<td>4.00 PM - 5.00 PM</td>
<td>Daily Analysis Session and preparations for day 2</td>
<td>MAT/RS/IO</td>
<td></td>
</tr>
<tr>
<td>TUESDAY 12/03/02</td>
<td>8.00 AM - 9.00 AM</td>
<td>Programme finalization</td>
<td>IO/T (SM)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>9.00 AM - 10.00 AM</td>
<td>Communication Session (b) SWOT prep'n</td>
<td>IO/GM/RSS/PN/MAT</td>
<td>8C-Rebecca</td>
</tr>
<tr>
<td></td>
<td>10.00 AM - 12.00 AM</td>
<td>Establishment status of presentations and allocate to sessions/sub-sessions</td>
<td>T/PN/IO</td>
<td>8D/E - Gilbert &amp; IO</td>
</tr>
<tr>
<td></td>
<td>12.00PM - 13.30 PM</td>
<td>S.W.O.T</td>
<td>All Staff</td>
<td>See statements</td>
</tr>
<tr>
<td></td>
<td>13.00 PM - 14.15 P.M.</td>
<td>LUNCH</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>14.15 - 17.00 PM</td>
<td>S.W.O.T</td>
<td>All Staff</td>
<td>See statements</td>
</tr>
<tr>
<td></td>
<td>17.00 - 17.30 PM</td>
<td>Daily Analysis session</td>
<td>IO/T</td>
<td></td>
</tr>
<tr>
<td>WEDNESDAY 13/03/02</td>
<td>8.30AM - 10.00AM</td>
<td>Visit to AMREF</td>
<td>SM/IO/T</td>
<td></td>
</tr>
<tr>
<td></td>
<td>10.00AM - 12.00PM</td>
<td>Capacity Building Session 1</td>
<td>All staff</td>
<td>5G - PN, IO, MAT (Based on SWOT Analysis Outcome)</td>
</tr>
<tr>
<td></td>
<td>12.00PM - 13.00PM</td>
<td>Planned work session</td>
<td>IO/JMB/T</td>
<td>4C/D 7A/B Rebecca 7D - Rebecca, IO, Joyce 7E,7G,7H - Isaack, Joyce (Present current status)</td>
</tr>
<tr>
<td></td>
<td>13.00PM - 1330PM</td>
<td>LUNCH</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>Event</td>
<td>Participants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------</td>
<td>----------------------------------------------------------------------</td>
<td>-----------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.30PM - 16.00PM</td>
<td>Visit to DFID (Includes travel time)</td>
<td>GM &amp; IO to present and facilitate and Input</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.00 - 17.00PM</td>
<td>Enquiry Service Session</td>
<td>4A - GM / IO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17.00 - 17.30PM</td>
<td>Daily Analysis Session</td>
<td>4B - GM / IO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.00AM - 9.00AM</td>
<td>Planned Work Wrap Up</td>
<td>T, IO, SM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.00AM - 11.30AM</td>
<td>W.S.P visit</td>
<td>T, IO, SM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.30AM - 13.00PM</td>
<td>Sector positioning and Network Session</td>
<td>All Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.00PM - 13.45PM</td>
<td>LUNCH</td>
<td>All Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.45PM - 15.00PM</td>
<td>Sector positioning and Network session continued</td>
<td>Continuation of session</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.00PM - 17.00PM</td>
<td>Capability statement (Re-draft)</td>
<td>SM / IO / GM / T</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17.00 - 17.30M</td>
<td>Daily Analysis Session</td>
<td>IO / T</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.30AM - 9.30AM</td>
<td>Capacity Building Session 2</td>
<td>ALL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.30AM - 10.30AM</td>
<td>Capability Statement presentation</td>
<td>IO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.30AM - 12.30PM</td>
<td>Draft IV Report outline (Discussed and agreed)</td>
<td>SM / IO / T</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.30PM - 14.00PM</td>
<td>LUNCH</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.00PM - 15.00PM</td>
<td>IV Process Evaluation and Recommendations</td>
<td>SM, IO, T</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.00PM - 15.30PM</td>
<td>Final Daily Analysis</td>
<td>IO, T</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.30PM - 16.00PM</td>
<td>Closure of IV</td>
<td>All staff</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 3.

SWOT Statements
### SWOT Statements

**SWOT STATEMENT 1** – (outcomes framework item 5b and 5e)

**What approaches do you use in your core areas?**

**What are the implications of these approaches for WELL?**

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ability to respond to clients needs</td>
<td>• Sometimes demand takes time to come-by</td>
<td>• Maintain relevance in the sector (Positioning)</td>
<td>• Duplication of services / products</td>
</tr>
<tr>
<td>• Better understanding with the client (relationship developed)</td>
<td>• Planning in terms of difficult time consuming</td>
<td>• Close linkage with sector partners / initiates (Positioning)</td>
<td>• Too much/many cheap goods and services in the market</td>
</tr>
<tr>
<td>• Help in keeping abreast with sector trends</td>
<td>• Could be too personal and time consuming</td>
<td>• Increasing the client base - Especially training, especially through electronic communication</td>
<td>• Corrupt practices and attitudes</td>
</tr>
<tr>
<td>• Helps to be &quot;Client Focussed&quot;</td>
<td>• Donor disappointment at times if certain capacity is missing</td>
<td>• Wider market for our products especially training</td>
<td>• Change in Donor Policies, them/approach change</td>
</tr>
<tr>
<td>• Demand Driven Approach - Faster Communication (improved efficiency)</td>
<td>• Inability to meet clients requirements for proposal / report writing.</td>
<td>• Increased visits for rapport building to enhance opportunities</td>
<td>• Staff do not support, or are not supported in their different roles within the approach</td>
</tr>
<tr>
<td>• Flexible design of products and services</td>
<td></td>
<td>• Creation of long-term client relationship (Consultancy)</td>
<td>• Unfulfilled expectations</td>
</tr>
<tr>
<td>• Availability of people who are knowledgeable (Client interest)</td>
<td></td>
<td>• Sell + Develop it on quality lines</td>
<td>• Some competition from the Sector</td>
</tr>
<tr>
<td>• Ease of identification and linkage of sector themes</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Summary:**
Client responsive
Client focussed
Sector themes and trends
**SWOT STATEMENT 2** – (outcomes framework item 4f)

*How does NETWAS intend / anticipate to relate to its partners / clients within the WELL set-up: RCP-RCP, RCP-client, RCP-WELL management (focussing on SMART targets)*

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Sharing of experiences /Norms</td>
<td>• Misplaced</td>
<td>• A chance to learn from each other</td>
<td>• What [next] after WELL?</td>
</tr>
<tr>
<td>• Prior Working relationship with some RCPs e.g. CINARA, IWSD, AMREF</td>
<td>• Expectations</td>
<td>• Divide the &quot;fish in the Pond&quot; in an open and transparent way</td>
<td>• May develop under utilised capacities</td>
</tr>
<tr>
<td>• Carry out joint activities</td>
<td>• Inadequate information / knowledge between RCPs</td>
<td>• Learn about other cultures and norms - clearer expectations</td>
<td>• Development - empowerment &quot;A political game&quot;</td>
</tr>
<tr>
<td>• RCP-RCP increased information sharing</td>
<td>• Competition for limited opportunities</td>
<td>• Being an integral part of an International recognised and respected resource centre</td>
<td>• Unequal sharing of the cake</td>
</tr>
<tr>
<td>• RCP-RCP more knowledge of the other</td>
<td>• Inadequate transparency</td>
<td>• Sharing of resources (Joint Activities)</td>
<td>• Conflicting Donor Vs. Government policies</td>
</tr>
<tr>
<td>• RCP-RCP exchange information and share experiences from the diverse regions</td>
<td>• Finishing in the same pond (Risk of)</td>
<td>• Keep abreast with current trends</td>
<td></td>
</tr>
<tr>
<td>• Exchange knowledge on best practices</td>
<td>• Few opportunities to share knowledge and experiences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Facing similar challenges in service delivery and sustainability</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Quality Assurance i.e. Goats in Kitui</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Summary:**

---

42
<table>
<thead>
<tr>
<th>SWOT STATEMENT 3 - (outcomes framework item 4g)</th>
<th>Delivery?</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>What does being &quot;client focussed&quot; mean for NETWAS core activities, in light of WELL's approach with emphasis on Quality Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## SWOT STATEMENT 4 – (outcomes framework item 6e)

*The delivery of SMART outputs in relation to the prevailing working norms and realities, and the general (sector) environment the RCP operates in*

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• NETWAS maintains contacts with the users of WES services</td>
<td>• Independence from GoK implications of sector reform programme</td>
<td>• Try to sharpen / develop content related capabilities</td>
<td>• Emerging JUAKALI Sector</td>
</tr>
<tr>
<td>• NETWAS is informed on sector trends</td>
<td>• No clear mandate for NETWAS to operate in the Field sector reform</td>
<td>• Development of quality assurance procedures</td>
<td>• Sector reform activities given to funny set-ups</td>
</tr>
<tr>
<td>• NETWAS understands the working norms / conditions with WELL and links</td>
<td>• Diminishing opportunities resulting from conflicting GoK Vs donor(s)</td>
<td>• NETWAS to make use of current position and seek mandate in sector reform</td>
<td>• Competition from other sector players</td>
</tr>
<tr>
<td>i.e. GoK</td>
<td>policies</td>
<td>activities from GoK</td>
<td>• Volatile political environments</td>
</tr>
<tr>
<td>• NETWAS has so far steered clear of MWR (Independence)</td>
<td>• NOT sufficiently pro active</td>
<td>• WELL can provide the mechanism/platform for NEETWAS to build the links to</td>
<td>• The outputs have no impact - GoK</td>
</tr>
<tr>
<td>• WELL recognised in the sector nationally / regionally</td>
<td></td>
<td>GoK - a Security</td>
<td>• Not prepared to hear/learn/change</td>
</tr>
<tr>
<td>• WELL trained and experienced personnel</td>
<td></td>
<td>• NETWAS can play a provincial role in advocacy matters</td>
<td>• Donor suffer shift in strategies elsewhere</td>
</tr>
<tr>
<td>• Knowledge of the challenges to the Sector</td>
<td></td>
<td>• Regional outreach experiences/lessons</td>
<td>• Energies focussed elsewhere</td>
</tr>
<tr>
<td>• NETWAS maintains a multi-disciplinary team of professionals</td>
<td></td>
<td>• Sector reforms, policies etc.</td>
<td>• Weak economies in the East African Region</td>
</tr>
<tr>
<td>• NETWAS has qualified experienced staff in the sector</td>
<td></td>
<td>• WELL / RCD approach</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Networking, dissemination, information (sourcing and giving)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Opportunities for further capacity development,</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• NETWAS should make the Capabilities visible i.e. through the WEBSITE</td>
<td></td>
</tr>
</tbody>
</table>

**Summary:**
Appendix 4.

Planned Work
Outline of Scope of Work Proposals for Planned Work Theme Areas

**A: Environmental Concerns (with focus on Solid Waste Management)**
- Policies, practices and Institutional arrangements
- Nairobi City, Dar es Salaam
- Role of Private Sector - regulation, operational

**Approach / Activities:**

(a) Literature review - published, grey literature
(b) Discussions with key players i.e. Local government (regulators), MoH, / MENR (political issues)
(c) Identify needs
   - Possible co-ordination
   - Areas of further work – Nairobi City Council, other NGOs (e.g. Undugu), private collectors, scavengers, recyclers
(d) Survey of operation (case study)
   - Company perspective
   - Area perspective etc.
(e) Workshop with key stakeholders - to present output of activities (a-c)
(f) Draft reports - peer reviewed (end of June)

**B: Gender**

**Areas:**

(a) Review of policies - Scope
   - Water and Sanitation
   - Health
(b) Mainstreaming Gender
   - Community project level – Scope
   - More gender sensitive approach – Proposal
(c) Designing gender sensitive approach guidelines (start with a proposal)
   - Gender incorporated into programmes

**Activities:**

1. Literature review (bear in mind what has been done already i.e. GWA
2. Map out current status in organisations
   - Discussions + interviews
   - Questionnaires
   - Nairobi City Council
   - District Level
3. Case study i.e. Gender aspects of flying toilets (project with AMREF)
4. With case study findings + other supporting information - proposal for interventions.

**Other issues identified**

- Proposals to WELL by 25/03/02
- Identify target audiences - outputs for advocacy
- Time allocation

**Note:**

NETWAS has been initially allocated the themes of Identifying Environmental Concerns and Gender in the first phase of Planned Work. During the overall WELL presentation NETWAS staff members expressed their wish to also be included in the themes of Hygiene Promotion and Decentralization; themes they had initially listed as areas of interest. It was explained to them that a distribution had to be made over the various WELL RCN Partners to start the Planned Work process, but that during further phases of Planned Work there will be opportunities for RCN partners to become involved in other theme areas.
Appendix 5.
Sector Positioning
Session on Sector Positioning and Networking 2.30pm: 14th March 2002

Present: Eng Wambua, Isaack Oenga, Joyce M B, Beth K, Matthijs T, Rebecca S

Outcomes Framework 4e) – Establish existing knowledge of DFID and other clients.

<table>
<thead>
<tr>
<th>Outcomes Framework 4e) – Establish existing knowledge of DFID and other clients. Procedure / approach</th>
<th>SDC</th>
<th>EU</th>
<th>DFID</th>
<th>IRC</th>
<th>SKAT (work for NETWAS)</th>
<th>WELL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer Review (Y/N)</td>
<td>Y</td>
<td>N/A</td>
<td>Sponsors students on courses. Monitors quality of teaching through student review</td>
<td>Y</td>
<td>N/A</td>
<td>Y</td>
</tr>
<tr>
<td>Time bound (scale 1-10)</td>
<td>10</td>
<td>10</td>
<td>-</td>
<td>7</td>
<td>N/A</td>
<td>8-9 but unknown</td>
</tr>
</tbody>
</table>

Target audience

Task management procedures

Degree of sense of direction

Adherence to overall internationally recognised development targets

ToR – clarity and direction

NOTE:
The process has highlighted that the information cannot be identified (forced out of people?) without time for thinking and reflection. Decided not to push for more information beyond the stage reached at 3pm.
Appendix 6.
Capability Statement
Developing a Capability Statement for WELL Resource Centre Network Partners

Network for Water and Sanitation International
P.O. Box 15614, NAIROBI, Kenya.
Tel: 254-2-890555/6-8; Fax: 254-2-890554;
Email: netwas@nbnet.co.ke

Prepared by NETWAS Team, May 2002
About the organisation

Aims and objectives (Vision and Mission statements)

NETWAS develops five-year strategic plans, a two-year rolling plan and a yearly detailed Business Plan based on the results of a participatory annual Planning Workshop. All senior staff of NETWAS participate in the Planning Workshops.

The 1999 Planning Workshop was the basis for the development of NETWAS' long range action-oriented Shared Vision statement, while the Mission Statement was developed in 1994. Both the vision and the Mission statements are assessed in the annual planning workshops and revised if necessary.

SHARED VISION

To be a resource centre of excellence for capacity building in water and sanitation resources and environmentally sound and sustainable development in Africa

MISSION STATEMENT

NETWAS is committed to improving the living conditions of the people in Africa particularly the poor, through networking, information dissemination, training, applied research and community development in water and sanitation, using innovative, participatory and gender sensitive approaches.

NETWAS is a learning and training organisation, whose diverse range of expertise in social, health, engineering, management and information fields blends together for professional service delivery, in collaboration with regional and international sector institutions.

NETWAS Mission Statement comprises four underlying principles:

(i) Its commitment to sector development in Africa
(ii) The quality of the products and services provided
(iii) The nature of the organisation, and
(iv) The mode/methodology of provision of products and services

The Mission Statement was developed in 1994 in a planning workshop attended by all senior staff. Thereafter it is assessed annually for relevance and updated as necessary in similar annual planning workshops. The Vision Statement was developed in 1999 and goes through the updating process similar to that of the Mission Statement. In order to be in tune with sector trends.

The Mission Statement was last reviewed by a subgroup in August 2001.
Institutional Arrangements

NETWAS is an independent, not-for profit-making organisation, non-political registered in 1995, whose headquarters is located in Nairobi, Kenya. NETWAS was established in 1986, under the auspices of the African Medical and Research Foundation (AMREF) as part of the International Training Network (ITN) for Water and Wastewater Management with initial financial support from SDC and GTZ.

Its operations stretch all over Africa although focussed towards the Eastern and Southern Africa region. NETWAS has assisted to develop two national affiliates in Uganda (NETWAS Uganda) and Tanzania (NETWAS Tanzania) in order to enhance networking and capacity building at national levels. Since its registration, NETWAS has operated with a considerable measure of success as a unique NGO, which has endeavoured to put into place non-traditional mechanisms for generating income to assure its sustainability. NETWAS plans to support the establishment of other branches in Mozambique, Ethiopia and Rwanda.

Contractual arrangements

NETWAS is governed by a Board of Directors / Council elected by the Annual General Meeting every two years. The Secretariat headed by the Executive Director, manages the day to day operations of NETWAS as stipulated in the NETWAS Constitution. We do not envisage any restrictions in undertaking work for WELL.

Signature for all contracts shall be done by the Executive Director, Eng. Samuel Wambua. In his absence the Deputy Director, Mr. Isaack Oenga will sign the contracts / agreements.

NETWAS Overall Current Strategy

NETWAS has set in place a number of strategies that aim at achieving its growth, goals, mission and long-term vision.

These are:-

- To improve Networking and outreach information services
- To improve advisory and consultancy services
- To improve marketing of NETWAS services
- To enhance information and documentation services
- To enhance applied research and community development services
- To improve and increase scheduled training courses
- To identify and adopt tailored training courses to clients / countries
- To create partnerships and support NETWAS Tanzania and NETWAS Uganda
- To enhance the impact of NETWAS programmes
- To enhance efficiency of the organisation (NETWAS International)
- To create and sustain a learning and training organisation.

NETWAS will aim at creating a reputable organisation as well as a training organisation. In as much as staff will have knowledge and skills to offer to participants who attend NETWAS courses, staff will act more as facilitators whose primary role will be to create an enabling environment for learning and exchange of experiences among participants.

This was developed in the planning Workshop attended by all staff. This was later looked at by senior staff after the planning workshop to fine tune it.

Role in the water, sanitation and environmental health sector

NETWAS is a regional Network concerned with capacity building, information dissemination and networking through Training, Research and Advisory, Advocacy and Consultancy services.
Training
Approximately 250 participants attend NETWAS scheduled or tailored courses every year. The first NETWAS course was organised in 1995. This has grown to 7 in the year 2000. In the year 2002, a total of 8 two-week courses and 5 three-week courses have been developed and will be conducted. The courses attracted participants from the African region and recently from Asia. Some of the courses are offered jointly with partners from the North including IRC, SKAT and SANDEC.

The emphasis of these courses is software issues including management, gender, hygiene, community management and solid waste management.

Networking and WES Information Services
NETWAS is a well-recognised partner in the region. It is an active catalyst in spearheading sector knowledge and reform processes by participating and / or organising various sector forums including the annual Regional Water and Sanitation Seminar (RWSS). NETWAS also participates in the Urban Water Supply Working Group, the Rural Water Supply Working Group, the Environmental Sanitation and Hygiene Working Group in Kenya. In Uganda and Tanzania. NETWAS Uganda and NETWAS Tanzania undertake similar activities respectively. NETWAS International offers backstopping support to these branches in WES information.

NETWAS is a key actor in information and networking activities in the water and sanitation sector within the Eastern Africa region. NETWAS is a member of the ITN Africa network, which comprises of a number of Resource Centres in eastern and southern Africa, and western Africa. NETWAS organises the annual Regional Water and Sanitation Seminar. NETWAS International participates in International forums including the WEDC Conference, ITN Africa, WSSCC, Aguasan, among others.

NETWAS Documentation Centre offers library services, produces bibliographic briefs and publishes the Water and Sanitation Update. It also provides an Enquiry Services and is planning to develop a Frequently Asked Questions portfolio.

Applied Research
NETWAS has participated in thematic research studies including the Participatory Action Research on the Role of Communities in the Management of Improved Water Systems in Developing Countries, with emphasis on four communities within Kenya in collaboration with IRC. The Water Quality Research - European Union funded in collaboration with University of Bristol, Sustaining Changes in Hygiene Behaviour among others. Nairobi River Basin Project – Pollution Monitoring Network where NETWAS is involved in water sampling of Nairobi River Section through Kibera Slums. NETWAS intends to initiate local level research whose results can be applied on pilot basis.

Advocacy, Advisory and Consultancy
NETWAS Advisory and Consultancy focus on project planning, project appraisal, monitoring and evaluation. Clients have included governments, NGOs, Church Organizations, Multilateral and bilateral agencies.

Publications
NETWAS has developed a Video on the management of rural water supplies – Our Water Our Management, a Directory of Sector Actors in Kenya and annotated bibliography.
Key areas of activity

Networking and WES Information Services

NETWAS is involved in many networking sector activities at the national, regional and international levels. At the national level, NETWAS continues to maintain close links with sector actors through national co-ordination forums. NETWAS organises an annual Regional Water and Sanitation Seminar, which brings together sector actors in eastern and southern Africa region to discuss an important topical issue in the sector. The theme, usually covering one or more of the sector current issues, is solicited from the various stakeholders and reviewed by NETWAS Team of senior staff to bring it into line with global sector trends. The theme for the 2001 RWSS was Sanitation, Hygiene Education, Water Supply and HIV/AIDS: Emerging trends. The RWSS attracts over 50 key sector actors from East and Southern Africa. This year’s Theme is Water, Hygiene, and Sanitation in Emergency Situations.

NETWAS is a member of the ITN Africa network, which comprises of a number of centres in eastern and southern Africa, and western Africa. The ITN Africa centres meet at the annual ITN Africa Conference.

NETWAS operates a well-established Documentation Centre, which was established in 1989. The Documentation Centre continues to be a landmark that distinguishes NETWAS from other sector non-governmental organisations. The Centre is not only a library, but it is a proactive Centre that reaches out to the users of information in the sector through:

- Provision of library user services
- Publication of monthly Bibliographic Briefs that are disseminated by regular mail and email
- Publication of Water and Sanitation News, which is produced three times a year. This is disseminated through regular mail, email and on the NETWAS website (www.netwas.org).
- Training of staff in collaborating national and regional institutions.
- Provision of support to NETWAS Programmes especially training, research, and NETWAS staff development programmes.
- Offering Enquiry Services to sector professionals and programmes

Applied Research and Community Development

NETWAS has implemented one major Participatory Action Research (PAR) project entitled the “Role of Communities in the Management of Improved Rural Water Supplies”. This project commenced in 1994 and was completed in 1998. A second project known as “PAR Dissemination” commenced in 1998 to 2001. A new course on Community Management started in year 2000 was a direct contribution from the lessons learnt during the implementation of this research project.

The findings from this research project are disseminated through the annual two-week training course Community Management of WES Services. A video - Our Water Our Management available from NETWAS and IRC has been developed. A series of articles on the NETWAS and IRC Websites and publishing of articles in national, regional and international journals and conferences are among other avenues of dissemination.

NETWAS is now well recognised by various stakeholders, among them the Department of Water, Kenya Water for Health, and field programmes. These agencies have sought specialised information and advice on the development of community projects. Lecturers, students and
consultants have made use of the Information Focal Point on Community Management located in the NETWAS Documentation Centre.

The issue of gender has continued to gain comparative prominence in the sector as a strategy that is important for sustainable development of the water and sanitation sector and especially under the community managed projects. NETWAS continues to play a key role in this respect. A course on "Gender in WES" was launched in 1997 and has been offered since in collaboration with IRC.

Other areas of applied research include Water Quality, Pollution control, Mainstreaming gender, mainstreaming poverty reduction initiatives, Sustaining Changes in Hygiene Behaviour, Management of Water Systems and Integrated water resources management.

Training

The thirteen Scheduled Training courses are offered at scheduled times during the year. Collaboration with partner institutions such as IRC, WSP-ESA, SKAT and SANDEC in the development and offering of the courses has enabled NETWAS to maintain a high quality standard in these courses. This has resulted into almost all the courses attracting participants from Eastern, Southern, Western, Northern Africa, the Middle East and Asia. About 250 persons attend the NETWAS courses annually. NETWAS also offers customer tailored courses at the client's premises so as to meet client's needs.

Consulting and Advisory Services

NETWAS International is now well recognised by sector agencies within the region as a depository of sector knowledge. NETWAS realises that this role can be played effectively in countries where a national focal point exists. Thus in Kenya, Uganda and Tanzania, NETWAS is often invited to the membership of various Task forces charged with responsibility of deliberating on sector issues i.e. Rural task, Urban and Health.

NETWAS provides indirect advisory activities. For instance, by participating effectively in the various area Task forces, NETWAS staff give advice based on their experience or the experience of NETWAS.

NETWAS undertakes project preparations, appraisals, mid-term reviews, monitoring, evaluation and training needs assessment for various programmes in the region. It also conducts client specific training courses, thus enhancing the value for money for the clients.

NETWAS International has over the past five years developed its capacity to undertake consultancy services in a number of important areas such as project planning and preparation, project appraisal, project monitoring and programme/ project evaluation. Some of the major clients have been Governments, ESAs and NGOs.

Partners

Partners include Ministries of Health and Water, Training Institutions, NGO's, Church organizations, Communities, ITN Africa, IRC, SKAT, SANDEC, University of Bristol, WEDC, WELL Partners and LSHTM.

Clients

Clients include Swiss Agency for Development and Corporation (SDC), UNICEF, CARE, Adventist Development and Relief Agency (ADRA), Governments, European Union, DGIS, African Development Bank (ADB), Helvetas, Course Participants and Community Based Organisations.
Outputs

NETWAS has had the following key outputs in the areas of training, research, and consultancy (see Table 1):

1. Action Monitoring for Effectiveness in collaboration with IRC
2. Hygiene Education and Promotion in collaboration with IRC
3. Management for Sustainability in Water Supply and Sanitation Programmes in collaboration with IRC
4. Solid Waste Management in collaboration with SKAT and SANDEC
5. A Video – Our Water our Management supported by DGIS though IRC
6. Community Management Course in collaboration with IRC
9. Water and Sanitation Update – a periodic newsletter
10. Water Quality Assessment funded by the European Union in collaboration with University of Bristol

Quality Assurance

Quality Assurance is by the formation of internal task teams and in working in collaboration with international experts from organisations like IRC, SKAT, and SANDEC. Reports are peer reviewed internally, while checklists have been developed for monitoring the major areas of business including Training, Consultancy and Research.

Course participants undertake a daily evaluation and at the end of each course. Questionnaires are sent to the course participants 6 months after the course to assess if they found the course useful in their practical work situations. Supervisors are also given the opportunity to comment on the performance of the participants after course. Recently NETWAS has undertaken an external review to assess the Training Impact Assessment, with very positive results from the field when the course participants were interviewed during visits in their areas of work.

Under Streams of Knowledge a quality assurance manual has been developed. This will be adopted and applied in NETWAS.

Dissemination Strategies

The strategies for dissemination include training courses, organising workshops, seminars, publishing the Water and Sanitation Update – mail, e-mail and the Website. NETWAS desires to further develop the electronic information capacity (software and hardware) for easier and faster dissemination of information.
Funding and staff

The organisation does not receive core funding

Indication of percentage of total income:
- Training (50%)
- Networking and Information Mandate (30%)
- Research and Consultancy (20%)

None of the staff are permanent, all staff (23) are on fixed-term contracts

None of the staff are interns, but there is one JPO working on a training exchange programme with IRC.

Operation of your organisation

An indication of the departments, units or sections within the organisation can be shown by means of an organisational chart. This gives the numbers of staff and male / female ratio within each.

NETWAS is an organisational structure with no vertical divisions, but with a horizontal matrix structure as indicated below.

The present overall ratio of men to women within NETWAS is 14:9, employed within the structure as indicated below.

NETWAS has a policy of utilising external (associates) consultants to carry out assignments that are periodic including consultancies. It therefore has kept a constant stable number of staff over the last 5 years and expects to continue in the same trend.

NETWAS is governed by members through the Annual General Meeting who elect the Board of Directors / Council members. The day-to-day operations are executed by the Secretariat headed by the Executive Director. The AGM meets once every year, while the Council meets 4 times in a year. Elections are done every two years. There is provision in constitution for adhoc council meeting and also special AGM.
IT capability

NETWAS IT capacity is very limited with only a few hours (about 3 hours) of internet connection per day. Only an ordinary computer is used as a server, while connectivity is erratic. There is potential within the telecommunication system to acquire a digital connection that will improve communication greatly. An internal computer network has been established, but requires powerful software to realise its potential. NETWAS has upgraded its website into webmaster, meaning that a number of senior staff will have individual emails. The ISP will need to provide an upgraded service to allow staff access to their mail from anywhere. This process will require support to identify, specify and acquire the necessary equipment. Training will also be necessary to enhance the operating and utilisation of the improved IT Capacity in NETWAS.

NETWAS computers use Windows 95, 98 and 2000 packages

Software programmes used for word processing, working with spreadsheets and databases include Office 97 (Word / Excel / Access, Acrobat Reader etc.). NETWAS ensure to keep on track with modem programmes.

Members of the organisation participate in the following electronic networks within the WS&EH sector:
- Gender-issues-network
- Vision 21
- WSSCC

NETWAS subscribes to the Gender and Water Alliance (GWA)

Networking

NETWAS participates in various national working groups - Rural Water Supply, Urban Water Supply, Environmental Sanitation and Hygiene, WES Co-ordination organised for and by the sector actors including ministries of water, health, UNICEF, WSP-Africa, NGOs among others.

Regional networks include ITN Africa. NETWAS is a founder member with active participation and organises and participates in the ITN Africa conferences.

NETWAS participates in international networks including:
- Gender Water Alliance – presentations, research, meetings, electronic media (management & active participation)
- WSSCC – active participation
- Streams of Knowledge (Global) – Active Participation
- IRC Resource Centre Development - an active member

Information is shared within the networks mainly through printed materials. Recently email is increasing, but web sharing is still very limited. Language barrier e.g. English, French, Portuguese speaking Africa requires translation.

NETWAS is upgrading its Website and also improving its IT capacity. The NETWAS Water and Sanitation Update will be disseminated through the Website. Community Management articles and lessons learnt will be placed on the Website periodically.

NETWAS shall continue to participate in meetings, responsive work and is committed to supporting information generation, sharing and dissemination through the networks.
Advocacy and publicity

NETWAS has the capacity to be involved in increased advocacy within the region. Currently, NETWAS is involved in advocacy in the sector through the facilitation of information sharing and providing evidence of best practices from various parts of the region and the world, influencing policy and shifts through these initiatives. This is through the various channels which include:-

- Gender Water Alliance where we have picked issues related to gender and actively relayed this to sector actors in the region.
- The NETWAS Training courses provide participants with insights to help assess individually their work ethics, attitudes and practices. In this way we trust that these participants who are usually middle level managers will contribute to policy discussions and revising of work protocols.
- NETWAS providing technical advice in the various working groups in which it participates.
- Tailored training and support through consultancy and organising Seminars / workshops new innovations are brought to the various clients for consideration and adoption.

NETWAS activities that relate to advocacy in the WS&EH sector include production and publication of:

- Video (Our Water, Our Management)
- Training materials
- Organising the Regional Water and Sanitation Seminar
- Dissemination of the Workshop Proceedings
- Publication of the Water and Sanitation Update
- Facilitation in the various working groups and conferences/workshops

NETWAS has internal capacity for Desktop Publishing to camera ready, when the materials are sent to firms in Nairobi for printing.

Evaluation and lessons learnt

NETWAS is not required to have a periodic external evaluation. The AGM provides guidance and the Council provides monitoring of NETWAS progress in line with the Strategic Plan.

Various aspects of NETWAS work are evaluated / assessed, including:

- Research: by peer review
- Conferences: feedback forms from delegates
- Networking Information Services – Monitored by the SDC twice a year

NETWAS has recently carried out a Training Impact Assessment through an International consultant, which concluded that courses are of a high standard. It recommended that case studies be documented to clearly show the impact of NETWAS courses in the region. The assessment sited a particular case of Sudan where the training materials have been translated.
into local languages for further dissemination. There is need to document these successes and lessons learnt showing clearly the value added from these course. NETWAS is now developing the NETWAS ALUMNI database in order to keep in touch with them bringing new issues to their attention periodically.

The NETWAS Alumni is being developed as an avenue of sharing and receiving information.

**Additional information**

- In-house design and publications facilities
- Resource centre – Publications held on a customised database
- Website management capability
- Research management capability
- Interdisciplinary working (e.g. consultancy and research teams)
- Track record, with a long time presence in the sector – established in 1986

•
### Table 1: Recent and forthcoming key outputs

<table>
<thead>
<tr>
<th>Output</th>
<th>Date</th>
<th>Sub-sector*</th>
<th>Output type</th>
<th>Target audience</th>
<th>Partners involved</th>
<th>Client(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Monitoring for Effectiveness</td>
<td>2001</td>
<td>WES</td>
<td>Competent Professionals</td>
<td>Middle Level Managers</td>
<td>IRC</td>
<td>Course participants</td>
</tr>
<tr>
<td>Hygiene Education and Promotion</td>
<td>2001</td>
<td>WES</td>
<td>Competent Professional</td>
<td>Middle Level Managers</td>
<td>IRC</td>
<td>Course participants</td>
</tr>
<tr>
<td>Management for Sustainability</td>
<td>2001</td>
<td>WES</td>
<td>Competent Professional</td>
<td>Middle Level Managers</td>
<td>IRC</td>
<td>Course participants</td>
</tr>
<tr>
<td>Solid Waste Management</td>
<td>2001</td>
<td>Environment</td>
<td>Competent Professional</td>
<td>Urban Planners</td>
<td>SKAT, SANDEC</td>
<td>Course participants</td>
</tr>
<tr>
<td>Community Management Course</td>
<td>2001</td>
<td>Decentralised Approaches</td>
<td>Informed extension staff</td>
<td>Sector Professionals</td>
<td>IRC</td>
<td>Course participants</td>
</tr>
<tr>
<td>A Video – Our Water our Management</td>
<td>2001</td>
<td>Decentralised Approaches</td>
<td>Video</td>
<td>Project Managers</td>
<td>IRC</td>
<td>DGIS</td>
</tr>
<tr>
<td>Consultancy in Central Province Zambia and DRWS, Helvetas</td>
<td>2001</td>
<td>Project Development</td>
<td>Consultancy Report</td>
<td></td>
<td>SKAT - Lesotho</td>
<td>Africa Development Bank</td>
</tr>
<tr>
<td>Water and Sanitation Update</td>
<td>2001</td>
<td>WES</td>
<td>Newsletter</td>
<td>Sector Professionals</td>
<td>SDC</td>
<td></td>
</tr>
<tr>
<td>Water Quality Assessment</td>
<td>2001</td>
<td>Rural Water Supply</td>
<td>Research findings</td>
<td>Under Senior staff sector policy</td>
<td>University of Bristol</td>
<td>EU</td>
</tr>
<tr>
<td>Regional Water and Sanitation Seminar</td>
<td>2001</td>
<td>Networking</td>
<td>Informed professionals</td>
<td>Sector Professionals</td>
<td>SDC</td>
<td>Sector Professionals</td>
</tr>
</tbody>
</table>

- Examples of sub-sectors: rural water supply, urban sanitation, environmental health, utility management, institutional development, etc.
Evaluation of the Capability Statement Development

Please take a moment to answer the following questions

How easy, or difficult, has the information been to complete?

Varies. NETWAS reviews its Vision and Mission, Services and Products on regular basis. It is useful exercise since it is Teamwork and gives organisational ownership.

How long did it take your organisation to complete the information?

24 person hours, equivalent

How many people have been involved in completing the information?

4

Have you found this a useful exercise to do? Please explain your answer.

Yes. It was participatory and able to clearly reflect on NETWAS position.

Please add any other comments that you would like to make.

Looking forward to operationalising the initiatives of WELL project.
Appendix 7.

IV Process Evaluation
IV Process Evaluation and Recommendations

Present: Wambua, Isaack, Misheck, Patrick, Gilbert, Beth, Esther, Matthijs, Rebecca

Week followed a particular process – guided by the ToR, but not directed by it.

Purpose: To guide further IVs to other RCPs. To guide further visits to NETWAS and other partners.

Process: Participants wrote ideas down on cards. Ideas shared and discussed.

Comments given and recommendations

Process
- Rapport and relationship building
- Process followed in the week allows for self reflection and consensus building
- Inception visit is a unique and excellent approach to rapport building
- Reflecting / rethinking together towards a common goal

Recommendations for further visits:
- Process of relationship building (the “we” rather than the “I”) should remain a key focus

Consensus building
- Process is highly participatory. Is it by design or default?
- Consultative / open minded process
- Minimum pre-conceived / imposed ideas

Recommendations for further visits:
- Ensure the process is truly iterative (requires flexibility)

Time issues
- Participatory process – participation takes time!
- Time consuming – but educative in many ways
- It was quite a strain on the daily running of NETWAS

Recommendations for further visits:
- For a participatory process to succeed, time has to be properly allocated

Learning opportunities
- Served as a learning process as well
- A real opportunity to learn about other WELL partners
- The process was systematic and useful towards WELL partnerships
Additionally

• Provoked thoughts on the overall role of NETWAS in the region / country
• Helped me reflect on my organisation as well
• This process allowed for issues to come up I had forgotten – it was in part indirectly provoking

Recommendations for further visits:

• Process allows for reflection on both the organisation and its position in the sector. Allow mid-week session on "self reflection"

Staff

• Some people only part of the process; something's discussed in smaller groups. As such, not a complete overview. (But done by design, to maximise the time available)
• Benefit of high level of staff input.
• The participation of so many staff was highly appreciated

Recommendations for further visits:

• Group together similar activities and objectives within the ToR (currently a lot of repetition)
• Optimise staff input (who is required when?) – rather than maximise staff presence.

Way forward

• Filling and realising gaps noticed in stakeholder visits
• Established process should be maintained
• Yes, expectations rose. How do you fill in?
• Future meetings will be necessary, especially for back-stopping
• Requires additional planning and clarity to maximise (participation of many staff)

Recommendations for future visits:

• During stakeholder visits, be open to identify gaps that can be filled by the partner
• Plan for stakeholder visits only after sufficient consultation with RCP
• RCP should follow-up on opportunities arising from stakeholder visits – with support from the team
• Future visits (activities) should allow time to refer back on the Inception Visit, to take matters forward. Discussions should follow the same process.
• Teams for future Inception and activity Visits to include a member of RCP staff - where an inception visit has already occurred - as acceptable (and appropriate). Allows for RCP capacity development and additionally.
Appendix 8.
NETWAS Staff Briefs
### NETWAS: List of key staff members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Qualification</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Samuel Wambua</td>
<td>Executive Director</td>
<td>BSc CEng, PGD</td>
<td>Executive Director responsible for overall management and co-ordination of the organisation</td>
</tr>
<tr>
<td>2. Isaack Oenga</td>
<td>Deputy Director</td>
<td>CEng, MSc CEng, PGD</td>
<td>Deputy Director and Programme Manager responsible for Networking, Information and Documentation Services in NETWAS. The WELL Key Contact Person in NETWAS</td>
</tr>
<tr>
<td>3. Beth Karanja</td>
<td>Programme Manager</td>
<td>BA (Sociology)</td>
<td>Programme Manager responsible for the Training Programme in NETWAS</td>
</tr>
<tr>
<td>4. Pauline Ikumi</td>
<td>Programme Manager</td>
<td>BA, MA (Sociology)</td>
<td>Programme Manager responsible for Research and Community Development and Gender Water Alliance Steering Committee member</td>
</tr>
<tr>
<td>5. Patrick Nginya</td>
<td>Programme Manager</td>
<td>BSc CEng</td>
<td>Programme Manager responsible for Advocacy and Consultancy</td>
</tr>
<tr>
<td>6. Joyce Mbare</td>
<td>Programme Officer</td>
<td>BA (Sociology)</td>
<td>Programme Officer responsible for the Community Management Course</td>
</tr>
<tr>
<td>7. Gilbert Muhangi</td>
<td>Project Officer</td>
<td>BSc. Information Technology</td>
<td>Project Officer responsible for Desk Top Publishing, Documentation Centre, IT Communication, development and maintenance</td>
</tr>
<tr>
<td>8. Fred Elijah Oriwo</td>
<td>Librarian</td>
<td>MSc Information Technology</td>
<td>To be responsible for the library and documentation centre</td>
</tr>
<tr>
<td>9. Vincent Njuguna</td>
<td>Senior Programme Assistant</td>
<td>BSc (Business Administration)</td>
<td>Project Officer involved in Community Management, Hygiene Promotion and training courses</td>
</tr>
<tr>
<td>10. Alice Omesa</td>
<td>Finance Officer</td>
<td>B Comm.</td>
<td>Responsible for financial management and budget control</td>
</tr>
<tr>
<td>11. John Mutitu</td>
<td>Administrative Officer</td>
<td>CPS (Final)</td>
<td>Responsible for the Administration and Corporate Services</td>
</tr>
<tr>
<td>12. Misheck Kirimi</td>
<td>Project Officer</td>
<td>BEd/Biology</td>
<td>Responsible for the Water Quality Research, Environmental health, Training,</td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
<td>Qualification</td>
<td>Responsibilities</td>
</tr>
<tr>
<td>--------------------</td>
<td>---------------------------</td>
<td>--------------------</td>
<td>---------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>13. Pauline Mwaniki</td>
<td>Junior Programme Officer</td>
<td>BA (Sociology)</td>
<td>Attached to IRC for the year 2002/2003 for one year</td>
</tr>
<tr>
<td>14. Mary Gitau</td>
<td>Senior Programme Assistant</td>
<td>Secretarial</td>
<td>Responsible to the Executive Director</td>
</tr>
<tr>
<td>15. Mary Mwaniki</td>
<td>Programme Assistant</td>
<td>Secretarial</td>
<td>Responsible for Training Programmes</td>
</tr>
<tr>
<td>16. Josephine Kidiavai</td>
<td>Programme Assistant</td>
<td>Secretarial</td>
<td>Responsible for Networking, Information and Documentation Centre Services</td>
</tr>
<tr>
<td>17. Julia Mumbi</td>
<td>Assistant Accountant</td>
<td>ACCK</td>
<td>Responsible for financial data management</td>
</tr>
<tr>
<td>18. Norman Amakoye</td>
<td>Senior driver</td>
<td>Artisan / driver</td>
<td>Responsible for official driving and maintenance of building and fixtures</td>
</tr>
<tr>
<td>19. Simoen Mokaya</td>
<td>Driver</td>
<td>Artisan / driver</td>
<td>Responsible for official driving and maintenance of building and fixtures</td>
</tr>
<tr>
<td>20. George Ngigi</td>
<td>Receptionist</td>
<td>Receptionist</td>
<td>Responsible for the telephone</td>
</tr>
<tr>
<td>21. Antepas Karakula</td>
<td>Receptionist / Stores</td>
<td>Receptionist / Stores</td>
<td>Responsible for the telephone and stores management</td>
</tr>
<tr>
<td>22. James Mwangi</td>
<td>Office services</td>
<td>Office services</td>
<td>Responsible for photocopying and other office services</td>
</tr>
<tr>
<td>23. Francis Nyamari</td>
<td>Security Officer</td>
<td>Security</td>
<td>Responsible for day time security services and supports environmental services</td>
</tr>
<tr>
<td>24. Isaac Ndung'u</td>
<td>Gardener</td>
<td>Gardener</td>
<td>Responsible for environmental cleanliness and supports day time security services</td>
</tr>
</tbody>
</table>
Appendix 9.
Daily Analysis

Comments from Daily Analysis Session 1

Present: A number of NETWAS staff

- More joint pre-planning (with ToR sent earlier to NETWAS) between IVT and NETWAS up-front of the visit.
- Introductions, working through ToR and WELL presentation has "set the ball rolling".
- NETWAS staff continuing to learn their role in WELL.
- Deeper understanding of the role in WELL – in terms of deliverables – will make things clearer.
- Request for daily programme, to give staff a better idea of what is expected of them (time inputs, etc.)
- People want to be able to position NETWAS within WELL, so they can identify what’s required.
- NETWAS = NETWAS International (Kenya), or the NETWAS group (including Uganda, Tanzania)?
- NETWAS group can benefit from information sharing.
- "Fruits" of outputs may not be for some months. Need to maintain momentum.

Planning for the remainder of the week:

Present: Isaack, Matthijs, Rebecca

- Programme: Identify where presentations support each other.
- Identify what resources are needed – supporting materials.
- Wambua (Director) not available for all of the week.

Daily Analysis Session 2 – Tues 12th March 02

Present: Isaack, Matthijs, Rebecca

- Developing the programme has taken a long time – not available until morning of Day 2. Recommendations: Develop in draft form at initial, pre-visit stage. IVT Briefing to look at the programme.
- Use of parallel sessions (where appropriate) efficient use of time and resources. Outcomes of the sessions can be fed-back into the overall process.
- SWOT process has produced outputs + a platform for linking these to capacity development needs and WELL activities.
• Need to build in “space” during the week for staff to undertake other work tasks.

• Process of IV creates rapport – a positive process. Purpose is to do this, not to share out resources! But RCP invests resources into the process (availability of staff, etc.). WELL assumes that the RCP has other resources to support itself during the capacity development process.

• What is meant by “facilitation” by RCP is not clear. What is expected and what is supported (financially) by WELL / IRC? E.g. does WELL cover time costs for Key Contact Person? How much is facilitation blended into the process? Feed back for April meeting.

• Identify WELL rules and procedures for financing – how do these agree with the partner’s own finances.

Daily Analysis Session 3

• Late starting time. Logistics of NETWAS normal operation and needs can impact on needs of the IV Team. Need to be clear of starting times.

• Conceptualisation process for NETWAS staff - needs more time for reflection and discussion. Staff are asked to conceptualise issues at times in a rather hasty manor – may impact on flow in the session. Reflection: Time out at external setting (away from internal pressures and interruptions) – develops rapport and relationship. E.g. in SWOT Analysis and Planned Work session, this was clearly identified – as a result, not many capacity building issues arose.

Daily Analysis Session 4 (covering both Thursday and Friday)

Present: Isaack, Matthijs, Rebecca

Thursday 14th March, 2002

Planned Work session

• Process has helped in that Isaack now appreciates:

• PW is a consultative process – not a matter of one person dictating what the others do.

• Initiative to be taken by the RCP, within an overall framework.

Capability Statement session

• Face to face opportunity brings clarity.

• Opportunities to version capability statement for different needs.

• Pre-reflection on Cap. Statement saved time.

Positioning and networking session

• The activities and conceptualisation of what “positioning” is, creates the value.

• Pre-prepared global perspective of related networks would be of value. Was not possible for team or NETWAS to identify in the time available during the IV.

Generally

• Flexibility in the programme and reflection useful.
Friday 15th March, 2002

Capacity development session 2
- More clarity to identify what capacity is. Still requires clarity of what can be expected.
- Needs to be considered within NETWAS – so that thoughts relate to tangible, workable and operational capacity – not wishful thinking.

IV Report outline discussion
- Need to take a report back to WELL / WEDC.

Recommendation discussions
- Need to compartmentalise thinking – to create depth and not width. (Oenga)
- Need for balance between the two. (Toot)

Generally
- Benefit of make-up of the IV team, with one who has deep knowledge of the local context.
- Programme revised to suit needs of the day.
- Add session into WELL Partner's Meeting in April on the practicalities of WELL – what is expected from the partners (resources, facilitation, etc. etc.)
- "Additionality" from identifying and feeding in synergy of other network initiatives (IRC-RCD, etc)
Appendix 10.

NETWAS Checklists
## 5 Check-List For All Products

### 5.1 Training Programme

<table>
<thead>
<tr>
<th>Description</th>
<th>Set Up Dates</th>
<th>Actual dates</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and finalize marketing tools</td>
<td>June every year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertise all NETWAS Trainings + other programs</td>
<td>August</td>
<td></td>
<td></td>
</tr>
<tr>
<td>List target participants (organizations) i.e. write letters of invitation to listed participants/Organizations and all past participants/organizations (letters/e-mails) Advertise the training courses.</td>
<td>6 months before training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receive response from participants</td>
<td>2 months before course</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invoice participants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invitation letters/ E-mails</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finalize list of participants</td>
<td>1 Month</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Confirm venue and average payment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Negotiate and organize trainers (Resource persons)</td>
<td>6 months before course</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organise pre-training meeting with trainers for updates and reviews</td>
<td>1 month before course</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Make/ Photocopy hand-outs and other materials + publications</td>
<td>4 weeks before course</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arrange field visits</td>
<td>1 month before course</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payment received</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liase with Administration/ Finance for Logistics Briefing ED on progress of course organization</td>
<td>1 month before course</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carry out training</td>
<td>During training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluate the training course</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liase with finance on training report</td>
<td>2 Weeks after course</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hand in training report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Write 'Thank you' note to Participants and sponsors.</td>
<td>1 month after course.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 5.2 Consultancy

<table>
<thead>
<tr>
<th>Description</th>
<th>Set Up Dates</th>
<th>Actual dates</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wd</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify/ visit potential clients</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assemble proposal team materials</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop proposal in line with guidelines</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Briefing ED on progress of proposal/ consultancy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Submit proposal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Negotiate Contract(s)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secure contract</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carry-out consultancy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare draft report and discuss it</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liaise with finance department on final report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare final report and submit</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 5.3 Applied Research

<table>
<thead>
<tr>
<th>Description</th>
<th>Set Up Dates</th>
<th>Actual dates</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify potential research areas/jobs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop concept papers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify/visit potential clients and communities</td>
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<td>Identify new areas/ sell concept ideas</td>
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<tr>
<td>Develop research proposal and concept papers</td>
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<tr>
<td>Assemble and develop research team</td>
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<tr>
<td>Brief ED on progress of proposal</td>
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<tr>
<td>Submit the proposal and concept papers</td>
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<tr>
<td>Discuss research proposal + concepts</td>
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<tr>
<td>Negotiate contracts (Protocols)</td>
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<tr>
<td>Carry out the research</td>
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<td>Identify potential new areas (emerging issues)</td>
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<tr>
<td>Prepare draft report of research findings</td>
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<tr>
<td>Discuss the findings and synthesize report</td>
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<tr>
<td>Liaise with finance department on final report</td>
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<td>innate) findings</td>
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### 5.4 Financial Management

<table>
<thead>
<tr>
<th>Description</th>
<th>Set Up Dates</th>
<th>Actual dates</th>
<th>Remarks</th>
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77
WELL is a resource centre network funded by the Department for International Development (DFID) to improve access to information and support in water, sanitation and environmental health.

It is managed by a core partnership, comprising:

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