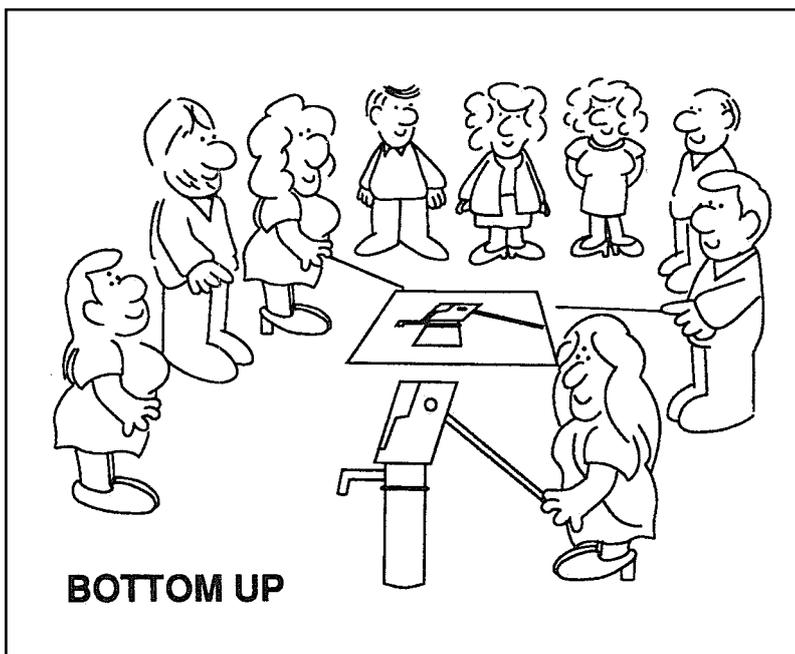
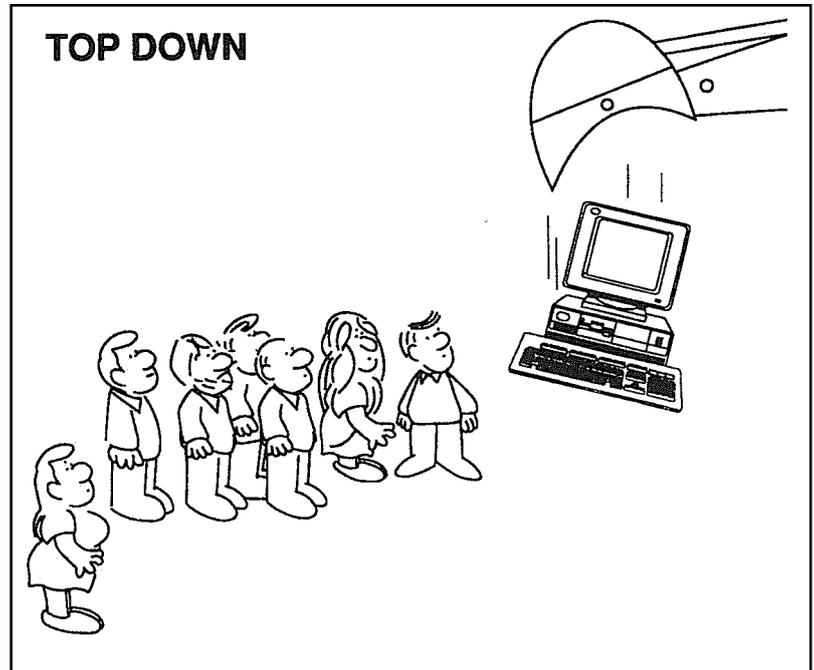


30. Community management

In many countries significant numbers of water supply points and sanitation systems are out of action. The reasons for these failures were originally assumed to be due to use of inappropriate technology. Now planners and technologists are aware that many problems also arise because the consumers of these services, that is the local community, have not been sufficiently involved in the design, implementation, operation and maintenance of their own water supply and sanitation facilities. It is recommended that for rural and low-income communities the *Top Down* method must be replaced by the *Bottom Up* approach.



Four reasons for promoting community management:

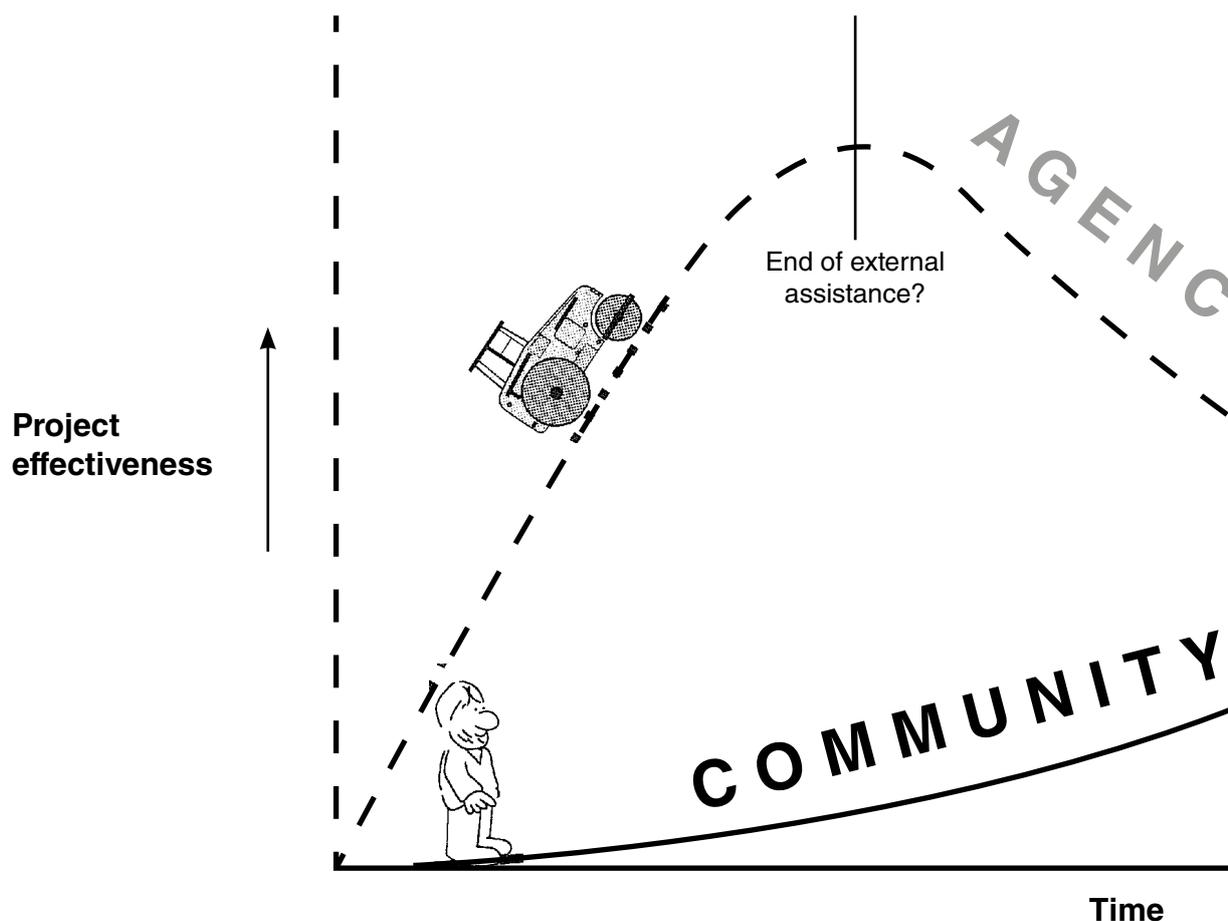
- To maximize health benefits
- To ensure sustainability through effective operation and maintenance
- To ensure use of local resources, knowledge and skills so as to minimize costs
- To build up community confidence so as to enable further community development in other sectors

Community management

The different roles of participants in community water supply and sanitation programmes

<p>COMMUNITY</p> <p>Felt need for improved water supply and sanitation Exposure to health education</p>	<p>Response to questions by health workers and agency/government staff about health, wealth, water and sanitation. Discussions regarding experiments into affordable means of improving water and sanitation.</p>	<p>Training of community members to assist with the programme.</p> <p>Training of local artisans and contractors</p>
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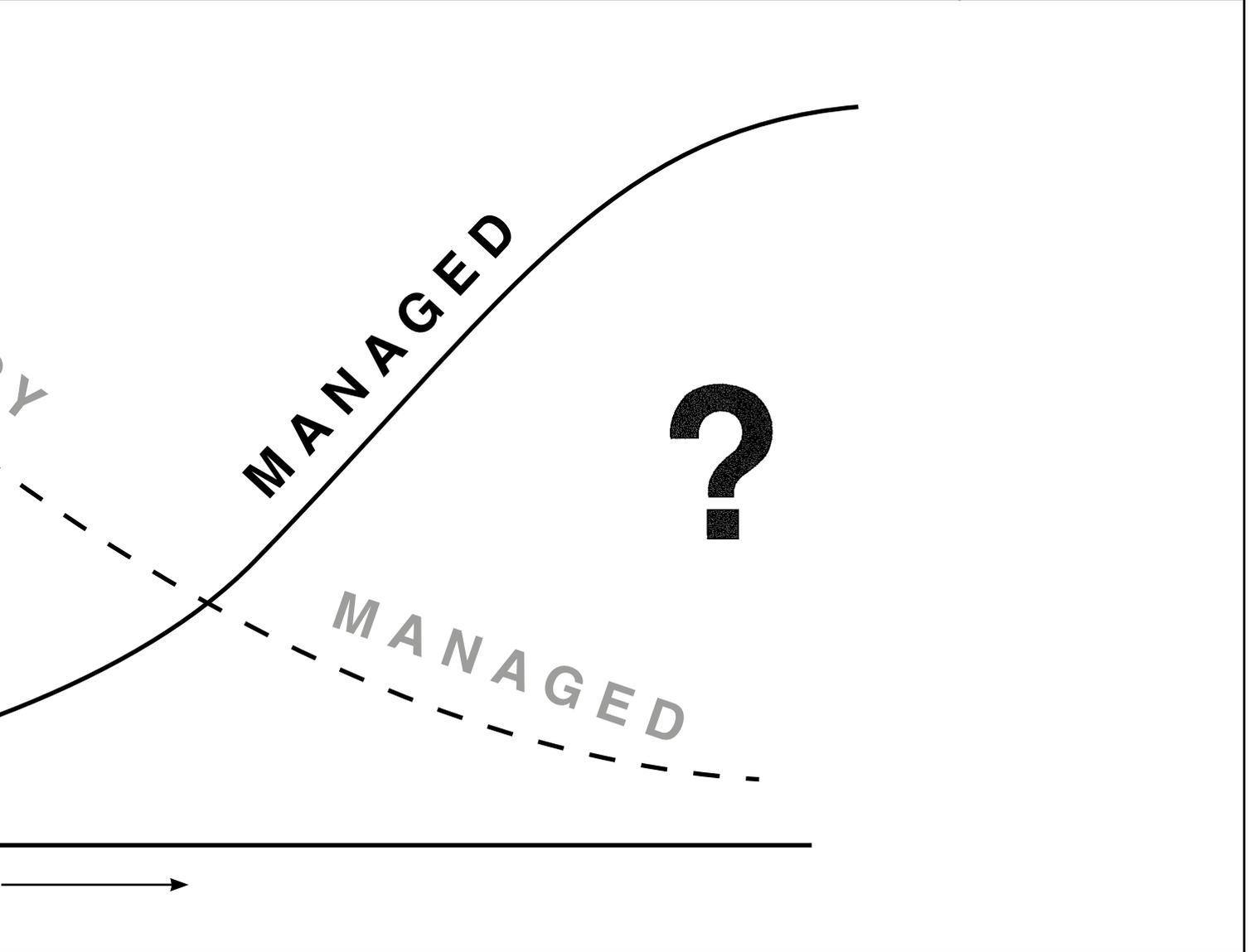
The effectiveness of agency and community managed projects?



<p>IMPLEMENTING AGENCY / GOVERNMENT</p> <p>Demonstration: Assignment of responsibilities; encouragement of health education; stimulation of demand; technical and social surveys; planning with communities and households; local testing of practical aspects of systems; establishing confidence of government and potential donors; training of field staff.</p>	<p>Consolidation: Integration with other government programmes (health, education, agriculture etc.); standardization of technical details; bulk ordering of materials with long delivery dates; establishment of revolving fund facilities; training of community development staff</p>
<p>FUNDING AGENCY / GOVERNMENT</p> <p>Sector plan identification Pre-feasibility</p>	<p>Feasibility, appraisal and approval, detailed design</p>

Community management

Publicity about the programme Visits by community representatives to working systems Drawings and models and cost forecasts made available to all Systems for financial assistance established COMMUNITY/HOUSEHOLD DECISION TO PARTICIPATE	Use and care of facilities	Comments about further improvements and upgrading
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Expansion: Mass promotion in the target communities; continued health education; use of mass media for information and selling; demonstration units as water and sanitation supermarket with financial, material and technical assistance where required; waiting for communities to respond; advice on responsibility of community and households for care and maintenance.

Implementation	Operation and maintenance	Evaluation
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Community management

Community management

There are a whole range of approaches by which implementing or facilitating agencies become involved in the provision of community water supply and sanitation. At one extreme the government or agency uses the potential consumers, that is the community, simply as unpaid labour. The agency plans and designs the system in a distant office, and then directs the people when and where and how to dig and build the system. This is sometimes described as 'Directive' community participation. At the other extreme the community decides that it wants to improve its water supply and/or sanitation. It takes responsibility for those improvements, requesting assistance from a facilitating agency as required. It uses the technical help that is offered and ensures that community members receive training in all necessary construction, operation and maintenance skills. The community mobilizes its own finance, any available external finance and plans how to pay for long term operation and maintenance. To the agency this could be called 'supportive' participation because they are supporting the community, not directing them.

Most projects lie between these two extremes but the most effective always try to follow the 'supportive' approach - for it is only through the supportive approach that "ownership" of the project lies with the long term users. It is only through this goal of 'community management' that the long term benefits of improving water supply and sanitation are realized.

<p>Five conditions for community success:</p> <ul style="list-style-type: none"> • CD Communities are involved in all stages of their water and sanitation projects. • CD Roles and responsibilities of community and government and agencies are clearly defined and obligations are fulfilled. • CD Government and agencies act as a supporter of the community, not as owner or manager of the water and/or sanitation system. • CD Contact between community and agency is through staff whose primary skills are organizing and motivating communities. • CD Government and agencies fulfill their limited but vital tasks of motivation, training and technical assistance. 	<p>Go to the people Live among them</p> <p>Learn from them Love them Start with what they know Build on what they have: But of the best leaders when their task is accomplished their work is done the people all remark 'We have done it ourselves'</p> <p><i>Tao To Loa Tzuching (700 BC)</i></p>
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For further information:

Briscoe J. and de Ferranti D., *Water for rural communities*, World Bank, 1988.

White A., *Community participation in water and sanitation*, IRC 17, 1981.

Oakley P. and Marsden D., *Approaches to participation in rural development*, ILO, 1984.

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