30. Community management

In many countries significant **TOP DOWN** 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 Q 12 P2 103 103 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 canitation facilities. It is recommended that for rural and lowincome communities the Top Do n method must be replaced by the Bo on Up appear Four reasons for promoting community management: 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

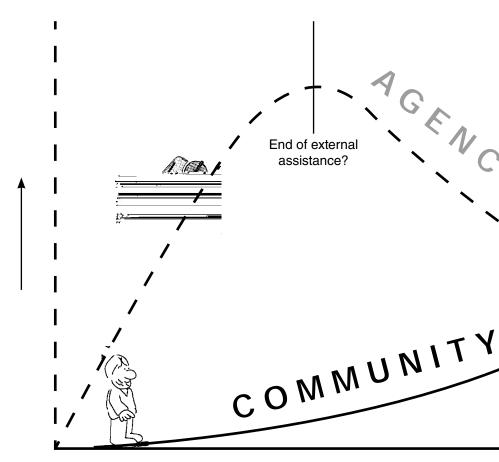
The different roles of participants in community water supply and sanitation programmes

COMMUNITY

Felt need for improved water supply and sanitation Exposure to health education 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.

Training of community members to assist with the programme.

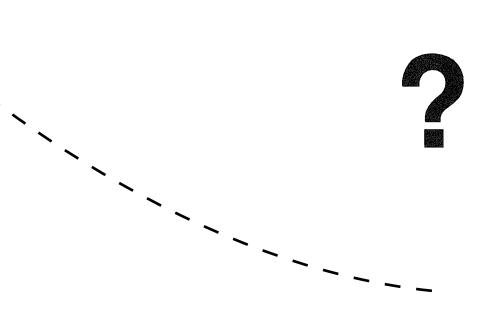
Training of local artisans and contractors



Time

IMPLEMENTING AGENCY / GOVERNMENT

Demonstration: Assignment of responsibilities; encouragement of health education; stimulation of demand; technical and social surveys; planning with communities and households; local testing of practical



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 tor 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.

Five conditions for community success:

- 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.

Go to the people Live among them

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'

Tao To Loa T ching (700 BC)

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