

COMPETENCY MODEL

For Village Water Committees

Scorecard:

Minimally Operational
20-49 points

Partially Operational
50-74 points

Fully Operational
75-100 points

Domain	Category	Minimally Operational (1 point)	Partially Operational (3 points)	Fully Operational (5 points)	Score
Governance	Legal Status	The village water committee is not registered	The village water committee is in the process of registration	The village water committee is fully registered as a legal entity and is completely independent from the village government	
	Charter	No vision or mission established	A vision or mission is established, but not shared publically	A vision or mission is established and shared with community members	
	Plans for Expansion and Sustainability	There are no plans for future development or system expansion	A plan for future expansions has been established, but is not used to guide operations and management decisions	A plan for future expansions has been established and integrated into regular operations and management plans	
	Leadership and Staff Roles and Responsibilities	- Informal and undefined leadership - Members of the village executive committee are part of the village water committee leadership - No skilled candidates to fill necessary positions	- Somewhat formal differences between the village executive committee and the village water committee - Overlapping and sometimes unclear roles and responsibilities for technical, financial and administrative personnel - Shortage of skilled candidates to fill necessary positions	- Clear differences in leadership roles and responsibilities between the village executive committee and the village water committee - Clear, different, and complementary tasks and responsibilities for technical, financial and administrative personnel - Sufficient number of skilled candidates to fill necessary positions	
	Standard Operating Procedures and Information Sharing	- No standard operating procedure for decision-making or informing policy - Operational water system information is rarely collected - Stakeholders (community, ward & district) have little access to water scheme information	- Has standard procedures for decision-making, but procedure is used inconsistently in the decision making processes - Operational water system information is sometimes collected, though collection is inconsistent - Some water scheme information is available to stakeholders (other information is "classified")	- Clear procedures are consistently used to make decisions - Operational water system information (including revenue and expenditure data) is systematically and consistently collected, and is fully shared with all stakeholders at regular intervals (monthly/quarterly)	

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Technical	Technical Capacity (regarding water scheme design and specifications), and Training/ Capacity Growth	- Technical staff are not qualified to operate the water system - The community was not involved in the design of the water scheme and the village water committee has not made efforts to understand the mechanics of the water scheme, how it operates and what maintenance is required - Little to no formal training on water system operations and maintenance has been provided	- Technical staff are qualified and understand the water system - The community was partially involved during the selection and installation of the water system, and the village water committee does not fully understand the mechanics of the water scheme including how it operates, and maintenance requirements - Sporadic training on water system operations is informally available	- Technical staff (from within the village or hired as private partners) are fully qualified, trained, and understand the water system - Community has always been fully involved, and the village water committee is fully prepared and capable to oversee water system operations and management - Consistent and relevant training and capacity building is available	
	Metering	The village water committee is unaware of the need for metering	Water points are partially metered (i.e., the production point is metered, but not all water points are metered)	All water points are fully metered	
	Maintenance, Repair and Replacement	- Preventative system maintenance is not practiced; maintenance only conducted on an emergency basis - Do not have the tools or processes for repairing or replacing broken water system components - The village water committee has no budget for minor repairs	- Basic water system maintenance is sometimes performed - A repair and replacement program is set-up, but does not work proactively nor consistently - The village water committee has budgeted for minor repairs, but the amounts are insufficient to address the repairs needed	- The village water committee has a written plan for preventative maintenance that is followed - Minor repair and replacement needs are consistently budgeted for and incorporated into the operational costs for the water system - A reliable repair and replacement program is in place with reliable access to spare parts	
	Water Quality Analysis and Compliance	Water quality is not assessed	- Water quality is assessed when convenient - Water samples meet the standards established by the Government	- A water quality monitoring program is consistently followed (water quality parameters are tested every month) - The collected water samples meet water quality standards established by the Government	
	Water Source Protection	The need for source water protection is not well understood	- Water sources are partially Protected - Education on water source protection is ad hoc	A water source protection plan is established and actively followed	

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Financial Management	Knowledge and Capabilities for Accounting, Bookkeeping and Financial Reporting	- Financial management and accounting skills are lacking - Water system operations are not based on financial inputs - No financial reports are produced	- The village water committee understands the skills needed for effective financial management, though is unable to fully perform those skills - Inconsistent accounting and budgeting methods are used to inform water scheme operations - Financial reports are infrequent and provide limited information regarding the water scheme's financial situation	- The village water committee is fully equipped with financial management and accounting skills to oversee water scheme operations - Financial reports are regularly produced and shared with community members and other stakeholders, providing accurate and complete financial information on water system accounting and budgeting	
	Financial and Business Planning	The village water committee is unaware of the need to develop business plans	The village water committee has a general understanding of the need for financial and business planning, but is unclear on how best to achieve it	Financial and business plans are established, promoted, and actively used for daily water system operations	
	Tariff Setting	- Water users do not pay for water affordability and willingness-to-pay are not considered - Water prices are inconsistent and/or arbitrary - The village water committee lacks the capability to accurately review and propose tariff adjustments - Water users are not educated on the need to pay for water services	- Some water users do not pay for water and affordability and willingness-to-pay are only superficially considered - Water prices are determined informally - The village water committee understands the need for tariff adjustments and is capable of reviewing, planning, and proposing changes to water tariffs, but implementation is not smooth	- Community is engaged in setting water tariffs, and most water users (>80%) pay for water - A framework is used to set water tariffs that consider customers' willingness and ability to pay, and to set benchmarks for sustainable profitability - Water users submit payments in a timely manner	
	Financial Auditing	The village water committee's financial records are not audited	The village water committee's financial records are audited but not regularly	The village water committee's financial records are audited on an annual basis	
	Collection System	- Water payment collection process is not standardized - Collected revenues are not accurately recorded nor verified by meter readings	- A standardized tariff collection process is followed - Collected revenues are not consistently recorded	- A formal and standardized collection process is followed for water payments using meter readings - Collected revenues are accurately recorded and cover scheme expenses, future replacement and expansion costs	

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Operational	Staff Salary	Staff are unpaid volunteers who participate inconsistently	Staff are unpaid volunteers who participate consistently	- Water system staff receives consistent, justified payments for their services to scheme operations, maintenance, and management - Women represent at least 50% of village water committee's management	
	Training and Professional Development	- No capacity building programs are available for staff to develop their skills (technical, financial, managerial) - Staff are assigned to positions without considering the presence of needed skill-sets	- Training efforts are Inconsistent - Skills needed for each position are understood but positions are not always filled based on the candidate's skills and capabilities	- Comprehensive professional development program is offered and used - Best practices are shared among neighboring village water committees - Staff positions are filled based on the candidate's skills and capabilities	
	Procurement Procedures	Supplies are procured using an informal process, without obtaining 3 quotes and without oversight, or sign-off	Some standard procedures are in place for procurement, but these are not always followed	- Formal procurement procedures are established at the village level and information on procurement is shared openly - Staff actively follow set protocols and compliance is enforced	
	Customer (Water User) Satisfaction, Care and Complaints	- Water user satisfaction is not measured - No system in place to receive or address complaints	- Different forms of water user satisfaction surveys are used inconsistently - Complaints system is informal, and plans for addressing complaints is not well-defined	- Water user satisfaction is consistently tracked and analyzed, and results inform future adjustments - A formal system for addressing complaints is established, along with an implemented action plan	
		- Water systems are not actively monitored - The village water committee does not report the functionality status of their water points to the ward or district officials	- The village water committee is aware of the need to monitor performance, but has not yet set-up a formal system for data collection - Meter readings at the production point is often not compared against consumption meter readings - The village water committee reports the functionality status of their water points to the ward or district officials on an random basis	- The village water committee systematically and actively monitors and records water system processes, and collected information is used to inform water scheme operation and indicate system performance - Meter readings at the production point is compared against consumption meter readings - The village water committee reports the functionality status of their water points to the ward or district officials on a regular basis	