



Government of Malawi

MARKET CENTRE AND RURAL PIPED WATER SUPPLY AND SANITATION PROGRAMME



GUIDELINES FOR ESTABLISHMENT OF WATER USERS ASSOCIATION IN MALAWI

August 2010

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AND SANITATION PROGRAMME**

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ASSOCIATION IN MALAWI**

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Foreword

The Government of Malawi has developed the Malawi Growth and Development Strategy (MGDS) as an overarching development strategy to reduce poverty by enhancing rapid economic growth while at the same time improving service delivery. MGDS targets for the medium and long term are also consistent with the Millennium Development Goals (MDGs). For water supply, the MDGs target is to halve, by 2015, the proportion of people without sustainable access to safe drinking water and sanitation and full coverage by 2025.

In order to achieve the MDG and MGDS targets the Ministry of Irrigation and Water Development (MoIWD) has been managing rural water supply systems through different management arrangements including Committees and Cooperative Societies. However, past experiences have shown that these management systems still pose great challenges.

In an effort to improve management of piped water supply systems in the market centres and rural areas the government has adopted the concept of Water Users Association (WUA). Under this concept, WUAs operate as “mini water boards” to manage piped water supply systems at community levels. WUAs operate the water supply scheme through a technically qualified Local Utility Operator. Under WUA arrangement, water users are expected to meet Operation and Maintenance (O&M) costs in full with some savings for replacement and/or expansion. Communities should meet these costs through metering or flat rate charges. It is important, therefore, to put in place effective WUAs to operate the schemes properly.

These guidelines have been developed to assist various stakeholders on the best practices for establishment of WUAs to perform more effectively and efficiently. Therefore, it is important that all stakeholders adhere to these guidelines provided.

Honourable Richie B. Muheya, M.P.

MINISTER OF IRRIGATION AND WATER DEVELOPMENT

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Abbreviations/ Acronyms

ACGF	African Catalytic Growth Facility
ADC	Area Development Committee
AEC	Area Executive Committee
AfDB/ADB	African Development Bank
AGM	Annual General Meeting
AIDS	Acquired Immune Deficiency Syndrome
CBM	Community Based Management
CDA	Community Development Assistant
CIDA	Canadian International Development Agency
CWP	Communal Water Point
CWPC	Communal Water Point Committee
DA	District Assembly
DC	District Commissioner
DCDO	District Community Development Officer
DCT	District Coordination Team
DEC	District Executive Committee
DFO	District Forestry Officer
DEHO	District Environmental Health Officer
DPW	Director of Public Works
DWO	District Water Officer
EDO	Environmental District Officer
EIB	European Investment Bank
ESMF	Environmental and Social Management Framework
EWT	Extension Workers Team
EU	European Union
FMP	Facility Management Plan
GA	General Assembly
HSA	Health Surveillance Assistant
HIV	Human Immune Deficiency Virus
IE	Implementing Entity
JICA	Japanese International Cooperation Agency
LUO	Local Utility Operator
MC	Market Centre
MCRWSSP	Market Centre and Rural Water Supply and Sanitation Programme
MDGs	Millennium Development Goals
MGDS	Malawi Growth and Development Strategy
MIS	Management Information System
MOIWD	Ministry of Irrigation and Water Development
MOU	Memorandum of Understanding
MP	Member of Parliament
NGO	Non -Governmental Organization
NWDP	National Water Development Programme
NTF	National Task Force
O & M	Operation and Maintenance

OPEC	Organisation of Petroleum Exporting Countries
PEA	Primary Education Advisor
PHAST	Participatory Hygiene and Sanitation Transformation
PLWHA	People Living with HIV and Aids
PRA	Participatory Rural Appraisal
SEMOMO	Sensitisation, Motivation and Mobilization
PMU	Programme Management Unit
WMA	Water Monitoring Assistant
WPC	Water Point Committee
WUA	Water Users Association
UNDP	United Nations Development Programme
UNICEF	United Nations Children Fund
VDC	Village Development Committee
RWB	Regional Water Boards
SWAp	Sector Wide Approach

Preface

The Government of Malawi (GoM) has been implementing piped water supply and sanitation services in market centres and rural areas with support from bilateral and multilateral cooperating partners such as the World Bank, the African Development Bank (ADB), the European Union (EU), EIB, CIDA, ACGF, JICA, UNICEF, UNDP, OPEC Fund, Water Aid Malawi and many others.

While there are such continued efforts to ensure improved coverage of access to potable water and improved sanitation through the provision of new and improved water and sanitation facilities, it is also necessary to put in place mechanisms for sustainable operations and maintenance of the facilities. The Government through the Ministry of Irrigation and Water Development (MoIWD) is focusing on options that are advocating community participation and empowerment in its National Water Development Programmes and Projects. The GoM is putting much emphasis on Community Based Management (CBM) approach whereby participating communities are empowered to plan, own, operate, maintain and manage their own water supply and sanitation systems and facilities.

This approach will ensure that the goals and national strategies such as the Malawi Growth and Development Strategy (MGDS) and the goals contained in Millennium Development Goals (MDGs) are met not only in numbers but also in terms of continued access by the present generation and the generation to come. Sustainable access to safe and clean water and improved sanitation is important for poverty reduction. Time saved from fetching safe and clean water, especially by rural women, can be used for other productive tasks such as in agriculture, education, health and other socio-economic development activities.

Hence the concept of Water Users Associations (WUAs) has been adopted to ensure sustainable management of water and sanitation systems. WUA is a shift from the traditional committee management style to the creation of “mini water boards” at community level that will acquire legal status to operate and maintain the scheme. This is a new concept in the water supply and sanitation sub sector. Therefore, the need to develop clear guidelines on how to establish the WUAs effectively needs not be emphasised. These guidelines have been developed to enhance the knowledge and skills of implementing entities and other service providers to ensure that WUAs are established in all market centres and rural piped water supply and sanitation systems in the country using a unified approach.

The Ministry of Irrigation and Water Development (MoIWD) would like to acknowledge assistance received from various individuals and organizations that made it possible for these guidelines to be developed and produced. The individuals and organizations are too many to be mentioned. However, special gratitude is due to the Task Force of the National Water Development Programme (NWDP) and other financing agents/donors for providing the necessary financial, material and moral support and guidance.

Sandram C. Y. Maweru

SECRETARY FOR IRRIGATION AND WATER DEVELOPMENT

1.0 Introduction

Water Supply and sanitation Programmes exist to improve water supply, sanitation, and hygiene in market centres and rural areas coordinated by the Ministry responsible for water affairs who work in collaboration with the Local Authorities (LAs). The programmes assist communities to develop communal water supply systems, improve sanitation and hygiene, and also assist schools and health centres to develop water supply and sanitation facilities.

The Ministry responsible for water affairs has adopted the concept of Water Users Association (WUA) to empower the communities to own and manage the piped water supply systems in the market centres and rural areas on their own with minimum support from outside. However, in order for communities to manage these systems effectively, proper institutional arrangements have to be put in place following proper guidelines. The WUA formation guidelines have been developed to assist service providers in the water supply and sanitation sector to establish effective WUAs in a systematic manner.

The guidelines should therefore be used by all stakeholders implementing market centre and rural water supply programmes alongside other existing water and sanitation sector policy, programme documents and manuals to gain maximum benefit including the following:

- National Water Policy;
- National Sanitation Policy;
- District Operational Manual;
- Implementation Guidelines for Rural Water Supply;
- Implementation Manual for Piped and Point Source Water Supplies;
- Integrated Social Sanitation, Hygiene and Water Communication Plan/Strategy;
- Implementation Manual for Town, Market Centre and Surrounding Villages Piped Water Supply and Sanitation; and
- Various Technical Manuals for training and construction of water and sanitation systems/facilities.

2.0 Management through Water Users Associations

2.1 Water Users Association

The main purpose of establishing WUAs is to ensure efficient, reliable and sustainable water supply and sanitation services through improved management system at the lowest appropriate level. WUAs are a paradigm shift from the traditional committees' style to the creation of "mini water boards" at community level with legal status and capacity to engage and monitor a utility operator on performance based arrangements. WUAs will be guided by a constitution which will, stipulate functions, composition, selection criteria and financial management requirements of WUA and other relevant information.

In a market centre and rural piped water supply and sanitation system, WUAs will be responsible for the following:

- Facilitating and overseeing the water supply scheme and ensuring transparency and accountability;
- Guiding planning of water supply and sanitation systems including issues of catchment protection and social safeguards;
- Contracting and supervising routine technical operations and maintenance of the scheme;
- Arranging for long term technical assistance to improve efficiency and resolve problems,
- Expanding the system over time.

2.2 Steps of WUA Formation

The main steps of WUA formation are as follows:

- Sensitise existing development structures on WUAs and the stepped approach at district, area and community level;
- Orient District Coordinating Team (DCT) on WUAs and the stepped approach to facilitate the formation processes in the district supported by the Ministry;
- Sensitise Area Executive Committees (AEC) on WUAs and the stepped approach to provide extension support in the formation processes;
- Orient Extension Worker Teams (EWTs) in the area on WUAs and the stepped approach to lead in community sensitisation, motivation and mobilization supported by the DCT;
- Sensitise ADCs and Village Development Committees (VDCs) and other influential local on WUAs and the stepped approach as decision makers in development projects in the area;
- Hold public meetings at VDC level to sensitise the community about the project, WUAs and the stepped approach to implementation to forge their maximum support and participation and set the date for the next meeting to elect the representatives;
- Facilitate democratic elections of members who will represent VDC area in the General Assembly (GA) of WUA composed of at least one male and one female;

- Brief the elected members on their expected roles and responsibilities immediately after the elections and inform them about the date of the next meeting in which they will elect Board members;
- Facilitate election of WUA Board members at a meeting represented by all those elected from each VDC area. The elections should include key positions of Chairperson and Vice, Secretary and Vice, Treasurer and Ordinary board members. Depending on the size of the scheme, the Board should comprise a manageable size of odd numbers from 7 to 13. It is important to replace those elected into the Board to maintain equal representation in each VDC area, which EWTs can facilitate at their own time with the VDC leadership following the same procedures;
- Brief the elected Board members on their expected roles and responsibilities immediately after the elections and inform them about the date of the training and the orientation of the General assembly members;
- Organise a 3 day long orientation course of GA members and weeklong pre-construction training for Board members before the commencement of any works in order to work together and as also one way of mentoring them.

2.3 Organisational Structure of WUA

The organisational structure of WUA will constitute Local Authority, General Assembly, WUA Board, a Local Utility Operator (LUO) as Secretariat and water users as primary stakeholders. WUA will collaborate with different stake holders such as ADCs, VDCs, DCT, AECs, EWTs, MoIWD, Water Boards and other Service Providers.

Figure 2.1 provides the organisational structure of WUA:

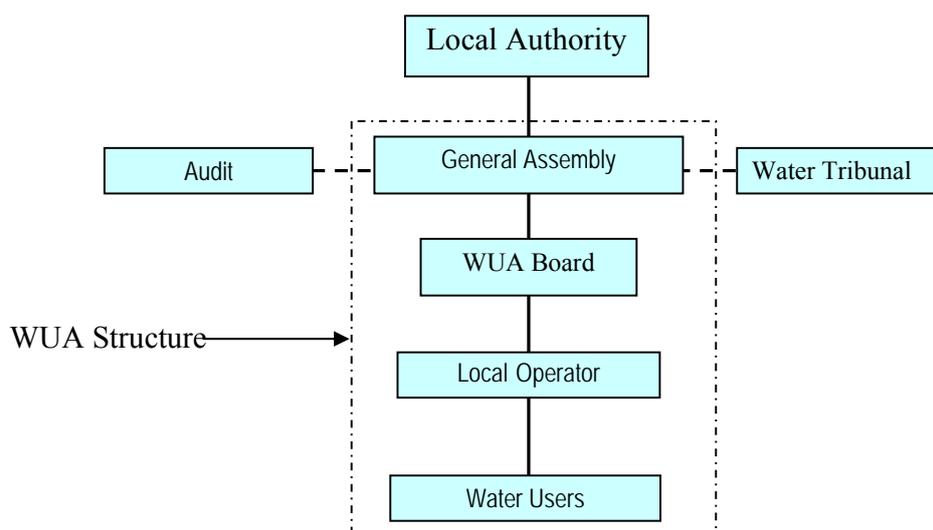


Figure 2.1 WUA Organisational structure

3.0 Membership of WUA

3.1 General Assembly

The General Assembly will comprise members democratically elected from the VDC area within the catchment area of the scheme. Each VDC area will have at least one male and female selected.

3.2 WUA Board

The WUA Board will comprise members democratically elected from the General Assembly by the members of the General Assembly themselves.

The WUA Board will comprise an odd number of memberships who are able to read, write and understand simple English. There will also be a minimum of three independent members who will not have the right to vote. The independent members will consist of the District Commissioner, District Water Development Officer, Traditional Chief and other eligible members such as from the clergy (regardless of their religious affiliation); retired officers; or any person with influence.

3.3 Local Operator

The local operator will be recruited by the WUA Board in accordance with the appropriate recruitment procedures. The operator must be a Malawian and preferably from the same area.

3.4 Water Users

Water users are all individuals, households or institutions using the water supplied by the scheme.

3.5 Characteristics of WUA Membership

To ensure meaningful functioning of WUA, members of General Assembly and WUA Board should have a good understanding of technical, commercial/financial, sanitation and equity issues.

Specifically, members must possess the following characteristics:

- Residents in the area and available for meetings;
- Ability to read, write and understand simple English;
- Committed volunteers;
- Development conscious;
- Possess leadership skills;

- Must be trustworthy;
- Must not have any criminal record.

It is important to ensure gender equality in the membership of these structures. Preferably, out of these, 15% should represent the youth (18 to 25 years of age) and 5% The physically challenged persons and people living with AIDS (PLWAs), those that are capable of undertaking the required activities, and there should be some women in leadership positions.

4.0 Legal Status

It is important that WUAs acquire legal status. They will be handling public funds and materials to account to the general public. As service providers, they will also be expected to adhere to social standards and other regulatory frameworks including water quality standards, water rights, procurement and financial management regulations.

WUAs can be registered under Trustees Incorporation Act (1998) or Cooperative Act (1998). The advantages and disadvantages for each option are provided in Appendix 1, Communities should understand them to make informed decisions on the most suitable option.

4.1 Constitution

Constitution is a legal requirement for registration of any organisation including WUAs. Consultations more especially with the user communities should be done when developing the constitution since it lays down the operational guidelines of the organisation. It is important that all concerned people are satisfied with what is going to be registered. Appendix II contains the guidelines for development of a WUA constitution.

The common content of the constitution is as follows:

- The name of the organisation and physical address;
- Vision;
- Mission Statement;
- Common Seal;
- Core Values;
- Aims and objectives of the organisation;
- Institutions governing the organisation;
- Rules governing each institution in the organisation;
- Roles and responsibilities of supreme organs;
- Types of meetings, frequency and conduct (chair person, documentation, and quorum);
- Financial Management rules, including opening of a Bank account, financial sources and tariffs;

- Rules and regulations governing the operations and management, including penalties and fines;
- Tenure of office and membership;
- Recruitment or hiring of service providers;
- Procedure for amending the constitution.

5.0 Roles and Responsibilities of Stakeholders

There are various stakeholders involved in water and sanitation programmes at different levels. It is important to understand their roles and responsibilities to avoid role conflict that can affect the activities of WUA.

The common stakeholders and their roles and responsibilities are given below.

5.1 Supreme Organs of WUA

5.1.1 Local Authority

Local Authorities (LAs) shall be responsible for the following activities:

- Facilitating and overseeing market centre and rural water supply activities in the district;
- Identifying, selecting, and prioritizing market centres for improved water supply;
- Appraising investment proposals for expansion or new schemes;
- Owning assets of the scheme on behalf of the community;
- Initiating environmental and social screening of sub-projects within the Environmental and Social Management Framework;
- Providing policy guidance on procurement and financial management;
- Assisting in the recruitment of paid staff in the scheme and monitoring their performance; and
- Monitoring performance indicators of the scheme.

5.1.2 General Assembly

The General Assembly will perform the following roles and responsibilities:

- Reviewing and approving the reports of the WUA Board;
- Making a final decision regarding any major change in financial policies;
- Adopting or amending articles of incorporation and by-laws of the Association;
- Exercising final authority in all matters affecting the Association;
- Controlling members of the WUA Board including disciplinary matters;
- Electing and removing WUA Board members for a just cause;
- Reviewing and approving water tariffs proposed by the WUA Board.

5.1.3 WUA Board

The roles and responsibilities of the WUA Board are as follows:

- Protecting the constitution of the association;
- Calling for the General Assembly as required by the Constitution;
- Ensuring safe custody of the property of the Association;

- Soliciting funds for the Association to improve the water supply services;
- Ensuring that true and accurate records of all transactions of the association are kept and audited annually;
- Submitting the financial statement of the Association to the General Assembly for review and adoption;
- Deciding on the disposition of any surplus funds in case of dissolution and/or liquidation of the Association with the concurrence of two thirds of the general membership present at a regular or special meeting for the purpose;
- Entering into contracts and Memorandum of Understanding (MoU) with different service providers and development partners;
- Ensuring that resolutions of the General Assembly are complied with and implemented;
- Applying for water licence and lease on behalf of the Association;
- Exposing financial records for external audit;
- Reinforcing discipline among the members;
- Hiring or firing local operator for a just cause;
- Performing any other duties agreed by the General Assembly.

5.1.4 Local Utility Operator

Local Utility Operator (LUO) shall perform the following roles and responsibilities:

- Conducting routine operation and maintenance of the scheme to ensure continuous flow of water all the time that meets minimum daily requirements of the users and of acceptable quality;
- Ensuring good quality water at all times;
- Collecting water tariffs at an agreed time;
- Managing accounts;
- Providing regular progress reports on performance of the scheme to WUA Board and other stakeholders;
- Expanding distribution and adding connections;
- Planning, co-ordinating and implementing different activities to ensure efficient distribution and use of water;
- Assisting the Water Point Committees (WPCs) in the development of Facility Management Plans (FMPs);
- Preparing annual work plans and budgets for review and approval of the WUA Board.; and
- Performing any other duties as agreed with WUA Board.

5.1.5 Water Users

Common roles and responsibilities carried out by water users are as follows:

- Identifying needs and requesting for assistance;
- Choosing type of water facility and siting;
- Contributing to capital and O&M costs;

- Providing communal labour and materials;
- Taking responsibility for the water and sanitation facility;
- Attending community meetings;
- Electing General Assembly, WPC, VHWCs and local artisans;
- Deciding on how funds should be raised and managed;
- Asking WPC/WUA Board for regular accounting of funds;
- Using water facility properly and agreeing on rules for use of facility;
- Cleaning and maintaining water collection points;
- Taking part in hygiene and sanitation action; and
- Taking part in monitoring and evaluation.

5.2 Other Stakeholders

5.2.1 Water Point Committees

Water Point Committees (WPCs) shall perform the following roles and responsibilities in the scheme:

- Planning, siting and helping build water facility;
- Assuming ownership of water facility;
- Controlling water use and distribution;
- Organising water point maintenance, repair and site cleaning;
- Hiring outside plumbers as required;
- Conducting regular WPC meetings;
- Briefing community regularly and get ideas;
- Raising/managing funds for maintenance and water bills to the Board;
- Facilitating sanitation and hygiene education at a water point;
- promoting issues of gender, HIV and AIDS and environment;
- Working with Village Health and Water Committee (VHWC) and other WPCs; and
- Monitoring and evaluation.

5.2.2 Village Health and Water Committee

Common roles and responsibilities carried out by Village Health and water Committees (VHWCs) are as follows:

- Planning water and sanitation for whole village;
- Organising community meetings;
- Coordinating with WPCs;
- Facilitating sanitation and hygiene education;
- Setting village bye-laws on water and sanitation;
- Mobilising funds and other resources; and
- Monitoring and evaluation.

5.2.3 Local artisans

Local artisans shall perform the following roles and responsibilities in the scheme:

- Constructing improved pit latrines;
- Casting and installing different sanitation platforms such as san plats, san slabs;
- Promoting sanitary facilities such as improved pit latrines, hand-washing facilities, dish racks, soak ways and bath shelters;
- Constructing eco-san latrines where possible.

5.2.4 Extension Workers

Extension Workers shall perform the following roles and responsibilities in the scheme:

- Promoting Rural Water Supply and Sanitation Programmes;
- Facilitating full community participation;
- Facilitating active participation of women;
- Facilitating formation of WPCs/VHWCs/WUAs and local artisans;
- Facilitating planning by WPCs/VHWCs/WUAs
- Advising on raising funds and management;
- Facilitating sanitation and hygiene actions;
- Organising monitoring and repairs; and
- Reporting to District Coordination Team (DCT)

5.2.5 District Coordination Team

District Coordination Team (DCT) shall perform the following roles and responsibilities:

- Planning and coordinating water and sanitation programmes;
- Promoting new approaches;
- Developing data base on water and sanitation;
- Selecting and prioritising target communities;
- Training and supporting/supervising extension workers and WUAs;
- Appraising Facility Management Plans (FMPs);
- Selecting, training and supervising Local Service Providers (LSPs); and
- Monitoring and evaluation.

5.2.6 Traditional Leaders and VDCs

Common roles and responsibilities carried out by traditional leaders and VDCs are as follows:

- Facilitating regular elections of WUAs/VHWCs/WPCs;
- Monitoring the work of WUAs/VHWCs/WPCs; and
- Problem solving and conflict resolution.

5.2.7 Contractors

Contractors shall perform the following roles and responsibilities:

- Liaising with communities at all stages;
- Being accountable to community;
- Constructing water facilities;
- Training local operators;
- Scheme testing and reporting; and
- Reporting progress to community.

6.0 Appendices

Appendix I: Comparison of Cooperative and Association

Topic	Cooperative	Association	Remarks
Registration	Registrar of Co-operative Societies, Ministry of Commerce and Industry	Registrar General, Ministry of Justice	
Number of members	not less than 10	not stipulated	
Aim	<i>“promote economic interests of its members”</i>	Under the “Trustee of Charities” – <ul style="list-style-type: none"> • <i>“benefit the inhabitants of Malawi”</i> 	‘Service’ idea of WUA could be sacrificed for economic gains
Cost of Registration	<ul style="list-style-type: none"> • Fee Applicable • Membership fee • Share capital • Annual contribution fee 	<ul style="list-style-type: none"> • Fee Applicable • Membership fee • Annual fee 	providing ‘share capital’ might be problem for low income earners
Other costs			
Requirements for Registration	<ul style="list-style-type: none"> • Application form signed by at least 10 members • 3 by-laws certified by Treasurer, Secretary & Chairman 	<ul style="list-style-type: none"> • Application form signed by all trustees • 2 copies of constitution & By-laws certified by Secretary & Chairman • Statutory declaration by each trustee • Impression of common seal (4) 	
Profit	Main objective is for co-operative to make a profit; profits are distributed amongst members as dividends	Any income made is ploughed back into the Association; individual members can make profit; main objective of Association is to provide services	Cooperative → economic / business interest Association → service interest (for O&M)
Sharing	Those with greater numbers of shares may dominate and form pressure group to have more water etc.	Services are distributed equally according to the services required by a member	individual, economic interest might come before common O&M interest
Experience / Complexity	Requires experienced personnel to run complex business	Can be run by the members of the Association	
Bookkeeper	<i>Employed, independent bookkeeper compulsory</i>	Voluntary bookkeeper	

Payment of Board	<ul style="list-style-type: none"> • Board of Directors are paid allowances for meetings 	<ul style="list-style-type: none"> • Payments to WUA Board are voluntary; • No allowances necessary • No training provided by Registrar General 	Training by Dept. against costs.
Government input/ involvement	Dept. of Co-operatives recommends that they provide member education before registration		
Common seal	Cost of rubber stamp (\geq MK100)	Cost of proposed seal (\geq MK100) Cost of official seal (up to MK10,000)	
Sustainability	If members with a lot of shares withdraw (or die), the viability of co-op might be endangered	No financial consequences if members leave or die	
Settling of disputes	Arbitrator: Department of Co-op	Arbitrator: Legal advisor	

Appendix II: Guide to Constitution Development

1. Establishment and Name

- Community should mention the name of the scheme;
- Name the location of the scheme (District, TAs);
- Outline reasons for the establishment of the WUA-what are the objectives.

2. Members and Organs

- Mention members of the WUA (in this case it will be all the users)- not by name, just all users;
- Mention the total no of organs of your WUA –refer to the WUA structure in the WUA Guidelines.

3. Powers and Composition of WUA Organs

3.1 General Assembly

- Mention the Composition of your General Assembly and how they were or should be elected (refer to WUA formation Guideline);
- Community should agree on tenure of office for the GA-How many years should General Assembly members hold office;
- When shall a GA member cease to be such a member;
- Communities should list powers, functions and duties that GA members shall exercise and perform;
- State number of times the GA should hold meetings per year and who should attend those meetings;
- Mention purpose of the GA meetings;
- State quorum for the GA meeting and what should happen when a quorum is not met;
- State number of days for notice for the GA meeting;
- Mention how documents, reports for the meeting should be circulated;
- Mention when extraordinary meetings should take place and what matters should qualify for urgent meetings;
- State procedures to be followed for both annual and extraordinary general meetings;
- State voting procedures at general and extraordinary meetings i.e. by hand or ballot or what?

3.2 WUA Board

- How was or should WUA Board members be elected (refer to WUA Guidelines);
- What qualities should members have for them to be elected in the Board (refer to Criteria in the guideline);

- Communities should propose tenure of office for Board members;
- What are the positions of members in your Board and what is the total no;
- Communities should mention factors that can disqualify one to be a Board member;
- In case of vacancies caused by any factors how will they be filled;
- Communities should list powers, functions and duties to be exercised and performed by the Board (refer to WUA Guidelines);
- When does a Board member cease to be a member;
- Communities should come up with reasons for suspending a Board member;
- Procedures to be followed for suspending a member should be listed;
- How many times should a Board meet and procedures for meeting;
- What percentage forms a quorum and what happens when the quorum is not met;
- What issues qualify for an extraordinary meeting;
- Write down procedures of conducting a meeting,

3.3 Local Operator

- How will the local operator be engaged (employed or appointed) by who;
- What other positions should be considered in the office of local operator
- If the operator will be employed, how will he/she be employed (contract or what);
- If on contract, what type of contract and for how long;
- Communities should list powers, functions and duties to be performed by the local operator(refer to WUA Guidelines).

3.4 Users

- Communities should list powers, functions and duties to be exercised and performed by users

4. Financial Management

- Mention accounting principles and procedures that should be followed for accountability purposes;
- What will be the financial year of the Trust;
- How will Bank accounts be opened, how many signatories and who;
- Where will accounting record be put for custody;
- How will auditing be conducted;
- How and when will reports be prepared and submitted and to who should be signatories;
- How will the common seal be used and kept;
- How will documents originating from the WUA be identified (Authentication of documents).

5. OTHERS

- What procedures should be followed for the amendment of your constitution;
- Write down By-laws that you developed as WUA.