

WASH HUMAN RESOURCE CAPACITY GAP - GHANA



International
Water Association



Water and Environment Centre, KNUST
Department of Civil Engineering

Presentation outline

- **Study background and objectives**
- **Workshop objectives**
- **HR in the WASH sector**
- **HR Supply**
- **Capacity building framework**

Background

- **The required number of staff and competence to meet the MDGs and to sustain services are not certain,**
- **The IWA in collaboration with Cap-Net is supporting WASH Sector Human Resource Capacity Gap Assessment,**

Workshop Objectives

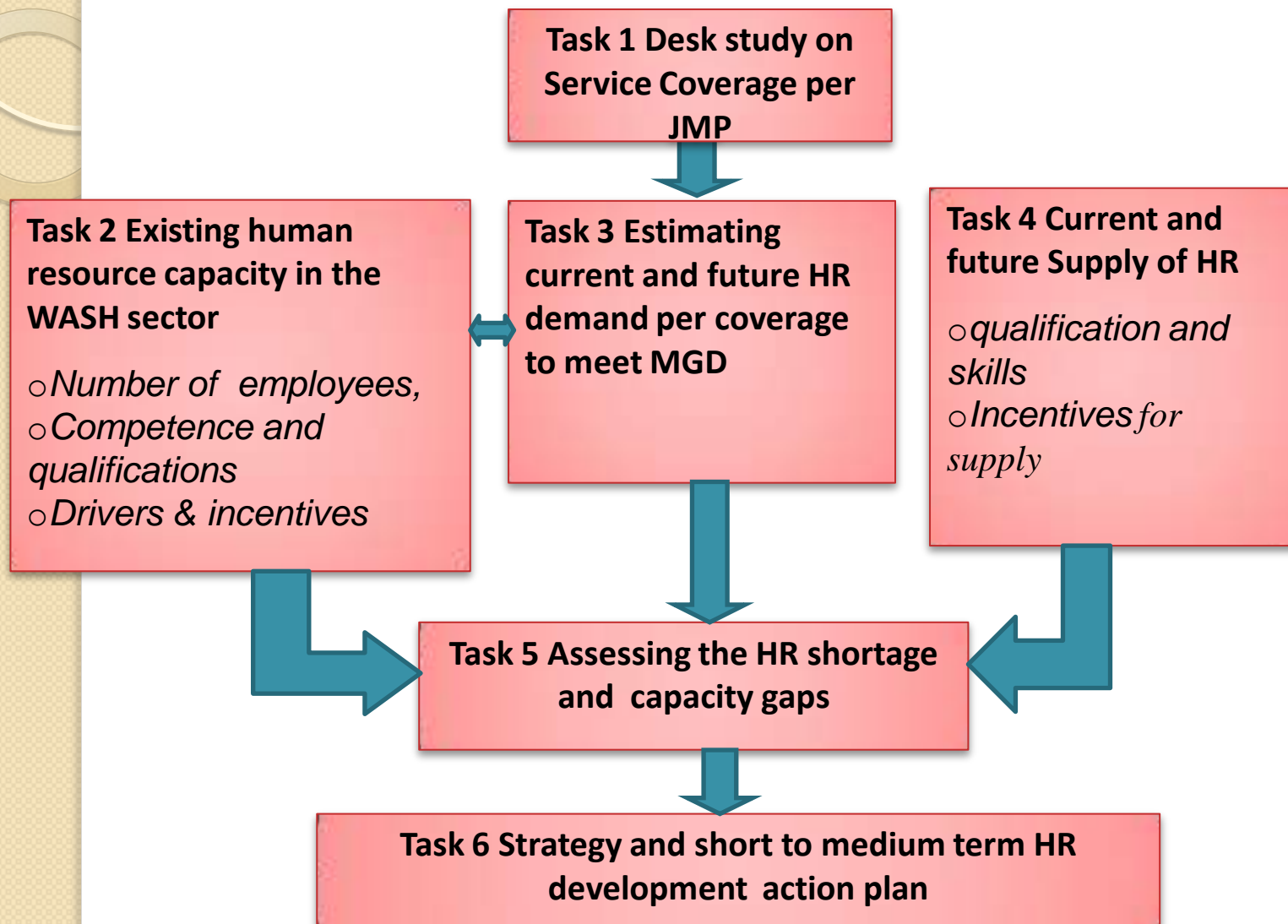
- To present the findings of the study**
- To discuss the Human Resources Development (HRD) strategies and framework for capacity building in WASH Sector.**

HR Capacity Gaps Study Objectives

The objective of the study is:

- **To assess the demand for WASH HRs in Ghana to meet MDGs.**
- **To assess supply of HRs and the competences (skills and knowledge) being made available to the sector**
- **To propose capacity development recommendations to meet demand for qualified personnel in the short and medium term,**

Study Methodology



Organisation Survey

Category	Organizations/Institutions/ Agencies
Public agencies	<ul style="list-style-type: none"> ● Community Water and Sanitation Agency ● Ghana Urban Water Limited ● Metropolitan, municipal and district assemblies
International NGOs	<ul style="list-style-type: none"> ● UNICEF ● WaterAid Ghana ● World Vision International (Tamale)
Ghanaian NGOs	<ul style="list-style-type: none"> ● ProNet (Accra) ● Partners in Participatory Development (Tamale) ● TREND
Consulting firms	<ul style="list-style-type: none"> ● Colan Consult ● Maple Consult ● Watersites (Tamale)
Private sector	<ul style="list-style-type: none"> ● Profcon (Kumasi) ● Berock Ventures (Accra)

WASH Sector Organisations

Category	Organizations/Agencies	No. organisations
Public sector	Community Water and Sanitation Agency	Head office/10 regional offices (RWST)
	Ghana Urban Water Limited	10 regional offices
	Metropolitan, Municipal and District Assemblies (EHD, WMD, RWST)	216 MMDAs (6 Metro, 55 Municipal, 155 DAs)
	WRC, PURC, LGS, REH, Ministries,	Sector agencies
NGO	International NGOs	9
	Ghanaian NGOs	51
Private sector	Consulting firms	13
	Contractors	20
	Area mechanics, rural water	840
	Private, faecal sludge collection	200
	Private operators, treatment plant	2
	Private sector operators, water	7
Community -managed	Small towns water operators	390

Number of HR and Female Ratio

	Private sector	Number	Female %
Rural water	CWSA	216	20
	rural water Area mechanics	840	
	International NGOs	207	30
	Ghanaian NGO	663	16 to 44
	MMDAs water and sanitation team	432	
	WRC	32	44
Urban water	GUWL	2911	16
	Small towns water systems	1985	
	Private sector operators, water	63	
water and sanitation	Consulting firms	156	11 to 15
	Contractors	860	
Urban Sanitation	MMDAs	3122	
	Collectors of faecal sludge	400	
	Treatment plant	24	

Job Categories and Competence

- ❑ Qualifications of employees range from Certificate, Diploma to BA/BSc and Masters Degree.
- ❑ Entry qualifications are assigned to the occupations
- ❑ HR employed after formal education undergo some form of on-the-job training.
- ❑ There is no well defined career progression in the private sector and NGO.
- ❑ The promotion of the employees in public sector is based on the number of years of work experience.
- ❑ There is capacity gap in engineering job in sanitation,

Drivers, incentives and benefits

- Incentives to attract and keep qualified people in WASH sector are:
 - ❑ Salary and job security,
 - ❑ career advancement opportunities (opportunities for on-the-job training and further education)
 - ❑ opportunities exist in the public sector for study leave with pay than in the private sector.

Disincentives

- ❑ low salary of public sector
- ❑ lack of career development,
- ❑ lack of recognition of further education
- ❑ well defined promotion in sanitation but does not offer opportunity for higher education and career progression,

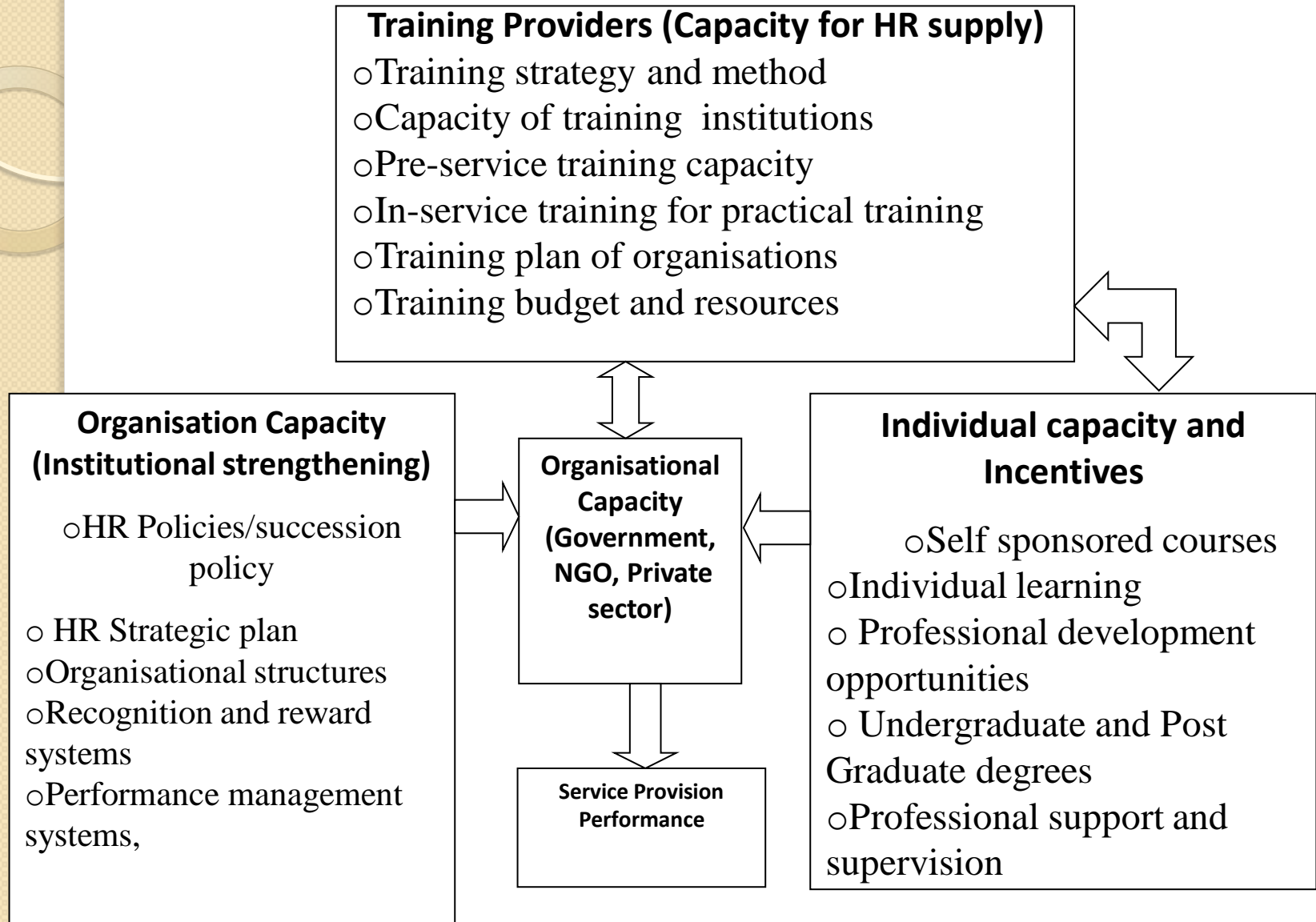
Annual Supply of HR

Category	Number	Female (%)
Civil engineers	BSc 100 - 130	15%
	HND 340 - 480	
Other engineers	3926	15%
Social science, planning degrees	(two univ.) 912	30%
Business adm. commerce, and management	(two univ.) 1284	30%

HR Shortage and Gaps

Organisation	Shortage	Capacity Gaps
CWSA,	29	Adequate, most personnel have the required qualifications
MMDAs (sanitation)	827	MMDAs lack capacity for sanitation service delivery, especially engineering category
GUWL	224	Adequate, most personnel have the required qualifications,
Community -managed	NA	Adequate, most have the required qualifications
Private sector	NA	Most personnel have the required qualifications.
NGOs	NA	Most personnel have the required qualifications,

Framework for HR development



Recommended Short-term HR Strategies

Aspect	Strategies
Institutional strengthening	Institutionalise capacity building required to improve performance
Training Providers	Short courses and tailor made short courses for staff with environmental health background
Individual Incentives	Attractive salaries and conditions of service, and incentives,

Long-term HR strategies

Aspect	Strategies
Institutional strengthening /individual incentives	Provide well defined career development and progress up the ranks for young engineers
Training Providers	<ol style="list-style-type: none">1. Need to develop curriculum and run BSc training in Environmental Sanitation and BSc Sanitary engineering2. Need for training school dedicated for training of HR in sanitary engineering and environmental sanitation

Strategies for improving HR quality

Aspect	Strategies
Institutional strengthening	<ol style="list-style-type: none">1. Provide opportunities for career development2. Sponsor employees to do short courses and tailor made short courses
Individual Incentives	Provide dual career paths and career progression,
Training Providers	<ol style="list-style-type: none">1. Training institutions need to provide opportunities for career development2. The training needs assessment of sanitation HR



Group Discussion on: Capacity building strategies and framework

- **What are the strategies for capacity building?**
- **What are the strategies for HR attraction and retention?**

Thank You



HR supply from training institutions

- ❑ Annual supply of civil engineers ranged from 100 to 130 and HND Civil ranged from 340 to 480. Female proportion is 15% .
- ❑ Annual supply of graduate of other engineers (degree and non-graduate) is about 3926. Female proportion about 15% for engineering and 40% sciences (chemistry, bio-chemistry)
- ❑ Annual supply of graduates holding social science, sociology and planning degrees from two universities is about 912.
- ❑ Annual supply of graduates holding business administration, commerce, and management studies degrees from two universities is about 1284.
- ❑ Graduates from social development, and management and finance programmes are not in short supply since there are many universities both private and public. Female proportion is 30%.