

Fact Sheet

This factsheet describes one of the variants of the community management model for ensuring delivery of water to small town communities. It is the Direct WSDB Management Model, without WATSANS. In addition to a presentation of a general description of the Model, two specific cases of Asesewa and Asiakwa in the Eastern Region, where the Model has been applied are highlighted. Finally, the factsheet describes the applicability of the Model.

Introduction

As a result of the sector reforms in the 1990s, some 120 Water Systems under the Management of the then GWSC were transferred to Community Management. Many of these Systems, which were transferred, were in a poor state, in terms of infrastructure. In response to appeals and demands made by the Government of Ghana to rehabilitate these Water Systems, the Government of the Federal Republic of Germany entered into a Bi-lateral Agreement with the Government of Ghana, through GTZ, to fund the rehabilitation and improvement of a number of GWCL transferred piped water schemes to District Assemblies (DAs) and the respective communities in the Eastern and the Volta Regions, under the project name Eastern and Volta Regions Assistance Project (EVORAP). Similar projects were funded by CIDA in the three Northern Regions of Ghana (the Ghana Water and Sewerage Corporation Assistance Project (GAP)) and the European Union in the Ashanti and the Brong Ahafo Regions.

Under the EVORAP Project, an inventory was undertaken of the old transferred schemes in the Eastern and Volta Regions. This culminated in the selection of 37 broken down or weak GWCL-transferred piped water schemes. EVORAP supported the development of Water and Sanitation Development Boards to take up the Management of these Systems in the towns supplied by these systems. These included the towns of Asiakwa and Asesewa.

The Model

Under the EVORAP project, communities were made to choose any of the three Management Models, for the operations of their Water Systems:

- Direct Management
- Delegated Management (with private sector operator)

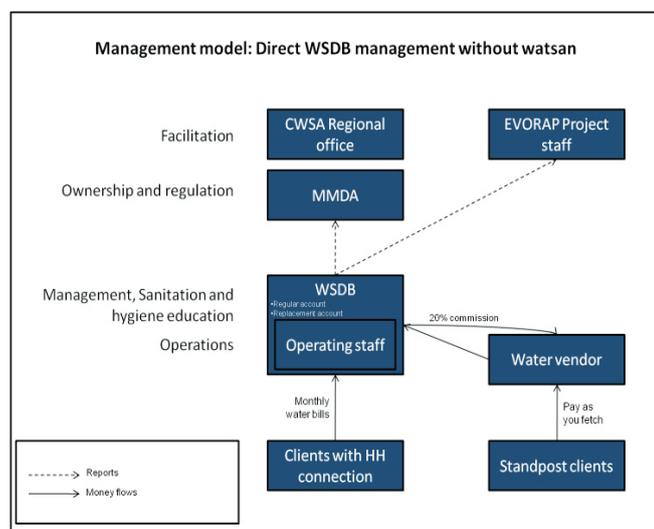
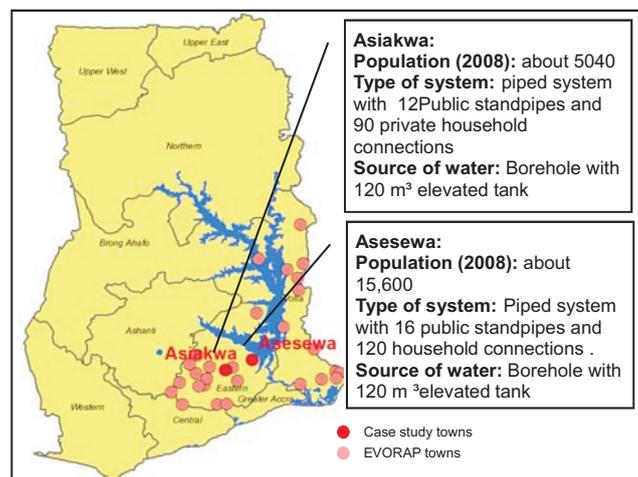


Figure 1: Roles and responsibilities of stakeholders



- Partially delegated Management (with private sector operator for parts of the System)

The people in both Asesewa and Asiakwa opted for the Direct Management Model, whereby water and sanitation activities fall directly under the control of a Water and Sanitation Development Board (WSDB). Unlike the WSDB with WATSANS Model, where the WSDB membership consists mainly of elected WATSAN committee members and some selected representatives of identifiable interest groups in the society, the WSDB without WATSAN Model, has its members directly constituted only by the representatives of interest groups.

Under the Model, the WSDB is the Manager of the Water System and undertakes the following:

- recruitment of professional staff to undertake the day to day operations of the Water System, including the supervision of the staff
- contract Maintenance Service personnel to undertake major maintenance works
- approval and implementation of household connections
- preparation and submission of periodic reports to the District Assembly (DA)
- determination of tariffs for approval by the DA
- preparation of annual budgets for approval by the DA
- promotion of hygiene education by employing Sanitation Workers.

WSDB has different Committees, some of which are, the Finance and Administration Committee, Technical Operations Committee, etc. The Heads of these Committees monitor and supervise operational staff, including the standpipe vendors and the revenue collectors as well as the sanitation workers. The System received project support for an extended period of two years at post implementation period.



Figure 2: Oyarifa Community Leaders at a meeting

Vendors are to submit on a daily basis, incomes generated at each standpipe to the Revenue Collector (RC). The amount of water consumed and incomes collected are supposed to be recorded in special books designed for this purpose. Both the RC and the vendors sign the revenue book to indicate payment made by the vendor and received by the RC. Vendors are to receive a commission of 20% on the sales made, which is paid at the end of the month. If it is found out that revenue received for a month is less than the volume of water sold by a vendor, the deficit in revenue is calculated and deducted from the vendor's commission. RCs submit the total revenue in the same day to the Accounts Officer (AO). Both RCs and AO sign to acknowledge payment and receipt for that day. The AO deposits the money in the WSDB account in the same day.

Water pumping records, in terms of the time used in pumping, the amount of water pumped and the amount of electric energy used, are recorded and kept in the designated book. Water Bills are prepared and submitted to private subscribers on a monthly basis, while monthly operational reports are prepared and submitted by WSDB to DA/DWST.

The DAs are to carry out auditing of WSDB accounts annually. WSDBs are to be paid motivating allowances quarterly, whilst O&M staff are to be paid economically-sustainable monthly salaries. Tariffs are to be based on real and prevailing economic costs. These should be designed in a way that shall ensure cost recovery for O&M, expansion and future rehabilitation of the Water System.

The Asesewa and Asiakwa cases

Supervision of the O&M staff is increasingly becoming a problem, due to the non-availability of WSDB unit Heads. Another problem with this Model is that, it has no System

Manager. These pose significant challenges for the management of the System, especially during periods of emergencies, where major decisions affecting funding are required to solve pressing issues.

After the implementation, the Model received substantial post-construction support from the EVORAP project. When the project phased out in 2006, this support stopped. The DAs have not been able to give the needed Management Support and the interaction between the DWST/DA and the WSDBs has been getting weaker and weaker. This has had negative impacts on the monitoring and the cost recovery arrangements in place. For instance, the present tariff was fixed five years ago and can no longer recover cost for expansion and rehabilitation. DAs have not had the courage to approve upward adjustments proposed by WSDBs, either for political reasons or pro-poor considerations. Consequently, operating and maintenance staff have not seen review of salaries in the past two years. Growing tensions and agitations by the O&M staff can have significant consequences on the operations of the System.

The Model has been quite successful in the area of sanitation and hygiene. One full-time Sanitation Worker is employed as one of the O&M staff to undertake daily promotion of hygiene and sanitation in both Asesewa and Asiakwa. The Sanitation Workers continued to perform their roles after the project phased-out in 2006. This has led to a positive behavioral change. In Asesewa, the WSDB constructed an abattoir for the butchers and a 12-seater WC for use in the market area, both currently under its management, from its replacement fund.

Applicability of the model

The Management Model of direct WSDB Management without WATSANS is applicable to the management of Small Town Water Systems in towns that are nucleated and have a relatively homogenous population to enable the easy constitution of the WSDB. The Water System should also be relatively simple (mainly standposts with limited household connections).

Key Reference: The factsheet is based on a case study, written by Philip Francis Ampadu, under the TPP project. The full report can be found on www.ghana.watsan.net/page/777.

This Fact Sheet has been produced under the Tripartite Partnership (TPP) project in collaboration with the RCN Ghana Secretariat. The Resource Centre Network (RCN) Ghana is an institutional partnership of organizations who have committed themselves to improve WASH sector learning, through knowledge development, knowledge management and dissemination. For more information, please visit www.ghana.watsan.net. The TPP project seeks to tackle the core problem of weak sector capacity for planning and delivery of WASH services in poor urban areas through the demonstration of new approaches to pro-poor WASH service delivery in three pilot areas involving tripartite partnerships of NGO, public and private sector. For more information, please visit <http://www.ghana.watsan.net/page/687>