

# Rural Sanitation Operational Research 28<sup>th</sup> MOLE Conference

*4<sup>TH</sup> OCTOBER, 2017*



Oxford Policy Management



Supporting water sanitation  
and hygiene services for life



**MAPLE CONSULT**

\*MANAGEMENT \*PLANNING \*ENVIRONMENT



# Agenda

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# Overview of the event

## Part i) scene setting presentation:

- Summary of the Operational Research approach
- Findings from district level workshops on the enabling environment
- Findings from community level research

## Part ii) Voting



# Overview of the research

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# General background

- WASH sector in Ghana - fair progress in water component but very poor in sanitation coverage
- GoG-UNICEF rural sanitation operational research programme was launched in (November, 2016) to assess progress on rural sanitation & find out what enabling factors at various levels could help bring about improvements

# Key research questions

- How effectively have past rural sanitation approaches achieved their intended outcomes?
- How can CLTS be made more effective? What are the critical components to success?
- To what extent does an improved enabling environment lead to achievement of rural sanitation results?
- How best can sanitation marketing and associated household financing mechanisms be optimized to the Ghanaian context?
- Is local government enabled to fulfil role and complete assigned tasks?
- How sustainable are achieved results?

# Research activities

- Bottleneck Analysis in all six districts (with focus on enabling environment/local government factors)
- Monthly Review of all CLTS data from GoG/UNICEF project database (not just six target districts)
- In-depth FGDs with communities in six target districts
- Recommendations for alterations to implementation to be incorporated into programming
- Increased technical support; development of key documentation
- Two years of research agreed to date



# Past and current implementation approaches

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# Some history revision

- **Early supply driven approaches (1994-2006)**

Approaches often combined subsidy with latrine artisan training. Limited role of MMDAs, CWSA key govt. implementing institution.

- **Shift in focus to demand side approaches (2006-2011)**

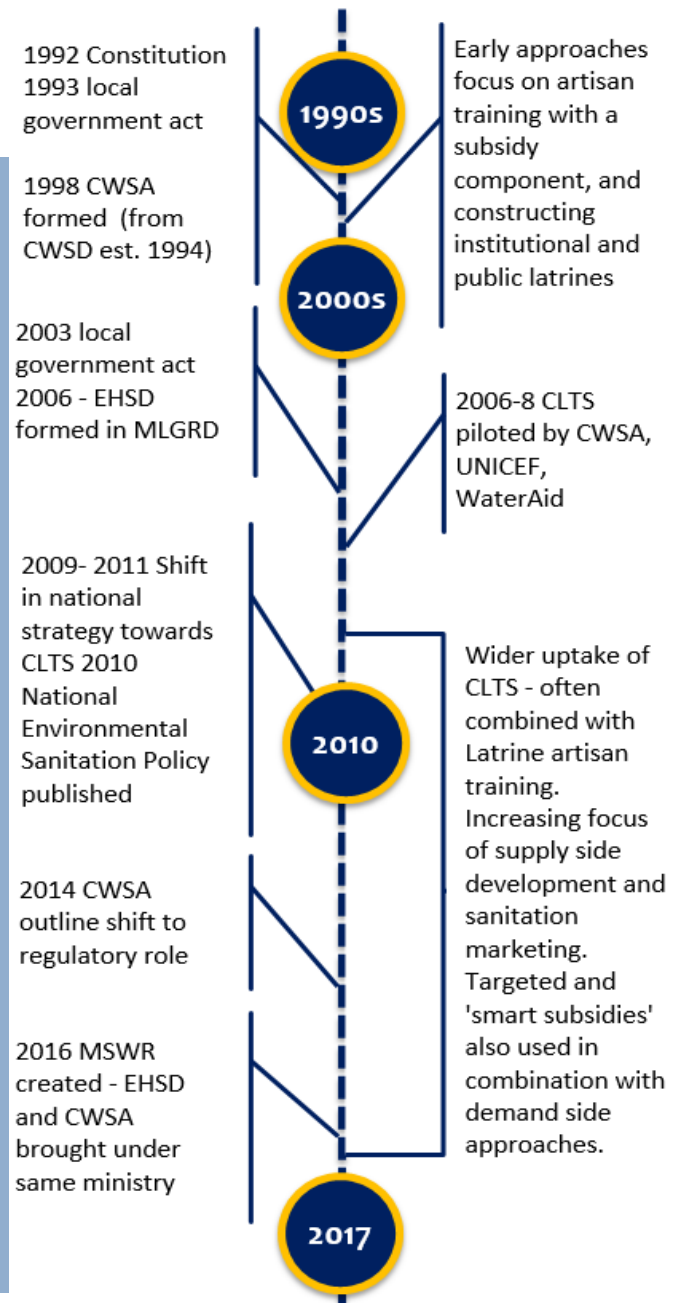
CLTS piloted around 2006-8. Early pilots showed some promise.

Shift in policy and strategy to CLTS 2010-12.

- **Scale up of CLTS as the national approach (2011-2016)**

EHSD take a stronger role within govt. Huge capacity building effort 2012-14

Though low conversation rates seen across the sector in scale-up



# Current Approaches

- CLTS now used by most organisations is demand side promotion
  - *Increasing focus on working directly with MMDA staff in implementation*
  - *Emphasis of empowering and networking natural leaders*
  - *More intensive post-triggering and post-ODF follow-up*
- Increasing focus on the supply side
  - *Introduction of new products to the market*
  - *Focus on strengthening supply chains and facilitating access to materials*
  - *Use of credit increasing – both through traditional approaches like VSLAs/ credit unions as well as more innovative approaches using suppliers and mobile re-payment*
  - *Some orgs re-introducing subsidy with CLTS to lower construction costs*

# Current Approaches

	Demand side approaches	Supply side approaches
<b>Global Communities</b>	CLTS with MMDA field facilitators (previously PO)	Latrine Artisan training, marketing of plastic slab, facilitation to access of low cost materials, use of VSLAs and indirect subsidy.
<b>iDE</b>	Door to door sales promotion by recruited sales agents	Market research. Training of Latrine Artisans and support to developing enterprises. Recruitment and training of sales agents. Credit through enterprises and mobile payment. Supply chain strengthening.
<b>Plan</b>	CLTS with. PO field facilitators.	Latrine Artisan training
<b>SNV</b>	CLTS with MMDA field facilitators (previously POs)	Training of Latrine Artisans and marketing of SafiLatrine. Use of VSLAs and credit unions. Establishing SaniMarts.
<b>WaterAid</b>	CLTS with mass media promotion, focus on entertaining. Field facilitators from POs	Training of latrine artisans. Material subsidy to persons with disabilities.
<b>CWSA/WB</b>	CLTS. MMDA field facilitators (previously consultants/POs)	Latrine artisan training. Planned re-introduction of subsidy.
<b>WVG</b>	CLTS with MMDA and local consultants (POs) field facilitators; combined with mass media promotion, advocacy and capacity-building initiatives	Latrine Artisan training, initiating sanitation marketing, facilitating savings groups, livelihood empowerment interventions and construction of institutional latrines in educational and health institutions

## Strategies used

## Remaining barriers

### Supporting effective CLTS implementation

- Focus on strengthening MMDA staff involvement in CLTS process
- Emphasis of empowering and networking natural leaders
- Intensive post-triggering and post-ODF follow-up
- Broader supporting BCC (mass media, engaging religious and traditional leadership)

- Large number of previously triggered communities not ODF
- Few enforcement mechanisms available to EHO/As
- Challenges in applying model in dense and socially fragmented communities
- Resistance to constructing 'basic' latrines and few options in difficult soil conditions
- Limited MMDA funds and resources for transport

### Household access to finance

- Utilisation of VSLAs and credit networks
- Provision of credit through sanitation enterprises
- Use of mobile repayment options

- High cost of borrowing
- Mismatch between willingness to pay and high construction costs

### Lowering construction costs

- Engaging directly with higher up the supply chain
- Subsidy
- Support to latrine artisans beyond training on technical options to developing enterprises

- Scalability of subsidy or models or directly facilitating access to materials
- Enterprise development models at early stages of development

### Promoting suitable technology options

- Strengthening MMDA staff's technical options
- Latrine Artisan training
- Development and marketing of affordable and robust latrine options

- Sustainability concerns for basic latrines (i.e. collapsing pits and affordable latrines options)
- Limited low-cost options for areas with high water tables or challenging soils

### Supporting effective monitoring

- Direct financial support to RICCS and DICCS for monitoring
- Timely verification and certification of ODF communities

- Limited MMDA funding to for monitoring



# The GoG/UNICEF ‘incremental approach’

- Between 2012 and 2014 the EHSD trained over 600 facilitators, including 100 master trainers
- Large number of communities triggered 2012-14 with low conversion
- Low conversion rate caused the EHSD to halt triggering new communities in 2014/15 and reflect on the approach

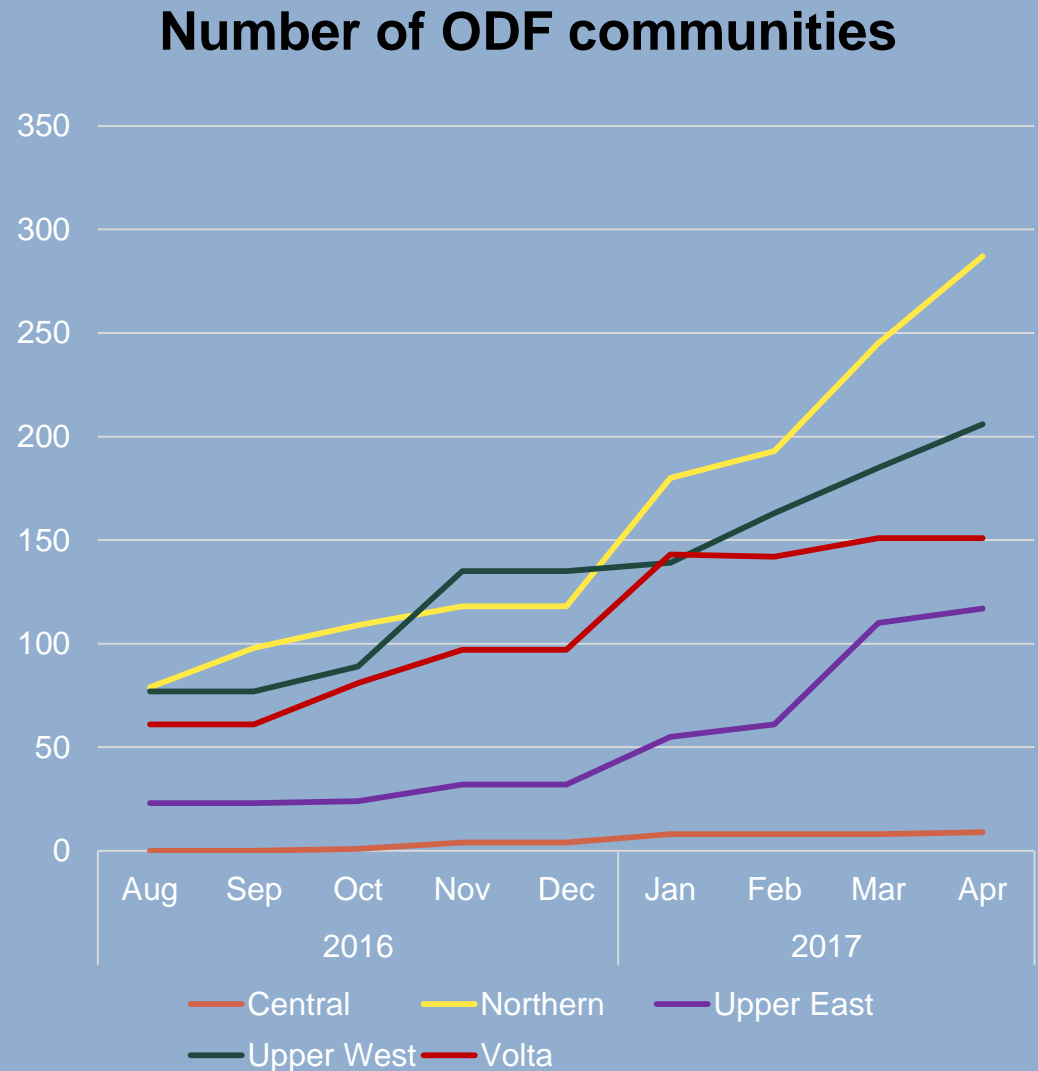
## → **Result was introduction of the ‘incremental approach’ which entails**

- *Targeting of fewer ‘priority’ communities*
- *EHO/As revising previously triggered communities with more intensive follow-up*
- *Much stronger focus on the role of natural leaders*
- *Strengthening of regional support to MMDAs*

## → **Change of approach has led to a rapid acceleration in result**

# The GoG/UNICEF ‘incremental approach’

- Rapid acceleration in results – progress in last 9 months is twice that of the previous 4 years.
- Conversion rate in priority communities up to 49%, and as high as 57% in the Northern Region





District level  
enabling  
environment

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# Background and Context

- Three districts from the Northern Region (Mion, Zabzugu, and East Gonja) and three districts from the Volta Region (Kpando, Ho West, and North Dayi) were selected for the research
- Sampling based on high performing, moderately performing and low performing district in each region
- Fourteen thematic elements in the WASH-BAT and six Enabling Environment elements were covered in the district workshops



# Summary of assessment

Enabling Environment Area	Thematic areas	Volta			Northern		
		Kpando	Ho West	North Dayi	Mion	Zabzugu	East Gonja
Sector Policy and Strategy	<i>Policy and strategy</i>	Green	Yellow	Yellow	Green	Green	Green
	<i>Targets</i>	Yellow	Yellow	Yellow	Green	Yellow	Green
Sector Planning, Monitoring and Review	<i>Annual planning</i>	Yellow	Yellow	Yellow	Yellow	Green	Yellow
	<i>Annual review</i>	Yellow	Yellow	Yellow	Green	Green	Green
	<i>Sector and service monitoring</i>	Green	Yellow	Yellow	Green	Yellow	Yellow
Institutional Arrangements	<i>Social norms</i>	Green	Yellow	Yellow	Green	Green	Green
	<i>Institutional leadership</i>	Green	Yellow	Red	Green	Yellow	Green
	<i>Stakeholder coordination</i>	Yellow	Yellow	Yellow	Green	Green	Green
Sector Capacity	<i>Investment plan</i>	Grey	Grey	Grey	Grey	Grey	Grey
	<i>Promotion and scaling up of services</i>	Green	Yellow	Yellow	Green	Green	Green
Sector Budgeting and Financing	<i>Sub-national budgeting and accounting</i>	Yellow	Yellow	Yellow	Yellow	Green	Yellow
	<i>Budget utilization</i>	Yellow	Yellow	Red	Yellow	Yellow	Yellow
Availability of products/ cost-effective implementation	<i>Private sector development</i>	Yellow	Red	Red	Red	Yellow	Yellow
	<i>Supply-chain and services</i>	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow

# Overview of results

- Generally the Northern Region districts were consistently better than those in the Volta Region
- Most districts all have in place many of the elements in the strategy, planning, monitoring and co-ordination areas
- There is more variation with respect to institutional leadership particularly in the Volta Region
- Broadly the budget and budget implementation are a greater constraint; while most districts include some sanitation specific budget lines, the Environmental Health Units (EHUs) in the MMDAs receive little to no funds for rural sanitation activities from MMDA budgets
- The supply side and private sector development areas were also consistently raised as clear bottleneck areas

# Key enabling factors

- **The level of senior leadership, and ownership of CLTS by Environmental Health Unit (EHU-DEHO), and District Assembly (DA-DCD)** – *Critical to facilitating prioritisation of sanitation and staff motivation*
- **Recognition of staff and community efforts** – *Strongly related to the degree to which ODF is an outcome that is owned and prioritised*
- **Fund availability and release** – *extent and speed to which external funds are released. MMDAs reported that internal funds are not made available for rural sanitation activities*
- **Innovative advocacy, locally tailored ways of working with communities** - *effective use of local media and/or engaging local leaders such as traditional leaders, religious leaders, etc*

# Key Supporting Actions

- Follow-up by more senior staff and rotating of field staff, identifying and celebrating excellent work by EHO/As
- The visibility of results (ODF league tables) - important factor motivating district staff at all levels
- Follow-up visits from regional level (mainly RICCS) – including regional ODF reviews
- Engaging support from local leaders outside the DA – e.g. traditional leadership (Chief, headmen etc) and religious institutions and leaders
- Support a network natural leaders



# Community level research

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# Overview

- In the same districts conducted intensive community level research - in each district we conducted group discussions (male and female) and interviews with natural leaders, community leaders and latrine artisans.
- In each district visited 3 types of communities:
  - Type 1 – communities triggered and have achieved ODF status (> 2years);
  - Type 2 – Communities that have been triggered but not achieved ODF status yet and are not likely to achieve so due to certain challenges:
  - Type 3 – communities triggered and have slipped (not found) or triggered but are contending with difficult terrain (high WT, rocky/loose soils)

# Overview

Region	District	Gd male	Gd female	Kii – NL	Kii – LA	Total
Volta	North Dayi	5	5	10	3	23
	Ho West	5	5	10	5	25
	Kpando	5	5	10	2	22
Northern	East Gonja	5	5	13	2	25
	Zabzugu	4	5	10	3	22
	Mion	5	5	14	1	25
						142

# Findings –

- General good relations between communities and DA-level staff (frequency of visits from the DA staff);
- Use of radio and other publicity channels;
- Strong local leadership, including active natural leaders and the use of community-level fines;
- Smaller and more homogeneous communities;
- “Virgin communities” (no exposure to previous subsidy-approach) are less likely to be resistant to CLTS approach;
- Young males can prove key to CLTS approaches
- Logistics support- Some EHAs have to use their own motor bikes and fuel them for community visits



# Findings –

- Unfavorable soil conditions leads to slow progress - however, there were local innovations to address this difficulty particularly in VR;
- Limited technology options for different soil conditions is major constraint but some sector partners are trying to address this e.g. digniloo;
- Durability of toilets a concern for ODF sustainability;
- More densely populated areas tend to find it more difficult to build their own toilets due to lack of space – e.g. presence of more public latrines in VR

# Findings –

- Affordability of cement is a constraint hence GC approach (bulk purchase, transport and distribution to h/h at wholesale price) is appreciated;
- Most Latrine Artisans see latrine construction as part-time job affecting pace (use of communal labour for h/h toilets higher in NR than VR);
- Limited technology options for different soil conditions is a major constraint.



Next steps for  
the research

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# In 2017/18

- Next NLLAP in October 2017, up-north in Tamale
- Sanitation marketing and financing issues, - next Op Res, 2018
- Scaling up implementation of Natural leaders networks
- Technical review of proposed Results Based Financing
- Cost models and Value For Money analysis

OMI expresses Gratitude to Stakeholders  
Grazie!

# VOTING TIME

1. How many are involved in CLTS work (research, planning, training, implementation, certification, coordination etc)?

A) To what extent is institutional leadership key to CLTS?

B) To what extent is recognition of frontline workers key...?

C) In your estimation, how critical is the role of the EHAs in CLTS work?

# VOTING TIME

- D) To what extent is the use of relevant media and publicity channels important in CLTS work (demand creation and supply- side?)
- E) ... ODF league table?
- F) ... Network of Natural Leaders?
- G) ...Sound DA-community relations?
- H) ...Influence of young men?
- I) ... Cement affordability?
- J)... Limited latrine technologies?
- K) ...Part-time work of Latrine Artisans?

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