

# Rural Sanitation Operational Research CLTS Stock Taking Forum

*“The Enabling Environment for Rural Sanitation –  
District and National level factors supporting and  
inhibiting success”.*

12/07/2017



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) background of the OPRES

- Methodology and research design
- Findings to-date
- NLLAP feedback

## Part ii) Ranking of key enabling factors

- Analysis/interrogation of first four priority factors
- Conclusion

# Background

- Ghana WASH sector - fair progress in water component but very poor in sanitation coverage
- GoG-UNICEF programme support launched research in November, 2016 to ascertain why we are where we are in respect of rural sanitation & find out what enabling factors at various levels can 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?



# Background

- Duration – 2016 to 2018
- Consultants – OMI thro' the NTWGS
- Choice of regions – VR and NR
- Choice of districts – 2 good performing, 2 averagely-performing & 2 poor-performing





# Methodology and Study Design

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# Methodology

- Desk studies/literature review
- Key Informant Interviews @ national and regional levels (Plan Ghana, SNV, WV, GC, WAG, iDE, WB, CWSA & Others (TREND, CONIWAS, PRONET, APDO))



# Bottleneck Analysis Tool

- Employed at district levels (6 in all)

	Good performing	Average performing	Poor performing
Volta	Kpandu	Ho West	North Dayi
Northern	Mion	Zabzugu	East Gonja

- Performance based on ODF conversation rates
- Consultations with REHOs, DEHOs and Regional and District UNICEF consultants
- 2-day workshop – Core DA staff, DPs and NGOs/CSOs working at the district and community levels
- A number of thematic elements and enabling environment factors used



# Focus Group Discussions

- Employed at community levels
- - Selection of local firm (JMK for qualitative data collection)
- - Selection of 5 communities per district
- - 2 ODF communities
- - 2 triggered communities but not achieved ODF status
- - 1 triggered but slipped/may not achieve ODF status due to challenges e.g. rocky soil, collapsing pits etc.



# Other avenues for research information & dissemination

- - NTWGS
- - NLLAP
- - Publications etc.



# FINDINGS TO-DATE



# 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)**

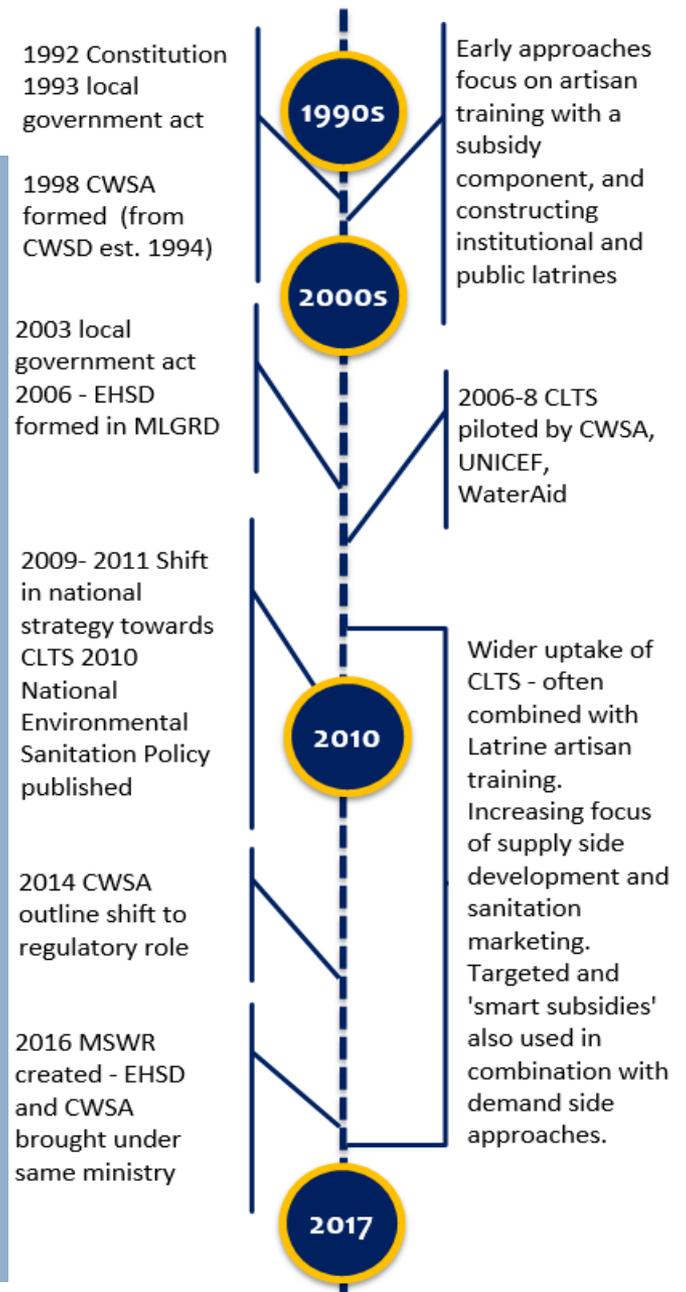
CLTS piloted around 2006-8. Early pilots showed some promise.

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*

# Priority areas and remaining barriers

	Strategies used	Remaining barriers
<b>Supporting effective CLTS implementation</b>	<ul style="list-style-type: none"> <li>- Focus on strengthening MMDA staff involvement in CLTS process</li> <li>- Emphasis of empowering and networking natural leaders</li> <li>- Intensive post-triggering and post-ODF follow-up</li> <li>- Broader supporting BCC (mass media, engaging religious and traditional leadership)</li> </ul>	<ul style="list-style-type: none"> <li>- Large number of previously triggered communities not ODF</li> <li>- Few enforcement mechanisms available to EHO/As</li> <li>- Challenges in applying model in dense and socially fragmented communities</li> <li>- Resistance to constructing 'basic' latrines and few options in difficult soil conditions</li> <li>- Limited MMDA funds and resources for transport</li> </ul>
<b>Household access to finance</b>	<ul style="list-style-type: none"> <li>- Utilisation of VSLAs and credit networks</li> <li>- Provision of credit through sanitation enterprises</li> <li>- Use of mobile repayment options</li> </ul>	<ul style="list-style-type: none"> <li>- High cost of borrowing</li> <li>- Mismatch between willingness to pay and high construction costs</li> </ul>
<b>Lowering construction costs</b>	<ul style="list-style-type: none"> <li>- Engaging directly with higher up the supply chain</li> <li>- Subsidy</li> <li>- Support to latrine artisans beyond training on technical options to developing enterprises</li> </ul>	<ul style="list-style-type: none"> <li>- Scalability of subsidy or models or directly facilitating access to materials</li> <li>- Enterprise development models at early stages of development</li> </ul>
<b>Promoting suitable technology options</b>	<ul style="list-style-type: none"> <li>- Strengthening MMDA staff's technical options</li> <li>- Latrine Artisan training</li> <li>- Development and marketing of affordable and robust latrine options</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability concerns for basic latrines (i.e. collapsing latrines)</li> <li>- Limited low-cost options for areas with high water tables or challenging soils</li> </ul>
<b>Supporting effective monitoring</b>	<ul style="list-style-type: none"> <li>- Direct financial support to RICCS and DICCS for monitoring</li> <li>- Timely verification and certification of ODF communities</li> </ul>	<ul style="list-style-type: none"> <li>- Limited MMDA funding to for monitoring</li> </ul>



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District level  
enabling  
environment  
findings

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# 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

# 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
<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>WVI</b>	CLTS with MMDA field facilitators. Combined with mass media promotion and advocacy through capacity building initiatives .	Latrine Artisan training. Initiating sanitation marketing, savings groups, livelihood empowerment interventions



# 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 finding from approaches is the **USE OF THE INCREMENTAL APPROACH**

# 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

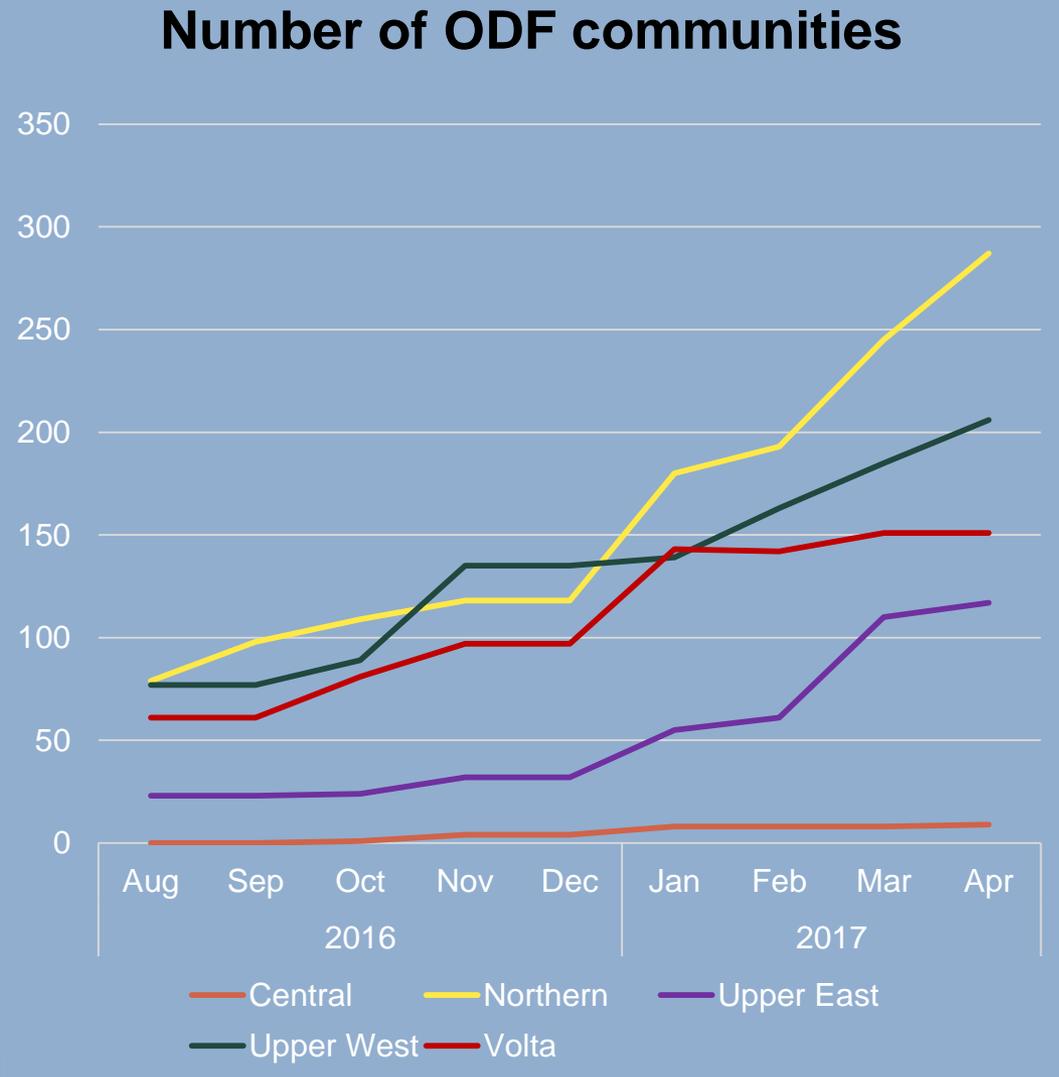
## → **Result was introduction of the ‘incremental approach’ which entails**

- *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





# Feedback from NLLAP

# Ranking of key enabling factors

- - Leadership and institutional arrangements
- - Financing
- - Innovative advocacy
- - Policy and practice
- - Monitoring
- - Planning and investment
- - Technology options
- - Construction cost



# Key enabling factors cont'd

- Analysis and interrogation of factors
  - Conclusions

☐ THANK YOU FOR YOUR ATTENTION AND PARTICIPATION!!!

