

Sustaining Rural Water Service Delivery In Ghana

National Learning Alliance Forum on Sustainability

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Triple-S Ghana

Some CSO2 findings

Sector performance assessment

Enabling

The supporting environment for a functioning subsector: clear leadership and objectives; mechanisms to coordinate, plan and review investments; clear, comprehensive and sufficient budget lines

Developing

The systems and structures for procuring and delivering equitable services at ground level: utilization and reporting of funds; community participation and targeting of resources; quantity and quality of outputs (hardware and software)

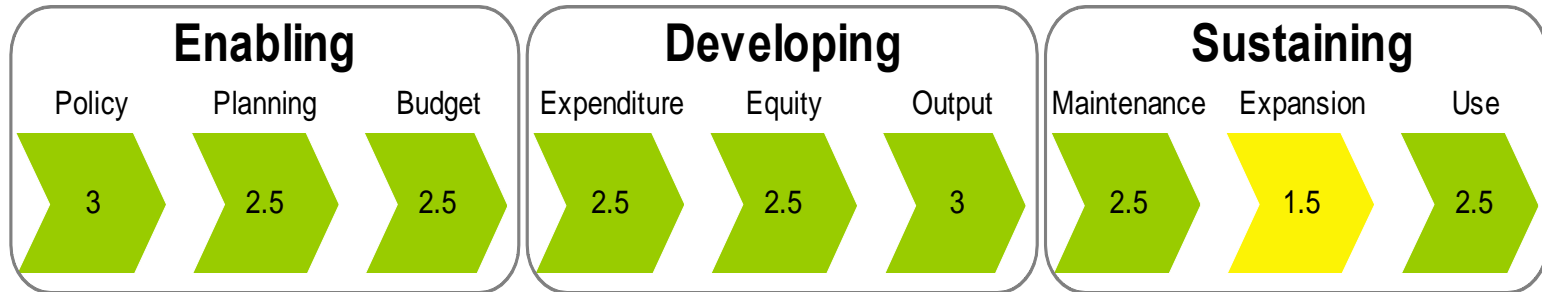
Sustaining

The mechanisms for sustaining and scaling up access and safe use: support for maintenance or markets for hardware; systems for expanding services or tracking uptake; extent of use and quality of improved services

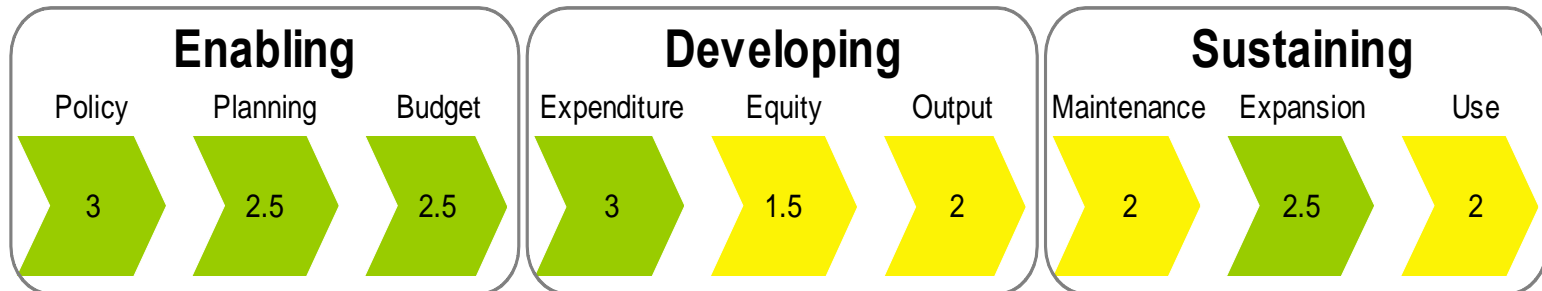
Some CSO2 findings

- Water supply

RWS



UWS



avelled

● Centralised approaches of the 1960s

● UN International Decade for Water and Sanitation 1990s –COM and management and DRA

● 2000s –Post-construction issues and beyond community management



The last 20 years

- **Different approaches: VLOM, COM, DRA**
- **New elements—on gender, supply chains, water source protection and integrated water resource management**
- **New ideas on management options, limits of community management and involvement of small-scale private sector**
- **Increased coverage from 27% in 1990-59% in 2009
(provider data) JMP 32-72% (user data)**

The functionality challenge



Breakdowns, failures, non-functionality guess estimated 25-30%??????



Build on progress, but make a shift from projects to service delivery

Wasted investment

ersus Service Delivery

Approach

- **The Project Approach**

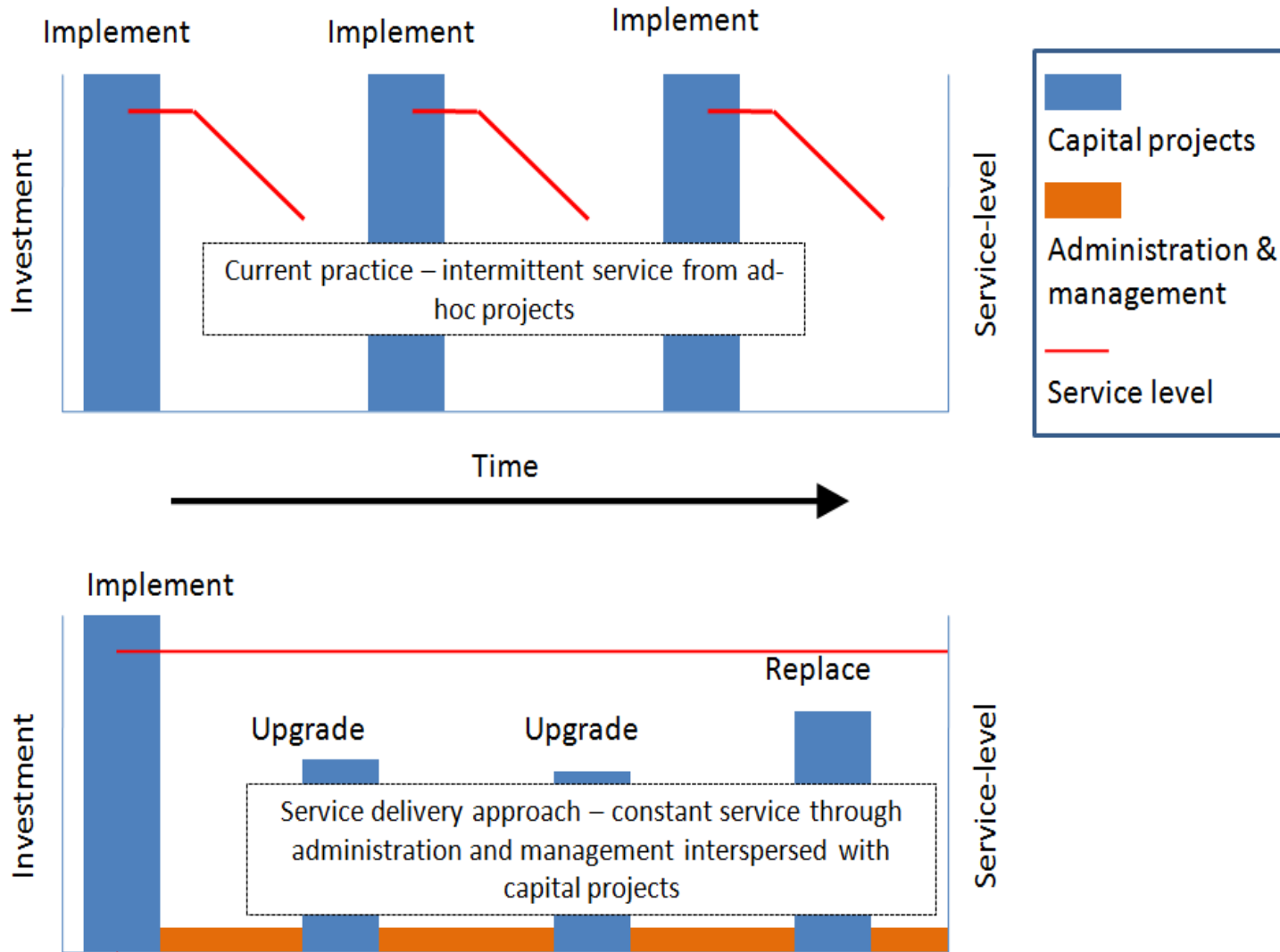
- Temporary execution structures
- Definite timeframe linked to project cycle
- System construction
- Limited attention to post construction support
- Bilateral and parallel funding
- Different intervention approaches
- No framework for

Coordination

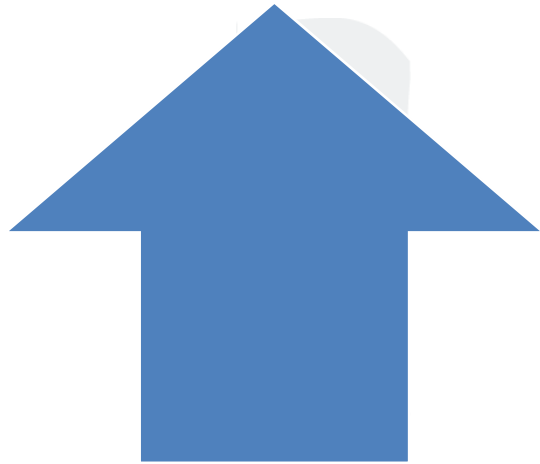
- **The Service Delivery Approach**

- Addresses investment and provision of services
- Unlimited time frame linked to institutionalised structures
- Coordinated framework for WASH services
- Overarching policy, strategy, including commonly agreed approach, model(s) and guidelines
- Recognition of sector learning and promotion of innovation

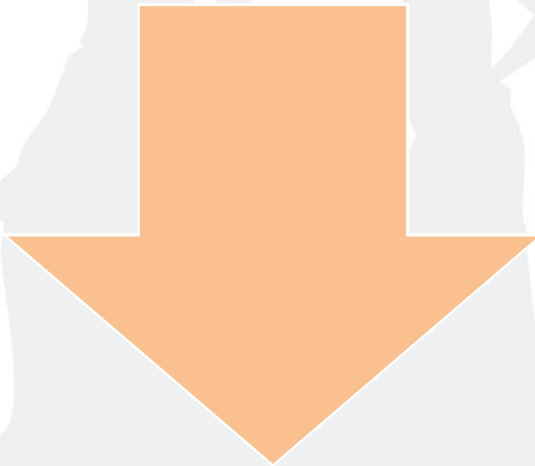
From projects to services



Parameters of sustainability



What is
working well



What requires
attention

Policy, strategy and plans

What is working well

- National Water Policy
- National Community Water and Sanitation Program
- Program implementation plan
- Standards, norms and guidelines
- Service delivery models and management options
- Sector investment plans

What requires attention

- The gap between theory and practice
- Fragmented reforms leading to gaps
- Agreement on a service delivery approach
- Articulation of how to manage post construction support within a service delivery approach in operational documents, official recognition
- Publication and dissemination of operational documents

Harmonization and coordination

What is working well

- Establishment of the water directorate
- Process for Sector Strategic Development Plan (SSDP) preparation initiated
- SWAp process initiated
- Sector policy dialogue

What requires attention

- Human and financial resourcing of the Water Directorate
- An agreement on a service delivery approach and sector performance indicators
- Sector performance reporting
- Framework for district level harmonization and coordination

Finance and institutional arrangements

What is working well

- Established Government of Ghana Ministry and Agency – MWRWH, CWSA
- Local government authority (DWST/DWD)
- Service provision bodies (WSDB, WATSAN)
- Sector engagements platforms- WSSG, NLA

What requires attention

- Clarity of roles
- Inter-Ministerial coordination
- Inter- coordination and harmonization
- Capacity of district Assemblies (DWST/DWD) and service providers
- Politicisation of water boards
- Over reliance on voluntarism

Technical Services

What is working well

- Standardization of hand pumps
- Establishment of District Water and Sanitation Teams (DWST)
- Legislation establishing District Works Department (DWD)
- Planning for operation and maintenance
- Back stopping from CWSA
- Some efforts at establishing spare part distribution chain

What requires attention

- Pace of implementation of LI establishing DWDs
- Unwieldy designs
- Technical know how of service providers and service authority
- Private sector and NGO participation inf technical backstopping
- Reliability of spare part distribution system

Post construction financing

What is working well

- Pay as you fetch principle
- Bye laws and guidelines on tariff setting
 - Users responsible for operation and maintenance cost through tariffs
 - Sector investment planning

What requires attention

- Responsibility for capital maintenance, upgrading and replacement
- Management of investment capital fund
- Abolition of 5% community contribution- How is the finance gap being filled?
- Reimbursement of institutional fee
- Institutional financing
- Disconnect between investment plans and MTEF

ing, accountability and regulatory framework

What is working well

- District Monitoring and Evaluation system (DIMES)
- Data on coverage
- Norms and standard for service delivery
- Initiated legislation process for regulation
- Bye laws requiring annual audit of water service providers
- Water quality framework

What requires attention

- Up scaling implementation of DIMES
- Comprehensive system for functionality and service delivery assessment
- Adherence to audit requirements and follow-ups
- Implementation of the water quality framework



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Suggestions for consideration

Suggestions for consideration

Policy, strategy and plans

- Define a clear approach and strategy for water service delivery in Ghana
- define indicators for service delivery and sustainability
- Revise existing documents (NCWSP, PIM, DOM, guidelines) to include strategy for addressing post construction issues, publish and disseminate.

Governance and institutional arrangement

- Increase human and resource capacity of the water directorate
- Clarify role of district assemblies
- Upscale establishment of District Works Department

Suggestions for consideration

Harmonization and coordination:

- develop a framework for harmonization and coordination
- establish mechanisms for inter Ministerial Coordination
- Establish mechanisms for inter institutional coordination
- Make alignment to SSDP a requirement for funding to the sector

Technical Services

- Support mechanisms to localise manufacturing of spare parts
- Develop support mechanisms for private sector participation
- Support the supporters (technical know-how and resources)

Suggestions for consideration

Post construction financing:

- Clarify responsibility for system repairs, upgrading and replacement
- Consider other innovative fund management arrangement such as fund manager concept, insurance of facilities
- Streamline mechanisms for reimbursing institutional fee
- Sector investment plans to include post construction cost and linked to MTEF
- Define clear policy and mechanisms for and agreements on institutional financing

Suggestions for consideration

Monitoring , accountability and regulation

- Upscale implementation of DIMES
- Consider expansion of DIMES to capture service delivery
- Define benchmarks for monitoring service delivery and indicators for sustainability
- Establish a system for implementation of the water quality framework
- Conduct a functionality mapping through WATSANs/ WSDBs
- Establish benchmarks for regulation, sanction and reward systems

What does it take to support the uptake of a sustained water service ?

Agreement on Service delivery Approach

Water security and safety planning

Technical Services: spare parts and TA

Clarity of Roles- CWSA/DA/ WSDB/WATSAN

Support to full life-cycle costs

Performance monitoring, accountability and regulation

Bridge policy and practice: Service delivery source documents and guidelines

Strong national leadership and vision –better harmonization and alignment

Conclusion

Government has an unavoidable role to play in this, as the only actor with the legitimacy to lead development of an agreed framework for service delivery. Yet, while government can lead the way, it will require the active support of national and international partners and financiers