MODELS FOR SUSTAINABLE WATER SERVICE DELIVERY

Triple-S Project

Presentation by TREND Group on
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PRESENTATION OUTLINE

- Definition of Service Delivery Model
- Objectives of the study
- Methodology for the study
- Overview of SDMs in Ghana
- Description of 3 selected SDMs
- Summary of key issues
- Key questions for discussion

DEFINITION OF SERVICE DELIVERY MODEL

A Service Delivery Model (SDM) is a concise and agreed description of a type of service. It covers:

- The service level being targeted
- The management model(s) permitted
- Descriptions of the roles and responsibilities of all actors service providers, service users, service regulators; support agencies)
- The necessary enabling and supporting legislation (laws, bye-laws, regulations)

OBJECTIVES OF THE STUDY

The objectives for this study include:

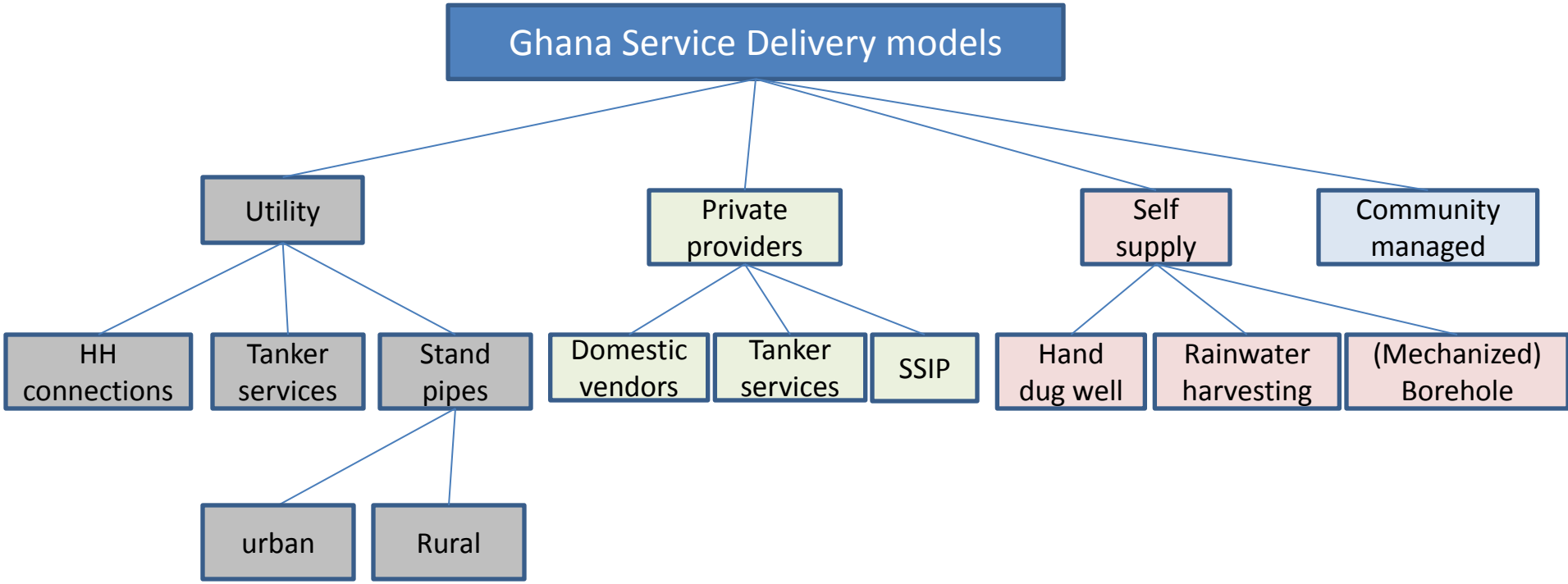
- To identify and describe broadly the current service delivery models (SDMs) in place
- To provide a detailed account on 3 or 4 models
- To describe the SDM as in theory and in practice
- To identify issue for scaling-up or replication

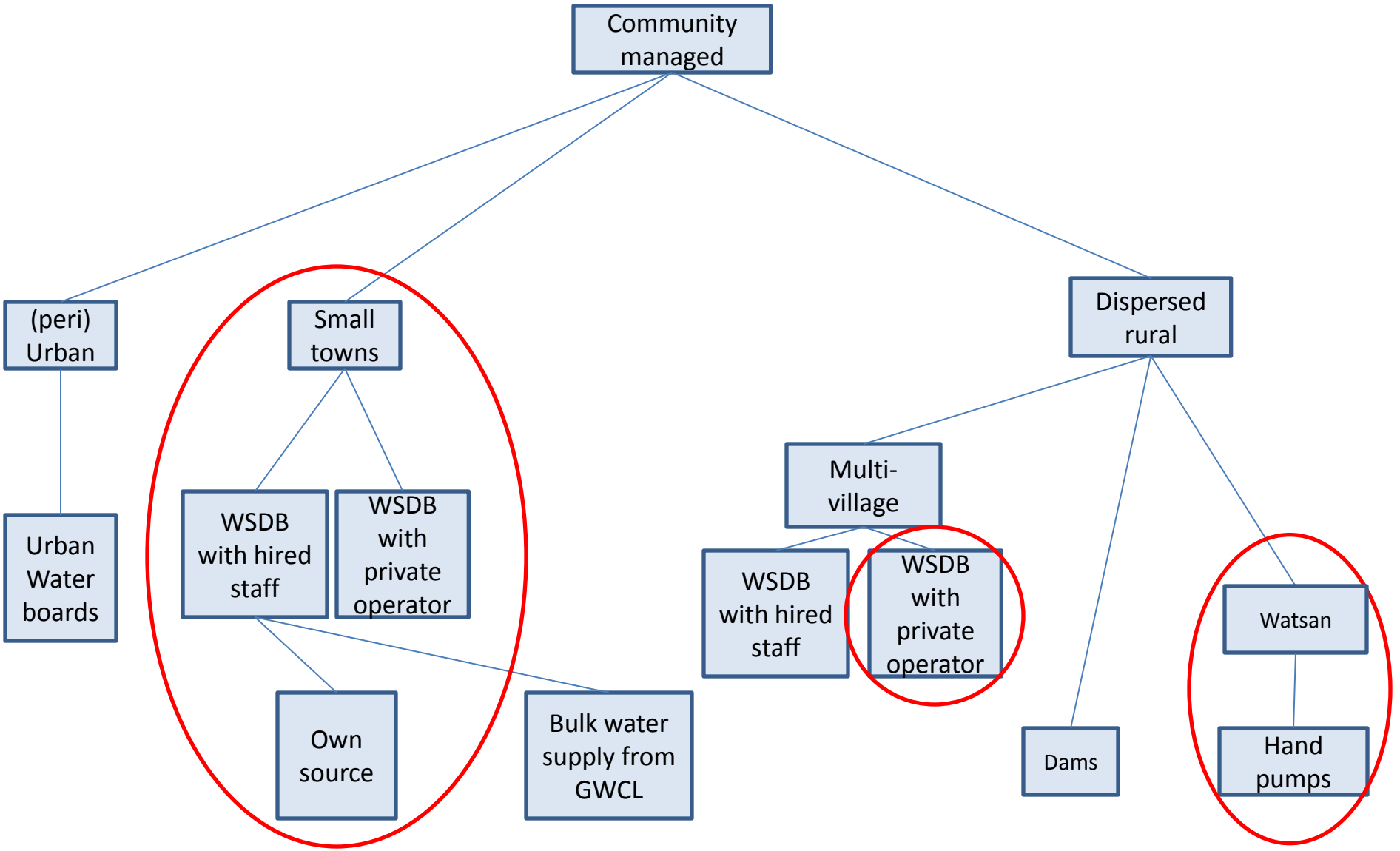
METHODOLOGY FOR THE STUDY

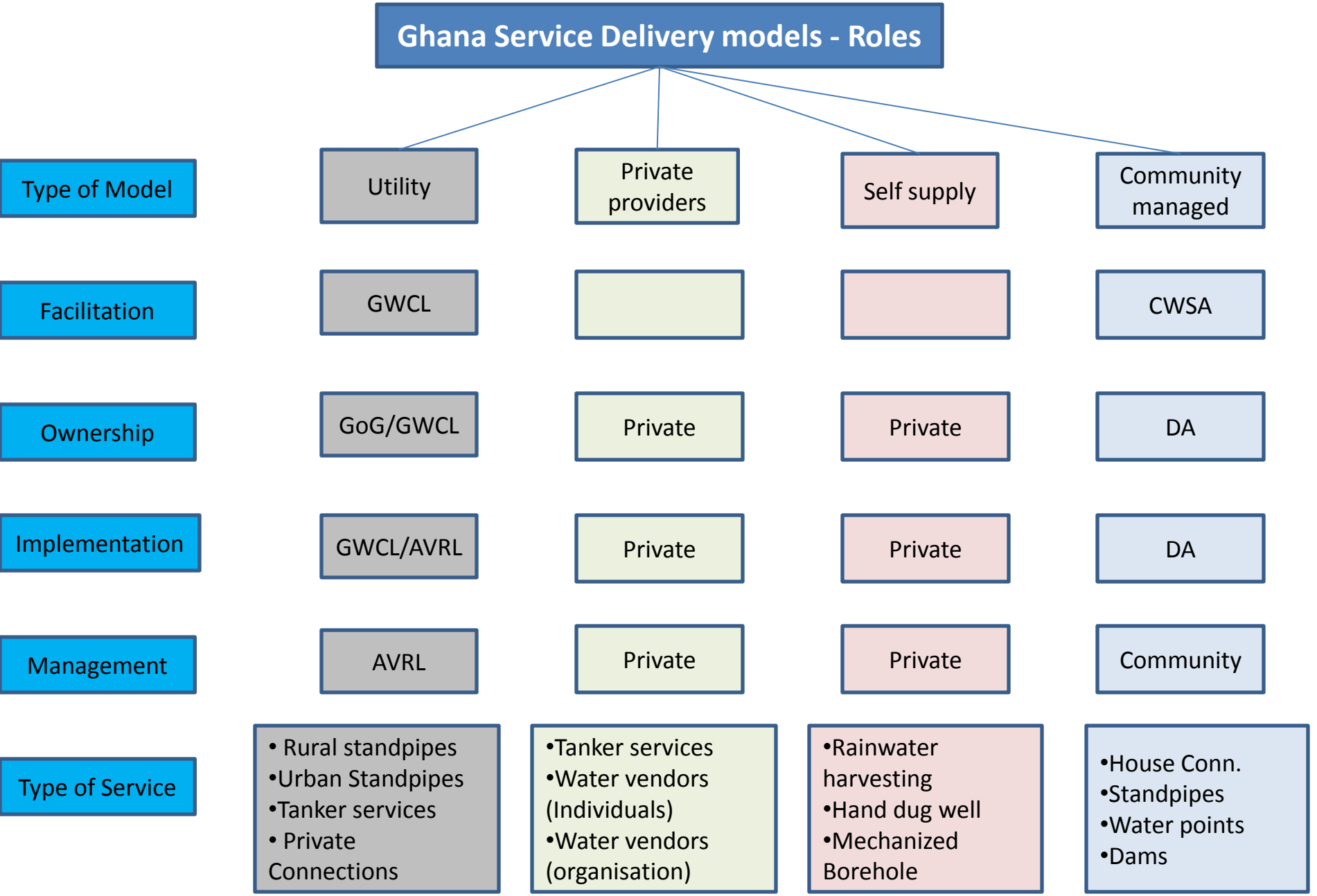
The study mainly used the qualitative approach. Three main activities in terms of methodology were undertaken:

- Desk based studies
- National level and key stakeholder consultations
- Regional and district level consultations in CR and NR

OVERVIEW OF SDMs IN GHANA


Ghana Service Delivery models
Utility
Private providers
Self supply
Community managed
HH connections
Tanker services
Stand pipes
Domestic vendors
Tanker services
SSIP
Hand dug well
Rainwater harvesting
(Mechanized) Borehole
urban
Rural


Community managed
(peri) Urban
Small towns
Dispersed rural
Urban Water boards
WSDB with hired staff
WSDB with private operator
Own source
Bulk water supply from GWCL
Multi-village
WSDB with hired staff
WSDB with private operator
Dams
Watsan
Hand pumps


Ghana Service Delivery models - Roles
Type of Model
Utility
Private providers
Self supply
Community managed
Facilitation
GWCL
CWSA
Ownership
GoG/GWCL
Private
Private
DA
Implementation
GWCL/AVRL
Private
Private
DA
Management
AVRL
Private
Private
Community
Type of Service
• Rural standpipes
•Urban Standpipes
•Tanker services
• Private Connections
•Tanker services
•Water vendors (Individuals)
•Water vendors (organisation)
•Rainwater harvesting
•Hand dug well
•Mechanized Borehole
•House Conn.
•Standpipes
•Water points
•Dams

DESCRIPTION OF 3 SDMS

The selected models include:

- Community Managed Small Towns SDM
- Community Managed Rural Point Source SDM
- Community Managed Multi-Town/Village SDM

Community Managed Small Towns SDM

Institutional Roles and responsibilities

- **MWRWH** – Policy Formulation
- **CWSA** – Facilitation (implementation, funding, policy formulation)
- **RWST** – Backup support to DAs (play some implementation role to fill DA capacity gap)
- **DA** – Ownership, Implementation and Technical Support
- **Communities (WSDBs)** – Corporate oversight and service delivery
- **Private Sector** – Provision of Services (studies, mobilisation, construction, supply of materials, Training, O&M)

Level of Service

- It is serves towns with populations of 2000 to 50,000
- It operates on the COM approach
- It relies on both ground water and surface water sources
- It provides both house connections and standpipe with emphasis on standpipes (60-80% depending on size of pop)
- Standpipes should be accessible within 500m radius
- Quality of water - GSB standard requirements
- It provides basic water needs of 20l/c/d for standpipes and 60 l/c/d for household connections
- All year round supply is recommended (at least 95% level of achievement) ?

Management model

- Legal ownership is with DAs
- DWSTs are established in the DAs as the technical unit to support the implementation, monitor operations and backstop the management of the facility
- Management responsibility is delegated to the WSDB
- WSDBs are trained on their responsibility
- Two main management options are operating: WSDB with permanent staff and WSDB with O&M contract a private firm
- In some cases, there are WATSAN committees to support
- It has emerged as one of the outputs of sector reforms in the 1998 which has been spearheaded by donor partners such as World Bank
- Maintenance/rehabilitation/replacement responsibility rest with the community/DA

Enabling Environment

- CWSA has developed manuals and guidelines including Small Town Sector Policy, Design Guidelines, O&M , Project Implementation manuals, etc. to guide its operation
- The Agency is currently reviewing its manuals and guidelines
- CWSA does not have the legal backing to enforce these guidelines. Some work on that is currently ongoing on that
- The MLGRD has developed a model bye-law to guide the establishment and operations of WSDB
- DAs are the tariff regulators
- WSDBs take their legal authority from the DA
- There exist AWSDBs in the 3 Northern Regions
- There is a framework for PPP for O&M

Key Findings / Challenges of the SDM

- No clear mechanism to deal with conflicts that involve the DA and situations where DAs fail in performance
- There is lack of linkage between the WSDB and the sub-district structures
- The model puts the ultimate authority in the DAs that have not committed a lot of technical and financial resources to support the systems.
- The technical knowhow on WASH issues is not readily available in the community and that can affect the operations of the WSDB even after training.
- Inability of WSDBs/DAs to raise adequate revenue for maintenance, rehabilitation and replacement
- Lack continuous and sustainable capacity building for WSDBs
- Legal backing for the enforcement of CWSA regulations is needed
- Price formula is not sustained

Community Managed Rural Point Source SDM

Institutional Roles and responsibilities

- **MWRWH** – Policy Formulation
- **CWSA** – Facilitation (implementation, funding, policy formulation)
- **RWST** – Backup support to DAs (play some implementation role to fill DA capacity gap)
- **DA** – Ownership, Implementation and Technical Support
- **Communities (WATSANCs)** – Corporate oversight and service delivery
- **Private Sector** – Provision of Services (studies, mobilisation, construction, supply of materials, Training)

Level of Service

- It is serves towns with populations of 150 to 2,000
- It operates on the COM approach
- It relies on both ground water and in special cases surface
- water sources
- It provides point sources
- Waterpoints should accessible be within 500m radius
- Quality of water - GSB standard requirements
- It provides basic water needs of 20l/c/d
- All year round is recommended (at least 95% of the times)

Management model

- Legal ownership is with DAs
- DWSTs are established in the DAs as the technical unit to support the implementation, monitor operations and backstop the management of the facility
- Management responsibility is delegated to the WATSANCs
- WATSANCs are trained on their responsibility
- It has emerged as one of the outputs of sector reforms in the 1998 which has been spearheaded by donor partners such as World Bank
- Maintenance/rehabilitation/replacement responsibility rest with the community/DA
- Area mechanics are trained under the project to offer maintenance services to the communities
- Spare parts networks have been established – turnover of operators is a challenge

Enabling Environment

- CWSA has developed manuals and guidelines including Small Town Sector Policy, Design Guidelines, O&M , Project Implementation manuals, etc. to guide its operation
- The Agency in currently reviewing its manual and guidelines
- CWSA does not have the legal backing to enforce these guidelines. Some work on that is currently ongoing on that
- DAs are the tariff regulators
- WATSANCs take their legal authority from the DA

Key Findings / Challenges of the SDM

- No clear mechanism to deal with conflicts that involve the DA and situations where DAs fail in performance
- The linkage between WATSANCs and the unit committees is not clear and in some cases result in conflict
- The model puts the ultimate authority in the DAs that have not committed a lot of technical and financial resources to support the systems.
- Tariff systems varies from place to place (with financial sustainability or affordability challenges).
- Inability of WATSANCs to raise adequate revenue for maintenance, rehabilitation and replacement
- Legal backing for the enforcement of CWSA regulations is needed
- Readily availability of area mechanics and spare parts affect service delivery

Community Managed Multi-Town/Village SDM

Institutional Roles and responsibilities

- **MWRWH** – Policy Formulation
- **CWSA** – Facilitation (implementation, funding, policy formulation)
- **RWST** – Backup support to DAs (play some implementation role to fill DA capacity gap)
- **DA** – Ownership, Implementation and Technical Support
- **WSDBs** – Corporate oversight
- **WATSANCs -** service delivery at respective communities delivery
- **Private Sector** – Provision of Services (studies, mobilisation, construction, supply of materials, Training, O&M)

Level of Service

- No defined population but serves multiple villages/towns
- It operates on the COM approach
- It relies on ground water or surface water sources
- It provides basically standpipe connections
- Standpipes should accessible within 500m radius
- Quality of water - GSB standard requirements
- It provides basic water needs of 20l/c/d
- All year round supply is recommended
- Prices are fixed by WSDBs with DAs approval

Management model

- Legal ownership is with DAs
- DWSTs are established in the DAs as the technical unit to support the implementation, monitor operations and backstop the management of the facility
- Management responsibility is delegated to the WSDB/WATSANCs
- WSDBs/WATSANCs are trained on their responsibility
- Two main management options are operating: WSDB with permanent staff and WSDB with O&M contract a private firm
- Maintenance/rehabilitation/replacement responsibility rest with the community/DA

Enabling Environment

- This model seems to combine the small towns and small communities' policies and guidelines

Key Findings / Challenges of the SDM

- Do not vary from the previous two

SUMMARY OF KEY ISSUES

- Financial management practices do not paint a good picture for sustainable small towns and rural water delivery
- Sustainable tariff review is a challenge. How to ensure sustainable implementation of tariff review formula is an issues
- Political influences and performance of the WSDBs/WATSANCs
- Legal status of main components (e.g. WSDB, Watsan) of SDM?
- Monitoring for effectiveness in service delivery
- Feasibility of establishing / strengthening network of management boards
- Feasibility of increase private sector involvement in O&M – PRUSPA and WSDBs capacity in a PPP situation
- Strengthening of non-state providers capacity for supporting the delivery of small towns delivery
- Feasibility of linking the community level water management bodies the respective sub-district structure

KEY AREAS FOR GROUP DISCUSSION

- Have the main emerging models been captured?
- Has the study captured the main issues related to SDMs?
- How do we ensure sustainable financial management systems for water delivery?
- How do we ensure sustainable management capacity/ system for water service delivery?

END

THANK YOU