



# Presentation outline

- Overview of GTF programme (2008- Sep 2013)
- Impact Assessment and Evaluation
  - Purpose
  - Methodology
  - Findings
- Lessons and Recommendations

# Programme Overview

The Governance and Transparency Fund (GTF) Programme is a five-year funding facility by Department for International Development (DFID) and jointly implemented by WaterAid and Freshwater Action Network (FAN).

The Four overall objectives or key outputs of the Programme are:

1. A strong and well-functioning CSOs and CSO networks capable of influencing the design, implementation and evaluation of effective WASH policies at all levels
- 2 CSOs, including those representing marginalized groups, capable of effectively engaging in decision-making processes affecting the WASH sector
3. Informed and empowered people that are better able to demand accountability and responsiveness from governments and service providers in the WASH sector;
4. Governments and service providers that are more accountable to citizens and end users in the WASH sector.

## 2 MAIN PARTNERS

GTF Outputs	CONIWAS Objectives under GTF	AWSDB Objectives under GTF
Output #1: A strong and well-functioning CSOs and CSO networks capable of influencing the design, implementation & evaluation of effective WASH policies at all levels;	<b>Empower citizens groups to demand accountability &amp; better WASH services</b> from duty bearers; & Promote decentralisation of WASH Services	<b>Strengthen capacity of Water and Sanitation Development Boards and Water User Groups</b> on right-based advocacy to demand accountability from their Local government Authorities and WASH service providers
Output #2: CSOs, including those representing marginalised groups, capable of effectively engaging in decision-making processes affecting the WASH sector	<b>Influence government WASH policies</b> to ensure that they are pro-poor;	<b>Organise platforms for communities to engage</b> their WASH service providers including Local Government Authorities
Output #3: Informed and empowered people that are better able to demand accountability and responsiveness from governments and service providers in the WASH sector	<b>Monitor and assess Government commitment</b> to WASH delivery to the citizenry;	Mobilise and sensitise citizens/communities to actively participate in accountability <b>platforms</b> with their Local government Authorities and WASH service providers
Output #4: Governments and service providers are more accountable to citizens and end users in the WASH sector.	<b>Track Government WASH budget and expenditures</b> to increase efficiency of the WASH sector & Build Advocacy Capacity of 30 members of the coalition;	Support networks of Water and Sanitation (WATSAN) Committees to participate in Local Government planning budgeting process in their localities.

# FINANCES FOR 5-YEAR PERIOD

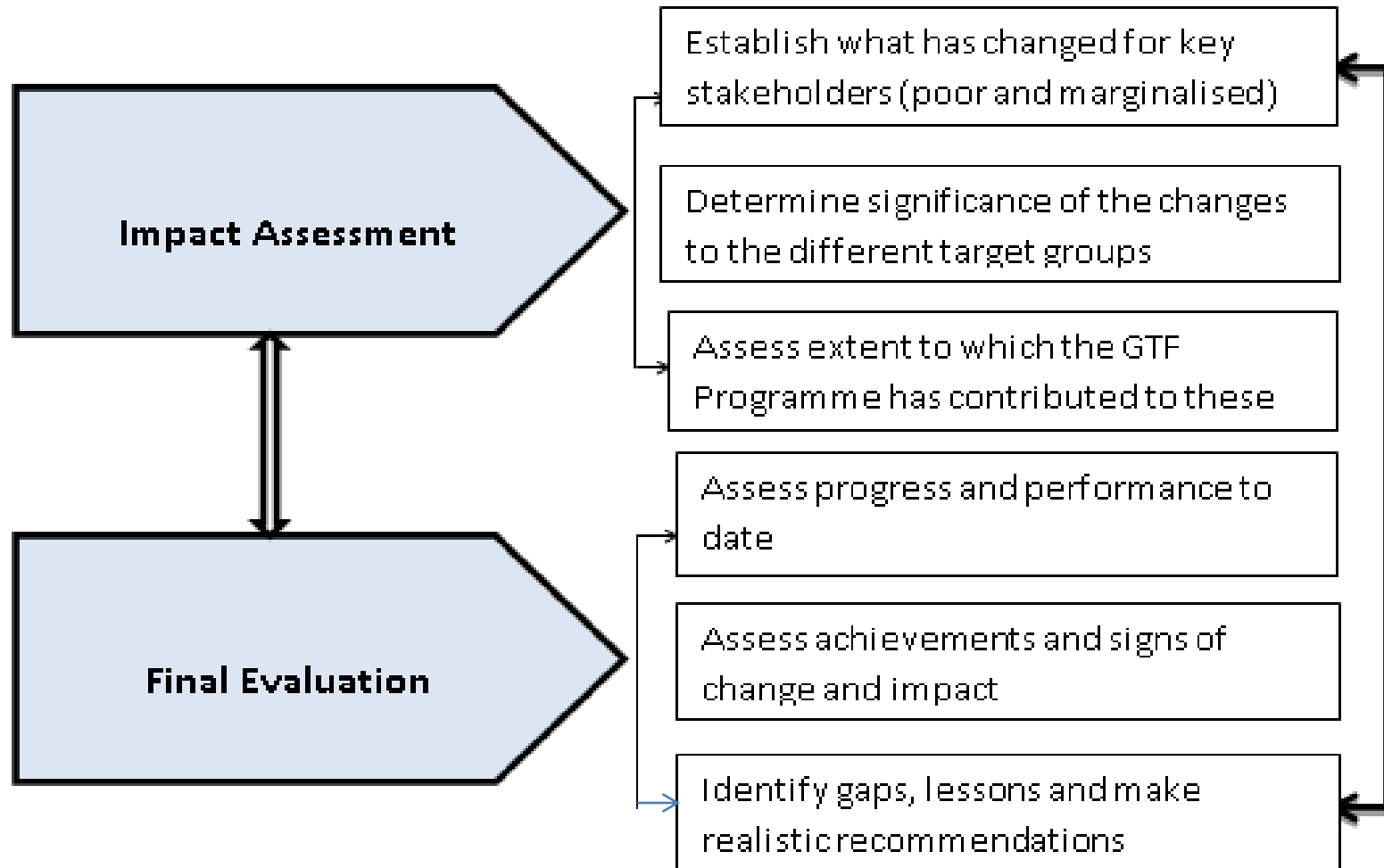
Organization	PLANNED	ACTUAL	REMARKS
CONIWAS	£ 86,280	£ 85,880	99% spent. 1 % variance not material
AWSDB	£ 99,764	£ 98,700	98% spent 2 % variance is not material
Totals	£ 186,044	£ 184,580	99% overall spent



# Impact Assessment and evaluation



# Purpose of Impact Assessment and Evaluation



# Methodology and Scope of work

## Methodology

- Mixed approach: 90% qualitative and 10% quantitative approaches
  - Focused Group Discussions
  - Community Conversations and MSC Stories
  - One-on-one Interviews
  - Questionnaires and Survey
  - Desk Review
- Strong theoretical basis -
  - Theory of Change (ToC);
  - Outcome Mapping (OM);
  - Most Significant Change (MSC):
  - International Evaluation Standard/Criteria:

## Geo-Scope and Partners

- Seven (7) participating communities - La, Teshie, Sabon-Zongo, Madina, Gushiegu, Funsi, and Bongo.
- CONIWAS (covering Southern Ghana) and AWSDB –Northern Ghana



# Categorisation of Key Respondent

Key informants were deliberately selected in consultation with WAG Policy Team essentially from participating institutions at national and decentralised levels with a percentage emphasis ratio as follows:

- Duty-bearers composed of Government Ministries and Local Governments (LGs) as well as Water Companies). Dedicated level of effort will be estimated at **20%**
- Intermediary institutions and/or implementing partners composed of civil society networks and Local NGOs, WSMTs, and service providers. Dedicated level of effort was estimated at **30%**; and
- Right-holders composed of individual citizens, WUGs and opinion leaders/traditional authority in villages and communities as well as whole communities. Dedicated level of effort was **50%**

**Relevance**

**Effectiveness**

**Efficiency**

## **Final Evaluation Findings**

**Impact and  
Evidence**

**Sustainability**

**Innovation  
and  
Replicability**

# Relevance of Programme

- Empowerment of citizen groups and local communities to develop and use their voices to engage has critical relevance in the spaces they have claimed to interact with district authorities responsible for overall development of the local areas.
- Presence of empowered citizens with strong voices is resulting in greater accountability and responsiveness (WUGs, WSMTs, and WWCs are actively and regularly demanding 'action' from Districts and GUWL without constraints.
- In 2012-13, Citizen Groups in each district engaged with district authorities for at least five (5) times over improving WASH services and governance.
- Both Gushiegu and Bongo have broken the myth that the DAs are 'un-touchable' and in La, access to GUWL is a good case of breaking the myth - WWCs use GWCL toll free numbers to fix water problems.

### **Rating:**

The WAG self-assessment rated performance on *Relevance* as **1: implying – extremely relevant**. It justified this noting good space provided for dealing with some key sector challenges in the area of community mobilization, WASH governance, increased awareness on the need to improve WASH sector financing, sector coordination and prioritisation of WASH especially sanitation financing.

Based on the evidence collected at the various levels and reality-check carried out from analysis and triangulation (refer to summary above) the independent rating is **Level 1: Extremely successful**.

# Effectiveness of Programme Approaches

On the whole, partners agreed with the programme approaches, some of which include:

- Building allies with Journalists for media advocacy
- Ensuring global and national relevance by aligning with sector priorities and gaps and the SWA partnership/initiative
- Capacity development for CSO partners and intermediary community structures/bodies
- Targeting Government and other private sector service providers for accountability and responsiveness
- Creation of accountability platforms for duty-bearers and right-holders to engage even beyond GTF programme
- Application of effective accountability tools like Community Score Card that promotes reform agendas, and
- Predictable financing to implement governance related activities –and support for long term strategic and fundraising plans to help deal with potential challenge of sustained funding

# Effectiveness cntd...

- Apparent gap in level of interaction between WAG and Districts to monitor responsiveness and actual delivery of partners in the field (Bongo, Funsu and Gushiegu)
- It is arguable that 80% of all new WASH policies and programs of government reflected inputs of CSOs based engagements and dialogues (a target in the CONIWAS log frame).

## Rating:

The WAG self-assessment rated performance under *Effectiveness* as **2: implying mostly effective** rather than optimally effective. It rationalised that it has been more effective since financial reports were jointly synchronised by the Policy and Finance departments on quarterly basis.

Based on evidence of what worked and the analyses of gaps, missed opportunities as summarised above, the independent rating is **Level 2: Mostly Effective**



# Efficiency and Value for Money

- Funding and reporting arrangements had improved significantly as they had become better streamlined than before. Funds were provided quarterly and partners submitted monthly financial and technical reports
- The GTF focal person facility or arrangement was deemed very efficient and contributed significantly to timely achievements. The WAG focal person was considered very efficient in providing needed support on regular and timely basis to the partner organisations through their focal point.
- The contribution to the salary of focal persons was described as very essential even though the staff differed in how realistic and adequate the financial contribution was. For the AWSDB, the focal person worked far more than the salary could realistically compensate while CONIWAS felt it was fairly adequate;

# Efficiency and VFM Cntd ...

- In terms of VFM, to a large extent there was **corresponding value for money for the financial resources and time invested**. Good VFM achieves a balance across *spending less; spending well; and spending wisely*. According to the Executive secretary of the AWSDB they '*achieved just what the money could do*'.... the geo-spread and cost of operation made this just right.
- In specific cases there had been a **spill-over of outputs to other non GTF communities and districts** (Nima, Buabuashi, Nungua, ... Zebila and Yendi).

Programme Budget and Partner allocation		Remarks
CONIWAS	£86,280	Annual allocations were agreed based on plans and priorities. Reporting arrangements were agreed to regularly assess progress and match with expected value (CBA).
AWSDB	£99,764	
Total Ghana Budget	186,044	
<b>Expenditure to Date</b>	<b>Xxx %</b>	

# Efficiency and VFM cntd...

- The **challenge of late allocations/releases was experienced again in the last phase** which often caused delay in programme delivery ... **'marathon'** implementation when funds finally released. When sector events were fixed and WAG delayed in the release of funds – ***missed opportunities at key sector moments.***
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- The **delays presented risks** especially as partners (i.e. CONIWAS) sometimes pre-financed the activities ... the partners were compelled in some instances to use ***smarter ways to minimise personal costs.***

## **Rating:**

From the WAG Self-assessment, the rating of performance against Programme *Efficiency* is **2: implying mostly efficient**. The team explained reasons to include improved programme and financial procedures of implementing partners. Their contribution to Programme implementation was also deemed effective in many ways.

Combining performance since the MTR, the leveraging of extra funding from other donors such as the Conrad N. Hilton Foundation, etc and the cascading impact on unplanned communities with all associated risks, the independent rating is **Level 1: Excellent Value for Money and Efficiency**

# Impact and Evidence of Change

- CONIWAS was expected to focus on Outputs 1 and 2 while AWSDB on Outputs 3 and 4 but both engaged across all four (4)
- The direct target beneficiaries across board were: whole communities, intermediary community structures such as WWCs, WBs, WUGs; marginalised and vulnerable groups such as women, children especially of school going age, the aged and disabled.
- For **individual citizens**, the accountability platforms organized at the community levels in the project areas empowered them with supply side data/information such as service providers' contracts and delivery mandates.
  - The individuals, including community leaders, former local assembly members were able to hold GWCL, DA, etc to account on the provision of WASH services,
  - Advocated for regular water supply and reported breakdowns and system threats to the appropriate authorities.
  - They confirmed how this had prevented illegal connections and reduced water and sanitation related diseases.
  - Though water was still rationed, it helped in reducing time spent in search for water and increased time allocated to other economic activities.
  - They could interact freely with officials of the Districts and Urban Water Utilities.

# Impact and evidence of change cntd ...

- For **marginalised groups**, in Gushiegu, Bongo, and La **children do not walk long distances again in search for water for households - free from guinea worm infections (G); reduced lateness to school and cutting classes.**
- The **women and aged** found **employment in the wake of regular supply of water (B and G) by selling water at the various water points** as a new source of economic activity. Sachet water businesses sprung up in Gushiegu and Bongo
- The elderly received preferential treatment at water points and some tariff reliefs.
- The **Communities and intermediary structures** such as WUGs, WSMTs, WWCs, and others recounted **improvements in the relationship with the DAs on matters of development and provision of WASH services. This has led to the assembly:**
  - **rehabilitating the community water systems,**
  - **providing loans, and**
  - **actively participating in WASH discussions called for by citizen groups.**
- An effort with immediate result and impact occurred in Bongo when the **Queen mother led the community to the offices of the GWCL to advocate and demand for the district to be reconnected to the main pipe line** after being disconnected in favour of Bolgatanga Township. It was immediately responded to.

# Sustainability

- The delivery approach **of building total capacity of duty-bearers and right holders was an important** one that will continue to be used - A delicate balance is required since an over-empowered CSO could make a less capacitated duty-bearer like the DA feel overwhelmed.
- The **creation of local intermediary structures can also be sustained over time as the structures have been mainstreamed in community decision making processes.** From 2012, the community intermediary structures (WWCs, WUGs, WSMTs,) created have been strengthened with action plans developed to accelerate accountability work.
- The **accountability platforms - functional and unique in many respects according to District Authorities** (Wa East, Gushiegu, La, etc) will remain permanent features in community development processes as the platform for resolving development challenges and assessing themselves the way they assess duty-bearers.



# Sustainability contd...

- Working with Traditional authorities was about building on indigenous knowledge and authority structures to be used for lobby over time and serve as back-up support to the other intermediary structures.
- Commitment of partners to continue advocating on WASH governance and mainstreaming in their new strategic plans. As their geographic reach or scope expands, the governance work will grow as well.
  - Their fund raising efforts as well as new partnerships to implement their strategic priorities will always include elements of accountability;
  - Both AWSDB and CONIWAS indicated their plan to document and use national learning platforms to market the GTF 'products';
- Following through action plans and maintaining ongoing support to community intermediary groups have been ineffective and slow at best.
- WWCs and WSMTs of La, Teshie, Sabon Zongo, and Gushiegu) indicated challenges with respect to funding and basic logistics to implement action plans developed and also hold regular meetings.

## **Rating:**

From the WAG self-assessment, the performance rating for *Sustainability* is **2: implying mostly sustainable**. This is based on the observation that the established structures still need support to mature.

The analysis of the status of intermediary structures – excellent as the approach may be their functionality is not across board. The other structures require strong support to maintain the momentum at the very least. However, the evidences of promoting equity and inclusion that can constantly shape decisions that reflect the various needs and situations of the different people is critical and can easily be taken up by others. The independent rating therefore is **Level 2: Mostly sustainable**.

# Innovation and Replicability

The partners agreed to the following as highly replicable in most contexts:

- \* Working with traditional Authorities
- \* Alliance building and strategic collaboration with journalists for media advocacy on global issues with national implications.
- \* Ensuring global and national relevance by aligning with sector priorities and gaps such as the SWA partnership/initiative, and human rights to WASH.
- \* Consistent tailor-made capacity development for CSO partners and intermediary community structures/bodies including the DAs to make them responsive.
- \* Reactivating existing or creation of new accountability platforms for duty-bearers and right-holders to regularly engage over WASH issues/reforms
- \* Application of effective accountability tools such as CSC that builds on reform agendas and hold all parties to account in fulfilling their mandates or responsibilities.

# Innovations and Replicability contd

## **Rating:**

From the WAG self-assessment, performance rating for *Innovation and Replicability* is **2: implying likely to be replicable**. According to the team, with the rich experiences documented, given similar contexts, successful interventions of the project could be replicated in other places.

The independent rating is **Level 1: Extremely Replicable** but requires systematic planning and mutual commitment from WAG and the partners. The opportunities abound and if models are developed out of the 'products' they can be replicated in areas facing WASH governance deficits.

# Programme Advocacy

- The GTF programme contributed significantly to specific country advocacy priorities outlined in CP strategies and Multi-year plans and budgets. **The most successful advocacy was on increased sector financing under the SWA initiative.**
- GTF supported budget tracking and the findings were linked to assessing government's fulfilment of 2010 HLM commitments.
- Also **supported campaigns on Key WASH days – WWD, WTD, GHWD, etc (Madina)**
- **Working with Media to put pressure on government** through consistent media publications on the failing services and life-changing stories.

## **Rating:**

From the WAG Self-assessment, performance under *Advocacy* was rated as **2: implying successful advocacy**. The team rationalised that these increased awareness on rights and responsibilities by the communities, increased interest in WASH governance, and increased government awareness on need for adequate sector financing esp sanitation.

Based on evidence including direct interviews with government functionaries the role WAG and GTF partners in advocating for improved financing and spending was highly recognised. SWA documents reviewed and media advocacy materials observed acknowledged the role of WAG and partners. The independent rating is **High**

# Partnership

- GTF partners indicated without any hesitation that the partnership had grown stronger;
- The budding partnership with the WASH Journalist Network at mid-term has evolved into a strong collaboration. According to CONIWAS, there is a plan to formalise this relationship for a step change influencing work.
- On going partnerships between CONIWAS and UNICEF and SEND Ghana; and between AWSDB and CIDA project (NORTS) and Dutch Govt project (Triple S)

## **Rating:**

The WAG self-assessment did not include a rating on *Partnership*. However, from the analysis and follow-up discussions to reconfirm findings, the independent rating is **Level 2: Good partnering** with a high potential of developing it into a model for adoption/replication.

It is worth noting that, there was a point of disagreement on the effect of frequent changes in staffing at CONIWAS and WAG.



# Lessons Learned & Recommendations

- **New Ways of Working under a Hybrid Network:** North and South, Poor and not so poor regions and peri-urban and rural communities.
- **Geo-location and Operational Conditions:** The spread and balance were excellent for targets but came with **a high cost of doing business in some areas in Northern Ghana. The hardest-to-reach areas included Finsi and Gushiegu**
- **Programme Design and Management:** Consistent funding, technical support and joint prioritization maintained the programme focus and planned changes were realised incrementally. However, between the two partners the level of sharing and joint working was limited.
- **Sustaining and Taking Benefits to Scale:** In terms of mainstreaming GTF lessons in internal programmes, budget tracking, support to Mole Conference, Community Score Card, and Media engagement among others have been mainstreamed in WAG policy influencing strategy.
- **Intermediary structures and accountable platforms:** **These** are critical as links between citizens and duty-bearers and should therefore be kept functional.

# Recommendations

## 1. Accelerate Evidence based Influencing for improved WASH financing

- Advocate for increased funding as well as better use of allocated funds (as *'unfinished business' at all levels*).
- Integrate the post-GTF institutional plans and programmes and where possible creatively seek funding (internally and externally) to implement follow-up governance issues.

## 2. Formalise Partnerships for Advocacy covering existing and potential partners

- Initiate follow-up with other development partners who already expressed interest variously in working on specific GTF governance issues. (*World Bank, UNICEF, SEND Ghana, CIDA, DANIDA, etc*)

### **3. Strengthening Local Accountability Structures and platforms to accelerate responsiveness and social accountability**

- Strengthen the direct link with all GTF Participating DAs to improve performance of accountability platforms, duty-bearer responsiveness.
- **Revamp or reactivate existing accountability platforms** or create new platforms for duty bearers and right-holders to regularly engage
- Promote the adoption and application of effective accountability tools such as CSC

### **4. Scaling up work with Traditional Authorities to improve WASH provision to citizens**

- **Formalise working relations with Traditional authorities in both Southern and Northern Ghana**

## 5. Scaling up Media Advocacy and Securing Policy Spaces for Improved Influence

- Media should be prepared to engage in other governance related issues to regularly add value and remain relevant in the sector (Rights to Water and Sanitation, Post 2015 development agenda, Right to information bill, WASH and health as well as poverty reduction)
- Draw on visibility in strategic Sector Committees as a major asset to influence WASH programming, propose changes in policy and practice such as resource allocation to areas and citizens with highest need.

## 6. Deepening Programme and bridging governance deficits

- Design post GTF phase to build on achievements and seek to strengthen accountability structures created at different levels.
- Lead in marketing the GTF Governance Approaches to inform other social accountability programmes.

## **7. Promoting Purposeful Experience Sharing and Learning**

- Collate all documented experiences into a single document for publication and use as learning material for the sector.
- All experiences considered important – good and bad, but undocumented should be assigned to a professional to capture and added to already documented evidences.
- Organise a national learning platform to promote national learning on the Programme legacies. This will facilitate sector and institutional uptake and sustainability of gains made.

## **8. Strengthening relations with mandated institutions**

- Build a direct relation with district authorities as a basis for ensuring implementation within their jurisdictions is done in compliance with what was agreed at programme design and for ensuring effective programme management.

## **9. Improving Planning, reporting and performance tracking**

- Create a dedicated space and ring-fence budget for internal sharing of lessons between/among partners.
- Institutionalise monthly updates and quarterly review meetings to help deal with implementation gaps and respond to emergencies.

## **10. Promoting Fundraising to support and sustain governance work**

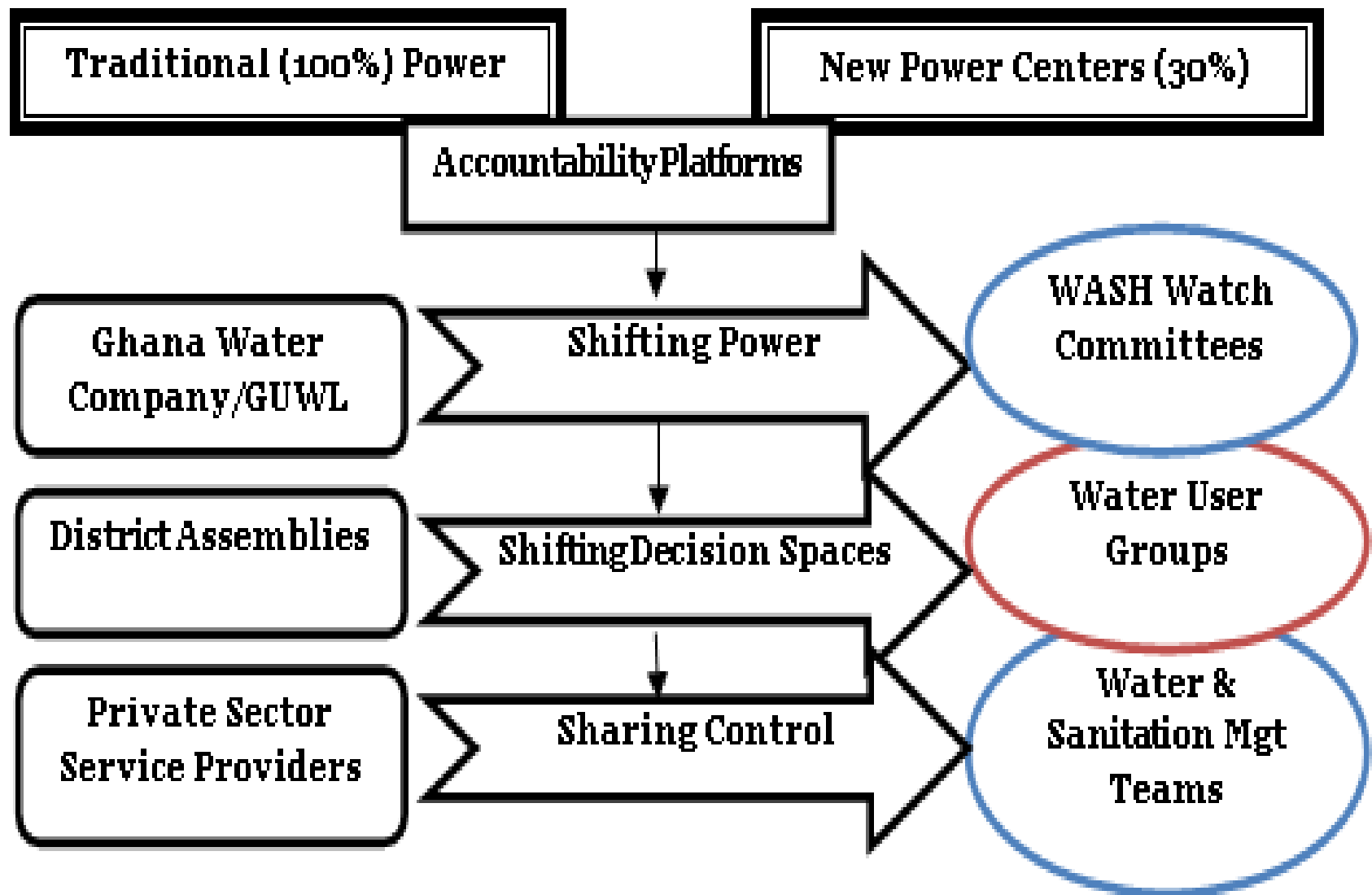
- Build capacity in fundraising and link to Partner long term strategic plans for governance work

## **11. Improving Monitoring for Value for Money (VFM)**

- Ensure timely disbursement of funds for programme implementers.
- Ensure regular visits by the country finance teams to the implementing partners.



# Shared Power between Duty-bearers and Right Holders



# Hard Facts

# WAG Specific

- Effectiveness of Delivery Approaches:
  - Partner selection (Location, capacity, etc)
  - Apparent gap in level of interaction between WAG and Districts to monitor responsiveness and actual delivery of partners in the field
  - WAG Financing monitoring and support to improve VFM
  - Reference WASH Committee in Sabon Zongo

## Points of Disagreement

1. Frequent changes in staffing affected pace of delivery – WAG vrs Local Consultants
2. Performance rating under Innovations and Replicability – Local Consultants vrs UK Consultants
3. 'Main' reference committee in Sabon zongo – current and past Assembly woman

**If you close your eyes to facts, you will learn  
through accidents – *African Proverb***

**Thank you**