

INTER-CONNECTIVITY IN AN EVOLVING SECTOR

The challenge of reforming the rural water sub-sector in Ghana

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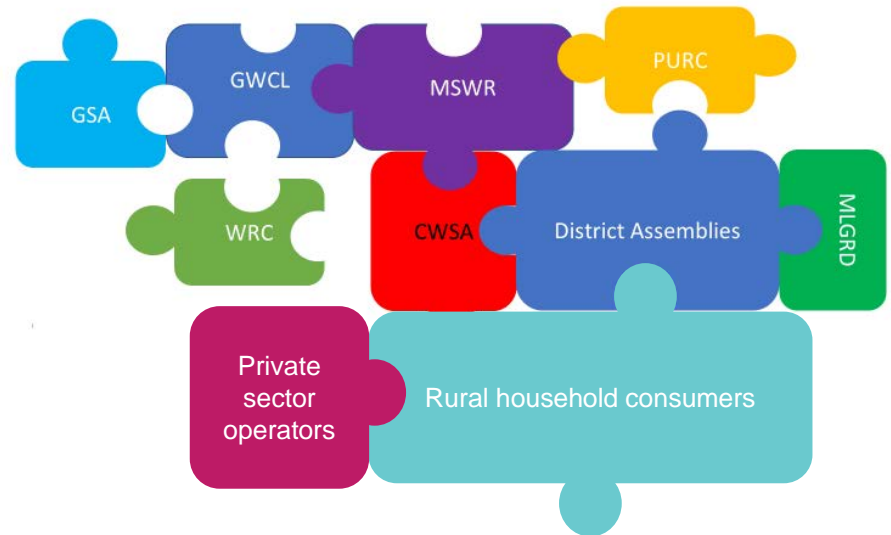
GHANA 2017: A CHANGING RURAL WORLD

- Rural water access: 39% to 84% in JMP period
- Transition to lower-middle income country status in 2011
- Shift in mix of grants, loans and aid profile
- Urbanizing population – 65 to 70% by 2040
- Strong policy framework for decentralization and power to local governments

REFORM IN AN INTER-CONNECTED WORLD

RURAL SUB-SECTOR PART OF BROADER SECTOR REFORM

- On-going sector strengthening –new MSWR strategic plan
- Interface with urban utility provider (GWCL) and private sector operators
- Funding mechanisms and relationships with Local Government Services and District Assemblies
- Standards and regulatory frameworks for rural water supply (PURC and GSA)
- Community Water and Sanitation Agency – lead agency in rural and key focus of the reform process



CWSA GHANA: TWO DECADES OLD AND A CREATION OF DEVELOPMENT PARTNERS, ROOTED IN COMMUNITY-LED APPROACHES

- Established in 1998 by Act 564
- Agency of the Ministry of Sanitation and Water Resources (old MWRWH)
- Aim to facilitate provision of safe water and sanitation for rural population
- Support and guide District Assemblies and mobilization of investment resources
- Heavily influenced and funded by DPs
- Developed and refined Community Management Model for Ghana



COMMUNITY MANAGEMENT: STILL FIT FOR PURPOSE IN GHANA IN 2017?



CHALLENGES OF CWSA REFORM PROCESS

A VICTIM OF THEIR OWN SUCCESS?

- Long history of operational autonomy
- Historically secure development partner funding – no longer the case
- Limited engagement with wider government processes and frameworks
- Struggling to find place in the broader institutional landscape, but *the doing nothing option, is not an option!*
- Difficult, challenging and lengthy process – requires self-reflection



CWSA REFORM: THREE SCENARIOS

1. UTILITIZATION

- Establishment of asset holding entity
- Create conditions for utility operators
- Professionalization of service provision
- Dismantling of CWSA
- Requires much stronger regulation in rural areas

2. DECENTRALIZATION

- Strengthens and extends existing role for DAs
- CWSA would be absorbed into LGS
- Provides permanent budget line for rural water in fiscal decentralization
- Does not address professionalization of service provision

3. ENHANCED STATUS QUO

- Combines existing role of CWSA to support/facilitate LAs plus establishes CWSA as 'rural utility'
- Transition scenario – doubts about long-term viability
- Probable conflict of interest between operator/regulatory functions

KEY LESSONS FROM PUBLIC SECTOR REFORM AND CHANGE PROCESS



LESSON 1: DON'T GO IT ALONE

- Tunnel vision
- Risk of piecemeal reform
- Can result in creating conflicts of interest
- Potential for legal challenges



LESSON 2: UNDERSTAND THE SYSTEM

- Know your institutional environment and the inter-connectivity
- Understand current and future drivers of change
- Research and cost the possible scenarios for change



LESSON 3: IDENTIFY POLITICAL CHAMPIONS

- Substantive reform requires high level political guidance
- Understand the bureaucratic processes and protocols
- Be prepared to pay for the costs of change

THANK YOU

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The logo for IRC consists of the letters "IRC" in a large, bold, red sans-serif font. To the right of "IRC" is the tagline "Supporting water sanitation and hygiene services for life" in a smaller, blue sans-serif font.

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