



Capacity Development for Intermediate Level in Ghana

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Outline of the presentation

- Introduction to the Ghana community water sector
- Capacity development activities
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- Summary of findings
- Conclusion and recommendations

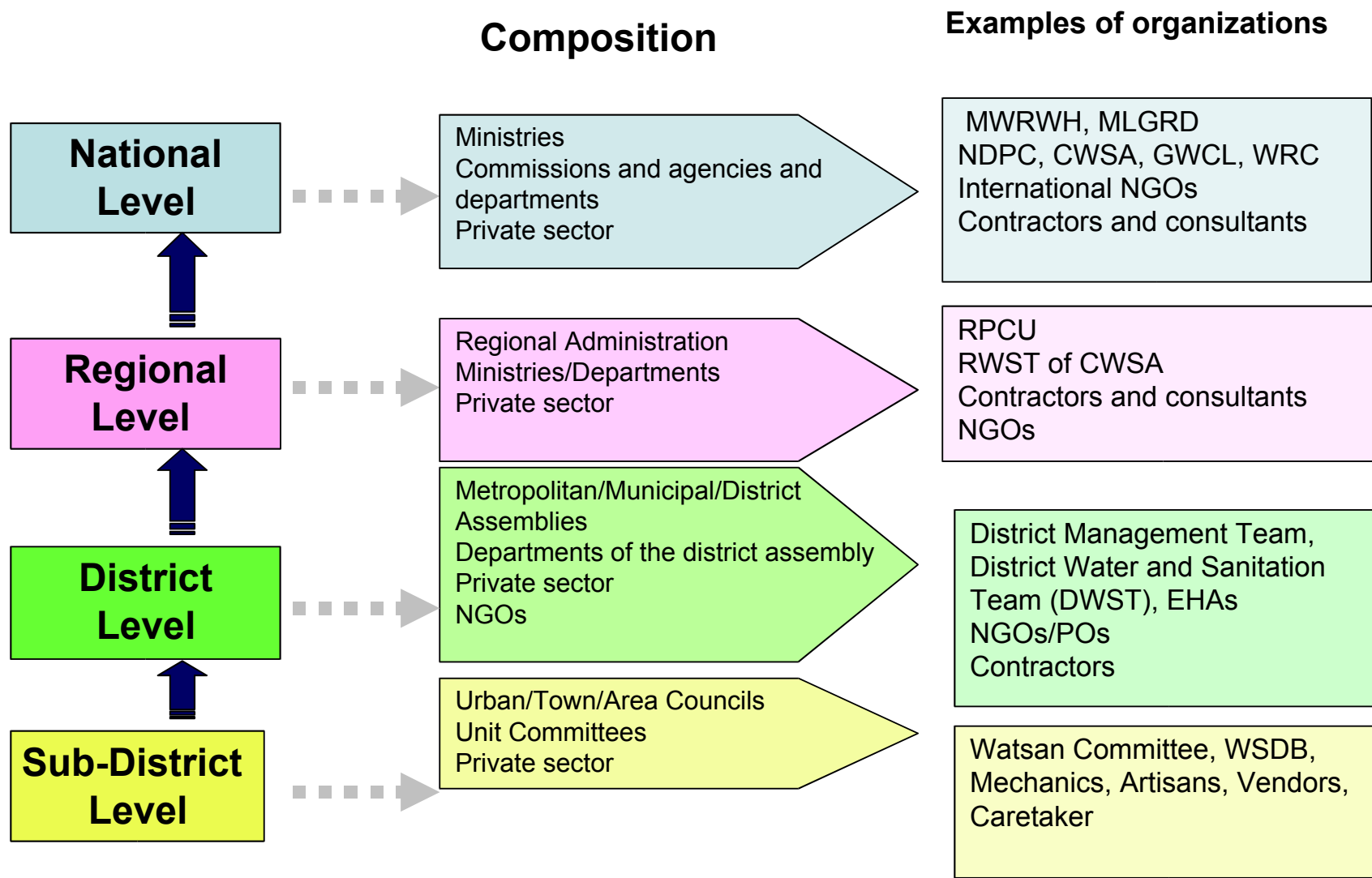
Introduction to the Ghana community water sector

- The Ghana water sector embarked upon a major reform in the early 1990s - this reform involved the de-linking of the community water sector from the urban water sector
- A major thrust of the sector reform is the decentralised management of water and sanitation in line with the Local Government Act 462 of 1993
- The establishment the Community Water and Sanitation Agency (CWSA) in 1998

Introduction to the Ghana community water sector cont.

- Actual delivery of services is the responsibility the District Assemblies in partnership with other role players
- Post construction management is the responsibility of the community in partnership with other role players
- Capacity building at the intermediate level is a core activity - allocations of 5% of project funds to capacity development is common (eg DANIDA and World Bank)
- Regional Water and Sanitation Teams (CWSA Regional Offices) are supposed to play an important role in providing support to the DAs

Levels of Governance for Water and sanitation management in Ghana and definition of intermediate level



Capacity development

Level	Elements and issues
Enabling environment	Existence of policies, legislation, regulations, procedures, financial arrangements, institutional arrangements and inter organisational relationships and networks.
Organisational level	Organisational structure, decision making processes, procedures, working arrangements, management instruments, organisational incentives.
Individual level	The skills, knowledge, experiences, attitude, motivations of individual people working in organisations

Actors at intermediate level

- The main actors at this level are the DAs.
- Within the DAs:
 - District management teams
 - Desk officers
 - District water and sanitation teams (DWSTs)
 - Project accountants
- The private sector consisting of:
 - Drilling companies
 - Software consultants
 - Piped schemes contractors
 - Area mechanics and latrine artisans
 - Spare parts suppliers

Enabling environment level

- Institutional development, including:
 - Establishment of CWSA
 - Development of sector strategy (recent focus on sanitation)
 - Strategic Investment Plan
 - Establishment of DWST's
 - Implementation of National Decentralisation Action Plan
 - Logistical support

Organisational level

- Organisational development: development of tools and manuals
- Facilitating understanding of existing structures and roles and relationships
- Partnering with international NGOs (WaterAid Ghana, Plan Ghana)

Individual level

- **Human resource development through training provided in the following areas:**
 - Orientations on roles and responsibilities
 - Project management
 - District water and sanitation planning
 - Acquisition of computer skills
 - Data collection, processing and management
 - Community mobilisation
 - Contract management among others

Training providers include:

- Institute of Local Government Studies (ILGS)
- Ghana Institute of Management and Public Administration
- Management Development Productivity Institute
- Consultants
- Kwame Nkrumah University of Science and Technology and University of Cape Coast

Trends in capacity development

- Pushing decentralization further to the grassroots level
- The need to develop capacity to ensure increased profile of Sanitation
- Harmonisation of M&E Systems
- Need for further Development in Small Towns Water Supply Management

Summary of findings- drivers for intermediate level capacity development

- Decentralisation process in the country
- Decentralised planning, delivery and management of water and sanitation services
- Capacity development interventions are normally preceded by capacity assessments and capacity development plans
- Donor support for capacity development

Summary of findings-Constraints

- Slow pace of the decentralisation programme
- Structural Problem with the location of the District Water and Sanitation Team (DWST)
- Uncoordinated staff transfers which tend to affect the stability of capacity at the district level
- Staff attrition in pursuit of greener pastures, lack of incentives and poor salaries

Summary of findings - Constraints

- Limited training facilities, financing and opportunities exist for the private sector
- Capacity development is project driven leading to the duplication of efforts

Recommendations

- Greater coordination and sharing of resources is needed
- Practical steps towards improving CD needed in the following areas:
 - Capacity in procurement and contract management
 - Small towns water supply management capacity
 - District water and sanitation planning
- Staffing situation of DAs needs to be tackled

Recommendations

- Organizational support to NGOs and Private groups is required
- Support for the development of training institutions and resource centers
- Role of DWST'S need to be strengthened
- Dedicated measures and approaches for water as opposed to sanitation service delivery requirements

Conclusion

- Some progress is been in capacity development in general
- Need to ensure that attention is paid to all three levels of capacity development
- Decentralisation needs to be expedited
- Emphasis in training should be placed on new areas:
 - procurement and contracting
 - small towns water and sanitation management
 - organizational change management
- Developing the business skills of and support services to the private sector

Thank you!
