

REPORT ON THE REVIEW OF THE PROJECT CYCLE



Acknowledgement

CWSA and Triple-S will like to acknowledge the contribution of Mr. R.K.D. Van-Ess in undertaking the study, report writing and the CWSA technical committee for providing technical guidance to the study.

Reviewed and edited by Tyhra Carolyn Kumasi

CITATION

CWSA-IRC (2013). Report on the review of the project cycle. IRC International Water and Sanitation Centre and Community Water and Sanitation Agency (CWSA) with support from Triple-S initiative.

©July 2013

Table of Contents

1.0	INTRODUCTION	6
2.0	Methodology.....	7
2.1	Target Areas	7
2.2	Stakeholders	8
2.3	Focus Area of the Review.....	8
3.0	Findings of the Review	9
3.1	Roles and Responsibilities.....	9
3.1.1	Community Water and Sanitation Agency.....	9
3.1.2	Regional Coordinating Council.....	9
3.1.3	District Assembly.....	10
3.1.4	WSMTs	10
3.1.5	Private Sector.....	10
3.2	Challenges and concerns related to the implementation of the Project Cycle	11
3.2.1	Promotion Phase.....	11
3.2.2	Application Phase.....	11
3.2.3	Pre-Selection Phase.....	12
3.2.4	RAC Approval Phase	12
3.2.5	Proposal Formulation Phase	12
3.2.6	Tendering and Construction Phase	12
3.2.7	Construction/Community Development Phase	12
3.2.8	Post-Project Phase	13
4.0	CONCLUSION AND RECOMMENDATIONS.....	14
4.1	Conclusion.....	14
4.2	Recommendations	14
5.0	Annexures	15
5.1	Annexure I: LIST OF PERSONS/STRUCTURES INTERVIEWED.....	15
5.1.1	RCC	15
5.1.2	DA.....	15
5.1.3	WSMTs	16
5.1.4	PRIVATE SECTOR	16
5.2	Annexure II: The Project Cycle.....	17
5.3	Annexure III: CONSULTATIONS ON THE REVIEW OF THE PROJECT CYCLE.....	18
5.3.1	1 ST CONSULTATION: Mr. Mawuena Dotse, Maple Consult.....	18
5.3.1.1	<i>Initial comments</i>	18
5.3.1.2.1	Relevance of Promotion.....	18
5.3.1.2.2	Relevance of Application.....	18
5.3.1.2.3	Relevance of Pre-selection/selection.....	18
5.3.1.2.4	Relevance of RAC approval of investment levels.....	18
5.3.1.2.5	Relevance of Proposal formulation.....	19
5.3.1.2.6	Relevance of Proposal Appraisal.....	19
5.3.1.2.7	Relevance of tendering and construction.....	19
5.3.1.2.8	Relevance of construction and community development.....	19
5.3.1.2.9	Relevance of Post project (1 year after Defects Liability).....	19
5.3.2	2 nd CONSULTATION: Mr. Emmanuel Sam, Fosat Consult.....	20
5.3.3	3 rd COSULTATION: Ms. Charlotte Engmann, CWSA	20
5.3.4	4 th CONSULTATION: Mrs. Theodora Adomako-Adjei, CWSA.	21

5.3.4.1	Promotion Phase.....	21
5.3.4.2	Application Phase.....	21
5.3.4.3	Pre-Selection Phase.....	21
5.3.4.4	Proposal Formulation Phase	21
5.3.4.5	Tendering and Contracting Phase.....	21
5.3.5	5 th CONSULTATION: Joyce Maku Appiah, ESS, Greater Accra.....	22
5.3.5.1	Promotion	22
5.3.5.2	Application Phase.....	22
5.3.5.3	Community Pre-Selection	22
5.3.5.4	RAC Approval	22
5.3.5.5	Proposal Formulation.....	22
5.3.5.6	Tendering and Construction	22
5.3.5.7	Construction and Community Development	23
5.3.5.8	Follow-up Support.....	23
5.3.5.9	Issues of sustainability	23
5.3.6	6 th CONSULTATION: Faustina Dadzie, Community Development Officer, Ga South DA	23
5.3.6.1	Issues for Sustainability.....	23
5.3.7	7 th CONSULTATION: Mr. Philip Amanor, Central Regional Director, CWSA	24
5.3.7.1	Promotion	24
5.3.7.2	Application	24
5.3.7.3	Pre-Selection	24
5.3.7.4	RAC Approval	24
5.3.7.5	Proposal formulation	24
5.3.7.6	Community Development/Construction	24
5.3.7.7	Post-project.....	24
5.3.7.8	Issues of Sustainability.....	25
5.3.8	8 th CONSULTATION: Dorcas Hutcful Aidoo, Desk Officer for WATSAN, Central Regional Coordinating Council.....	25
5.3.8.1	Key observations	25
5.3.9	9 th CONSULTATION: Asuansi/ Nyamedor WSMT for small towns	25
5.3.10	10 th CONSULTATION: Abura Asebu Kwamankese District Assembly.....	26
5.3.10.1	Key observations.....	26
5.3.11	11 th CONSULTATION: Abaka Odumekyir (point source community).....	26
5.3.12	12 th CONSULTATION: Twifo Heman Lower Denkyira District Assembly	26
5.3.12.1	Key observations.....	27
5.3.13	13 th CONSULTATION: Eduabeng WSMT for small communities	27
5.3.13	Key observations.....	27
5.3.14	14 th CONSULTATION: MFUOM WSMT for small towns.....	27
5.3.14.1	Key observations.....	28
5.3.15	15 th CONSULTATION: RWST, Ashanti Region	28
5.3.15.1	Key issues	28
5.3.16	16 th CONSULTATION: Mrs. Lucy Owusu Ansah, Focal Person for WASH, Ashanti Regional Coordinating Council.....	28
5.3.16.1	Key Issues.....	28
5.3.17	17 th CONSULTATION: KWABRE EAST DISTRICT ASSEMBLY	29
5.3.17.1	Key Issues.....	29
5.3.18	18 th CONSULTATION: AHAFO ANO SOUTH DISTRICT ASSEMBLY	29
5.3.18.1	Key Issues.....	29

5.3.19	19 TH Consultation: Sekyere South District Assembly	30
5.3.19.1	Key Issues	30
5.3.20	20 TH CONSULTATION: RWST, NORTHERN REGION	30
5.3.20.1	Application Phase.....	30
5.3.20.2	Pre-selection/Selection	30
5.3.20.3	Proposal Formulation.....	30
5.3.20.4	Post-Project.....	30
5.3.21	21 ST CONSULTATION: Ms. Ruhaima Salisu, Focal Person for WASH, Northern Regional Coordinating Council.....	31
5.3.22	22 ND CONSULTATION: SAVELUGU-NANTON DISTRICT ASSEMBLY	31
5.3.23	23 RD CONSULTATION: NANTON WSMT for Small towns.....	31
5.3.24	24 TH CONSULTATION: YENDI MUNICIPAL ASSEMBLY	32
5.3.25	25 TH CONSULTATION: GUNDOGU WSMT FOR SMALL COMMUNITIES	33
5.3.26	26 TH CONSULTATION: GBUNGBULIGAH WSMT	33
5.3.27	27 TH CONSULTATION: NORST PROJECT TEAM	33
5.4	Annexure IV: QUESTIONS.....	35
5.4.1	CWSA.....	35
5.4.2	RCC	35
5.4.3	District level	35
5.4.4	Community level	35

GLOSSARY OF ACRONYMS

ADB:	African Development Bank
AFD:	Agence Française de Développement
CAA:	Canadian Advisory Agency
CDD:	Community Development Department
CIDA:	Canadian International Development Agency
CLTS:	Community Led Total Sanitation
CWSA:	Community Water and Sanitation Agency
DANIDA:	Danish International Development Agency
DA:	District Assembly
DCE:	District Chief Executive
DiMES:	District Monitoring and Evaluation System
DWSP:	District Water and Sanitation Plan
DWST:	District Water and Sanitation Team
EHA:	Environmental Health Assistant
EHD:	Environmental Health Department
EHO:	Environmental Health Officer
ESS:	Extension Service Specialist
EU:	European Union
FOAT:	Functional Organisational Assessment Tool
GOG:	Government of Ghana
GWCL:	Ghana Water Company Limited
IDA:	International Development Agency
KFW:	Kreditanstalt für Wiederaufbau (Reconstruction Credit Institute)
LSDGP:	Local Service Delivery and Governance Programme
NCWSP:	National Community Water and Sanitation Programme
NORST:	Northern Region Small Towns
NORWASP:	Northern Region Water and Sanitation Project
MPs:	Member of Parliament
PO:	Partner Organization
PSC:	Project Steering Committee
RAC:	Regional Approval Committee
RCC:	Regional Coordinating Council
SHEP:	School Health Education Programme
STWSSP:	Small Towns Water Supply and Sanitation Programme
TE:	Technician Engineer
WSMT:	Water and Sanitation Management Team

1.0 INTRODUCTION

The National Community Water and Sanitation Programme (NCWSP) launched in March 1994 has over the years been executed through stand-alone, one-off donor funded projects. The NCWSP framework for implementation of projects is the Project Cycle (Annexure II), which is anchored on decentralized delivery and community ownership and management. Community Water and Sanitation Agency (CWSA) plays a facilitation role with the private sector providing their expertise to the District Assemblies in the provision of water and sanitation facilities.

The Triple-S Project with the overall goals of improving sustainability of rural water services and greater sector harmonization has identified the project implementation process as a critical area that can have an impact on long-term sustainability either positively or negatively depending on how the project is implemented.

Consequently, the Project has carried out a review of how the Project Cycle has been implemented across the country and across different projects to assess the relevance of the phases of the cycle, how it has been implemented across projects and the impact on long-term sustainability.

This report outlines the process for the review, highlight issues that need to be addressed in terms of post-project operation and maintenance and make recommendations for improving the implementation of the cycle towards long-term sustainability.

2.0 Methodology

The review process involved critical selection of target areas, stakeholders and focus areas for detailed scrutiny.

2.1 Target Areas

The review was carried out in four regions selected from southern, middle and northern zones, specifically, Greater Accra, Central, Ashanti and Northern regions. The selection of the regions was influenced by the number and types of projects implemented in these regions as outlined below. The interview was conducted through face to face questions and answers to assess the role played by these stakeholders in project implementation.

1. Greater Accra:

- Rural Water and Sanitation Project funded by DANIDA (Phase II)
- District-Based Water and Sanitation Project funded by DANIDA

2. Central Region:

- Rural Water and Sanitation Project funded by DANIDA (Phase II)
- District-Based Water and Sanitation Project funded by DANIDA
- Small Towns Water and Sanitation Project funded by IDA
- Small Towns Water and Sanitation Project funded by EU

3. Ashanti Region:

- Rural Water and Sanitation Project funded by IDA (Phases I&II)
- Small Towns Water and Sanitation Project funded by IDA
- Rural Water and Sanitation Project funded by KfW
- Small Towns Water and Sanitation Project funded by EU
- Rural Water Supply and Sanitation Initiative funded by ADB

4. Northern Region:

- Northern Region Rural Water and Sanitation Project funded by CIDA
- Rural Water and Sanitation Project funded by AFD
- Rural Water and Sanitation Project funded by EU
- Northern Region Small Towns Water and Sanitation Project funded by CIDA

2.2 Stakeholders

The key stakeholder who were interviewed in terms of implementing the project cycle include the following: CWSA staff at the Head office and Regional offices, RCC (Focal Person for WASH), DA/DWST, WSDB and WATSAN Committee. The interviews were conducted through face to face questions and answers (Annexure IV). A total of twenty-seven (27) consultations with key staff of the above institutions, community/town management structures and consultants were carried out between 4th August and 30th September 2011. The list of persons met is attached as Annexure I.

2.3 Focus Area of the Review

The purpose of the interviews was to;

1. Assess the roles and responsibilities of each of the stakeholders in the implementation of the Project Cycle
2. Identify implementation challenges
3. Identify stakeholder concerns in terms of implementation
4. Discuss recommendations for the way forward in addressing long-term sustainability issues during project implementation.

3.0 Findings of the Review

3.1 Roles and Responsibilities

As per the NCWSP and the Project Cycle, the roles of key stakeholders in WASH projects are as follows:

CWSA/RWST:	Facilitation, Monitoring and Evaluation (implementation and post-project)
RCC:	Coordination, Monitoring and Evaluation (implementation and post-project)
DA:	Implementation, Monitoring and Evaluation (implementation and post-project)
WSMT:	Management, Operation and Maintenance

3.1.1 Community Water and Sanitation Agency

The Agency has effectively played its facilitation role in the implementation of WASH projects through the District Assembly. All the DA/DWST staff interviewed had a good understanding of the Project Cycle and had been involved in some aspects of its implementation on the projects implemented in the District. However, Monitoring and Evaluation especially post-project M&E by CWSA is lacking. There is no structured and formalized M&E system in place. Although the District Monitoring and Evaluation System (DiMES) is to address this situation, it is yet to be operationalized in the regions and the districts. The situation has a negative impact on the long-term sustainability of the water and sanitation facilities, especially the small town facilities which require regular backstopping from the DA and CWSA/RWST to guarantee their sustainability.

3.1.2 Regional Coordinating Council

From the interactions with the WASH focal persons across the regions the RCC has not been fully integrated into WASH project implementation at the regional level. Apart from the initial regional start-up workshop, their involvement in WASH project activities has been to attend meetings, process tender documents for award of contracts by the Regional Tender Committee and inviting DCEs to CWSA organized meetings. As one focal person put it, they only serve as “post office”. Consequently, although the RCC has a critical role to play in coordination, procurement, monitoring and evaluation of project implementation at the district level, WASH project activities are not on top of the agenda in these roles and this could have a negative impact on the long-term sustainability of water and sanitation facilities in the region. Some projects have adopted Project Steering Committee (PSC) and Regional Approval Committee (RAC) as coordination mechanisms but these cease to exist after the projects have been completed.

3.1.3 District Assembly

The DAs have been involved in some aspects of project implementation from the Promotion phase to the Community Development/Construction phase. However, the DAs raised serious concerns on how some projects have been implemented with very little involvement of the DA in the tendering and contracting for services and works. This has led to situations where consultants and contractors have executed their contracts in the Districts without any information on the cost of the facilities delivered or the recurrent cost to operate and maintain the facilities. Consequently, the DAs have not assumed full ownership of these projects which has a major impact on post-project management issues. The DAs/DWSTs are however carrying out some monitoring but this is on an ad hoc basis and dependent on funds availability. There is no structured and formalized M&E system in place.

3.1.4 WSMTs

The WSMTs have been established in accordance with the project cycle although in the DANIDA Project regions, WSMTs have been formed by the DWST during the Promotion phase instead of by the PO during the Proposal Formulation phase. The WSMTs Committees are operating and maintaining the boreholes with handpumps using either pay-as-you-fetch, communal contribution or individual levies to mobilize funds for pump repairs. In one community in the Central region the unit committee has taken over the management of the 3 boreholes. Some WSDBs are doing well in the management of their water supply facilities by holding regular meetings and accounting to the community. However, other WSMTs visited are not managing their systems well. The WSMTs for Mankranso in the Ahafo Ano South District of the Ashanti region has been in existence since 2008 and has never accounted for their stewardship to the town. The WSMTs of Nanton in the Savelugu-Nanton District of the Northern region did not seem to know how the revenue and expenditures are being handled by the operating staff since most of the members of the WSMTs were illiterate or semi-illiterate.

3.1.5 Private Sector

The private sector has provided services through contracts signed with CWSA, DA, or Technical Assistance firms depending on the project. Although the services have been generally satisfactory, concerns were raised across country on the performance of POs and whether there was value for money in their services. RWSTs accepted that monitoring of PO performance has been weak and there was the need to re-visit the PO concept.

3.2 Challenges and concerns related to the implementation of the Project Cycle

Generally, there are differences in the implementation of the Project Cycle across the various projects. On the DANIDA funded projects, DWST with the assistance of the RWST prepare sub-projects at the early stage of the project cycle which are then submitted to the Regional Approval Committee for approval. No sub-Project Agreement is signed between the DA and the RWST. The Appraisal Phase of the Cycle is considered not relevant under DANIDA funded projects.

The IDA and ADB funded projects have the sub-projects prepared by the DA after contracts have been signed for specific activities and a sub-project Agreement is then signed between the DA and the RWST upon the basis of which funds are released to the regions. There is no involvement of a Regional Approval Committee in the process.

The KfW, AFD, CIDA and EU funded projects have not used the sub-project and Regional Approval Committee approaches.

Procurement processes and funds disbursement have been different across the projects. Whilst the IDA and to some extent the ADB funded projects have used the DA and RCC structures for procurement and disbursement of funds, the other projects have used CWSA procurement and funds disbursement processes.

3.2.1 Promotion Phase

1. The time allocated for the District start-up workshop during General Assembly meetings does not allow comprehensive discussions of issues. A special session of the Assembly for the District start-up workshop will allow enough time for the discussion of critical issues pertaining to post-project follow-up.
2. The sub-district structures should be involved in the promotion of the project at the community level.
3. Chiefs, queen mothers and other opinion leaders should play key roles in project implementation and post-project activities i.e. as patrons of WSMTs.
4. The RCC and the DA should play the lead role in this phase to show their commitment to the project by funding the process. Alternatively a cost-sharing arrangement can be agreed upon.
5. Roles of RCC and DA in implementation and post-project must be clearly defined, discussed and agreed upon through a Performance Agreement.
6. Criteria for membership of WSMTs to be detailed out at this phase

3.2.2 Application Phase

1. To ensure the whole community is involved in the decision-making process in applying for water and sanitation facilities, the Application Form must be signed by the Chief of the town, the Queen mother and the Assembly member for the area. (Not the Assembly member or MP applying on behalf of the community)

2. Is there a role for the DA sub-structures during this phase? Application form to be endorsed by the Area/Town Council?
3. Is the DA carrying out verification/validation of applications (or requests) and how effectively is this being done?
4. Is the DWSP relevant and how is it being applied in a demand-responsive regime?

3.2.3 Pre-Selection Phase

1. Who gives the final approval of selected communities/towns
2. How rigorous is the verification of selected communities/towns by RWST being done?
3. Formation of WSMTs by DWST (does it create management problems later?)
4. How can we limit political influence in the selection process? (Public accountability through citizen engagement?)

3.2.4 RAC Approval Phase

1. District to present and defend sub-project proposal (to inculcate sense of ownership)

3.2.5 Proposal Formulation Phase

Duration of PO contracts to be increased and also to cover the 1-year post-project period?

1. PO staff to be properly scrutinized (interview of key staff) during negotiations
2. Supervision of PO performance is weak and a performance monitoring framework must be instituted.
3. Preparation of Facility Management Plan (FMP) should take place at the Community Development/Construction Phase after a successful borehole has been drilled. This will sustain the enthusiasm of the WMSTs.
4. WSMTs training to be structured to coincide with relevant phases of the project cycle and duration of training increased?
5. WSMTs training to include other opinion leaders in the community, i.e. chiefs, queen mothers, identifiable group leaders, teachers etc. who could play a supporting role to the management structures.
6. Link WSMTs to the district assembly sub-structures

3.2.6 Tendering and Construction Phase

1. DA to play the lead role in Tendering and Contracting
2. CWSA/RWST and Technical Assistance Firms (Consultants) to provide support to the DA.
3. Some skills training in construction supervision for DWST staff

3.2.7 Construction/Community Development Phase

1. Hygiene promotion activities to be intensified during this phase
2. More practical (on-the job) training of WSMTs to take place during this phase

3.2.8 Post-Project Phase

1. The Defects Liability period to be included in the post-project period (total of 2-years)
2. PO/TA team to be on the ground during the 2-year period to support operation and management of facilities.
3. Well defined outputs for the PO/TA
4. Central role for the RWST

4.0 CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

The Project Cycle is a useful tool for decentralized implementation of WASH projects and Community Ownership and Management. However, to guarantee long-term sustainability of WASH facilities, issues bordering on District ownership and long-term sustainability have to be addressed in the paradigm shift.

4.2 Recommendations

1. The Project Cycle should be harmonized across projects
2. The roles and responsibilities of the decentralized structures from the regional to the sub district levels should be properly defined, documented and formalized to guarantee long-term sustainability
3. The Post-Project and the Monitoring and Evaluation phases of the Project Cycle should be well defined, institutionalized and formalized
4. Small towns should contribute towards initial operation and maintenance cost (1-2 years) in lieu of contribution to capital cost
5. Tenure of office of first WSMT should start from the date the facility is handed over
6. Criteria for selection of WSMT members should be reviewed
7. PO concept should be reviewed

5.0 Annexures

5.1 Annexure I: LIST OF PERSONS/STRUCTURES INTERVIEWED

CWSA/RWST

1. Mr. Philip Amanor, Central Regional Director
2. Ms. Charlotte Engmann, Director, Water and Sanitation
3. Mrs. Theodora Adomako-Adjei, Extension Services Coordinator
4. Ms. Joyce Maku-Appiah, Extension Services Specialist, Greater Accra
5. RWST of Ashanti Region
6. RWST of Northern Region

5.1.1 RCC

7. Ms. Dorcas Hutchful Aidoo, Focal Person for WASH, Central Region
8. Mrs. Lucy Owusu Ansah, Focal Person for WASH, Ashanti Region
9. Ms. Ruhiana Salisu, Focal Person for WASH, Northern Region

5.1.2 DA

10. Ms. Faustina Dadzie, Community Development Officer, Ga South
11. Mr. Edward Andoh, District Engineer, Abura Asebu Kwamankese (AAK) District
12. Mr. Emmanuel Osew Addo, Environmental Health Assistant, AAK District
13. Mr. William Akumanyi, Environmental Health Assistant, AAK District
14. Mr. Felix Moses, Community Development Officer, AAK District
15. Mr. Edward Banson, Technical Officer, Twifo-Heman-Lower Denkyira (THLD) District
16. Mr. David Amoah, Community Development Officer, THLD District
17. Mr. Samuel Afedu, Budget Officer, THLD District
18. Mr. Daniel Fofie, District Planning Officer(WASH Desk Officer), Kwabre East District
19. Mr. Collins Owusu Ansah, Technician Engineer, Kwabre East District
20. Ms. Matilda Fati Bukari, Community Development Officer, Kwabre East District
21. Mr. Daniel Owusu Ansah, District Planning Officer, Ahafo Ano South District
22. Mr. James Korkoh, Technician Engineer, Ahafo Ano South District
23. Mr. John Asamoah, Community Development Officer, Ahafo Ano South District
24. Mr. Daniel Ayih, Environmental Health Officer, Ahafo Ano South District
25. Mr. Benjamin Busia, District Planning Officer (WASH Desk Officer) Sekyere South District
26. Ms. Margaret Adamu, Community Development Officer, Sekyere South District
27. Mr. Andrew Akwumbutum, Deputy Coordinating Director, Savelugu-Nanton District
28. Mr. S.J. Tuahir, Team Leader, DWST, Savelugu-Nanton District
29. Ms. Lucy Ebkang, District Finance Officer, Savelugu-Nanton District
30. Alhaji Shehu Kadiri, Coordinating Director, Yendi Municipal Assembly
31. Mr. Sani Mahama Team Leader, DWST, Yendi Municipal Assembly

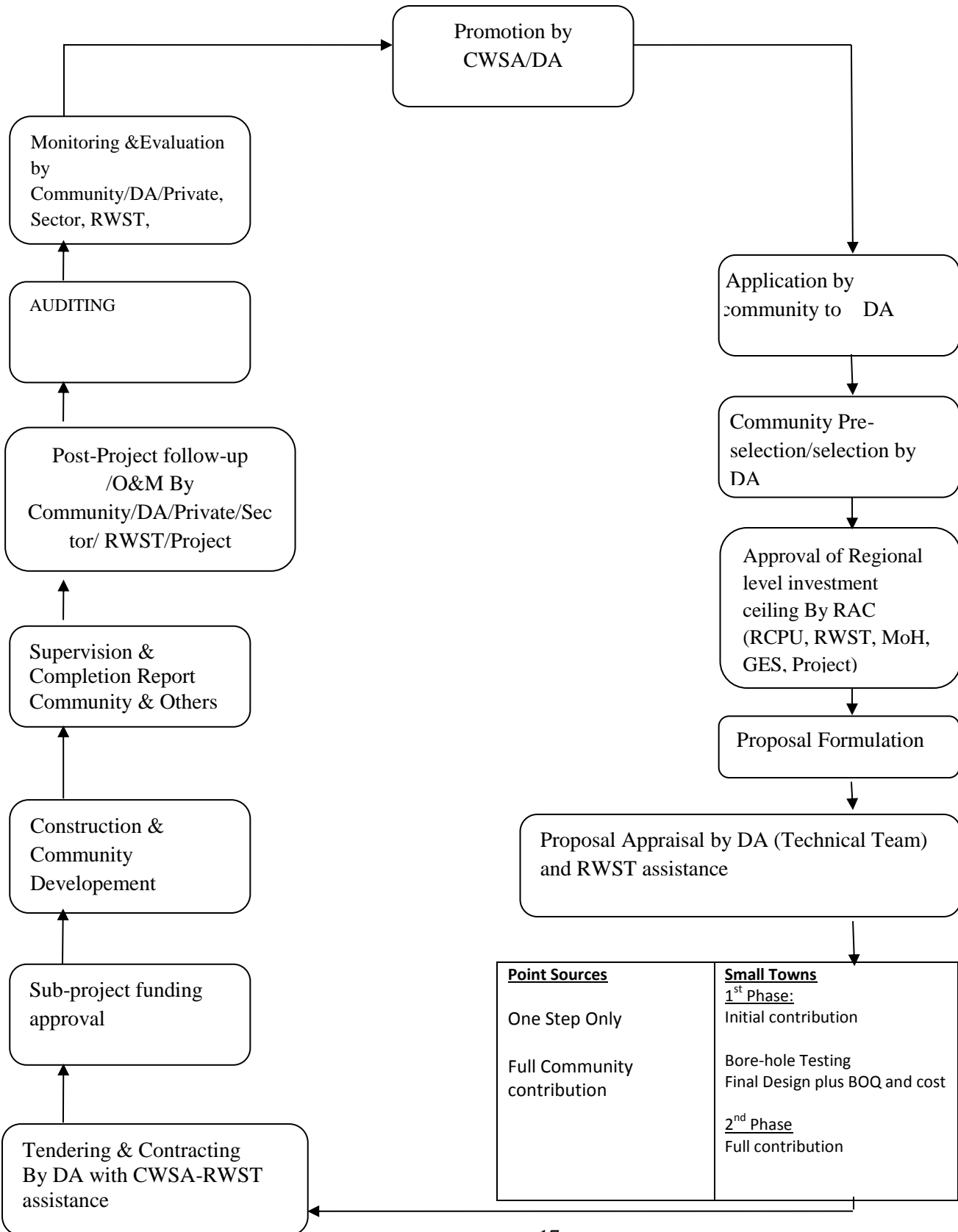
5.1.3 WSMTs

32. Assuansi /Nyamedom WSDB, Central Region
33. Mfuom WSDB, Central Region
34. Abaka Odumekyir (Unit Committee), Central Region
35. Eduabeng Watsan Committee
36. Boaman WSDB, Ashanti Region
37. Mankraso WSDB, Ashanti region
38. Nanton WSDB, Northern Region
39. Gbunbuliga WSDB, Northern Region
40. Gundogu Watsan Committee, Northern Region

5.1.4 PRIVATE SECTOR

41. Mr. Mawuena Dotse, Maple Consult
42. Mr. E. K. Sam, Fosat Consult
43. Mr. Kwablah Matanawi, Cowater Inc.(Team Leader NORST Project)
44. Mr. Alex Opare, Cowater Inc. (Deputy Team Leader NORST Project)

5.2 Annexure II: The Project Cycle



Annexure III: CONSULTATIONS ON THE REVIEW OF THE PROJECT CYCLE

5.2.1 1ST CONSULTATION: Mr. Mawuena Dotse, Maple Consult

Date: 2nd August 2011

5.2.1.1 Initial comments

1. CWSA fostering projects on Districts. No real felt need by the District
2. Initiation of projects does not come from the District
3. DAs see the provision of water and sanitation facilities as the role of Central Government.
4. Projects do not feature in District Medium Term Plans

5.2.1.2 Comments on Phases of the Project Cycle

5.2.1.2.1 Relevance of Promotion

1. Carried out during General District Assembly meeting (1hr maximum)
2. Project information through Project flyers provided to Assembly members
3. Very useful and ensures transparency in project delivery
4. District funding of the promotion phase critical for ownership of the project
5. Sufficient time needed for the interaction with Assembly members. At least a half-day meeting required.
6. A special meeting of the Assembly to be arranged for this

5.2.1.2.2 Relevance of Application

1. DWST/DWD use the data provided to validate data at the District level
2. Ensures credibility of the selection process
3. In-line with the demand-responsive strategy

5.2.1.2.3 Relevance of Pre-selection/selection

1. By a Technical Committee under the chairmanship of the District Planning Officer with support from the RWST providing guidelines for the selection process
2. Report of the Technical Committee submitted to the relevant committee of the Assembly, i.e. Social Services Committee for review
3. Report of the Social Services Committee submitted to the Executive Committee of the Assembly chaired by the DCE for approval
4. Ratification by the General Assembly at a later date

5.2.1.2.4 Relevance of RAC approval of investment levels

1. Ensures equity in the distribution of investments and helps the RCC in its coordination and monitoring role.

5.2.1.2.5 Relevance of Proposal formulation

1. This marks the beginning of inculcating sustainability issues in community members
2. Identification and discussion of operation and maintenance issues
3. Ends up with the Facility and Management Plan (FMP) for borehole communities
4. Expand subsequent meetings after WSMTs formation to include other opinion leaders such as chiefs, queen mothers, teachers and leaders of identifiable groups

5.2.1.2.6 Relevance of Proposal Appraisal

1. Enables RWST to validate the data provided
2. Ends up with a public signing of the FMP

5.2.1.2.7 Relevance of tendering and construction

1. Opens up for competition and value for money if the rules of the process are strictly adhered to

5.2.1.2.8 Relevance of construction and community development

1. However, the PO engagement with the community is usually low during this phase.
2. The PO should be on the ground during the phase to promote hygiene and sanitation issues and also provide support to the WSMTs in the monitoring of construction activities

5.2.1.2.9 Relevance of Post project (1 year after Defects Liability)

1. During this period institutional structures and financial mechanisms for long-term sustainability should be well defined and strengthened by the PO/TA?
2. Arrangements for DA to continue with the process after the period should be formalized by the end of this period

5.2.1.3 Issues for long-term sustainability

1. Strengthening of WSMT capacity to manage the facilities during the 1-year post project period
2. Well defined arrangement and commitment for post-project support from DA and CWSA
3. Duration and content of WSMT training to be reviewed
4. Involvement of DA sub-structures in WSMT activities to provide linkage to the DA for monitoring
5. Best performing WSMT should be rewarded by DAs as a means of motivation. An assessment tool similar to FOAT to be developed

5.2.2 2nd CONSULTATION: Mr. Emmanuel Sam, Fosat Consult

Date: 6th August 2011

1. All the Phases of the Project cycle are relevant. However more attention needs to be paid to the Post-Project phase. The current 1-year period is short. The period should be based on project scope e.g. EU small town project of 30 towns across two regions should have more than 1-year post-project period.
2. Proposal Appraisal phase may not be relevant where the TA/PO has supported the community/town to prepare the proposal using CWSA guidelines.
3. Biggest threat to sustainability is political interference in the selection and formation of WSMTs.
4. There should be public accountability in the selection process through citizen engagement
5. The caliber of people selected to the WSMT should be properly scrutinized. CWSA should set clear criteria for the selection of WSMTs members for small towns.
6. Spare parts availability for handpump maintenance is crucial to sustainability of the water facility.
7. The issue of voluntarism, especially in the case of WSMTs should be re-visited.
8. A WSMT for small towns should be professionally competent to carry out the responsibility assigned to it. The long-term sustainability of the water facility depends on how efficient the WSMT performs its role
9. Small towns must contribute towards initial operation and maintenance of the water facility. This could be used as a means of assessing the commitment of the town to O&M and therefore as a selection criteria
10. Post-project follow-up should include both technical management expertise from TA or PO to follow-up on both technical and management issues
11. Hands-on coaching during the post-project phase should be the focus as against the theoretical training during the initial period of the project cycle.

5.2.3 3rd COSULTATION: Ms. Charlotte Engmann, CWSA

Date: 8th August 2011

1. The content of Community Development should be detailed out in the TOR for software activities
2. Defects Liability period to include software issues i.e. further training and monitoring of WSMTs
3. The Post-Project phase should be inclusive of the Defects Liability period to make it 2years of follow-up
4. At the end of the 2years, specific issues identified in each district to be detailed out for District follow-up
5. M&E should be District- based
6. Identification of needs and costing to be done by Districts to inform project design

5.2.4 4th CONSULTATION: Mrs. Theodora Adomako-Adjei, CWSA.

Date 8th August 2011

5.2.4.1 Promotion Phase

1. To include regional start-up workshop for key staff at RCC, CDD, EHD, SHEP, GWCL, etc. Issues to be discussed to include long-term sustainability of the facilities and the role of the RCC in achieving this

5.2.4.2 Application Phase

1. Need to ensure the involvement of the whole community in the decision-making process since this is critical for the sustainability of the facility.
2. Community to apply through the chief using standard Application Form
3. Application Form to be signed by Chief of the community, Assembly Member, Leader of women group(s)

5.2.4.3 Pre-Selection Phase

1. To include verification of information provided during application by DWST. This will also serve as a process for assessing community cohesiveness or otherwise.

5.2.4.4 Proposal Formulation Phase

1. The capacity of POs/TAs to be critically scrutinized to ensure they have the requisite experience and skills to deliver the required training and skills to the WSMTs.
2. Interviews should be conducted for PO/TA staff as part of the contracting process
3. POs/TAs to be trained/oriented by RWST before they enter the community/town.
4. Inception Report by PO/TA to be presented for discussion. Panel to include DA staff
5. Communities/towns to make contribution towards O&M instead of capital cost
6. Involve chiefs and other opinion leaders in this phase
7. Inauguration of WSMTs by DA at community gathering as a means of official recognition
8. Training of WATSANs to be phased and period for training increased
9. More time to be allocated to on-job training of WSMTs
10. WSMT for small towns bye-law to be part training of WSMT
11. Bye-law to be ratified by DA before handing-over of facility

5.2.4.5 Tendering and Contracting Phase

1. TOR for software to detail out the activities and expected outputs
2. Performance indicators to be developed for monitoring of POs by RWST/DA
3. Contract period for PO services to be increased
4. Contract for POs to be phased to coincide with the phases of the project cycle
5. Other Issues relating to sustainability
6. DA ownership and commitment to the project implementation process
7. WSMT networking for sharing of experience and best practice
8. Spare parts availability

5.2.5 5th CONSULTATION: Joyce Maku Appiah, ESS, Greater Accra

Date 17th August 2011

5.2.5.1 Promotion

1. Start-up workshop at regional level with key stakeholders including the DAs
2. At District level with Assembly members, Heads of Departments, chiefs, opinion leaders etc.
3. Community level engagement does not take place due to non-funding of the activity by the DAs (key activity to be followed up by CWSA)

5.2.5.2 Application Phase

1. To be strengthened through verification of applications to ensure community involvement in the decision-making process. (in most cases Assembly men or MPs apply on behalf of communities without their knowledge)
2. DWSP used for selection of communities in place of community application defeats the demand - driven approach.

5.2.5.3 Community Pre-Selection

1. Carried out by DWSTS and the chairperson of the social services sub-committee
2. Use selection criteria developed for the process. DWSTs trained on the application of the criteria (on-the-job coaching)
3. Final approval given by DCE
4. DWST assist community to form WSMT, determine their needs and open bank accounts.
5. Districts prepare sub-projects based on community applications, DWSPs and other information from their interaction with community
6. Sub-projects submitted to RWST for quality assurance and budget review
7. RWST compile sub-projects and submit to RAC

5.2.5.4 RAC Approval

1. Ensures equity in distribution of investment funds using coverage and district performance as criteria

5.2.5.5 Proposal Formulation

PO engaged at this stage to enter the community for the following activities

1. Community mobilization
2. Review of WSMT formation
3. Baseline data collection, i.e. population, disease pattern etc.
4. First WSMT training

5.2.5.6 Tendering and Construction

1. Preparation of tender documents by DA with quality assurance by RWST
2. Evaluation of tenders by DA with quality assurance by RWST
3. Award of contracts by DA and contract management with quality assurance by RWST

5.2.5.7 Construction and Community Development

1. 2nd WATSAN training by PO
2. Hygiene and sanitation promotion by PO
3. Funds mobilization
4. FMP preparation (communities are excited at this stage and take active part in the process)

5.2.5.8 Follow-up Support

1. Propose a separate contract from the PO/TA contract

5.2.5.9 Issues of sustainability

1. Sufficient time and resources should be allocated to the software component of the project cycle.
2. Capacity of POs to be strictly assessed and the needed training provided where necessary
3. POs/TAs to be involved in the CLTS process

5.2.6 6th CONSULTATION: Faustina Dadzie, Community Development Officer, Ga South DA

1. Has been involved in DANIDA funded projects (Phases 1 and 11) and currently the LSDGP.
2. Currently a member of the Water and Sanitation Unit of the District Works Department
3. Key activities of the Unit include:
 - Sensitization of communities on water and sanitation projects
 - Distribute Application forms to communities through Assembly members based on DWSP
 - Receive Applications and follow up with verification
 - Pre-select communities based on set criteria
 - Approval of selection process by the Social Services Sub-Committee of the Assembly
 - DWST with the assistance of EHAs mobilize selected communities to form WSMT Committees
 - Prepare Sub-Projects and submit to RWST for approval by RAC
 - Prepare RFP with support of RWST for the contracting of POs
 - POs carry out WSMT training in 3 phases
 - POs are monitored by EHAs
 - EHAs follow-up during the Post-Project phase and submit monthly reports

5.2.6.1 Issues for Sustainability

1. PO contract duration is short (currently about 5 months). Contracts to be extended beyond completion of facility
2. Voluntary nature of WSMT activities to be revisited (enthusiasm wanes after the facility has been constructed). About 80% of WSMTs in the district are not effective (i.e. not functioning well)
3. DA to fund refresher training for WSMTs since the membership keep changing over time
4. Area mechanics to be involved in pump installation to keep them active and sustain their interest since they are critical for sustainability

5.2.7 7TH CONSULTATION: Mr. Philip Amanor, Central Regional Director, CWSA

5.2.7.1 Promotion

1. RWST facilitate promotion at the RCC and District Assembly levels. All key stakeholders at these levels are invited. Project launch is also part of the promotion phase.
2. Community engagement at this phase has been weak.
3. Not much time is allocated for the promotion phase at the DA level since it has to fit into the General Assembly meeting.
4. Issues bordering on the management of the facility are not well addressed at this phase.
5. Criteria for the selection of the requisite personnel for the WSMTs to be thoroughly discussed and provided to participants during the interactions

5.2.7.2 Application

1. The Application form has to be reviewed to ensure the appropriate information is approved by the communities
2. DWSP to be used as a check to confirm information provided in the applications submitted by the communities.

5.2.7.3 Pre-Selection

1. The pre-selected communities should be approved by the Executive Committee of the Assembly and ratified later by the Assembly
2. The approved list should be submitted to the RWST for verification of information provided e.g. Feasibility of chosen technology, management issues, community structure etc.
3. WSMT formation by DWST at this stage

5.2.7.4 RAC Approval

1. District should present and defend sub-project to inculcate sense of ownership of the project

5.2.7.5 Proposal formulation

1. PO performance needs critical assessment in terms of caliber of staff
2. The role of RWST extension staff in monitoring and quality assuring the activities of the PO to be strengthened

5.2.7.6 Community Development/Construction

1. Involve WSMTs in monitoring the performance of POs and contractors (check list approach) as a means of deepening community ownership

5.2.7.7 Post-project

1. The 1 year post-project support should be well defined in the TOR for PO/TA and the RWST should have key role in its implementation

5.2.7.8 Issues of Sustainability

1. Human resource capacity of the management structures is critical to sustainability
2. Voluntarism of the management structures needs urgent review
3. Number of WATSAN Committees members to be pruned down to not more than 5 committed members
4. The tenure of office of the first WSDB is critical to the sustainability of the water facility. We should be clear about when it starts and ends. The period during the construction of the facility should not be counted as part of their management role. This should start after the handing over of the facility.

5.2.8 8th CONSULTATION: Dorcas Huctful Aidoo, Desk Officer for WATSAN, Central Regional Coordinating Council

1. Role of the RCC is Coordination, Monitoring and Evaluation of developments in the region.
2. Water and Sanitation projects on-going and completed in the region: IDA STWSSP, EU STWSSP, LSDGP, GOG Borehole drilling

5.2.8.1 Key observations

1. Knowledge of the NCWSP Project Cycle is weak: Promotion at RCC not well done
2. RCC involvement in WASH projects has been limited to inviting DAs for meetings.
3. RCPU goes on general Monitoring and Evaluation of projects which does include specific water and sanitation projects
4. Link between RCC and RWST is weak and needs to be strengthened
5. Copies of quarterly/annual project work plans and progress reports not submitted to RCC for effective coordination and monitoring of project implementation

5.2.9 9th CONSULTATION: Asuansi/ Nyamedor WSMT for small towns

Date 8th September, 2011

1. Managing a small town water supply system funded by the EU and completed in 2010
2. The town had made contact with the DA on their water supply situation before the project came on board.
3. No formal application was made by the community
4. WSDB members were selected through community meeting
5. WSDB members were given training on various issues to enable them carry out the roles expected of it.
6. WSDB has held two community meetings since starting operations about 16 months ago
7. Support from the DA is very weak. No follow-up visit since operations started
8. Has good support from the RWST (TA team)

9. The WSDB is an active one and seems to be performing well
10. Chief of the town has keen interest in the activities of the WSDB (was at the meeting with the WSDB)
11. No structured monitoring of their operations by the DA in place
12. System is new and therefore no major challenges for the WSDB for now
13. Major concern was with frequent power cuts

5.2.10 10th CONSULTATION: Abura Asebu Kwamankese District Assembly

Date 8th September, 2011

Present at the meeting were the following;

1. Mr. Edward Andoh, District Engineer
2. Mr. Edward Osew Addo, Environmental Health Assistant
3. Mr. William Akumanyi, Environmental Health Assistant
4. Mr. Felix Moses, Community Development Officer
5. Two projects implemented by the DA: EU STWSSP (completed), LSDGP (on-going)

5.3.10.1 Key observations

1. The DA did not give a positive impression of understanding its role in implementation and post-project issues
2. Capacity at the DA for water and sanitation delivery is weak. Although there is a District Works Department, the Water and Sanitation Unit is not receiving the needed attention.
3. No plan for effective post-project monitoring and evaluation is in place
4. RWST need to engage DA more on its roles both in project implementation and post-project monitoring

5.2.11 11th CONSULTATION: Abaka Odumekyir (point source community)

Date 8th September, 2011

1. Community has three boreholes with handpumps (WVG (1), LSDGP (2))
2. No WATSAN in place. Operations and maintenance by the Unit Committee
3. Accounts are kept on the operations and maintenance of the boreholes

5.2.12 12th CONSULTATION: Twifo-Heman-Lower Denkyira District Assembly

Date 9th September, 2011

In attendance were:

1. Mr. Eric Oppong Bediako, District Coordinating Director
2. Mr. David Amoah, Community Development Officer
3. Mr. Edward Banson, Technical Officer
4. Mr. Samuel Afedo, Budget Officer

Projects completed or on-going in the District are:

1. DANIDA Phase II (Completed)
2. IDA STWSSP (Completed)
3. EU STWSSP (Completed)
4. IDA SRWSP (On-going)
5. GOG Borehole Project (On-going)

5.3.12.1 Key observations

1. DA involvement in project implementation and post-project monitoring is fairly good but needs further strengthening
2. DA was not too clear about its role at each phase of the project cycle
3. Further strengthening of DA capacity is needed (i.e. performance monitoring of consultants and contractors)
4. No structured arrangement in place for post-project monitoring, reporting and follow-up

5.2.13 13th CONSULTATION: Eduabeng WSMT for small communities

1. Community has 6 functioning boreholes with handpumps : 2 provided under the 3000 well programme
2. Assembly man requested for 2 new boreholes on behalf of the community
3. WSMT members and opinion leaders given 3 days training
4. WSMT has held community meetings to account for stewardship. Last meeting held in April 2011
5. DA staff visit regularly to follow-up on WSMT activities and provide support

5.3.13 Key observations

1. Chief of the town actively involved in the activities of the WSMT
2. WSMT is chaired by a woman who is so passionate about water issues
3. Community not practicing pay-as-you fetch but monthly levy of 30 pesewas per adult per month which has kept the 6 boreholes functioning
4. Most people not paying the monthly levy and this is causing disaffection in the community
5. Balance on account GHc 1,133.00

5.2.14 14th CONSULTATION: MFUOM WSMT for small towns

Date 9th September, 2011

1. Water supply system provided under the IDA STWSSP and completed in 2010
2. Handed over about 10 months ago
3. The town was informed by the MP about the Project
4. The DA informed the town it has been selected to benefit from the project
5. WSMT formed out of an existing WSMT which was managing a spring water source
6. WSMT was trained by the Consultant on the project
7. WSMT has accounted to the community in May 2011

8. Balance on account was GHc 3,398.00
9. District support is fairly good but has to be properly structured
10. The system is new and therefore the WSMT does not have serious management challenges for now

5.2.14.1 Key observations

1. WSMT for small towns is committed and seems to be performing well
2. District support to be properly structured and formalized

5.2.15 15th CONSULTATION: RWST, Ashanti Region

1. The region has facilitated the implementation of IDA (I&II), KfW, EU (I) and ADB projects
2. RWST has been on top of project implementation
3. Not much has been done on post-project monitoring and evaluation (i.e. no formalized post-project monitoring and evaluation in place)
4. All the phases of the project cycle are relevant

5.2.15.1 Key issues

1. Re-orient CWSA staff towards post- project responsibilities
2. Special budget provision for post-project monitoring (current GOG Admin budget inadequate)
3. Review TOR for PO contracting
4. Phase out PO contract to coincide with the specific phases of the project cycle
5. Institute a rigorous PO performance monitoring framework
6. PO orientation before community entry essential

5.2.16 16th CONSULTATION: Mrs. Lucy Owusu Ansah, Focal Person for WASH, Ashanti Regional Coordinating Council

1. RCC's role in WASH activities has been mainly in the area of procurement i.e. award of contracts by the Regional Tender Committee and inviting DCEs for meetings
2. RCC has been used only as a "post office" and not as an important key stakeholder in WASH project implementation.

5.2.16.1 Key Issues

1. Coordination of WASH activities by the RCC is weak
2. Monitoring and Evaluation of WASH projects/facilities is not high on the RCC agenda (separate M& E arrangement for WASH activities)
3. RCC not adequately informed on progress of on-going projects (no quarterly workplans/progress reports submitted)
4. Support required by RCC to enable it effectively play its Coordination and M&E roles (i.e. means of transport (or fuel allocation) and training)

5.2.17 17th CONSULTATION: KWABRE EAST DISTRICT ASSEMBLY

The following persons were part of the meeting.

1. Mr. Daniel Fofie, District Planning Officer and Desk Officer for WASH
2. Mr. Collins Owusu Ansah, Technician Engineer(TE), DWST
3. Ms. Matilda Fati Bukari, Community Development Officer, DWST
4. The District has benefited from the EU (I), KfW and ADB projects
5. The Project Cycle has been followed in the delivery of the projects especially the ABD project and the team, especially the TE has adequate knowledge of the implementation process
6. Some post-project Monitoring and Evaluation is on-going but needs to be formalized and well structured (i.e. reporting and follow-up actions on M&E issues)

5.2.17.1 Key Issues

1. Monitoring of PO performance is weak and this can comprise on the effectiveness of WSMT training
2. DA capacity for construction supervision is weak and needs to be strengthened

5.2.18 18th CONSULTATION: AHAFO ANO SOUTH DISTRICT ASSEMBLY

The following persons were part of the meeting

1. Mr. Daniel Owusu Ansah, District Planning Officer and Desk Officer for WASH
2. Mr. James Korkoh, Technician Engineer, DWST
3. Mr. John Asamoah, Community Development Officer, DWST
4. Mr. Daniel Ayih, Environmental Health Officer, DWST
5. The District has benefitted from KfW, IDA and EU (I) projects.
6. The Project Cycle has been followed in the implementation of these projects, especially the IDA project
7. Some form of post-project M&E is in place but needs to be formalized and structured. i.e. reporting and follow-up on M&E issues

5.2.18.1 Key Issues

1. Tendering and contracting of POs, hydrogeological services and drilling works on the KfW project were done with very little involvement of the DA.
2. Payments to consultants and drilling contractors were done without invoices passing through the DA for certification
3. DA was not aware of the drilling programme and movement of contractors
4. No role for the DA in the supervision of the drilling works
5. Ownership of the project by the DA was non-existent and this affected the commitment of the DA
6. WSMT for small towns in Mankranso is not up to its task. No community accountability meetings for than 3 years.
7. Operational reports are not submitted to the DA

5.2.19 19TH Consultation: Sekyere South District Assembly

The following were present at the meeting

1. Mr. Benjamin Busia, District Planning Officer and Desk Officer for WASH
2. Ms. Margaret Adamu, Community Development Officer, DWST
3. The District has benefited from the IDA (I&II), EU, KfW and ADB projects
4. The Project Cycle has been followed in the implementation of the projects especially the IDA and ADB projects
5. Some post-project Monitoring and Evaluation is on-going but needs to be formalized and structured

5.3.19.1 Key Issues

1. Tendering and contracting of some services and works were done at the regional level
2. Monitoring of PO activities was a challenge since no work plans and itinerary were submitted to the DA

5.2.20 20TH CONSULTATION: RWST, NORTHERN REGION

Date: 29th September, 2011

1. The region has facilitated the implementation of the AFD, EU, NORWASP, NORST, I-WASH and currently the IDA (SRWS) projects
2. All projects have been launched at Regional and District levels
3. More time and resources needed for the promotion phase to include mass media
4. The earlier projects have not involved the RCC and DA in the implementation as is currently being done on the NORST and IDA projects

5.2.20.1 Application Phase

1. Review Application Forms for standardization
2. Signatories of Application Form to include the chief, Assembly member, chairperson of women group

5.2.20.2 Pre-selection/Selection

1. Criteria should be reviewed to reflect current situation and standardized.

5.2.20.3 Proposal Formulation

1. PO performance monitoring is a big challenge. No value for money for PO activities in the region
2. Process for contracting POs to be critically reviewed, i.e. TOR
3. PO contracts to be phased to coincide with the phases of the project cycle
4. Qualification and experience of PO staff to be critically scrutinized during contract negotiations

5.2.20.4 Post-Project

1. No formalized post-project monitoring and evaluation instituted by the region
2. No CWSA agreed monitoring indicators in place

3. Inadequate Administrative budget does not allow for any planned M&E

5.2.21 21ST CONSULTATION: Ms. Rhumba Salisu, Focal Person for WASH, Northern Regional Coordinating Council

Date: 29th September, 2011

Ms. Rhumba Salisu had just been assigned the position and did not have any information on the RCC's role in previous projects implemented in the region. She is currently involved in the coordination of the IDA funded Sustainable Water and Sanitation Project by the RCC. She did not exhume self- confidence and as an Assistant Director, it is doubtful whether she will be able to push WASH issues to the top of the agenda at the RCC.

5.2.22 22ND CONSULTATION: SAVELUGU-NANTON DISTRICT ASSEMBLY

Date: 29th September, 2011

The following persons were part of the meeting:

1. Mr. Andrew Akumbutum, Deputy District Coordinating Director
2. Mr. S.J. Tuahir. DWST Team Leader
3. Ms. Lucy Ebkang, District Finance Officer
4. Mr. Baba Issah, DWD Representative
5. Mr. Sulemana Mohammed, Representative of District Planning Unit

The District has benefitted from the AFD Project. The DWST participated in a Project information dissemination workshop at Tamale. Follow-up activities at the district level were:

1. District start-up workshop involving all heads of departments at Assembly and Assembly members
2. Distribution of Application Forms to Assembly members
3. Community information dissemination by DWST
4. Selection of beneficiary communities by a committee
5. Monitoring of PO activities

The team raised concern on the procurement processes for hydrogeological services and drilling works which were done outside the Assembly with very little involvement of the Assembly. There were also concerns about funds disbursement and payment for these services and works which did not pass through the Assembly and therefore no records at the Assembly on the cost of these services and works.

Post-project monitoring has not been effective since there is no structured and formalized M&E arrangement in place.

5.2.23 23RD CONSULTATION: NANTON WSMT FOR SMALL TOWNS

Date: 29th September, 2011

The WSMT is managing a piped water supply system constructed under the AFD Project which was handed over in 2006. The initial membership of 15 now stands at 13. The WSMT has engaged operational staff headed by a Systems Manager that carries out the day to day operation and maintenance. Interactions with

members of the WSMT present at the meeting showed clearly they were not on top of issues as far as their management roles were concerned. They did not seem to have control of the operational staff by not demanding regular accountability from them. A critical observation was that most members were either illiterate or semi-illiterate. This has serious implications on the sustainability of the system. The criteria for the selection of WSMT members should therefore be critically reviewed since the long-term sustainability of especially small town water supply systems depend on a large measure on the caliber of management team in place.

Post-project support by the DA and RWST has ceased since the AFD funded support for the 1-year post-project follow-up ended in 2007. No audit of the WSMT has been carried out by the DA since the WSMT took over and this is reflected in the financial data provided which was not realistic.

5.2.24 24TH CONSULTATION: YENDI MUNICIPAL ASSEMBLY

Date: 30th September, 2011

The persons present at the meeting were;

1. Alhaji Shehu Kadiri, District Coordinating Director
2. Mr. Sani Mahama, DWST Team Leader

The District has benefited from the NORWASP and currently NORST project both funded by CIDA. From the interactions, NORWASP had the Regional Director of CWSA as the Project Manager and all procurements and contracting for services and works were carried outside the district with very little involvement of the district. This made it difficult for the DWST to monitor the activities of consultants and contractors in the field since they did not see them as key stakeholders in the implementation process. Payments were also made to consultants and contractors without district input. The only roles played by the district were in the initial stages of the Project Cycle, that is, promotion and selection of beneficiary communities. District ownership of the project was lacking and this affected commitment from the DA staff

The NORST Project which is supposed to be a district-led project is also facing challenges because some procurement (Services) is being carried out by the Canadian Advisory Agency (CAA) and the others (Works) by the DA. Planning and coordination of these two activities are not well synchronized and this is affecting project delivery. For example, the CAA is carrying out the design of the water supply systems in its office in Tamale without the involvement of the DA/DWST which will be responsible for the construction supervision. Funds for payment of works carried out by contractors are managed by the district whilst the CAA manages funds for the payment of services by consultants and POs.

Although the DA does not see itself as fully being in the lead of project implementation it sees the approach as an improvement in the way NORWASP was implemented and this has generated a sense of ownership and commitment to project implementation which would impart positively on post-project activities.

Some level of post-project monitoring is on-going but is not structured or formalized.

5.2.25 25TH CONSULTATION: GUNDOGU WSMT FOR SMALL COMMUNITIES

Date: 30th September, 2011

The community has 2 functioning boreholes provided by NORRIP (1) and NORWASP (1). A 7-member committee formed during the NORRIP intervention in the nineties is still in place. The committee received training under NORRIP but no refresher training has been provided since then. The youth of the town engage in communal labour during planting season, the proceeds of which are lodged in a community account some of which is used to repair the pumps when they break down. A very active pump caretaker is the life-wire of the committee which is made up of old men and women. The DWST has been visiting the community to follow-up on their activities.

5.2.26 26TH CONSULTATION: GBUNGBULIGAH WSMT

Date: 30th September, 2011

1. Gbunbuligah is one of the beneficiary towns under the NORST Project with project activities at the initial stages of implementation. Interaction with some members of the WSMT indicated the following;
 1. Assembly member informed the town it has been selected to benefit from the project
 2. The PO assisted the town to form the WSMT which is made up of representatives of the sections of the town, the chief, women's group, watsan committees and the Assembly man.
 3. PO has trained the WSMT on its roles and responsibilities as the first training.
 4. Further training to take place during construction
 5. Funds mobilization has been initiated by WSMT but is slow due to the slow pace of project implementation which was a result of water quality issues.
 6. The WSDB has some well-educated members especially the Secretary who was on top of issues and was fully aware of the huge responsibility on the WSMT as managers of the water supply system when completed.

5.2.27 27TH CONSULTATION: NORST PROJECT TEAM

Date: 30th September, 2011

The Team members at the meeting were;

1. Mr. Kwablah Matanawi, Team Leader
2. Mr. Alex Opere, Deputy Team Leader.
3. The Project is being implemented through two components
4. Component I which deals with construction of water and sanitation facilities (infrastructure) is managed by the District Assemblies in terms of procurement and funds disbursement.
5. Component II which covers Hydrogeological Services, Design and community mobilization is managed by the Canadian Advisory Agency, which is also responsible for the overall management of the project deliverables.

6. The separation of management functions between the DA and the CAA is facing challenges since coordination of the activities is not the best. This is being resolved through quarterly district progress review meetings.
7. The other challenge mentioned has to do with the capacity at the DA. The designs for the water and sanitation facilities are done by the CAA without staff from the DAs being part because according the team the DAs do not have the engineers to assign to this activity. However, the DA as part of its role under the project would be responsible for the supervision of the construction of the facilities.
8. The role of the RWST was not clear in the implementation of the project.

5.3 Annexure IV: QUESTIONS

5.3.1 CWSA

1. How familiar are you with the NCWSP Project Cycle?
2. What has been your personal experience in the implementation of the cycle?
3. Are all the phases of the cycle relevant?
4. Which phase(s) of the cycle would you want to be modified and why?
5. What issues are of major concern in the implementation of the project cycle?
6. Given the new paradigm shift to Service Delivery Approach what new elements would you want to be introduced in the cycle to guarantee long-term sustainability of facilities delivered?

5.3.2 RCC

1. How familiar are you with the NCWSP Project Cycle?
2. How many water and sanitation projects are on-going (or completed) in your region?
3. What role (s) does the RCC play in the implementation of the projects?
4. Are you satisfied with the role played by the RCC?
5. If not, what other roles would you want the RCC to play?
6. What has been the role of the RCC in post-project operation and maintenance of the facilities by the communities/towns?
7. What other roles do you think the RCC should play in post-project monitoring for long-term sustainability?

5.3.3 District level

1. How familiar are you with the NCWSP Project Cycle?
2. Which water and sanitation project is (or was) the District involved in?
3. What has been (or was) the District's involvement in the implementation of the project?
4. Are you satisfied with the role played by the DA in the implementation of the project?
5. What other roles would you want the DA to play in the process to guarantee DA ownership of the project?
6. What support is the District giving to the communities/towns in the operation and maintenance of their water and sanitation facilities?
7. Does the District have budget for WSMT activities? If not, how are the DWD/DWST activities funded?

5.3.4 Community level

1. Which project provided your water facility?
2. How did the community get to know about the project?
3. What processes followed after that?
4. How was the WSMTs formed?
5. What training was given the WSMTs?
6. How many days did the training take?
7. Has anyone from the District Assembly visited you since the facility was handed over to you?
8. If so, how many times and what did the person do?

9. Has anyone from CWSA visited you since the facility was handed over to you?
10. If so, how many times and what did the person do?
11. How are you involving the community/town in the operation and maintenance of the water facility?
12. What other role(s) would you want the community/town play in the delivery process?