

# Local Millennium Development Goals initiative

Local government and water and sanitation delivery



A WaterAid report

March 2008

Front cover image: WaterAid/Suzanne Porter

“I collect water seven times a day, three times in the morning, two times in the afternoon and three times in the evening. Other communities close to here, people are sick. They don’t know how to wash and the water is dirty, their children get sick because of the water and sanitation. My children are healthy. Four of my children are at school.”

Rifkatu Musa, 32, Aamko, Plateau State, Nigeria

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## List of acronyms

AfDB	African Development Bank
APDO	Afram Plains Development Organisation
CBO	Community based organisation
CREPA	Centre regional pour l'eau potable et l'assainissement
DWSP	District water and sanitation plan
FMWR	Federal Ministry of Water Resources
LDP	Local development plans
LGAs	Local government area
LMDG	Local Millennium Development Goals
LMDGI	Local Millennium Development Goals initiative
MDGs	Millennium Development Goals
M and E	Monitoring and evaluation
NGO	Non governmental organisation
PPP	Public Private Partnership
PRSP	Poverty reduction strategy plan
WA	WaterAid
WASCOM	Water and sanitation committee
WATSAN	Water and sanitation
WASH	Water, sanitation and hygiene
WES	Water and environmental sanitation

## Preamble

Although many countries in sub-Saharan Africa have placed considerable emphasis on the decentralised delivery of water and sanitation services, in practice, the definition, the planning and the design of interventions to meet the targets have seen very little involvement of the local level structures.

The LMDGI international conference series is organised based on the evidence of progress, challenges and ground-breaking results at the local level.

The first conference on local government-led WATSAN delivery was held in Accra in 2006 and examined the specific roles that local structures could play in achieving the MDGs. It provided a forum for learning and sharing on local participation and ownership of WATSAN delivery while creating an opportunity to market the LMDGI concept.

The conclusions from the Accra conference included the following needs:

- Clarity of the nature of the LMDGI process
- Local government structures should be involved in driving the MDG agenda
- Citizens engagement in all stages of the process will ensure accountability
- More resources for the water and sanitation sector
- Development of the capacity of the local government structures
- Well-defined objectives and the collection of high quality and reliable data
- Recognition of the supporting role of non-state actors in capacity-enhancement, co-ordination and harmonisation of planning and implementation, promoting citizen engagement and advocacy
- Creation of partnerships across all sectors

The Accra conference resolved to:

- Undertake more work to deepen the understanding of the LMDGI
- Disseminate the experiences and lessons from pilot work as they develop
- Deepen and strengthen LMDGI processes where they are being undertaken
- Support local governments in marketing local water and sanitation plans

The second conference in the series, organised in Ouagadougou, focused on three main themes: finance, planning and accountability. It sought to open up the scope of sharing and learning by involving interested parties from other parts of Africa, Asia and the rest of the world. This new dimension is gradually increasing the breadth of regional partnership arrangement which started with ENDA Tiers-Monde, training institutions, NGOs/CBOs and local governments in Ghana, Nigeria, Mali, Burkina Faso, Senegal and Mauritania in 2003.

In addition to emphasising the centrality of local governments' role in the efforts towards meeting sanitation and water targets, the second conference highlighted numerous challenges that need to be resolved at the local government level. These include, but not limited to:

- Need for better planning drawing on realistic data
- Need for effective financing and coordination mechanisms
- Need for comprehensive capacity enhancements at all levels
- Need to empower citizens to effectively engage in planning and monitoring

Conclusions from the second LMDGI conference confirmed that the approach is an extremely useful catalyst in moving towards the equitable achievement of water and sanitation targets within MDG 7 and providing a basis for subsequent progress towards universal access to safe water and sanitation. It seeks to bring these global targets to the local level as a basis for positioning local government to carry out equitable planning and implementation of facilities in order to meet these goals. In particular:

- Local governments have resolved to develop credible and realistic plans for meeting water and sanitation needs of the communities in line with national MDG targets. WaterAid country programmes will support these processes while the local governments maintain their leadership roles
- Local government actors agreed to be more responsive to citizens by involving them in planning and decision making. Duty bearers and service users will work towards achieving agreed objectives and will account for their assigned roles. WaterAid country programmes will therefore work with CSO to fulfil this commitment
- Advocacy and marketing of local plans will be championed by local governments in partnership with organisations well-placed to support that effort. WaterAid will support with capacity development in advocacy and marketing of plans, while organisations with comparative advantage in other fields complement these efforts. given the enormity of learning opportunity on best practice cases, Regional Learning Centres will be established in Mali to afford sector players and other financial institutions within and outside of West Africa a platform for experience sharing among others

Given the level of interest, WaterAid in West Africa will support the organisation of an international conference annually. Other like-minded institutions with passion for propelling local governments to meet sector challenges can contact the WaterAid Regional Team to make this memorable experience to look forward to.

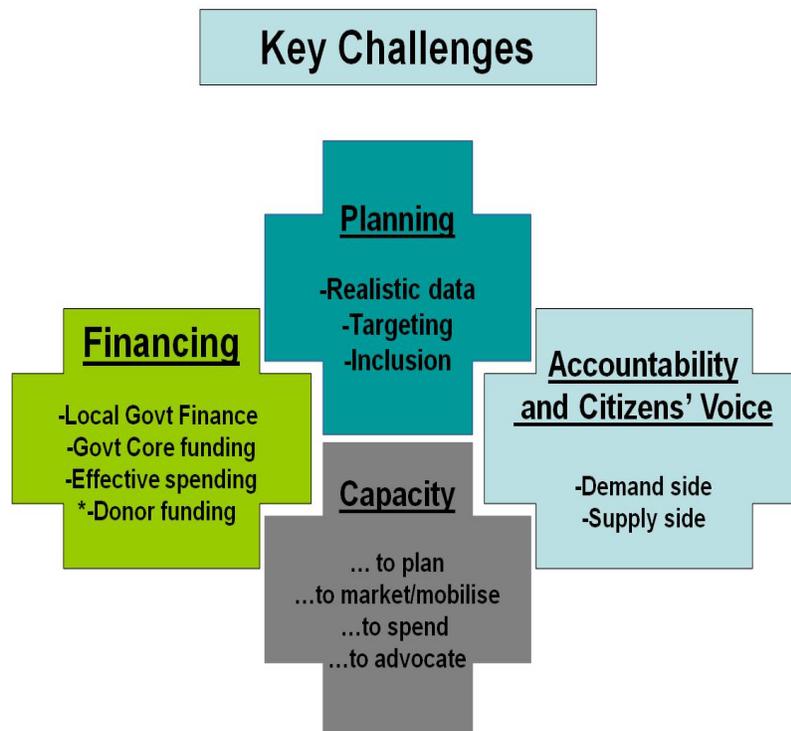
I wish to extend my gratitude to the UK team for supporting with organisation, facilitation and quality assurance. These inputs proved invaluable for the success of the conference. For the first time, participants came from other WaterAid regions namely Asia, East Africa and Southern Africa, bringing unique experiences to share. Their presence and contribution culminated in the outstanding results of the conference. I also wish to acknowledge the excellent contribution by various speakers, presenters and those who submitted abstracts. Finally, we express our gratitude to the conference facilitator, KS Manu, and hosts – WaterAid in Burkina Faso – and the authorities of the country for making it such a memorable event by all standards.

Idrissa Doucoure  
Head of West Africa Region  
WaterAid

# Local government challenges to delivering WATSAN services

## 1.1 Challenges of local government-led delivery of WATSAN services<sup>1</sup>

Whilst every situation appears different there are some broad challenges that are impacting on the delivery of WATSAN services. These are captured in the diagram below:



These challenges may be summarised as follows:

- Better planning is needed and this requires realistic data that targets and includes poor people. There is the need for awareness that the current coverage data are far from comprehensive or accurate
- More effective financing and coordination of all parties are vital. This includes donors
- Demand and supply sides must be involved and seen as equal in order to ensure accountability
- Citizens must be engaged in planning and monitoring. This requires substantial capacity to plan, market, mobilise, spend and monitor outcomes. 'Capacity' must be increased at all levels – it is noted that there is a need for clarity as to what this entails
- As local governments capacity is lacking, it requires support to fulfil its mandate. Lack of capacity, however, does not reduce responsibility. There is a fundamental

<sup>1</sup> Presented by Abdul Nashiru Mohammed

need in each case to understand the exact scope and scale of the capacity deficiency and react accordingly

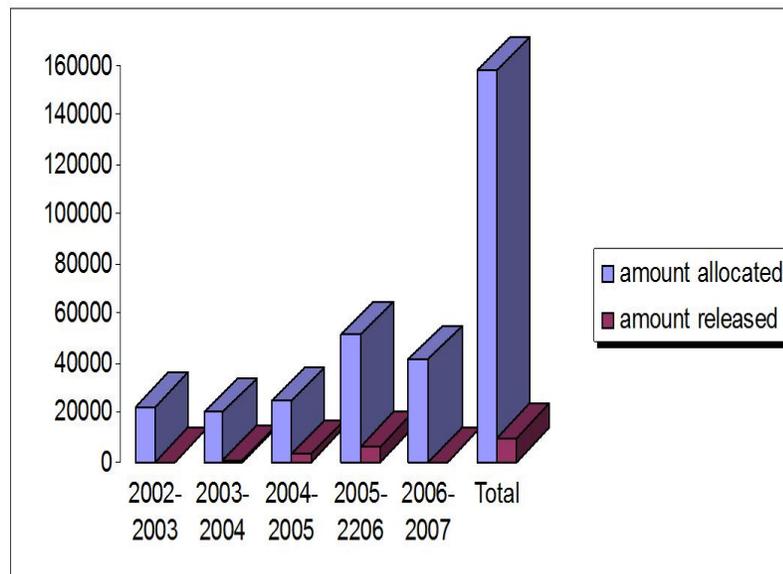
- Transfer of competences can be achieved through decentralisation, providing there are skills and resources to transfer. We are not looking to transfer problems or corruption

There is a need to look slightly outside the immediate and sometimes narrow box. For example, the difference between urban and rural contexts is huge – in the case of informal settlements in urban areas, the specific issues surrounding land tenure must be considered; also in many rural contexts, the issue of resource scarcity similarly cannot be ignored.

## 1.2 Case study: Chattisgarh, India - the real challenges of WATSAN delivery

For developing regions (in Asia and sub-Saharan countries), regional water and sanitation coverage targets were low and while efforts to achieve MDG targets for water supply is on track, sanitation is lagging behind. Furthermore, there is some disquiet between allocated financial resources in some selected states in India and what is actually made available by the budgeting authorities.

### Information Education & Communication allocation Vs release



As in many countries, figures from official sources often appear to be higher and more optimistic than those provided by non-state actors.

In the Indian state of Chattisgarh, the main challenge to achieving the MDG target (for rural sanitation, urban water/sanitation) is the huge capacity gap in the Public Health Engineering Department and of local government. Areas of capacity gap identified appear to be mainly in the development of strategies to undertake WATSAN-based activities.

These include:

- Strategies and mechanisms in promoting demand based approach
- Strategies in strengthening capacities of communities to identify issues in personal hygiene, sanitation and 'safe' drinking water
  - For promoting community based action for water conservation
  - Enabling PRIs to identify issues in water and sanitation in their area and develop capacities whereby they are able to articulate these issues
  - Ways to develop user groups and to work with them for undertaking operation and maintenance of water installations and sanitation facilities
- Alternative technologies and their relevance and adaptability to different regional contexts

The suggested measures to address the challenges include:

- Collaboration and cooperation of all stakeholders
- Citizen action
- Information and dissemination at all levels
- Assistance to communities to plan actions and schemes
- Pick up the supply chain

# Finance

## 2.1 Financing water and sanitation at local level, local government and WATSAN MDG delivery<sup>2</sup>

### Emerging sector context

There is renewed focus on Millennium Development Goals (MDGs) and national targets for water supply and sanitation by countries and development partners. Aid for water and sanitation by donors is increasing, along with an emphasis on ‘aid effectiveness’. Allocations by national governments also appear to be increasing, with an emerging focus on financing of water and sanitation at local levels.

### Global trends influencing local financing

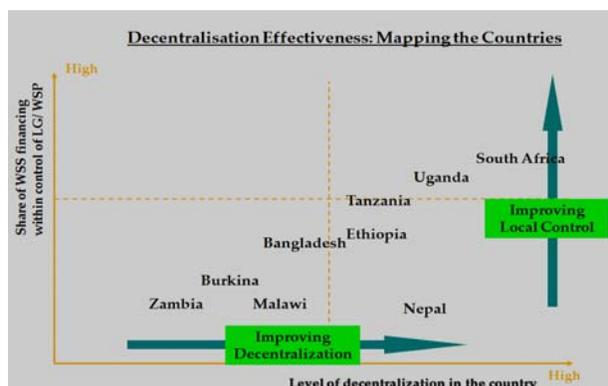
Globally there is an increasing trend towards decentralisation, with the devolution of functional mandates and fiscal powers. There is also an increasing move towards sector wide approaches, with more country ownership of sector programmes. More accountability is being demanded of service providers, and a clear separation of policy making, regulatory oversight and service delivery is the norm.

### Funding blocks (sources) defining local financing

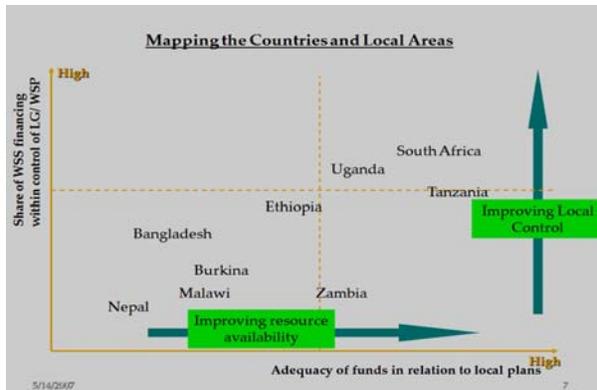
The funding blocks for water and sanitation at the local level are classified as: i) those coming from central government transfers, ii) sectoral programs funded by donors, and iii) local government budgets and the budgets of water service providers. These have been determined by the greater emphasis on decentralisation (transfers), program funding and accountability in service delivery.

### Factors influencing effectiveness

The factors that drive effectiveness include: i) the level of administrative and fiscal decentralisation in the country, where greater level of decentralisation is good for improved service delivery; ii) the share of local water and sanitation financing controlled at local level, where greater local control of water and sanitation finances is good for making improved ‘budgeting’ decisions (e.g. equity, targeting, efficiency, technology choices, etc.); and iii) adequacy of funds to meet realistic water and sanitation targets.



<sup>2</sup> Presented by Meera Mehta



### Assessment of local finances

In summary, improved and equitable water and sanitation delivery requires increased decentralisation (predictability, autonomy, accountability, and capacity), local control of water and sanitation funding and adequate funds to deliver the plans. These factors in turn assure appropriateness of local budget decisions, equity, efficiency, poverty targeting, financial viability and accountability.

### 2.2 Challenges and opportunities in financial management and planning

There are numerous challenges and opportunities that emerge in financial management and planning:

#### Skills and ‘capacity’

- Is there the capacity to plan – is there sufficient staff in the local government, and do they do they have the correct calibre/skills
- Are there the right planning tools?
- Are there financial management systems which are appropriate to the local level?
- Is there credible coverage data – to allow the local government to match service provision plans to articulated demands?
- Systems development at a local level: can you identify needs and gaps and respond in terms of resource and skills needs?
- Can the local government respond to staff issues:
  - Continuity: rapidity of staff turnover in local governments requires work to embed processes?
  - Motivation: when local government staff members are not paid for considerable periods?
- Clarity of roles of partners? Can you establish who is doing what?

#### Accountability and trust

- Participation: articulate needs and build trust between communities and local governments
- Accountability and transparency: develop systems for engagement in the whole planning process (how?), but ensuring that this includes participatory planning, budgeting and monitoring

#### Finance structures and levels

- Financing: need to identify finance requirements and (it would help to) point out specific sources

- What is the structural financial problem that is being addressed? There is a need for advocacy work on this wider strategic issue
- Control: complete fiscal devolution is an absolute necessity: decentralisation is more than shifting responsibility!
  - Autonomy: policy reform needed – overcome uneasiness at central level
  - May require legal change to facilitate all of these processes
- Local sector basket funding is the only way to ensure proper management, control and transparency and especially coordination among donors
- need for NGOs to think through their funding activities – better to put finance into local sector pots
- NGO contribution welcome but into a basket
- NGOs can provide off budget support for peripheral activities of advocacy, policy development, citizen mobilisation
- May be a need to amend regulation to allow NGOs to make contribution to local governments
- How to create the necessary trust between local government and the next government layer up? Partnership development needs an active response
- M and E is a joint requirement

### **Cost contributions**

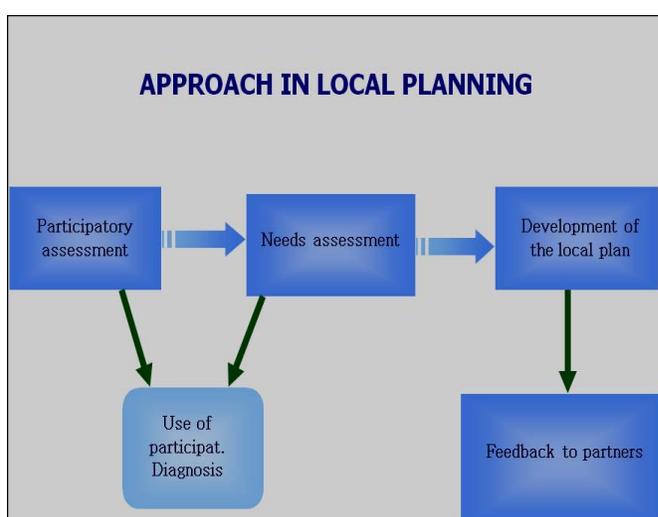
- How to determine need and level of contribution of communities to capital finance?
  - Need to recognise that many poor people cannot contribute – so how it is necessary to bottom out the issue of subsidy
  - Need to work with local people to ensure that there is agreement on the issue that water service provision has a cost
  - Suspicion on this issue at a local level needs to be recognised and confronted sympathetically; In any event, local contributions, where levied, must be consistent across ‘project’ locations
- What level of local resources (tax and contribution) is available, and should national/external finance be seen as supplementary to this? What is the role of local taxes – recognising that this is far from universally possible? Is there a way of rewarding tax payments to minimise avoidance?

# Planning, local government and NGO experiences

## 3.1 Local planning in water, hygiene and sanitation<sup>3</sup>

The various processes of effective local planning and the challenges that have been identified in the following areas are outlined below:

- Participation – setting in a participatory way, strategic orientations and defining the appropriate actions
- Role of stakeholders - local authorities, CBOs and communities - in the process
  - Ownership of the tools for coordination and funding
- Use of the output in negotiation and advocacy
- Availability of skills to plan and implement



The catalogued requisites for the preparation of local water, hygiene and sanitation plans include:

- Leadership to conduct the process
- Funding mechanism for the process
- Encouraging participation
- Local government capacities to be engaged in the process
- Making the WATSAN plan a reference framework

## 3.2 Partnership in practice between Bongo district and Rural Aid<sup>4</sup>

The many key challenges of water and sanitation in the Bongo district of the northern region of Ghana, and the collaborative efforts of the district assembly and Rural Aid in the planning process are discussed below. The results and lessons from the partnership are also captured.

### Challenges

The Bongo district assembly (BDA) had many water and sanitation challenges. These include: i) inadequate access to safe water (25%); ii) high fluoride content of ground water; iii) low budgetary allocations; and iv) lack of realistic data for planning and poor donor and NGO presence.

### Partnership activities

The Rural Aid-BDA collaboration in 2005 under the LMDGI involved the following activities:

- Bongo mobilised internal human resources (staff of district, decentralised departments and citizens (communities))

<sup>3</sup> Presented by Pr. Amadou Diop

<sup>4</sup> Presented by Frank Aggrey

- RuralAid provided training in WATSAN mapping to collect data on all water and sanitation facilities in Bongo
- RuralAid provided training in the use of the DevInfo software for analysing the data

The analysed data in DevInfo is currently being used for planning and a resource shared with other actors

### **Process and results**

The process involved all water and sanitation actors operating in the district, thus ensuring that control and coordination by the district was reinforced.

There was discovery of 'lost' communities and these never would have been considered in water and sanitation planning. The process of validation to reconcile location/ownership of facilities resolved conflicts over shared facilities and led to prioritisation of disadvantaged twin community.

The outcomes of the partnership are:

- A more efficient allocation and distribution of resources
- Prioritisation of water and sanitation on the district medium term plan
- Preparation of realistic strategic water and sanitation plan
- NGOs and donors agreement to provide water and sanitation within the plan
- Increased commitment of district leadership to WATSAN

Key lessons from partnership between Rural Aid and Bongo district assembly:

- Bongo now asserts itself in terms of resource allocation and distribution (areas with no or inadequate water)
- Medium term plan of Bongo contains priorities for water and sanitation, implying the government is more likely to allocate resources to them
- Preparing a strategic water and sanitation plan was easy and realistic
- NGOs and donors (i.e. WaterAid and Catholic Relief Services) have agreed to provide services within the plan.
- Increased commitment of district leadership to water and sanitation implying internally-generated revenue will be allocated
- Bongo's leadership is now recognised; it has credible and reliable data for realistic planning

### **Multi-faceted planning at the local government level for WATSAN services in Honduras**

The Water for People, Honduras strategic plan espouses the overall goal with particular emphasis on strengthening municipal units and building the capacity of rural water committees.

Among the constraints to local government planning for water and sanitation are issues which are not different from those found in sub-Saharan Africa. These include:

- lack of clear financial commitments from the state
- irregular disbursements of funding that undermine planning
- lack of authority/ resources/ knowledge at the local level

- lack of long term commitment from NGOs
- lack of personnel with appropriate skills at the local level
- lack of accurate data on true water and sanitation needs
- lack of community involvement for planning
- lack of access to other institutions integral to the provision of sustainable water and sanitation

Water for People has addressed some of these constraints through a series of activities including: i) multiple year commitment to the three municipalities involved in the program; ii) requiring a municipal WATSAN technician hired in each municipality; iii) development of training programs and other capacity-building activities; iv) a mapping/needs assessment exercise; v) annual monitoring of past work; vi) participatory planning sessions; and vii) using connections at national level to include other key stakeholders.

There are remaining challenges however, which include:

- ensuring local finance is available as planned
- ensuring local governments to manage coordination efforts and include the work of organisations beyond Water For People and its local partners
- mechanisms for coordinating all of the WATSAN work within a municipality, which could distort the already well-planned work, need to be strengthened

### **3.4 Learning local government planning: the Nigerian experience**

The issues in local government planning in the Nigerian context are:

- weak service delivery
- low trust between LGAs and people due to poor performance and low accountability
- local governments have responsibility for delivering MDGs without adequate resources or plans; poor capacity
- standard MDG planning methodology has not been established, but pilots have been carried out in 93 LGAs.

The key findings from the study undertaken by WaterAid include:

- different methodologies, but commonalities included:
  - stakeholder participation
  - establishment of technical committees to drive the process.
  - consultants to guide the process and draft plans
  - key state ministries participated in the process
- quality varied enormously
- key skills were not transferred
- donor-driven and not locally-owned
- increasing donor scepticism
- Government activities continue to ignore the MDG plans
- plans are not related to available budgets
- Jigawa state – success formula? Factors include:
  - state managed process
  - ‘internal’ funding
  - the challenge fund

- strict time plan

Key questions that need to be addressed are:

- Are ownership and sustainability a priority or is it an issue of meeting targets?
- Is the priority quantity or quality of plans?
- How do we address capacity needs of LGAs?
- How can roles be clarified amongst the various actors – federal, state, LGA and donors?
- How does WATSAN local development plan (LDP) fit into local plans such as LEEDS?
- How can MDG plan development (e.g. LDP) be integrated into existing budgeting process and supported with appropriate legislation?

### **Participatory planning**

It must be recognised that the activity of planning is important in and of itself. If the priority of the process is raised, then its chances of success are heightened. Planning is an iterative process. For its success, it requires good baseline information but this is all too often lacking. It also needs to be realistic. The resultant plan especially needs to relate to the availability of funds and the ability to implement. The key is that planning should be a participative process – to set priorities and allocate resources. If many stakeholders are involved, ownership increases. The concept of citizens action is vital to ensure equity and inclusion. Otherwise processes are subject to derailment by local vested interest.

There are some questions for those conducting the planning process:

#### **Assembling the data**

- Do you have the necessary mapping/needs assessment/data; Are these valid, credible and comprehensive? Is help needed to get this and is the data owned by the community through its involvement in data collection and validation?; and how do your local figures compare with national figures (usually wrong) – can you explain the inevitable differences?

#### **Linkage with other plans**

- Where does your local plan link into national (and regional?) plans; How can you balance autonomy and national considerations, while guarding against undue external 'interference'? How do your plans relate to targets like the MDGs? If you say WATSAN are you really planning for sanitation or just talking about it? To what extent should (or should not) WATSAN plans be linked into those for other sectors

#### **Leadership and roles**

- Have you defined the leadership required for the process – people and committees? And are these in place? What role is being played by other agencies? How are you encouraging partners to come on board in a district wide plan and not go elsewhere to places where they can decide themselves what to do?

#### **Funding**

- Where are the funds? What is the funding mechanism – local and national? Can these be made regular and timely?

#### **Co-ordination**

- How are you going to conduct participation appropriate to the nature, scale and

intended output of what you are planning?

**Duration of plan**

- How long is the plan for? What are the right criteria determining the duration of the plan? How can you ensure continuity across multi-year activities? Commitment of all agencies at different levels and the retention of institutional memory become important

**M and E**

- How will M and E be conducted? How will sustainability of what is implemented be built into the planned activities? How is quality guaranteed?

If you have adequately addressed these questions, then:

- You can assert your needs in the environment of competing demands for resources
- Your data is a credible basis for equitable resource allocation
- Commitment levels increase among officials across areas
- Other donors fall into line and contribute to implementation
- Planning is actually 'easy' (this was said in the Bongo district presentation)

# Accountability – how to improve local government

## 4.1 Defining accountability<sup>5</sup>

Accountability has 3 aspects:

- Compliance – ('being held to account'). This suggests that there is a sense of predictability, that partners know and have documented what is required of them to get the job done. It further suggests that there are clear standards and commitments to which the organisations have either voluntarily agreed to adhere or which are statutory
- Transparency – ('giving an account') that partners have made documentation and information easily available on the decisions they have taken and the related actions, performance and outcomes
- Responsiveness – ('taking account'). It means that you have provided coherent and rational 'responses' as to why the organisation / partnership took the decision it did or completed the specific actions in question. It does not necessarily mean doing what others want you to do, but that you demonstrate publicly that you have considered their suggestions

## 4.2 Working with communities for 'Akunta Bubu')

'Akunta Bubu' in a local Ghanaian dialect means accountability and signifies the importance traditional Ghanaian society attaches to accounting for one's actions. The case study of three (3) communities in the Afram Plains district is a continuing engagement between service providers and communities facilitated by the APDO organisation, a partner of WaterAid. The exercise provides an opportunity for communities to assess and make inputs to the WATSAN plans of service providers in the district, thereby keeping end users more informed and involved in the decision making process at the district level. It also aims at involving communities in monitoring targets for water and sanitation projects and programmes at the local/community level.

The process seeks to promote:

- Participation
- Dialogue
- Self-assessment
- Empowerment

The study of a rural community with the aim to empower area councils and WATSAN committees to monitor service delivery identifies the following capacity challenges:

- Inadequate human and material resources at sub-district level to hold service providers accountable.
- Low commitment by service providers to subject themselves to scrutiny by communities
- Funding for such actions without 'countable' facilities

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<sup>5</sup> Presented by Tracy Keaton

Key conclusions drawn:

- Consultation among service providers is weak and needs strengthening
- For better service provision constant dialogue between service providers and users is crucial at all stages
- Inadequate human and material resources at sub-district level affects service provider accountability and governance

#### **4.3 Local government/NGO partnership for scaled delivery of WATSAN services: Addressing challenges in developing accountability and responsiveness in local governments and service providers.<sup>6</sup>**

The main points are the following.

There are 3 aspects to accountability:

- Compliance – being held to account
- Transparency – giving an account
- Responsiveness – taking account, demonstrate that you have considered inputs

What issues are being confronted? There are a range of administrative organisations and structures which can confuse.

##### **Issues**

- Weak programming capacity in local governments
- State control of revenues
- Lack of sector or local plans
- Local people's ignorance of allocations and flows
- Misappropriation of funds, reallocation on grounds of favouritism, nepotism, ethnic group, political gain etc.

##### **Process**

- Ethos
- Build capacity for local government staff
- Mobilise communities
- Create Joint planning

##### **CA processes**

- Educate citizens on rights and responsibilities
- Create appropriate space for citizen/government dialogue
- Bring government activities/outcomes to open scrutiny – builds trust

In the end – helps to empower citizens (a wider but impressive outcome) and improves service delivery.

##### **Key challenges**

- Making it truly a partnership and learning process with local governments need to address local government reticence to become involved – what are

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<sup>6</sup> Presented by Tracy Keaton

- motivations for being involved?
- How can citizens' inclusion in processes become institutionalised?
- How to document and disseminate processes which themselves are embryonic?

#### **4.4 How to successfully and effectively achieve a rapid transfer of competences in water, hygiene and sanitation in Burkina Faso**

Below are the primary issues:

- Full decentralisation since April 2006
- 49 urban local governments and 302 rural local governments
- Regulatory and statutory in place to legitimate this transfer of competences.
- Confirmation of this transfer by the National Water, Hygiene and Sanitation Programme adopted in December 2006
- Water: not included in those priority areas, to be transferred very soon

The current challenge for all actors is to ensure a rapid and effective transfer of capacity in the WATSAN sector.

#### **The response from WaterAid in Burkina Faso**

##### **Thrust 1: Assess the organisational and institutional situation of local governments and implement a capacity building plan**

Based on demand, training will focus on the specific modules/themes:

- Transfer of competences
- Strategy planning for achieving the MDGs
- Local leadership
- Advocacy
- Marketing of WATSAN plans

Prior to carrying out the above capacity building, there is a need for an organisational and institutional diagnosis which includes training need assessment to better know about each individual local government specific needs.

Main aspects of this diagnosis would include:

- Initial situation of the local governments (practices and procedures)
- Institutional and organisational constraints likely to hamper the local development
- Stakeholders likely to involve in the local government development process
- Suggestion of training modules to fill the gaps identified

##### **Thrust 2: Support the establishment of the technical units within the local governments.**

These will be in charge of the design and implementation of development projects and programmes in general, and those on water and sanitation in particular. For instance, they will prepare and launch invitations to tender and follow the project implementation with the support of the State technicians at local level.

These units will be fully supported by the local government budget. WaterAid's support may come in terms of working equipment to help sustain the development work started by the communal councils coming one after another following various elections.

## Conclusion

In many respects, this report explored the different facets of working with local government to overcome their peculiar challenges and work towards successfully fulfilling their responsibilities. In even deeper terms of partnerships necessary for scaling up service delivery, credible experiences were shared and lessons learned. Constraints for scaling up services can therefore be better addressed through flexible partnerships between NGOs and local governments, among others. In addition, local governments, who have not been in the business of advocacy and lobby, have committed to using these techniques to improve financing of their plans. This will include involving citizens in the planning, resource decisions and accountability.

There is absolute commitment to the LMDGI and the International conference by WaterAid, local NGOs and local governments. The conference is seen to constantly unearth the core principles for working with local governments, practice and policy advocacy at national and decentralised levels, comprehensive capacity building agenda for sector actors and the innovative approaches and targeting of poor and marginalised communities.



WaterAid's mission is to overcome poverty by enabling the world's poorest people to gain access to safe water, sanitation and hygiene education.

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