

Case studies from the Governance and Transparency Fund programme



Cover photo: Demonstration against an open mine and to defend the right to water of local communities, Costa Rica (FANCA)

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Introduction

Over the past five years, WaterAid, in collaboration with the Freshwater Action Network, has been strongly involved in a Governance and Transparency Fund programme, funded by the UK Government's Department for International Development. This programme aimed to improve civil society organisations' capacity to hold duty bearers to account and demand equitable and sustainable water, sanitation and hygiene delivery for the poorest and most marginalised people.

The programme has been carried out in 16 countries across Africa, Asia and Central America, collaborating with more than 30 civil society organisations, including national CSO networks, community-based organisations and non-governmental organisations.

Since its inception, the programme has made significant achievements, empowering citizens to engage more effectively in decision-making processes at all levels:

- Increasing the capacity of local partners to influence policies and practices at all levels.
- Increasing community engagement in decision-making.
- Informing and empowering citizens to demand change.

The programme has contributed to implementing the United Nations' recognition of the human rights to water and sanitation at a global level, and at national and regional levels it has been involved in the vital work of the Sanitation and Water for All partnership.

This compendium of case studies has been developed to give in depth insight into some experiences as well as share lessons from implementing the programme, with the aim to benefit the wider sector.

The cases cover a broad range of issues including the use of media, public expenditure monitoring or addressing corruption. We hope these case studies will be of benefit to you.

To know more about our work you can also refer to our learning handbooks, available at www.wateraid.org/gtfllearninghandbooks

1 Access to human rights

Our Governance and Transparency Programme has increased understanding and contributed to the implementation of the human right to water and sanitation.

Our partners have conducted citizen engagement exercises to raise people's awareness of their human rights to water, sanitation and hygiene (WASH) services. These activities have also covered the roles and responsibilities within communities to ensure that duty bearers provide these services.

National legislation has been used to further realise the human rights to water and sanitation and negotiate with authorities and service providers. Below are some examples of our work.

Nicaragua: Supporting the development and implementation of the Drinking Water and Sanitation Committees law

1 Summary

In the 1970s, Drinking Water and Sanitation Committees (CAPS) were created in Nicaragua, in line with the Ministry of Health's National Environmental Sanitation Plan for Rural Areas (in Spanish, PLAN SAR). While physical work was completed in rural communities, the Government failed to build organisational or operational capacity to ensure the long-term sustainability of these water systems.

In 2003, Nicaragua initiated the development and approval of a General Water Law, a process which was headed by the National Commission on Water Resources and the Ministry of Industry, Development and Trade.

In 2007, the Nicaraguan National Assembly approved the General Water Law (Law No 620) recognising and creating specific legislation for the Human Right to Water and CAPS, amongst other things. In the same year, the Coalition of Organisation for the Right to Water (CODA) and Freshwater Action Network Central America (FANCA) supported the development of a draft bill and a consultation.

In 2010, the Nicaraguan National Assembly approved a law for strengthening Drinking Water and Sanitation Committees (Law No 722 or the 'Special CAPS Law').

FANCA recognised the need to strengthen and build the capacity of civil society organisations on integrated water resources management and community water management and increase their empowerment and ownership. The aim was to hold the Government accountable for creating the necessary conditions for water management and to enforce the Human Right to Water and Sanitation through a community water management approach.

2 The path to success

Success will be achieved through the following actions:

- **Strengthening the capacity of CAPS and Civil Society Organisations (CSOs)** to engage in advocacy around Government policy, integrated water

1 Access to human rights

resource management, a legal framework on water, transparency, accountability, and access to information.

- **Participatory development and dissemination of the new legislation:** both the CAPS bill and alternative country reports on the human rights to water and sanitation.
- **Designing and producing accessible versions of the Special CAPS Law** to build capacity and understanding around this law. The aim is to promote enforcement of the law and to help grant legal status to the CAPS and their municipal and departmental networks, as well as to create municipal technical units responsible for providing support to the CAPS.
- **Conducting advocacy work at local, departmental and national levels** through press conferences and multi-stakeholder forums with community leaders and decision-makers, with the aim of raising awareness of the coverage and quality of drinking water and sanitation services in rural communities.

3 Overcoming obstacles

While the aim was to feed all the CAPS' needs into the draft bill, this was not straightforward. In Nicaragua there are over 5,000 CAPS and consultation and dissemination was conducted with as many of them as possible.

Local governments also required support in the implementation of the Special CAPS Law, in order to help them understand their role of granting legal status to the CAPS. Arrangements also had to be made with the Nicaraguan National Institute of Water and Sewers (INAA), to create tools for the CAPS to use once they obtained their legal status.

4 Analysing change:

The CAPS are now recognised by law, with outlines of the roles and responsibilities of different institutions and enabling the CAPS to provide quality and effective community-based water management.

The process of developing, approving and sharing the Special CAPS Law helped in making the sector more dynamic, strengthening the CAPS' capacities and trying to improve conditions facing rural communities.

The achievements and impacts of the CAPs have been measured based on how the management boards have improved communications with users. Communications are now being planned and supported by evaluation systems. In addition, the following changes have been seen:

- An increase in community member's engagement has been seen, which benefits everyone in the community.
- There has been more interest in keeping community members informed.
- Order and control of administrative and financial issues amongst the CAPS has been seen and they are becoming increasingly accountable to water system users.
- An increase has also been seen in the number of people who are willing to expand their knowledge on water resource management and become involved in CAPS-related spaces to be able to share experiences.

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These committees now have access to legal status and specific legislation to support them. However, out of 5,285 CAPS, 250 have applied for legal status and only 100 have had their applications approved so far.

Benefits granted to the committees by the Special CAPS Law include:

- A comprehensive capacity-building plan to be implemented nationwide
- Tax exemptions and tax exemption on purchases
- Electricity tariff differentiation to support small-size, power operated aqueducts
- Exemption from taxes levied on water use
- Capacity building and technical support from Municipal Technical Units

The CAPS are entitled to engage in any structures for local development and citizens' participation, particularly river basin organisations and/or committees.

The CAPS in the departments of Matagalpa (15), Jinotega (18), León (5), Chinandega (2), and Granada (2) have increased their knowledge on the legal framework for water management, the process of acquiring legal status and the benefits granted to them by the Special CAPS Law, and have strengthened their mechanisms for accountability and transparency towards end users.

5 Collecting evidence

Evidence is available in: the Consultation form on the proposed Special CAPS Law; Law No 722, Special Law for Strengthening Drinking Water and Sanitation Committees and its regulations; in the Nicaraguan official gazette; and in a student-friendly version of the Special CAPS Law, entitled 'From the approval of a law to its full enforcement there is a long way to go'.

6 What was the GTF programme's contribution?

GTF programme contributions included:

- Developing and implementing a consultation process on the proposed Special CAPS Law.
- Monitoring the enforcement of the Law for Strengthening Drinking Water and Sanitation Committees or Special CAPS Law (Law No 722) at municipal and institutional levels.
- Supporting the process of granting legal status to 30 municipal CAPS networks.
- Accompanying the CAPS in the process of applying for legal status through community meetings to share information and raise awareness.

Other contributions came from:

Network member organisations based in Matagalpa, Jinotega, León, Chinandega, Granada, and Managua working with CAPS in these locations contributed professional experience, time and resources to project implementation.

Financial support from other donors (including SWISSAID and the Spanish Cooperation Agency, AECI, among others) was sought for printing publications (such as the proposed draft version of the Special CAPS Law, the Special CAPS Law itself

1 Access to human rights

(including its regulations), as well as the student-friendly version of the Special CAPS Law).

In addition, partnerships were established with the local governments of León and Chinandega to hold capacity-building workshops for the CAPS in these municipalities.

7 Option analysis

Legislation and public policy in Central American countries are usually proposed by members of parliament of the lower house (deputies). This top-down approach fails to include in the draft bills any solutions put forward by communities or other actors, and does not allow communities to create ownership or a sense of identification with the laws. This in turn makes enforcement of these laws extremely difficult to implement. Had this top-down pattern been followed, possibly the same outcomes would have been achieved, but it would not have had the same impacts.

India: Increased understanding of WASH rights empowers communities to demand services

1 Summary

Dalit and other marginalised communities in the Anantapur district of Andhra Pradesh who were not aware of Government drinking water and sanitation schemes were encouraged to demand completion of the schemes. They used Government systems, such as the Right to Information Act, to gain access to drinking water and sanitation.

Once the communities were aware of these schemes and became organised, they participated in the Government system, successfully using the means available (right to information, budgets, and periodical reviews of government) and ensured that it functions effectively. The experiences from the grassroots were used for policy advocacy at state level for policy change.

2 The path to success

The Centre for Rural Studies and Development (CRSD)'s field staff had to first enhance their knowledge about the rights and entitlements and the relevant drinking water and sanitation schemes which are being implemented by the Government. CRSD organised trainings on rights and entitlements, Government schemes, Government structure and how it functions, community organisation and empowerment processes, advocacy tools and other skills for its project staff.

Once staff members were equipped, they had to plan empowerment process at the community level, keeping the local needs, opportunities and lacunas, caste and gender imbalances, political system in mind. The community empowerment process had to consider critical factors like low literacy levels, poverty and the strategies required to address the lethargy in the Government system. The community empowerment process also had to be in the local language, whereas most of the

1 Access to human rights

materials on rights, entitlements, schemes, and literature on advocacy methods and tools etc were only available in English.

CRSD collected the required materials from Government officials, other organisations, websites and prepared modules and material in Telugu language. To build rapport between the communities and Government officials, local Government officials were invited to the empowerment programmes. This also developed the rapport and goodwill between the communities and local Government officials and facilitated the process of getting information on schemes, budgets and in critical cases even suggestions from the Government staff themselves.

3 Overcoming obstacles

Political systems and local politics were taken into account in organising the communities. The existing differences on political party lines were overcome with consultations and negotiations with local political party leaders. In fact, the term of elected panchayathi raj leaders (local governance) expired in August 2010 and elections were held only in July 2013. The Government appointed special officers to handle the administration at panchayath level. CRSD first became acquainted with the changed administration and then facilitates between the changed system and the communities. For instance, the names, role and contact phone numbers of special officers were collected and shared with the communities.

CRSD strategically avoided confrontation in its advocacy campaign and also advised communities to avoid confrontations with Government officials in demanding access to rights and entitlements

Before the GTF programme started, communities were unaware of their rights and entitlements and the service delivery departments were hardly responsible and drinking water systems, laying defunct for a long time. This caused hardship to rural communities, with Dalit people, women and children spending several hours collecting water.

“Before, even lower level Government officials were not providing us with any details and information. We had to approach them so many times to know about the status of peoples’ application...” said Shekhar Babu, a Dalit leader from the Garladinna mandal of Anantapur.

4 Analysing change

The communities became aware of their rights and entitlements and the Government officials realised that they are responsible for upholding rights and entitlements of people. This change was essential for the accountability of the Government officials because they have been under the impression that they were ‘officers’ with resources and powers whereas communities are illiterate and ignorant subjects, not citizens with rights and entitlements guaranteed under constitution.

On the other hand, this change among communities was the foundation for empowering them to realise that they have rights and entitlements and asking for them to be fulfilled is not welfare. This change is necessary for transparency and accountability, which need to be perceived as duties by communities and as a duty by the Government.

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Through regular interactions and capacity building, the communities have learned that water and sanitation are human rights, and they have become aware of the roles and responsibilities of the Government and service providers. They have also learned about the grievance mechanism within the Government structure and also used the interface workshops at mandal and district level to raise issues in public and put pressure on the Government to deliver.

5 Collecting evidence

The marginalised Dalit communities and school children from 165 villages have benefited from the rights based approach by accessing improved water and sanitation facilities. There are also increased employment opportunities as a result of effectively taking advantage of the new employment guarantee scheme, which provides 150 days of unskilled work per annum. This provides £200 per family. The scheme has made a huge difference to the lives of rural poor people, proving that this strategy to be successful by simultaneously working on the rights to water and sanitation as well as the right to work in rural India.

A positive result from the community and Government official interface meeting was that all five mandal offices started conducting one-day monthly meetings with community members, which were facilitated by the Centre for Rural Studies and Development. The process is helping communities to learn about Government schemes as well as submit their applications directly to the officials concerned. The approach has been extremely successful because it now ensures regular follow-up of the Government's service delivery system as well as bringing sustainability to the community level organisations.

The strategy to organise meetings/trainings within Government premises helped communities to develop confidence, better interaction and relationships with Government officials and it is slowly but surely leading to improved service delivery and increased transparency.

A mandal level convergence meeting was organised with communities at the premises of Mandal Parishat Development Office, Atmakuru. By inviting officers of the departments at mandal level, including the Mandal Parishat Development Officer (MPDO), Assistant Programme Officer-National Rural Employment Guarantee Scheme (NREGS), Medical Officer-Primary Health Centre (PHC), Assistant Engineer and Work Inspector from Rural Water Supply Scheme (RWSS), Grama Sarpanches (elected president of local government at village level) from Pampanuru and from Vaddipalli and the Special Nodal Officer of the mandal.

This ensured that decisions were taken in consultation with each officer regarding the issues raised in the meeting. Nearly 135 water and sanitation committee members consisting of self-help group members, Srama Shakthi Sanghas (SSS) from 15 Grama Panchayats, participated in these meetings.

The issues represented by the communities formed the agenda of the meeting. There was a lot of enthusiasm, energy, discussion and information flow from both sides on the issues raised and options to resolve them. It was almost a three hour long deliberation. The people's representatives, the Grama Sarpanches, played their role in making decisions.

1 Access to human rights

During the five-year project period (2009-2013), communities filed 2,250 complaints regarding drinking water and sanitation to the local government officials. 1,365 (60.67%) were resolved immediately by local government officials. The rest had to be taken up at the district and state levels as they were related to policy matters. As per estimations around Rs. 1,4750,000 was the value addition to the water & sanitation in the 152 targeted villages. Approximately Rs. £149,000 was mobilised for water and sanitation services in the 152 targeted villages.

This kind of convergence meeting helped the Dalit community to gain confidence and led the leaders in B. Yaleru village to demand equal access to quality piped water for the housing colony at one end of the village. Demanding their right to equal access to drinking water, irrespective of their caste, and consistently advocating with elected people's representatives to allocate funds for the new pipeline worth £3,000, brought these people hope.

6 What was the GTF programme's contribution?

The GTF programme's contribution was essential in training the project staff, collecting available reading and reference materials from different sources and preparing material in the local language. The GTF's critical contribution was to the empowerment process at the community level which required sustained and systematic efforts, particularly the training sessions conducted for WATSAN committee leaders of 152 target villages. Without this contribution it would not have been possible to empower the communities in 152 villages and organise the WATSAN committees. The monitoring and reporting systems which were developed at the beginning of the project (and refined during the project implementation) also contributed to monitoring and taking the necessary steps to ensure development in the right direction.

7 Option analysis

Access to drinking water and sanitation for the 152 targeted villages could have also been achieved through a development, philanthropic or charity approach with the financial and technical support of other agencies. Such approaches are not new to Anantapur district in the drinking water sector. But the problem is sustainability and the ideological dilemmas are who owns the process and who sustains it in the long run.

However, CRSD believes in people's empowerment. CRSD organised WATSAN committees and empowered them to demand their rights and entitlements from the Government system. It would also not have been possible to influence the policy change if CRSD has adopted development or charity or welfare approach.

2 Environmental governance

Our partners have been working closely with local communities to increase their influence over the management of natural resources. Here are some examples from Honduras and Ghana.

Honduras: Territorial planning for the management of watersheds in the municipality of El Porvenir

1 Summary

The Water System Management Committees (in Spanish, JAA) in Honduras are community organisations that supply drinking water and sanitation services. They are democratic, self-managing, non-profit community organisations, created to provide water for human consumption to communities and develop actions to preserve and protect water resources, with the aim of ensuring services are sustainable.



Developing a zoning proposal in Honduras.
Photo: FANCA

In the Municipality of El Porvenir there are 12 of these committees have come together in the municipality under the Association of Water Committees of El Porvenir Municipality (AJASMEP). Within this framework, they have developed actions for the protection and rehabilitation of watersheds (an area of land separating water from different sources) located within their area of influence (around the Los Laureles, Corinto, Coloradito, Zacate, and Perla rivers), from which they extract water for human consumption for the communities they serve.

However, in 2009 a process was initiated by the Government to grant concessions to hydroelectric companies. The Bonito, Corinto, Coloradito, Zacate, and Perla rivers all have hydroelectric projects awaiting concessions. These concessions violate the human right to water, as their dams would be located in the upper part of the river basins and affect water supply availability for communities in the area.

Communities are also increasingly facing issues and threats with their local micro basins, not only in relation to the granting of concessions but also due to the contamination and degradation of natural resources as a result of activities such as cattle breeding, farming, and tourism.

These activities have an impact on the watersheds' ability to provide water of sufficient quality and quantity, ie water suitable for human consumption. For this

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reason, a technical and legal instrument was needed to regulate the uses of water and prioritise the providing water to communities.

2 The path to success

To address this new challenge, communities submitted to the local government a zoning proposal for the watersheds located in the municipality of El Porvenir, to guide local authorities' territorial planning processes and ensure access to safe water both for present and future generations.

As a result, communities, supported by the Pico Bonito National Park Foundation (FUPNAPIB) and the Freshwater Action Network Central America (FANCA), have developed a participatory proposal for the zoning and re-classification of watersheds. They have also initiated advocacy work to put pressure on the local government to pass a municipal guidance on the prioritisation of water for human consumption and protecting micro watersheds by naming them as areas of national natural heritage according to the catalogue managed by the Honduran Institute for Forestry Conservation.

Both tools have allowed communities in El Porvenir to safeguard their right to water access both for present and future generations. Conflict over water uses and territorial control is present across different regions in the country. Water management committees have made efforts to preserve and protect the watersheds that are used for supplying water to their communities and are now being threatened by other economic activities (such as extractive industry or service provision).

3 Overcoming obstacles

The main barrier to success was the involvement of different stakeholders in the process, particularly those engaged in economic activities who may have felt that their interests were at risk. However, the process was implemented in close collaboration with local government, and was accompanied with awareness raising activities to increase understanding of the need to have adequate micro basin zoning in place.

The main challenges exist at the national level, particularly with the Government agencies responsible for approving environmental impact assessments on hydroelectric and mining projects: the Secretariat of Environment and Natural Resources (SERNA) – as well as the National Congress, who are responsible for granting concessions.

As both SERNA and the National Congress have failed to comply with similar guidance issued by other municipalities, a request has been submitted to the Honduran Institute for Forestry Conservation to include watersheds in the national catalogue of protected areas. However, their request has not been accepted.

4 Analysing change

As a result of the protection of micro watersheds to supply water for human consumption only, sufficient safe water was secured for 21,571 people in the municipality of El Porvenir. The zoning plan for local watersheds was agreed in an open community.

2 Environmental governance

A further outcome was the empowerment and capacity building of at least eight water management committees to implement advocacy strategies, plan and manage watersheds, communications and media work, amongst other things.

5 Collecting evidence

The main evidence of success is a decree certifying that there is an item in the proceedings issued when the municipal ordinance was agreed.

Evidence of the process carried out would be the people-friendly version of the planning proposal.

Furthermore, the experience was shared at several preparatory events during the Forum of the Americas (a preparatory event for the World Water Forum in 2012), uploaded into the online 'platform of solutions' displayed at the Forum, and chosen as the cross-cutting theme of integrated water resources management at the Community Water Management Fair, 'Our Water 2013', hosted by FANCA.

6 What was the GTF programme's contribution?

The process was implemented with support from the International Union for Conservation of Nature (IUCN), who provided technical funding, including contributions to micro watershed characterisation studies and the drafting of a zoning proposal.

Moreover, the design and implementation of advocacy and communication strategies was conducted within the framework of the GTF programme. Technical work was provided by Pico Bonito National Park Foundation (FUPNAPIB) in its capacity as the focal point for FANCA in Honduras as well as support to media engagement.

Support was also provided by the FANCA's secretariat to disseminate the success of the project nationally and internationally. This led to a representative from the Association of Water Boards of El Porvenir (AJASMEP) being able to attend the World Water Forum and the Community Water and Sanitation Management Fair, 'Our Water 2013'.

7 Option analysis

The micro basin planning proposal was developed to address the needs of communities to secure their access to water, which was being threatened by extractive industry developments such as hydroelectric and gold mining projects.

While there are other territorial planning mechanisms available, most fail to take into account the needs of communities and do not allow the active involvement of different stakeholders, particularly CSOs. As a result, their outcomes may not have been successful.

Ghana: The community scorecard approach

1 Summary

The GTF programme in Ghana has worked to create platforms for communities to communicate with WASH service providers and Government agencies in order to provide inclusive and sustainable WASH services.

In Ghana, the GTF programme uses the community scorecard as a way to assess WASH governance and stakeholders. The approach has provided the opportunity for communities to reflect on the performance of WASH service delivery, identify gaps in service provision and collectively develop a plan of action. This process has led to improved management and delivery of WASH governance in their communities.

2 The path to success

Four different but linked guidelines are used when using the community score card as a tool for empowerment:

- **Community entry and meeting with the community members:** to share the rationale of the process and support communities to develop assessment indicators. The community's involvement in the development and selection of the indicators helps to develop a sense of ownership of the indicators. The community is then supported to assign scores and reasons for the selection of the indicators.
- **Meeting with service providers and water boards:** This is the next step of the community score card process which gives service providers and the district assemblies the opportunity to rate and assign scores to their WASH delivery in the district. This was followed by raising issues with services providers, who then evaluated themselves according to the indicators that the community developed.
- **Meeting the DWST and District Assembly stakeholders:** This meeting included key stakeholders in the District Assembly, such as the District Coordinating Director, District Planning Officer, District Works Engineer, Development Planning Sub-Committee Member, Social Services Sub-Committee Member, Gender Desk Officer and the DWST members. The purpose of this meeting was present the community's findings to service providers.
- **Meeting the District and community stakeholders:** This meeting provided a platform to present the findings of the previous meetings for discussion and validation. This interface offered the community the opportunity to demand accountability from service providers but also stressed the community's responsibility for maintenance of facilities and services provided. A comprehensive plan of action with clear responsibilities and timelines was developed for follow up by all parties engaged in the exercise.

3 Overcoming obstacles

"There was the fear of being intimidated and your concerns not being responded to especially when you are a peasant farmer. Who am I? But the community scorecard provided a friendly atmosphere that I can simply describe as a non-threatening one.

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Many peasant farmers and women, including myself, can confidently demand and collectively plan for better services.” Abu Suleimana, Gushegu resident

4 Analysing change: What changed for whom? Why was that significant?

Like many rural poor communities in parts of West Africa, it is a great challenge for communities to confidently engage and actively participate in dialogue with Government officials for the simple reasons of the fear of being intimidated or there is no platform for it.

In Gushegu, and many other areas where the community score card approach has been implemented by the GTF programme, communities have seen unprecedented awareness of accountability to create a regular platform for demanding accountability from WASH service providers without any fear of intimidation.

The Gushiegu Local Government Authority’s quick response in providing funds to rehabilitate the main water system was a significant outcome of the community score card exercise. The exercise empowered the community to demand an immediate response from district officials and resulted in an uninterrupted supply of quality water services to as many as 5 million people residing in the Gushegu community.

5 Collecting evidence

The impact on people’s live is considerable: “Before the rehabilitation of the water system, we use to walk for several hours in search of unsafe water before we went to school. We always got to school late and sometimes we felt too tired and we refused to go to school. For our mothers, and particularly my mother who sells maize porridge , we really struggled which really reduced her profit and income. I am happy that the system is working now and also the fact that a platform has been created for us to discuss issues at any time,” said Nantogma Rabi, Gushegu Junior High School student

6 The GTF programme’s contribution:

The GTF programme’s contribution was crucial in enabling the community to analyse their situation and develop indicators of change for water quality and governance. The community scorecard brought the communities closer to district officials and provided a non-threatening environment for dialogue between the two.

7 Option analysis

The community scorecard approach was chosen to break the myth that district assembly officials and service providers are ‘untouchable’ and cannot be challenged if service delivery is poor. Getting communities to develop their own measures of success also encouraged ownership and sustainability beyond the project’s lifespan.

3 Addressing corruption

In many countries, corruption is a critical impediment to governance and to the delivery of services to the poorest and most marginalised people. Against this backdrop, the GTF programme used a wide range of approaches to try to reduce existing corruption and the likelihood of further corruption occurring.

Most tools used for WASH sector evaluations (eg social audit, scorecard) and budget tracking exercises have the potential to mitigate corruption significantly at community all levels.

Uganda: Fighting illegal connections – The Nyabikungu gravity flow scheme, Mbarara district

1 Summary

Nyabikungu gravity flow scheme is located in the hills of Rwampara county, Uganda. Rare natural springs feed the rich soil at the hill slopes, where most settlements and farms are built. Using one of these natural springs, the Government has used a district conditional grant to build a gravity flow scheme solving the issue of illegal connections following water users' calls for better services.

2 Path to success

The issue of illegal connections was identified through community level advocacy meetings at the sub county chaired by the Agency for Cooperation and Research in Development (ACORD) and Kyera Farm.

ACORD and Kyera Farm assessed the capacity of the central gravity flow scheme (CGFS) management committee and its caretakers. This committee was found to be inactive and not working with other users in the operation and maintenance of the gravity scheme.

A journalist was briefed to interview affected community members and local leaders for broadcast on local radio. The interviews represented water users, an advocacy committee, local leaders and the District Water Officer.

Meetings between water users, the Gravity Flow Scheme Committee, local leaders and an advocacy committee were held at the scheme's site and in Rugando sub-country.

The advocacy committee conducted a survey which identified all of the illegal users. ACORD and Kyera Farm made presentations about the gravity flow scheme during the District Water and Sanitation Coordination Committee meeting in Mbarara District and lobbied members to provide support solve the problem.

The Mbarara District Water Office acknowledged the problem and provided the committee with guidelines for the management as well as instituting a bylaw to provide meters for the illegal connectors.

3 Addressing corruption

Communities used advocacy skills acquired from GTF capacity building programmes to identify a number of problems (including illegal connections), enabling the advocacy committee to scale up the design and reach more people. This was achieved by using approaches such as lobbying service providers. In addition, the advocacy committee was able to use analytical skills to clearly identify the problem and to develop strategies for how it could be solved.

Using a radio programme to broadcast, community voices added more strength to the advocacy voice and enabled them to be heard and replayed during debates and open discussions between the beneficiaries and service providers.

3 Overcoming obstacles

Conflict between the CGFS committee and the scheme attendant led to the delayed removal of illegal connections. Some politicians were also supportive of the illegal connections.

Consideration was also made of the Right to Water Act where every individual has a right to access safe and clean water. Disconnecting them would violate their right.

4 Analysing change

Water users who were affected by illegal connections appreciated the fact that the gravity flow system belonged to them and took responsibility for advocating improved management of the facilities.

The capacity of the advocacy committee and water users was strengthened, enabling them to monitor progress towards solving the problem, identify other issues and speak out without fear.

5 Collecting evidence

Previously illegal connections are now referred to as private users and share services with other users. The committee is well-functioning and water users can identify and report any problems with their water supply to the respective offices.

Water users, sub county officials and the District Water Office can testify that the problem was resolved. And the district has made an additional design to supplement the older design.

6 What was the GTF programme's contribution?

- Water user committees' awareness has been raised.
- Hygiene and sanitation has improved.
- Advocacy Committee members are able to engage and monitor the gravity flow scheme and report any problems to the sub-county.

Other NGOs working in this sub-county, local leaders (including the Chairman of the Local Council) and the sub county chief contributed.

3 Addressing corruption

7 Option analysis

The alternatives to this approach would be that the scheme attendant would be forced to disconnect all the illegal connections. Alternatively, the water users would have to demonstrate and cut off all the illegal lines. This path was not considered as it was deemed inappropriate.

India: Village Water and Sanitation Committees go beyond WASH

1 Summary

104 households in Madanapuram village, Gudur block, were denied their right to employment under the national flagship programme, the National Rural Employment Guarantee Scheme (NREGS). Through collective planning, and continuous persuasion of officials, the excluded community members were able to claim their right to employment under NREGS for 29 days. Collectively, they earned a total of approximately £2,600.

2 The path to success

To address this issue, we promoted strong community-based institutions. These empowered institutions have engaged in 'people-centred advocacy' to secure their rights as well as to address issues concerning the community.

As part of the GTF programme, Modern Architects for Rural India (MARI) has facilitated village water and sanitation committees to empower people to raise their voices against the malpractices of the local government official responsible for the implementation of the NREGS programme.

The communities were trained to understand the programmes and policies of the Government, such as Nirmal Bharat Abhiyan (NBA) and NREGS, but also to engage in using advocacy tools such as the Right to Information (RTI) Act and social audit.

The committee and the community worked together to create village advocacy plans. Members made use of resources/spaces available to them by attending interface meetings at Gram Panchayet and block level. The participated in capacity building programmes to understand the process of governance and secure their rights and entitlements

3 Overcoming obstacles

Although everyone is eligible for 100 days of employment a year, local staff favoured local people and there was discrimination against marginalised people looking for work. Equity and inclusion is not part of monitoring, making this issue difficult to address.

The only solution was to inform, empower and engage people to make officials accountable for their actions.

3 Addressing corruption

Other barriers are:

- Changing the attitudes of duty bearers remains a continuous challenge in this context
- People need to relate their issues/problems from rights based perspective and able to demand their rights and entitlements
- Educating communities on rights and entitlements

Making equity part of planning, implementation, training and monitoring

4 Analysing change

The excluded members were able to access their right to employment, get regular work and earn wages.

This sends a strong message to officials that their actions will be challenged if they negate people's rights and entitlements, and that officials cannot ignore when empowered community organisations engaged in advocacy.

People are now engaged in demanding inclusive NREGS implementation.

5 Collecting evidence

The documents related to community-based planning and monitoring indicate how challenges were identified and action was taken to address them. There is also robust documentation in the form of minutes from committee meetings, the submission of RTI application, a list of beneficiaries and payment details.

6 What was the GTF programme's contribution?

The GTF programme has supported communities through the formation of village committees and strengthening, capacity building, ability to identify issue and plan actions, and training on advocacy actions. The programme also educated the communities on importance of taking a proactive role in the planning, implementation and monitoring of the programmes in their village.

The GTF programme provided space for stakeholders to solve issues concerning their lives and livelihoods with special emphasis on WASH. There is a need to replicate this change process at both regional and national levels and involve all stakeholders to accelerate change.

7 Option analysis

Advocacy is the best option for addressing governance lapses and inclusive development. This approach focuses on demand and supply issues whilst putting people at centre of development.

4 Public expenditure monitoring

Citizen engagement in public expenditure monitoring is essential to encourage governments to use planning and budgeting procedures properly. The experiences below demonstrate our impact at local and national levels.

Ghana: Successful budget advocacy in Bongo district.

1 Summary

This case study gives insight into the successful application of budget tracking to increase district budget allocation for WASH at the district assembly level in Bongo District, Upper East Region of Ghana. This process has resulted in a significant number of people benefitting from improved access to water and sanitation.

The lack of finance allocated to the WASH sector by national and local governments was identified as one of the major challenges to the sector in Ghana. In order to tackle this issue, evidence had to be generated using budget tracking exercises.



Participants in Bongo analysing the draft report, Ghana. Photo: WaterAid Ghana

2 The path to success

- The Association of Water and Development Boards (AWSDB), the Coalition of NGOs in Water and Sanitation (CONIWAS) and Grassroots Africa were identified as partners to carry out this work. AWSDB was selected because of its influence at the local level, CONIWAS for its influence at the national level and Grassroots Africa for its expertise in conducting budget tracking as a CSO.
- Awareness raising activities were conducted at district and national level in order to raise awareness in the community. Furthermore, workshops like the Mole Conference were used to disseminate the results and to hold the Government to account.
- Press releases were directed at the Government to keep its promises.
- Key influencing points were identified at district level (District Chief, Budget Officer, Finance Officer, and Internal Auditor) and lobbying activities were carried out.
- National level lobbying and campaigning activities were carried out directed at the Ministry of Local Government and Ministry of Water Resource and Housing.

4 Public expenditure monitoring

3 Overcoming obstacles

A key challenge was the lack of access to expenditure records which would show the low level of allocations to WASH by both local and national government. By forming alliances with partners as well as through awareness raising activities and the use of the media as part of a wide advocacy intervention, government officials became more responsive.

4 Analysing change

The district WASH budget increased from 5% to 32% of the overall budget. This budget was made up of 20% funds from donors and 16% from the district assembly. Furthermore, 4% of the budget was allocated to sanitation (bringing the total allocation to 36%).

Another significant achievement was the creation of a separate budget for sanitation under the theme of Environmental Health in 2012. CONIWAS is also planning to conduct local level budget advocacy in other regions.

5 Collecting evidence

The impact is noticeable: Mr Seidu Soalihi, District Budget Officer said, “If it was not for the budget tracking exercise that the Association of Water and Sanitation Development Board conducted we wouldn’t have realised how little we allocate and spend on water and sanitation. Indeed, after the exercise and preliminary reports on our respective performances, the officials of Bongo district assembly and the community are now more conscious of budget allocations. Our understanding of the importance of increasing WASH allocation has increased tremendously”.

6 What is the GTF programme’s contribution

The work of the GTF programme was crucial in conducting the budget tracking exercise that generated evidence that was used as the basis for advocacy work.

7 Options analysis

The approach that was followed was comprehensive and well-planned. The detailed retrospective analysis revealed that the following approaches could have been followed or could have been added to what had already been done:

- Mobilising and influencing parliamentarians
- Grassroots mobilisation
- Identifying key power points
- Influencing donors

Budget advocacy was chosen because of the need to generate evidence and because it is holistic in nature.

The big messages from this experience that inform us how to do this next time:

- Evidence is crucial
- The right target audience and stakeholders must be identified
- CSOs must be mobilised
- The media should be involved

Ghana: National level advocacy through budget tracking

1 Summary

This case study provides evidence of how effective advocacy has helped influence Government to respond to the call of civil society organisation to increase WASH sector financing.

According to the *Global Analysis and Assessment of Sanitation and Drinking*

Water (GLASS- 2012), Ghana achieved its water coverage of 83% in 2010, well above the MDG target of 76%. However the sanitation target of 54% is far from reach and is currently at 14% as at 2011.



CONIWAS press conference, Ghana.
Photo: WaterAid Ghana

Inadequate WASH sector financing at national and local government levels due to inadequate political prioritisation and weak national investment in WASH has contributed to the slow pace of Ghana's progress towards meeting the MDG target on sanitation.

Since 2009, CONIWAS, with support from WaterAid Ghana, has been engaging Government, particularly with the Ministries concerned aimed at advocating sector Ministries to increase the WASH sector financing.

2 The path to success

- CONIWAS as a national coalition of NGOs in WASH designed an advocacy strategy aimed at identifying stakeholders and specific activities to facilitate the process of engaging sector Ministries.
- To obtain evidence of low budget allocation, CONIWAS conducted a budget tracking exercise aimed at tracking Government's commitment to the implementation of the Sanitation and Water for All (SWA Compact) from the 2011 fiscal year. The result was disappointing as it was found that only 45% of Government's commitment to the SWA Compact would be realised for the year.
- The results of the budget tracking exercise at the national level led CONIWAS to submit a memorandum to the Government through the Ministry of Finance to adhere to its commitment. CONIWAS submitted this memorandum in 2011 when the Ministry requested for public inputs into the 2012 national budget.
- On 25 August 2012, CONIWAS – through stakeholder consultation – was dedicated to the 23rd Mole conference to WASH sector financing. The Mole XXIII's aim was to mobilise support and generate public dialogue that would increase advocacy for increased WASH financing. This was to compel the Ghanaian Government to honour its promise in the Sanitation and Water for All (SWA) partnership.
- A communiqué calling for Government to increase WASH financing at all levels was issued and published in the print media.

4 Public expenditure monitoring

- The Mole XXIII communiqué committee was established to ensure the effective implementation of the actions from the communiqué.
- A series of press conferences were held following the communiqué after the Mole XXIII conference.

3 Overcoming obstacles

Over the year the many press conferences held by CONIWAS to hold the Government to account stayed at sector ministry level and were aimed at the Ministry of Finance. This is because over the years, the strategies used were meant to move to higher levels of Government made minimal progress. The evidence gathered, as well as the awareness created, generated a public debate and a general call from all civil society organisations for the Government to be responsive.

The call for increased financing finally caught the attention of the President of the Republic of Ghana and this was reflected in his policy statement. In his Policy Statement the President of Ghana, John Dramani Mahama, tasked the Government agencies concerned with Water and Sanitation to work with CONIWAS to find a lasting solution to water financing and delivery.

4 Analysing change

The progress made was a result of a continuous and relentless advocacy which involved building a strong alliance with the media (as well as other development partners) and providing them with relevant information about the sector.

The President's call for Ministries to be responsive and work with CONIWAS will provide the opportunity for WaterAid Ghana and its advocacy partners to re-strategise and engage sector players at all levels to be responsive and accountable to meeting the SWA commitment.

WaterAid Ghana will use the call by the President to engage closely with all ministries and stakeholders concerned to shape and direct Government priority as well as push for the Government to be more accountable and fulfil its renewed 2012 SWA partnership commitment in the 2013/2014 Multi-year Plans and Budget (MPB). This will contribute to meeting the global vision of facilitating access to safe water and adequate sanitation to all in the world.

5 Collecting evidence

The awareness created generated widespread public debate and a general call by all CSOs for the Government to be responsive. This shows how the advocacy intervention influenced the Government to respond.

6 What was the GTF programme's contribution?

GTF's contribution was crucial in bring out the findings of the Government to meeting the SWA Compact commitment as well as the series of press conferences and the Mole Conference. The findings of the budget tracking provided evidence with which the advocacy interventions were designed and used.

7 Option analysis

This path was chosen because of the need to generate evidence and mobilise support with the media and other WASH sector stakeholders to influence the Government's priority towards increasing WASH financing.

4 Public expenditure monitoring

The lessons from this approach were that:

- Evidence is crucial
- The right audiences and stakeholders must be identified.
- CSOs should be mobilised
- The media should be involved.

5 Access to public services

Our CSO partners have used a broad range of tools to involve WASH users in the evaluation of the quality and availability of WASH services. The approaches and tools implemented by our partners have had positive impacts on communities' confidence to hold duty bearers accountable and to ask them to provide higher levels of services and transparency.

Uganda: Water users participating in the operation and maintenance of the Rwengiri borehole in Mbarara district

1 Summary

Rwengiri borehole was constructed in 1998 by UNICEF. A committee was selected to oversee its day to day operation and maintenance. In 2006, the borehole suffered a major breakdown and this was not addressed until the advocacy committee representative informed the Agency for Cooperation and Research in Development (ACORD) and Kyera Farm. ACORD liaised with the community to find a lasting solution to the problem. A meeting was organised with the water users to bring the issue to the attention of the authorities and ask them to take action. As a result, a new committee of nine members was gathered and trained, leading to new bylaws being passed as well and the borehole being rehabilitated.

2 Path to success

A community meeting was organised to discuss the poor performance of the committee and breakdown of the borehole. A committee representative reported the problem at the sub-county advocacy committee meeting, which was chaired by ACORD and Kyera Farm.

A community-level meeting was held with water users to discuss the problem and identify a way forward. The issue was also reported to the sub-county council, who escalated it to the district water office.

Several radio programmes were aired to promote the roles of community members (and other stakeholders) in the operation and maintenance of water sources, particularly focusing on the borehole.

The district authorities responded by planning the rehabilitation of the borehole, while the sub-county selected a new water user committee and supported the community to collect the user fees for training the new committee. As a result, the borehole was later rehabilitated.

The water user committee members now know their responsibilities and bylaws have been passed. Lobbying and communication skills at community, sub county and district level enabled these changes to happen.

5 Access to public services

3 Overcoming obstacles

Before, water users were not willing to participate in the operation and maintenance of the boreholes and were not paying the user fees which would have enabled this work to happen. As a result, sustaining water sources was a major issue.

There was also resistance from politicians like councilors to make WASH a priority during the council meeting. This was because neither duty bearers' nor users were aware that access to water and sanitation are human rights.

4 Analysing change

The water user committee is now very active and collects fees to pay for the operation and maintenance of the borehole. As a result, it is now well maintained, fenced, cleaned and functioning well. Sub-county officials are responsive when issues are raised, allowing users to enjoy a sustainable safe water source.

5 Collecting evidence

The water user committee is functioning well and members have a clear understanding of their responsibilities. The borehole is clean and fenced to ensure that animals or etc cannot enter.

6 What was the GTF programme's contribution?

The communities now know how to report problems with the borehole and who they can speak to about issues, making the borehole a permanent fixture in their lives. However, other players in the water and sanitation sector were needed, as well as the support of local leaders, to achieve this.

7 Option analysis

The other option for action was that communities could protest to the sub-county leadership and hope for the issue to be addressed as a result. This option would be confrontational and would not guarantee resolution of the problem.

Nigeria: Citizens' engagement brings change in Kpang

1 Summary

Kpang is located nine kilometres north of Barkin-Ladi Local Government Headquarters. It has an estimated population of 4,200 people and most are peasant farmers.

This is one of the communities where Dadur Bol Development Association (DBOLDA) has intervened by conducting citizens' engagement activities in 2010. Before the intervention of DBOLDA the community did not have access to improved water supply or sanitation facilities. The existing water source was a pond shared with animals.

Jacob Chollom, a retired civil servant, said, "We relied on a pond for our water supply. We shared water points with animals. Besides, our women and children trekked long distances to the pond, which added to their suffering."

5 Access to public services

Although the community members claim that they have had engagements with the Local Government Authority (LGA) in the past, they lacked the organisation needed to be effective and therefore did not achieve results. The citizens' engagement process using community score cards and interface meetings provided a better opportunity to empower them and organise advocacy committees.



A borehole in Kpang.
Photo: WaterAid Nigeria

2 The path to success

WaterAid Nigeria built DBOLDA's capacity to facilitate citizens'

engagement at the community level and these skills were put to use and honest during the GTF programme. In facilitating this process, DBOLDA met with the leadership of the local government authority (LGA) to secure support and explain the community engagement process. This helped to mitigate the identified risk that the LGA might oppose the process. DBOLDA increased community awareness of the objectives of the process. Using community score cards, DBOLDA organised focus group discussions with different groups in the community.

The results were presented in a meeting facilitated by DBOLDA between the LGA and the community. This interface meeting helped the Kpang community members engage with the officials for the first time and highlight the challenges they face without access to safe water and sanitation. The LGA authority in turn had the opportunity inform the community of the LGA's plans and challenges.

3 Overcoming obstacles

Gathering the views of all community members was critical to the process, but the number of people involved and the diverse groups of people in the community was a challenge. A focus group discussion was held to address this.

4 Analysing change

Working with different community members ensured that the voices of everyone – including marginalised people – were heard in order to prioritise the community's needs. Citizens' engagement gave LGA officials an opportunity to interact with the community and share not only promises of what they will do but also the challenges they face in providing these services.

Jacob Chollom said, "With the citizen engagement process, we were educated on our right to demand for our needs from stakeholders and service providers in an organised way. Before this time we could not easily see the Council Chairman and our state house of assembly member, but the interface during the citizens engagement process gave us the opportunity to meet face to face with our Chairman and house of assembly member to discuss the community's problems."

5 Access to public services

5 Collecting evidence

Mr Chollom also said that advocacy visits to the LGA chairman and honourable member of the house of assembly have resulted in the community receiving a borehole and a block of classrooms:

“After the interface, with the awareness gained from the citizen engagement process, we continued to organise some advocacy visits to the Chairman and our House of Assembly member. During one of these advocacy visits, the state House of Assembly member, Honourable Gyang Fulani, promised to provide the community with a borehole. The borehole has now been constructed.”

6 What was GTF's programme's contribution?

The citizens' engagement process was facilitated by DBOLDA through the GTF programme.

7 Option analysis

We could have used the media to mobilise people to demand their rights, but we chose to use the citizen's engagement process instead because it is more effective and brings people face to face with decision makers.

6 Decentralisation

Calls on Governments to decentralise water services are gradually being heard. Our partners have also been able to help empower local governments where decentralisation is taking place.

To strengthen local governments' ability to deliver adequate and inclusive WASH services, they are encouraged to develop local plans of action in consultation with community leaders.

Nigeria: Local development plans – WASH planning for the people

1 Summary

The basic concept of the Local Millennium Development Goals Initiative (LMDGI) is to approach the Millennium Development Goals (MDGs) from a local perspective as well as thinking about national achievement. The Local Development Plan is a component of the LMDGI, which supports local governments to implement development plans (including investment plans) in order to increase access WASH and other basic services.

Most Local Government Authorities (LGAs) in Nigeria do not have a systematic approach to planning or investment. As a result, provision of WASH services is neither needs based nor rights based but rather mostly ad hoc, according to the decisions of influential individuals and politicians. While some communities have adequate WASH provision, others have little or no access to even basic services. This results in the marginalisation of many communities, particularly the poorest.

As a result of this the Women Empowerment Initiative Nigeria (WEIN), a GTF partner, supported Bogoro LGA to develop a Local Development Plan (LDP) document.

2 The path to success

The LDP was developed by:

- **Meeting with the village heads.** WEIN met with the village heads to tell them about the programme and its objectives. This was done in collaboration with the LGA.
- **Selecting and training Enumerators** to use GPS to gather data.
- **Data collection and entry** was completed.
- **Reconciling and validating the data** in a meeting with the community leaders.
- **Calculating the gap in facilities.** This was undertaken by the LGA and WEIN to identify the investment needed to bridge the gap over a period of five years.
- **Training an LDP implementation committee.** WEIN formed and trained an LDP implementation committee comprising community leaders and LGA staff. The committee then developed an action plan for the implementing the LDP.

3 Overcoming obstacles

The success of the approach depended on the accuracy of the data so the data collection and reconciliation processes were crucial. A meeting was held with community leaders and the LGA to validate the data collected on the field to ensure the data was accurate.

4 Analysing change

One of the objectives of the LDP development process was to assist the LGAs and communities to build capacity for sustainable and effective local level service delivery, local planning and implementation of water and sanitation sector activities.

5 Collecting evidence

Alhaji Abubakar Uthman, Director of Administration and General Services, said, “There is a degree of accuracy in this year’s planning and budgeting because the estimates used in the LGA budget were from the LDP we developed with support from WEIN Bauchi through the GTF programme.”

The LDP, if used effectively, will contribute enormously to the equitable distribution as well as investment in WASH services in local governments.

6 What was the GTF programme’s contribution?

The entire process was facilitated by the GTF programme and implemented by WEIN, in collaboration with the LGA and with the support of WaterAid Nigeria.

7 Option analysis

The intended outcome of the LDP development process is to produce a document that will guide the LGA in the distribution of WASH facilities, promoting accountability and inclusion. However this outcome depends on the LGAs’ willingness to use the LDP as a planning tool and follow through to deliver the plans and budget. The former was achieved in this case, but the latter was not because the ‘real’ power to allocate resources lies with the state government.

In retrospect, targeting advocacy at the state government to release funding to LGAs, or working with other NGOs (local or international) to advocate decentralisation would have strengthened the LGAs’ capacity and been a more effective approach. This would have ensured that the plans were not only developed but properly funded to increase access to WASH services.

Mali: Spaces for democratic discussion

1 Summary



Discussions between CSOs, WaterAid Mali and the Republic of Ombudsman.
Photo: WaterAid Mali

Democratic dialogue days (espaces d'interpellation démocratique – EID) have been introduced to accompany the decentralisation process in Mali. They enable citizens to engage decision makers on various issues and make them more accountable. CSOs contribute to organising and facilitating the process.

EIDs are organised at both the national and local levels. For instance, local level EIDs bring together all WASH sector actors. Following national and local level EIDs, relevant recommendations are made and CSOs follow-up on their implementation.

In short, this space for dialogue between people and their local elected representatives enables communities to increase their level of engagement in the managing local services and contributes to the fight against corruption.

2 The path to success

The EID's approach was achieved due to:

- **The approach** which consists of engaging local authorities in the organisation and implementation of EIDs.
- **The participation and emergence of decentralised local governments** that are strong and proactive.
- **The engagement shown by mayors** who were targeted for their enthusiasm.
- **The momentum** resulting from the WASH journalists' network's engagement in the process.

3 Overcoming obstacles

The main obstacle was that the expenses incurred for organising local EIDs were not taken into account by the local authorities. This is why there should be advocacy work aimed at institutionalising local EIDs.

4 Analysing change

One of the GTF programme's objectives is to involve communities in WASH decision-making process and to improve local governance. Based on the evidence gathered, clear progress has been made.

6 Decentralisation

Water sector:

- Water committees chaired by community leaders have been established.
- Water reservoirs have been built and social water connections for poor households established.
- Tax recovery rates have increased in some local authorities.

Sanitation sector:

- Some local councils have created 'coalitions for integrated water and waste management' ('Gestion Intégrée des déchets et de l'eau' – CGIDE).
- Gutters have been cleaned but waste materials need to be removed, which is being done little by little.
- Latrine slabs are being promoted and a production unit for constructing latrine slabs have been created in some villages. Family latrines have been built.

When analysing these changes, it could be said that successes can be attributed to both the users and the commune. They are important because local development must necessarily involve all actors.

5 Collecting evidence

Latrine slabs have been built at the commune's request. Masons have also been trained to build latrine slabs. In the commune of Kalaban-coro, tax recovery has increased significantly and there are now social water connections in the Bamako's suburbs.

6 What was the GTF programme's contribution?

CSOs were supported by the GTF programme to successfully carry out advocacy and policy influencing work. Following recommendations after the EIDs has enabled progress to be reviewed and encouraged the local authorities to meet community needs.

7 Option analysis

Following EID recommendations was the appropriate way to proceed. This method enabled recommendations to be reviewed and engage actors at different levels in order to achieve concrete results.

7 Capacity building

Our programme has increased the capacity of civil society organisations and CSO networks so that they can participate more effectively in evidence-based dialogue with decision-makers and build pressure for securing pro-poor service delivery.

Madagascar: Implementing the capacity needs assessment tool

1 Summary

The Capacity Needs Assessment (CNA) tool has allowed specific capacity building objectives to be identified. GTF partners have taken ownership of the CNA tool and adapted it to their needs. Since 2012 it has been used in all GTF capacity building work.

2 The path to success

In 2008/09, the GTF programme in Madagascar established three partnerships:

- With an LGA in the Analamanga region (which is unique among all GTF partners)
- With the regional Diorano WASH Analamanga platform (which brings together key stakeholders in the Analamanga region)
- With a coalition of seven rural CSOs

In 2011, a review of CNA methods showed that they differed between partners. Some parameters were not assessed with sufficient depth, such as capacity to develop an advocacy strategy or communications, self-criticism, fundraising, networking, dealing with staff turnover in CSOs or strategic thinking.

The CNA tool was used in 2012 to assess capacity needs and produce a capacity-building plan. It included key issues related to the operational model, the social purpose and the mission of these CSOs.

The serious commitment, honesty and transparency shown by partners, and their desire to have a good capacity-building plans, have been key to supporting the whole process.

Civil society partners have suggested amendments to the proposed templates. The Regional Authority partner has suggested adaptations resulting in a new template that is better suited to its mission and status.

3 Overcoming obstacles

The CNA highlighted issues that were previously ignored or given little importance by partner organisations. It has prompted dialogue between members and management of strategic and sensitive issues such as the leadership style, internal governance, adequate levels of participation before making strategic decisions that will engage the organisation, delegation, succession planning, evolution and financial self-sufficiency.

7 Capacity building

We chose to stay away from some discussions which were decided to be internal matters for partners to decide on independently. However, we did provide guidance where it was sought, whilst ultimately letting organisations decide by themselves.

We also decided to undertake only parts of the CNA with the Regional Authority as this could have become a sensitive situation.

4 Analysing change

The CNA provided several opportunities.

For GTF partners:

- It was an opportunity to be more accountable and participatory when making internal strategic decisions.
- It was an opportunity to clearly identify capacities that need to be developed in the short, medium and long term
- It was an opportunity to tailor an assessment tool to their needs.

For other development actors in Madagascar:

- The CNA has attracted the interest of other CSO organisations who have since adopted the method. The GTF programme plans to share the CNA with national institutions with the hope of integrating it into future projects and programmes.

For WaterAid Madagascar:

- The CNA provided a process and simple tools to rapidly assess an organisation and estimate its maturity based on its capacity at all stages.
- The tool may also be adapted for use in other situation or to promote learning and new skills.

5 Collecting evidence

Through the CNA, we have had learned that:

- The perceptions and understanding people have within the same organisation can vary depending on their role. During CNA workshops organised for partners, we also talked about core issues. Since the CNA, dialogue and self- analysis seem to have become common practice amongst GTF civil society partners.
- Within an organisation, discussions about its mission, strategic choices and organisational systems are sometimes pushed to the background even though they are critical in determining performance.

6 What was the GTF programme's contribution?

The GTF programme has created an opportunity to learn together and to share our experience with other countries and other partners. It was also an opportunity to fully test the CNA with CSOs and a regional network.

7 Capacity building

7 Option analysis

We could not have carried out such an in-depth analysis of our partners' internal systems outside of a programme focused on governance.

We chose this option for several reasons:

- The possibility of undertaking work engaging several partners in different countries, from the design stage to the finalisation and testing phases.
- The short time frame for implementation corresponded with our desire get results quickly.
- The opportunity to improve documenting methods of a pilot process, sharing and improving.

The capacity needs assessment tool can be downloaded from:

www.wateraid.org/~media/Publications/GTF-capacity-needs-assessment-tool.ashx

WaterAid's mission is to transform lives by improving access to safe water, hygiene and sanitation in the world's poorest communities. We work with partners and influence decision-makers to maximise our impact.

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