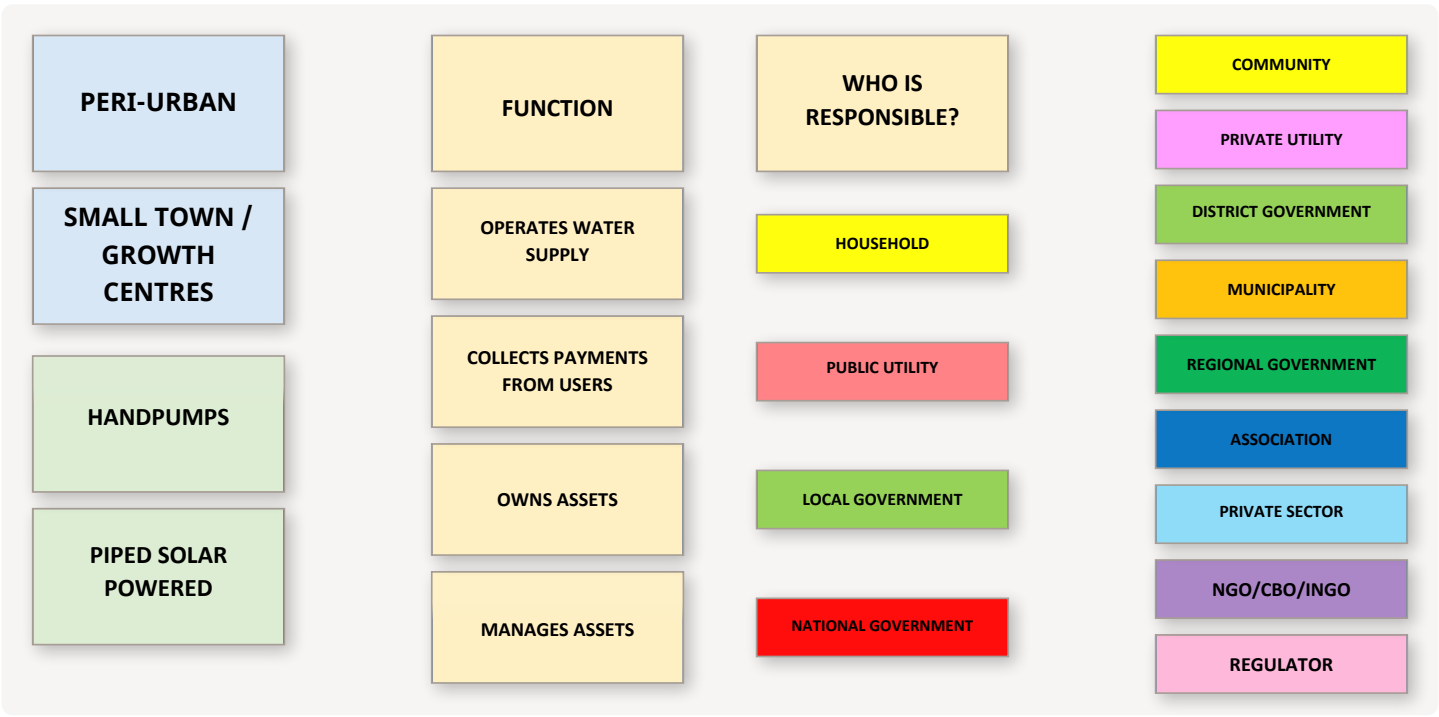
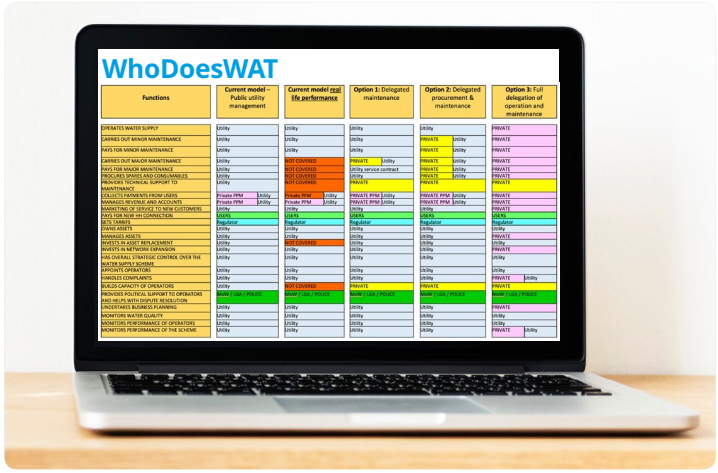
WhoDoesWAT:
A practical decision-making tool to support professionalisation of rural and small-town water supply services

This document explains what the WhoDoesWAT tool is and how to use it.





March 2023

WaterAid

Nawoli Jesca, Commercial Officer, and Nkundizana Julius, Team Leader, at Busolwe Piped Water Supply System checking a pipe to the main water reservoir, Butaleja District, Uganda, November 2018.

WaterAid/ James Kiyimba

Background

Delivery of basic and safely managed water supply involves multiple actors attending to a range of essential functions. In urban areas, many of these functions are assumed by a utility working under a regulatory framework with performance management targets. In unplanned neighbourhoods, small towns and rural areas the picture is often less clear, even when roles are set out in policy. Institutional arrangements and accountabilities remain vague particularly with procurement, training, paying for major maintenance and business development. Blurred accountability hinders efforts to professionalise service provision, perpetuates poor levels of service for users, and the ability to transition from one management model to another. A shift from handpump technology to piped water supply requires a shift in institutional and support arrangements. Policy makers, service providers and service users often have different perspectives of the challenges facing water supply service provision. Transition to more professionalised management arrangements requires a common understanding of the gaps in management models and the wider system/enabling environment.

What is the WhoDoesWAT tool and who is it for?

WhoDoesWAT is a ground tested participatory tool that has been developed and refined over the last five years from 2018 to 2022.

WhoDoesWAT helps water, sanitation and hygiene (WASH) practitioners facilitate dialogue between multiple stakeholders aimed at strengthening management arrangements for rural and small-town water supply services.

These stakeholders include: water operators, service users, local government, municipalities, regulators, rural service support agencies, utilities, water management associations and non-governmental organisations (NGOs). The tool is customisable and can be used in participatory settings. It can be easily translated into different languages. It can be used in low resource environments where reliable power supplies may be a challenge. It consists of a series of coloured cards that can be printed and displayed – and there is also a simple Excel spreadsheet version.

The tool can be used to:

- Clarify existing management arrangements for water supply services;
- Support the professionalisation[1] of existing management arrangements;
- Support the transition from one management model to another;
- Identify gaps or weaknesses in management arrangements with a view to improving service levels;
- Resolve disputes between different actors involved in the management of water services;
- Agree or revise management arrangements for new or existing water supply services;
- Gain an appreciation of the functions required for management of sustainable water supply services.

Going through the process of using the tool is also a useful pre-cursor to a life-cycle costing exercise in which you can consider which actors are in a position to pay for certain functions, such as major maintenance and asset replacement.

[1] USAID/SWS Learning Partnership (2021). Professionalized Maintenance for Rural Water Service Provision: Toward a Common Language and Vision. Accessed: 16 March 2023. Available from: https://aguaconsult.co.uk/wp-content/uploads/2020/10/ProfessionalizedMaintenance_Concept-Note_20210308.pdf'

How to use the tool

This tool is intended to be used by a facilitator, and is available in two versions:

- **Hard copy:** This version is downloaded and printed. It is suitable for use with large groups of multiple stakeholders in workshop settings.
- **Soft copy:** This Excel spreadsheet version can be projected and is suitable for use in all settings.

In our experience, the hard copy version is much more fun and engaging to use than the spreadsheet version, particularly in large workshop settings. The outputs can then be transposed to the spreadsheet to capture the discussion.

WaterAid/Vincent Casey, March 2020

Workshop participants map out who is responsible for managing water services on a piped scheme in Boane, Maputo, Mozambique. The discussion highlighted gaps and challenges related to current management arrangements.

The tool features five components

1. Context

This is the context in which the model is applied (e.g. rural, urban, peri-urban, small town).

2. Service option

This is the type of service option being considered (solar-powered, diesel-powered, grid-powered, hybrid, gravity-fed piped scheme, handpump, rainwater harvesting).

3. Actors

These are the people and institutions responsible for various functions within the management model.

4. Function

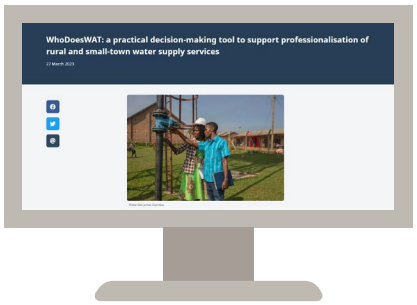
These are the critical activities that must be undertaken by different actors within the management model for it to deliver a sustainable, safe water supply.

5. Who is responsible?

This is a label or column under which the appropriate actors are assigned.

High-level instructions for hardcopy version

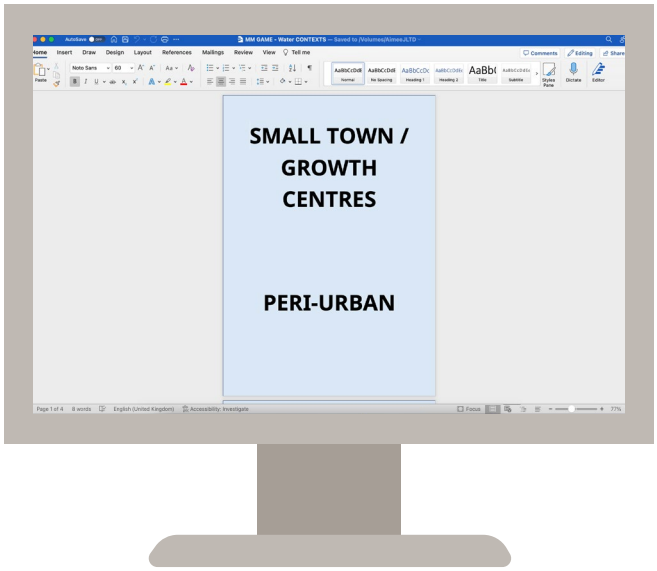
1

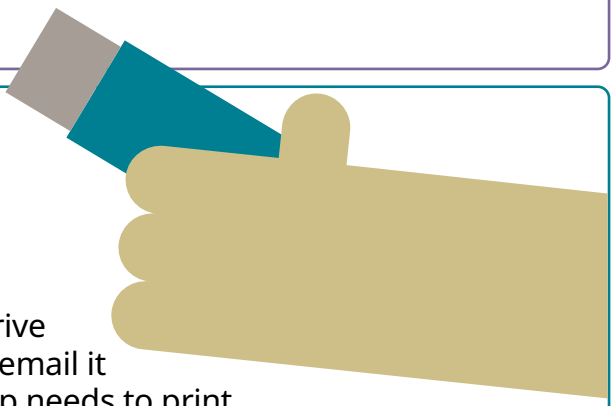


Download the tool from **washmatters.wateraid.org/publications/whodoeswat-practical-decision-making-tool-water-supply-services**

2

Open the different components of the tool and decide which parts you might want to customise or translate into the local language.





3

Save the tool onto a USB stick/flash drive and take it to your local print shop or email it to your local print shop. The print shop needs to print each component of the tool **in colour.** The printing should be **double-sided,** not single-sided. The table below shows how many times the print shop should print each component.

Component	Context	Service option	Actors	Function	Who is responsible?
# of times to print	x 1	x 1	x 2	x 1	x 1

4

Each component should be cut into pieces and then laminated. It is important to cut the pieces **before** laminating.

Where to cut each sheet:

Contexts

SMALL TOWN / GROWTH CENTRES
PERI-URBAN

Service options

HANDPUMPS
PIPED SOLAR POWERED

Actors

HOUSEHOLD
HOUSEHOLD
HOUSEHOLD
HOUSEHOLD
HOUSEHOLD
HOUSEHOLD

Water functions

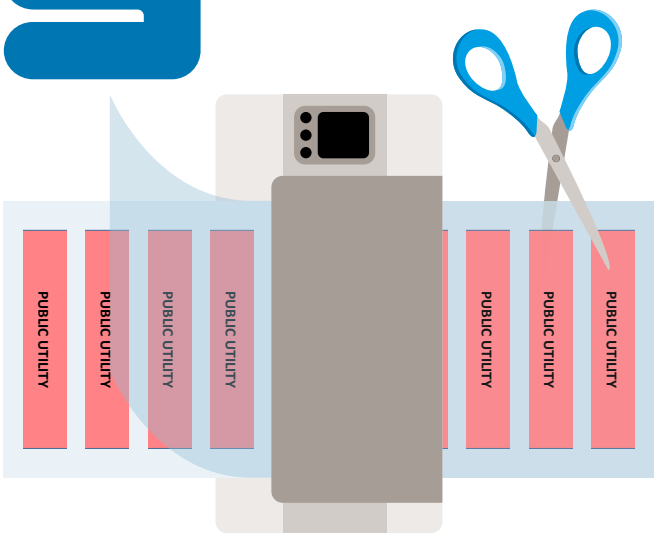
OPERATES WATER SUPPLY
COLLECTS PAYMENTS FROM USERS
OWNS ASSETS

Questions

FUNCTION
WHO IS RESPONSIBLE?

5

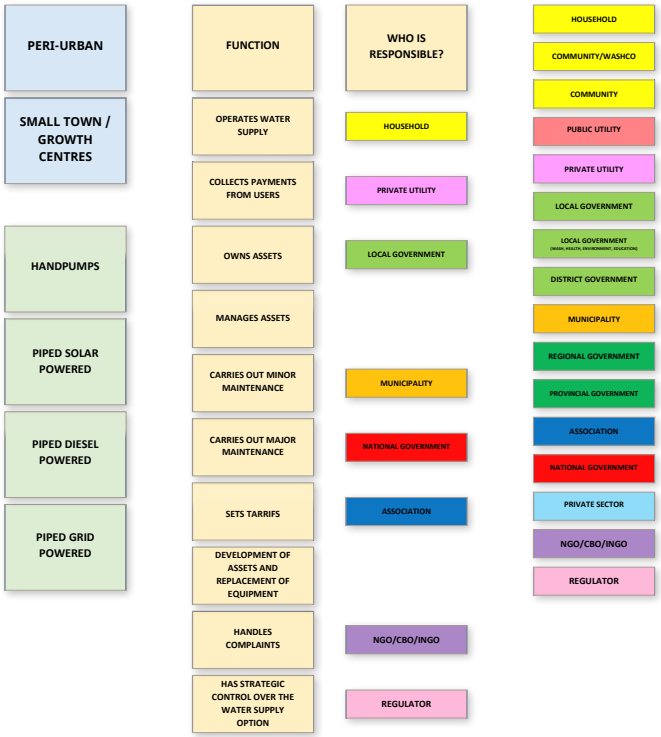
Once laminated, cut the laminated components.



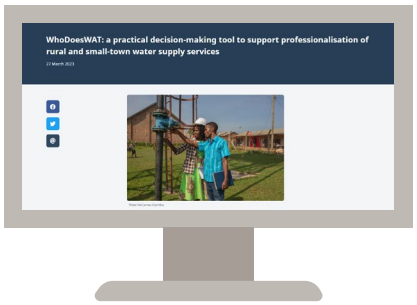
6

The 'Context', 'Service option', 'Function' and 'Who is responsible?' components of the tool can then be set up on the wall in a workshop setting.

The 'Actors' can be assigned to the 'Who is responsible?' column as participants go through the list of functions.

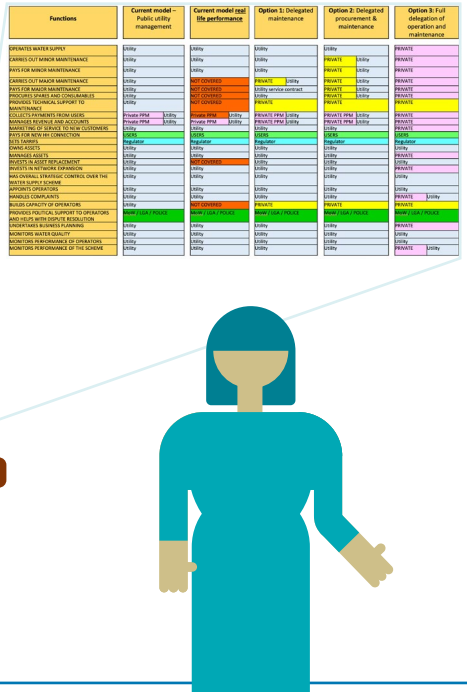


Using the softcopy version

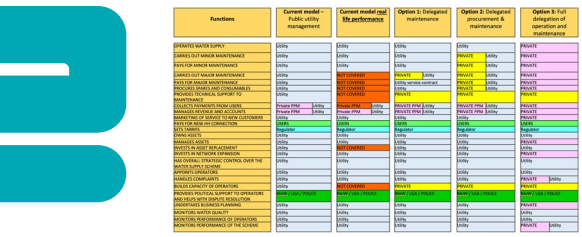


Download the tool from **washmatters.wateraid.org/publications/whodoeswat-practical-decision-making-tool-water-supply-services**

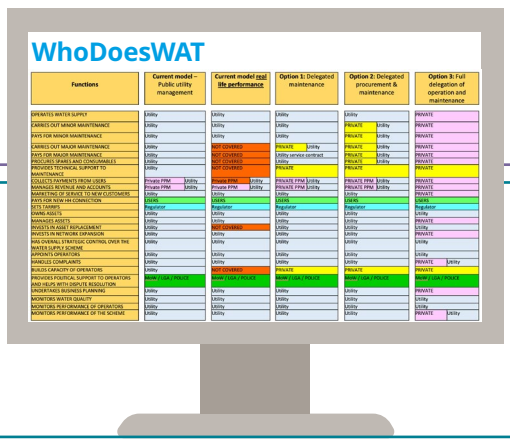
Project the spreadsheet onto the wall in the meeting/workshop.



Decide which parts of the tool you might want to customise or translate into the local language, and update the spreadsheet accordingly.



Facilitate a discussion in the meeting/workshop about which actor is responsible for doing and paying for each function in the list.



Record the answers in the corresponding cell in the spreadsheet.

Guidelines for facilitators

- Ask participants to discuss who is responsible for doing each function.
- Where there are gaps, try to push for clarity.
- Where a responsibility is disputed, try to guide participants towards a solution that makes most logical sense.
- Encourage participants to discuss how the responsibilities set out in policy may differ to what is happening in reality.
- Encourage participants to think about how effective the management model is at ensuring a sustainable and inclusive water supply service.
- Support participants to think through which type of management model they have devised (using the typologies in Figure 1 on page 10).

Using the tool to transition to more professionalised management models

Step 1: To facilitate a discussion about how the existing model could be strengthened, start by plotting out what the existing model should look like **in theory.**

Step 2: Next, plot out what the existing model looks like **in practice.** This helps to identify which functions are not currently undertaken and which ones are not done well.

Step 3: Then, you can start to discuss what alternative arrangements might look like that would result in greater professionalisation.

Step 4: You can continue identifying numerous alternative arrangements. Make sure to discuss the financial implications of each one. For example, some models may see the private sector playing a greater role. While some models may see the public sector playing a greater backstopping role. Some models may have a combination of both.

Examples of the tool being used in practice

The tool has been used in a number of settings to discuss the roles and responsibilities of different actors in the management of water supply services. A sanitation version of the tool has also been produced.

The tool has been used in Madagascar, as part of the USAID consortium RanoWASH programme, in Mozambique on the Boane water supply scheme, in Tanzania on the Arusha Five Villages Scheme, and as part of the SusWASH programme in Cambodia, Ethiopia, Uganda and Pakistan.

WaterAid/Vincent Casey, November 2019

National and sub-national government, Civil Society Organisations (CSOs) and NGO stakeholders use the tool in a workshop in Madagascar.

WaterAid/Fraser Goff, May 2019.

Mr Phon Sokhun, the owner of the Tbeng Khpos commune piped water supply (private operator) explains his responsibilities to provincial and district WASH sector stakeholders'.

WaterAid/VincentCasey, March 2020

Workshop participants discuss management arrangements in Maputo, Mozambique.

Figure 1: Type of management model

This may not be known at the outset of the exercise but should become clearer as you go through it.

Basic community management

CBM1 Community management with minimal or no external support

Community management plus

CBM2 Community management with external support and some level of professionalised functions

CBM3 Community management with delegation of some or all functions to private operator through a management contract

CBM4 Aggregate of community-based management organisations into associations or federations, to support management of rural water supply schemes

Local government

LG1 Direct management of schemes by local government

LG2 Local government delegation to community operators through management or lease contracts

LG3 Local government delegation to private operators or maintenance companies, through management or lease contracts

Public utility

PB1 Public water utility at town, district, state or national level manages the rural water supply scheme

Private

PV1 Ministry or asset-holding entity delegates operation and/or maintenance responsibilities to a private company through management or lease contracts

PV2 Privately owned and operated schemes (invest, build and operate)

WaterAid/James Kiyimba

This tool forms part of a series of resources on strengthening management models for water supply services. Please see:

- 'Management models for piped water supply' - a resource that sets out the factors that affect the sustainability of piped water and that presents ten different management models (see Figure 1). Available from: https://washmatters.wateraid.org/publications/management-models-for-piped-water-supply
- 'Piped water supply services: strengthening management models in rural and small town contexts' - a decision-making resource designed to help practitioners select or strengthen management arrangements for piped water supplies in different contexts. Available from: https://washmatters.wateraid.org/publications/piped-water-supply-services-strengthening-management-models-in-rural-and-small-town

For more information about the 'WhoDoesWAT' tool and management models for water supply services, contact members of WaterAid's global water team:

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Nawoli Jesca, Commercial Officer, and Nkundizana Julius, Team Leader, at Busolwe Piped Water Supply System checking a pipe to the main water reservoir, Butaleja District, Uganda, November 2018.

Moses Kalenga, Zone Manager and Water Engineer at Central region Water Board, Kasungu, Malawi, August 2018.

WaterAid/ Dennis Lupenga

WaterAid is an international not-for-profit, determined to make clean water, decent toilets and good hygiene normal for everyone, everywhere within a generation.

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