



ASSESSING APPROACHES FOR MUNICIPAL CAPACITY BUILDING TO IMPROVE SANITATION SERVICE DELIVERY IN GHANA



The
University
Of
Sheffield.

Outline

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3. Monitoring and Evaluation
4. Ghana findings
5. Discussion



TRP633 INTERNATIONAL URBAN
CONSULTANCY PROJECT



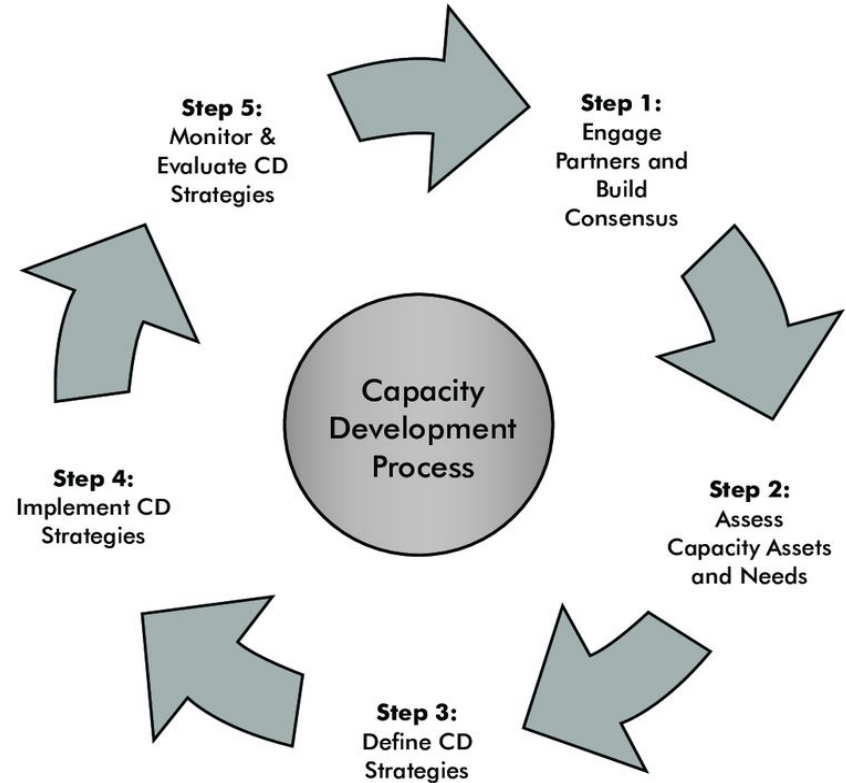
ASSESSING APPROACHES FOR MUNICIPAL CAPACITY TO IMPROVE SANITATION SERVICE DELIVERY IN GHANA

Word Count: 10,456

STUDENT NUMBERS: 150200109, 150200464, 180244676, 180224553, 180159071

Introduction

- Capacity Building involves making improvements typically in a five-stage process to the capabilities of a nation's technological, institutional, organisational, scientific and human resources.
- Primary aims:
 - To design and implement the most appropriate policy solutions
 - To strengthen the ability to monitor and evaluate
- Capacity building = tangible way to improve sanitation service delivery



- Ghanaian context
 - Sanitation Challenge for Ghana - UK DFID
 - Competition among MMDAs
 - Non-Sewered Sanitation
- Focus - organisational capacity building at MMDA level:
 - Internal practices which allow municipal bodies to carry out integral functions
 - Technical
 - Managerial
- Wider factors
 - Institutional factors
 - Political structure, gender equality, financing etc.



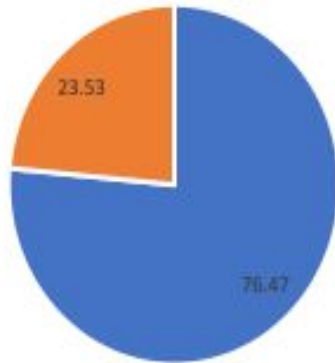
SuSanA Survey

- Sample of about 50 sanitation experts active on SuSanA platform
- Range of different stakeholders
 - NGOs, Development Consultancies, Waste management Consultancies, Universities and Municipalities
- Experiences in different countries: Asia, Middle East, Africa, South America



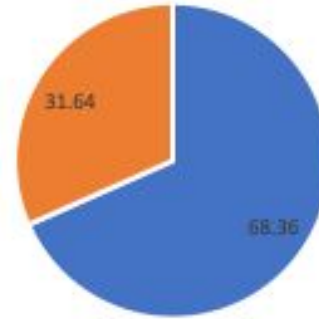
Findings - Organisational Capacity Of Municipal Bodies

Percentage of respondents who reported issues with technical capacity related to sector specific professions (%)



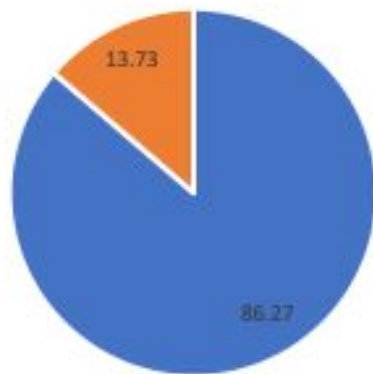
■ Issues with capacity ■ No reported issues with capacity

Percentage of respondents who reported issues with technical capacity related to non-specific sectors (i.e. urban planning, community development) (%)



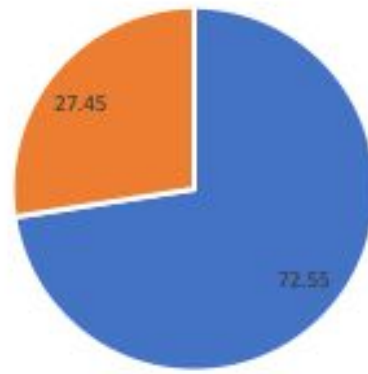
■ Issues with capacity ■ No reported issues with capacity

Percentage of respondents who reported issues with managerial capacity (%)



■ Issues with capacity ■ No reported issues with capacity

Individuals who reported a lack of motivation at municipal level to improve sanitation (%)



■ Lack of motivation ■ Sufficient motivation

Review Of Capacity Building Methods

Capacity Building Technique	Is the technique sustainable?	Low/high cost?	Level of reliance on external expert?	Interactive learning process?	Flexible approach which can be adapted based on monitoring and evaluation findings?	Level of baseline capacity needed
Technical Assistance	Yes, but dependent on the request made by beneficiary organisation.	Medium to high	Medium to high	Yes	Yes, for long-term projects	Need basic capacity to identify appropriate scope and focus.
Training/ Exchange Workshops	Yes, but dependent on the research and design and whether there is any follow up training.	High	Yes, to begin with but the aim of training is to evolve skills without external expert.	Yes	Yes	Need basic capacity to identify appropriate scope and focus.
Peer to Peer Learning	Highly dependent on the involved actors and their willingness to continue building a relationship beyond achieving initial outcomes.	Low to medium	Collaborative effort	Yes	Yes	Need basic capacity to identify appropriate scope and focus.
City Twinning Partnerships	Yes, but dependent on whether technique has been adapted appropriately to context	High	Low reliance on external expert, more collaborative effort necessary.	Yes	Yes	Need strong managerial capacity.

Capacity Building Methods in Practice



- Less participatory approaches (most common)
 - Training allows directed learning (impart technical knowledge) at large group of individuals
 - Technical assistance for planning technical designs of sanitation infrastructure
- Participatory approaches to building municipal capacity
 - 20% of our respondents reported using peer to peer/mentoring
 - Only 10% reported using city twinning
- Need to accommodate slow withdrawal- one respondent set out how this is done
 - Year 1 - 100% support and financial support (handholding)
 - Year 2 - 50% financial support and monitoring
 - Year 3 - no financial support and monitoring

Additional Considerations (External Factors) Raised By Sanitation Experts



- Number of different considerations which respondents articulated need to be considered when tackling organisational capacity
- Lack of education on sanitation issues
 - Has implications for organisational capacity of municipalities as well as wider implications
- Participatory Planning
- Gender
 - Respondents who'd worked in Indian context reported this
 - Lack of female workers in more senior positions
 - Harassment of lower level municipal workers
- Institutional factors
- Variations between different urban areas i.e. peri-urban areas

Monitoring and Evaluation of Capacity Building



- A few cases of no M&E
 - Lack of mandate
 - Lack of funding
- Most cases of some attempts at M&E
 - Most common: Field visits for observations and/or interviews for feedback
 - Outcome and performance monitoring
- Some cases of regular, developed and structured M&E frameworks
 - Done by three organisations in Uganda (government), Iraq, Yemen, Liberia and Cambodia
- Little mention of evaluation that feeds back into the system to make improvements

Case Study: Ghana



- 85% of population has no access to sustainable sanitation
- Metropolitan, Municipal and District Assemblies (MMDAs) are responsible for sanitation improvements, but insufficient level of sanitation provision
- Non Organisational factors impacting Sanitation Provision in Ghana include:
 - Funding and Political Factors
 - Lack of awareness and education on sanitation issues
 - Competition from the private sector
 - Expertise outside formal sanitation sector
 - Peri-urbanisation and Gender
- Current capacity building initiatives include:
 - Workshops and Assessment led by different actors, predominantly private ones

Technical and Managerial Capacity Gaps in Ghana



Technical capacity:

- Local sanitation task force lacks technical expertise
- Lack of specialised, coordinated training
- High staff reshuffling rates between MMDA and national and private bodies

Managerial capacity:

- Lack of coordination between MMDAs and private operators
- Lack of participatory planning skills
- No systematic M&E (except Function and Organisational Tool)
- Lack of commitment exacerbates limited skills

Recommendations



1. Motivate MMDAs to conduct educational programmes and ensure long-term commitment
2. Provide a platform for key stakeholders to network, enhance relationships and improve PPPs
3. Provide training to wider MMDA staff pool
4. Increase use of internet platforms to grasp up-to-date information and enhance communications between MMDAs and other stakeholders
5. Facilitate entry to sanitation sector and provide on-job training

Discussion



1. Which external factors do you believe must be considered in designing a successful capacity building program?
2. Is implementing municipal capacity building programs where there is no demand for it among municipal actors, problematic? Where there is no demand, how could you motivate municipal workers to improve their skills and capacity?
3. Do you think it is too narrow directing capacity building solely at municipal bodies? Should these efforts be comprehensive and also direct resources at improving the capacity of national institutions and local communities to improve sanitation infrastructure?
4. How long should a capacity programme such as this last in order to be successful?
5. What would you suggest are effective strategies in measuring improved capacity?