



## TABLE OF CONTENTS

<b>TABLE OF CONTENTS</b> .....	i
<b>ACRONYMS</b> .....	iii
<b>EXECUTIVE SUMMARY</b> .....	v
<b>1.0 GENERAL INTRODUCTION</b> .....	1
<b>1.1 Introduction</b> .....	1
<b>1.2 The Goal and Objectives of the Engagements</b> .....	1
<b>1.3 Methodology</b> .....	2
<b>1.4 Testimonial Interviews with Selected Stakeholders</b> .....	2
<b>2.0 REGIONAL PROCEEDINGS AND EMERGING ISSUES</b> .....	3
<b>2.1 Brong Ahafo Region</b> .....	3
<b>2.1.1 Participation</b> .....	3
<b>2.1.2 Key Issues</b> .....	3
<b>2.1.3 Key Suggestions</b> .....	5
<b>2.1.4 Key Statements</b> .....	6
<b>2.2 Upper West Region</b> .....	7
<b>2.2.1 Participation</b> .....	7
<b>2.2.2 Key Issues</b> .....	8
<b>2.2.3 Key Suggestions</b> .....	9
<b>2.2.4 Key Statements</b> .....	10

<b>2.3</b>	<b>Upper East Region</b> .....	12
2.3.1	Participation .....	12
2.3.2	Key Issues .....	12
2.3.3	Key Suggestions.....	13
2.3.4	Key Statements.....	14
<b>2.4</b>	<b>Central Region</b> .....	15
2.4.1	Participation .....	15
2.4.2	Key Issues .....	15
2.4.3	Key Suggestions.....	18
2.4.4	Key Statements.....	18
<b>2.5</b>	<b>Western Region</b> .....	20
2.5.1	Participation .....	20
2.5.2	Key Issues .....	20
2.5.3	Key Suggestions.....	22
2.5.4	Key Statements.....	23
<b>2.6</b>	<b>Northern Region</b> .....	24
2.6.1	Participation .....	24
2.6.2	Key Issues .....	24
2.6.3	Key Suggestions.....	27
2.6.4	Key Statements.....	28
<b>2.7</b>	<b>Volta Region</b> .....	29
2.7.1	Participation .....	29
2.7.2	Key Issues .....	30
2.7.3	Key Suggestions.....	31
2.7.4	Key Statements.....	32
<b>3.0</b>	<b>CONCLUSION</b> .....	33
<b>4.0</b>	<b>THE NEXT STEPS</b> .....	35

## ACRONYMS

AF-SRWSP	Additional Funding – Sustainable Rural Water and Sanitation Project
APDO	Afram Plains Development Organisation
CNCC	CWSA National Communications Committee
CRS	Catholic Relieve Services
CSOs	Civil Society Organizations
CWSA	Community Water and Sanitation Agency
DA	District Assembly
GES	Ghana Education Service
GHS	Ghana Health Service
GPS	Ghana Police Service
GWCL	Ghana Water Company Limited
GWJN	Ghana WASH Journalists Network
ISD	Information Service Department
MDCDs	Municipal/District Coordinating Directors
MDCE	Municipal/District Chief Executive
MPs	Members of Parliament
NADMO	National Disaster Management Organization
NCWSP	National Community Water and Sanitation Programme
NEDCO	Northern Electricity Distribution Company
NGO	Non-Governmental Organization
PSOs	Private Sector Organizations
RCC	Regional Coordinating Council
SDG	Sustainable Development Goals
TOR	Terms of Reference
UDS	University for Development Studies
UNICEF	United Nations Children’s Fund
VRA	Volta River Authority
WASH	Water Sanitation and Hygiene
WRC	Water Resources Commission

WSMS

Water System Management Staff

WSMT

Water and Sanitation Management Team

## **EXECUTIVE SUMMARY**

In 2018, the Chief Executive of Community Water and Sanitation Agency (CWSA) established a four-member National Communications Committee to be responsible for communicating the CWSA Reform activities to all stakeholders. The Terms of Reference (TOR) for the Committee were as follows:

- To develop a two-year communication strategy (2018 to 2019) to guide the entire programme for the Agency's reform interventions towards becoming a utility organization
- To communicate the new vision and mission of the Agency as well as the objectives of the reform
- To inform and educate stakeholders and the general public on the reform
- To publicize and bring visibility to the activities under the reform
- To solicit stakeholders' support, buy-in and goodwill for the reform at all levels
- To train staff on how to communicate the reform
- To document the reform processes for future reference

### **Participation**

As part of objectives of the communication strategy, the Committee embarked on Regional Stakeholder Engagements on the reform in seven (7) regions, namely Brong Ahafo, Central, Northern, Upper East, Upper West, Volta and Western. The engagements took place between the period of 19<sup>th</sup> February and 20<sup>th</sup> March, 2019. Participants were Traditional Leaders, Members of Parliament, Regional and Deputy Regional Ministers, Regional Coordinating Councils, Municipal and District Chief Executives, Municipal and District Coordinating Directors, Assembly Members, District Assembly Staff, the Academia and Media Persons. Also present were representatives from Development Partners, Non-Governmental Organizations, Volta River Authority, Private Sector Organizations, Ghana Water Company Limited, Water Resources Commission, Ghana Health Service, Ghana Education Service, Ghana Police Service, National Disaster Management Organization, and Water and Sanitation Management Teams.

## **Objectives**

The objectives of the engagements were to inform and educate stakeholders on the CWSA Reform and its objectives, the need for an expanded mandate to enable CWSA directly manage Small Towns Piped Schemes to ensure effective and efficient delivery of safe water services on sustainable basis, the new vision and mission of the Agency in becoming the leading public sector water services delivery organization in Africa; and to explain the situation and state of most of the small towns piped water systems and the need for the direct intervention by the CWSA in their management and operations. The engagements were to also enable stakeholders and partners involved in the delivery of rural WASH services to provide inputs into the implementation of the reform program.

## **Cross-Cutting Issues**

There were also cross-cutting issues of concern raised by participants in all seven (7) regions that require the attention of the Agency. Key among them include the following:

1. There was consensus on the need for CWSA to have engaged all stakeholders in the early days of the reform to explain the rationale and objectives to them and to seek their views. This they said would have minimized the numerous agitations and protestations that engulfed the Agency in its attempt to deploy professional staff in place of the WSMTs.
2. Participants also agreed that it is unfair that the rural poor are paying their water bills while government institutions are not paying their bills but enjoying the services. They observed that when the water systems collapse as a result of huge indebtedness, it is the poor who suffer most.
3. Participants across the seven regions complained that the household connection fee is too expensive and therefore a lot of households cannot pay to connect water to their homes. This in their view would defeat the SDG 6 which seeks to ensure access to water on the premise of the user.
4. Community education and sensitization on issues such as water tariff rationalization and downtimes and the rationale behind these is too low in the communities. There are instances whereby water tariffs are increased without engagements with community members leading to agitations by some customers.

5. There is the need to strengthen performance monitoring to ensure that the Water Systems Management Staff (WSMS) provide quality service.
6. There is the need to ensure regular supply of adequate water to confirm CWSA's capacity to directly manage the water systems
7. There is urgent need for expansion of water systems in newly created regional capitals to avoid them from being taken over by Ghana Water Company Limited
8. Participants also fear that water tariff for rural dwellers may end up higher than urban water thereby depriving the poor from accessing safe water. There is therefore the need for CWSA to develop a new tariff regime for the rural poor and vulnerable and also to standardize the existing tariffs.

### **Recommendations by Participants**

In order to improve on the reform initiative towards sustainable delivery of safe water to the rural population, participants made the following recommendations:

1. CWSA should intensify the reforms and extend it to all communities that have water systems in order to ensure sustainability of the water systems while creating jobs for young professionals.
2. CWSA should take the necessary measures to retrieve all institutional and private subscriber debts to keep the water systems running for the benefit of all, especially the rural poor who cannot afford water from private water producers.
3. CWSA should consider solar power as an alternative energy source for the water systems, especially those in the northern part of the country where sunlight is in abundance and as well put measures in place to safeguard the solar panels and batteries from theft.
4. CWSA should prioritize land acquisition issues as part of the reforms and devise appropriate means of acquiring lands on which the water systems are located and compensate the owners adequately in order to avert future litigations.
5. CWSA should collaborate with the communities to educate water users on the need to pay their water bills and to also desist from illegal connections.
6. CWSA should clearly define the roles of all stakeholders in the sub-sector in the new Act.
7. CWSA should develop stringent measures to effectively prevent the recurrence of revenue looting by staff as happened during the era of the WSMTs.

8. The Agency should also monitor water systems still being operated and managed by the WSMTs and private operators to ensure that they do not run them down completely for CWSA to spend huge money rehabilitating them in future.
9. CWSA should first hold consultations with the communities to engender their understanding and support for the reform before deploying new staff to manage the systems.
10. CWSA should hold engagements with the communities to explain their stake in the water systems as consumers. This is because some community members are of the view that with the reforms, they are going to lose all the returns that hitherto they were realizing from the water systems.

## **Conclusion**

Generally, the engagements ended with participants building consensus that the water systems should be managed by professionals to ensure their sustainability. Most of the participants, particularly Chiefs, Regional Coordinating Councils and District Chief Executives promised to continue to support the reform to ensure that adequate safe water and sanitation services are delivered to improve the welfare of the rural population. They also called upon all stakeholders to play advocacy role for the reform in order to make it a reality.

However, in Brong Ahafo and Central Regions, there were pockets of agitations by representatives of WSMTs who still hold the view that the CWSA reform is needless because the WSMTs were and are managing the water systems sustainably. In the end however, most of those with contrary views about the need for the reform agreed that there was urgent need for the deployment of professionals to manage the complex water systems. This, they agreed, was to ensure sustained WASH service delivery and to save the huge investment into the water systems from being wasted.

## **The Next Steps**

1. In line with the national road map of the communication strategy, the Committee intends to collaborate with the regional offices to intensify stakeholder engagements, especially in communities which are not in support of the agenda. This has the potential of stimulating better understanding and support for the overall success of the reforms
2. The committee will review the cross-cutting issues in the regional stakeholder engagement report and draw up follow-up engagements where necessary



3. The committee will in collaboration with Ghana WASH Journalists Network (GWJN) roll out national media campaign using all media channels
4. The Committee intends to air all the reform documentaries on various platforms and channels to publicize the reform and showcase the achievements
5. It will also carry out nationwide training of CWSA staff on the major theme – “Communicating the CWSA Reform”

## **1.0 GENERAL INTRODUCTION**

### **1.1 Introduction**

Communication is at the heart of any successful change management process. When change is initiated, it is important that the reasons, the benefits, the plans and proposed effects of that change are effectively communicated to all interested parties.

Against this backdrop, the CWSA National Communications Committee (CNCC) developed a two (2) year communication strategy (2018/19) to guide the entire programme for communicating the Agency's reform interventions towards becoming a utility organization. The strategy sets the tone and direction so that all communications activities, products and materials would work in harmony to achieve the desired transformations in Ghana's rural water sub-sector.

At the commencement of the reform, the Agency engaged a number of stakeholders at the national, regional and community levels to solicit their buy-in and support for the reform program. These engagements were however limited in scope and therefore there was the need to expand the engagement to reach as many stakeholders as possible especially at the regional, district and community levels. In view of the above, stakeholder engagements were organized from 19<sup>th</sup> February to 20<sup>th</sup> March, 2019 to dialogue with WASH stakeholders in seven (7) regions.

### **1.2 The Goal and Objectives of the Engagements**

The overall communication goal was to convince sector stakeholders that the community management model has been unsuccessful in providing sustainable water services and that there is the need to professionalize water services management in rural communities and small towns to ensure sustainability.

The objectives of the engagements included the following:

1. To communicate the strategic context and the objectives of the CWSA Reform
2. To communicate the need for an expanded mandate of CWSA to directly manage Small Towns Piped Schemes
3. To communicate the new vision and mission of the Agency
4. To communicate the situation and status of water facilities delivered over the years and the need for the reform intervention

5. To seek the views and inputs of stakeholders and partners involved in the rural WASH delivery on the reform.

### **1.3 Methodology**

The engagements adopted the following approach;

1. Purpose of the engagement
2. Introduction of chairman and participants
3. Chairman's response
4. Statements by the regional ministers or their representatives
5. Presentation on the CWSA reform and the status
6. Showing of CWSA reform documentary
7. Open forum (questions and answers section)
8. Region specific presentations on the status of the reforms
9. Open forum (questions and answers section)
10. Suggestions and supportive messages by key stakeholders
11. Chairman's closing remarks
12. Testimonial interviews with selected participants

### **1.4 Testimonial Interviews with Selected Stakeholders**

Selected stakeholders including chiefs, assembly members, community members and other opinion leaders were interviewed on their perceptions and future expectations of the reforms. Participants from communities where CWSA is directly managing water systems gave their assessments of the reforms so far as well as their expectations from CWSA. Stakeholders who live in communities where CWSA has not yet entered also expressed their opinions and expectations of CWSA's intervention.

## **2.0 REGIONAL PROCEEDINGS AND EMERGING ISSUES**

### **2.1 Brong Ahafo Region**

The Brong Ahafo regional stakeholders engagement took place on the 19<sup>th</sup> day of February, 2019 at Eusbett Hotel in Sunyani. The engagement was chaired by the paramount chief of Nkaseim, Nana Agyei Danso Abeam II, the immediate past board chairman of the CWSA.

#### **2.1.1 Participation**

The total number of participants was 116. This consisted of 10 traditional leaders, 2 Regional Coordinating Council (RCC) representatives, 10 Municipal and District Chief Executives (MDCEs), 17 Municipal and District Coordinating Directors (MDCDs), 3 assembly members, 2 representatives of Ghana Water Company Limited (GWCL), 28 district assembly staff (mainly Planning Officers and Works Engineers), 10 media persons, 1 representative from the IRC Ghana, 10 Water and Sanitation Management Teams (WSMT) members and 23 CWSA staff (head office, regional office and water system level staff).



#### **2.1.2 Key Issues**

There were a couple of agitated arguments as some participants felt that the reform had kick-started before their views and buy-in were being sought. Besides, the Association of Water Boards expressed their disapproval and antagonism towards the reform and apparently intended

to convert other stakeholders to their side. Few District Coordinating Directors also supported the position of the Association of Water Boards. The concerns of some of the participants are summarized in the statements below:

*“CWSA should take most of the blames for not taking actions to retrieve revenues owed by institutions to the water systems and not the WSMTs. For instance, the Goaso Water System has consistently reported institutional indebtedness to the CWSA through the Asunafo North Municipal Assembly but the Agency repeatedly failed to assist in retrieving the money” (Kwadwo Antwi Boasiako, Goaso WSMT Member).*

CWSA should learn lessons from water systems that are ‘well managed’ by the WSMTs and apply same to non-performing water systems instead of directly managing the water systems. For example, CWSA always cites the Kintampo Water System as a well performing water system so the Agency should rather entreat other WSMTs to learn from the Kintampo Water Board and other well performing water systems.

CWSA should allow the WSMTs whose water systems are ‘well performing’ to continue managing them and rather take over the management of the non-performing water systems. This will allow for comparative analysis of the performance of the WSMT-managed water systems vis-a-vis the CWSA-managed water systems after some time.

The WSMTs have been managing the water systems for a long period and have a lot of experience. CWSA should allow these WSMTs whose efforts are paramount in the management of the water systems to continue managing the water systems rather than bringing new people to manage them.

The reform will rather give rise to higher water tariff in the communities which the rural people cannot afford.

CWSA should also consider privatization of rural water services delivery as an option for sustainable water service delivery, given the fact that the public sector has consistently failed in service delivery while the private sector thrives.

However, the CWSA Regional Director, Chief Planning and Investments Analyst and other DA officials and chiefs explained the challenges of the community management model, the benefits of the reforms and the need for sustainable management of the water systems to the understanding of majority of the participants. On that foundation, most of the stakeholders

readily endorsed the reform and pledged their support for it. The group however expects more actions from CWSA towards scaling up the reforms to distressed communities and restoring the water systems to optimum functionality. Participants made the following statements to drive home the need for the reform:

*“Some of the water systems were non-performing. For instance, the Wenchi Water System nearly collapsed but since CWSA took over the management, there has been consistent improvement in water supply. Therefore, with CWSA managing the water systems, more improved services will be delivered and water supply and quality issues will be a problem of the past. I encourage CWSA to ensure that this policy works and also appeal for expansion of the Wenchi Water System to unserved areas of the municipality” (James O. Asare, Assembly Member, Wenchi Municipal Assembly).*

*“Initially, water was not flowing under the previous management regime especially in the Asonafo North District. Some of the water systems have been down for decades, e.g. Mim Water system, but with CWSA’s intervention we have seen rehabilitation works ongoing in some water systems and we hope that water will start flowing very soon. They expect that there will be improvement in billing system and revenue collection for sustainable water supply” (Yaw Osei Boahen, MCE for Asonafo North).*

Participants expressed their excitements about the reform and encourage CWSA to intensify it because it is solving a lot of problems in the rural water sub-sector, especially the issue of political takeover of the water systems once there is change of government, irrespective of the performance of the WSMTs. They added that water provision requires huge government investments and these investments need to be managed by professionals for sustainability. Some also appealed to CWSA to expand the Goaso Water System and rehabilitate the Yeji Water System to supply water to the entire towns, including developing areas.

### **2.1.3 Key Suggestions**

The following key suggestions were made by participants towards enhancing the reform strategy and its implementation:

1. Some WSMTs have been convincing some chiefs not to allow CWSA to manage the water systems, therefore the Agency should engage chiefs of those communities and towns and explain the reform to them for their buy-in.

2. CWSA should ensure that the Act establishing the Agency is reviewed in line with the reforms to avoid any potential legal issues that may hinder its success.
3. The MMDAs should be adequately engaged to enable them actively play their assigned roles in the reform.
4. Performance monitoring should be strengthened to ensure that the Water Systems Management Staff (WSMS) provide quality service.
5. The communities should be adequately involved in the reform
6. Education should be intensified because people without the right information about the reform will kick against it. This was the case with some communities when CWSA entered to manage their water systems but these communities have now realized the benefits of the reform and have embraced it with great joy.
7. Land acquisition issues should be given more serious considerations as the reforms takes off. CWSA should therefore devise appropriate means of acquiring lands and as well compensate the owners to avert future litigations.
8. CWSA should devise mechanisms to retrieve all monies owed the water systems by institutions and some private individuals.



#### **2.1.4 Key Statements**

##### ***Statement by Chairman***

*“CWSA is highly commended for the remarkable achievements it has made so far in delivering WASH services to rural communities and small towns. In the past, CWSA provided water systems for the communities as part of the National Community Water and Sanitation Programme (NCWSP) but with the new reforms, CWSA is coming back to the communities to ensure that these water systems are functioning optimally and sustainably. The reform is a good intervention because until now many water systems, e.g. Mim Water System, collapsed*

*few years after their construction or rehabilitation owing to inefficient management by non-professionals. However, whenever CWSA came in to rehabilitate the water systems, the WSMTs/communities were unable to contribute towards the cost” (Nana Agyei Danso Abeam II, Paramount Chief of Nkaseim).*

The Chairman then commended the Agency for embarking on the reform and entreated all stakeholders to embrace the agenda and support it in order to promote the welfare of people living in rural communities and small towns. However, CWSA should continue to engage WSMTs on the reforms and its benefits to create their buy-in and support for the program. Until this is done, the group is likely to kick against the reform in spite of its promising returns.

### ***Statement by Regional Minister***

The statement presented a brief background of the NCWSP particularly the community management concept and stated collapse of some water facilities, notably Mim, Hwidiem and Wenchi Water Systems, as a key challenge identified with its implementation. He said that this justifies the reforms in the rural WASH sub-sector which could accelerate Ghana’s efforts towards attainment of the SDG 6. It is however worth noting that the President of Ghana is a Co-chair of the Eminent Group of the Sustainable Development Goals Advocates and therefore the nation has a huge responsibility for ensuring that the goals are achieved.

## **2.2 Upper West Region**

The engagement was held at the Upper West Regional Library in Wa on the 20<sup>th</sup> day of February, 2019. It was chaired by the DCE for Nandom District, Hon. Thaddeus Arkum Aasoglenang and graced by the Deputy Regional Minister, Hon. Amidu Ishaq and former CWSA Upper West Regional Director, Mrs. Blandina Betty Batir.

### **2.2.1 Participation**

In total, ninety (90) stakeholders participated in the engagement. This consisted of 6 traditional leaders, 9 RCC representatives, 7 MDCEs, 4 assembly members, 4 district assembly staff, 14 media persons, 2 representatives from NGOs (ProNet North and CIKOD), 1 representative from Phibeta Consult Limited (Private Sector Rep), 1 representative from the academia (University for Development Studies) and 42 CWSA staff (head office, regional office, water system level, and retired staff).



### 2.2.2 Key Issues

There was broad consensus among participating stakeholders that the shift in policy direction from community management to professionalizing the management of rural water supply is the way forward for sustaining the water systems. Stakeholders were concerned about how CWSA can manage the water systems efficiently so as to ensure sustainable water delivery. They expressed these concerns through the following questions:

What measures are in place to prevent or reduce to the barest minimum attrition among the WSMS?

What is CWSA doing to prevent recurrence of social bonding which was a major factor accountable for non-payment of water tariff and ultimately the collapse of water systems under the management regime of the WSMTs?

What measures is CWSA putting in place to retrieve all institutional debts and as well prevent subsequent accumulation of such debt in the future?

How will CWSA ensure that there is adequate funding for monitoring the activities of the WSMS as well as the WSMTs who are still managing water systems that the Agency is yet to take over?

Is the reform not likely to trigger debates for merger of CWSA and GWCL because both institutions are into management of water supply?

Stakeholders who have experienced the immediate outcomes of the reform disclosed their satisfaction with the policy transformation and solicited the support of others. Also, representatives of communities that are not yet part of the reform expressed their eagerness to see the program take off in their communities as well. They stated the following:

*“Institutions were not playing their supervisory roles in the community management model. Institutions pay more attention to new projects rather than managing the water systems already in place. The reform is good in the sense that, the communities play a minimal role thereby allowing management of the water systems to be devoid of social ties. With the reform, I expect reduction in non-revenue water and sustainability of the water systems” (Dr. Nicholas Fielmua, UDS Lecturer).*

*“The Kaleo WSMT was mismanaging the water system leading to huge sums of unpaid accumulated electricity bills which has in turn made the system non-operational. I expect that when the community is added to the reform, the water system will be revived and service delivery improved” (Isaiah Tambo, Regent of Kaleo).*

Participants commended CWSA for the good work done so far in the reform, which has resulted in improved water service delivery (both quantity and quality) in the Upper West Region. They also called on all stakeholders, especially traditional leaders, to support the reform to place Ghana on the path to attaining the SDG 6.



### **2.2.3 Key Suggestions**

Participants suggested the following measures for enhancing the implementation and sustenance of the reform:

1. Water tariff setting should take into consideration the peculiar economic disadvantages of the vulnerable groups in the rural communities. CWSA should therefore isolate the rural poor/vulnerable and treat them as lifeline consumers by billing them with low water tariffs as it is done by the Electricity Company of Ghana.

2. The Agency should intensify engagements to ensure that all stakeholders, especially DAs, support the reform agenda.
3. It is unfair that the rural poor are paying their water tariffs while heads of institutions do not want their institutions to pay for the water that they consume. The Agency should therefore take the necessary measures to retrieve all such institutional debts in order to keep the water systems running for the benefit of the rural poor who cannot afford water from private water producers.
4. CWSA should also collaborate with relevant stakeholders to engender community commitment towards ensuring sustainability of water facilities.

#### **2.2.4 Key Statements**

##### ***Statement by Chairman***

*“Good life hinges on two main pillars, namely safe water and good sanitation. CWSA has gone through several reforms and is still reforming to ensure sustainable provision of safe water and improved sanitation to the rural population. In order to ensure that rural and small towns water facilities continue to deliver adequate water and in the right quality, it is necessary to professionalize the management of the facilities. This will also create employment for qualified Ghanaians and enhance economic development and wellbeing. The reform will also contribute to the achievement of the President’s ‘Ghana Beyond Aid Agenda’” (Thaddeus Arkum Aasoglenang, DCE for Nandom District).*



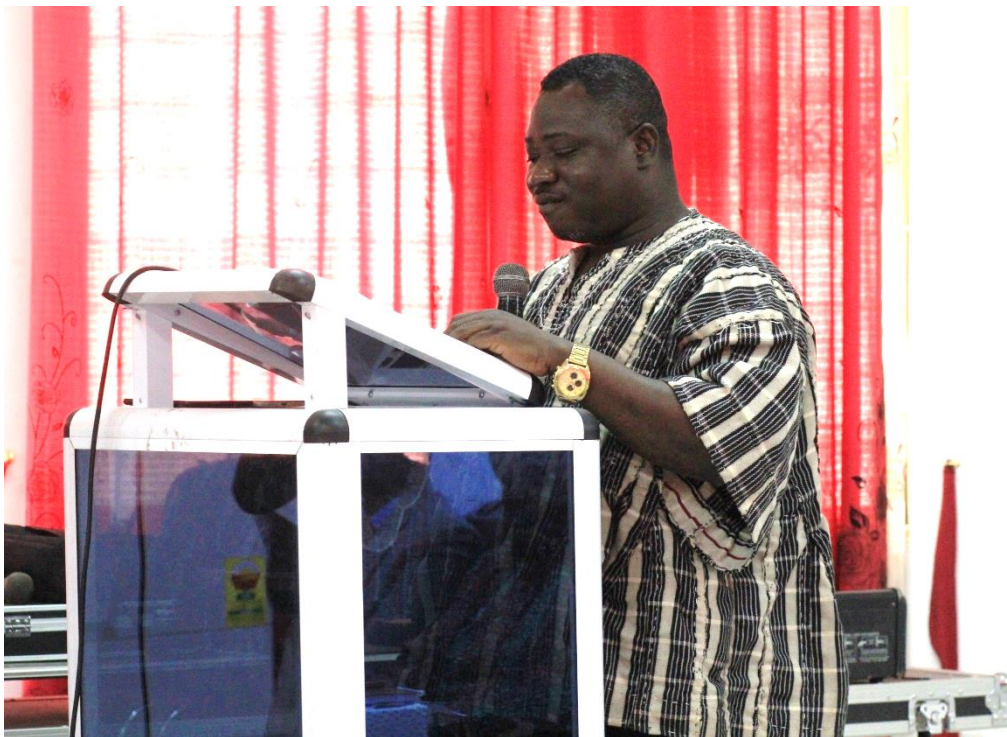
He added that the era of free service is over and therefore people living in rural communities should contribute to the cost of providing them with safe water. The reform is meant to ensure sustainability of rural and small towns water systems in order to get value for the monies invested in these facilities. The reform has also created avenues for Civil Society Organizations

(CSOs) to participate actively in water service delivery and as well demand accountability. All stakeholders are therefore entreated to support the reform and make it a success. CWSA should however continue to engage all relevant stakeholders to solicit their support for the new policy direction.

***Statement by Deputy Regional Minister***

*“The Government of Ghana has accepted that CWSA manages the small towns water systems. The reform will result in quality service delivery, culminating in healthy living in the rural communities and small towns. It will also relieve Members of Parliament (MPs) and MMDCEs from the burden of paying electricity bills for non-performing water systems and also solve political hijacking of water systems once and for all.*

*However, the success of the reform depends on the commitment of the RCC and the DAs to provide CWSA with the requisite support. The RCC will therefore continue to support and monitor the activities of CWSA to ensure that adequate quality water and sanitation services are delivered for improved welfare of the rural population” (Amidu Ishaq, Deputy Upper West Regional Minister).*



## **2.3 Upper East Region**

The engagement took place at Extee Crystal Hotel in Bolgatanga on 21<sup>st</sup> February, 2019. The session was chaired by the Overlord of Bongo Traditional Area, Naba Baba Salifu Alemyaarum.

### **2.3.1 Participation**

The total number of participants at the engagement was 104. This consisted of 10 traditional leaders; 8 RCC representatives; 5 MDCEs; 5 MDCDs; 13 assembly members; 1 representative each from Water Resources Commission (WRC), Ghana Police Service (GPS) and the National Disaster Management Organization (NADMO); 19 district assembly staff; 12 media persons; 2 representatives from NGOs; 3 representatives from Private Sector Organizations (PSOs); 2 representatives from Ghana Health Service (GHS); 3 WSMT members and 19 CWSA staff (head office, regional office and water system level staff).

### **2.3.2 Key Issues**

Generally, the participants endorsed the policy reform and pledged their support for its successful implementation while entreating CWSA to continue engaging stakeholders on the agenda. They were however concerned about non-payment of water bills by institutions, notably the Police Service, DAs, schools, etc. and wanted the Agency to put measures in place to retrieve these monies in order to sustain the operations of the water systems. Also, some community members maintained that new connection fees charged by the CWSA were too high for them to afford. Excerpts of these concerns were as follows:

Participants were of the view that the reform intervention is necessary. However, there is the need for adequate engagement of community members before staff are deployed to manage the water systems. Also, there should be proper introduction of the staff deployed to the communities before they assume duty.

CWSA should put in place measures to prevent accumulation of institutional debt for newly completed water systems.

It was agreed that representatives of institutions at the engagement should communicate to their respective institutions that it is incumbent on them to pay their utility bills including that of water. CWSA pays for the electricity it uses to produce the water so therefore the institutions have no reason not to pay for the water.

Participants stated that they had issues with paying for household connections. The fee, they said is too high and therefore a lot of households cannot pay. CWSA should take into consideration the high poverty levels in the communities when determining the fees.

Participants also wanted to know what systems are in place for reporting on the operations of the water systems by the WSMS, the tariff regime being implemented for the poor and vulnerable, and whether GWCL will continue to support CWSA with the 2% Rural Water Levy now that the Agency is managing water systems and generating revenues.



### **2.3.3 Key Suggestions**

Key suggestions made by the participants included the following:

- CWSA should consider solar power as an alternative energy source for the water systems especially those in the five northern regions where sunlight is in abundance.
- Theft of solar panels and batteries is a common occurrence in some communities in the Upper East Region. Therefore, CWSA should put measures in place to safeguard the solar panels that may be used.

- Consultation was not properly done before staff were deployed to Duusi to manage the water system. Therefore, going forward, the communities should be well engaged so that they can have proper understanding of the reform and support it.

#### 2.3.4 Key Statements

##### *Statement by Chairman*

*“Water is life and so all participants should carry the message received at the engagement to their various community members and institutions. CWSA should continue the hard work to ensure that all communities are served with adequate safe water and sanitation facilities. It is an eyesore to see humans and animals drinking from the same water source as it is the case with some communities in the region. Therefore, all stakeholders should support the Agency to successfully execute the reform. All participants should play advocacy role for the reform in*



*order to make the objectives of the program a reality. We should all act as good citizens to protect our public infrastructure from theft and destruction” (Naba Baba Salifu Alemyaarum, Overlord of Bongo Traditional Area).*

The Agency is therefore encouraged to continue with the good work it has started to restore the water systems so as to restore life to the people living in rural communities and small towns.

### ***Statement by Regional Minister***

*“CWSA has been working tirelessly to ensure that people living in rural communities and small towns across the country have access to safe water. The RCC appreciates the fact that about 66% of the rural population in the region have access to safe drinking water. However, the Community Management Model is obsolete and needs to be reviewed. It is at the back of this that the RCC has given its blessings and support to CWSA to carry out this reform program in the region. All stakeholders including DAs, chiefs and assembly members should renew their commitment to working together for the wellbeing of our people by supporting CWSA to successfully implement this reform” (Rockson Ayine Bukari, Upper East Regional Minister).*

### **2.4 Central Region**

The engagement was held on 7<sup>th</sup> March, 2019 at the Pempamsie Hotel in Cape Coast. The session was chaired by the chief of Twifo Hemang, Nana Amoah Kofi II and graced by the Central Regional Minister, Hon. Kwamena Dunkan.

#### **2.4.1 Participation**

In total, 105 people participated. This consisted of the regional minister, 7 traditional leaders, 7 RCC representatives, 10 MDCEs, 3 MDCDs, 8 assembly members, 13 district assembly staff, 15 media persons, 2 representatives each from NGOs and PSOs, 1 representative each from GHS, Ghana Education Service (GES), GPS and the Catholic Secretariat, 9 WSMT members and 24 CWSA staff (head office, regional office and water system level staff).

#### **2.4.2 Key Issues**

Majority of the stakeholders present at the engagement expressed their excitement about the reform and pledged to give CWSA all the supports it requires to successfully execute the program. Participants said the following:

*“I believe that if all connections are metered and the water systems management teams are honest, there will be no revenue shortfalls. Therefore, going forward, adequate measures should be taken to prevent revenue losses. Also, the roles and responsibilities of chiefs, managers of the water systems, DAs and other stakeholders in the reforms should be clearly outlined to avoid any confusion” (Isaac Kojo Appiah, Assembly Member, Asikuma Odoben Brakwa District Assembly).*





*“We the MMDCEs are very happy about the reform and will do our very best to support it. However, contractors and consultants of water projects are not collaborating effectively with the MMDAs in executing their projects. They enter communities and places without our leadership and therefore we are unable to know what exactly is happening with projects under our jurisdiction” (Kenneth K. Essuman, MCE for Mfantseman).*

*“The Catholic Relieve Services (CRS) has over the years sank several boreholes across the country just as other NGOs and CSOs have done but they have all been run down. Therefore, going forward, sustainability of the water systems should be the concern of all, most importantly chiefs and community members” (Rev. Father Joseph Mensah, Cape Coast Catholic Secretariat).*

*“Some WSMTs and water vendors were only selling the water and keeping the proceeds because they thought the water systems belonged to the communities. I am therefore happy that CWSA has taken over the management of my water system. It is very sad to know that the WSMT reported that revenue remained the same throughout the entire twelve months of every year for the past years. However, when I conducted a study on the water system, it was revealed that revenue for one month was more than double what they claimed they*

*were realizing from the water system” (Napoleon Owusu Asante, Assemblyman for Twifo Hemang).*

Participants also stated that the community management model was misunderstood by some chiefs to mean that they have absolute control over the water systems and for that matter the WSMTs. They therefore changed the management teams frequently leading to the current problems. Some participants who did not oppose the reform sought the following clarifications:

What cost/benefit statistics are available on the water systems to prove to potential investors that investing in the water systems is viable and at what period of time will such investments be recouped?

Will all water systems be managed by CWSA or the Agency will manage only non-performing water systems while the WSMTs continue to manage the well performing ones?

Will CWSA pay the Assin Akonfudi Community the money it spent on maintenance and repair works commenced by the community before the Agency came in to manage the water system? Also, the community was using revenue from the water system to address sanitation issues in the community. What will CWSA do to help the community now that it wants to manage the water system?

Some participants however indicated their resistance to the reform and argued that the status quo should be allowed to prevail. These were mainly assembly members and some community members, notably from Diaso and Assin Akonfudi. They argued as follows:

Why is CWSA reforming to manage the water systems without first amending the Act that established the Agency and created its mandate to facilitate the provision of water facilities while the facilities are owned by the communities? This was one of the reasons for the resistance.

The challenges confronting the Diaso Water System is not as a result of non-performance of the WSMT but rather failure of institutions to pay their water tariff. All institutions in Diaso e.g. police, hospitals, DA, schools, etc. do not pay their water bills, making operations of the water system difficult for the community. These are the issues that need

to be addressed for the WSMTs to manage the water systems efficiently instead of CWSA managing the water system.

### **2.4.3 Key Suggestions**

Participants, mainly MMDCEs made the following suggestions for enhancing the implementation of the reforms towards sustainable delivery of WASH services to the rural communities and small towns:

- There should be stakeholder meetings at the DA level bringing together all WSMS, WSMTs, CWSA, the DA and other relevant stakeholders to address all issues and misunderstandings so that we can work collectively towards providing safe water to our rural communities.
- When writing to the DAs about managing the water systems, CWSA should state its decision and intentions categorically instead of stating them in implicit terms, making it very difficult for the assemblies to deduce.
- CWSA should take measures, such as adopting cheaper alternative sources of power like solar, to address the huge cost of electricity leading to high operational cost to the water systems.
- CWSA should strengthen collaborations with NGOs and CSOs who are providing water facilities in order to ensure that users pay for the water they access from these water facilities. This will prevent community members from abandoning CWSA piped water.
- The washing bay operators use treated water for their operations and by so doing waste a lot of water but pay very little for it. CWSA should deal with these operators by either making sure that they pay appropriate tariff for the water they consume or find alternative water sources for their operations.

### **2.4.4 Key Statements**

#### ***Statement by Chairman***

*“Water is our source of life so if we cannot manage our source of life well, then we are heading towards doom. The chiefs and leaders of our communities should be concerned about sustainable management of our water systems and make the necessary contributions towards the delivery of safe water to our people. We should also participate actively in the*

*implementation of projects initiated by government and other development partners in order to facilitate development and improve living standards in our communities.*

*I am highly delighted in the engagement and also wish that such engagements are organized periodically. The reform is a good move and therefore only those who have hidden motives will kick against it. The chiefs are entreated to set good examples in the communities and allow CWSA to manage the water systems for the benefit of the entire communities. Drinking unsafe water can cause us our lives so therefore we should allow experts to manage the water systems for us. CWSA has good reasons for embarking on this reform hence everyone should embrace and support it” (Nana Amoah Kofi II, Chief of Twifo Hemang).*

### **Statement by Regional Minister**

*“The engagement is a very important one because it has got to do with issues relating to the provision and the sustainability of rural water and sanitation services. Thanks to the several interventions from 1998, potable rural water coverage in the Central Region has increased from about 27% to 64.09% as at December, 2018 (eg. the current Additional Funding for Sustainable Water and Sanitation Project for saline communities).*

*There is no gainsaying the fact that there has been huge investment into the sub-sector which was expected to be sustained through community management arrangements. However, sustaining the service delivery has been a challenge. An example is the Small Town Piped Water Systems in Assin Nsuaem, Kyekyewere and several other point sources within the region, which are not in the best of conditions.*



*Per goal 6 of the SDGs, the focus is not only on accessibility and coverage of potable water but also on sustainability, which resonates with the objectives of the Rural Water and Sanitation Sub-Sector Reforms. The purpose of this sub-sector reform is further in consonance*

*with the ‘Ghana Beyond Aid Agenda’ towards self-management and sustenance, a vision which should be our collective responsibility. All participants should therefore support the reform and contribute towards the sustenance of investments and quality water and sanitation service delivery in the region” (Kwamena Dunkan, Central Regional Minister).*

## **2.5 Western Region**

The engagement took place at the Regional Youth Center in Sekondi, on 8<sup>th</sup> March, 2019. The paramount chief of Mphor Traditional Council, Osabarima Kwaw Entsie II chaired.

### **2.5.1 Participation**

A total of 85 stakeholders participated. This consisted of 4 traditional leaders, 13 RCC representatives, 6 MDCEs, 1 MDCD, 8 assembly members, 1 opinion leader, 4 district assembly staff, 5 representatives from the Information Service Department (ISD), 2 MP representatives, 16 media persons, 1 representative from GES and 24 CWSA staff (head office, regional office and water system level staff).

### **2.5.2 Key Issues**

Only few stakeholders present at the engagement announced their endorsement and support for the reform agenda as majority of the participants could not declare their stand explicitly.



They however requested for rehabilitation and expansion of the water systems by CWSA. They raised the following issues:

*“I personally support the reform agenda and entreat everyone to embrace it. It is obvious that our communities cannot raise the needed revenue to maintain and expand the water systems to ensure that they deliver safe water to everyone at all time. Also, the communities can not by any means manage the water systems professionally by themselves hence the need for this reform. I have noticed some rehabilitation works ongoing on the Asankragwa Water System thanks to the reforms and would commend CWSA for it. However, I will also appeal to the Agency to expand the water system to cover unserved areas of the town”* (Saaka Ibrahim, Coordinating Director, Wassa Amenfi West Municipal Assembly).

The Atobiase Community has extended beyond the catchment of the water system over the years but no expansion works have been carried out for water supply to be extended to the developing areas. When will CWSA expand the water system to supply water to the entire community?

Water from the Supom Dunkwa Water System is very poor in quality, mainly due to high level of salinity. What is the Agency doing to address the issue for safe water to be supplied to the community?

Most part of the Nsuaem Township lack access to water supply due to lack of expansion works over the years coupled with inadequate production by the water system. Meanwhile the town is highly urbanized with high demand for water and the ability to pay for it. CWSA should as part of the reform expedite actions to ensure that water is supplied to the entire township.

Some participants were also concerned about issues of high tariff, community engagement on tariff rationalization and announcement of systems downtimes. Excerpts are as follows:

The Atobiase Water System is charging high tariff which the people living in the community cannot afford. Efforts should be made by CWSA to reduce the tariff.

The Sefwi Wiaso Water System is charging as high as GHS8.50 per meter cube of water which far exceeds what GWCL charges for same quantity of water which is on the high side. The Agency should revise it downwards.

Community education and sensitization on issues such as tariff rationalization, downtimes and the rationale behind these is too low and needs to be improved. There are instances whereby water tariffs are increased without engagement with community members leading to agitations.

Some WSMTs were using proceeds from the water systems to carry out developmental projects in their communities; how will the communities address such developmental issues now that CWSA is going to manage the water systems? Or will CWSA continue with this practice as the Agency takes over management of the water systems?

What is the role of chiefs in the reform? Is there a way that CWSA can collaborate with the chiefs to select people to manage the water systems so that the chiefs can participate actively in the management?

### **2.5.3 Key Suggestions**

The following suggestions were made:

- Stakeholders engagements should be carried down to the communities to enable community members understand the reform and its objectives. This is because some community members are of the view that with the reform, they are going to lose all the returns that hitherto they were realizing from the water systems.
- Non-payment of water bills is a major challenge for most of the water systems. CWSA should collaborate with chiefs to educate community members on the need to pay their water bills and to desist from illegal connections.
- The DAs were not informed during the recruitment of water system management staff and therefore community members thought the DAs had sacked the old WSMTs and brought in new people to manage the water systems. It however took several interventions to get community members to understand that the sector is undergoing reforms. Therefore, going forward, there should be broader consultations with all stakeholders who matter before staff are deployed.
- The Sefwi Wiaso Water System only serves a small segment of the town and with intermittent water supply. However, the town has now been made the capital of the newly created Western North Region. CWSA should therefore as a matter of urgency carry out rehabilitation and expansion works on the water system to serve the entire

community. This will help prevent possible takeover of the water supply to the town by GWCL.

- The Agency should put appropriate measures in place to ensure that the WSMS manage the water systems efficiently in order to prevent the challenges encountered with the community management concept from recurring. For instance, CWSA should set performance targets for the water systems such that staff will be compelled to deliver on the targets.

#### **2.5.4 Key Statements**

##### ***Statement by Chairman***

*“Rural communities have been crying about access to safe water supply for a very long time and thanks to CWSA for responding to us now. Over the years, CWSA after constructing water systems handed them over to the communities to manage and we can all see where this has brought us. Water tariffs are being determined by WSMTs per their own discretions and usually, there are discriminations in the application of these tariffs. For instance, people who fetch water from the public stand pipes are made to pay either same or even higher tariffs than those who have the water in their homes, which is unfair. There are also huge accumulated electricity bills that the water systems are either unable to pay or have refused to pay. Customers indebtedness to the water systems is also on the high side with public institutions leading the list. This is why we have all come here today to deliberate on the way forward for the rural water sub-sector.*



*All participants are entreated to convey the message on the reform to their respective communities and as well work collectively to ensure that rural water issues are addressed. However, CWSA should educate the communities on billing and tariff setting so that everybody*



*understands the system and pays their bills for smooth running of the water systems”*  
(Osabarima Kwaw Entsie II, Paramount chief of Mpohor Traditional Council).

## **2.6 Northern Region**

The engagement took place on 11<sup>th</sup> March, 2019 at the Modern City Hotel in Tamale. Chairman for the event was Hon. Mohammed Hashmin, DCE for Mion District.



### **2.6.1 Participation**

The total number of participants was 64. This comprised of 15 traditional leaders, 2 MPs, 3 RCC representatives, 9 MDCEs, 2 MDCDs, 2 assembly members, 3 district assembly staff, 5 media persons, 1 UNICEF representative, 1 representative each from World Vision, Global Communities and Afram Plains Development Organisation (APDO), 1 representative of Pumptech, 1 VRA/NEDCO representative, 1 representative from the academia (UDS) and 16 CWSA staff (head office, regional office and water system level staff).

### **2.6.2 Key Issues**

Participants, largely MMDCEs, traditional leaders and assembly members endorsed the reform and pledged to support the Agency in implementing the program. Some participants also sought clarifications on some issues bordering on the reforms in their quest to adequately understand the agenda. The following are excerpts:

*“I am very sad about what I have seen and heard today. However, I am surprised that CWSA is embarking on this reform to relieve our communities of water crisis and some people are resisting it. All of us should endorse the reform and give it all the needed support for it to succeed. Also, as community leaders, we should build external networks to enable us mobilize resources to address community development issues including potable water” (Junction Wura, Chief of Junction).*

*“The community management concept expected that management of the water systems will be the responsibility of the communities but unfortunately it ended up in the hands of few individuals, causing the failure that we are all seeing today. The reform is therefore the way to go and we all need to give it our support” (Osman Sahanom, Pumptech).*

*“I welcome the reform in my district but beyond the use professionals to manage the Small Town Water Systems, what will CWSA do to ensure that the community boreholes are also managed sustainably”? (Mohammed Hashmin, DCE for Mion District).*

The small towns water systems are too complex to be managed by community members so it is advisable that the communities hand them over to CWSA to manage with professionalism.

In some communities, the WSMTs are able to influence the chiefs to kick against the reform so that they can continue to benefit from proceeds from the water systems. Chiefs and leaders of the communities should support the reform in order not to deny the entire community members access to clean water.

What is CWSA doing to ensure that the water systems that are still under the management of WSMTs do not accumulate huge electricity bills before they are brought under the reform?

What provisions is CWSA making to address the peculiar economic challenges of the vulnerable groups when setting tariffs?

Do the communities have any role to play in the reform program? If yes, then these roles should be stated explicitly to prevent any misunderstanding in the future. How will the reform address sanitation issues in the communities?

Hitherto, the DAs have been auditing the water systems. Will this continue under the reform? Also, will the WSMS report to the DAs just as the WSMTs were doing?



The MCE for Nanumba North Municipality acknowledged the efforts of CWSA in resolving water issues in the region and Bimbilla in particular. He however hinted that the people of Bimbilla have given him one-week ultimatum to ensure that CWSA serves the community with safe water, failure of which they will hand over the water system to GWCL. He therefore requested the Agency to expedite works on the water system in order to prevent any possible agitation.

An assembly member for Chereponi cited interference by chiefs and political figures as partly accountable for the failure of the community management concept and collapse of some water systems in the region. He indicated that in Chereponi for example, only one person, appointed by the chief has been managing the water system for a long time leading to the collapse of the water system. He requested CWSA to initiate appropriate measures to prevent such occurrences under the reform.



### 2.6.3 Key Suggestions

- Institutional debts have collapsed most of the water systems with Bimbilla being a good example. As part of the reform, CWSA should device mechanisms to deal with the issue for sustainable operation of the water systems.
- CWSA should augment the existing boreholes for the Zabzugu Water System with surface water and resolve water quality issues.
- In some communities, water tariffs are different at different standpipes and for homes. CWSA should standardize the tariff to prevent conflicts in the communities.
- CWSA did not use appropriate mechanisms in taking over management of the water systems therefore some communities, e.g. Bunkpurugu, resisted the reforms. Going forward, the Agency should engage the chiefs and people of the communities appropriately before staff are deployed.

#### **2.6.4 Key Statements**

##### ***Statement by Chairman***

*“The rural water sub-sector reform is a good move towards ensuring restoration of the water systems for sustainable supply of safe water. It is a welcoming news that the reform seeks to ensure that resources from viable water systems are redistributed across all the water systems. However, there are several experienced area mechanics in the DAs who can be used to manage the point sources as stipulated by the reform. All institutions are entreated to pay their water bills in order to ensure sustainable operation of the water systems. MPs should also lobby for resources towards addressing rural water problems in the country and the region in particular. All stakeholders should support the implementation of the reform. CWSA should continue with the stakeholder engagements to enable the communities and DAs understand their roles and responsibilities in the reform” (Mohammed Hashmin, DCE for Mion District).*

##### ***Statement by MP for Savelugu Constituency (Hon. Abdul-Samed Muhamed Gunu)***

*“The Government of Ghana is working very hard to ensure that safe water is delivered to every Ghanaian. CWSA has done very well by reforming the rural water sub-sector and the Parliamentary Select Committee on Works and Housing will push hard to ensure the success of the program. All stakeholders present are entreated to carry the reform message to their communities and institutions and participate actively in the reform. The paramount chief of Bunkpurugu has shown leadership for attending the engagement and should ensure that his community members support the reform”.*

**Statement by MP for Sawla-Tuna Kalba Constituency (Hon. Andrew Dari Chiwitey)**

*“Protection of water sources is very important for water safety and should be the responsibility of every one. CWSA is simply telling us as communities that we have failed to manage our water systems. However, they are not leaving us to our fate but have come to support us manage the water systems professionally and scientifically. The communities should therefore allow efficient and sustainable management of the water systems for safe water delivery to prevent water related diseases. It is time we make good use of the existing water facilities rather than expecting government and NGOs to provide us with new water systems. Members of the Water Boards Association have been calling me, complaining that CWSA is taking away their water systems. Having understood the issues confronting the water systems however, I encourage CWSA to intensify the reform”.*



## **2.7 Volta Region**

The engagement was held on the 20<sup>th</sup> day of March, 2019 at Sky-Plus Hotel in Ho. The Dean of the MMDCEs in the region and DCE for North Dayi District (Hon. Kudjoh Attah) was the chairman.

### **2.7.1 Participation**

The total number of participants was 75. This consisted of 10 traditional leaders, 1 representative from the RCC, 15 MMDCEs, 2 assembly members, 3 district assembly staff, 11 media persons, 1 representative from Plan International Ghana, 1 representative of WSMTs and 31 CWSA staff (head office, regional office and water system level staff).



### 2.7.2 Key Issues

Almost all participants endorsed the reform and call on the support of other stakeholders to ensure safe water delivery in the rural communities and small towns. They however wanted rehabilitation and expansion works to be expedited to bring the water systems to optimal operation and provide for unserved communities. The following are excerpts:

*“CWSA has done a lot of good work as part of the reform thereby bringing great relieve to some of us as MMDCEs. However, I appeal to the Agency to fast-track works on pipe relaying for the Vakpo Water System” (Kudjoh Atta, DCE for North Dayi).*

*“I appreciate the work CWSA has done on the Adidome Water System. However, there is the need to construct a bigger storage tank for the water system and relay the pipelines to ensure that the entire community is supplied with water” (Togbe Kwasi Agyeman IV, Chief of Mafi Adidome).*

*“The effects of the CWSA reform are already being felt by communities. I therefore encourage the Agency to ensure that every rural community benefit from it. However, I apologize on behalf of my community for vandalization of the water facility by some youth of Taviefe” (Asamoah Aikins, Assemblyman for Taviefe).*

Water quality is a serious problem in many communities in the Biakoye District. CWSA should collaborate with the district assembly to drill new boreholes to avert any possible health hazards.

Water quality has improved significantly in Adidome as a result of the reform but unfortunately supply has reduced. Can CWSA consider transporting water from the Strabag Water Scheme to augment what is supply by the Adidome Water System in order to meet the water demand of the town?

The reform is a very good intervention towards addressing water problems in many communities. What arrangements are being made by CWSA to bring all water systems in Ghana under the reform program to avert future water crisis in communities?

Most Communities in the Adaklu District have no access to potable water. How does CWSA intend to serve these communities under the Strabag project? How will CWSA select sub-contractors for the phase III of the Strabag project to avoid the recurrence of issues under the phases I & II of the project?

When will the 3<sup>rd</sup> borehole for the Nkwanta Water System be redeveloped?

### **2.7.3 Key Suggestions**

- CWSA should make its Strategic Investment Plans available to the MMDAs so that they can harmonize them with the District Medium Term Development Plans to ensure stronger collaboration in addressing water issues.
- CWSA should consider solar energy as an alternative power source to reduce operational cost and water tariff and to make the water systems more efficient.
- The Krachi Town and surrounding communities have been without access to adequate potable water for a very long time even though the area is surrounded by two major rivers, namely Oti and Volta. CWSA should make a good use of these rivers to supply water to the town and its environs.



- The reform is a good program but the MMDAs should be adequately consulted before deployment of staff to the systems. This will enable community members who have the requisite qualifications to be recruited.

#### **2.7.4 Key Statements**

##### ***Statement by Chairman***

*“CWSA has so far done a lot of work in the rural WASH sector towards ensuring delivery of potable water to rural communities and small towns and is still doing more. The Agency is indeed committed to achieving the SDG 6 which is highly commendable. It is hoped that with this reform, rural WASH service delivery will improve remarkably for the welfare of communities. The Agency should intensify the reform to ensure sustainability of the water systems while creating jobs for young professionals. However, stakeholder engagements should continue in the communities and districts” (Kudjoh Attah, DCE for North Dayi District).*

##### ***Statement by Regional Minister***

*“The SDG 6 seeks to deliver safe water to the homestead of every Ghanaian. However, surveys conducted indicate that most of the water systems in the region have either deteriorated or are deteriorating and therefore urgent actions are required to bring them back to functionality. Moreover, these water systems provide intermittent water supply to a small segment of the population within their jurisdictions and the services delivered are often poor in quality. Household connections are very limited in almost all communities while the water systems are saddled with unpaid institutional bills and mismanagement, leading to accumulated unpaid electricity bills. It is however worth noting that the ‘water for all’ agenda cannot be achieved under the current regime. It is against this background that CWSA has embarked on reform to safeguard the huge public investments that have been made into the rural WASH sector. The RCC and MMDCEs have given their blessings and support to the reform and all of us present here are entreated to do same” (Dr. Archibald Yao Letsa, Volta Regional Minister).*

### 3.0 CONCLUSION

The engagements were well organized with proceedings starting on time, except Western Region where organization was poor and majority of the regional staff showed inadequate concern. For instance, a resource person who was not well informed on the reform was brought from the RCC to moderate the engagement. As a result of his inadequate knowledge, he deviated from the focus of the engagement and rather led a discussion on how to improve on the Community Management Model. The engagement in Western Region therefore failed to achieve the planned objectives.

The Brong Ahafo and Central Regions recorded pockets of agitations by representatives of WSMTs who held the view that the sector reform was needless because the WSMTs were managing the water systems effectively. However, presentations and the video documentary by the CWSA explained the challenges of the community management model, the need for sustainable management of the water systems by professionals and the benefits of the reform. This improved the understanding of majority of the WSMTs who readily endorsed the reform and pledged to support it.

The engagements in Upper West, Upper East, Northern and Volta Regions ended with practically all participants building consensus that the water systems should be managed by professionals for sustainability. This was confirmed by statements and suggestions made by the participants as well as their testimonies to benefits they were already enjoying from the reform.

Key among the concerns raised by participants worth consideration by the Agency include the following:

- There was general consensus and emphasis in all seven (7) regions for the need for continuous engagements on the reform with stakeholders at all levels by CWSA to engender understanding, buy-in and support as well as goodwill for the reform. This, they agreed would enable success for the reform.
- It is unfair that the rural poor are pay their water tariffs while institutions such as police, hospitals, schools, DAs and even chiefs and politicians are not paying. Private connection fee is too high and therefore a lot of households cannot pay to connect water to their homes.

- There was also a grave concern about access to adequate, quality and safe water by communities.
- Education and sensitization on the rationale for tariff rationalization and downtimes is too low in the communities. There are instances whereby water tariffs are increased without prior engagement with the communities leading to agitations.

Based on the issues outlined in this report and suggestions from stakeholders, the CWSA National Communications Committee recommends the following towards accelerating the attainment of the reform objectives:

- The Agency should intensify stakeholder engagements at all levels.
- The Agency should take the necessary measures to retrieve all institutional and private subscriber debts in order to keep the water systems running.
- CWSA should consider solar power as an alternative energy source for the water systems especially in regions in the northern sector where sunlight is in abundance. Measures should be taken to safeguard the solar panels and batteries from theft.
- CWSA should prioritize land acquisition issues as part of the reforms and devise appropriate means to acquire lands on which the water systems are located. Owners of such lands should be adequately compensated to avoid future litigations.
- The Agency should collaborate with chiefs to educate community members on the need to pay their water bills and to desist from illegal connections.

#### **4.0 THE NEXT STEPS**

The National Communications Committee plans to carry out the following:

1. Intensify stakeholder engagements at all levels especially in the Ashanti Region and other communities where there is resistance to the reform.
2. Review the cross-cutting issues in the regional stakeholder engagement report to deal with those issues in the follow-up engagements.
3. Collaborate with the Ministry for Sanitation and Water Resources to officially launch the CWSA reform after approval is given to the Cabinet memo.
4. Collaborate with Ghana WASH Journalists Network (GWJN) to roll out national media campaign on the reform. This would include water facility tour in selected regions.
5. To air CWSA reform documentary on prime TV stations and social media platforms to publicize the reform and showcase the achievements.
6. Carry out nationwide training of CWSA staff on the major theme – “Communicating the CWSA Reform”.
7. Train water systems staff on PR communications and community relations
8. Engage districts and communities on the reforms
9. Engage House of Chiefs (National and Regional)
10. Engage Attorney General Department and legal institutions on the CWSA reform and amendment of Act 564.
11. Engage Parliamentary Select Committee on Works and Housing on amendment of Act 564.
12. Engagement of national stakeholders on the reform using the National Level Learning Alliance Platform (NLLAP)
13. Review communications strategy for the reform and update the roadmap for implementation for the period of 2020-2021.