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Service delivery at scale: adoption of system strengthening at national levels in Ghana and Rwanda.

All WASH System Go Africa Symposium – Accra October 2022

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BACKGROUND

- Ambitious targets for achieving universal access to basic water supply and sanitation by 2024 and providing safely managed WASH services by 2030
- To meet targets and address sector challenges, Rwanda adopted the District-Wide Approach (DWA) in 2016, establishing the district as unit of work, and incorporating integrated planning into national WASH policies and funding strategies.
- Linked to the global Agenda for Change, whereby in Rwanda, several of its members (Aguaconsult, IRC, WaterAid, and Water For People) supported the pilot phase of District-Wide Approach

DISTRICT WIDE APPROACH

- an approach to decentralised planning and delivery of WASH services by districts
- In this approach, district governments are responsible for planning for universal access to sustainable WASH services in their district, using the district as the unit of analysis and planning.
- This approach sought to overcome a number of limitations:
 - limited coordination between different actors working in the WASH sector at district level,
 - a bias towards planning for infrastructure development and less so for its maintenance, and
 - a limited vision on getting towards universal access

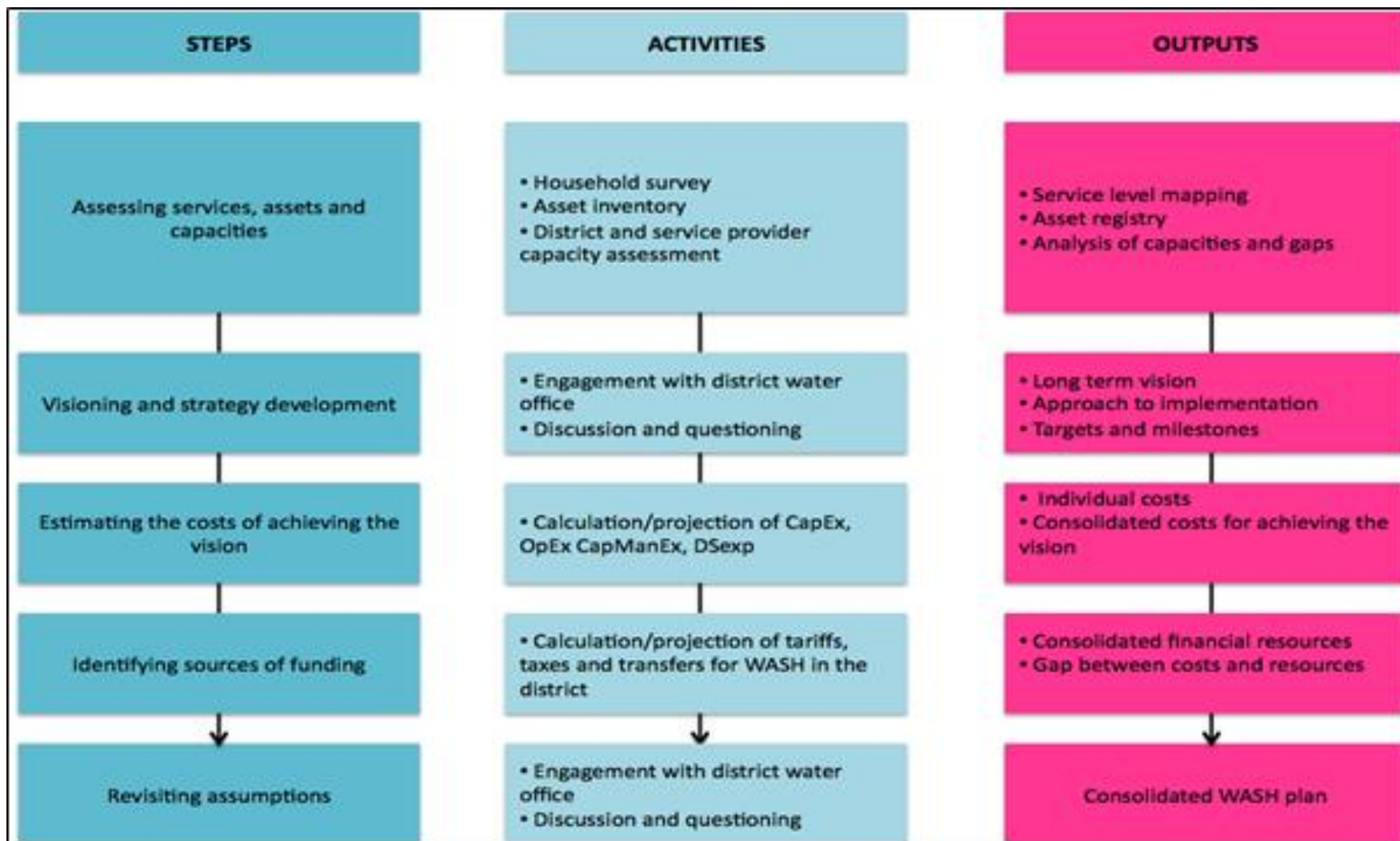
DISTRICT WIDE APPROACH

- The DWA is both a process and an output:
 - The process consists of a number of steps: from visioning and target setting, through assessments and planning and eventually matching the financial resources with the costs.
 - During that process, a number of outputs are created, ultimately culminating in a district WASH plan, that brings these elements together.
- This is also complemented by a stakeholder engagement and political decision-making process.

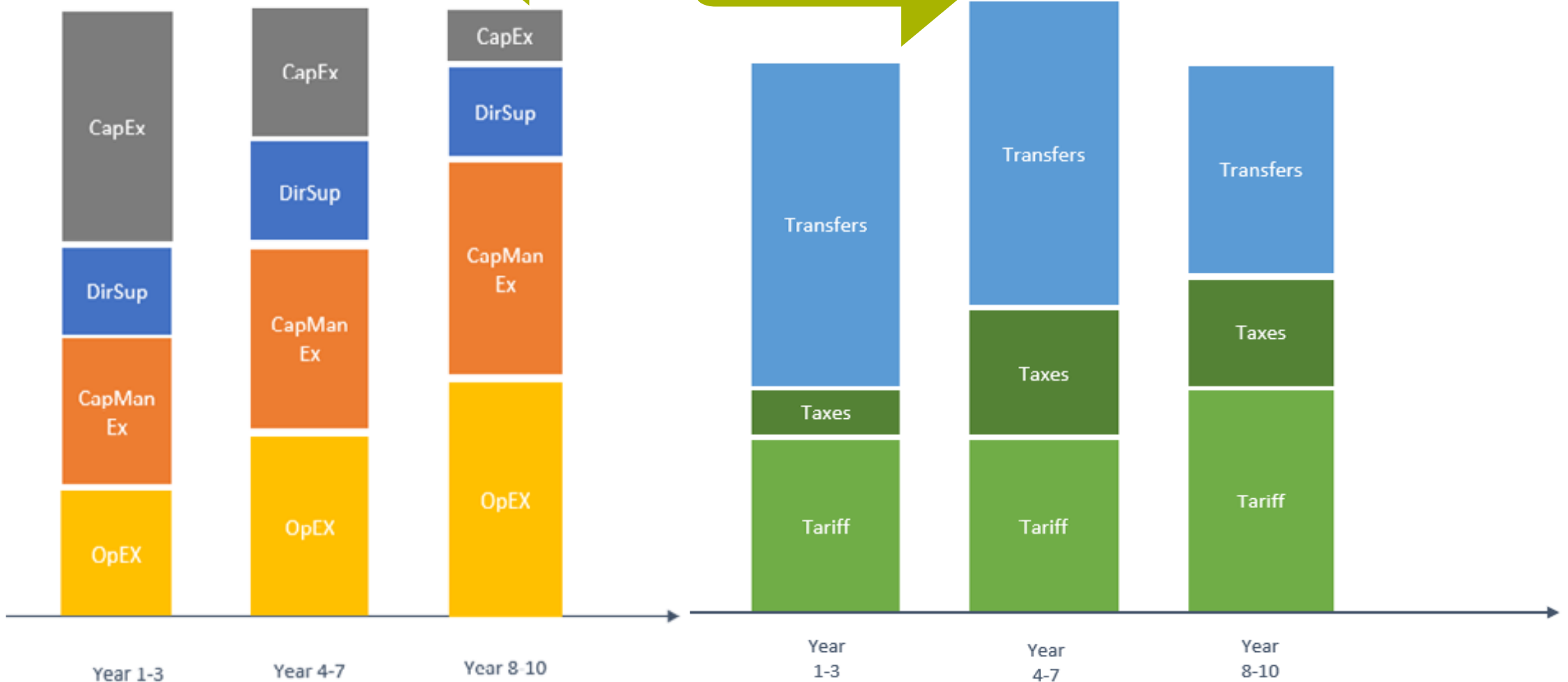
DISTRICT WASH PLANS

- The main output of the DWA is a district WASH plan. This plan provides the framework for planning, coordinating investments and guiding the implementation of a vision, and policy objectives for WASH service delivery in a district. The plan articulates the long-term WASH priorities of the district, reflecting national targets and priorities.
- Plans are fully costed and provide a roadmap of what is required to achieve vision. After its finalisation, the district WASH plan needs to be progressively adjusted as more information becomes available.

Piloting the district-wide approach



DISTRICT WASH PLANS



DISTRICT WASH PLANS

**Gicumbi FLCC
Investment
Plan**

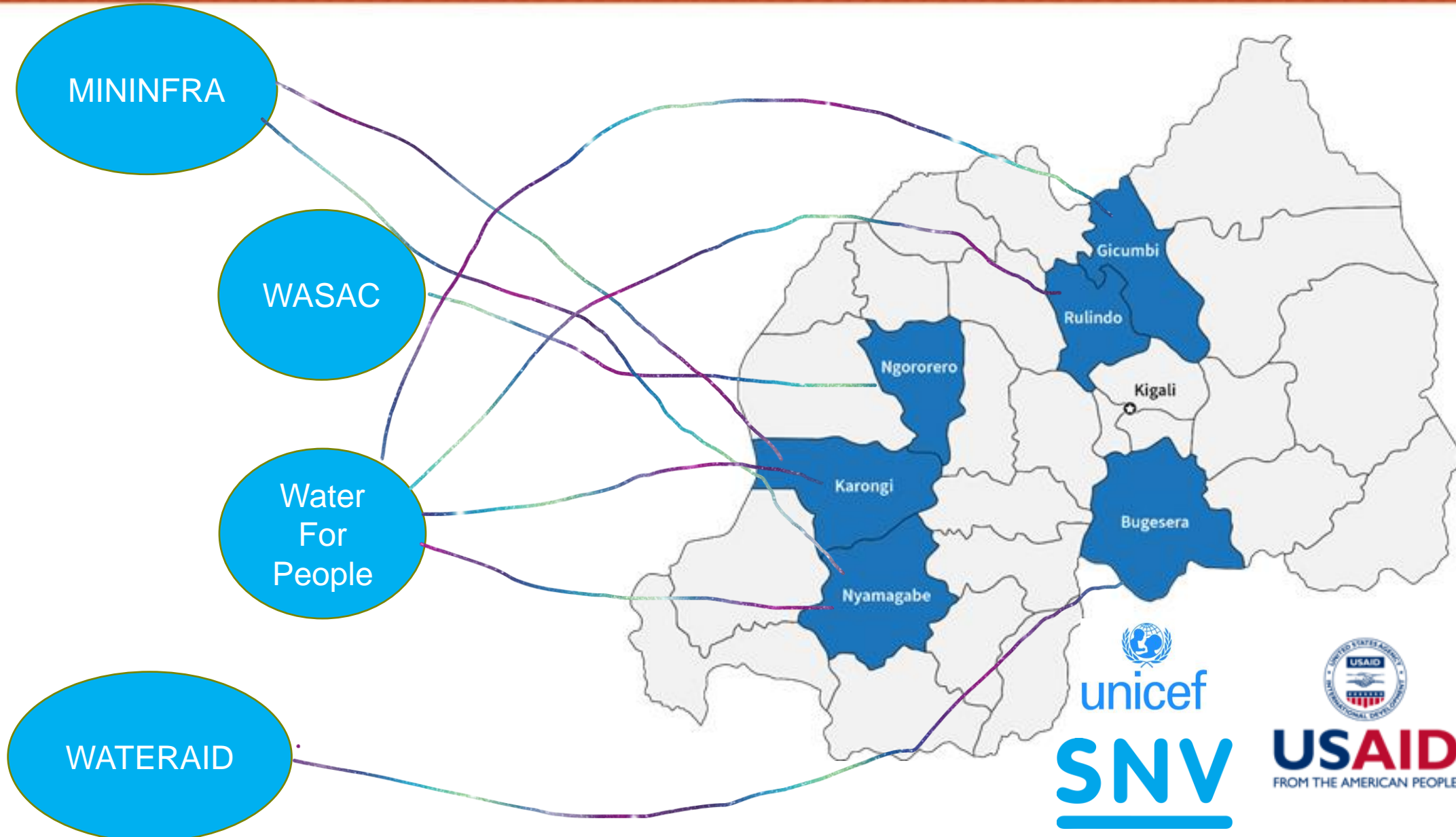


DISTRICT WASH PLANS

- Emerged from the Rulindo Challenge (a pilot between Water For People, Rulindo district and the national government) started in 2017 to reach universal and sustainable access by 2024 and 2030 respectively.
- Initially, not following a strict planning approach, but several elements were developed over time:
 - Service level baseline assessment to plan for infrastructure for everyone
 - Strengthening the capacity of the district as a service authority,
 - Strengthening private service provider
 - Understanding full life cycle costs to enable service forever.
- Full access to at least basic services achieved in 2024 (Government ambitious target)



Pilot Phase



Assessment of the DWA

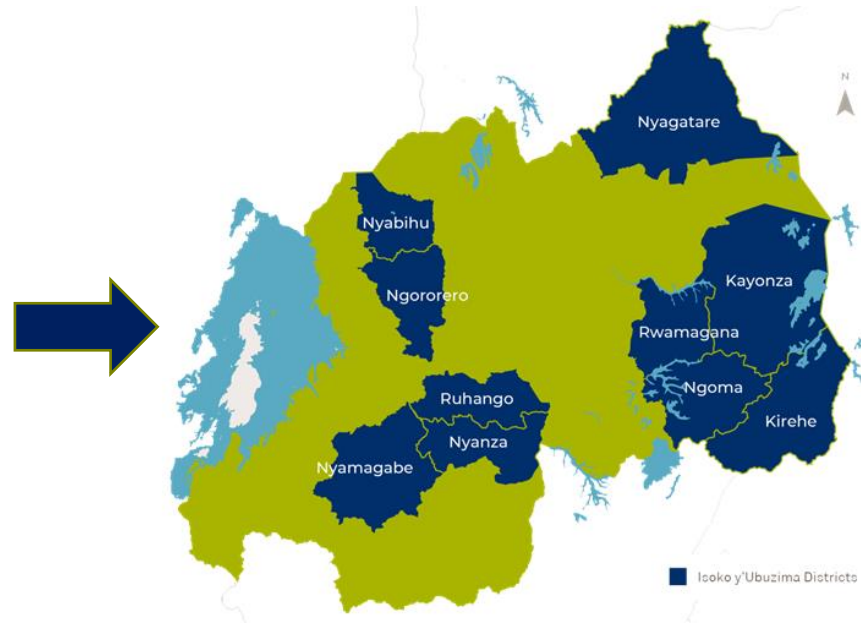
- Next to piloting the DWA, we also critically assessed it:
- Overall found to be a relevant approach
 - Overcoming previous fragmentation of efforts
 - Putting stronger emphasis on service delivery
 - Certain steps in the process less relevant – allowing to further simplify and streamline the process
- Also largely effective:
 - Districts have started using the plans to mobilize funding for investments
 - But, biased towards capital investments only and to some extent in a piecemeal manner, in absence of a comprehensive finance strategy
- Significant upfront costs (110,000 US\$/district), but small compared to the size of the plans (~46 million US\$/district)
 - Some scope to reduce the costs of planning, depending on the level of detail prepared in this phase
- Sustainability and scalability of the approach depends on external support (facilitation and technical support)
 - It is not driven yet by the districts themselves
 - Also concerns that as more plans get developed, there is insufficient and lack of clarity on the financing mechanisms

Rolling out

5 pilot districts



10 districts Isoko y'Ubuzima Project



MININFRA, Water For People + other partners covering the rest of the country



The Isoko y'Ubuzima Project

IF:

- Regulation and accountability are improved
- District Wide Approach is rolled out
- Private operators are professionalized
- Behaviors are changed and demand for sanitation/hygiene products is increased
- Learning is spread through Rwandan forums

THEN:

Equitable and sustainable WASH services will increase, and the Rwandan government will have the ability to replicate these interventions throughout the country to achieve universal and sustainable access to WASH services

Improve sanitation and hygiene services and products – Market Based Sanitation, Demand creation, Community Influencers, Products availability, DSCs, sanitation showrooms and Financial Linkages, VSLAs



Improving water, sanitation, and hygiene Governance - strengthening of the capacity of government and private sector to sustain WASH systems.



Improve drinking water services – Detailed engineering designs, rehabilitation, NRW reduction, POs support



Achievement – key examples of strong WASH system

- Policy review in 2016
- DWA recognized in the policy
- WASH Board establishment in each district is now enshrined in national WASH policy;
- Commitment to joint funding throughout the program/ project life cycle from the Local Government Development Agency (LODA) and districts
- Consolidation of private sector engagement in the WASH sector, with larger and fewer private operators recognized by the national regulator, Rwanda Utility Regulatory Authority (RURA);
- WASAC conducted a water assets mapping countrywide
- National WASH Management Information System developed, and baseline data collected in 2019
- WASH Building blocks and sector performance assessment conducted
- National WASH Multi-year plan developed
- WASH Finance strategy developed
- National Rural Customer Management to be used by all rural water supply POs under development
- Etc...

NEXT STEPS

- Continue DWA role out countrywide with MININFRA to develop a technical assistance plan to accompany the rollout
 - Identifying facilitating partners
 - Strengthening the involvement of district-level staff (incl WASAC) in the analysis and interpretation
 - Involvement of Local Administrative Entities Development Agency (LODA), and Governors
 - Involvement of Private Operators, with dedicated sections on their performance improvement, in order to expand from infrastructure development to service delivery
- National system strengthening
 - In dept-annual sector performance review to set the sector strengthening agenda
 - Developing a comprehensive national finance strategy, so as to provide clarity on funding mechanisms
 - Strengthen WASH Thematic working group

	Already done	To be added/expanded
Build political will	Work with national government, targets, policies and institutions	Engage districts in the political side of the DWA
Strengthen capacity	Training provided to stakeholders throughout the process	Work more closely with private operators
Secure finance	Establish finance group, and contributed to its discussions	Comprehensive sector finance strategy
Foster demand	Working with communities; sanitation marketing	
Change ourselves		
Learning from each other and use our combined experience	WFP: learning from 10 years of Rulindo Challenge and district work IRC: experience in research and documentation and expertise on finance	



MURAKOZE – THANK YOU!



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