



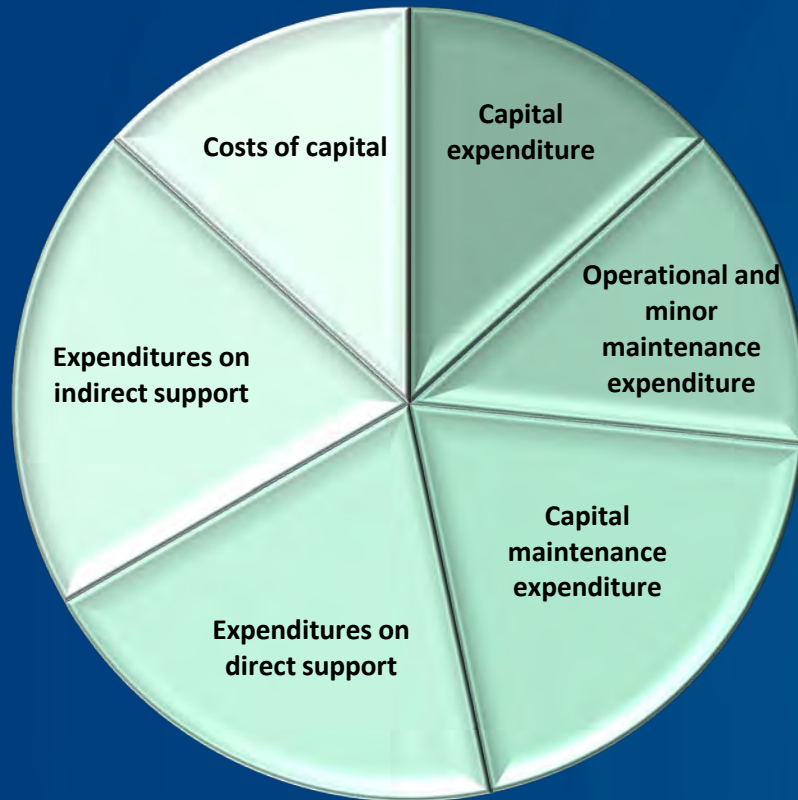
# Paradigm shift or business as usual?

Presentation by: Ton Schouten, Triple-S Sustainable Services at Scale  
Presentation prepared together with Harold Lockwood and Patrick Moriarty

## Overview of the presentation

1. Life cycle cost approach a (new) paradigm
2. Paradigm defined: Thomas Kuhn
3. The paradigm shift: more Thomas Kuhn
4. Service Delivery Approach: the (new) paradigm and its assumptions
5. A paradigm shift?

# 1. Life cycle cost approach a (new) paradigm



The costs of a service!



# 1. Life cycle cost approach a (new) paradigm

**Highly improved**

**Improved**

**Basic**

**Limited**

**No service**

The service is not static / costs are not static!

# 1. Life cycle cost approach a (new) paradigm



## *Service Delivery Approach*

An understanding of how the sector operates currently

Which approaches are needed to tackle the current problems



# 1. Life cycle cost approach a (new) paradigm

**Service Delivery Approach**  
**Life Cycle Cost Approach**  
**A new paradigm?**

## 2. Paradigm defined: Thomas Kuhn




Buzz words:

### 4. *Paradigm shift*

1. *Dot-com*
2. *New economy*
3. *Mind share*

## 2. Paradigm defined: Thomas Kuhn



THE  
STRUCTURE  
OF  
SCIENTIFIC  
REVOLUTIONS


THIRD EDITION

THOMAS S. KUHN

*“an entire constellation of beliefs, values and techniques, and so on, shared by the members of a given community” and which governs “not a subject matter but a group of practitioners”. (Kuhn, 1962)*



## 2. Paradigm defined: Thomas Kuhn



THE  
STRUCTURE  
OF  
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1. Education, rules, metaphors, rituals and models reinforce the beliefs.
2. The scientific community knows what the world is like.
3. Fundamental novelties are often suppressed.
4. Research is a devoted attempt to force nature into the conceptual boxes.
5. A paradigm shift takes place when an anomaly "subverts the existing tradition of scientific practice".  
(Kuhn, 1962)

## 2. Paradigm defined: Thomas Kuhn



One conceptual world view is replaced by another.

Or:

The tunnel view on reality of beings locked in their local 'cultural paralysis' replaced by .....

## 2. Paradigm defined: Thomas Kuhn





### 3. The paradigm shift: more Thomas Kuhn






### 3. The paradigm shift: more Thomas Kuhn

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**“I thought I felt a paradigm shift, but it was just my undershorts riding up.”**

### 3. The paradigm shift: more Thomas Kuhn



THE  
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*“Anomalies between observations and paradigm-induced expectations are the first clues to the weakness of a particular paradigm.”*  
(Kuhn, 1962)

### 3. The paradigm shift: more Thomas Kuhn



### 3. The paradigm shift: more Thomas Kuhn



no “neutral observation-language”

all experience is processed through interpretive structures (paradigms).

cannot judge the Copernican system with theory from the Ptolemaic system.

it is not always clear that the new paradigm is more successful than its predecessor.

an element of faith is involved.



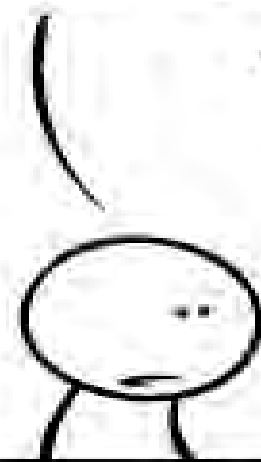
WHAT IF THE  
FRIENDZONE  
THEORY IS WRONG?!



WELL IT'S  
NOT!



BUT HOW CAN YOU  
KNOW FOR SURE?



THAT'S JUST  
HOW IT IS!



WELL PEOPLE HAVE  
BELIEVED EARTH IS  
FLAT FOR AGES TOO!



SO?



SOMETIMES EVERYONE  
BELIEVES SOMETHING  
THAT'S JUST NOT TRUE.



AND SOMETIMES  
IT'S JUST YOU







## 4. Service Delivery Approach: the (new) paradigm and its assumptions



Is there a crisis?

Is the crisis felt?

Is the crisis felt hard enough?

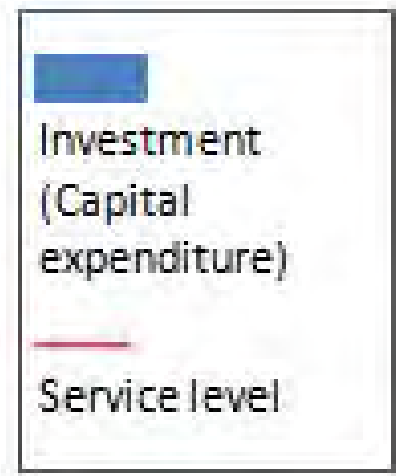
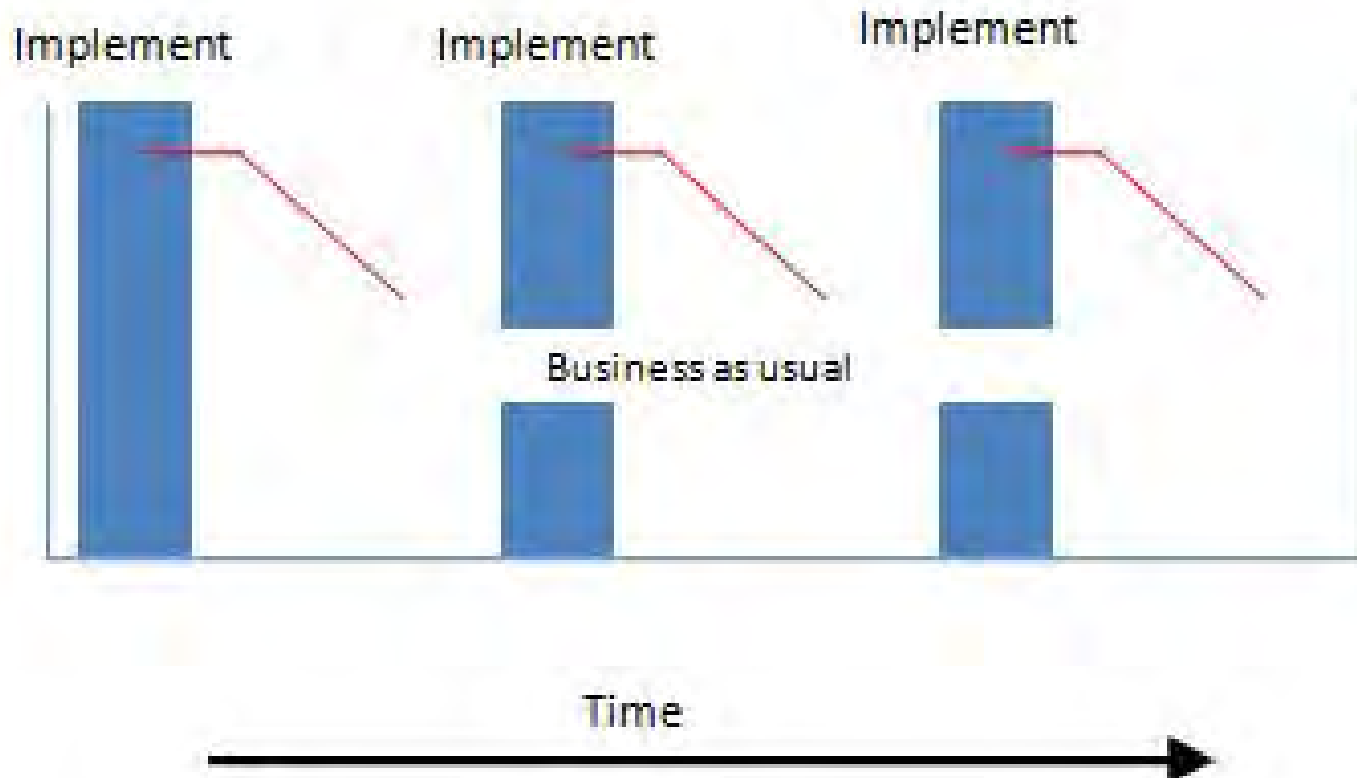
Is the Service Delivery Approach a new paradigm?



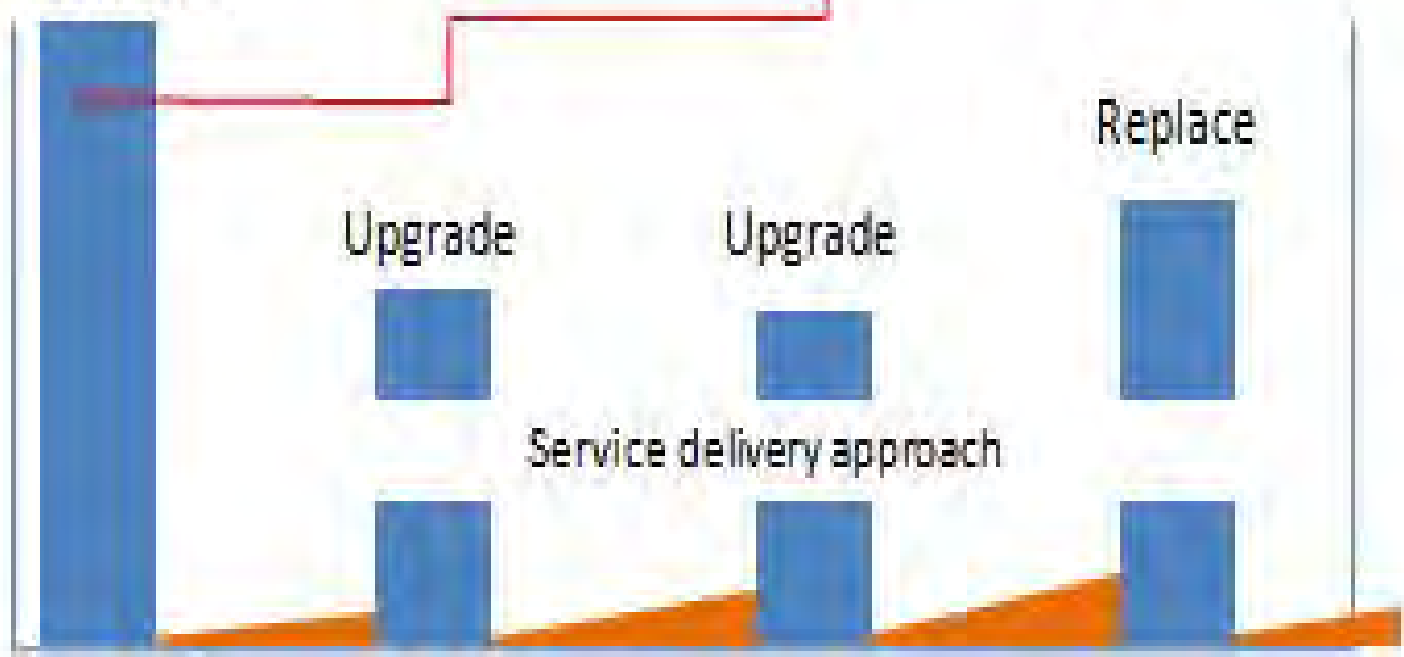
## 4. Service Delivery Approach: the (new) paradigm and its assumptions

from uncoordinated  
and unsupported  
system  
construction in  
some communities  
in a district

to coordinated planning  
and delivery of  
indefinitely sustainable  
services for the  
population of an entire  
district

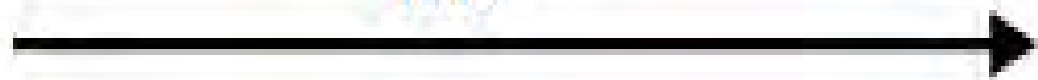


Implement



Service delivery approach

Time



Investment  
(Capital  
expenditure)



Investment  
(Operational  
expenditure)




Service level

**This area covered by NGO X**  
They have 4 professional staff (1 engineer, 1 community mobiliser)  
They also train and work with 20 masons  
They have 3 vehicles  
They work on a 10% contribution from the community and do water only

**The rest of the district is not covered by NGOs**  
The district government has one diploma level 'engineer'  
It has no vehicles  
It requires in theory a 20% own contribution.  
In practice it has no operational funds

**This area covered by project Y**  
They have 2 professional staff (1 engineer)  
They work with small private contractors  
They have 1 vehicles  
They require no contribution from the community  
They do water and sanitation

A map of a district is shown in a light brown color. A blue callout box with a white border points to a specific location on the map. The text inside the box describes the district's resources and management.

**The district is served by NGO X, project Y and the district government. Together they have 7 professional staff (3 engineers). Together they have 20 masons. Together they have 4 vehicles. They have one approach for community contribution and service level. They have one approach to WASH. They use the same technology and the same manuals. Together they build capacities. Together they procure. Together they organise the funding. Together they plan for the whole district.**



## 4. Service Delivery Approach: the (new) paradigm and its assumptions

Planning, financing, prioritisation of service delivery can only be done at the level of an entire district and not at the level of a village.

Planning investment for rural areas at the district level will have to take account of life cycle costs: planning for operation, PCS and ultimately replacement.

A shift to professionalisation or utility-sation including asset management, information management, fee collection and regulation.

## 4. Service Delivery Approach: the (new) paradigm and its assumptions

Service delivery (planning, financing) at the district level makes only sense if it is done in coordination and harmonisation.

Aid needs to be delivered through and as part of the models for delivering the service in a district – not in parallel to such model.

Accountability shifts from counting water points to counting years of sustainable access.

## 4. Service Delivery Approach: the (new) paradigm and its assumptions

From looking only at appropriate technology or only at community management to **reflecting and adapting all parts of the system**: from policy to regulation to financial planning to capacity strengthening, service levels and technology.

**Investment is needed in the (learning and adaptive) capacity** of a sector to deliver sustainable services.

**Context is the key** and the starting point; one size fits all generic models may inspire the context but will need to be transformed in the context starting from and respecting what is there.



## 5. A paradigm shift?

No, because elements of the old paradigm will be part of the new paradigm: community based approaches.

Yes, the perspective will be different: from an ad hoc solution for maintenance to one of the possible models for service delivery which is formalised and regulated.

Yes, the perspective on community users will be different: from poor people being helped with a piece of infrastructure and voluntary trying to get that piece going to users of a service with rights and obligations regulated as part of a bigger system of policies, institutions etc.

No, because the pump will still need to provide water.

Yes, because the pump is a device to deliver the service.



## 5. A paradigm shift?

And yes, the paradigm shift is happening, not in a very logical pattern, not all nicely lined up to work all towards one grand design. But from different positions, for different reasons, at different moments and with solutions that not really fit together in one big design but all move in the same direction.



## 5. A paradigm shift?

Should it be a paradigm shift? Should we promote it as a paradigm shift?

Yes, to make people aware of the anomalies of the current paradigm.

Yes, to inspire and provide belief, new values and hope that the anomalies can be overcome.

# DILBERT

By Scott Adams





**Thank you!**