

TRIPLE-S ANNUAL REVIEW AND PLANNING MEETING (ARaP)

KARABOLE, UGANDA

MONDAY 6 MAY – SATURDAY 11 MAY 2013

REPORT OF MEETING AND DECISIONS

The 2013 ARaP meeting was held in Fort Portal, Kabarole District, Uganda, from May 6-9 2013, followed by sessions on training needs on May 10 & 11. The people following were present:

Triple-S Uganda	Joseph Abisa, René van Lieshout, Peter Magara, Winnie Musoke, Jane Nabunnya, Paul Nyeko, Robert Otim, Martin Watsisi
Triple-S Ghana	Ben Agbemor, Kwame Asiedu Asubonteng, Jeremiah Atengdem, Veronica Ayi-Bonte, Tom Chimbar, Priscilla Coffie, Vida Duti, Emmanuel Gaze, Tyhra Kumasi, Teddy Laryea
Triple-S NL	Marieke Adank, Wil Andrea, Valérie Bey, Petra Brussee, Deirdre Casella, Sarah Carriger, Jean de la Harpe, Ghislaine Heylen, Ruzica Jacimovic, Patrick Moriarty, Christophe Northomb, Ton Schouten, Stef Smits, Audrey van Soest, Erma Uytewaal
Triple-S Burkina Faso	Juste Nansi, Christelle Pezon, (+ Julia Boulenouar)
Triple-S India	Kurian Baby
Triple-S Mozambique	Alana Potter
Aguaconsult UK	Julia Boulenouar, Harold Lockwood, Richard Ward
Triple-S support	Peter McIntyre (UK)
Triple-S Partners	Richard Rwabuhinga, Chairperson of Kabarole District Pius Mugabi, District Water Officer, Karabole Jacinta Nekasa, SNV WASH sector leader, Rwenzori Region

OBJECTIVES AND OPENING

The objectives of the Triple-S Annual Review and Planning meeting were to share progress on the project and experiments being conducted in country workstreams, and to strengthen the Triple-S legacy.

Jane Nabunnya welcomed Triple-S staff from Uganda, Ghana, Netherlands, Burkina Faso, Mozambique, India and the UK and partners from Kabarole District Local Government and SNV. Jane stressed the importance of partnership. "Local government are powerful entities and if you are going to do any work whether good or bad you have to know how local government works. We are proud to be associated with Kabarole district."

Pius Mugabi, District Water Officer for Karabole, said that Uganda had some of the best policies on the African continent. Over a ten year period, safe water coverage had increased from 21% to 65%. Kabarole has 1,600 improved rural water sources serving

380,000 rural people (out of a total population of 430,000) and the sector needs a strategy for maintaining and funding this system. However, beyond 2015, the delivery of water services that last will become significant in the formulation of rural water programmes. "Not only is it important to have the right infrastructure in place, but consideration has to be given to consumer satisfaction with the quality, quantity and reliability of water services."

The challenge was to bridge the gap between district water offices and the community level water user committees. "Presently, communities are not being held to account for failure to fulfil their obligations. The delegated functions for water users committees are not enforceable because the water committee exist on the basis of goodwill." However, many households have incomes below US\$ 510 per capita. Improving household incomes would enable people to contribute to looking after their systems and the private sector to play a larger role. Mugabi pledged to support Triple-S to explore ways to achieve:

- Effective demand responsiveness.
- Alternative service delivery models to bridge the disconnect between the district water office and community level water user committees.
- Incentives to attract private sector investment to rehabilitate broken down sources and overhaul water systems that have served beyond their lifespans.

Richard Rwabuhinga, Chairperson of Kabarole District Local Government outlined the history of Kabarole at the centre of the ancient Toro kingdom. Although 81% of the population had access to a safe water supply within 1.5 kilometres of home, communities now expected a source within 500 metres and demand for safe water was a number one priority. However, 24% of water points were in serious need of rehabilitation.

Working with Triple-S had enabled the district to achieve some important aims, to share best practice and to avoid duplication of services. He highlighted programmes to train handpump mechanics and extension workers to monitor the performance of rural water systems using mobile phones. This would reduce the cost of communication and improve links between water users and mechanics at sub-county level.

He asked Triple-S to continue to strengthen the sub-county water supply and sanitation boards responsible for overseeing community water points and setting tariffs. "These boards are in place but have not yet built their capacity. We therefore implore this planning session to direct and focus some resources to the training of these boards and extension staff. We do undertake as a local government to continue supporting the interventions of Triple-S and we continue to remain very good partners and we thank you for supporting and supplementing the efforts of the government of Uganda in enabling our people access functional safe water sources."

Triple-S Director, Patrick Moriarty, set a challenge for the meeting to convert Triple-S achievements into a legacy beyond November 2014. As the project moves into its last full year, work is ongoing in four countries (Ghana, Uganda, Mozambique and India). A sister project in Burkina Faso funded by USAID under the WA-WASH programme, is

contributing knowledge to the Triple-S knowledge base, and a new initiative has begun in Honduras based on Triple-S thinking. "Sustainability and service delivery is becoming the normal language of our sector and we can be very proud of contributing to this shift in the way the rural water sector is thinking and acting."

THE TRIPLE-S EXPERIMENTS

Triple-S workstreams were challenged to make short (four slide) presentations on country level experiments. Other Triple-S staff acted as the international symposium audience, in the roles of Ministers (water and finance), donors, water engineers, young professionals and journalists. They questioned presenters on outputs, outcomes, value for money and the validity of their approach. ("Why should I put more money into a leaking bucket?"). Feedback was provided on how to present Triple-S work clearly and simply.

SESSION I: SERVICE DELIVERY INDICATORS (SDIS)

- GH EXP1: Water service monitoring in Ghana
Presenters: Jeremiah Atengdem and Marieke Adank
Key messages:
- A third of point sources in pilot districts are non-functional representing wasted investment
 - Having access to up-to-date relevant monitoring data has enabled districts to better plan and take corrective actions
 - The monitoring framework enables the application of national standards and norms in monitoring of water services
- UG EXP2: Service Delivery Index (SDI) for better understanding and improving performance of rural water services
Presenter: Rene van Lieshout
Key messages
- The sector can only increase coverage from 65% to 100% in the coming years if it knows the weak spots in the service delivery system
 - Investing in research and performance monitoring is needed to overcome stagnation in progress with rural water service delivery
 - Tools and methodology can be affordable and easy to use
- BF EXP Developing, testing and using Service Delivery Indicators in Burkina Faso
Presenters: Juste Nansi
Key Messages
- Government agencies need to adopt SDIs to better identify shortcomings or bottlenecks and tackle them
 - Local authorities need support to build up strong service delivery monitoring systems based on SDIs

SESSION II: HAND PUMP MECHANICS ASSOCIATIONS (HPMA)

- UG EXP3: HPMA: Professionalizing operation and maintenance of rural water systems
Presenter: Peter Magara
Key Messages
- Clustering of rural point water sources is important to establish the threshold required to attract investment & efficient operations

- Sub-county Water & Sanitation Board (SWSSB) for point water sources to coordinate & manage user fees & supervise HPMA
- HPMA is an important private sector actor that can provide opportunity for increasing functionality and coverage of rural water services

IND EXP: Experiences with the Jalabandhu (HPMA) in India
Presenters: Stef Smits & Kurian Baby

Key Messages

- Users are willing and able to pay to have more speedy repairs and reduced downtime rather than waiting longer for a free repair
- There is a market for repair services, but it requires an initial investment and support from outside
- The combination of demand (by users) and supply (through Jalabandhus) reduces non-functionality and downtime... but a significant number of water points remains non-functional

SESSION III: USING TECHNOLOGY TO IMPROVE O&M

UG EXP4: Testing and scaling the Mobile Phones for improved water access (M4W)
Presenter: Joseph Abisa

Key Messages

- Real potential to update district and national water monitoring information systems
- A cost effective tool for monitoring WASH services
- Use of gov't structures is key in rolling out system

GH EXP2: Reducing down time of hand pumps using SMS technology in Ghana
Presenters: Tyhra Carolyn Kumasi & Ben Agbemor

Key Messages

It is expected that the study will:

- Enhance access to spare parts and area mechanics for repair services through timely information flow
- Reduce service downtime by enabling communities to meet the CWSA 3 days turn-around time for repair services
- Serve as a monitoring tool for district assemblies and CWSA

SESSION IV: HARMONISATION AND COORDINATION

GH EXP5: Assessing drivers and barriers to sector harmonisation and coordination
Presenters: Vida Duti & Emmanuel Gaze,

Key Messages

- The current project-driven and different implementation approaches is a major hindrance to effective utilization of resources and efficient delivery of water services to the rural population
- A government-led operative frame for implementing the relevant policies of the sub-sector will provide a reference for alignment with government systems and adherence to norms and standards

- The study will inform the design of appropriate systems and protocols for alignment of delivery approaches in the rural water sub-sector of Ghana.

UG EXP5: Adopting and testing the Sub-county Water and Sanitation Board model to cover point water sources
Presenters: Jane Nabunnya & Paul Nyeko

Key Messages

The Sub-county Water and Sanitation Boards will:

- Strengthen sub-county local government capacity to manage rural water and sanitation facilities
- Address functionality and O&M challenges and concerns in a whole sub county
- Leverage economies of scale and improve accountability of water user fees and other funds

SESSION V: LIFE CYCLE COST APPROACH (LCCA)

MOZ: Financing the life-cycle cost gap:
Post-construction support for WASH services that last in Mozambique
Presenter: Alana Potter

Key Messages

- We know that: post construction support is necessary
- Finance is necessary but not sufficient
- What if US\$ 2 per capita per annum was actually invested in a district?
What difference would this make to sustainability and service levels?
- What else is needed?

BF: Implementing the LCCA in Burkina Faso
Presenters: Juste Nansi and Christelle Pezon

Key Messages

To address sustainability

- Government agencies need to improve financial planning for rural water, by integrating all life cycle costs components, structuring and systematizing direct support to municipalities and service providers and clarifying capital maintenance costing and financing
- Municipalities need to build-up strong financial planning and monitoring for operating and maintenance expenditures

GH EXP3: Applying and testing the LCCA for district level planning and asset management

Presenter: Tom Chimbar

Key Messages

The experiment will

- Provide the sector with a framework for comprehensive planning and budgeting
- Provide the sector with a tool for predicting and planning for facility maintenance and replacement

- Lead to improved planning, budgeting and well-coordinated facility maintenance and replacement

FEEDBACK ON PRESENTATIONS

This exercise provided an opportunity to make presentations on Triple-S experiments in a safe environment, facing the kind of questions that would be asked at a national or international conference. Feedback emphasised the need to focus on people rather than on detailed descriptions of processes and to look for opportunities to illustrate points through stories. Presenters should think about who they are trying to influence and try to speak to their interests and concerns. Visuals (photos, diagrams etc.) can increase the power of a presentation if they reinforce main messages, are easy to interpret and are used at large enough size to have impact. Language should be kept as simple and concrete as possible, and jargon, abstract 'development speak' and acronyms should be avoided. Presenters should present hypotheses positively, rather than 'hoping' for good outcomes.

Patrick gave guidelines on the use of PowerPoints – keep the font no smaller than 30pts and reduce the number of words to fit. Use no more than ten slides and take no more than ten minutes. If you have a more complex graphic, hold it back and show it in response to questions.

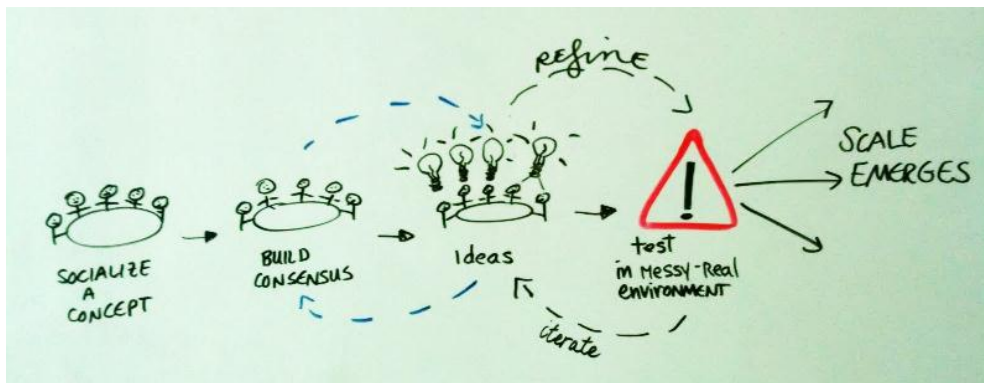
It was agreed that the presenters would review their presentations and revise them in line with the advice so they can be easily adapted for future use.

RESEARCHING THE VALUE OF THE TRIPLE-S APPROACH

Deirdre Casella reported on plans to investigate the effectiveness of the change processes involved in the Triple-S approach, by finding ways to express the complex and multiple processes that lead to change.

The Triple-S approach rests on three strategic pillars (the service delivery approach, learning and adaptive capacity and harmonisation and alignment) and a set of building blocks identified as critical in making the shift to a service delivery approach. The underlying belief is that facilitating a cycle of learning and adaptation leads to more sustainable services as everyone working in and with the sector aligns and harmonises efforts. Triple-S supports multi-stakeholder platforms and learning alliances to adopt learning and adaptation as stakeholders undertake experiments to test, examine and understand new ways of working.

The diagram below (by Rachel Cardone) illustrates the Triple-S theory of change.



It is important to answer the question about whether the Triple-S approach is effective and warranted. “People often say that this approach to change is quite costly. If it is a good way of working, how can we give insights?”

Triple-S narrative one describes sector change while narrative two describes the process that enables change. The research will test whether there is movement by means of changes in discourse, new ideas, changing practices and policies (narrative one) and how far the approach is responsive and relevant, and whether it leverages efforts and leaves a legacy (narrative two).

Starting in June 2013, IRC will work with Delft Technical University and Stanford U Change Labs on a “system change study”, to ground the IRC Triple-S approach in the academic literature of complexity sciences. Between August 2013 and November 2014 IRC/TripleS will adapt tools to model the ‘socio-technical’ environment – and apply them in Uganda and Ghana to develop models of the country system for rural water services delivery.

Deirdre herself will lead this work through a PhD. “One of the main aims is to give the Triple-S approach a conceptual underpinning and give a name to what we are doing. ‘The Triple-S approach’ does not cut it. This work with TU Delft and Stanford will lead to greater understanding about the learning alliance concept and the totality of the experiments as part of the whole approach.”

Most of what Triple-S does is not visible or tangible because it is not about what the project does independently but about how it works with others. Countries will be asked to identify relevant agents, behaviours and “boundary conditions” of their rural water services delivery systems, review models to identify what works, and support efforts to gain insights from members of multi-stakeholder platforms about the validity of the models. Three concrete activities will be to:

- Translate learning alliance criteria into a learning and coordination model for the sector
- Analyse the costs of implementation
- Document the Triple-S perspective

Peter Magara outlined research getting under way in Uganda to understand the learning process with particular reference to learning alliances, as a conscious and systematic process toward changing behaviour, attitudes and values.

It is assumed that the learning alliance adds value through joint information collection, analysis and reflection so participants can make sense of systemic problems, understand why things are the way they are, and identify appropriate solutions with a wide base of support. However, it is not easy to disentangle the impact of the learning alliance from other activities, as Triple-S does not act alone. It is also unclear why some practices spread effectively while others progress at district and sub-county level, but never spread. How can you gather evidence, share it and quicken the process of reflection? "We want to identify local champions and develop local capacity."

In particular Uganda will ask:

- What ingredients are needed for a successful learning alliance?
- To what extent are learning alliances effective catalysts for achieving sector learning and adaptive management and change?
- What resources are required to ensure a viable learning alliance

At a side meeting, a small group discussed indicators to assess learning alliance outcomes. One line of inquiry would be to examine how one promising innovation (the Hand Pump Mechanics Association) went to scale while another (loans and credits) has only seen modest replication.

QUALITATIVE DOCUMENT ANALYSIS

Presenters: Richard Ward & Ruzica Jacimovic

QDA is used to track changes in policy and practice by analysing written documents. Triple-S used this to introduce an element of objective monitoring in measuring influence with key partners. QDA was used in a baseline study of 11 international organisations and to generate discussion around the findings, and will be repeated to examine how far the Triple-S building blocks have become ingrained in the policy and work of these organisations.

There was a recommendation that Ghana and Uganda use this tool. Christophe Northomb pointed out that there is an agreement to monitor whether there is an increase in the service delivery approach methodology in Ghana and Uganda and they had been looking for two years for a suitable tool. QDA can fill this need.

DISCUSSION ON RESEARCH

“SERVICES AT SCALE” AND COMPLEX INTERACTIONS

Erma Uytewaal said that Triple-S is a laboratory for IRC and the approach is fundamentally about long-term engagement with stakeholders. Scale does not emerge automatically from a process; the interaction with stakeholders is critical. Stef Smits emphasised that the whole approach, rather than individual interventions, is necessary to develop scale. “You can get some scale through each of the individual experiments, but having hand-pump mechanics will not do the trick on its own. It is the combination of the results that does it.” Patrick Moriarty agreed. The Triple-S theory of change diagram looks simple, but the reality is complex. It is not one group of people sitting at one table. “We need to emphasise the whole interaction and the full complexity.”

ATTRIBUTION

Veronica Ayi-Bonte was concerned that they would never disentangle the influence of learning alliances from other influences. Triple-S acts as a catalyst and people work with Triple-S because they know it will not hijack the process or their tools. “You are trying to measure something important but something that nobody sees.” In addition, the factors for success in Uganda might not apply in Ghana. Paul Nyeko said that the platforms shown by Peter Magara existed before Triple-S came, but the outputs are adding value. However, Jeremiah Atengdem was concerned that it would be impossible to quantify this. “I am struggling to see how you assess the added value for meetings that would happen anyway.”

Patrick Moriarty agreed that there was no clear way of attributing change to the Triple-S since the whole approach was one of partnership. Triple-S does not want to claim ownership but must show influence. “To do the work we want to do, we have to persuade people to give us money and so we have to be able to say what it is we do. The challenge is hitting the sweet spot between claiming everything – it is indeed about local ownership – and becoming completely invisible.”

HOW CAN YOU RELATE COSTS TO ADDED VALUE?

The Ghana team has put effort into getting partners committed to regional learning alliances. In the Northern Region a learning alliance is hosted by CWSA without any Triple-S funding, while the Resource Centre Network facilitates the National Level Learning Alliance Platform. As learning becomes institutionalised at district level it is not presented as a Triple-S concept. Deirdre and Peter agreed they would need to document and take into account time and money invested by partners.

DOCUMENT OR EVALUATE?

Julia asked whether learning was being documented or evaluated. Deirdre said that documentation would be used to understand a system and to test out a hypothesis. The research would not be about whether the approach is “right or wrong”.

Vida Duti said it is important to document learning outcomes. At a recent reflection meeting, CWSA said they could not institutionalise learning if all they knew was that you meet once a month and have lunch. “We want to know what came out of all that process.”

I would say our approach is process heavy. We need to document all the meetings and what they resulted in. Did all this busy, busy running around result in something that can be left with the sector to continue." Ghana will be looking at three areas related to country ownership:

- What value did we add to the capacity of CWSA to bring the resources they already had together?
- Will the technical committee continue to meet and work without us after the project?
- What have we left behind in terms of institutionalising the process?

This does not mean making false claims for ownership. "In a change process you just have to go in and hit the cue ball – we acknowledge that we do not act in isolation."

Patrick said Qualitative Document Analysis and budget tracking offer semi-objective approaches to assessing change, since it is not possible to have a control group or to do randomised control trials. "Part of our story about the success or failure of Triple-S has got to be the quality of the services in the areas where we are working." (On the final day, see below, Patrick reported on work in progress to develop a visual online tool to show progress over time.

IS TRIPLE-S MAKING A DIFFERENCE?

With 18 months to go before the end of the project, Triple-S team members asked themselves how confident they were that what they were doing would lead to sustainable services – and whether they were adding value to country efforts. There was an overwhelming consensus that Triple-S is indeed adding value – and some confidence that it will lead to sustainable services, with a sense that this still needs to be demonstrated.

Harold Lockwood said that Triple-S and IRC were seen at international level as global leaders of a movement for sustainable services. Project director Patrick Moriarty, voiced his conviction that Uganda and Ghana are making strides towards a much higher level of service and that Triple-S is playing a positive role. "Ghana and Uganda are going in the right direction. You cannot have 9% growth for ten years and still have everyone using handpumps. I am sure that in stable countries our approach will lead to improved services."

THE TRIPLE-S LEGACY

Ton Schouten reminded the group that legacy is one of the core values of the project as it creates leverage by working in partnerships with government networks and other stakeholders. "It would be terrible to close the doors after six years when the relationships have been built and you have a clear idea of what you are doing and then it is gone from one day to the next. That is a destruction of capacity and skills; the graveyard of the website, cars being sold, documents left on the bookshelves and nobody answering the phone."

Patrick Moriarty said that the project would close on 20 November 2014, but activities in the countries where Triple-S is working would continue. "We always said that the sort of change we envisage, the sort of systemic intervention we are making, is not something that happens in a two year or five year project but in a ten year process. ... I have no intention of allowing everything we have built in Triple-S, WASHCost and the country programmes in Ghana and Uganda to die. We are taking Triple-S home into IRC.

Continuation will be through a movement, 'Everyone, Forever' or something similar. "IRC is 100% committed to Triple-S, which is the biggest statement we can make to demonstrate that we want to work as a mission-driven organisation to ensure everyone in the world has access to water and sanitation services."

IRC will support country teams to acquire the finance to continue the work. To attract finance, Triple-S and country teams have to develop a coherent and attractive vision, show added value and demonstrate achievements. "Triple-S will be able to say to the donor: "With your US\$ 25 million we did this and this, and saw this and that change and we played a role in the changes. Your expenditure was worthwhile."

COMMITMENTS BY THE END OF THE PROJECT

Patrick asked workstreams what they can commit to achieving by November 2014.

INTERNATIONAL WORKSTREAM (HAROLD LOCKWOOD)

The international workstream committed itself to complete a cluster of activities itself, and to support countries in some of their activities.

TRAINING

- Work with an existing training agency to get Triple-S concepts into their schedule and programme
- Commit to one major revision to the full package of training material (for 1, 3 and 5 day events) and be part of training of trainers course
- Conduct a face-to-face training event in September 2013 (in Amsterdam) and possibly another before the summer of 2014

TOOLS

- Work towards making existing tools (e.g. current sustainability tools) more accessible
- Secure funds for the development of a sustainability calculator – the concept note is already written – although work is unlikely to be completed before the end of the project.
- Work with the Ghana team on an asset management tool – to be taken up by the International Programme of IRC
- Map what tools are being used and how

RESEARCH

- Update the principles framework and building blocks; maybe add one on environment.
- Conduct another iteration of the qualitative document analysis and support Ghana and Uganda in using the tool

UGANDA (Jane Nabunnya)

Uganda committed itself to complete three main areas of work:

SERVICE MONITORING:

- Complete and test the service delivery indicators so they can be used in the sector
- Test M4W in Kabarole and Lira districts and ensure that what comes out is used in the sector. Danida expressed an interest in working with IRC and SNV to scale this up. Ensure that M4W is taken up by Everyone Forever

HARMONISATION AND COORDINATION

- Complete work on the district implementation manual
- Develop the learning and coordination model to the point where it can be used in the sector.
- Contribute to updating and adapting Ministry sector schedules (guidelines) for local government

PROFESSIONALISING COMMUNITY BASED MANAGEMENT (CBM)

- Support government move away from volunteerism in CBM
- Test the sub-county water supply and sanitation board model
- Continue to support the Hand Pump Mechanics Association in two districts and see how they contribute to improving functionality
- Include a number of service delivery indicators in the national O&M framework and ensure it is signed and delivered before the end of the project
- Continue work on transparency and accountability with the sub-county boards

GHANA (Vida Duti)

The aim is to complete the experiments and produce tools and publications:

- Complete and leave with CWSA a “how to do it” service monitoring guide and develop training manuals
- Produce and pilot an asset management tool together with a life cycle costs approach framework, to feed into the post-Triple-S continuation model
- Work on manuals and training models for using SMS to monitor services and leave with the Smarter WASH project to take up
- National sector: finalise the District Operational Manual, the Project Implementation Manual and the Service Monitoring Framework

PUBLICATIONS:

- A paper on critical factors that affect service long-term.
- Report on the process of introducing the SMS technology (will not be able to assess impact before the end of the project)
- A paper on the sector change processes
- A paper on the drivers for and barriers to sector harmonisation and coordination.
- Complete a third round of service monitoring and document the impact
- Document the shift in sector documents before and after Triple-S through QDA

LEGACY IN GHANA

- Sector harmonisation and leadership will be the main legacy
- Service monitoring will continue

- Scaling up: the CWSA spent a half day discussing how to scale up coverage at the same time as sustaining systems. Look for additional funding to work on this.
- The team will discuss how other work now being done with local government will continue after Triple-S.

In Ghana, UNICEF is finalising an agreement with Triple-S on sustainability. UNICEF does not want a pilot but to mainstream this to support government and embed the processes in sanitation. IRC Ghana sees this as an opportunity to institutionalise the system and work within Smarter WASH (a €3.8 million project involving CWSA, IRC and Water for People, funded by the Dutch Government, to extend monitoring to 64 districts).

Erma Uytewaal said that Ghana work on harmonisation should feed into the international debate on aid effectiveness and how to make the Paris agreement applicable to the sector at country level.

TIMESCALE

Christophe proposed that all workstreams wrap up their experimental work in May 2014 so that they have six months to wind down and produce outputs by the end of the project. Stef also wants everything he can get on research by May 2014 so that it can be prepared for international publication.

TRAINING

An extended training session (9-11 May) for Triple-S staff was included as part of the ARaP, with the objective of creating a critical mass of trainers with the basic knowledge, skills and experience in training others in the Service Delivery Approach. The sessions are not part of this report but the training materials used and generated are available online at www.waterservicesthatlast.org/training.

Country workstreams discussed how best use to their time to meet urgent needs and drew up plans for in country-training over the next year. A broader discussion ensued as it was felt that initial country plans focused on individual 'experiments' but were missing out on the overall service delivery approach. There was a need for a broader context to put the Triple-S approach to sector change into practice.

Patrick Moriarty emphasised the need for a strong conceptual framework as functionality monitoring only addresses part of the problem revealed by WASHCost/Triple-S research. "The 30% functionality failure is the tip of the iceberg. The real failure is that in 95% of cases service authorities and providers are failing to deliver the service as it is supposed to be delivered." The overall need is to address the critical lack of capacity in the sector, rather than relying on NGOs and donors who often "build, hope and run away".

GHANA TRAINING PLANS

Vida Duti and Emmanuel Gaze reported on training plans for a number of audiences, which covered the service delivery approach concept, application and tools for asset management and the LCCA, monitoring and sector documents. Ghana plans are driven by demand from the CWSA leadership who attended a training in the Netherlands. Triple-S will conduct training on the broad conceptual issues with key directorates so they can relate it to their national plans and strategies. They agreed to work with CWSA to develop an outreach strategy to promote operational documents in the regions. The detailed dissemination of training, will be part of the core business of CWSA. Triple-S will help with ideas but will not take responsibility for training people on government operational procedures. There is a September deadline to coincide with the launch of the outreach strategy. There is demand for training on the life-cycle costs approach (LCCA), including a request to extend this to 14 districts in the Northern Region.

UGANDA TRAINING PLANS

At national level Triple-S will work with the Ministry training unit to prepare and deliver (in November or December 2013) a training of trainers course for Technical Support Unit (TSU) 6 staff and members of the steering committee on service delivery indicators. By March 2014, TSU staff in partnership with Triple-S should be in a position to train District Water Officers and extension workers. Triple-S will leave a training package behind with a training institute.

For district and local government staff, issues include post construction support, monitoring, life-cycle costing and area based service management. Training plans cover "where we are now" in rural water services, where the sector wants to go, service level

issues, monitoring, and how the service delivery indicators fit into the big picture. Training will cover sampling, data collections and tools and how to integrate the approach into the annual planning and budgeting cycle and day to day work. The aim is that district water staff are able to develop monitoring plans based on service delivery indicators, able to interpret data and able to assess and develop the capacities of the hand pump mechanics associations. Peter Magara reported that there is strong demand in Uganda for training on service monitoring and LCCA.

BURKINA FASO TRAINING PLANS

Julia Boulenouar said they would deliver on the job training at local level using monitoring as an entry point, and introducing elements on planning, budgeting and finance. This would be an ongoing process rather than formal training. A national training institute, CEMEAU (centre des métiers de l'eau) had agreed to include the service delivery approach (SDA) in training courses for water technicians. Other targets would be commissioners, Mayors of communes, regional water teams and some ministry officials.

INDIA TRAINING PLANS

Kurian Baby reported that IRC had signed an MoU with the National Institute of Administrative Research, Lal Bahadur Sastri National Academy of Administration (LBSNAA), to design and develop a specialised WASH curriculum and modules on sustainable services at scale and Everyone Forever for various training programmes, targeted at the Indian civil service.

There is an on-going training programme with funding support from UNICEF and Gol for high level WASH sector professionals also on the theme of sustainable service delivery. IRC will support local institutes to prepare training courses on sustainable WASH service delivery targeted at engineers in the Public Health Engineering Department.

MOZAMBIQUE TRAINING PLANS

Alana Potter reported that a course on the life-cycle costs approach (LCCA) had been embedded into Centro de Formação de Água e Saneamento (the sector training institute), Eduardo Mondlane University and with trainers who roll out the rural WASH programme. There is a big demand for training in asset management. The role of IRC is in training trainers and providing materials for existing courses.

TRAINING: SUMMING UP

Harold said the planning provided a guide for the next 12-18 months. Developing training courses and modifying them to fit the context is labour intensive and it is important to bring in other development partners to do training, once Triple-S has established core materials. Triple-S can support training for the next year but it needs to extend to the wider context in which IRC and partners will be working. He picked out four key areas for action:

- Content: mainly the service delivery approach and life-cycle costs approach
- Methodology: it was agreed that Deirdre will work with the IRC programme to set up training of trainers course to improve technique

- Tailoring material to the local environment: all materials will be online or hard copies will be available
- Motivation: a consensus that the training is necessary to support the experiments.

TAKE HOME MESSAGES

Patrick Moriarty closed the meeting on 11 May with take-home messages.

1. The whole model is the model: the service delivery approach is more than just the experiments. Triple-S went through a period of socialising the SDA concept. People had a vague idea about it at first, but country workstreams achieved a consensus on the vision and the challenges. After the Mid-Term Assessment, Triple-S focused on concrete activities and called them experiments, as they have a beginning, middle and end and a hypothesis that can be tested. The week's presentations showed the evidence beginning to come out. However, the take home message is we are working on something bigger than our experiments – a change from hardware alone to a combination of infrastructure and a service. "We are engaging the whole system – at national, regional and district levels, with handpump mechanics, donors, senior engineers and anyone else. We are Anansi, the spider, running backwards and forwards in the middle pulling it all together."
2. Triple-S is coming towards an end but the work will continue. Patrick has no intention of allowing everything built in Triple-S, WASHCost and the country programmes in Ghana and Uganda to die. My ambition is to go on working with you in 'Everyone Forever', working on our use of evidence in the sector. The one organisation we know for sure that has been converted by Triple-S is IRC. "Triple-S is going to die and Everyone Forever is going to live (although the name may be different from that within countries)."
3. The whole team is the team – and that starts with trust and mutual respect. We come from different backgrounds and have different experiences and a wide range of expertise. We all benefit from feedback from others but that only works if we communicate and talk to each other. To keep the energy and momentum going, you have to remember that behind you is a team and if you have not heard from team members outside your country for two weeks that is probably too long.

Patrick showed an early draft of a tool that Christophe had worked on with ARUP engineering design consultant to show inputs and outputs and the outcomes and impact of Triple-S over time. At present the data is part real and part for demonstration, but eventually it will show details on service levels and change and progress over time at district and country level. It will show hits on website documents and what came in on time and on budget. It will demonstrate that the whole model is the model.

Report: Peter McIntyre. May 2013