

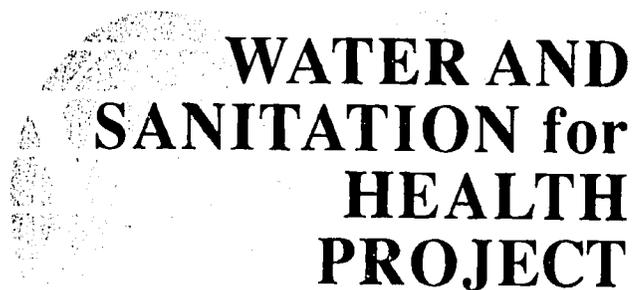
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GHANA RURAL WATER PROJECT
START-UP WORKSHOP
WORLD VISION AND HILTON FOUNDATION

JANUARY 7-10, 1991

Field Report No. 345
September 1991



Sponsored by the U.S. Agency for International Development
Operated by CDM and Associates

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WASH Field Report No. 345

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Prepared for the Office of Health,
Bureau for Science and Technology, and
the Office of Private and Voluntary Cooperation,
Bureau for Food for Peace and Voluntary Assistance,
U.S. Agency for International Development
under WASH Task No. 227

by

Robert A. Gearheart

September 1991

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Related WASH Reports

Field Report No. 304. *World Vision Relief Organization/Africa Water Program Workshop, October 22-29, 1987, Nairobi, Kenya.* November 1987. Prepared by Robert A. Gearheart and David Yohalem. ACT #363.

Field Report No. 305. *Development of a Training Plan and Workshop for World Vision/Ghana.* September 1988. Prepared by David Yohalem. ACT #436.

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ACRONYMS

AWP	Africa Water Program
CP	Community participation
CS	Child survival
FO	Field office
GOG	Government of Ghana
GREAP	Ghana Rural Enhanced Agricultural Project
GRWP	Ghana Rural Water Project
GWSC	Ghana Water and Sewerage Corporation
HE	Health education
IO	International Office (World Vision)
KVIP	Kumasi Ventilated Improved Pit Latrine
MOH	Ministry of Health
NGO	Nongovernmental organization
O&M	Operations and maintenance
PMT	Project management team
PVO	Private voluntary organization
USAID	United States Agency for International Development
WASH	Water and Sanitation for Health Project
WS&S	Water supply and sanitation
WV	World Vision

WVI **World Vision International**

WVRD **World Vision Relief and Development**

EXECUTIVE SUMMARY

The A.I.D.-funded Water and Sanitation for Health (WASH) Project has been providing technical assistance to World Vision Relief and Development Organization through the World Vision Africa Water Program. The Conrad N. Hilton Foundation recently provided \$5 million to fund a World Vision (WV)/Ghana rural water supply and sanitation project (GWRP). WASH was requested to assist in the start-up of this project. A start-up workshop was designed and facilitated by WASH consultant Robert Gearheart, January 7-10, 1991, in Aburi, Ghana. The workshop brought all the key WV/Ghana field personnel, key officials of the government of Ghana, and World Vision International (WVI) program managers together for a four-day workshop.

The workshop was designed to develop a common understanding of goals and objectives of the project, to identify implementation issues, and to develop solutions. The final output of the workshop was a set of recommendations concerning project management, alternative technologies, community participation, health education, and evaluation and monitoring.

The workshop was effective in bringing the project staff and government officials to a common understanding of the goals and objectives of the project. A format and environment was created for the effective discussion of implementation and issues; creative and realistic solutions were developed.

This report summarizes the background, planning, workshop proceedings, and outcomes in Chapters 1 through 3. The consultant's observations and recommendations are in Chapters 4 and 5. The appendices include specific information on participants, project detail issues, expectations, and workshop evaluation.

In the evaluation of the workshop, the participants concluded that the opportunity to discuss unresolved issues with different stakeholders and to have contact with governmental officials was extremely useful. The workshop could have been improved by allowing more time and by having greater government involvement.

The most important recommendation for WV/Ghana is to secure the services of the 48 government employees to assist with the community participation (CP) and health education (HE) components of the project. This, along with obtaining thus far unidentified funds for supporting the CP, HE, and sanitation components of the GRWP, is critical to the success of the project.

It is recommended that WASH continue to support WV/Ghana in the implementation of this project. The project has been well designed. The project is supported through a variety of sources, most important being funding from the Conrad N. Hilton Foundation. The WV/Ghana management team has learned valuable lessons from past projects and appears to be

fully committed and staffed to pursue an integrated WS&S project. Additional support should include technical assistance in alternative water supply and sanitation technologies, management training at the district level, project evaluation, and HE techniques and methods.

Chapter 1

INTRODUCTION

1.1 Background

A.I.D. funded a three-year matching grant to World Vision Relief and Development (WVRD) to enhance the capabilities of the organization to carry out water and sanitation projects in Africa. The grant period ended September 30, 1990. The Ghana Rural Water Project (GRWP) was one of the projects funded under this grant. In the evaluation of the GRWP, it was noted that World Vision had not been as successful as hoped for in raising funds and that, partially as a result of this, there had been too much emphasis on the "hardware" aspects of the project (well drilling), and insufficient emphasis on the vital "software" components of hygiene, sanitation, and maintenance training. (Hardware components are more highly visible, and therefore countable in marking project progress. Software is much less measurable yet of central importance in the effectiveness and sustainability of hardware interventions.) Institution-building efforts, also supported by the A.I.D. grant, had not produced the anticipated organizational results.

In 1990, World Vision secured a \$5 million grant from the Conrad N. Hilton Foundation to continue the Ghana Rural Water Project for five years (which is basically Phase 2 of the same project). The project calls for drilling an additional 500 wells to provide water for an additional 200,000 people in the Afram Plains. The Hilton Foundation funds will be used for hardware aspects of the project. Also, as part of the contractual agreement with the Foundation, World Vision is to raise a further \$2.7 million to ensure that the "software components" of maintenance, health and hygiene education, community participation, and sanitation (including latrine construction) are adequately addressed.

In order to make sure that this second phase of the GRWP makes the best use of this new opportunity, World Vision International (WVI) decided to have a project start-up workshop to develop a detailed implementation plan for Phase 2. The second phase of the project start-up workshop will be located in the Administrative Districts listed in Table 1. (Also, see Appendix A for a list of communities and maps.)

WVRD requested a facilitator from WASH to assist in the design and implementation of the project start-up workshop. Robert Gearheart was approved by all parties to assist WV/Ghana in implementing the workshop.

Table 1

Administrative Districts

District of Operation	Region	Financial Year
Kwahu South	Eastern	91
Sekyere West	Ashanti	91
Ejura Sekyedumasi	Ashanti	91
Afram Plains	Eastern	92
Atebu	Brong Ahafo	93
Sene	Brong Ahafo	93
Sekyere East	Ashanti	94
Ashanti Akim	Ashanti	94
Ejura Sekyedumasi	Ashanti	95
Ashanti Akim	Ashanti	95
Kwahu South	Eastern	95

The workshop had two primary goals:

1. To ensure that issues and recommendations raised in the evaluation of the first phase of the GRWP are adequately addressed in planning the implementation of the second phase of the project.
2. To ensure that all the stakeholders in the second phase of the GRWP have the opportunity to participate in the planning process, and through this activity to develop responsible and responsive relationships as partners in the various aspects of the funding, implementation, and long-term outcome of the project.

1.2 Consultant's Activities

The following tasks were the responsibility of the consultant:

1. Become familiar with the following background documents.
 - a. WV proposal to the Conrad N. Hilton Foundation for the Ghana Rural Water Project

- b. Contract with the Conrad N. Hilton Foundation
 - c. Current World Vision Project Information Document (or PIM) for the Ghana Rural Water Project
 - d. Evaluation report on the Ghana Rural Water Project, which was prepared in November 1989
2. Develop and design a program and supporting materials for the workshop.
 3. Facilitate the four-day workshop in Aburi, Ghana, January 7-10, 1991.
 4. Write the final report that describes the workshop, assesses the results, and makes recommendations for follow-up.

The workshop was held in Aburi January 7-10, 1991. The consultant was in Ghana January 2-12.

Chapter 2

WORKSHOP PLANNING AND PREPARATION

2.1 Initial Planning

Initial planning for the workshop occurred in September 1990 with World Vision staff in Monrovia, California, with World Vision/Ghana staff. The Hilton Foundation grant was formally initiated in October 1990. The initial phase of the project was to identify staff and plan for the project. World Vision International requested that a project start-up workshop be held as early as possible in the planning phase of the project after key staff members had been identified. A list of workshop participants was circulated in late November 1990 (see Appendix B). World Vision/Ghana was responsible for identifying and securing the workshop site and for inviting all in-country participants, government officials, and World Vision field staff. WASH was contacted in late November to supply a project start-up workshop facilitator. The WASH facilitator was in communication with WASH staff members in Washington and World Vision staff members in Monrovia, California, during the month of December to design the workshop. Discussions were held with A.I.D.-PVO office evaluation team members who evaluated World Vision water projects in Africa. This discussion along with a review of the evaluation helped shape the project workshop based upon lessons learned with WV water projects in Africa. The facilitator travelled to Monrovia, California, to finalize the workshop plans two weeks prior to departure to Ghana.

2.2 Material Preparation

The critical materials for participants were a copy of the Hilton Foundation proposal and the recommendations of the A.I.D. evaluation report (see Appendix C). These two pieces of information were used to set the background of World Vision's water project capabilities and to test the strategies, goals, and management plans set out in the Hilton Foundation grant. A summary of these documents was made available to participants prior to the workshop.

2.3 Workshop Site

The workshop site was located at Aburi, approximately 20 miles from Accra. The Aburi hills are at a higher elevation and therefore much cooler than Accra. The government guest house at Aburi was used for the workshop. Meals were served at the site. The workshop was held in a conference room located in the center of the hotel structure. The room was light filled and well ventilated except for mid-afternoon heat, for which fans were necessary. Small groups met on the grounds of the surrounding botanical garden, in the conference room, and in the patio area of the restaurant. This site proved to be an excellent choice because it kept

key people at the workshop, was quiet and comfortable, and allowed for informal discussions and conversations concerning the project.

2.4 In-Country Preparation and Issues

Upon arrival in Accra a check was made of the participants to determine a final number of attendees and whether key personnel (government and World Vision) were still planning on attending. Workshop materials were secured and taken to the site. Coordination of these project and government agencies was identified as a critical issue for the workshop. The facilitator interviewed approximately 70 percent of World Vision and government agency participants prior to the workshop to identify their concerns and get their suggestions about the full and successful implementation of the project. The role health education should play in the implementation of the project was a central theme identified by almost all of the people interviewed. How best to implement and coordinate the health education component was a question in the minds of many of the staff members. The representative from the granting organization, Conrad N. Hilton III, was quite adamant about tight management of the project and full accountability on World Vision's part for meeting coverage goals. These general issues were then folded into the workshop program. (See Appendix D for workshop schedule.) It was recognized early in the project planning that Government of Ghana representatives must be actively involved in all phases if this is to be a sustainable project. Hardware vs. software emerged as a major issue to address in the workshop. Considerable effort was put into ensuring that participants would have adequate time to develop this issue fully. Having a representative from the granting foundation meeting for a week along with World Vision staff and government officials appeared to be an opportunity to resolve these issues.

Chapter 3

WORKSHOP PROCEEDINGS AND OUTCOMES

3.1 Introduction

The workshop started at 5:00 p.m. on Monday, January 7, 1991. It began with a formal opening ceremony with representatives from various government agencies, WV/Ghana, and the Hilton Foundation. The speakers made opening comments concerning the importance of the project and endorsing the work to be undertaken by the participants.

The project start-up workshop was officially opened by the PNDC Regional Secretary, ably supported by the Director of Rural Water of the Ghana Water and Sewerage Corporation (GWSC) and other national regional and district officers. This showed the deep commitment by the government to the WV program, especially at a time when the government is seriously trying to open the Afram Plains. It also demonstrated the government's willingness to allow the WV and other nongovernmental organizations (NGOs) to execute such helpful projects as water supply and sanitation in the country as a whole.

The objectives of the project start-up workshop are listed below:

- Exchange current information about the project
- Achieve agreement on and commitment to project goals and objectives
- Provide an opportunity for the project team to become acquainted
- Agree on management roles and responsibilities
- Agree on procedures for managing the project
- Improve the ability to work as a team
- Discuss and develop strategies for the most important issues
- Develop work plans for the first 6 to 12 months

The opening ceremonies included presentations by various people:

- Opening Prayer Victor Addom

- Introduction of Chairman Dinah Dsane
- Chairman's Remarks Dr. Joe Riverson
- Workshop Report J.A.B. Godwyll
- Remarks Julian Pitchford WV/U.S.
- Remarks Conrad Hilton III, Program Associate,
Conrad N. Hilton Foundation
- Closing Address PNDC District Secretary for Akuapem
South
- Closing Remarks Mr. P.O. Sackey, Director of Rural
Water, GWSC
Dr. Joe Riverson
- Vote of Thanks Alma Adzraku
- Closing Prayer Victor Addom

3.2 Getting to Know Each Other

The participants paired up and interviewed their partners so they could introduce themselves. After the interview took place, they then in turn introduced their partner to the entire group. This exercise was informative to those participants not in WV/Ghana in learning the background and motivation of the various workshop participants. This also served as an opportunity to set a more informal tone for the workshop. Participants enjoyed the exercise and learned a lot about their fellow participants.

3.3 Sharing Project Information

Concluding the Monday evening session was a presentation by WV staff on the scope and objectives of the Ghana Rural Water Project. This session built on the WV/Ghana staff's existing knowledge of the project and brought government officials and new WV staff up to speed on the project. A summary of the full project was presented as well as an update on work accomplished to date. Conrad N. Hilton III gave a motivating discussion on the expectations of the donor and his personal expectations for the workshop. The final presentation was made by Julian Pitchford and summarized the support for the various components of the project.

A presentation was made by a representative of the economic planning unit, Ministry of Finance, about the proposed strategy for decentralized-development of local service centers (see Appendix E). This concept meshes well with World Vision program support—providing integrated community services. GRWP is designed as an integrated water supply and sanitation effort, with strong emphasis on community participation and hygiene education. The design calls for multiple sources of support, including related government programs and initiatives of the local community itself.

Table 2

Summary Presentation of Hilton Foundation Project

	Comm	WV/Ghana	GOG	Hilton Foundation	WVI Support
Drilling Wells/Installing Pumps	fML	fML	fML	fL	fL
Pump Maintenance	fML	fML	fML	fL	L
Community Participation and Hygiene Education	fML	fML	fML	fL	fL
Sanitation: Latrines and Washing Facilities	fML	fML	fML		fL

COG—MOH, Regional and District Planning GWSL

Key: f = Money
M = Material
L = Labor

3.4 Review of Facilitator's Information

This session began the second day of the workshop and dealt with a quick overview of effective strategies and methodologies that have been associated with a successful water supply, sanitation, and health education project. Examples were taken from a wide range of African projects that were similar in setting to Ghanaian conditions. A discussion was then held concerning observable and/or measurable characteristics of a successful, sustainable water/sanitation/HE project. The objective of this session was to bring everyone's knowledge

level to a common point before an open brainstorming-type session. Examples of successful latrine projects, community-based maintenance components, and health education components were presented and discussed. Appendix F presents a list of characteristics of a successful water supply and sanitation project. (This list was developed over a period of a few years by consultants working with World Vision projects in Africa.)

3.5 Expectations and Agreements about How to Manage the Project

In Session 5 of the nine session workshop, the WV/Ghana team presented its approach to the management of the GRWP. The WV field staff and WVI then discussed the roles and responsibilities of each of the organization's components. Complexities arose concerning the need to supervise and manage other World Vision projects with the same team members.

This exercise was meant to identify the roles and responsibilities of the various functional groups, not to resolve issues and problems. (An opportunity to do the latter would exist in the next session.) Dr. Joe Riverson, WV field director, and Bismark Nerquaye-Tetteh, project manager, led this session. Since many of the field staff were not yet hired, these exercises dealt more with supervisory and technical management issues. Opportunity would arise later in the district-level meetings to deal with project field staff.

General aspects of project management were identified as sharing information, organizational relationships, formal reporting requirements, decision making, monitoring performance, and planning. The group then identified specific questions small groups would address during the workshop. For each topic identified, the following questions would be posed (see Appendix G for actual responses):

- How do you expect the other groups to share information?
- What would be an ideal working relationship?
- What kind of written reports do you expect to prepare or receive?
- How do you expect to make decisions that involve two or more groups?
- How do you expect to monitor individual and overall project performance?
- To what extent do you involve other groups in planning?
- Other expectations?

3.6 Discussion of the Key Project Issues

During the next session of the workshop, the group identified the project's key issues as being community participation, health education, accessibility, hardware, management, and pump/well maintenance sustainability. After the full group agreed on the topics, the participants were divided into four discussion groups to work on the issues. The groups were "hardware," "software," government, and donors. Each group was asked to examine the issues and prepare recommendations for consideration by the full group on how to resolve or minimize the issue. The groups spent approximately four to five hours discussing and developing the issues. A continuation session was held that night to finish the activity. Each group presented its findings. Any suggestions or clarification were noted on the flipcharts by the recorder for the group.

The second activity of each of these groups was to develop a set of recommendations addressing each of the key issues within the category. These recommendations were drafted and discussed within the same small groups in the continuing session on Wednesday morning and presented to the full group for their consideration and review.

As in the earlier sessions the able and efficient WV typing pool prepared typed copies for all participants of the workshop material within one to three hours after drafting. This proved to be a highly valuable resource in that all of the participants had a common and typed reproduction of the flipchart output. This session dealt with the major forces of the workshop. It was handled in an informal and lightly structure format. Small groups, for example, would take their folding chairs to a quiet and cool place in the botanical garden and do their work. Recorders could be seen preparing their flipcharts on the grass, on a chair, on a table, and even on a tripod.

The output from the various groups are organized by categories of issues as they were identified by the participants. The issues and recommendations for each category can be found in Appendix H.

3.7 Developing a Work Plan

On Thursday, the participants worked on action plans to guide the implementation of their project strategies. A format was suggested that required them to identify what/who/when of all the major activities. (See Appendix I for a general list of start-up activities. Appendix J contains forms for project implementation; Appendix K contains an agreement to be drawn up between WV and each village.) Then the software and hardware groups that worked on the issues and recommendations developed their action plans. These action plans were developed with the idea that each district level workshop would take the plan and adapt it to a unique set of local conditions. The point was made that these are dynamic plans to be

adapted and amended as the project proceeds. The facilitator and WVI staff reinforced the need to monitor and evaluate the activities to keep the project on course and yet remain flexible to the many unknown factors which lie in wait as the project is implemented.

3.8 Presentation of Agreements and Work Plan

The hardware and software groups presented their work plans to the WV country director, WVI staff, and key government officials. These presentations focused on how the major issues in each area were resolved and worked into the plan of action. In some cases cross-fertilization between groups was needed to develop a meaningful work plan. These interactions were identified and discussed during the presentations.

3.9 Closing and Evaluation

The formal closing of the workshop included short presentations by Conrad N. Hilton III, Dr. Joe Riverson, Julian Pitchford, and Mr. William Ntow Boahere (PNDC District Secretary), the latter of which is found in Appendix L. A formal workshop evaluation was administered prior to the closing ceremonies.

The objectives of the project were in line with government rural development policies being exemplified in PAMSCAD program and other programs under the Public Investment Policies. The workshop objectives were achieved since the group discussed extensively each topic set out in the agenda.

Group work was used throughout, which enabled discussion, learning from each other, and sharing of experiences by those who had been involved in similar programs. Group facilitation also allowed for clear and comprehensive presentation of all issues.

Since the project is mainly community-based, it would have been beneficial to include the Department of Community Development staff in the workshop.

All participants expressed appreciation for the speed at which materials were provided from the workshop and hope for a bound version of all the papers to use as a reference. Meals, accommodations, and other logistical support were excellent.

The workshop clearly emphasized the need for a district/area development approach. This should fit into the Government's Service Center Development concept. There is a clear need for WV staff to team up with local government personnel in all WV community development work.

Chapter 4

OBSERVATIONS

4.1 Workshop Planning and Preparation

The purpose of the workshop as defined by WVI and WASH was well focused and appropriately implemented. The reduced in-country preparation time did not appear to have any deleterious effect. The WV/Ghana staff is extremely close and have worked together on a wide range of development projects, which produced a cohesive group of participants. Government officials, on the other hand, did require a chance for "getting to know" and "getting to understand" the need and function for a project start-up workshop. The workshop achieved both of these goals. All but one government official was interviewed prior to the workshop. The workshop schedule had to be expanded significantly the second and third day, which unfortunately led to group work in the evenings. This additional work did not reduce attendance or participation the following mornings.

The workshop benefitted greatly from a highly motivated team of development specialists who are accustomed to working until the job is done, not until the sun goes down. Several able co-facilitators volunteered in the planning phase and assisted in implementing the workshop. Julian Pitchford and Dr. Joe Riverson ably assisted the consultant in workshop planning and implementation. It might have been useful to have invited representatives from other NGOs to the workshop to allow for some cross-fertilization and to develop communication and support linkages. Such informal links are often quite important for project success.

Other members of the group worked closely with the consultant in planning and evaluating the daily activities. This cadre of WV staff members are responsible for designing and implementing the district level workshops.

4.2 Workshop Proceedings

The participants proved to be highly motivated and capable of dealing with the variety of topics and issues. The management style of the field director of Ghana World Vision encouraged an open, creative, and high expectation environment for the team of development specialists. All the participants were actively involved in the workshop and demonstrated an ability to think beyond their own functions and specialties. All of the participants were committed to the workshop process.

The secretarial staff provided by WV/Ghana proved to be an efficient and effective adjunct to the workshop. They would turn around flipchart information in one to three hours for

participants' review and revision. This crew worked late into the night to finish the work. All participants had a copy of workshop outcomes by the end of the conference. USAID/Ghana, WV, Hilton Foundation, and WASH had a copy of the recommendations by the final weekend of the workshop.

4.3 Workshop Outcomes

The WV/Ghana team is off to a good start on the rural water project. Team members have resolved major project issues and developed a plan to integrate health education, community participation, latrine construction, and water supply technologies. Whether they can in fact pull this off is highly dependent on WV/Ghana's management team. The project office is acutely aware of the lessons learned on other WV and government projects where the price of fully integrating project components was not paid.

The magnitude of this project in terms of donor monies and "hardware outputs" requires a major commitment by WV/Ghana and the Government of Ghana (GOG) to ensure that all benefits from the projects are derived. This will require constant attention by the project management team.

In the communities identified for water supply intervention, there will need to be a meaningful and long-term investment in community participation. The CP/HE agenda as shown in Appendix H appears to be well thought-out and field tested. Adhering to this schedule in spite of hardware delays will be critical to the success of the project.

A strong effort was made in the workshop to develop the donor's awareness for an integrated approach to the project. The fact that "other monies" are needed to fully implement the sanitation component of the project represents a possible flaw in the design unless a case can be made to support this component if other sources fail to materialize. The donor, Conrad N. Hilton Foundation, appears to recognize the significance of this issue while still requiring observable and measurable results as specified in the grant agreement. The burden of responsibility lies with WV/Ghana and WVI to ensure that adequate support is available to provide community participation, health education, and sanitation inputs into the project.

The majority of the project staff had not been hired at the time of this workshop. It is envisioned that as project staff were seconded from government, district-level project start-up workshops would be implemented following the general design of this country-level workshop. Several of the participants in the workshop would facilitate the district-level workshops. Management training will be needed as the district-level teams are put in place. These teams will be made up of district-level planning, health, and extension workers who will be temporarily assigned to the GRWP. WV staff will be responsible for the logistics, planning, and monitoring and evaluation of the team's activities.

Alternative sanitation technologies should be researched further. Comments by seasoned WV extension workers and health educators referred constantly to the inappropriateness of the Kumasi Ventilated Improved Pit (KVIP) latrine and other government-standard sanitation technologies. An inexpensive, user-friendly, and locally produced sanitation technology would ensure an adequate coverage regardless of level of funding by a donor. A consultant, Ghanaian preferably, should review existing village-built sanitation technologies and enhance or upgrade them for inclusion in the project. These sanitation technologies should be field tested and, if found to be appropriate, transferred via workshops to project staff.

One of the most important consequences of the workshop was the "coming together" of the hardware and software groups. There was a mutual sense of commitment that the only way to affect the health status of the beneficiaries was to have a fully integrated WS&S project. This integrated project would incorporate equally community participation at all levels of implementation, health education, an appropriate sanitation program, and a water supply technology. Accepting these conditions and turning them into reality will be a challenge. Recognizing the pressures to meet hardware targets and the need to find the software funds are factors that will make or break these objectives. The WV/Ghana staff are committed to the integrated approach. The representative from the donor organization understood the implications of these programming requirements and supported the integrated approach.

Chapter 5

RECOMMENDATIONS

5.1 World Vision/Ghana

- Initiate discussion immediately with regional and district-level government officials for the secondment of the 48 required government development specialists for the community participation, health, and hygiene education components of the project.
- Meet immediately with GWSC to ensure that agreements on maintenance fund strategies, spare parts and tools, inventory, and community agreement form are acceptable and/or consistent with GWSC policies.
- Convince the project management staff and government representatives to come to an agreement on the strategy and sequencing of village activities for the community participation, health and hygiene, and sanitation components of the project.
- Identify local resources (NGOs, government agency, bilateral, multilateral, and local artisan) who can assist in specifications, usage, costs, and appropriateness of different sanitation technologies (latrines and wash troughs) for potential use in this project.
- Implement a workshop on the planning, construction, and maintenance of sanitation technologies for this project.
- Prior to the establishment of the district teams, implement a project management workshop for key World Vision/Ghana GRWP staff.
- Provide management training for district-level teams after these teams have been formed (Fall 1991).

5.2 Conrad N. Hilton Foundation

- To allow the GRWP a chance to succeed, be flexible on hardware budgets, especially during the start-up phase of the project.

- Give WV/Ghana staff the opportunity to implement alternative water source and sanitation technologies if it can be demonstrated that the technologies are reliable, safe, cost effective, culturally acceptable, and sustainable.
- Insist that World Vision/Ghana and government provide the necessary human resources to ensure that the community participation, health education, sanitation, borehole drilling, and handpump installation and maintenance be integrated and coordinated.

5.3 USAID/Ghana

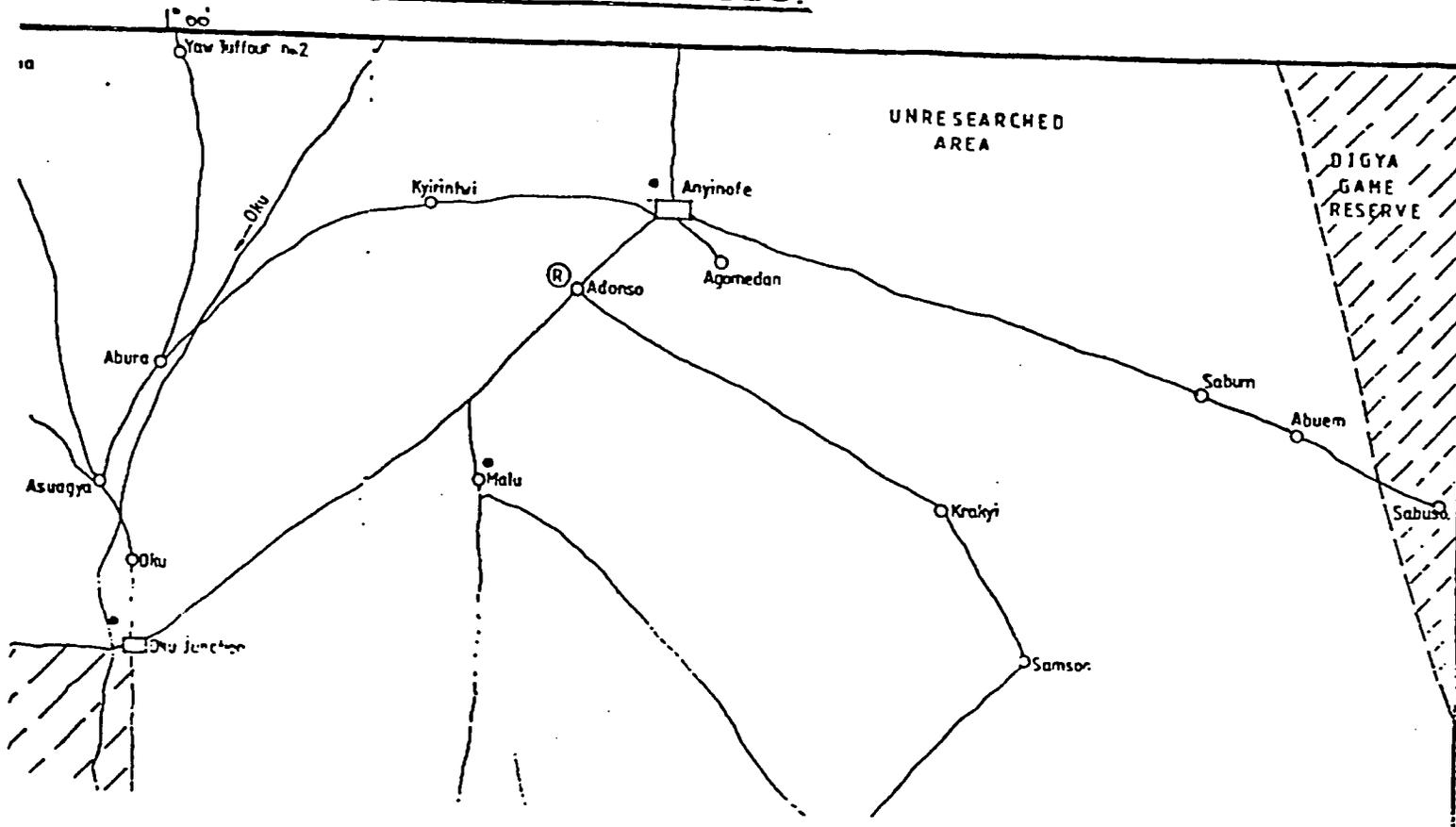
- Maintain a close relationship with the GRWP by participating in planning, technical, and evaluation activities with the project staff. (This recommendation is based on the consultant's observation that Dr. Blumhagen has extensive experience and interest in health education and sanitation technologies.)
- Assist GRWP in identifying other sources of funds for the sanitation component of the project. Explore alternative latrine construction and assist in convincing GOG that there are alternatives to standardized high-cost sanitation technologies.
- Assist in maintaining WASH assistance over the life of the project when critical information, training, and technical needs arise.

5.4 A.I.D./S&T/H

- Support alternative water supply development by providing technical assistance in the area of gravity-fed water systems, surface water treatment, and roof-top catchment. This should include training in ferrocement techniques.
- Early in the implementation of the project, help establish a project monitoring and evaluation system that can be implemented by beneficiaries.
- Early on, develop alternative sanitation technologies so that an appropriate solution can be implemented at the same time as the water supply component.

- **Design and implement a workshop on animation and dramatization for use in health education.**

INTERNATIONAL
TRIP PROJECT
WEST & EJURA SEKYIDUMASI
SHOWING PROPOSED COMMUNITIES.



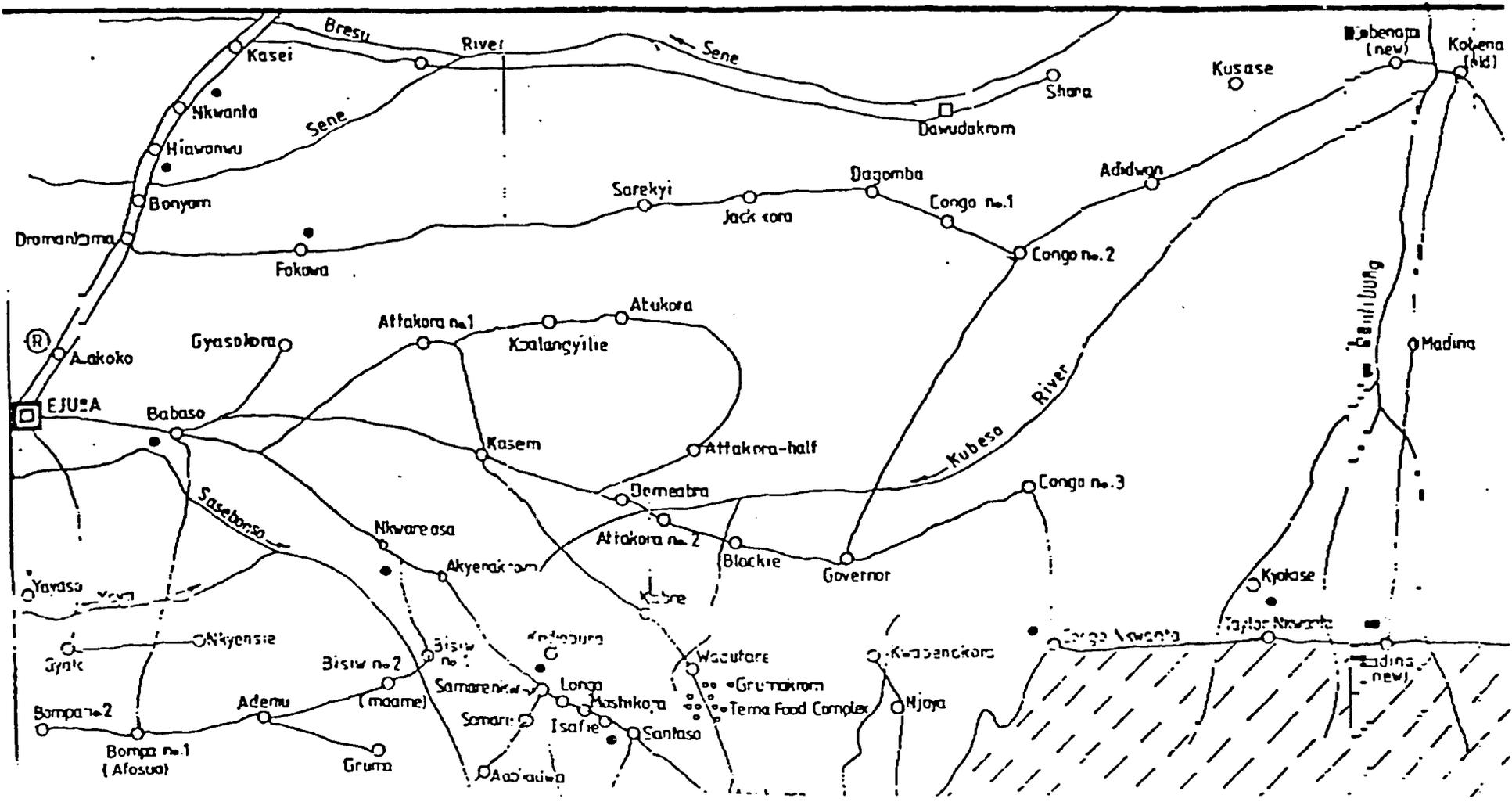
MAP OF PROJECT COMMUNITIES

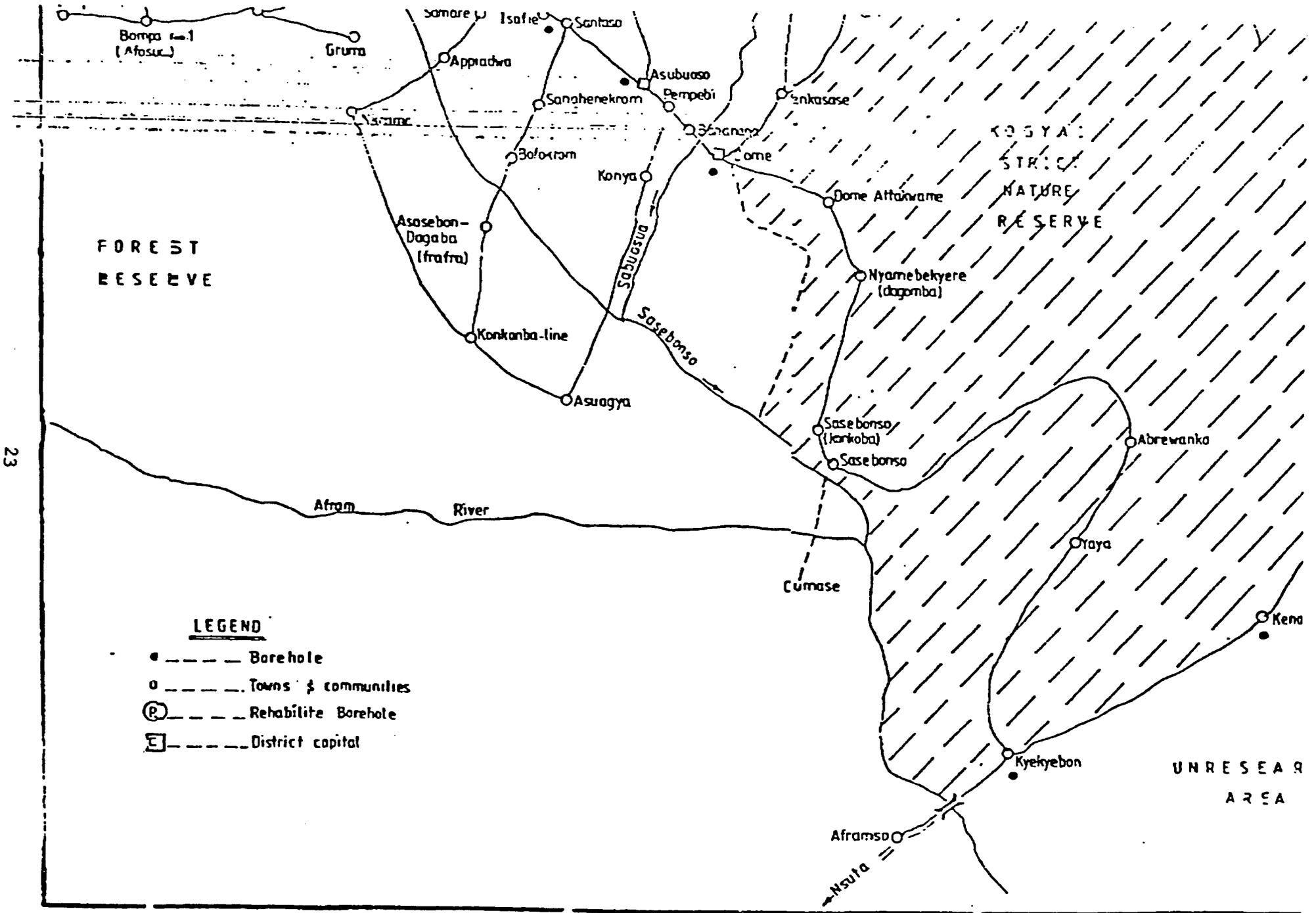
Appendix A

Provisional Document

WORLD VISION IN
GHANA RURAL WA
SKETCH MAP OF SEKYERE V
PART OF THE PROJECT AREA SH

22





FOREST
RESERVE

KOFOROKRO
STRICT
NATURE
RESERVE

LEGEND

- — Borehole
- — Towns & communities
- Ⓢ — Rehabilitate Borehole
- — District capital

UNRESEARCH
AREA

23

D

LIST OF COMMUNITIES PROPOSED BY THE DISTRICT ADMINISTRATIONS
IN ASHANTI REGION TO BENEFIT FROM THE 5-YEAR WV-GHANA RURAL
WATER PROJECT - FUNDED BY THE CONRAD N. HILTON FOUNDATION
OF U.S.A.

Sekyere-West District

- | | |
|-------------------|-------------------|
| 1. Kyekyebon | 12. Esubroso |
| 2. Deniase | 13. Santaso |
| 3. Birem | 14. Yereso |
| 4. Mempekasa | 15. Congo 1 |
| 5. Dewiria | 16. Congo 2 |
| 6. Oku | 17. Kwabena Dapaa |
| 7. Congo Junction | 18. Yao Tufuo |
| 8. Taylor Akura | 19. Manuu |
| 9. Adiduan No. 1 | 20. Balala |
| 10. Adiduan No. 2 | 21. Abura |
| 11. Dome | 22. Twirintwi |

Sekyere East District

- | | |
|--------------|----------------|
| 1. Anyilofi | 11. Saaberewa |
| 2. Saabum | 12. Samson |
| 3. Saabusu | 13. Densupon |
| 4. Adonso | 14. Aboabo |
| 5. Konfeneni | 15. Sienkyemu |
| 6. Kenyanso | 16. Nyamenadom |
| 7. Senesu | 17. Abomakese |
| 8. Aboabuja | 18. Pantanyo |
| 9. Jop... | 19. Kusk... |
| 10. Faasu | |

Asante Akim North District

- | | |
|------------------|-----------------|
| 1. Kowireso | 14. Oaeikrom |
| 2. Aberewapon | 15. Nhyiaeso |
| 3. Kwame Adoo | 16. Pataban |
| 4. Mpesempese | 17. Onyemso |
| 5. Enso Nyame Ye | 18. Brentuokrom |
| 6. Dukusan | 19. Bebone |
| 7. Abrade | 20. Awantifi |
| 8. Ofori Opon | 21. Anwoama |
| 9. Afirisere | 22. Hwidiem |
| 10. Dawiaso | 23. Nyabo |
| 11. Sakoase | 24. Amantena |
| 12. Esemu | 25. Vpabj... |
| 13. Tema | 26. Dwanso |
| | 27. Domiabra |

Ejura-Sekyedumasi District

- | | |
|----------------------------------|----------------------|
| 1. Nkasei | 22. Ebuom |
| 2. Nkwanta | 23. Bayerenkwanza |
| 3. Ehiawoenwu | 24. Adiembrankwanza |
| 4. Dromankoma | 25. Atta Ekura No. 1 |
| 5. Bonyon | 26. Atta Ekura No. 2 |
| 6. Bababsu | 27. Yas Yaa |
| 7. Ejura | 28. Afosuaa |
| 8. Gyatoekura | 29. Bonpa |
| 9. Nokwareasa | 30. Teacherkrom |
| 10. Grumaekura | 31. Aframsa |
| 11. Fakawa (Guinea Headquarters) | 31. Drobon |
| 12. Apiadwaa | 33. Beml |
| 13. Bissiw No. 1 | 34. Sekyedumasi |
| 14. Bissiw No. 2 | 35. Franti |
| 15. Samara Nkwanta | 36. Nyanaaa |
| 16. Kyenkyemkura | 37. Nkranpo |
| 17. Masuo | 38. Dwaaho |
| 18. Asomeng | 39. Memenaso No. 1 |
| 19. Gaoekura | 40. Memenaso No. 2 |
| 20. Kobiriti | |
| 21. Nyame Bekyere | |

Appendix B

LIST OF PARTICIPANTS/ATTENDEES

Name	Position	Organization	Address
Alma Adzraku	WID/L Manager	WVI, Ghana	Private Mail Bag, Accra-North
Gershon Adzokpa	Assoc. Dir. (Operations)	WVI, Ghana	Private Mail Bag, Accra-North
Julian Pitchford	Dir., Intern. Dev. Prog.	WV Relief & Dev.	WVI, Monrovia, Ca., USA
Bob Gearheart	Consultant/Professor	WASH	Engr. Dept. Humboldt State Univ., Arcata, CA. USA 95521
Peter Sackey	Dir., Rural Wtr. Supp.	GWSC	P.O. Box M.194, Accra
Fred Ohene-Kena	PNDC Regional Secty	Eastern Reg. Adm.	P.O. Box 303, Koforidua
Melody Jones	Communications	WV, USA	919 W. Huntington Dr., Monrovia, CA 91016, USA
Sue Birchmore	Proj. Officer	WV, Britain	Dychurch House, 8 Abington St., Northampton, NN1 2AJ, England
Larry Quist	Wtr Specialist	WV, Malawi	P.O. Box 2050, Blantyre, Malawi
J.A.B. Godwyll	Reg. Economic Planning Officer	Ministry of Fin. & Econ. Planning	Reg. Administration P.O. Box 303, Koforidua
Ernest Doe	Rural Water Engr	GWSC	P.O. Box M.194, Accra
Harry Akama	Accountant	WVI, Ghana	Private Mail Bag, Accra-North
Yaw Takyi-Ferkah	Dist. Economic Planning Officer	Ministry of Fin. & Econ. Planning	P.O. Box 30, Techiman, Brong Ahafo Region
Bismark Nerquaye-Tetteh	Project Manager GRWP	WVI, Ghana	Private Mail Bag, Accra-North
Dr. Joe Riverson	Field Director	WVI, Ghana	Private Mail Bag, Accra-North
S.E. Kena-Amoah	Regional Director	GWSC, E/R	P.O. Box 406, Kororidua
Van-Ei K. Ofori	Environ. Health Technologist	Ministry of Health	P.O. Box M.44, Accra
Emmanuel Opong	HE/CP Manager	WVI, Ghana	Private Mail Bag, Accra-North
Dinah Dsane	PH Nursing Officer for Greater Accra	WVI, Ghana	Private Mail Bag, Accra-North
Victor Addom	Research/Eval. Mgr.	WVI, Ghana	Private Mail Bag, Accra-North
Peter De-Veer	Ag. Regional Engineer/Rural Water Engineer	GWSC, E/R	P.O. Box 406, Koforidua

Joe A. Obeng-Boampong	Procurement Officer/Admin.	WVI, Ghana
Eugene Asante	Deputy Assoc. Direct. for OPS (Planning) and Eastern Regional Manager	WVI, Ghana
Odeafour Addade-Bekoe	PNDC Dist. Secty	Office of the Dist. Assembly
Conrad N. Hilton III	Program Assoc.	Conrad N. Hilton Foundation
Harry Reynolds	Water Utilization Manager	WVI, Ghana
Tim Hannah	D.M.O.H., Afram	Presby. Church Plains of Ghana
William Ntow Boahere	PNDC Dist. Secty for Akwapem South	Office of the Dist. Assembly

Appendix C

RURAL WATER PROJECT EVALUATION REPORT NOVEMBER 1989

SUMMARY OF RECOMMENDATIONS

1. Requests for reports by support offices and the WV International Office should be better coordinated. Agreements to provide progress and financial reports to donors should be kept to a minimum and consolidated as much as possible. (Page 18)
2. Marketing strategies which promote donor identification with specific project components should be developed by support offices in consultation with WV Ghana. Such strategies should be consistent with facilitating holistic development rather than concentrating exclusively on borehole drilling. (Page 20)
3. Conditions attached to each grant should be communicated by the Support Office and agreed to by the Field Office before a grant application is submitted. The Field Office should be informed by Support Offices of specific reporting and accounting requirements attached to funding, preferably before the application for funding is made. (Page 21)
4. The need and appropriateness for volunteers should be discussed in each case between WV Ghana and the relevant support office prior to any plans or commitment being made. (Experiences in the Louga water program may be helpful in this review.) (Page 22)
5. Project records should clearly identify the priority category for each borehole drilled. (Page 24)
6. The project should drill boreholes in a chosen area until there is one borehole to every 300-500 persons for villages with populations of up to 2,000 people, in accord with GWSC policy. (Page 26)
7. Management should ensure that no boreholes are drilled unless effective pre-drilling assessment and post-drilling facilitation of pump maintenance training and health/sanitation activities can be done. (Page 27)
8. A water and sanitation development plan should be established to guide development activities in both World Vision assisted and non-assisted communities where boreholes are drilled. (Page 29)
9. The Rural Water Project should be fully integrated with the field office operations, technical services and administrative functions. Action needs to be taken to ensure coordination at the regional level regarding pre-drilling planning and animation, site locations, post-drilling pump maintenance, and health and sanitation education. (Page 30)
10. A protocol which addresses working relationships and other issues at different levels of government should be written for submission and approval by the relevant government ministries. (Page 31)

11. Senior management should make adjustments at the WV International Office so that procurement procedures and consequent financial reimbursements do not delay project operations. (Page 36)
12. The WV Ghana field director should ensure that procurement procedures and consequent financial reimbursements do not delay project operations. (Page 36)
13. Boreholes should be pump/bail tested to obtain technical data on borehole/aquifer characteristics. It will be necessary to replace the present submersible pump with a smaller diameter one. (Page 40)
14. Until national standards for drinking water are introduced, WV Ghana should formalize its own standards for acceptable boreholes. After national standards are in effect, project standards for acceptable boreholes should be revised if necessary to make them consistent with national standards. (Page 41)
15. For future drilling operations an independent engineer, preferably within the country of operation, should be engaged to determine equipment specifications. (Page 43)
16. Immediate action should be taken by the engineering department to purchase spare parts and accessories to keep the rig working at its full potential. This will ensure both mud and air drilling at all times. (Page 43)
17. An inventory of unused pumps, other than those arising from mechanical failures, should be carried out. (Page 44)
18. Additional exploration equipment should be procured to include electromagnetic and geophysical instruments, aerial photos and related instruments, satellite imageries. (Page 44)
19. The pace of drilling must be made consistent with the capacity of the pump maintenance and training unit to train local community maintenance volunteers. (Page 47)
20. A policy and procedures for the distribution of tools for pump maintenance needs to be established and the tool kits must be completed and distributed immediately. (Page 47)
21. A local pump maintenance strategy must be developed immediately which includes who is to do the repairs, how the repairs are to be carried out, and who has the ultimate responsibility for managing the water systems. (Page 48)
22. Specific responsibilities of the communities should be detailed in a written agreement between World Vision and the community including the role of GWSC. The agreement should state responsibilities of pump ownership and maintenance and should be integrated with the present memorandum of agreement used in World Vision projects. (Page 48)

23. Research should be carried out on the ability to pay and on the real costs of pump maintenance through locally available resources. (Page 48)
24. All communities should make a cash contribution for the drilling of a borehole and establish a fund to cover the full cost of maintaining the pump, following a process similar to what is used to initiate a sponsorship project. (Page 49)
25. Staff skilled in facilitating community participation should be added to the project until there is one staff person per eight villages where boreholes are being drilled. Off-road vehicles must also be provided. (Page 52)
26. The health education components of the project should be extended to all communities not yet included in the program and should be continued for future drilling sites. Emphasis should be placed on enabling communities to adopt more healthful practices. (Page 55)
27. Much more emphasis should be given to sanitation, specifically to increasing the construction and improvement of latrines in all communities where boreholes have been drilled. (Page 56)

Appendix D

WORKSHOP SCHEDULE

Ghana Rural Water Project
Phase 2
Project Start-up Workshop
Schedule of Workshop Activity
January 7-10, 1991

Monday

1700 Hrs	Session 1	Opening and Introduction
1800 Hrs	Session 2	Getting to Know Each Other
1830 Hrs	Session 3	Sharing Project Information
2200 Hrs	Session 3	End of Session

Tuesday

0830 Hrs	Session 4	Review of Facilitator's Information
0900 Hrs	Session 5	Expectations and Agreements about How to Manage the Project
1000 Hrs	Session 6	Discussion of the Key Project Issues
1030 Hrs	Break	
1045 Hrs	Session 6	Continuation
1230 Hrs	Lunch	
1400 Hrs	Session 6	Continuation
1530 Hrs	Break	
1545 Hrs	Session 6	Continuation
1730 Hrs	Session 6	End of Day

Wednesday

0830 Hrs	Session 6	Continuation
1030 Hrs	Break	
1045 Hrs	Session 6	Continuation
1230 Hrs	Lunch	
1400 Hrs	Session 6	Continuation
1530 Hrs	Break	
1545 Hrs	Session 6	Continuation
2100 Hrs	End of Day	

Thursday

0830 Hrs	Session 7	Developing a Work Plan
1030 Hrs	Break	

1045 Hrs	Session 7	Continuation
1230 Hrs	Lunch	
1500 Hrs	Session 8	Presentation of Agreements and Work Plan to Senior Officials
1700 Hrs	Session 9	Closing and Evaluation
1800 Hrs	Session 9	End of Workshop

Appendix E

GOVERNMENT'S STRATEGY FOR DECENTRALIZED DEVELOPMENT SERVICE CENTER

UNDP supported two pilot projects.

Concept of decentralized support for integrated development; smallest unit—an area service center serving 1,000 to 4,000 people (regional, district, zonal, area).

A structure is built with community assistance.

The structure has these rooms or areas:

- A training and/or meeting room
- A room to be used as clinic or medical area
- Banking window
- Guest rooms (Government, NGO, visitors, etc.)

Functions

- Training/information center/education
- Health services, education, preventative/curative (?)
- Banking functions (savings, withdrawal) promote savings
- Demonstration area for appropriate technologies, processes
- Referral point for other areas, methods interested in concept, technologies, etc.

Summary of Report of Selected Group on the Service Center Concept

1. Definition

A service center is a selected focal point for concentrated and well-marshalled action toward provision of socio-economic service.

2. Criteria for Selection of Service Center

In selecting a location of service center, consideration should be given to the following factors:

- a) Population distribution of the area, e.g., population trends, objectives, centrality, sex and age distribution, etc.
- b) Accessibility.
- c) Institutional standards, i.e., the level or scale of facilities that will make the location viable.
- d) Existing socio-economic facilities, e.g., market periodicity, rural banks, electricity, etc.
- e) Predominant resource endowment of area.
- f) Institutional factors, e.g., government directives, political demarcations, etc.

3. Operational Radius

Level D—is the lowest level service center and might be designated as Area Service Center servicing an area with population of about 1,000-4,000.

Level C—is designated Zonal Service Center, servicing an area with population of 4,000-10,000.

Level B—District Service Center servicing an area with population of 10,000-20,000.

* From the report of the Seminar on Fishermen/Farmers Service Centers sponsored by the Central Regional Administration, Regional Secretariat of the CDR, National Mobilization Committee, and the National Service Secretariat Cape Coast, July 8-11, 1985 (pp. 53-55).

Level A—Regional Service Center (i.e., Regional Capital) servicing an area (i.e., the whole region) with population of 20,000 and above.

4. Illustration of Level of Facilities Needed at Different Centers

	<u>Economic Facilities</u>	<u>Social Facilities</u>
Level D (i.e., Area Service Center)	Co-op Society Agric. Tech. Officer Storage Processing Branch Rural/Co-op Bank Reseller Outlet Repair Workshop Warehouse Market	Primary Health Care Clinic Training Unit Insurance Scheme Postal Agency with Tele. Electricity Housing Scheme Recreational Grounds Forestry Dept. Fishing Harbor (where applicable)
Level C (Zonal Service Center)	A higher level of all the facilities at level D + Agric. inputs Agric. Ext. Office Seed Multiplication Unit Fertilizer depot/store Produce Purchasing Center Animal Husbandry Vet. Office Rural Bank Fuel Station Storage Facility Processing	Health Post Water Supply System Insurance Facility Plant Police Post Electricity Sec/Voc/Tech. School Post Office Co-ordinating Committee Public Library Information Services Appropriate Technology Recreation Grounds Forestry Dept.
Level B (District Service Center)	All facilities in level C + Agro-based industries Vehicle Service station Plant Pool	District Hospital/Health Center Magistrate Court Police Station

**Level B
(cont.)**

**Rural/Commercial Bank
Export Promotion
Office**

**Resthouses/Hotels
Recreational Grounds
Sports Stadium
Bus Terminus
Cultural Center
Admin./Ministries**

Industries - Forestry
Passport - Registrar
General
Rural Dev. - Trade
- Small
Business
Scheme

**Level A
(Regional Service
Center)**

Highest level of all facilities

**Regional Specialist Hospital
Post Office
Airport
Hotels
Public Institutions, e.g.,
Ministries, Corporations,
Departments, etc.**

Roles and Responsibilities

GWSC's Role in Maintenance and Repair of Wells and Pumps

- **Handpump maintenance TEAM - Employees of GWC.**
- **Up to last August, they performed all required activities.**
- **Riser pipes replaced with stainless steel/easier to pull.**
- **VLOM (minor repairs) training - workshop at the village level - now exists in all GWSC sites.**
- **Major repairs notified by VLOM to GWSC for repairs.**
- **GRWP - GWSC repair team will be used, eventually, to do these repairs. Interim period needs a backup (GRWP supplies), spare parts (service center depository), parts paid for (costs).**
- **Long-term GWSC takes over this role from service centers.**

Appendix F

CHARACTERISTICS OF A SUCCESSFUL WATER SUPPLY AND SANITATION PROJECT

1. **A Change in the Behavior of the Community Members**
 - More people involved in decision—sustained
 - How they solve their problems
 - Organize a system to maintain system
 - How they use water
 - Presence of the people who know the value of clean water
 - What do they do with their time?
 - Transfer of process—maintenance
 - Permanency of the community and other project
 - How they sustain their solution
 - Well-functioning development community responsibility
 - Maintenance and Health Education in Schools
 - Women involved with project and as water technicians
 - Children's involvement in school as measured

2. **A Technical Solution Is Appropriate**
 - Matches need—transition
 - Minimizes outside requirement
 - Is maintainable by the community

- Paced to community participation (readiness organization and mobilization)

3. A Step In the Overall Development of the Community

- Linked and phased with other sectors
- A transfer of process has occurred
- The mechanisms in place within the community to evaluate the next step

4. A System Is in Place to Support the Water Supply and Sanitation Technology for Those External Institutions

- Evaluation
- Operation and maintenance
- Health education follow-up
- Link to village development committees

5. Baseline Data

- Health statistics water diseases
- Village health statistics
- Per-capita income/costs assets survey
- Per-capita-management of income
- Per-capita-sources of income
- Numbers and types of water sources
- Existing sanitary facilities
- Percentage of population with safe water and sanitation

- **Cultural and ecological profile**
- **Availability of material**
- **Population and growth rate**
- **Proximity (roads, fuels, schools, commercial centers, etc.)**
- **Hydrological and climatological**
- **Needs of community**

Appendix G

MANAGEMENT AND DECISION-MAKING ISSUES

Software Group Management Expectations

Q.1 How do you expect the other two groups to share project-related information with you? (what type, how much, how often?)

Hardware

- Monthly meeting to discuss reports, activities, expectations, problems, plans, etc.

Government

- Attend existing meetings with government at various levels; national, regional and district
- Information on national policies, research, baseline information, etc.
- Information related to area of operation

Q.2 What would be an ideal working relationship with the other project entities (technical assistance team, government agency, USAID, etc.)?

Hardware

- Clear definition of roles/responsibilities with mutual acceptance and respect
- Sharing resources/information

Government

- Share resources
- Be part of same team
- Respect their views and policies

- Clearly define roles/responsibilities and work toward common goals

Q.3 What kind of written reports do you expect to prepare or receive from the others?

Hardware

- Technical (water quality/quantity, etc.)
- Progress reports
- Documentation of behavioral changes and community contributions

Government

- All three levels get quarterly/annual reports
- Address contact person(s)
- Incorporate feedback mechanism

Q.4 How do you expect to make decisions that involve the other two groups in planning project activities?

Hardware

- At monthly meetings
- On demand

Government

- At scheduled meetings
- At workshops/seminars

Q.5 How do you expect to monitor individual and overall project performance (and give feedback)?

Hardware

- Given: Development indicators for evaluation
- Feedback through discussions/reports

- Sharing results of evaluation

Q.6 To what extent will you involve the other two groups in planning project activities?

Hardware

- No barriers in planning
- Participate together in planning in the beginning

Government

- Convey information and invite participation from the start

Q.7 What other expectations do you have of the other entities? List them separately.

Hardware

- High sense of commitment

Government

- High sense of commitment

Issues and Concerns to Be Considered in the Workshop

Community Participation (CP)

- Strategy CP—Integrate other sector—Timing CP intervention (when and how long)
- Linkages to existing village development
- How to mobilize
- Opportunity to try different approaches

Health Education

- Strategy/when/how
- Relates to integration
- On adult literacy—education in general
- Linkage to hardware

Accessibility

- Access to site/criteria for site selection
- Plans for road construction into project area

Hardware

- Alternative technologies
 - Water sources
 - Criteria data
 - Drilling equipment and technologies
 - Pump types
 - Role of the community in technology
 - Selection/construction/maintenance
 - Liaison with other team efforts

Management

- Composition of the "Team" is to be managed

- Decision on which communities and when
- Relationship between GRWP and Government
- Work together/interface
- Resource capability of government
- How to maintain and support
- Manage the sequence of events for a "village project" - Adjust?

Pump/Well Maintenance Sustainability

- Structure and/organization for maintenance/repair; funds for repair
- VLOM - Who is trained
- How they are trained
- When they are trained
- Availability of spare parts and tools
 - Privatization issue
 - Government's role
 - Project's role

Hardware Group

1. How do you expect the other two groups to share?

"Software" - "Hardware" Report Weekly

"Software" - "Hardware" Meet Monthly

Technical Management

Major Meeting:

- "Hardware"
- "Software" Meet Quarterly
- GOG
- Other NGOs

Annual workshops at national level.

2. What would ideal work relationship with other entities be?

- Improve Partnership with Government of Ghana Ministries by staff exchange.
- This helps technical capacity, quality of program, sustainability of activities, and communication with other entities.
- Request long-term secondment of staff from Ministry of Health (MOH).
- Request short-term (Qtr) secondment from GWSC.

3. What kind of written reports do we expect to prepare?

Who

What (need to know?)

Why

Who - WVI - Ghana and other teams
WV Partnership
Donors
Community
Government of Ghana and other NGOs

- What - Plans, expectations (honest)
(Past) performance
Evaluation and problems
Finance and inputs
- Why - Accountability, planning record, trust, relationships, fund-raising,
corrective action

4. How do you expect to make decisions involving other groups?

- In decisions that affect the "software" team - they need to be centrally involved (e.g., latrine type)
- More linkages need to be developed with GOG—strong relationship needed
- Most decision-making procedures are in place
- Protocols with GOG over well drilling, etc. are evolving

These are/will ease decision making.

5. How do you expect to monitor individual and overall project performance?

What Pump?

Government of Ghana and "Software"

Avoid monopolistic supply

Bring in community too

What Drill Rig?

"Hardware" only

What Latrine?

Government of Ghana/Software/Community

How Many Wells, Where and When?

"Software" and "Hardware"

Government Group

1. Sharing Information

- Through project documents and contracts, protocol agreement
- Quarterly and annual reports

2. Ideal Working Relationship

- WVI and the Hilton Foundation to have direct relationship with the government machinery through serving on various committees, e.g., technical infrastructure
- Informal visits for briefing

3. Written Reports

Appendix H

PROJECT ISSUES AND RECOMMENDATIONS BY THE "HARDWARE" GROUP

I. Alternative Sources of Water/Technologies

Alternative Sources

1. Springs
2. Rivers
3. Existing wells
4. Rainwater harvesting
5. Valley dug-outs
6. Sub-surface dams
7. Mains piped water
8. Gravity-fed piped water
9. Hand-dug wells
10. Lakes
11. Boreholes

Selection Criteria

1. Reliability of source, including future projections
2. Capacity of source
3. Water quality
4. Simplicity of technology
5. Cost effectiveness
6. Cultural factors
7. Government policy
8. Recommendations of local authorities
9. Protection of source
10. Accessibility and proximity
11. Economic status of community

Recommendations

1. Carry out a preliminary survey in each village, assessing the viability of each possible source and selecting the best according to the criteria.
2. Where the primary source is not 100 percent reliable, seek to establish a backup system.

3. Flexibility should be allowed in the budget for alternative technologies, including the employment of a specialist.

II. Alternative Groundwater Development

1. Drilling equipment and other technologies.

- a. Examine the use of alternative drilling equipment and other technologies
 - i. Low-cost expandable rig, capital cost \$2,000 to use for exploratory drilling.
 - Low-cost expandable rig, capital cost \$2,000 to use for exploratory drilling.
 - ii. Hydrofracture unit.
 - For enhancing low-yielding wells to produce more.
 - Opens up low-density fractures.

Recommendations

1. Budgeted for - Procure it and use it.
2. Continue with current drilling rigs.
 - Operate two rigs single shift, with down-the-hole capability.
3. Drilling Tools Supply

Recommendations

Explore possibilities of purchase from U.S. to take advantage of low dollar value. Use WVI procurement setup.

Handpumps Type

From previous extensive field tests by the government, India Mk II was chosen and is being used as the current standard. It is not VOLM.

Subsurface parts are more efficient if they are made from stainless steel.

Recommendations

1. Use India Mk II with stainless steel.
 - Purchase pumphead from Lome.
 - Purchase stainless steel pipes from ATLAS COPCO, through GWSC.
2. Explore VLOM attributes of AFRIDEV.

III. Alternative Latrine Technologies

- Kumasi Ventilated Improved Pit (KVIP)
- Blair
- Traditional Pit

Recommendations

1. The construction of household latrines should be encouraged. However, some public latrines may be provided.
2. It is recommended that KVIP latrines should be constructed for public use.
3. For household latrines, the following selection criteria should be considered:
 - a. Cost
 - b. Ability to pay
 - c. Soil type
 - d. Socio-cultural difference
 - e. Availability of materials
4. Aforestation must be encouraged in support of the blair latrine and other latrine/laundry structures.
5. In addition to latrines, it is recommended that laundries be provided for household and public use.
6. For all latrines and laundries that will be provided, enough sanitation education on their use must be undertaken.
7. Consider human factors/cultural factors in the design of the facility.

IV. Accessibility

Key issue to project implementation is access to sites.

- ACCESS -
1. Roads - land - lake
 2. Climate
 3. Equipment

ROAD - LAND. Main roads available.

- Require arteries from main roads - firm, single blade, caterite type
- Project has opportunity to decide priority areas
- Field Engineers at work
- PAMSCAD projects (labor intensive)
- SCC also involved
- Since southern sector road network better, operation to start there

LAKE TRANSPORT

- Promise all-weather movement. Available port facilities advantage.
- Volta Lake Transport Co. to provide ferry crossings to various points.

CLIMATE

- Take advantage of dry seasons, November to April, to move and drill.
- Rainy season for major maintenance on equipment and leave for staff.

EQUIPMENT

- Robust and powerful to stand the rough terrain.

Recommendations

1. WVI to continue effective liaison with government (at regional and district levels) to ensure improvement of feeder roads in project area.
2. Program should be planned to:
 - i. Take full advantage of the dry season for major part of the operations.
 - ii. Rainy season to be used for following:
 - a. Plant and vehicle maintenance.
 - b. Annual leave for field staff.
 - c. Community Participation and Health Education (HE/CP) activities will continue unless villagers not available.
 - d. Limited drilling and other hardware activities in accessible areas.
3. Incorporate lake transport into program to ensure all-weather movement of plant, equipment, and personnel to the northeastern parts of project area.

Project Strategy

District of Operation	Region	Financial Year
Kwahu South	Eastern	
Sekyere West	Ashanti	91
Ejura Sekyedumasi	Ashanti	
Afram Plains	Eastern	92
Atebu	Brong Ahafo	
Sene	Brong Ahafo	93
Sekyere East	Ashanti	
Ashanti Akim	Ashanti	94
Ejura Sekyedumasi	Ashanti	
Ashanti Akim	Ashanti	95
Kwahu South	Eastern	

V. Service Center

- Private enterprise could use the service centers as retail base for spare parts and tools
- Could be used to consolidate training activities, i.e., pump repairs, hygiene education, village level trainers
- Serve as referral for development activities
- Money management skills

**Role of Community In
Technology/Selection/Construction and Maintenance
by the "Software" Group**

Recommendations

1. WVI and Government to involve community in selection of technology/water supply system.
2. WVI to involve community in non-technical aspects of construction of the water systems—site clearing, protection of the sources and all unskilled labor inputs. This should be clearly specified in an agreement with the community.
3. The already selected trainees should be involved in construction of the water systems as part of their training process.
4. WVI, Government, and Community should develop a sustainability strategy for the maintenance and repair of the water systems. The training program to be undertaken by WVI and the implementation of the maintenance strategy expected of the community should be agreed in writing.
5. WVI should recommend to the community to make remuneration to the maintenance and repair group where appropriate.
6. WVI should supply necessary tools for preventive maintenance and government should ensure availability of replacement spare parts, which community should pay for.
7. The tools should be the property of the community, who should provide their safe keeping.
8. WVI and Government should ensure transfer of maintenance knowledge and skills to users (more people).
9. WVI should recommend to Government pump standardization to facilitate maintenance and repair.

Community Participation and Health Education Program

Program (guidelines) appear to be well designed. The sequencing of events is linked to the hardware activities.

Recommendations

1. Develop a plan of action for the activities to be implemented, develop linkages to pre-drilling, drilling, and post-drilling activities.
2. Develop a status chart for each borehole/alternative technology site that shows the activities that have occurred, when they were done, and important observation data (people, events, conditions, etc.), make copies available to community, field office, and Director's office.
3. Develop a simplified status chart to display in community for their purpose.

Community Participation Strategy

Recommendations

1. World Vision Ghana should work with various Regional, District, zonal organs/agencies to process applications from communities.
2. There should be initial protocol visits to Office of District Assemblies/Communities. Participants should include GWSC, DHMT, District Assemblies, Community Development staff, and others (World Vision Ghana).
3. There should be a community assessment to be done by a Core Team made up of World Vision Ghana, DHMT, GWSC, MOH, etc. in conjunction with (village development committees) unit committees.

Honest expectations should be communicated to all groups (unit committees, government agencies, etc.).

- Fiscal management, integrated development, involvement of all (women, children, others).
- World Vision Ghana should listen to community needs.

Mobilization

Recommendations

1. (a) District Assemblies should ensure that unit committees are properly constituted in all villages.

1. (b) Focus on unit committees—strengthen their skills through training.
2. Use such organs as local churches, women groups, etc.
3. Unit committees should sign agreement with World Vision Ghana.
 - formulate plans to mobilize their people for work
 - ensure setting up of health sub-committees
 - guarantee funds for repair and pump maintenance will be budgeted with a minimum of \$50,000 and a plan for raising money
 - clear access to drilling sites and immediate approaches to village

The agreement should be endorsed by District Assembly.

4. Develop an Agreement Form.

Immediately determine the composition, function, and responsibility of the unit committees.

Health Education Recommendations by the "Software" Group

Linkage Building

There should be three levels of linkage building:

Level I - Pre-drilling

- Planning together.
- Decision making should be together.
- Initial protocol visits should be planned and implemented together.
- Hydrogeological surveys should be after the baseline data collection.
- Site selection must be in conformity with health regulation.

- Pre-entry information bulletin must be shared with the hardware teams.

Level 2 - Drilling

- Education of drilling team to ensure that the gains of pre-drilling health education activities are enhanced rather than negated - they should be models of HE/CP.
- Reinforcement of pre-drilling hygiene education during the pump installation and the subsequent maintenance training, especially on drainage.

Level 3 - Post-drilling

- Health Education/Community participation should be educated on the following/will also endeavor to educate:
 - Rate of yield per minute
 - Taste of water
 - Color of water
 - Nature of the pump - flexible, use of it, maintenance
 - Acceptability of the water

Recommendations

1. The Health Education Department of the World Vision International, Ghana must have its full complement of staff by the end of January 1991, comprising the Health Educator as the Manager and the following staff: Environmental Technologists (2), Public Health Nurses/Snr. Community Health Nurse Midwives (2), and Community Educator (1).
2. The World Vision/Ghana should explore the opportunity of getting secondment of staff from the Ministry of Health to support the health education activities—Environmental Health Unit of Ministry of Health.
3. The Health Education department of World Vision Ghana should liaise with other agencies in the Regions/Districts to collaborate about their activities in health education. Agencies such as the National Service Secretariat, Water Aid, and UNICEF staff should be used in baseline data collection and other health education activities.

4. Two teams should form for the Health Education department of World Vision Ghana. This will facilitate a wider coverage area and enhance quality of work and adequate preparation of communities before and after drilling.
5. A fully equipped educational unit should be developed comprising a video deck, television, electric generator and video cassettes, and a public address system to facilitate effective education programs.
6. World Vision/Ghana should liaise with the Health Education unit of the Ministry of Health to develop a fully equipped material development outfit for the production of health education materials to ensure uniformity of material production in the country.
7. Health education activities should precede all other hardware activities by two to three months to ensure maximum health impact.
8. Follow-up health education activities must be continued after all drilling activities by the team, government institutions, communities, etc.

Agenda for Community Preparation and Participation

First Phase: Eight Weeks

<i>Activity</i>	<i>Participants</i>	<i>Materials</i>	<i>Estimated Time</i>
1. Preliminary survey: identify community, allied agencies, and existing linkages.	Village project committee, elders, CDR*, TDC** chief	Stationery, cameras	1 week
2. Community assessment: execute health survey, total community diagnosis, situation analysis, and assessment of community preparedness	CDR, TDC, mass community meetings, and World Vision team	stationery, camera, questionnaires	2 weeks
3. Health, hygiene, and sanitation education: <ul style="list-style-type: none"> • Group discussion • Focus group discussion • Role playing • Plays, stories, songs, and films • Explanation of water maintenance fee collection 	Local health worker, World Vision staff, CDR, and TDC	Projector, generator, films, and posters	2 weeks
4. Introduction of hydrologist and formation of task groups: <ul style="list-style-type: none"> • Sanitation committee • Water maintenance committee • Child care committee 	Mass community meeting, CDR, TDC, and World Vision staff	Stationery, registration cards, camera	2 week
5. Initiation of health and drilling activities: <ul style="list-style-type: none"> • Prepare area for drilling • Begin maintenance fund for pump • Begin constructing latrines, soakaways, bath houses, health facilities or other projects identified by community 	District health Inspectorate, village sanitation committee, CDR, TDC, and World Vision staff	Shovels, pick axes, rakes, cement, etc.	Ongoing
6. Community-level management and supervision of project: <ul style="list-style-type: none"> • Community self-assessment • Program appraisal • Evaluation of construction • Full collection of maintenance fee • Signing of contractual agreement with community • Final preparation of pre-entry information bulletin 	Community subcommittees: e.g., bath house subcommittee, latrine subcommittee	Stationery, progress charts, cameras	2 weeks

* CDR: Committee for Defense of the Revolution (Grassroots arm of the Provisional National Defense Council Government).

** TDC: Town Development Committee

Second Phase: Ten Weeks

<i>Activity</i>	<i>Participants</i>	<i>Materials</i>	<i>Estimated Time</i>
<p>1. Water and sanitation committee meeting:</p> <ul style="list-style-type: none"> • Assessing progress, problems, and prospects • Evaluation of construction • Full collection of maintenance fee • Signing of contractual agreement with community • Final preparation of pre-entry information bulletin 	Local health workers, local committees	Stationery, progress cards	1 week
<p>2. Inauguration and training of committees:</p> <ul style="list-style-type: none"> • Water maintenance • Sanitation • Child care • Pump maintenance/water management 	Local health workers, Local/District Director of Medical Services	Stationery, t-shirts, caps, feeding, entertainment	2 weeks
<p>3. Communication support for hygiene education; assessing, evaluating, and adopting through:</p> <ul style="list-style-type: none"> • Role play • Message development • Mass and interpersonal communication 	Local health workers, local communicator, priests, gongon beater	Radio, recorder, newspapers, gongon, and notebooks	2 weeks
<p>4. Participatory communication modules:</p> <ul style="list-style-type: none"> • Role play • Village grapevine • Fun names • Pretesting messages and posters 	Local communicator, artist, and committees	Radio, cassette recorder, stationery, posters	2 weeks
<p>5. Formation of local sanitation and development advisory board members</p> <ul style="list-style-type: none"> • Local celebrity • Local health inspector • Rural sons in urban residence 	Prominent local personalities, local sanitation committee, local health worker	Stationery	2 weeks
<p>6. Concurrent evaluation and management of health committees and facilities</p>	CDR, TDC, etc. Local health workers	Progress cards, stationery	1 week

Evaluation Phase: Nine Weeks

Activity	Participants	Materials	Estimated Time
1. Organizing support and recognition from broader political structure for local development effort	Chiefs and local communities, child care committee, local health worker, school teachers	Motivational pictures, films, construction materials	
2. The school health project I <ul style="list-style-type: none"> • Assessing needs • Project actualization, e.g., hand wash basins, urinals, school latrines 	Local health worker, child care committee, school teachers	Motivational pictures, films, construction materials	
3. The school health project II (for child survival program: oral rehydration, immunization, etc.) <ul style="list-style-type: none"> • Children health clubs • Minor health overseers • Young doctors club 	Local health worker, child care committee, school teachers	Motivational films, pictures, caps, t-shirts	3 weeks
4. School health management team <ul style="list-style-type: none"> • Format • Planning sustenance programs • Community response to needs of child • School health project overseers 	Child care committee, local health worker, school teachers	Stationery	2 weeks
5. Training for: <ul style="list-style-type: none"> • Local health worker • Local pump maintenance 	Trainers: local supervisors	Hospital records, change assessment, check list, motivational films/pictures	2 weeks
6. Impact evaluation for water and sanitation <ul style="list-style-type: none"> • Observable change in health behavior • Health facilities and their usage • Health statistics 	Local health worker, local committees, school teachers	Hospital records, change assessment, check list, motivational films/pictures	2 weeks
7. Assisting community to assess other needs, and to: <ul style="list-style-type: none"> • Identify relevant agencies • Form new task performers 			1 week

Appendix I

START-UP ACTIVITIES AND SCHEDULE

Start-up Activities

- Planning
- Procurement
- Training—Technical, Management, and Orientation
- Developing—Procedures, Technology, and Materials
- Testing—Latrines and Hydrogeological
- Liaison
- Establishing Agreements
- Implementing
- Overlay Activities with Ghana Rural Enhanced Agricultural Project/Child Survival (GREAP/CS)

Logistics

- Management Activities for Project/Team Leaders

Work Plan Activities List and Coordination Chart

No.	Action Steps	Start Date	End Date	Org./Ind. Resp.	Mats Req'd.
1.	Recruit staff, hiring/secondment	Jan. '91	30-4-91	HRD Mgr.	
2.	Procurement - Vehicles - Stationery - Audio-visuals	Jan. '91	Mar. '91	Proc. Mgr.	
3.	Unit. Protocol Visit - Afram Plains Dist.	Jun. '91	Jul. '91	HE/CP Team + Regional Mgr	

4.	Trg. of WVI and nec. staff	1-5-91	31-5-91	Trg. Team	Stationery Audio Visual Logistics Supplies
5.	Proj. Start-up Wkshop - Sekyere W. Dist. - Ejura Sekyedumasi - Kwahu South - Afram Plains	1-2-91	Ju. '91	Trg. Team P.M./ Govt. Rep.	- do -
6.	Dev. of survey material and evaluation plan	Jan '91	Feb '91	HE/CP Team	Stationery Logistics supplies
7.	Baseline data collec.	Jan '91	Sept '91	- do -	- do -
8.	Intro. Hydrologist	Apr '91	30-4-91	- do -	-
9.	Health/Hygiene/Sanit. Education begins	Apr '91	Sept '91	- do - Teams	
10.	Monthly mtgs with hardware (field activity)	Jan '91	Sept '91	Hardware/Software Teams	
11.	Qtr. meetings with Gov't agencies	Mar '91 Jun '91	Sept '91	GRWP/ Gov't Agen.	
12.	Trg. of VHWS/Comm	Apr '91	Sept '91	HE/CP Team/MOH	
13.	Dev. Contr. Agree.	Feb '91	Apr '91	WVI/Distr. Assemb. GWSC	
14.	Sch. Hlth Proj. Phase I - protocol visit to A.D. education - assess needs	Apr '91	Sept '91	HE/CP Manager	
15.	Workshop on latrine/ laundry fac. constr.	May '91	31-5-91	WV Ghana GOG Consultants	
16.	Review of 1st yr. activities	Oct '91	Dec '91	WVG/Govt./Comm.	

Hardware Team - Work Plan

Responsible:

- H = Hardware
- S = Software
- G = Government
- C = Community
- D = Donor

Initial Activities (Oct. '90 - April '91)

- Staff Recruitment March 31 H + S + G
- Maintenance of existing equipment - completed H
- Decisions on equipment to be purchased and types of technology - March 31 - H + S + G
- Procurement - June 30 - H + 1.0
- Liaison with I.O., Donors, Government - March 31 + H + S + Follow-up
- Planning of activities - March 31 - H + S + G
- Orientation and training of new and old WV staff - April 30 - H + S
- Contracts/protocols signed with donors, GWSC, government ministries - April 30 - H + S + G + D
- Start-up workshops - January - March 30 - C + H + S + G + D + SOs + WVRD
- Finalization of funding base with S.O.S. - September 30 - H + S + SOs + D
- Cross-education of hardware and software teams (Qtrly) H + S
- Assess progress plan next quarter, report progress/plans

Implementation (Apr. - Sept. 1991)

1 Week Per Site - H

- Geological surveys (note: depends on software activities: agreements with district assemblies, etc.)

1 Week Per Site—H & S

- Studies for latrines (location, type, local materials, methods of mobilization)
- Choice of technologies, No. wells/other water supply, No. and location of latrines - H + S + C + G

2 Weeks

- Drilling + training pump maintenance volunteers or construction of alternate supplies - H + C
- Development of borehole - H + C
- Testing (yield, quality) and training for community - H + C
- Completion of well - H + C
- Construction of concrete slab - H + C

3 Months

- **Latrine construction and training - H + S + C + G?**
- **Quality of construction/testing**
- **Laundry through construction and training - H + C**

LATRINE PROGRAM: 2 WEEKS - 3 MONTHS - JANUARY - SEPTEMBER

2 Weeks - H + C

- **Pump installation**
- **Preparation of surrounding - drainage ditch, fence, clearing ground**
- **Pump commissioning and provision of tool kit**
- **Post-drilling activities - further training for pump maintenance volunteers, artisans constructing latrines - H + S + C**
- **Post-drilling evaluation, annual, midterm, final - August - September - H + S + C + D + SOs + G + WVRD**
- **Liaison with district government official for potential role of "service center"**

Appendix J

FORMS/PROJECT IMPLEMENTATION

STATUS REPORTING

FORM I

TIME - LINE SHEET - INPUTS

ACTIVITY	C O M M U N I T I E S			
	SUBI	ASIKAM	ABENE	IWEEHWE
1. District Assembly	5/2/91			
2. Village Entry - CP	Start -	20/2/91		
3. BaseLine Survey	Finish	25/2/91		
4. Village Contract				
5. Hydrogeological Survey				
6. Drilling - wet or dry				
7. Testing				
8. Concrete Pad Construction				
9. Pump Installation				
10. Latrine Workshop				
11. Model Latrine Construction				
12. 1st Pump Maintenance Training				
13. 2nd Pump Maintenance Training				
14. 1st Follow-up H.E.				
15. 1st Follow-up PMT				
16. 2nd Follow-up H.E.				
17. 2nd Follow-up PMT				
18. 1st Review CP Activities				
19. 2nd Review CP Activities				
20. 1st Monitor - Village Level Management Cap.				
21. 3rd Follow-up H/E				
22. 3rd Follow-up PMT				
23. 3rd Review CP Activities				
24. 2nd Monitor - Village Level Management Cap.				
25. 1st Refresher Course for Trainers				
26. Review of Local Trainers Activities				
27. P.E.P.				
28. P.E.P. Reports and Actions				

WELL DATA SHEET

	C O M M U N I T I E S		
	ASIKAM No.1	ASIKAM No.2	ASIKAM No.3
Well Number			
Location			
Depth			
S W L			
D M L			
Quantity (Yield)			
Date			
Quality			

LATRINE CONSTRUCTION INFORMATION SHEET

	C O M M U N I T I E S		
	ASIKAM No.1	ASIKAM No.2	ASIKAM No.3
Community Survey			
KVIP Cells (#)	30/3/91		
Families with Blair			
Families with KVIP			
Families with Pit Latrine			

Appendix K

VILLAGE AGREEMENT FORM

VILLAGE AGREEMENT FORM
TO BE ENDORSED/GUARANTEED BY DISTRICT ASSEMBLY

(CONRAD HILTON DRAFTED THIS AGREEMENT)

Village agrees to:

- clear access to construction sites and immediate approach to the village.
- Supply labour for the non -technical aspects of construction, including:
 - site clearing
 - protection of water sources
 - construction: unskilled labour inputs.
- devise plans to tax the villagers for water use/water system maintenance and repair program and have the plan implemented before the time of construction. A minimum of fifty thousand cedis (¢50,000) should have been collected/allocated by budget before construction begins.
- provide at least two trainees that will be responsible for the village water system and sanitation maintenance program. These individuals should be involved in the construction of the water systems as part of this training process.
- to work with WV to devise and implement a sustainability strategy for the maintenance and repair of the water system (including sanitation).
- Preventive maintenance tools are the property of village. As such, these tools need to be kept in a safe place.
- Replacement parts for the repairs of the water system are to be purchased when needed by the community.
- Supply any building materials, which is locally available, for the construction of the pump slab, the latrines, the wash through, etc., such as Sand, gravel, water, timber rock.

World Vision agrees:

- to work with the village and the government to devise and implement a development plan for the village. WV will be honest and frank with the village with regard to expectations and time required to implement and complete such.
- to work with the village (chief, unit committees, government) to devise a sustainability strategy for the maintenance and repair of the water system (including sanitation).
- to provide the village with preventive maintenance tools at the completion of water system construction.
- to ensure that replacement parts and the tools necessary (for such repairs) are available - in a brief period of time - to the community. Replacement parts are to be purchased by the community when needed (and tools and equipment are to be loaned?)

Appendix L

CLOSING ADDRESS—PNDC DISTRICT SECRETARY

This closing address was delivered by Akupem South PNDC District Secretary William Ntow Boahere at the conclusion of the workshop on Thursday, January 10.

Mr. Chairman,
Distinguished Participants,
Ladies and Gentlemen,

I have the singular honor and pleasure to deliver the closing address for this all-important workshop.

The task of bringing about development in most Third World countries has been a herculean one. The situation became exacerbated in the face of the worsening world economic situation.

Undauntedly, as it were, the PNDC Government of Ghana continues to make every effort to bring about much-needed development in the country, especially in the rural marginalized communities. It is therefore heartening to note that various nongovernmental organizations, or NGOs, including World Vision International, have over the years played an immeasurable role in our quest to bring about development and raise the standard of living of our people. They have indeed proved to be real partners in development.

World Vision International in particular is popular among the rural folks for the assistance it continues to offer, which complements the efforts of the Government. Another important contribution in provision of potable water to the people of the Afram Plains has been initiated by World Vision International. This has come about due mainly to the immense contribution that the Conrad Hilton Foundation is making by deciding to fund the whole project, estimated to cost five million U.S. dollars. The people of Ghana are most grateful to the Foundation for this gesture.

Mr. Chairman, the workshop that is about to end has achieved a lot of success as far as the project envisaged is concerned. The reason is that unlike the previous attempts, all the stakeholders, i.e., the communities, the government, and the donor, are privileged to participate in the planning stages of this all-important project. It is believed that the stakeholders have gained a clear understanding of their roles and responsibilities in the effective implementation of the project. With this, the task ahead is half-won and sustainability of the project is largely ensured since the communities are deeply involved right from the start. We hope this will not be the end of such an educational and awareness-

creation program. We hope this will be maintained through seminars, durbars, and film shows in the future.

Mr. Chairman, while commending the efforts of the NGOs, there is need for the establishment of appropriate interface between the NGOs and the District Assemblies in whose areas the developments take place. This should be within the framework of the existing Local Government Structures and, for that matter, the PNDC Law 207. When this is done, the hitherto duplication of efforts between the NGOs and the Government and even among the NGOs themselves will be eliminated. It is reassuring therefore to see that the World Vision International initiative in organizing this workshop would be emulated by other NGOs for the mutual benefit of all.

Mr. Chairman, as I have already mentioned, I am sure this workshop has been very beneficial to all the stakeholders, and I hope all will play their roles effectively to make the program for the project a resounding success. I wish, at this juncture, to formally declare the workshop closed.

Thank you.