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**REPORT ON  
THE ORGANIZATIONAL WORKSHOP/MEETING  
of  
THE ASSOCIATION OF WATER BOARDS  
OF THE NORTHERN AND UPPER REGIONS  
Bolgatanga, UER, Sept. 19 and 20, 1995**

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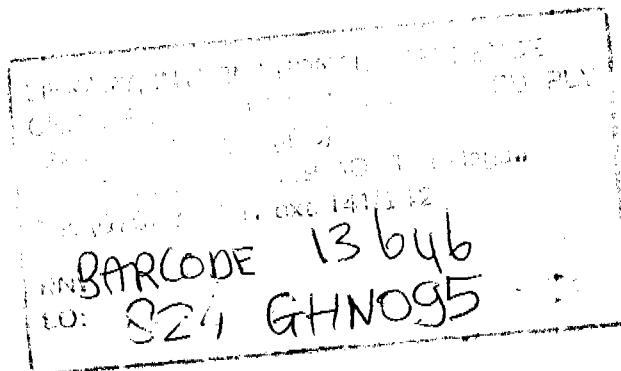
Field Paper # 44

September 1995

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GHANA  
GWSC Assistance Project  
CIDA Project Number 400/12342

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## EXECUTIVE SUMMARY

On Sept 19 and 20 1995, representatives of the fourteen Water and Sanitation Development Boards (WSDBs) that have been formed under the GWSC Assistance Project (GAP), together with District Chief Executives or District Coordinating Directors from the eleven districts that the WSDBs are located in, met in Bolgatanga, UER to form the **Association of Water Boards of the Northern Upper and Regions**.

The impetus for this workshop/meeting resulted when GAP staff and District Assemblies identified the need for an organization that could provide strong linkages between WSDBs. It also acts as a mutual support agency for them as the project nears its completion, and provide a reliable option for the investment of Reserve Funds owned by the WSDBs. The authority to proceed was obtained from The GAP Regional Management Committee (RMC) in Tamale in August of 1995.

The workshop was opened by the Regional Minister for the Upper East Region, Mr. Cletus Avoka. Workshop sessions were held which provided background information to the participants that enabled them to synthesize policy directives for the proposed Association. The result was that the assembled delegates voted to initiate action on the formation of the Association and establishment of a Common Reserve Fund. The direction for these actions was summarized and issued by the Assembly as **The Bolgatanga Declaration** which forms Appendix A to this report.

## 1 INTRODUCTION

On Sept 19 and 20 1995, representatives of the fourteen Water and Sanitation Development Boards (WSDBs) that have been formed under the GWSC Assistance Project (GAP), together with District Chief Executives or District Coordinating Directors from the eleven districts that the WSDBs are located in, met in Bolgatanga, UER to form the **Association of Water Boards of the Northern Upper and Regions.**

This document outlines the key events of that gathering, and records the process of participation and decisions taken.

## 2 BACKGROUND

The GWSC Assistance Project (GAP) has facilitated the establishment of Water and Sanitation Development Boards (WSDBs) in fourteen towns in the Northern, Upper East and Upper West regions, to become the main community based institutions for managing the water supplies. These WSDBs have been incorporated under the jurisdiction of their respective District Assemblies, with whom they work closely.

In early 1995, GAP staff and District Assemblies identified the need for an organization that could provide strong linkages between WSDBs and act as a mutual support agency for them, as the project nears its completion. One major need that came into focus was to provide an option for the investment of Reserve Funds owned by the WSDBs that would protect the value of the funds, as well as offer prospects for reasonable earnings. The concept of a cooperative fund appeared to offer several advantages that could be attractive to the WSDBs.

For these reasons it was decided that GAP should examine the concept in detail and present recommendations to management. GAP Field Paper No. 43, a discussion paper on Organizational Options for an Association of WSDBs and Investment Options for WSDB Reserve Funds, was prepared and presented to the GAP Regional Management Committee Meeting held in Tamale on Aug. 17, 1995.

Based on direction from that meeting a decision was taken to pursue sensitization of the WSDBs and to sponsor a workshop which would gather the boards at one location. The intent was to provide them with additional information which would enable them to come to a decision on the advisability of proceeding with the formation of the Association and the Cooperative Reserve Fund.

Following the Regional Management Committee (RMC) Meeting, GAP Community Liaison Workers arranged one day workshops with each of the fourteen WSDBs to present the concepts and solicit voluntary attendance at the Organizational Workshop. All fourteen communities agreed to attend, and the Workshop was arranged for the 19 and 20 Sept, 1995, in Bolgatanga.

## 2.1 PROCEEDINGS

### 2.1.1 Program

A copy of the program which was used for the workshop is included as Appendix A. The program outlined was followed, however time constraints dictated that the workshop on the Cooperative Association was carried into day two of the program.

The Official Opening was chaired by Mrs. Blandina B. Batir, Regional Coordinator, Community Water and Sanitation Division.

The following documents constitute Appendix B.

- A copy of the press release issued to attending press representatives.
- A Copy of the Welcoming Address from the Regional Director of GWSC, UER, which was delivered on his behalf by the Acting Regional Engineer, Mr. J.K. Bruku.
- A copy of the Keynote Address by The Hon. Cletus Avoka, Regional Minister, UER.

- A copy of an address by Mr. Rudy Derksen, Canadian Team Leader, giving and Overview of GAP and the Workshop.

## 2.2 WORKSHOP SESSIONS:

The workshop was composed of three major sessions; a Workshop on Investment Options, a Workshop on Cooperative Association and a decision making forum to deal with the formation of the Association.

## 2.3 INVESTMENT OPTIONS:

A presentation outlining the key elements associated with investment decisions was made by the facilitators and the assembly then broke into three groups to discuss the following:

### 2.3.1 GROUP I - Purposes and Objective of a Reserve Fund

Participants were:

Alfred T.O Kotin	Judith D. Tiah	Symon Bukari
Nelson Abariche	M.K. Banye	Rebecca A. Sabri
Mahama O. Zuku	Abenim Vivian	Appiah Harrison
Mohammed Alhassan	Alhaji Shamrok	Bintu Abdulai
Anthony Soale	Florence Sumani	William Bokuro
Yahaya Issifu	Ama Osman	C. A. Amoah
Rudy Derksen		

## **Group II - Organization and Structure of a Reserve Fund:**

Participants were:

Amankwa Kwodjo	David Awampah	A.M. Bukari
Robert Kwame	J.B. Ayayah	E. Kogo
E.K. Polley	Kombat N. Fuzzy	G.K. Tang
Mohammed Seidu Issah Abah	Comfort H. Nabugu	Beatrice Ayaba
Anabilla Teni	Mathias Tengan	Philomena Dongdem
Anthony A. Aboku	Sumani Yakubu	Grant Bridgeman
Joe Adda		

## **Group III - Sustaining a Reserve Fund.**

Participants were:

H.B. Bipuah	Isaac B. Sukpen	Raphael Kaba
Aduku Moses Apam	Dr. Sulley Gariba	J.B. Ekelah
Mohammed A. Yakubu	Abdullah Salifu	Hadrat A. Fuseini
Loana Afoko	Maxwell Hamiche	Masata Deen
Mary Sakara	Mary Sakara	Issaku Jamani
Sulley A. Agholis	Edward Kapile	

All three groups reported back to the general assembly for discussion, and the results were summarized and presented to the assembly for verification prior to the group discussions on the Cooperative Association which took place in the morning of the second day. The recommendations and principles developed were summarized into the "Framework for Establishing a Common Reserve Fund", attached as Annex I of Appendix A: The Bolgatanga declaration.



## 2.4 COOPERATIVE ASSOCIATION

Resource persons for the workshop led a discussion with the entire group on the following key issues:

- Purposes and Objectives of the Association
- How the Structure of and Association would be defined.

The assembly split into two groups to consider the following topics:

### Group I - Purposes and Objectives of the Association:

Participants were:

Alfred T.O. Kotin	Mrs. Judith D. Tia	Comfort H. Nabugu
Mathias Tengan	Martin K. Banye	Rebecca Sabri
Nelson Abariche	Teni Anabilla	Isaac K. Dosoberi
Philomena Dongdem	E.K. Polley	Raphael Kaba
Beatrice Ayaba	Gladys W. Nankrom	J.B. Ayaya
Robert Kwame	David Awampah	Anthony Soale
Issaheku Jamani	A.M. Abukari	Abenim Vivian
Sumani Yakubu	Mohammed Ahmed Yakubu	E. Kogo
Grant Bridgeman		

### Group II - Structure of an Association:

Participants were:

Isaac B. Sukpen	Abdullah Salifu	Amankwa Kwodjo
Mohammed Seidu Issah Abah	Anthony A. Aboku	William Bokuro
Florence Sumani	Mary Sakara	Masata Deen
Yahaya Issifu	Maxwell Hamiche	Madam Loara Afoko
Symon Bukari	Mohammed Osman Zuku	J.B. Ekelah
Appiah P. Harrison	Aduku Moses Apam	G.K. Tang
H.B. Bipuah	E. Kapile	Dr. Sulley Gariba

Both groups reported back to the general assembly for discussion, and the results were summarized and presented to the assembly. The recommendations and principles developed are listed under the various headings in Appendix II of the Bolgatanga Declaration which is included as Appendix C of this report.

## 2.5 FOLLOWUP ACTION

Following the discussions the recommendations and principles agreed to were summarized, passed and signed as a resolution designated as **The Bolgatanga Declaration**, which is attached as Appendix A of this document.

GAP staff were assigned to prepare a draft constitution and procedural document based on the Declaration and the relevant legal requirements, to be presented at a subsequent meeting of representatives of the WSDBs. This meeting will be the initial Annual General Meeting of the Association, and Association operations will proceed from that date.

APPENDIX A  
THE BOLGATANGA DECLARATION

**THE BOLGATANGA DECLARATION  
TO ESTABLISH A COMMON RESERVE FUND AND AN ASSOCIATION OF  
WATER AND SANITATION DEVELOPMENT BOARDS.**

1. The representatives of the Water and Sanitation Development Boards (WSDBs) from Bole, Tinga, Damongo, Jirapa, Lawra, Nandom, Tumu, Sandema, Navrongo, Zebilla, Binaba/Kusanaba, Saboba, Yendi and Zabzugu, at a workshop held in Bolgatanga from the 19 to 20 September, 1995, hereby agree to establish a Common Reserve Fund that will sustain the future capital replacement and expansion of their water and sanitation facilities.

Appendix 1 describes the general framework of the proposed fund.

2. The WSDBs further resolve to establish for themselves, an Association of WSDBs to manage the proposed Common Reserve Fund and to serve as a forum of unity, collective action and information sharing among the WSDBs.

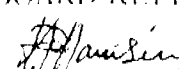
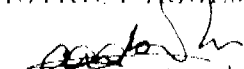
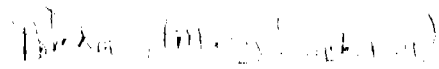


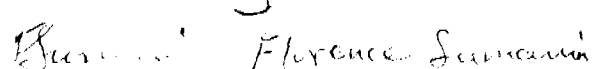
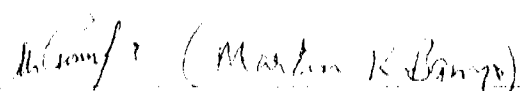
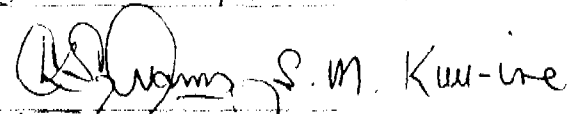
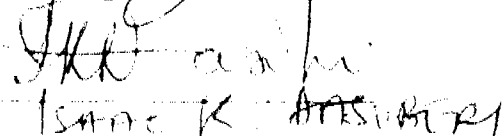
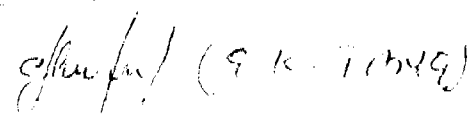
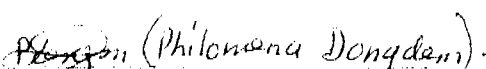
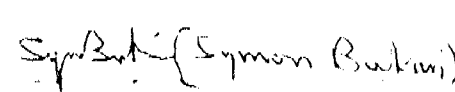
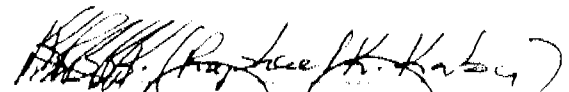
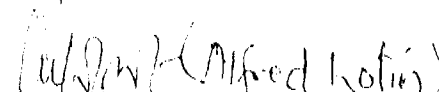
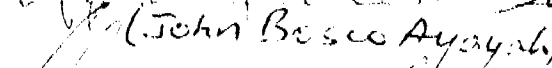
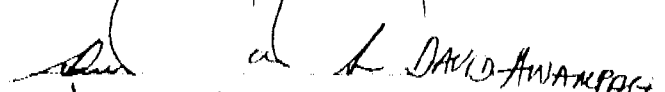
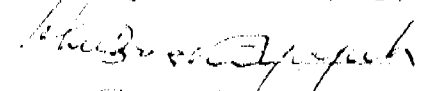
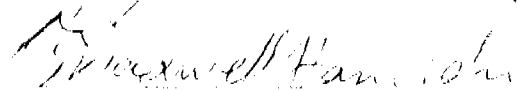
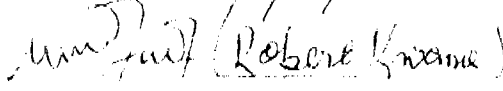

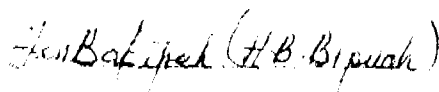
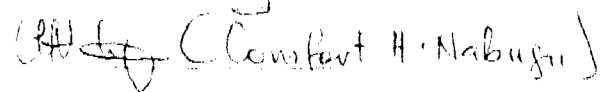
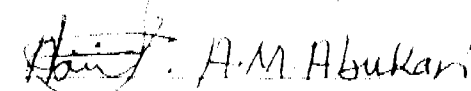
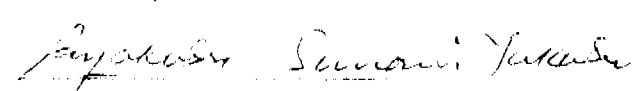
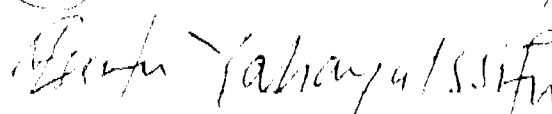
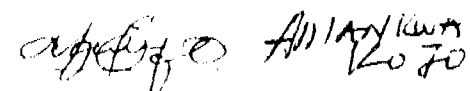
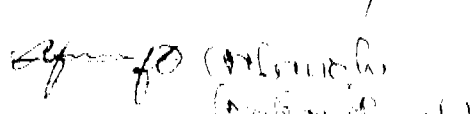
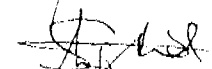
Appendix 2 describes the general framework of the proposed Association of WSDBs.

3. These decisions were arrived at in the presence of, and with participation from the representatives of the District Assemblies covering the various jurisdictions of the WSDBs in attendance.
4. This resolution and the decisions proposed are subject to:
  - a) detailed definition of procedures and fund management mechanisms acceptable to representatives of participating WSDBs and their District Assembly representatives.
  - b) detailed definition of procedures and structure of the Association of WSDBs.
  - c) legal incorporation of the said Association in accordance with the laws of the Republic of Ghana.
  - d) A constitution for the proposed Association of WSDBs.
5. The decisions will come into effect at a meeting of accredited representatives specifically convened to ratify the final documents as described in 4. a, b, c and d above.

(Continued on page 2)

(Continued from page 1)

The Water and Sanitation Development Boards indicate their agreement with the above by affixing their names and signatures below:

NAME OF WATER BOARD	SIGNATURE AND NAME OF WATER BOARD REPRESENTATIVE	WITNESSED BY DISTRICT ASSEMBLY MEMBER
Binaba-Kusanaba WSDB	 Appiah Harrison	 (Anthony A. Aboku)
Bole WSDB		
Damongo WSDB	 (M. [unclear])	 Florence Samama
Jirapa WSDB	 (Martin K. Bango)	 S.M. Kuu-ine  Isaac K. [unclear]
Lawra WSDB	 (S.K. [unclear])	
Nandom WSDB	 (Philomena Dongdem)	
Navrongo WSDB	 (Symon Borkini)	 (Ray [unclear])
Saboba WSDB	 (Alfred Kotin)  (John Bosco Ayayahi)	 DAVID AWAMPAH
Sandema WSDB		 Maxwell Hanjoh
Tinga WSDB	 (Robert Kwame)	 (E.K. [unclear])
Tumu WSDB	 (H.B. Bipuah)	 (Comfort H. Nabugu)
Yendi WSDB	 A.M. Abukari	
Zabzugu WSDB		 11/10/95 2070
Zebilla WSDB	 (M. [unclear]) (M. [unclear])	 Sully A. [unclear]

Dated: Wednesday, September 20, 1995

## APPENDIX I

### FRAMEWORK OF A COMMON RESERVE FUND FOR WATER AND SANITATION DEVELOPMENT BOARDS IN THE NORTHERN REGION, UPPER EAST REGION AND UPPER WEST REGION.

#### PURPOSES AND OBJECTIVES OF THE FUND:

1. To support the Water and Sanitation Development Boards in developing the financial capability to effectively manage and sustain their water systems.
2. To protect the capital reserves of the Water Boards against losses due to inflation and devaluation of the cedi.
3. To act as a Credit Guarantee Facility for member boards requiring financial assistance from banking institutions.
4. To foster fund growth through investments that exhibit substantial yields while maintaining low investment risk.
5. To foster the provision of potable water and sanitation to communities.
6. To attract external funding for development and expansion of water supply and sanitation facilities.
7. To foster bulk purchases of capital items, thereby minimizing costs.

#### GENERAL OPERATING APPROACH:

1. Eligibility for participation in the fund should be limited to:
  - Water and Sanitation Development Boards that are members of the Water Boards Association.
  - Existing Water and Sanitation Development Boards initially.

(The option to allow other community based water groups to join the fund at a later date should be kept open.)
2. The following principles should be followed in defining the fund organization and operation:
  - The initial deposit by any depositor should be a minimum of one million cedis.
  - Earnings, losses and operating costs are to be shared proportionally based on the value of deposits.

The fund management committee should consist of one member from each contributing water board.

The services of a fund administrator should be secured, on a part-time basis if necessary, to manage the day-to-day operation of the fund.

The constitutional signing authority of the board shall be recognized as the authority for withdrawal.

3. A report on the operations and status of the fund shall be prepared and supplied to the fund depositors at the end of each quarter.

#### PURPOSES, METHODS AND PRINCIPLES FOR SUSTAINING THE FUND:

1. Water Boards should be encouraged to establish tariffs that include a fixed percentage to be allocated to the Reserve Fund and a mechanism should be established to transfer the Reserve Fund allocation from the WSDB account into the common fund.
2. The reserve fund should not be used to finance routine operations and maintenance.
3. There should be no individual or WSDB borrowing from the fund.
4. District Assemblies should be encouraged to budget for Central Government funding of capital replacement/expansion.
5. Central Government should be encouraged by GAP and the Association of Water Boards to allocate regular capital replacement funding to the District Assemblies.
6. Establish effective lines of communication and reporting systems;
  - Between the Association and the District Assemblies.
  - Between the WSDBs and the Association.
  - Between the WSDBs and the communities.
7. The District Assemblies should continue to make some contributions to support the WSDB Reserve Funds, as and when necessary.
8. Establish and maintain a strong and effective association to administer the fund.

## APPENDIX 2

### FRAMEWORK FOR THE ASSOCIATION OF WATER AND SANITATION BOARDS OF THE NORTHERN AND UPPER REGIONS OF GHANA

#### NAME

The Association shall be called **Association of Water and sanitation Boards of the Northern and Upper Regions.**

#### PURPOSE AND OBJECTIVES

1. To share common ideas through communication.
2. To pool resources together, including the establishment of a Common Reserve Fund.
3. To serve as a basis for external funding and material support.
4. To serve as a lobby group representing the interests of the Water and Sanitation Boards of the Northern, Upper East and Upper West Regions.
5. To provide training, technical, managerial and legal support to member Boards.
6. To maintain and sustain the member Boards through mediation in times of internal crisis and conflicts.
7. To establish relationships with other agencies and organizations with compatible objectives.
8. To foster mutual relations among member Boards.
9. To facilitate the effective functioning of member Boards in the Operation and Maintenance of their water supply and sanitation facilities.
10. To establish, operate and manage a **Common Reserve Fund** for member Boards which will provide an enabling environment for investment for maximum return.

#### STRUCTURE AND ORGANIZATION OF THE ASSOCIATION

1. Membership is open to all Water and Sanitation Development Boards who share the ideals and objectives of the Association.
2. Member is also open to other community-based water and sanitation management groups that share the ideals and objectives of the Association.
4. Every registered WSDB should be represented in the decision making body.
5. The decision making body should elect its Executive Council.
6. The three key positions, namely, President, Secretary and Treasurer, should be occupied by the three regions, and this should be rotational.

#### Management of the Association

7. The Association should have a permanent office with an Administrator to run its day-to-day affairs.
8. The part-time Common Reserve Fund Administrator should report to the Administrator, who in turn should report to the Executive Council.
9. The Association should bare the cost of its activities.
10. The Association should have one Annual General Meeting, and this should be rotated among the three regions, and there can be emergency meetings convened by the Executive Council.
11. The Association should decide on the location of its headquarters.
12. The Association should prepare a Constitution and be legally incorporated.



APPENDIX B  
PRESENTATIONS

## PRESS RELEASE

The GWSC Assistance Project (GAP) was established in 1990, as a programme jointly funded by the Canadian International Development Agency (CIDA) and the Government of Ghana. The mandate of the programme is to rehabilitate the water supply facilities in 41 towns in the Northern, Upper East and Upper West Regions. The total cost of this investment is about \$31 million dollars, and about 7 billion cedis provided by the Government of Ghana.

The main principle of the GAP Project is to build the capacity of the communities and their District Assemblies to assume full responsibility for the management of their water supply schemes. This principle has been put into practice, with the establishment of community Water and Sanitation Development Boards (WSDBs) in 14 communities in the three regions. The WSDBs, with the active support of their District Assemblies are already taking over major tasks in the management of their water supplies.

Presently, four communities, namely: Zebilla, Binaba-Kusanaba (Upper East), Jirapa (Upper West) and Tinga (Northern Region) have assumed the responsibility for the management of their water supplies. A further 10 communities, namely Sandema, Navrongo, Lawra, Nandom, Tumu, Damongo, Bole, Saboba, Yendi and Zabzugu have evolved community-based plans for the rehabilitation and management of their water supply facilities.

The GAP Project is organizing a two-day workshop, from September 19-20, 1995 in Bolgatanga, to assist the community-based Water Boards and their District Assemblies to:

- establish a basis of forming a cooperative Association of Water and Sanitation Development Boards.
- discuss innovative ways of pooling their financial resources together, to assure long-term sustainability of this community management experiment.

This workshop is being attended by a record number of people. Over 50 participants have travelled from 14 towns and eleven District Assemblies to participate in this workshop. These participants include District Chief Executives, members of the Water Boards in the 14 towns and community-based women.

It is expected that this workshop will result in:

- the formation of the first inter-regional community-based Water and Sanitation Association, and hopefully,
- the establishment of the largest community-managed fund for sustaining the efforts in community management of water supply in Ghana. This fund will be approximately 50 - 60 million cedis, if all communities decide to participate.

The workshop also brings together a unique partnership between the GWSC, District Assemblies and the communities. Through this partnership, a shared commitment to sustainable water supply is being developed in the three regions of Northern Ghana.

WELCOME ADDRESS BY THE REGIONAL DIRECTOR OF THE GWSC (UPPER EAST REGION) ON THE OCCASION OF A TWO DAY WORKSHOP FOR THE REPRESENTATIVES OF THE WSDBs AND DISTRICT ASSEMBLIES FROM NORTHERN, UPPER EAST AND UPPER WEST REGIONS, HELD IN BOLGATANGA, SEPT. 19, 1995

Honourable Regional Minister, Madam Chairperson, Invited Guests, Workshop Participants. You are here today to consider taking another major step in the development of community management of water systems in Northern Ghana.

The Ghana Water and Sewerage Corporation has travelled a long way before this day. As you are all aware, the GWSC has been responsible for the provision of water throughout Ghana. This task has not been a simple one. WE have invested a considerable amount of energy to develop and improve water supplies in both urban and rural Ghana. In order to share this onerous responsibility, the GWSC adopted a National Community Water and Sanitation Sector Strategy in 1992. By this strategy, the GWSC is committed to transferring the operation and maintenance of selected water supply systems to the communities.

Madam Chairperson, Honourable Minister, it is in the pursuit of this strategy of community management that the GWSC Assistance Project was established to assist both GWSC and our communities to learn to work together towards sustainability of water supplies in the Northern, Upper East and Upper West Regions.

Honourable Minister, Madam Chairperson, I am happy to announce that the efforts of GWSC and the GAP project have begun to yield very positive results. As we gather here today, the towns of Zebilla and Binaba-Kusanaba in the Upper East Region, and two others in the Northern and Upper West Region have started the process of managing their water supply schemes.

What we are here to do over the next two

days is a very important exercise: We are here to learn about new ways of increasing our cooperation; to take major decisions about how we can invest towards the future. Madam Chairperson, Honourable Minister, this gathering represents the next step in the efforts by GWSC and GAP to build a solid foundation for community management.

We at GWSC are proud to have been strong supporters and partners in promoting the community management initiative through GAP, and we look forward to continuing opportunities to cooperate in this worthwhile endeavour.

It therefore gives me great pleasure to welcome you to this workshop on behalf of the Regional Director of GWSC and to convey his wish that the sessions will be fruitful and successful.

**KEY NOTE ADDRESS PRESENTED BY**  
**THE HON. CLETUS AVOKA, REGIONAL MINISTER, UPPER EAST**  
**DURING THE OPENING CEREMONY OF A TWO-DAY WORKSHOP FOR**  
**REPRESENTATIVES OF COMMUNITY WATER AND SANITATION**  
**DEVELOPMENT BOARDS (WSDBs) AND DISTRICT ASSEMBLIES FROM**  
**14 COMMUNITIES IN THE NORTHERN UPPER EAST**  
**AND UPPER WEST REGIONS IN BOLGATANGA,**  
**SEPTEMBER 19 -20, 1995**

Madam chairperson, invited guests, workshop participants, ladies and gentlemen, this occasion presents me with a unique opportunity to welcome all of you to Bolgatanga and to Upper East Region. I say the opportunity is unique because, this is the first time in the history of this region that such a gathering covering three regions and 14 towns concerned with water supply is being organized here. I am therefore going to comment on the key elements of the occasion we are all about to witness over the next two days.

First, let me emphasize that the purpose of your meeting, as we have been informed by the Regional Director for the Ghana Water and Sewerage Corporation, is consistent with the policy direction of the Government of Ghana. Since 1983, our Government has embarked on a consistent policy of social and economic recovery, with the major focus being to improve the living conditions of our rural people and also to alleviate poverty. In addition to this policy direction, our Government has also actively promoted the empowerment of our people, through a far-reaching decentralization programme. Today, we

have District Assemblies being active promoters of grassroots development, in partnership with central Government.

These twin policy directions, of socio-economic recovery and decentralization are what have resulted in the shining example of Ghana today. In pursuit of these policies, the Government of Canada, through the Canadian International Development Agency (CIDA), has provided substantial financial and technical assistance to make these policies a concrete reality for the majority of our people.

The GWSC Assistance Project (GAP), which started in 1990, has taken the lead in responding positively to Government policy by:

1. Providing assistance for the planned rehabilitation of water supply facilities in about 41 urban communities throughout the three regions of Northern Ghana;
2. Supporting the institutional development of the Ghana Water and Sewerage Corporation in these three regions; and, most importantly,

3. Enhancing the capacity of the **Communities**, the **People** themselves through their District Assemblies to manage their own water supply facilities.

It is this last function of GAP that I will like to comment on for my address.

There is a saying that "you can never give enough fish to feed the hungry, but you can provide enough training for the hungry to fish". We all know water is a vital ingredient of life. Many agencies and projects try to provide this water to our rural communities quickly, in order to alleviate their suffering. However, the provision of water must be accompanied by a serious effort to train the beneficiaries on:

1. How to plan their own water supply and sanitation
2. How to implement the projects after they have been put on the drawing board
3. How to manage the facilities once they have been established and,
4. How to sustain the provision of potable water so that people do not return to the polluted water supply.

If the four cardinal principles I have outlined above are met, then we can say that a project did not just "give us water, it also trained us on how to give ourselves water, for now and for all time."

One of the things which will ultimately ensure that we give ourselves water for all time is how well we **ORGANIZE** ourselves. The second and equally important ingredient is how well we manage our **FUNDS**. These two things are what the 2 day workshop seeks to deliberate on.

You will be assisted and trained to make decisions on Cooperating among yourselves to ensure that what was started by the GWSC and the GAP Project does not dissipate once the project is finished. You will also be trained and assisted take decisions on how you can maximize the returns on your collective investment, in order to assure yourselves and your sponsors that you will be able to afford the Operation and Maintenance costs of your water supply for all time.

Permit me, Madam chairperson, to offer a few suggestions to the participants in this workshop.



First, I must say I am very pleased that the District Assemblies are all here to take their rightful place as partners in community development. I have also been informed that the District Assemblies have played a very positive role in supporting the Water and Sanitation Development Boards, so far. I will like to urge you to continue this positive role because, in the final analysis, we all serve the people, and any effort to strengthen this community-based initiative also satisfies the Government's policy of empowering people.

Second, let me also congratulate the Board members who are here. I have been informed that all of you have sacrificed your time and energies, some of you for more than three years, to provide dedicated services to your communities. Even though you are not paid anything, I will like to suggest to you that the experience you are obtaining through your involvement in training and events like these is invaluable. No one in your community can buy this experience with all the money in this world. As you dedicated your services to your communities therefore, you also gain very useful life skills that will ensure that you run your personal and professional lives in the same sustainable manner as you have been trained to manage the water supply facilities of your communities.

Finally, let me express the gratitude of the people of this region, and indeed of the three regions, to the organizers of this workshop. I hope that the results you obtain in the next two days will go a long way to provide lasting solutions for the water problems in our communities.

I wish all the success in your deliberations.

Thank you.

GWSC Assistance Project  
Water & Sanitation Development Board Workshop  
Forming an Association & Common Reserve Fund  
Speech given by the Canadian team Leader of GAP at this workshop

Madame chairperson, Regional Minister, invited guests, ladies and gentlemen.

On behalf of the GAP project team, I also am pleased to welcome you to this workshop. This is the first time all 14 Water Boards from all 3 regions have come together to work on common issues. We are confident that years from now, you will all remember this workshop as a key event in keeping clean reliable water flowing in your communities.

We would like to clarify at the beginning of this workshop why GAP has brought you all together here in Bolga.

The purpose of this workshop is to continue the process of transferring ownership of rehabilitated and sustainable water supply systems from GWSC to you, the community based Water Boards. By ownership we do not mean legal title, but the control of operation and maintenance of the water supply system; the ability to turn the water on and keep it flowing in your community using your own abilities and resources wherever possible.

There are two resources which you will need to even begin to exercise the authority or control over the water supply in your community and achieve sustainability.

FIRST you will need money. You will need all you can get. Your present Reserve Fund is only a start. This workshop is intended to continue the process of passing on to you the tools you will need to continue building and managing your reserve funds in a way that will maximize the rate of return, rather than having the Reserve Fund devalue or shrink in real terms over time.

A well run, community controlled, joint Reserve Fund (O&M Fund), will not only help keep your water system operating, it will provide a clear indication to NGO's and other aid agencies wishing to help the water and sanitation sector, that you are doing the best you can to help yourself. It will also show that you have the proven ability to work together as a team, regardless of cultural, ethnic, political or other differences. This combination is very appealing to agencies interested in financing your future plans for expansion or improvement of your water and sanitation systems.

SECONDLY, you will need knowledge. Knowledge about operating a water supply system which is able to generate more revenue than the expenses it incurs. You will need accounting knowledge, management knowledge, technical knowledge, and planning knowledge. Many of you brought some of this knowledge with you to the Water Board. GAP continues to provide some of this knowledge to you in the form of training. Yet most of the knowledge you need to operate your water system you will probably learn on the job by facing and dealing with day to day problems. To build on this knowledge base, we are suggesting an Association of Water Boards will continue to provide an ongoing learning opportunity year after year. The Association can create opportunities for you to exchange ideas and solutions to problems. Each of you can

take back the best ideas from the other to use in operating your own system. Often the answer to your problem has already been found and implemented in a nearby community.

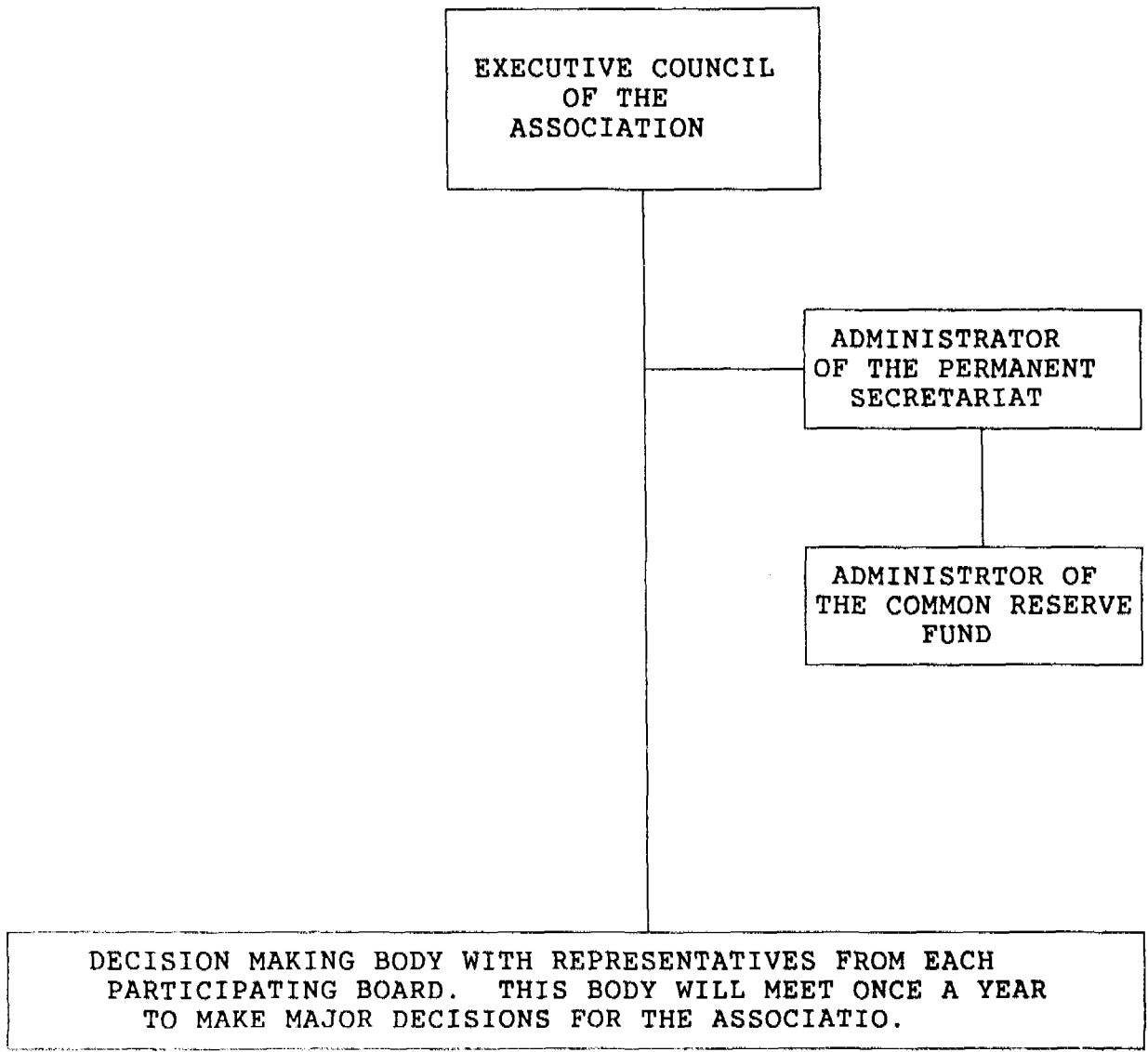
I would encourage each of you to test this idea at this workshop. Talk to as many other Water Boards and District Administrators as possible. Ask them what they are doing, what works and what does not. We encourage you to meet others between meetings, at snacks, at meals and even after the workshop is over. Split up your team and talk to as many people as possible. You will learn new things. That is why you each have nametags. Our hope is this will make it easier for you to identify and dialogue with others. For example if you want to know more about taking responsibility for revenue collection and O&M, talk to those with experience from Tinga, Zebilla and Jirapa. Next week Nandom and Binaba Kusinaba will be joining these 3 communities as well by collecting revenue and operating their own system. In your discussions with others, you may also find someone you would like to nominate to play a leadership role on the Water Board Association.

In addition should you decide to form an Association and work together, the better you know each other, the better will be the relationship and trust between Water Boards. This will be essential for an Association to work well and benefit its members.

Aside from contributing to getting each community the best return on its Reserve Fund, and creating opportunities for gaining more knowledge long after GAP is gone, the Association can also give you a feeling that you are not alone in this adventure. A feeling that others are facing and dealing with the same issues you are. When taking on a difficult task, it's nice to know you have company and others with whom to share the experience.

In conclusion Madame Chairperson, it is probably true that God helps those who help themselves. We hope this workshop will lead to formation of an Association which will increase the ability of each Water Board, with the full support of the District Assemblies to do just that; help themselves. May God be with you during this workshop and on your travels back home. Thank-you.

PROPOSED ORGANIZTIONAL STRUCTURE  
FOR THE ASSOCIATION OF WATER BOARDS  
OF THE NORTHERN AND UPPER REGIONS



EXECUTIVE COUNCIL  
OF THE  
ASSOCIATION

ADMINISTRATOR  
OF THE PERMANENT  
SECRETARIAT

ADMINISTRTOR OF  
THE COMMON RESERVE  
FUND

DECISION MAKING BODY WITH REPRESENTATIVES FROM EACH  
PARTICIPATING BOARD. THIS BODY WILL MEET ONCE A YEAR  
TO MAKE MAJOR DECISIONS FOR THE ASSOCIATIO.

APPENDIX C  
PARTICIPANTS AND RESOURCE PERSONS

PROGRAM OF ACTIVITIES  
ORGANIZATIONAL WORKSHOP/MEETING  
ASSOCIATION OF WATER AND SANITATION DEVELOPMENT BOARDS

Bolgatanga, UER

Sept. 18, 19 & 20, 1995

Monday, Sept. 18

6:00 PM Registration

Day One, Tuesday, Sept. 19

Chairperson; Mrs. B.B. Batir

Regional Coordinator, Community Water and Sanitation Division

1. Personal Introductions: 7:30 AM

2. Official Opening of Workshop: 8:00 AM

Opening Prayer

Introduction of Chairperson

Welcoming Address - Mr. E.J. Foso, Regional Director, GWSC, UER

Keynote Address - Hon. Cletus Avoka, Regional Minister, UER

Overview of GAP and Workshop - Mr. Rudy Derksen, Canadian Team Leader

Chairman's Closing Remarks

(REFRESHMENT BREAK)

3. Workshop on Investment Options: 9:30 AM

Introductory Presentation

Group Discussions

I - Purpose and Objectives of a Reserve Fund

II - Organization and Structure of a Reserve Fund

III - Sustaining a Reserve Fund

Summary Discussion

(BREAK)

2. Workshop on Cooperative Association:

Introductory Presentation

Group Discussions:

I - Purposes of an Association

II - Structure of an Association

Summary Discussion

Day Two, Wednesday, Sept. 20  
Chairperson; Hon. Faisal Anaba  
(Former Deputy Regional Minister, UER)

4. Organizational Meeting: 9:00 AM
  - a) Call to order/opening prayer (GAP)
  - b) Introduction of meeting chairperson
  - c) Confirmation or Ammendment of Agenda (and all subsequent, CHAIR)
  - d) Association Purpose(s) and Objectives:
  - e) Steering Committee structure and composition.
  - f) Steering Committee Mandate.
    - Constitutional
    - Fund Management
  - g) Election of Steering Committee
  - h) Establishment of Date(s) available for First Annual General Meeting
  - i) Other Business
  - j) Closing Ceremony. Dr. Albert Tenga  
District Chief Executive, Bolgatanga District Assembly
  - k) Adjournment



APPENDIX D  
WORKSHOP PROGRAM

### 2.5.1 Registration and Attendance:

The following participants were registered attendees at the workshop.

No.	Name	Board	Position
1.	G.K. Tang	Lawra	Secretary
2.	Rebecca A. Sabri	Lawra	Member
3.	Symon Bukari	Navrongo	Secretary
4.	Philomena Dongdem	Nandom	Secretary
5.	I.B. Ekelah	Nandom	V. Treasurer
6.	Loana Afoko	Sandema	Member
7.	Anthony Soale	Tinga	Secretary
8.	Robert Kwame	Tinga	Treasurer
9.	Mary Sakara	Bole	Treasurer
10.	Alfred T.O. Kotin	Saboba	Chairman
11.	David Awampah	Saboba	Ag. Dist. Cord. Dir.
12.	Gladys W. Mankrom	Saboba	Treasurer
13.	Isaac B. Sukpen	Saboba	Secretary
14.	Mohammed A. Yakubu	Zabzugu	Secretary
15.	Yahaya Issifu	Zabzugu	Treasurer
16.	Amankwa Kwodjo	Zabzugu	Chairperson
17.	Bintu Lakaria	Zabzugu	Dist. Assy. Member
18.	Alhaji Shamrok	Zabzugu	Dist. Chief Exec.

19.	Issaku Jamani	Damongo	Secretary
20.	William Bokoro	Damongo	Chairman
21.	Mrs. Florence Sumani	Damongo	Dist. Assy. Member
22.	Alhaji Hadrat A.F.	West Gonja Dist.	Dist. Chief Exec.
23.	G.B. Dudimah	Sissala	Dist. Chief Exec.
24.	Maxwell Hamidu	Tumu	Member
25.	M. Judith D. Tiah	Tumu	Treasurer
26.	Comfort Nabugu	Tumu	Assembly Member
27.	H.B. Bipuah	Tumu	Chairman
28.	Appiah P. Harrison	Binaba/Kusanaba	Chairman
29.	S.M Kiurire	Jirapa	Dist. Chief Exec.
30.	M.K. Banye	Jirapa	Finance
31.	Mathias Tengan	Jirapa	Secretary
32.	Beatrice Ayaba	Navrongo	Treasurer
33.	Nelson Abariche	Zebilla	Chairman
34.	Osman Zuky	Zebilla	Treasurer
35.	Anabilla Teni	Zebilla	Member
36.	Raphael Kaba	Navrongo	Member
37.	E.K. Polley	Bole	Dist. Chief Exec.
38.	Masata Deen	Bole	Member
39.	Mohammed Al Hassan	Yendi	Dist. Chief Exec.
40.	A. M. Abukari	Yendi	Member
41.	Sumani Yakubu	Yendi	Member

42.	Ama Osman	Yendi	Member
43.	Mohammed S. Issah Abah	Saboba	Dist. Chief Exec.
44.	J.B. Ayayah	Sandema	Vice. Chairman
45.	Vivian Abenim	Binaba/Kusanaba	Treasurer
46.	Anthony A. Aboku	Binaba/Kusanaba	Assembly Member
47.	Sulley A. Agholis	Bawku West	Dist. Chief Exec.
48.	Aduku Moses Apam	Zebilla	Finance/Admin
49.	Isaac K. Dosobiri	Lawra	Dist. Chief Exec.
50.	J.K. Bruku	GWSC/UER	Ag. Reg. Eng.
51.	B.B. Batir	CWSD/UER	Reg. Coord.
52.	R.B. Puoru	GWSC/EER	Reg. Fin. Officer

### 2.5.2 **Facilitators**

The following were facilitators at the workshop:

	Dr. Sulley Gariba	Community Liaison Advisor, GAP
	Mr. Joe Adda	Workshop Financial Advisor
	Mr. Rudy Derksen	Canadian Team Leader, GAP
	Mr. Grant Bridgeman	Operations and Maintenance Advisor,
GAP		
	Mr. Edward Kapile	Community Liaison Worker, GAP
	Margaret Mary Isaaka	Community Liaison Worker, GAP
	Mr. Kombat Fuzzy	Community Liaison Worker, GAP
	Mr. Cletus Amoah	Regional Community Relations Officer,
UER		
	Mr. Edward Kogo	Regional Community Relations Officer,
UWR		
	Mr. Abdullah Salifu	Regional Community Relations Officer,
NR		