



Report of the International Symposium on Rural Water Services

Providing Sustainable Water Services at Scale

Kampala, Uganda, 13 – 15 April 2010



Patrick Moriarty & Tania Verdemato

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Introduction

Background

This report presents the main findings of the recent international symposium on Rural Water Services held in Kampala, Uganda in April 2010. The symposium on Rural Water Services was organised by the Thematic Group for Scaling-Up Rural Water Services in collaboration with a group of leading actors working in the rural water sector (IRC, RWSN, SKAT, WATERAID and WSP), and was hosted by the Ugandan Ministry of Water and Environment. The aims of the symposium were to:

- a) provide a platform for learning about, and sharing possible ways of improving, initiatives on sustainable rural water services at scale
- b) debate and analyse these emerging initiatives, and
- c) identify common principles to facilitate improved policy and practise in water service delivery.

The symposium was attended by some 200 delegates from 29 countries (see annexe 2 for the attendance list), who presented 36 papers (which can be found online at <http://www.scalingup.watsan.net>).

The report presents a brief synthesis of the main discussions and findings of the symposium in a short and digestible form. It does not attempt to expand on the many excellent presentations made at the symposium (other than keynotes – see next section) which are all available for the interested reader online (see annex 1 for a full list of papers presented).

Programme

The programme flow (see annex 3 for the full symposium agenda) consisted of a morning of plenary work on the first day, during which six keynote papers helped set the scene and posed leading questions for the remainder of the symposium. This was followed by one and a half days of working in parallel streams (with plenary feedback) followed by a half day of wrap up on Thursday 15th, that included a panel discussion addressing the major themes identified by the work group. A total of 36 invited papers were presented in the plenary and parallel streams: these can be found online at <http://www.scalingup.watsan.net/page/301> and are listed in annex 1.

The four parallel work streams were:

- i. Models for support to service delivery
- ii. Costs and financing of sustainable decentralised WASH services
- iii. Harmonisation and coordination at national and international level
- iv. Governance

Each stream discussed and identified the main points of agreement, emerging issues and main areas where more work is required in its area. The outputs of the work streams were shared in plenary sessions and are briefly summarised in the next section.

Summary of working sessions

This section of the report briefly summarises the findings of the different working sessions, starting with the keynote addresses; followed by the four parallel working sessions; and finishing with the main panel discussions.

Keynote presentations

Six invited keynote presentations were made, to kick off the symposium and to enlarge on key points made in the symposium background paper.

The keynotes started from the observation that while the last decades have seen a huge investments in provision of drinking water supply infrastructure in rural areas that have led to impressive gains in coverage, there are nonetheless serious challenges: key amongst them being that at any one time some 30% (on average) of the infrastructure is not functioning.

The presenters identified a number of reasons for this failure, many of them familiar. They include amongst others: an over-reliance on community members to operate and maintain sometimes complex water supply infrastructure; a persistent lack of coordination and harmonisation between different sector actors; and, different exogenous factors such as water resource scarcity. In addition to these, keynotes focussed on the tendency for the sector to focus almost exclusively on the construction of new infrastructure (in large and small projects) at the expense of looking at issues of post-construction support, including rehabilitation and replacement of older infrastructure.

It was proposed that at the heart of these challenges lies a failure to treat rural water supply as a service: that is, to focus on hardware construction rather than sustainable service delivery. A *Service Delivery Approach (SDA)* would, in contrast, focus on the service to be delivered in terms of indicators such as quantity, quality, accessibility and reliability of access to water. Different levels of service can and should be purposively identified using nationally agreed service delivery ladders, and service provision should be monitored against these normative levels. Such an approach sets the broad operating rules for providing rural water services, through clearly defined *Service Delivery Models (SDM)*: technical and management models, supported by relevant governance functions, financial models, policies and laws. The focus for providing necessary governance functions is the 'intermediate' level of local government and service providers.

A number of existing management models were identified, several of which leave much to be desired. Five broad groupings are:

- i. Build it, leave it, and hope for the best - irresponsible
- ii. Community-based O&M - insufficient
- iii. Community-based O&M with external support
- iv. Commercial models involving the private sector in management and maintenance
- v. Self-supply (with external support)

Of these, the first two (build, leave, hope for the best and community based operation and maintenance) probably represent the bulk of existing rural water supplies. Although the second is clearly an improvement on the first, both will arguably lead to high levels of breakdown. It was argued that community management needs external support from a range of actors: post-

construction support. And that as schemes get increasingly complex, providing higher levels of services to wealthier communities, the number of roles in service delivery that can be commercialised or undertaken by (local) private sector actors grows. This is the situation represented by models iii and iv, both of which represent a *professionalization* of community management. Self-supply, in which water users find their own sources and provide their own services was also identified as an often overlooked SDM, and one that could also benefit from professional support services.

Linked to these models, a number of generic 'pieces of the puzzle' were identified, which if in place should lead to greater sustainability of services, including:

- The creation of real demand
- Management by users
- External support to users
- Financing of full recurrent costs
- Means: skills, tools and spares
- Enabling environment

However, the core message was the need to support and professionalise community management, through the separation of service delivery and service oversight functions; improved accountability and oversight – perhaps through regulation; and the use of the subsidiarity principal to ensure local flexibility and adaptability. It was also noted that adopting service delivery models has implications for financing, particularly the need to look beyond initial construction costs to eventual major repairs, rehabilitation and eventually replacement.

Work streams

During the day and a half of parallel work streams, each group took part in paper presentations and discussions under four main headings:

- a. Service delivery models
- b. Costs and financing of sustainable decentralised WASH services
- c. Harmonisation and coordination at national and international level
- d. Governance

Summary paragraphs from each stream are provided below, while lists of bullet point outputs from the groups are included in annex 4.

a. Service delivery models

Community management has been established as the predominant model for the rural sector, but after well over a decade of experience is it really working and what alternative management arrangements for rural water supply are worth considering: including self-supply and private sector delegation or others? Moreover can these management options deliver sustainable services without also addressing up-stream policy, legislation and financing frameworks at the same time?

Discussions in this stream on models for support to service delivery centred on practical examples and asked what change processes are needed at sector level for sustainable service delivery models.

In all, the presentations and discussion boiled down to three key issues:

1. The need to encourage the **'professionalization' of community managed service delivery**: making community management more viable or commercially-orientated and more efficient. The challenge here is to reconcile more professional approaches with the community expectations and ability to pay for services.
2. The need to **institutionalise post-construction support** so that communities are not left unsupported once a new water supply scheme has been built. Post construction support covers a wide range of services from spare parts through technical support to financial oversight and ongoing training programmes.
3. Finally, formal legal **regulation and accountability mechanisms** are required, especially if there is a move towards 'professionalization' of community-management, making it appropriately accountable, regardless of who (private sector, community or other) are providing the service.

b. Costs and financing of sustainable decentralised WASH services

Discussions in the 'financing' stream made it clear that in fact the boundaries of the stream were considerably wider than financing alone, stretching to cover a broad range of finance, costing and governance related issues in service delivery.

This said, if there was a single clear point of agreement it was that for sustainability to work the 'finance equation' needs to be balanced for the full life-cycle of service delivery hardware and software. That is, the **costs** of service provision need to be balanced by clearly identified **finance streams**: the famous "three Ts" of tariffs, taxes or transfers (user tariffs, government contributions - taxes, or external support – transfers). The costs need to be all the costs associated with providing a service: initial capital investment, operations and minor maintenance, major maintenance, repair and rehabilitation (capital maintenance), and the costs of support services. The balance between these three finance streams, the precise proportion that comes from each of the "Ts" is a matter for local and national agreement. What is essential is that the combined finances are sufficient to meet the combined costs service - indefinitely.

The group touched on the issue of whether rural water services can ever be entirely 'self-sufficient' in financing, i.e. can user tariffs alone ever be sufficient to cover all cost elements without any external subsidy in the form of government or other transfers. However, while generating much discussion there was no clear agreement on this and it remains an open question.

c. Harmonisation and coordination

Discussions in this group revolved around two rather different aspects of harmonisation and coordination: coordination between actors involved in service delivery at sub-national levels; and, donor coordination and harmonisation with government at the national level, often using the mechanism of a sector wide approach (SWAp).

In both cases, the paramount importance of strong government leadership is inescapable. Government must be able to provide not just a mechanism for coordination, but a strong guiding vision of sector development. Whether it is a question of national government coordinating donors and international NGOs, or local government ensuring that different actors coordinate their

activities at the sub-national level – someone has to lead the coordination efforts and that someone should be government.

d. Governance

Good governance requires that the range of sector actors (donors, central government, regulator, local government, private sector, civil society and citizens) work within a framework that makes clear their different roles and responsibility and that contains mechanisms to ensure oversight (supervision) and accountability. Of particular importance in improving governance of rural water services, and in their professionalization, are the issues of separation of powers, accountability, oversight and regulation.

The group identified the need to separate the functions related, on the one hand, to service delivery (the day to day operation and management of water services) from those related to service authority (overseeing the actions of those providing the service). Many of the problems identified in poor service delivery come back to a failure to properly separate these two aspects and, linked to this, the difficulty in ensuring proper oversight and accountability. In the end, it is essential that those who deliver water services are rendered accountable to the users of services.

Conclusions: the end of the beginning for rural water supply

“Now this is not the end. It is not even the beginning of the end. But it is, perhaps, the end of the beginning.” Churchill

The symposium ended by a panel debate where the main issues and questions of the symposium were discussed by experts, particularly focusing on the way forward. This was followed by a summary presentation by Patrick Moriarty, which aimed to summarise the main points of discussion at the event. This section of the report brings together the main findings of the symposium, based on the work of the different streams, as well as the discussions of the experts in the panel and the inputs of all those who presented papers. It attempts to capture the shared feeling of the participants and is based in large part on a summative presentation given at the end of the symposium.

Findings of the symposium are split between those areas where it was easiest to identify a strong emerging consensus; and those where there was still some or considerable discussion and debate.

Emerging points of agreement

It is clear that in all countries represented at the symposium the rural water sector is undergoing a period of profound change after, arguably, having seen something of a hiatus during the 1990s. Powerful drivers are affecting the sector and its actors: decentralisation, harmonisation and professionalization to name some of the most significant. Importantly, many of these drivers to change, particularly decentralisation, are not particular to the water sector; they are political and socio-economic trends affecting the whole of society and to which the water sector (like other sectors) has to respond.

From system to service

The main theme of the symposium – the need to move from ‘systems to services’ – from a focus on the provision of new infrastructure to the un-served, to providing indefinitely sustainable services was widely shared. Even in countries that still have relatively low levels of absolute coverage, the problem of poor functionality (slippage) is widely recognised. There was, equally, wide recognition of the need to move beyond construction of new infrastructure, through one off projects, and towards a focus on providing post-construction support. Projects will always be necessary – for construction of new infrastructure, or upgrading of old – but projects need to be embedded within an agreed framework for rural service delivery; they are not and can never be a replacement for such a framework.

Community management, plus

Community management is and is likely to continue to be the heart of what the sector does and how it works. This was an important finding, as the community management model has been under intense scrutiny for several years, with suggestions that it is maybe time to move towards other models – often based on the private sector. However, the clear consensus of the symposium was that community management offers the best available model at this time for providing sustainable rural services.

That said, all is not well with community management. Largely because of the lack of the framework for providing long-term, post construction support, too many community owned and managed systems are failing – contributing to the problem of slippage. Community management as a model sought to overcome problems of failing centralised delivery of rural water services by drawing on communities’ own resources. However, the need for support and backstopping for communities, and the costs of adequately providing such support, were largely ignored or under-stated.

Community management does indeed, therefore, need to be professionalized – but not necessarily privatised. It needs to stop being seen as an ad-hoc reaction to the failures of centralised state supply, and to be given a proper basis in law and institutional structure to allow it to be supported and overseen like any other form of service delivery. The symposium identified, as being particularly important, the need to address accountability and oversight within the community management model. How are community service providers to be held accountable for the quality of service received? And how are those supposed to support community management to be held accountable for the provision of these supporting roles? Key to answering these questions is a more formal separation of functions (roles and responsibilities) for providing rural water services. In particular, it is crucial to separate service provision from service oversight (or regulation). A vital failing of community management in its present form is that too often the providers of the service are also the regulator or overseer of the service.

Community management therefore needs a ‘plus’: an additional supporting framework of legal provisions, technical and financial backstopping, and proper regulation and oversight that will allow it to emerge as a fully fledged model for service delivery.

No silver bullets

Providing rural water services is irreducibly complicated, and sometimes complex; there is no single solution to improving sustainability. Sustainable services rely on an interlocking network of different actors and institutions – all of which need to function at least ‘well enough’. Ensuring that rural water supplies are sustainable therefore means working with the ‘whole system’ – from regulation through provision of adequately resources support services to ensuring oversight and accountability.

In particular, attention is needed to the activities and functions that fall under the heading ‘post construction support’. Once a community has been provided with a new service that it is supposed to manage, there is a need for the indefinite provision of a number of critical support functions to ensure sustainability. These include, but are not limited to: spare part provision; technical support; financial and managerial support; repeat training; design and planning advice. If any of these functions are missing, it is almost inevitable that the service will fail, either for physical or managerial reasons. A large part of defining a service delivery approach lies in identifying and ensuring that these functions are being provided.

Outstanding questions

Besides the emerging points of agreement on the direction of rural water services, a number of outstanding areas of discussion remain, where agreement is limited to defining the problem rather than identifying solutions.

Financial sustainability

The first of these relates to the vexed question of financial sustainability. Put simply, there was no agreement about whether rural water services can ever be fully internally sustainable: that is, with full cost-recovery from users meeting all costs of service provision over the service life-cycle. Many voices advocate that some level of subsidy will always be required – even if this is just in the form of cross-subsidy from easier to serve urban areas. There was agreement, however, that better understanding and greater clarity on ensuring a balance between financial flows and costs over the whole life-cycle of service delivery is essential. That is, that the costs of providing a service through the different stages of the service delivery life-cycle (capital investment, operation and minor maintenance, rehabilitation, upgrading and major repairs) as well as the costs of providing the required support services need to be balanced by some combination of user payment for services (tariffs), or government subsidy from taxation or donors through transfers. Failure to balance this equation of costs against finances will inevitably lead to slippage.

Service levels

Linked to this discussion, another area with no clear consensus is the question of what is an acceptable level of rural service. In fact, this question is clearly context dependent and can only be answered as part of a national (or local) dialogue which identifies, for a given level of service, the finance streams that will cover all associated costs. The heart of the discussion that needs to be undertaken at a national level has to do with identifying not just the level of service, but the component of finance that will be met from each of the three major streams (tariffs, transfers,

taxes) – including the role of cross-subsidy either within a scheme or between different parts of the overall water supply system in a country (for example cross-subsidy of rural water supply from urban tariffs).

Multiple uses

This question which was touched on at various points during the symposium relates to the underlying assumptions about the type of service that is provided (and that is appropriate) in rural settings. That is, should rural water services focus solely on providing ‘domestic’ water supplies (however defined), or should they also take cognisance of the wider set of water needs of rural water users including for non-domestic activities such as livestock rearing, homestead gardening and small business.

Self supply

The reason that many rural water services continue to function in the absence of some or all of the external support identified as being essential is down to various forms of self supply. Whether it is self supply of wells and boreholes, or of spare parts or of technical skills, the reality is that many communities and individuals manage to draw on resources from informal sources to maintain their services. This entrepreneurial energy, which has always been an important underlying assumption of community management, needs to be supported and built on when professionalizing rural water service provision. Identifying how to do this remains an important challenge to the professionalization of the sector.

What’s next?

The quote at the beginning of the chapter, from Sir Winston Churchill, seems apt as a summary for what emerged from the symposium as the current stage of development of the community based model for rural water service provision: we are at the end of the beginning. A system that in many ways emerged as a piecemeal reaction to a lack (perceived and real) of ability of central government to provide sustainable services; that has been implemented as patchwork of different models across the rural landscape, is finally coming of age. In other words, the discussions and recommendations of the symposium reflect a maturing of the community management paradigm; recognition that while not everything is perfect, there is a solid basis of experience from around the world on which to build. How to move forward, how to build on what has been acquired, how to reduce slippage and increase sustainability: these are the questions that now demand the attention of the sector.

In the words of various participants at the symposium it is now a question of ‘professionalising’ community management, but also of moving from ‘conceptualising’ a full service delivery approach to ‘operationalising’ it. To this extent, a central objective of the symposium can be said to have been achieved – although it is perhaps more correct to say that among the leading practitioners and thinkers in the sector who attended, the paradigm shift had already taken place. There was no argument that the shift from system to service is required, the question (and discussion) revolved around how to achieve it.

The many examples that were captured in the high quality presentations made throughout the symposium provide elements of the answer, although no country can yet claim to have truly 'solved' community management. These elements include some of those mentioned earlier: clarification of roles and responsibilities; creation of decentralised capacity to support communities; creation of mechanisms for oversight and accountability; strengthening of monitoring systems.

However, the implication of moving from the conceptualisation of rural water service delivery to its implementation implies the need to move from general statements of concept to the nitty-gritty of operational reality. The devil is in the detail, and the detail has to be worked out within the context of different countries. There are few sweeping generalisations that can be made at the global level that have not been made already or do not risk tending to the trivial. The operationalisation of community management means an exhaustive and perhaps exhausting process of building the frameworks and ensuring the linkages between the different elements that exist already. This is seldom now about policy; but rather about legislation – often at the levels of by-laws. It is about ensuring national dialogue to develop a high level of agreement on the service delivery model for rural water services within a country; identifying the permissible range of management and technological options (including room for experimentation and innovation); and, then, ensuring coordination and harmonization around these. National frameworks are required, particularly documents such as strategic sector development plans that provide a single and holistic overview of the objectives and priority activities of the sector. However, these are meaningless unless underpinned by broad based nationwide sector reform, change and capacity development.

To summarise and repeat, the broad based change that needs to be worked out in each country and locality includes, but is by no means limited to:

- Agreement of a rural water service delivery model and appropriate levels of service
- Fine tuning of legislation and regulation to this model and/or change of policy where required
- Clarification and separation of roles and responsibilities: particularly separation of service delivery and service oversight (or regulation) functions
- Support for appropriate and relevant regulation mechanisms both between consumers and service providers, and service authorities and providers
- Balancing the financial equation to ensure long term, predictable and harmonised financial flows (from tariffs, transfers and taxes) that meet the full life-cycle costs of service delivery
- Strengthening of monitoring and creation of mechanisms for accountability that focus on actual services delivered.

If all of these priorities can be summed up in a sentence, it is probably to say that the next steps in community managed rural water services, the beginning of the end, are about strengthened governance and even more importantly, improved management. About moving away from the scramble to *do things* (to build anything just to meet the crushing unmet need) to starting to doing the *right things* (providing services) in the *right way* (sustainably and predictably).

Acknowledgements

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Annex 1: Papers and presentations

Background Paper

Lockwood, H., Smits, S., Schouten, T., Moriarty, P. (2010) Providing Sustainable Water Services at Scale. International Symposium on Rural Water Services, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services. Available online at <http://www.scalingup.watsan.net>

Keynote Papers and Presentations

Alvarinho, M. (2010) WASH Governance at decentralised levels and how this affects sustainable service delivery. Water Regulatory Council, Mozambique. Presentation.

Danert, K. and Harvey, P. (2010) Service delivery models: an art or a science? RWSN/SKAT UNICEF. Presentation by Richard Carter (Wateraid)

Kabirizi, A. (2010) Harmonisation and coordination in the water sector: implications for sustainable service delivery. DWD/MWE. Presentation

Lockwood, H. (2010) Towards a conceptual framework for Sustainable Services at Scale in Rural Water. Aguaconsult Presentation

Moriarty, P., Batchelor, C. Fonseca, C. Klutse, A. Naafs, A. Nyarko, K. Pezon,

C. Potter, A. Reddy, R. Snehalata (2010) What's in a service? Using water service ladders in life-cycle cost analysis. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Pezon, C. (2010) Financing for sustainability, trends in thinking about challenges of financing sustainability. IRC. Presentation

Service delivery model papers

van Ess, R K D. (2010) Private sector participation in operation and maintenance of community water schemes –A case study of the three districts water supply scheme Water Directorate, CWSA. (Eds.

Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Gibson, J. (2010) Challenges of Maintaining Rural Water Supply Schemes in Kavango and Caprivi Regions. Maluti GSM, South Africa & K Matengu. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Juntopas, M. and Naruchaikusol, S. (2010) The challenges of improving coverage and water quality at commune and village levels in Thailand. Stockholm Environment Institute. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Kashillah H. (2010) Practical lessons for the management of rural water supply in Tanzania

Based on studies by Alexia Haysom, Sam Moon and Diana Nkongo WaterAid in Tanzania. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Kayser, G., Griffiths, J., Moomaw, W., Schaffner, J., Rogers, B (2010) Assessing the Impact of Post-Construction Support—The Circuit Rider Model—on System Performance & Sustainability in Community Managed Water Supply: Evidence from El Salvador. The Fletcher School, Tufts University. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Mawuena Dotse, F. Tuffuor, B. Danquah B., (2010) The Emergence of Service Delivery Models in Ghana MAPLE Consult, Ghana, TREND Group Ghana and University of Ghana Business School. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Munkonge, M., Mumba, M., Likombeshi C, Kumamaru K. and Mwale M. (2010) Self Supply approach in Zambia. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Rivera; J (2010) Support to the Sustainability of Rural Water Systems: The Experience of Honduras. RAS-HON, Honduras. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Rojas, J., Zamora, A., Tamayo, S., García M, and Smits S. (2010) Models for support to sustainability to community-based management in Colombia (Cinara/Univalle, Colombia & IRC, the Netherlands) (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Sutton, S. (2010) Self Supply – A blind Spot? RWSN/SKAT United Kingdom (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop)

Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Finance papers

Adjinacou, C. (2010) L'approche d'approvisionnement d'eau potable par des postes d'eau autonomes privés pour des populations en zones semi ou péri urbaines : forages illégaux ou effort de survie

MGE Bénin. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Alvarinho, M. (2010) Sector Decentralization Funding - Principles and Approaches. Water Regulatory Council, Mozambique. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Cheikh DIA (2010) Decentralised funds for a sustainable Water Supply and Sanitation Project and Programs, French Development Agency – AFD – Addis Ababa, Ethiopia. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

El Awar, F. (2010) GlobalWater Operators Alliance (GWOPA) activities to improve financial management of Water Operators. Global Water Operators Partnership Alliance. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Getenet, (2010) Community Development Fund (CDF) in Ethio - Finnish bilateral program for Rural Water Supply & Environmental Program (RWSEP) Amhara Region Water Resources Development Bureau (AWRDB)-Ethiopia. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Moriarty, P (IRC, Ghana). Batchelor, C. Fonseca, C. Klutse, A. Naafs, A. Nyarko, K. Pezon, C. Potter, A. Reddy, R. Snehalata. (2010) Decentralisation and the use of cost information in delivering WASH services. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Nansi, J. (2010) Decentralised cooperation as an alternative model for financing water and sanitation: Eau Vive's Experience in Burkina Faso. Eau Vive, Burkina Faso. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Nyarko, K. (KNUST, Ghana), Moriarty, P., Fonseca, C., Oduro-Kwarteng, S., Dwumfour-Asare, B., Appiah-Effah, E. (2010) Cost and financing of rural and small towns water services delivery in Ghana. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Rasolofomanana, L. (2010) Local funding for water and sanitation services in Madagascar WaterAid Madagascar. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Smet, M. (2010) Coordination of financial flows at the intermediate level, case study from Benin. PROTOS, Benin. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Thanou O. (2010) Presentation of national program for water supply and sanitation and sector budget support for water and sanitation. DGRE, Burkina Faso & BORO Toro. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Harmonisation and coordination papers

Chaka, T. (2010) Scoping Report on Assessing the Initiatives to Strengthening Rural Water Service Delivery Models in Ethiopia. *riPPL*E & Butterworth, J., IRC. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Slaymaker, T. (2010) Sanitation and Water for All: A Global Framework for Action. Prospects for improved harmonization at global and national levels. WaterAid, UK. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Wandera, D (2010) Non –Government organization (NGO) Participation in District Level planning process. UWASNET. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Governance papers

James, A. J. and Thakkar, M. (2010) Climbing the Water Hills - Issues in scaling up community-based rural water supply models in India. *IMACS, India*. (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Lal, B. (2010) Access to and use of safe drinking water to achieve household level water security by empowering rural communities *Rajiv Gandhi National Drinking Water Mission* (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Murty J.V. R. (2010) Governance Reforms in Rural Water Supply in Maharashtra, India

WSP-SA, The World Bank India (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Nijhof, S. & Schoemaker, A (2010) Building an institutional rain water harvesting environment: The RAIN model and its challenges. *RAIN Foundation, the Netherlands* (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Rop, R. (2010) Principles and Best Practice for realizing Gender Inclusion and Equity in Sustainable Rural Water Supply Services. *Water and Sanitation Program, Africa.* (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Smits, S. & Suazo, D. (2010) Strengthening transparency and accountability in community-based management in Honduras *IRC, the Netherlands & RASHON, Honduras* (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Sy J T. & Setiawan, D. *WSP, Indonesia* (2010) The Challenges of CBOs and Absence of Post Construction Support in Indonesia (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Zoungrana, D (2010) Decentralized rural drinking water service management: Case study from Burkina Faso. *2iE, Ouagadougou, Burkina Faso* (Eds. Stef Smits, Harold Lockwood, Kerstin Danert, Christelle Pezon, Aaron Kabirizi, Richard Carter and Rosemary Rop) Proceedings of an international symposium held in Kampala, Uganda, 13-15 April 2010. Thematic Group on Scaling Up Rural Water Services

Annex 2 Attendance List

<u>Firstname</u>	<u>Surname</u>	<u>Organisation</u>	<u>Country</u>
Dereje	ABDETA	UNICEF-Ethiopia	Ethiopia
Gebrehiwot	ABEBE	A Glimmer of Hope Foundation - Ethiopia	Ethiopia
Anjani	ABELLA	IRC International Water & Sanitation Centre	The Netherlands
Minta Afosa	ABOAGYE	Ministry of Water Resources, Works & Housing (MWRWH)	Ghana
Peter	ABWOLA	Children of the World Foundation (COW Foundation)	Uganda
Marieke	ADANK	IRC International Water & Sanitation Centre	The Netherlands
Cyriaque	ADJINACOU	MSG Conseils	Rép du Bénin
Jane	AGEMO		
Idalina	ALFAI	National Directorate of Water / Ministry of Public Works & Housing	Mozambique
Chemisto Satya	ALI	SNV - Netherlands Development Organisation	Uganda
Manuel	ALVARINHO		Mozambique
Francisco	ÁLVARO	National Directorate of Water	Mozambique
Joyce	APPIAH	CWSA Greater Accra Region	Ghana
Hon. Jessica	ARIYO	Minister of State for Environment	Uganda
Desta	ASSEFA	Research inspired Policy and Practice Learning in Ethiopia and the Nile Region (SNNPR)	Ethiopia
Haimanot	ASSEFA	UNICEF-Ethiopia	Ethiopia
Spera	ATUHAIRWE	WaterAid	Uganda
Isaac	AYENA	Deutsche Welthungerhilfe / German Agro Action	Uganda
Rabin	BASTOLA	Environment and Public Health Organization (EPHO) / RCNN	Nepal
David	BATEGANYA	Ministry of Water & Environment	Uganda
David	BENNETT	Oxfam Great Britain	Uganda
Jeff	BERENS	Innovations for Poverty Action	Kenya
Olivier	BERNARD	International Committee of the Red Cross (ICRC)	Uganda
Paul	BISOBORWA		
Toro	BORO	General Directorate of Water Resources	Burkina Faso
Clarissa	BROCKLEHURST	UNICEF	USA
Rebecca	BUDIMU	UNICEF	Tanzania

<u>Firstname</u>	<u>Surname</u>	<u>Organisation</u>	<u>Country</u>
Gemma	BULOS	A Single Drop	USA
Rev. Reuben	BYOMUHANGI	Kigezi Diocese Water & Sanitation Programme	Uganda
Megan	CAMPBELL	Engineers Without Borders - Canada	Malawi
Rachel	CARDONE	Bill & Melinda Gates Foundation	USA
Richard	CARTER	WaterAid	United Kingdom
Vincent	CASEY	WaterAid	United Kingdom
Tamene	CHAKA	HCS/RIPPLE	Ethiopia
Dinah	CHIENJO	Friends of the Old (FOTO)	Kenya
Salum	CHUSI	Ministry of Water & Irrigation	Tanzania
Pricilla Selasie	COFFIE	Triple-S Ghana	Ghana
Alberto	DA SILVA	Canadian International Development Agency (CIDA)	Mozambique
Kerstin	DANERT	SKAT	Switzerland
Gabrielle	DANIELS-GOMBERT	IRC International Water & Sanitation Centre	The Netherlands
Cheikh	DIA	AFD	Ethiopia
Nick	DICKINSON	IRC International Water & Sanitation Centre	The Netherlands
Vida	DUTI	Triple-S Ghana	Ghana
Faraj	EL-AWAR	UN-HABITAT	Kenya
Joseph	EPITU	Ministry of Water & Environment	Uganda
Joseph	EYATU	RWS/DWD	Uganda
Catarina	FONSECA	IRC International Water & Sanitation Centre	The Netherlands
Tim	FOWLER	WaterAid	Uganda
Stephen	GASTEYER	Michigan State University	USA
Emmanuel Tse	GAZE	Community Water & Sanitation Agency (CWSA)	Ghana
Woldesenbet	GEBRE	German Agro Action / Welthungerhilfe	Ethiopia
Jim	GIBSON	Maluti GSM Consulting Engineers	South Africa
Barry	GUTWEIN	Deutsche Welthungerhilfe / German Agro Action	Uganda
Peter	HARVEY	UNICEF	USA
Han	HEIJNEN		Uganda
Henk	HOLTSLAG	Connect International	Netherlands

<u>Firstname</u>	<u>Surname</u>	<u>Organisation</u>	<u>Country</u>
Viju	JAMES	ICRA Management Consulting Services Limited (IMACS)	India
Muanpong	JUNTOPAS	Stockholm Environment Institute	Thailand
Aaron	KABIRIZI	RWS/DWD	Uganda
Patrick	KAHANGIRE		
Pérpetue	KAMUYUMBU	Water for People - Rwanda	Rwanda
Herbert	KASHILILAH	WaterAid - Tanzania	Tanzania
Getenet Wubie	KASSAHUN	Amhara Water Resources & Development Bureau	Ethiopia
Andrew	KATTO	Ministry of Water & Environment	Uganda
Eng. Dominic	KAVUSTE	Ministry of Water & Environment	Uganda
Georgia	KAYSER	The Fletcher School of Law & Diplomacy, Tufts University	USA
Nanda Bahadur	KHANAL	Ministry of Physical Planning and Works, Water Supply and Sanitation Division, Sector Efficiency Improvement Unit	Nepal
Wilberforce	KIMEZERE	UNICEF	Uganda
Dialista	KIRENGA	Ministry of Water & Irrigation	Tanzania
Zelalem	KISTANA	WaterAid Ethiopia	Ethiopia
James	KIYIMBA	WaterAid	Uganda
Elisabeth	KLEEMEIER	Worldbank	United States
Lucrezia	KOESTLER	Fontes Foundation	Uganda
Amose Chitonde	KUDZALA	UNICEF-Malawi	Malawi
Koji	KUMAMARU	Loughborough University	United Kingdom
Erisa	KYHEYUNE		
Solomon	KYHEYUNE		
Harriet	KYOMUHENDO	Ministry of Water & Environment	Uganda
Bharat	LAL	Rajiv Gandhi National Drinking Water Mission, Dept. Of Drinking Water Supply, Ministry of Rural Development, Government of India	India
Claudette	LAVALLÉE	Cowater Consultores Lda	Mozambique
Koricho	LETTA	Bolie Bible Baptist Church Child Care & Community Development / ANWP	Ethiopia
Christopher	LIKOMBESHI	Development Aid from People to People (DAPP)	Zambia
Harold	LOCKWOOD	Aguaconsult	United Kingdom

<u>Firstname</u>	<u>Surname</u>	<u>Organisation</u>	<u>Country</u>
Luís	MACÁRIO	Water & Sanitation Program (WSP)	Mozambique
Peter	MAGARA	Triple-S Uganda	Uganda
MacGregor	MAGRUDER	Living Water International	Rwanda
Francis	DOTSE	Maple Consult	Ghana
Takele	MAZENGIA	WaterAid Ethiopia	Ethiopia
Alex	MBAGUTA	Water for People - Uganda	Uganda
Alemayehu	MEKONEN	Ministry of Water Resources	Ethiopia
Yohannes	MELAKU	Rural Water Supply & Environmental Programme in Amhara	Ethiopia
Lydia	MIREMBE	Triple-S Uganda	Uganda
Bruce	MISSTEAR	Trinity College Dublin	Ireland
Nasser	MOHAMMED	A Glimmer of Hope	Ethiopia
Patrick	MORIARTY	IRC International Water & Sanitation Centre	Ghana
Alastair	MORRISON	UNDP Water Governance Facility at SIWI	Sweden
Godfrey	MPANGALA	WaterAid - Tanzania	Tanzania
Allan	MUGABI	Ministry of Water & Environment	Uganda
Henk	MULDER	Ministry of Water & Environment	Uganda
Robert	MULEMA		
Moses	MUMBA	WaterAid Zambia	Zambia
Malama	MUNKONGE	UNICEF	Zambia
Jonnalagadda	MURTY	Water and Sanitation Programme-South Asia, The World Bank	India
Yunia	MUSAAZI	WaterAid	Uganda
Winnie	MUSOKE	Triple-S Uganda	Uganda
Hon. Maria	MUTAGAMBA		
Munyao	MUTHUKA	Aga Khan Foundation, Coastal Rural Support Programme	Kenya
Charles	MUWONGE	Ministry of Water & Environment	Uganda
Marjorie	MWALE	Ministry of Local Government & Housing, Dept of Housing & Infrastructure Devt, RWSS Unit	Zambia
Jane	NABUNNYA	Triple-S Uganda	Uganda
Tanvi	NAGPAL	Global Water Challenge	USA

<u>Firstname</u>	<u>Surname</u>	<u>Organisation</u>	<u>Country</u>
Marvel	NAKANGA	Ministry of Irrigation and Water Development	Malawi
Lazia	NAMITALA	Ministry of Water & Environment	Uganda
Hon. Jennifer	NAMUYANGO	Minister of State for Water	Uganda
Gbelidje Hermann			
Juste	NANSI	Eau Vive	Burkina Faso
Benjamin	NATUMANYA	Ministry of Water & Environment	Uganda
Kelly Ann	NAYLOR	UNICEF	DR Congo
Jane	NIMPAMYA	Association of Private Water Operators	Uganda
Christophe	NOTHOMB	IRC International Water and Sanitation Centre	The Netherlands
Kwabena	NYARKO	KWAME Nkrumah University of Science and Technology	Ghana
James	NYIRENDA	Ministry of Health	Malawi
David	O.O.OBONG		
Stephanie	OGDEN	Water for People	USA
Paul	OGIRAMOI NYEKO	Ministry of Water & Environment, Rural Water & Sanitation Department	Uganda
Charles	OKURAJA	Ministry of Water & Environment	Uganda
André	OLSCHEWSKI	SKAT	Switzerland
Charles	OMONA	Oxfam Great Britain	Uganda
Nicolas	OSBERT	UNICEF Mali	Mali
Robert	OTIM	Triple-S Uganda	Uganda
Fred	OWERA-ODOM	CARE International	Uganda
Archana	PATKAR	WSSCC/UNOPS	Switzerland
Lieven	PEETERS	PROTOS	Uganda
Christelle	PEZON	IRC International Water & Sanitation Centre	The Netherlands
Edgar	PHIRI	Ministry of Irrigation and Water Development	Malawi
Lazarus	PHIRI	Ministry of Irrigation and Water Development	Malawi
Christophe	PREVOST	Water & Sanitation Program (WSP) - South Asia	India
Lovy	RASOLOFOMANA NA	WaterAid in Madagascar	Madagascar
Javier	RIVERA GARAY	Servicio Autónomo Nacional de Acueductos y Alcantarillados (SANAA)	Honduras

<u>Firstname</u>	<u>Surname</u>	<u>Organisation</u>	<u>Country</u>
Rosemary	ROP	Water & Sanitation Program - World Bank	Kenya
Eng. Albert	RUGUMAYO	Makerere University	Uganda
Christian	SCHLOSSER	UN-HABITAT	Nairobi
Ard	SCHOEMAKER	Rainwater Harvesting Implementation Network (RAIN)	The Netherlands
Ton	SCHOUTEN	IRC International Water & Sanitation Centre	The Netherlands
Joshua	SENGO	Ministry of Water & Environment	Uganda
Ahmed	SENTUMBWE		
Bernd	SERWAY	Deutsche Welthungerhilfe / German Agro Action	Kenya
John CT	SERYAZI	EU Delegation to the Republic of Uganda	Uganda
Deviariandy	SETIAWAN	Water & Sanitation Program - The World Bank	Indonesia
Tom	SLAYMAKER	WaterAid	United Kingdom
Jo	SMET	IRC International Water & Sanitation Centre	The Netherlands
Michiel	SMET	Protos-Benin	Benin
Stef	SMITS	IRC International Water & Sanitation Centre	The Netherlands
Becky	STRAW	Charity: Water	USA
Sally	SUTTON	SWL Consultants	United Kingdom
Florence	TAAKA	International Aid Services	Uganda
Nancy	TAPLIN	Aguaconsult	United Kingdom
Abu	TEFERA	Ethiopian Orthodox Church Development Inter-church Aid Commission	Ethiopia
Dismas	TETI	Prime Minister's Office, RAWG	Tanzania
Phillip	TIBENDERANA		
Chiranjibi	TIWARI	SNV - Netherlands Development Organisation	Kenya
Tekalign Balemi	TOLA	Oromia Water Resources Bureau	Ethiopia
Hoi	TRINH		
Regien	VAN DER SIJP	IRC International Water & Sanitation Centre	The Netherlands
Norma	VAN HORN	A Glimmer of Hope Foundation	USA
René	VAN LIESHOUT	IRC International Water & Sanitation Centre	The Netherlands

<u>Firstname</u>	<u>Surname</u>	<u>Organisation</u>	<u>Country</u>
Audrey	VAN SOEST	IRC International Water and Sanitation Centre	The Netherlands
Robert	VAN-ESS	Community Water & Sanitation Agency (CWSA)	Ghana
Tania	VERDEMATO	Aguaconsult	United Kingdom
Richard	WAKHOLI	WaterAid	Uganda
Doreen	WANDERA	Uganda Water & Sanitation NGO Network (UWASNET)	Uganda
Martin	WATSISI	Triple-S Uganda	Uganda
Tom	WILDMAN	Deutsche Welthungerhilfe / German Agro Action	Kenya
Abubakari	WUMBEI	Resource Centre Network (RCN) Ghana	Ghana
Fikre	YIGZAW	Organization for Rehabilitation and Development in Amhara	Ethiopia
Zewditu	YILMA	Ministry of Water Resources (MOWR)	Ethiopia
Denis	ZOUNGRANA	International Institute for Water & Environmental Engineering (2iE)	Burkina Faso

Annex 3: Programme

International Symposium on Rural Water Service

Theme: Providing Rural Water Services at Scale

13 – 15 April, 2010, Speke Resort Munyonyo, Kampala

PROGRAMME TUESDAY 13 April

08.00 - 09.00 REGISTRATION – *Sapphire Hall*

09.00 - 10.15 OPENING SESSION – *Albert Hall*

Chair: Mr. David O.O Obong PS Ministry of Water and Environment, Uganda

- **Welcome Remarks**
Mr. David O.O Obong PS Ministry of Water and Environment, Uganda
- **Video “What if...”**
Ton Schouten, IRC
- **Introduction**
Jane Nabunnya, Triple-S Uganda
- **Opening Speech**
Hon. Jennifer Namuyangu Byakatonda, State Minister of Water, Government of Uganda

10.15 - 10.45 COFFEE BREAK - *Foyer*

10.45 - 12.45 SESSION 1: SETTING THE SCENE – *Albert Hall*

Chair: Jane Nabunnya, Triple-S Uganda

- **Towards a conceptual framework for sustainable services at scale**
Harold Lockwood, Aguaconsult
- **What’s in a service? Using water service ladders in life-cycle cost analysis**
Patrick Moriarty, IRC
- **Service delivery models: an art or a science?**
Kerstin Danert, RWSN/SKAT and Peter Harvey, UNICEF
- **Financing for sustainability, trends in thinking about challenges of financing sustainability**
Christelle Pezon, IRC
- **Harmonisation and coordination in the water sector: implications for sustainable service delivery**
Aaron Kabirizi, DWD/MWE
- **WASH Governance at decentralised levels and how this affects sustainable service delivery**
Manuel Alvarinho, CRA

12.45 - 13.00 Introduction to the format of the Symposium – *Albert Hall*

Jane Nabunnya, Triple-S Uganda

13.00 - 14.00 LUNCH

14.00 - 15.30 SESSION 2: IDENTIFYING CHALLENGES TO SUSTAINABLE SERVICE DELIVERY

4 Parallel streams, each with a different thematic focus. Please see next page

15.30 - 16.00 COFFEE BREAK - *Foyer*

16.00 - 17.00 SESSION 2: CONTINUATION

17.00 CLOSURE OF THE DAY – *Albert Hall*

Followed by WELCOME DRINKS & GROUP PICTURE

We look forward to welcoming you with two complementary drinks by the Lakeside



skat Swiss Resource Centre and
Consultancies for Development



International Water and Sanitation Centre

14.00 -15.30 SESSION 2: IDENTIFYING CHALLENGES TO SUSTAINABLE SERVICE DELIVERY

SESSION 2.a Service delivery models and their challenges - Albert Hall	SESSION 2.b Costs and financing of sustainable decentralised WASH services - Royal Hall	SESSION 2.c Harmonisation and coordination (district and local level) -Regal Hall	SESSION 2.d Governance - Majestic Hall
Chair: Harold Lockwood (Aguaconsult) <ul style="list-style-type: none"> • Practical lessons for the management of rural water supply in Tanzania <i>Herbert Kashillah, WaterAid</i> • The realities of community based maintenance with on-going support in Uganda <i>Maimuna Nalubega</i> • Self supply – A blind spot? <i>Sally Sutton</i> • The emergence of service delivery models in Ghana <i>Francis Mawuena Dotse</i> • The challenges of improving coverage and water quality at commune and village levels in Thailand <i>Muanpong Juntopas, SEI</i> 	Chair: Christelle Pezon (IRC) <ul style="list-style-type: none"> • Decentralisation and the use of cost information in delivering WASH services <i>Patrick Moriarty, IRC</i> • Cost and financing of rural and small towns water service delivery in Ghana <i>Kwabena Nyarko, KNUST</i> • Sector decentralisation funding – principles and approaches <i>Manuel Alvarinho, CRA</i> 	Chair: Aaron Kabirizi (DWD/MWE) <ul style="list-style-type: none"> • A district water officer's perspective on coordination <i>Olweny Lambert, DWO Kasese</i> • NGO participation in district level planning processes <i>Doreen Kabasindi Wandera, UWASNET</i> • Private sector perspective on harmonisation and coordination <i>Jane Nimpamy, Association of Private Water Operators</i> • WASH service delivery in Ethiopia: the harmonization challenge <i>Tamene Chaka, RIPPLE Ethiopia</i> 	Chair: Rosemary Rop (WSP) <ul style="list-style-type: none"> • Decentralised rural drinking water service management: Case study from Burkina Faso <i>Denis Zoungrana, ZIE</i> • Access to and use of safe drinking water to achieve household level water security by empowering rural communities <i>Bharat Lal, Rajiv Gandhi National Drinking Water Mission</i> • The challenge of community based management and absence of post-construction support in Indonesia <i>Deviariandy Setiawan, WB</i> • Challenges of exclusionary planning of RWSS <i>Davis Damulira, WaterAid Uganda</i>

International Symposium on Rural Water Service

Theme: Providing Rural Water Services at Scale

13 – 15 April, 2010, Speke Resort Munyonyo, Kampala

PROGRAMME WEDNESDAY 14th of April

09.00 - 09.30 OPENING & SUMMARY OF PREVIOUS DAY – Albert Hall

Chair: Jane Nabunnya (Triple-S Uganda)

09.30 - 10.15 SESSION 3: PRINCIPLES AND GOOD PRACTISES TO OVERCOME CHALLENGES

4 parallel streams, each with a different thematic focus. Please see next page

10.15 - 10.45 COFFEE BREAK - Foyer

10.45 - 13.00 SESSION 3: CONTINUATION

13.00 - 14.00 LUNCH

14.00 - 15.30 Feedback from sessions 1,2 and 3 – Albert Hall

15.30 – 16.00 SESSION 4: INTRODUCTION – Albert Hall

Chair: Jane Nabunnya, Triple-S Uganda

- **Triggers for initiating and sustaining change in rural water governance through horizontal learning: the case of Union Parashads in Bangladesh**

Christophe Prevost, WSP

16.00 - 16.30 COFFEE BREAK - Foyer

16.30 - 17.30 SESSION 4: SECTOR CHANGE PROCESSES

4 parallel streams, each with a different thematic focus. Please see next page

17.30 CLOSURE OF THE DAY – Albert Hall

17.30 - 18.30 UNICEF SESSION: SUSTAINABLE SUPPLY CHAINS FOR RURAL WATER SERVICES – Albert Hall

Open event for interested delegates. Organized by UNICEF

- Sustainable supply chain for rural water services



19.00 -

SYMPOSIUM DINNER – SRM Upper Swimming Pool Side

09.30 - 10.15 SESSION 3: PRINCIPLES AND GOOD PRACTICES TO OVERCOME CHALLENGES

<p>SESSION 3.a Models for support to service delivery models - Albert Hall</p>	<p>SESSION 3.b Funding streams for sustainable delivery at all levels - Royal Hall</p>	<p>SESSION 3.c Harmonisation and coordination at national and international level - Regal Hall</p>	<p>SESSION 3.d Governance - Majestic Hall</p>
<p>Chair: Tania Verdemato (Aguaconsult)</p> <ul style="list-style-type: none"> • Self Supply in Zambia <i>Malama Munkonge, UNICEF Zambia</i> • The circuit rider model; evidence from El Salvador <i>Georgia Kayser, Tufts University</i> • Models for support to sustainability to community-based management in Colombia <i>Johnny Rojas, CINARA</i> • Support to the sustainability of rural water systems – The experience of Honduras <i>Javier Rivera, RASHON</i> • Challenges of maintaining rural water supply schemes in Kavango and Caprivi Regions, Namibia <i>Jim Gibson, Maluti Water</i> • Private partnerships in operation and maintenance of water systems in Ghana <i>Robert van Ess, CWSA</i> 	<p>Chair: Marieke Adank (IRC)</p> <ul style="list-style-type: none"> • WASH national programme and sector budget support <i>Toro Boro, DGRE</i> • Self supply in peri-urban and rural Benin <i>Cyriaque Adjinaou</i> • Decentralised funds for sustainable water supply and sanitation projects and programmes <i>Cheick Dia, AFD</i> • Community development funds in the Ethio-Finish bilateral program for rural water supply & environmental program <i>Getenet Kasshun, Amhara Water Resources Development Bureau</i> • Local funding for water and sanitation services in Madagascar <i>Lovy Rasolofomanana, WaterAid</i> 	<p>Chair: Richard Carter (WaterAid)</p> <ul style="list-style-type: none"> • SWAP experiences in Uganda <i>Disan Ssozi, MWE/DWD</i> • SWAp experience in Malawi <i>Mr. Jere, Government of Malawi</i> • Challenges for moving into a rural SWAp in Mozambique <i>Francisco Alvaro, DNA</i> • Addressing Sustainability of Rural Water Supply within the move towards a SWAP- the Ghana Experience <i>Minta Aboagye, Ministry of Water Resources, Works and Housing</i> • Sector performance reporting, Uganda <i>Disan Ssozi, MWE/DWD</i> • Development partner overview perspective to SWAPs <i>Florian Arneth, GTZ (tbc)</i> • Sanitation and water for all: a global framework for action. Prospects for improved harmonization at global and national levels <i>Tom Slaymaker, WaterAid</i> 	<p>Chair: Jane Nabunnya (Triple-S Uganda)</p> <ul style="list-style-type: none"> • Governance principles for successful introduction of PPP in the rural water sector <i>Samuel Mutono, WSP</i> • Building an institutional rain water harvesting environment: the RAIN model <i>Ard Schoemaker, RAIN Foundation</i> • Principles and best practice for realizing gender inclusion and equity in sustainable rural water supply services <i>Rosemary Rop, WSP</i> • Climbing the water hills – Issues in scaling up community based rural water supply models in India <i>Viju James, IMACS</i> • Governance reforms in rural water supply in Maharashtra, India <i>Jonnalagadda Murty, WSP</i> • Strengthening transparency and accountability in community based management in Honduras <i>Stef Smits, IRC</i>

16.30 - 17.30 SESSION 4: SECTOR CHANGE PROCESSES

SESSION 4.a Service delivery models <i>- Albert Hall</i>	SESSION 4.b Innovative financing mechanisms and scaling-up <i>- Royal Hall</i>	SESSION 4.c Harmonisation and coordination <i>- Regal Hall</i>	SESSION 4.d Governance <i>- Majestic Hall</i>
Chair: Vida Duti (Triple-S Ghana) <ul style="list-style-type: none">• Discussion only	Chair: Catarina Fonseca (IRC) <ul style="list-style-type: none">• Decentralised cooperation as an alternative model for financing water and sanitation <i>Juste Nansi, Eau Vive</i>• Global Water Operators Alliance (GWOPA) activities to improve financial management of water operator <i>Faraj El-Awar and Christian Schlosser, UN Habitat</i>• Coordination of financial flows at the intermediate level, case study from Benin <i>Michiel Smet, PROTOS</i>	Chair: Aaron Kabirizi (DWD/MWE) <ul style="list-style-type: none">• NGO engagement in sector dialogue in Uganda, Tanzania and Ethiopia <i>Yunia Musaazi, WaterAid</i>	Chair: Rosemary Rop (WSP) <ul style="list-style-type: none">• Approaches to institutionalizing good governance in rural water services <i>Rosemary Rop, WSP</i>• Governance prerequisites to realizing the rural WASH MDGs <i>Alistair Morrison, UNDP Water Governance facility at SIWI</i>

International Symposium on Rural Water Service

Theme: Providing Rural Water Services at Scale

13 – 15 April, 2010, Speke Resort Munyonyo, Kampala

PROGRAMME THURSDAY 15th of April

09.00 - 10.15 SESSION 4: SECTOR CHANGE PROCESSES - Albert Hall

Chair: Lydia Mirembe (Triple-S Uganda)

Panel Debate

Panelists: *Alemayehu Mekonen Gebreselassie, MoWR, Ethiopia*
Aaron Kabirizi, DWD/MWE
Bharat Lal, Water supply department Gol (Rajeev Ghandi National Drinking Water Mission)
Rosemary Rop, WSP
Richard Carter, WaterAid
Clarissa Brocklehurst, UNICEF
Patrick Kahangire (independent consultant)

10.15 - 10.45 COFFEE BREAK - Foyer

10.45 - 12.15 SESSION 5: WAY FORWARD – Albert Hall

Chair: Jane Nabunnya, Triple-S Uganda

- **Relevant knowledge for sustainable water supply: what it may take**
Ton Schouten, IRC
- **Addressing sustainability of water services at scale in Uganda – the Triple S initiative**
Jane Nabunnya, Triple-S Uganda
Jeannette de Regt – SNV Uganda
Cate Nimanya/Solomon Kyeyune – NETWAS Uganda

12.15 - 12.30 SESSION 5: WAY FORWARD - Albert Hall

- **Ways forward, different perspectives**
Patrick Moriarty, IRC

12.30 - 13.00 CLOSURE WORDS - Albert Hall

- **Closing Remarks**
Ton Schouten OR Richard Carter on behalf of the Thematic Group on Scaling Up Rural Water Services
Director, Directorate of Water Development, Ministry of Water and Environment, Uganda
- **Official Closing**
Hon. Maria Mutagamba, Minister of Water and Environment, Government of Uganda
- **Word of Thanks**
Jane Nabunnya, Triple-S Uganda

13.00 - 14.00 LUNCH

Annex 4: outputs from working groups

Outputs from the parallel stream working groups, compiled by rapporteurs from each group

Service delivery models

Community management has been established as the predominant model for the rural sector, but after well over a decade of experience is it really working and what alternative management arrangements for rural water supply are worth considering, including self-supply and private sector delegation or others? Moreover can these management options deliver sustainable services without also addressing up-stream policy, legislation and financing frameworks at the same time?

Discussions in this stream on models for support to service delivery centred on practical examples and asked what change processes are needed at sector level for sustainable service delivery models.

In all, the presentations and discussion boiled down to three key issues:

1. To encourage the **'professionalization' of service delivery**: making community management more viable or commercially-orientated and more efficient, as such examples given in the case studies from Tanzania and Colombia (Rojas et al 2010, and Kashilah 2010). The challenge here is to reconcile more professional approaches with the profit-motive and community expectations. Links with supporting a more 'professional' self-supply through micro-finance were highlighted in the Zambia case studies (Munkonge et al and Sutton).
2. **Institutionalizing post-construction** support was another key issue highlighted. Examples from a number of countries such as Tanzania, (Kashilah 2010), and Honduras, (Rivera 2010), showed how post-construction support has been integrated into government policy and how peer-to-peer examples work in Colombia, (Rojas et al, 2010).
3. **Regulation and accountability mechanisms** which required, especially if there is a move towards 'professionalization' of community-management, making it appropriately accountable, regardless of who (private sector, community or other) are being regulated.

Challenges to sustainable rural water supply

- Finance: insufficient investment and risk of government and community dependence on donors.
- Focus on new facilities together with lack of investment in post-construction support.
- Lack of accountability and poor regulation – both of the sector in general and relating to management of sector organisations. Unclear roles and responsibilities – both sector wide and at the community level
- Lack of community capacity and lack of support for operating entities to keep services maintained and delivering.
- Funds don't follow responsibilities ("discontents of decentralization")
- Role of networks and linkages – coordination is limited and there is duplication

Underlying causes and trends

- Lack of coordination at each level – limited communication
- Inadequate and uncoordinated finance mechanisms at different levels which are insufficient to cover the full costs

- Lack of mechanisms for oversight, accountability and enforcement.
- Unclear roles and responsibilities – both sector wide and at the community level
- In most cases there is no enforcement mechanisms or regulation in place for the rural sector
- Incomplete or politically restrained process of decentralisation – lack of decision-making, capacity or financial autonomy.

Principles and good practice to address sustainability

In general it was agreed that the main principal is the need to scale up service delivery – not just to replicate systems. Therefore, that planning for service delivery needs to look at both investment for new facilities, but also for rehabilitation and upgrading of existing ones. Under this general principle, five key principles were identified by the group, based on the examples provided.

1. There is a need for a platform or mechanism that allows all stakeholders (civil society, government, CBOs, NGOs – at all levels) to come together, learn and share.
 1. Within partnership – clear definition of roles and responsibilities
 2. Government lead (at different levels)
 3. Regulatory framework is required to support this.
 4. Information sharing through networks (experiences and innovations)
2. Increased resources for the sector
 1. Financing from national government
 2. Basket funding at district level for maintenance and repairs
 3. Bring to bear all the sources of resources (NGO, Government, Private etc.) to help
3. Development and retention of capacity
 1. Periodic (re)training of water user groups – particularly after construction
 2. Capacity and competence (**expertise**) are the key issues: from an institutional, financing, social, technical perspective
4. Strengthening of structures for O&M
 1. Periodic monitoring of functionality of facilities by local government
 2. Enforcement of regulations on water quality – preferably by communities themselves
 3. Post construction support (e.g. as in water safety plans)
 4. Spare parts and technical expertise should be available to support repair and maintenance
5. National policies should be reviewed to check they enable scaling up
 1. Project review and gap analysis
 2. End-user/consumer should have an informed demand
 3. Agree on a wide suite of options for service provision

Costs and financing of sustainable decentralised WASH services

Discussions in the ‘financing’ stream made it clear that in fact the boundaries of the stream were considerably wider than financing alone, stretching in practice to cover a broad range of finance, costing and governance related issues in service delivery. If there was a single clear point of agreement it was that for sustainability to work the ‘finance equation’ needs to be balanced for the

full life-cycle of service delivery hardware and software. That is, that costs of service provision need to be balanced by clearly identified finance streams coming from the famous tariffs, taxes or transfers (user tariffs, government contributions - taxes, or external support – transfers).

Challenges to rural water supply

- Blindness to slippage¹ and rehabilitation in the sector: capital maintenance and post construction support are ignored.
- Planning has little or no relation to (or understanding of) costs: when costing is used – it is at National and project level, but focuses on capital investments only.
- Facilities obsession: there is no service performance-based rationale in the rural water sector – the emphasis is largely on building new facilities.
- Lack of coordination and integration of different funding streams (transfers, taxes, tariffs)
- Investment perversion: the willingness and ability to subsidise goes down as the need for subsidy increases. As a consequence, the poor end up paying more than others. When they cannot afford it, the service decreases further.

Underlying causes and trends

- Reaction and resistance of the water sector to the wider drivers of decentralisation and harmonisation processes: in general (in principal) institutional structures are in place, but in practice there is a lack of clarity of roles, responsibilities, funding, available capacity etc.
- Donors and bankers are under pressure to disburse large funds for infrastructure (capital investment) and tend to ignore financial requirements to keep the service running.
- There is no driver or incentive to make cost effective decisions because they are “someone else’s problem” anyway.
- Where maintenance needs to happen, is where there are less funds available.

Points of attention and needs for further work?

- Sector actors advocate for full cost recovery without understanding or knowing what the full life cycle costs are. Only by knowing these costs, can donors and governments realise how or whether their investments have the potential to be sustainable – with or without subsidy.
- There are several service cost components (for example rehabilitation and replacement or support costs) which are ignored in policy and left for communities or users to bear. But their inability to do so renders the facilities unsustainable.
- Understanding financing flows: particularly the unknown off budget funds is essential. In particular, what is the level of NGO funding to the sector (important or negligible?)
- Understand how new financing tools can actually be used for rural water supply leading to scale (most experiences are urban)

¹ Slippage is an Indian term referring to the problem of people attaining a level of service and then ‘slipping’ back due to infrastructure or management failure

Principles and good practices for overcoming sustainability challenges

Good financing practices to address sustainability

- National strategies and frameworks to achieve the MDGs. These include objective oriented financing monitoring and reporting tools (but so far are used primarily at national level and mostly by state actors)
- Several examples of financing modalities at national and district/regional levels:
 - Ring fenced transfers for rural water supply
 - Guarantees for improved access to loans
 - Output based aid
 - Sovereign and sub-sovereign loans
 - Twinning (north-south municipalities)
 - CDF in Ethiopia: disbursing donor grants through microcredit organisations
- However, there are some limitations of use of existing financing modalities:
 - Limited application in rural water supply (pilots mainly)
 - Access to credit and to funds is not enough for guaranteeing sustainability
 - The focus is mainly on capital investments

Most important principals or common factors

- The need to make financial and costing information matter: creating processes for accountability and demand for this type of information.
- Being smarter: use part of the large funds spent in investment costs to understand what exactly makes the services and facilities sustainable.
- Subsidiarity principle: Planning needs to be done where the needs are. That's where there are incentives for cost effectiveness.
- Improved rural water supply services for the poor needs to be (cross) subsidised.
- Expanding regulatory frameworks to include rural water supply

Key questions

1. Why is the sector choosing to ignore sustainability (focus on financing new systems instead of maintaining and improving services)?
2. If we want to improve something we need to measure it. At the moment, sector decision making is not evidence base. Why not? How to change this?
3. How to create incentives for upwards and downwards accountability (financing data and outcomes)?
4. What are we going to do about the ignored costs: maintenance, rehabilitation, replacement and post construction support?

Harmonisation and coordination at national and international level

Discussions in this group revolved around two rather different aspects of harmonisation and coordination. The first set addresses coordination for service delivery at sub-national levels, and particularly the role of NGOs within coordinated service delivery. The second looked at SWAPs and the question of donor coordination and harmonisation at the national level.

Challenges to rural water supply

Priority challenges

Sub-national

- Need for enforcement mechanisms at district level to ensure stakeholders (especially NGOs) remain within agreed planning and coordination frameworks.
- NGOs require clarity as to the limits for individual action and decision making: what needs to be coordinated, and what not?
- Lack of capacity at decentralised level

National

- Harmonisation that is donor driver: lack of government buy-in and passive resistance to change
- SWAp can actually reduce innovation, flexibility and predictability of finance, if government mechanisms are weak.
- SWAp can also lead to reduced cost-effectiveness if combined with decentralisation: for example through expensive procurement by decentralised local government of small bundles of services.
- One key challenge is to integrate lessons from the field into policy and strategies so that they enable rather than constrain efforts to improve sustainability.

Underlying causes and trends

- The performance of the sector is ultimately dependent on wider changes such as reforms to the budget process, procurement rules and fiscal decentralization.
- NGOs driven by their own agendas that may be different to national or local government's
- Lack of trust (putting money in one basket) often linked to (perceived) lack of transparency and/or accountability
- Little experience of service delivery around one (or a small number) or agreed model. How will it work in practice?
- Standardisation can reduce innovation
- NGOs and bilateral donors have commitments to their own funders and national or organisational policies. Harmonisation (SWAP) can create problems of visibility: you cannot show what you contributed as it is all in one basket
- Inadequate sector financing (declining share of national budget), exacerbated by increasing costs of service delivery, poor O&M due to inadequate local government capacity, lack of regulation of water resources and urban supplies, neglect of sanitation, environmental degradation.
- Decentralisation is often not accompanied by required capacity building or financing. In addition, there is a tendency – for political reasons – to continually create new sub-divisions of decentralised administrative units – without paying attention to creating new capacity ('doubling the districts without doubling the staff')

Points of attention and need for further work

Principles and good practices for overcoming sustainability challenges

Good practices to address sustainability

Sub-national

- Awareness creation of agreed frameworks for coordination of service delivery, with a focus on clear guidance for NGOs and other development partners.
- Flexible decentralisation that allows for coordination at the most appropriate scale: for example, pooling of borehole drilling contracts between a number of districts to reduce unit costs.
- SWAp has resulted in significant improvements in coordination at national level but district level coordination remains a huge challenge

National

- Strong leadership of government will enable harmonisation
- A reduced number of agreed service delivery models to which all can contribute backed by joint action planning, monitoring and progress tracking
- Strengthened capacities at the local level: in particular local government and water extension workers
- Coordination is impossible without sound information. Information systems are needed to inform planning
- Action research and learning jointly by all agencies to enable innovation: for a dynamic and high quality harmonisation

Most important principles or common factors

- Frameworks for oversight and coordination need to exist as close to the level of actual service delivery as possible, even to sub-district. Only then can effective coordination of different service providers take place
- National coalitions of water sector NGOs can help with the problem of lack of coordination, especially if these coalitions are actively engaged in national level sector dialogue.
- Need for bottom up monitoring of actual service delivered according to an agreed set of 'golden indicators'
- Need for national and sub-national coordination platforms with clear terms of reference: i.e. Sector Working Groups.
- Need for extensive capacity creation (more people, with the right skills) at decentralised levels
- Government ownership and leadership, including increased financial contributions
- A SWAp is a process not an event.
- Need to put 'service' and not 'infrastructure' centre stage
- The question is not whether or not SWAp works but how it can be made to work better.

Points of attention and needs for further work

- Establishing mechanisms for harmonisation and coordination solves one set of problems but creates new ones: how can we ensure that what is developed is tailored to country context?
- SWAps are inherently concerned with providing services at scale. The key question is whether they are taking sufficient account of sustainability.
- How can we create space within SWAps to allow/encourage innovation?

Governance

Good governance requires that the range of actors in the sector (from donors, central government, regulator, local government, private sector, civil society and citizens) work within a framework that represents them all and clarifies roles and responsibility; oversight (supervision) and accountability. The key good governance issues and questions raised by the work stream include:

- **Decentralization and capacity:** Evidence from case studies presented showed a move towards decentralization of rural water service delivery despite the limited capacity of local governments.
How can decentralization be made to work in the context of low capacity?
- **Integrated Water Resources Management (IWRM):** Seems to have received limited attention in the rural water supply debate.
Is IWRM an important governance issue for rural water supply?
- **Regulation and oversight (supervision):** Decentralization frameworks provide roles and responsibilities for different actors in rural water supply.
The different actors have interlinked relationships that must work in order for communities to have quality rural water supply services. Good governance principles recommend that regulation of services is done through an independent regulator.
Do we need a regulator for rural water supply services? When and how is it needed?
- **Transparency and Accountability:**
What are 5 key WASH indicators that water users can use to benchmark the performance of local authorities?
- There continues to be a **gap between policy and practice.**
What tools can be used to hold actors accountable for adhering to policy?

Case studies show that the working relationship between politicians and technocrats is critical to sector reform. Advocacy outside the water sector also proved to be essential in influencing the work of support institutions and mechanisms (finance, health, and education).

Challenges to Sustainable Rural Water Supply

Priority challenges:

- Separation and allocation of roles and responsibilities
- Enforcing accountability (compliance, transparency responsiveness and incentives and penalties)
- Lack of capacity related to decentralization
- Assuring equity.

Underlying causes and trends

- Unclear policies which do not separate service delivery from oversight
- Absence of mechanisms for citizens' voice and engagement
- Failure to detail creative methods of adjusting capacity gaps
- Absence of reliable data and formulae/strategies to target the unserved

Points of attention and need for further work

- How to set up mechanisms for resourcing long term O&M, and expansion requirements?
- How to build required capacity in a sustainable and creative manner?

Principles and good practices for overcoming sustainability challenges

Good practices to address sustainability

- Clear definitions and separation of roles with participation of the community
- Decentralized regulation at all levels, with innovative incentives e.g. Maharashtra (James and Thakkar, 2010)
- Gender sensitive policies and practices
- Capacity built for localized public private civil society partnership
- Community Based Management support systems e.g. WASMO (James and Thakkar, 2010)

Most important principles or common factors

- Accountability and compliance
- Oversight at all levels
- Participation, equity and voice
- Tri-Sector Partnership (public, private, civil society) to maximize efficiency
- Acknowledgment of capacity requirements of community based management

Points of attention and needs for further work

- How to operationalise gender mainstreaming?
- Principles for contextualization of service delivery, management and regulation models
- Scalability of rain water harvesting as a sustainable model