

This factsheet presents the benchmarks for the indicators related to the performance of the water service providers and service authorities. These benchmarks have been set based on national norms and guidelines, as set by the Community Water and Sanitation Agency (CWSA), in collaboration with WASH sector stakeholders in Ghana. The initial indicators and benchmarks were developed and tested in 2011, after which they have been reviewed and revised. These revised indicators and benchmarks have been used for monitoring water services in three districts (Akatsi, East Gonja and Sunyani West) in 2013, following the baseline data collection at the end 2011—beginning 2012. The full revised monitoring framework with the indicator scoring tables is available from CWSA.

Indicators and benchmarks for monitoring performance of service providers

Table 1 gives an overview of the benchmarks (the minimum acceptable level of performance of a water service provider) on the different indicators related to governance, operations and financial management of water service providers. As there are different requirements for the management of handpumps and piped schemes, and thus different norms and guidelines for the performance of their service providers, the benchmarks for handpumps service providers differ from the ones for piped scheme service providers.

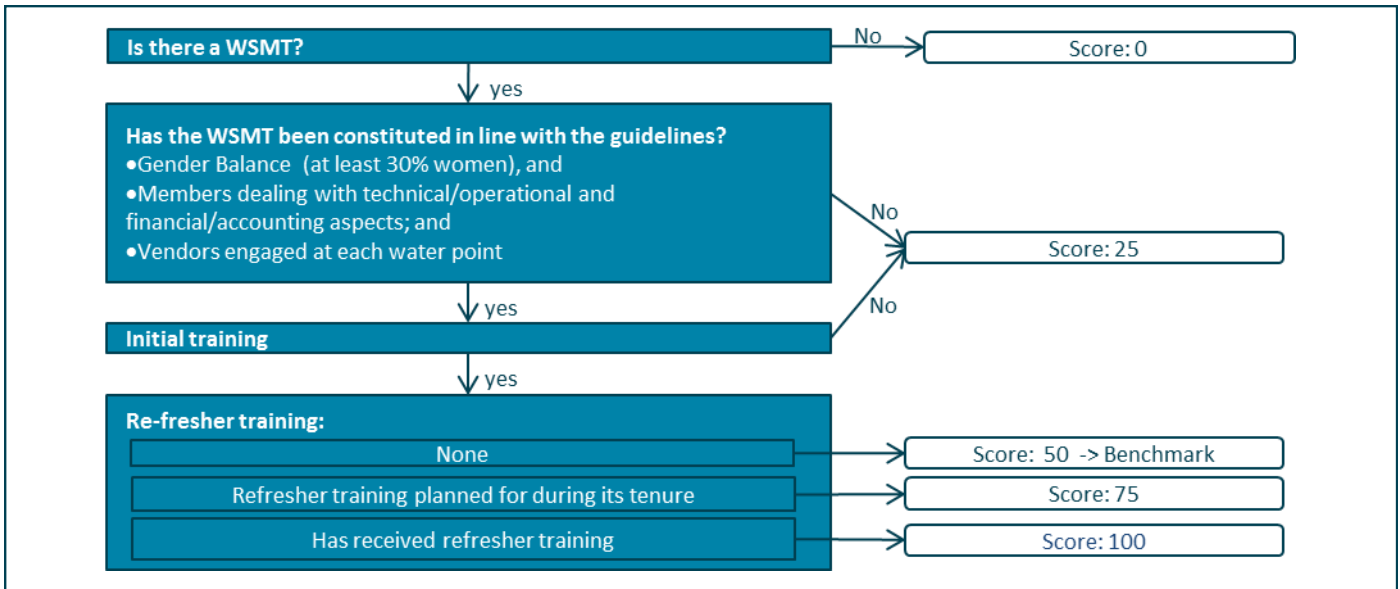
Service providers are scored and benchmarked on the indicators presented in table 1. Scoring and benchmarking is done, based on monitoring data collected from the service providers and the application

of logical formulas. Figure 1 gives an example of the scoring logic of a service provider indicator.

For each group of service providers (for instance, for all small community Water and Sanitation Management Teams managing handpumps in a certain district), the percentage of service providers meeting the benchmark on an indicator can be determined, which gives a good indication of the performance of this group of service providers on that indicator. When only few service providers meeting the benchmark on an indicator, corrective action might have to be undertaken in order to improve water service provider performance.

Table 1: Indicators and benchmarks for monitoring the performance of water service providers		
Indicator	Handpump water service provider benchmark	Piped scheme water service provider benchmark
Management and Governance indicators:		
Composition of WSMT and	There is a WSMT, which has been composed in line with the CWSA guidelines, and has received initial training	
Operating staff	(Not applicable)	At least half of the following required positions have been filled by adequately qualified staff
Record keeping and accountability	All records are kept and up-to-date, but have not been presented to the community	
No political and chieftaincy interference	Any change that had occurred in the WSMT was not due to political or chieftaincy interference	
Operational Indicators:		
Spare parts supply and	It takes between 1 to 3 days to acquire spare part(s)	There are spare parts and well-equipped private sector, but it takes between 1 to 3 days to carry out maintenance or repairs
technical services	It takes between 1 to 3 days to acquire the services of an area mechanic	
Corrective maintenance and	Breakdown repair is carried out between 1 to 3 days	Routine maintenance is executed according to the maintenance schedule but relevant staff have not been trained in the use of the O&M manuals
Routine maintenance	Routine maintenance is carried out but less often than twice a year	
Water quality testing	Water Quality Sampling and Analysis done by certified institutions but not on yearly basis	Water quality testing and analysis is done by certified laboratories but only once a year and paid for by the community through tariffs
Financial management indicators:		
Revenue / expenditure balance	Annual revenues were higher than annual expenditure	
Financial management	There is a bank account, cash book, but no rendering of account to community	All three bank accounts have been opened and proper accounts are kept, but amounts deposited less than thresholds but financial statement not prepared and not audited
Tariff setting	There is some financial arrangement in place but not based on all the indicative cost items	

Figure 1: Example of scoring logic - Composition of WSMT (small community) indicator scoring logic



Indicators and benchmarks for monitoring performance of service authorities

Table 2 gives an overview of the benchmarks (the minimum acceptable level of performance of a service authority and / or support structure) on the different indicators related to water service authority and support ('monitoring support' and 'support in case of major breakdown') performance.

A service authority is scored and benchmarked on the indicators presented in table 2, based on monitoring data collected from the MMDA, the Regional CWSA office and the water service providers (on the provision of direct support to the service providers). Scoring and benchmarking is done through the application of logical formulas.

Table 1: Indicators and benchmarks for monitoring the performance of water service providers	
Indicator	Benchmark
Presence of a District Works Department	There is a full unit for WASH activities, and coordination and collaboration for WASH activities is good but not well resourced
District Water and Sanitation Plan	There is a District Water and Sanitation Plan, which has been developed with active participation of relevant departments, but this has not been included in the MTDP
Budget allocation and utilisation	There is a budget allocation for WASH activities but less than 50% of the budget has been disbursed
Facility management plans and by-laws	There are by-laws for WSMTs which are published and gazetted
NGO coordination	At least 50% of NGOs inform the DA about implementation activities through and align their implementation to the DWSP
Monitoring support	The MMDA monitors O&M of water facilities in terms of financial, technical and administrative performance on a regular basis (but less than quarterly) and provides the direct support when needed but no auditing of WSMT accounts
Data transfer from district to regional level	DWD submits MOM reports to the regional CWSA office but not on quarterly basis.
Support in case of major breakdown	MMDA has provided some support to the community when they needed support with replacement of hand pumps or redevelopment of boreholes

About Triple-S

Triple-S (Sustainable Services at Scale) is an IRC-led learning initiative to improve water supply to the rural poor. Triple-S is hosted in Ghana by the Community Water and Sanitation Agency (CWSA). For more information, see www.waterservicesthatlast.org

About the Factsheet

This factsheet presents the indicators and benchmarks as developed by CWSA, in collaboration with Triple-S and WASH sector stakeholders in Ghana.