


# Community and NGO-Based Service Provision

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# To start our discussion

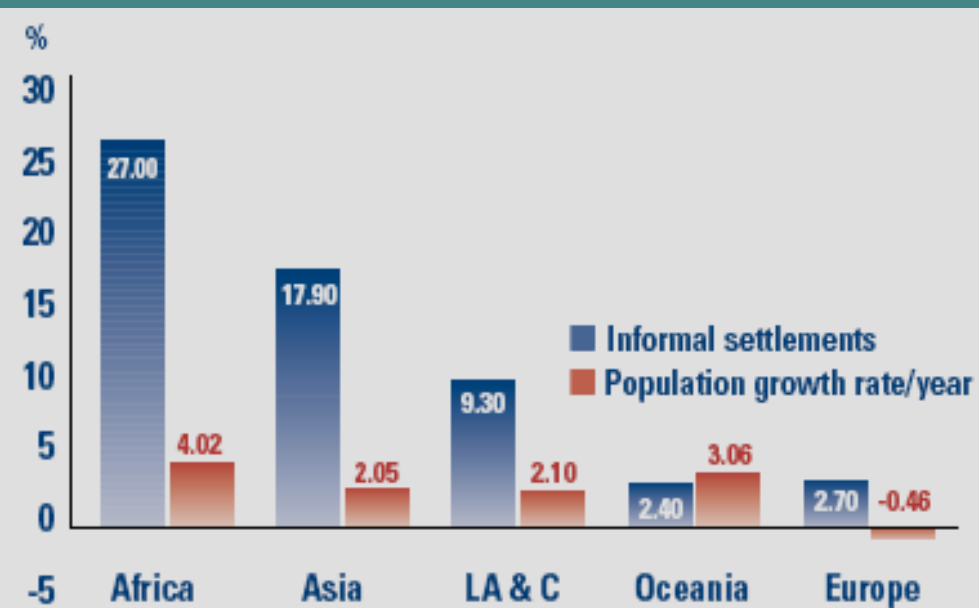
- ◆ Define the challenge
  - ◆ Differing perspectives
  - ◆ Models that just might work
- 
- A stylized silhouette of a mountain range in shades of teal, located at the bottom right of the slide.

# The urban underserved

- ◆ A lot and growing
- ◆ Africa most worrying

## By 2015 Need to Serve

(millions)	Urban	Rural
Sanitation	1085	1089
Water	1018	581



- ◆ Sanitation worse
- ◆ “underserved” poorly defined

Big city growth rates & Slum populations  
(2000, WHO/Unicef)

# Why are the urban poor underserved?

## Supplier Problems

### Inabilities

- ◆ Poor performance
- ◆ Lack of finance
- ◆ To communicate w/consumer

### Unwillingness

- ◆ To offer desired products
- ◆ To serve certain areas

## Consumer Problems

### Inabilities

- ◆ To communicate demand

### Unwillingness

- ◆ To pay for product as offered

# Can community actors help bridge?

## Supplier Problems

### *Inabilities*

- ◆ Poor performance
- ◆ Lack of finance
- ◆ To communicate w/consumer

### *Unwillingness*

- ◆ To offer desired products
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## Consumer Problems

### *Inabilities*

- ◆ To communicate demand

### *Unwillingness*

- ◆ To pay for product as offered



## No to NGO

“Residents ought to be sensitized to report... breakages...Such **lame recommendations** are what many Oxfam and Christian Aid cronies in Ghana... encourage.”

Time up for Commodification and Privatization of Urban Water Supply in Ghana by Cudjoe, Franklin, GhanaHomePage (2004-08-21)

### **Aqua Vitens Rand Ltd.**

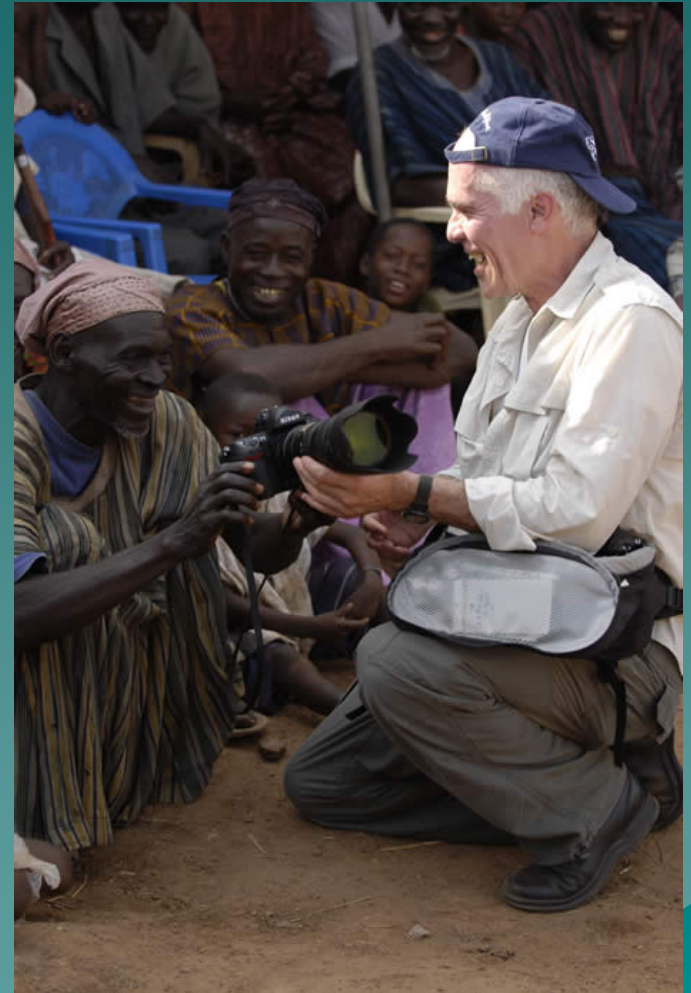
acting for and on behalf of GWCL  
as the Operator



## NGO Go It Alone

"NGOs don't give the money to any government officials...We'll work with them. If they don't want us, fine. We'll move elsewhere...that's the key."

Gil Garcetti answering which NGOs working on water were worth donations at The Commonwealth Club of California, August 2007



Photographer Gil Garcetti in West Africa, March 2006; photo by Jon Warren

## Constructive Engagement

“[with] different...knowledge, experience, and areas of focus...By teaming up...the private sector and the NGO’s can unleash unique synergies particularly as they grow to know and trust each other over time.”

2007 Water & Sanitation for the Urban Poor (WSUP) website





# Who are the community players?

- ◆ International NGOs
- ◆ Local NGOs
- ◆ NGO umbrella organizations
- ◆ Community Based Organizations (CBOs)



Plus

- ◆ Non-state Providers



Jakarta. [PHOTO: Stephen Dunn]

Models

# Differing roles and intensity of community engagement

Supply Side

Demand Side

Community-based



Intermediary role



Group customer

## Supply side – Intense engagement

### Community Operated Systems

#### How

- NGO led
- CBO implemented
- Limited utility involvement

#### Problem addressed

- Extremely limited utility **abilities**
- Urgent need

#### Limitations

- Sustainability challenges



Action Against Hunger  
Juba, Sudan

## Supply side – Medium engagement

### Negotiated Service Expansion

#### How

- NGO-CBO led
- Utility supported

#### Problem addressed

- Communication barriers
- Willing to think about serving

#### Limitations

- Hard to sustain engagement
- Scalability unclear



Waterpoint in Dhaka

Credit: WaterAid / Liba Taylor



Orangi sanitation project Pakistan

Credit: WaterAid / Caroline Penn

## Supply side – Low engagement

### Group Customer Arrangements

#### How

- Utility led
- CBO intermediary
- Formal household role

#### Problem addressed

- Product mismatch

#### Limitations

- Initially labor intensive for utilities (will they sustain?)
- Still more expensive for poor



Bulk metering in slum communities  
Manila Water



## Demand side – varying engagement

### Demand Stimulation

#### How

- NGO facilitated
- Private sector partnering
- Possible utility engagement

#### Problem addressed

- Low willingness to pay for service “products”

#### Limitations

- Unproven at scale
- Complex partnering required



Marketing improved latrines, Dar es Salaam

Credit: WEDC, Loughborough University

# USAID support

- ◆ To date mostly rural and “intense”
- ◆ New efforts developing:
  - RDM/A urban poor pilots
  - Slum Dwellers International (SDI)
  - GH demand stimulation

# Suggestions for discussion

1. **Value and feasibility** of combining community mobilization with utility strengthening/reform?
2. How significant is country setting in applicability of models?
3. Potential for cross-sector USAID programming at community level?