

OPERATION & MAINTENANCE

The starting point for efficient systems management

Zanzibar Case Study

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Global WASH Forum - Dakar O&M Session,
3 December 2004

O&M - THE CONSTRAINTS

- Politics, perception and profile
- Poor design and accountability
- Poor management
- Low technical and skills training
- Lack of spare parts and finance

ZANZIBAR CASE STUDY

- Africa 2000 - 30% non-functional
- WHO short term consultancy
- Review of current O&M practices
- Water, sanitation and health sector
 - needs assessment survey
 - identification of key issues and problems
 - preparation for Workshop
 - setting a focused Workshop programme

ACTIVITIES

Visits made to:

- Waterworks and maintenance depots
- Water sources and pumping stations
- Hospitals and Schools
- Town Council offices
- Donor projects
- Community projects

FINDINGS

Inadequate O&M:

- No water policy
- No customer charging
- Low profile and perception
- No budget for basic repairs and spares
- Poor design of plant and equipment
- Lack of consultation

FINDINGS

Health and environmental risks:

- Raw sewage discharge
- Disposal of hospital refuse
- Disposal of domestic refuse
- Water pipe breakages
- No disinfection of potable water
- Poor septic tank drainage



FINDINGS

Positives:

- Community projects
- Self funding and maintained
- Empowerment and pride

But: Same problems with inappropriate design, lack of spares, lack of skills training



FINDINGS

Donor organisations

- Lack of consultation
- Inappropriate technology choice
- Lack of training and follow-up
- Lack of accountability



THE WORKSHOP

Objectives

- Share experiences
- Assess O&M practices
- Highlight weaknesses
- Recommend improvements
- Sensitise decision makers
- Develop an Action Plan



THE WORKSHOP

Expected Outputs

- Achievable Action Plans
- Policy guidelines
- Raising of awareness
- Task Force to draft a water policy

WORKSHOP TOPIC GROUPS

- Policy and Finance
- Institutional and HR Development
- Community and rural Issues
- Technology and skills



WORKSHOP SESSIONS

- Factors which affect O&M performance
- Key issues for improvement
- Developing an Action Plan
- Implementing an Action Plan

DEVELOPING THE ACTION PLAN

- What is the problem?
- Why is it happening?
- What needs to be done to improve it?

KEY ISSUES

- No policy or regulatory framework for water and sanitation sectors
- Insufficient finance
- Inadequate infrastructure
- Poor sectoral coordination
- Insufficient community management
- Inappropriate technology choice

KEY ACTIONS

- Draft water and sanitation policy and legislation
- Review tariffs to generate revenue
- Review master plan and prioritise projects
- Facilitate community groups
- Introduce appropriate technology and training

FOLLOW-UP

- One year later:
- O&M section set up in Water Dept.
 - Funds allocated by Municipality
 - Profile raised in Health Ministry
 - Workshop considered good vehicle for advocacy in all sectors

LESSONS LEARNED

- Choose consultants carefully
- Use local knowledge to advise donors
- Build O&M into every project
- Ensure accountability by having a strong local project team
- Develop skills and empowerment via Workshops



CONCLUSION

**TREAT O&M AS THE STARTING POINT -
NOT AS AN AFTERTHOUGHT**