

## Service Delivery in Ghana Water Company Limited: Lessons for Governance in the Public Sector of Ghana

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### ABSTRACT

The public service in Ghana experiences challenges in governance that result in poor service delivery. There is a need to add value and strengthen governance to speed up the provision of basic services to improve the social welfare of the public. Good governance is considered essential to effective service delivery to the people. The article argues that the governance principle of public participation is especially critical for improving service delivery in the society. Also of critical importance for effective service delivery in the public sector is the acquisition of knowledge and leadership.

Ghana Water Company Limited (GWCL) is a state owned institution and responsible for potable water supply to all urban communities in Ghana. The role of GWCL in providing basic water services to Ashanti region is either minimal or non-existent. This article is based on the study that examined and explained factors that influence effective service delivery in the Ashanti region of Ghana. A case study approach was adopted. A mixed research methodology was found appropriate to appreciate the objectives of the study. Data was collected by undertaking face-to-face interviews, literature review, and the observation method. Both structured and semi-structured questions were used to interview selected respondents.

The findings of the study show that several factors have impacted negatively on the GWCL to effectively address community needs and demands for basic water supply. Low government budgetary allocation, poor leadership, lack of in-service training, poor communication between GWCL and communities and poor database have contributed to poor and delayed service delivery in Ashanti region. Based on these findings, the article concludes that more needs to be done by the state to improve service delivery in the communities of Ashanti region. It recommends that a holistic approach should be followed by the Ghanaian government to improve governance and service delivery.

**Keywords:** Service Delivery, Governance, Water, Public Service

### INTRODUCTION

The responsibilities of modern states have increased and continue to be challenging due to the rise of citizens expectations and globalization. The need to be responsible to the people in the form of providing what is viewed as necessary services has been a central hub in the field of Public Administration. The government's role has been in direct consonance with the global public values in relations to the happenings towards the progress of the country. Public Service Delivery (PSD) is one of the core values and practice of development administration that involves the government, corporate institutions. Public services such as water, health, education, electricity and infrastructure, have been key factors to consider in the developmental agenda of developing countries. The demands made by

citizens across the globe on governments to deliver quality services continue to increase, especially in countries where poverty and social inequalities are prevalent. Clean water is considered as a major ingredient for survival and therefore, lack of it can lead to serious crisis. The supply of water to communities in Ghana is assigned by the Act of Parliament to the Ghana Water Company Limited.

The Ghana Water Company Limited (GWCL) in Ghana experiences numerous challenges in service delivery to communities, resulting in the community's needs and demands not being efficiently addressed. It is believed that service delivery can best be enhanced if the governance structures of the public service are allowed to function appropriately. Many people are of the view that adopting good governance principles,

such as accountability, transparency, rule of law and active public participation, may improve service delivery at the GWCL. It further suggests that governance structures should be improved to promote services to the marginalized communities in Ghana.

### **RELATIONSHIP BETWEEN GOVERNANCE AND SERVICE DELIVERY**

The influence of Public administration on good governance and improved public service performance is direct and cannot be understated. In discussing public service delivery, public administration, government and governance are interdependent. Governance can be described as relationship between government policy and decision making (David, 2015). According to Dele (2002) there are two schools of thought on the definitions of governance which have gained currency in academic and policy literature. In the most popular one, used by the World Bank and several United Nations institutions, governance is defined as ‘the manner in which power is exercised in the management of a country’s economic and social development’ (World Bank, 1994). A second school of thought define governance as structures in which public or private actors do not separately but in conjunction, together, in combination’ tackle social problems, through ‘co-arrangements’ (Kooiman, 1993). In a related definition, David (2015) argues that governance can be seen as the various arrangements made by the public sector with players outside the public sector to improve and promote service delivery.

Governance and government are related. Government can be referred to as the body that makes authoritative decisions that are binding on residents and businesses within its boundaries. Edgar (2014) describes government as the structures that rule or run the administration of a country. In other words, government is an institution made up of representatives that governs and controls the state at a given time. Government is the decision body of the state and the medium through which the power of the state is used. According to Bradway and Shah (2009) government compasses the direct and indirect functions of formal institutions of government chain of command, as well as the roles of informal norms, networks, community organizations, and neighborhood associations in pursuing collective goal. Again, Governance is the set of rules and laws structured by the government that are to be put into practice

through the representatives of the state. Government can therefore be described as a structure, made up of public institutions whose aim is to provide certain services and products to the society.

Accam (2015) explains that governance is about implementing public policy, whilst government is a means used to make new decisions and to solve collective problems. Governance and government are significant requirement for effective public administration and inclusive service delivery. In brief, the function of government is to serve the needs of the people, while governance makes available the guidelines to realize public service objectives. The ingredient for improved service delivery is effective and efficient public service. Helao (2015) argues that public administration and good governance are interwoven and, therefore, inseparable. For effective service delivery purposes, one cannot deal with one and omit the other. Service delivery should be considered within the context of public administration, if all-inclusive basic services and amenities are to be provided to the people. Public administration is an important tool needed to meet the demands of society and any attempt to ignore it may render governance helpless. Helao (2015) stated that, Public administration and governance are intertwine and any attempt to ignore the other may result in inappropriate public service practices, distorted distribution of public resources and denying citizens their constitutional right to basic service delivery. In a democratic dispensation, good governance and public administration coexist.

The role of public administration is basically to organize, staff, plan, control and make policies. Good governance on the other hand strengthens public institutions and makes them more responsive to the needs of society. Gasper (2000) argues that governance is the institutional context of a country’s public administration system. Regime rules establish the nature and quality of the interaction between various institutions within a country through the policy process as facts and values are combined to tackle public problems. Conventionally, public administration has been concerned with promoting efficient delivery of services and the supporting of public interest. The discussion on governance has moved public administration from its preoccupation with the supply side to straddle both the supply as well as the demand

sides of governance, thus taking it beyond its conventional narrow confines (Dele 2002).

Good governance practices imply the use of proactive, systematic and technical means to achieve effective and efficient service delivery in communities. There is the need therefore, for public institutions to develop the required governing structures and institutional capacity that are appropriate for providing services and social support to citizens.

Good governance in the public sector encourages better decision making, efficient use of resources, improve management, effective implementation of chosen interventions, better service delivery, and, ultimately, better outcomes. Effective governance in the public sector encourages better decision making and the efficient use of resources and strengthens accountability for the stewardship of those resources (IFAC, 2013). For good governance to be delivered in the public sector, both governing bodies and individuals working for institutions must act in the public interest at all times, consistent with the requirements of legislation and government policies, avoiding self-interest and, if necessary, act against a perceived organizational interest (IFAC, 2013). Botswana, Mauritius and Cape Verde are credited in recent times as examples of African countries that have low corruption index due to good governance (Transparency International, 2008). According to Suntoo (2012) Mauritius has a well established welfare state; free education from pre-primary to University level, free health services, universal basic pensions for retirees, and free transport for the aged and social housing project for the vulnerable and poor. In essence, these are results of improves service delivery to the people.

The ascendency of government's responsibility to the people in the form of providing what is viewed as essential services such as health, education, infrastructure, and agriculture has been the main focus in the field of public administration. Public service delivery is an important dimension of development administration that involves the government, private, and the community (Garcia-Zamor, 2015). Effective public administration is a prerequisite for national development. Any government who desires to produce the maximum outcomes to improve the well-being of the people, need effective public administration and good governance. The relationship good

governance practices and service delivery have been a main discourse among international bodies. The United Nations, World Bank, European Union and Africa Union have all placed public administration and good governance as core to the development of any country. Good governance serves as a link between public administration and service delivery (Christopher, 2014). The conducts of public administrators to deliver goods and services to the public in a diligent and fair manner constitute good governance. The international community has for the past decades advocated for countries and governments, to endeavour to meet the needs of the citizenry at all times. The essence of governance is to serve the interest of the people, hence authorities should see it as the responsibility of the position they occupy to render services (Barnes, 2015). Good governance can be seen as an accountable relationship between public administration and the civil society. World Bank considers good governance as the responsibilities of the executive to the civil society and therefore, demands governments and countries to strive to meet the needs of the people (United Nations, 2008). The structure and actions of the public sector are made efficient and effective if good governance is made strong and promoted. Good services are delivered if all the structures within the civil service follow the tenets of good governance. This invariably will increase the public confidence in the public sector and consequently it would affect the executive. The Organization for Economic Cooperation and Development (OECD) believes that good governance involves the use of principles and ethics that directs state organs on how to function effectively with the civil society (United Nations, 2008). The relationships that exist between public officials and the civil society can either be good or bad. The relationship is considered good when the civil society benefits from the service of the public official and bad when the services of the public office are poor. Hence, Douglas (2014) argues that governance is considered to be "good" when citizens benefit from public services. Good relationships promote healthy interactions between public official and the citizens, which invariably encourages sustainable social and economic development. It can therefore be stated that good governance is the key instrument needed for effective and efficient service delivery in the public sector.

Governance and good governance have been discussed in different forms by several scholars and schools of thought. The World Bank, International Monetary Fund (IMF) and United Nations (UN), argue that Governance is the art of supporting state agencies to deliver services in line with the developmental policies of the country (Ladi, 2008). The World Bank argues that governance is a new approach to development, stating that economic prosperity is not possible without the rule of law and democracy (Loffler, 2009). Again, other scholars consider governance as a complete approach of administration that surpasses government institutions (Solomon, 2007). The essence of Governance is to engineer the state and society to achieve common goals. There are several factors that can influence democratic governance and according to Punyaratabandhu (2004) these are; independent and credible electoral system, transparency and accountability in political and public sector management, rule of law, gender equity, public safety and security and independent judiciary. Good governance helps the citizen to exercise their rights and hold public officers accountable to service delivery.

### **SERVICE DELIVERY IN GHANA**

In many low and middle-income countries, gloomy collapses in the quality of public service delivery are demonstrated by high rates of incompetence, fraud and mismanagement. The provision of public goods and services to the citizen is one of the important aspects of socioeconomic development of any nation. Having access to basic services such as clean water, health care, education, and transportation improves the well-being citizens' and further promote growth and development. According to the World Bank's World Development Report (2004) there is huge discrepancy in the quality and quantity of public goods and services rendered in developing countries and within countries.

Providing public services in Ghana, like many other African countries, is a huge challenge for the government, which is seen as mainly responsible for proving social services for the citizenry. The provision of social services to the ever-growing population in Ghana is such a huge challenge for the government alone to handle. In recent times, there were efforts made to involve the private sector in the provision of public service, but it was met by public

apprehension. There were fears of profit-seeking private-sector entities who could take advantage of the social need of the citizen to their gains. The Public Services Commission (PSC) of Ghana is a constitutional mandated body of the country responsible for the management of public services. It is also the Central Management Agency CMA) responsible for providing strategic policy guidance for human resource management in the public service organizations. The PSC states its vision as "A Public Services Commission whose guidelines and advice result in a well-managed workforce capable of, and committed to delivering high quality services to the people of Ghana." The practical reality of service delivery in Ghana does not suggest the effectiveness of the work of PSC.

The Public Utility Regulatory Commission (PURC) is another regulatory body in Ghana established by an Act of parliament (1997. Act 538) to oversee the provision of utility services by public utilities to consumers and to provide for related matters. The Public Utilities Regulatory Commission (PURC) was set up as a multi-sectorial regulator by Government of Ghana as part of the utility sector reform process to regulate the provision of utility services in the electricity and water sectors. The PURC was not established to take over the mandate of PSC, but to augment its work in ensuring that quality utility services are rendered to the consumers. The Public Utilities Regulatory Commission (2012) Act 538 gives PURC the power to make regulations that are essential for the implementation of its mandates under the act. Two of such regulations are the Public Utilities Regulations 1999, LI 1651 which set out the circumstances under which utility service to consumers may be terminated, and the Public Utilities regulations 1999, LI 1651 which specifies the procedures by which consumers may lodge a complaint with the commission. Quality service delivery has been an important focus of management models such as, total quality management (TQM) and new public management (NPM), used by service providers in developed countries since the 1980s (Mwita, 2000). According to Daniel (2015) the Afro barometer survey data from Ghana shows general public disappointment with public services. The survey did not ask particularly about service quality, but analysis of the data points to the importance of service quality in

citizens' negative evaluations of government service delivery performance.

The Ghanaians' assessment of central and local government performance in the delivery of public services is negative. The assessment is practically based on the daily performance of public sector in relation to service delivery. The supervisory role of PSC as a regulator is questionable. There are however some fair assessment of the work of PURC in relation to reprimanding institutions on faulty services and over billing. Nevertheless, a lot of work need to be done by institutions assigned to deliver services to the public.

### **THE PROFILE OF WATER COMPANY IN GHANA**

Ghana Water Company Limited (GWCL) is a utility company, which is fully owned by the government of Ghana. The company is responsible for the supply of drinkable water to all urban communities in Ghana. The history of Ghana Water supply system dates back before the World War I, when the first public water supply system was established in Accra. There were however other systems that were built exclusively in urban towns of Cape Coast, Winneba and Kumasi in the 1920s. These facilities were managed by the Hydraulic Division of the Public Works Department.

In 1948, the Department of Rural Water Development was established to take charge of the development and management of rural water supply through the drilling of bore holes and construction of wells for rural communities (Ghana Water Company Limited, 2016). After independence, the Water Supply Division, under the Ministry of Works and Housing was set up with the responsibilities for both urban and rural water supplies. In 1965, the Ghana Water and Sewerage Corporation (GWSC), was established under an Act of Parliament (Act 310) as a legal public utility entity. The new GWSC was responsible for water supply and sanitation in rural as well as urban areas. This included the conduct of research, construction and operation of water and sewerage works. Throughout the years, the GWSC had been confronted with several challenges including operational difficulties because of inadequate funding from the government. According to the World Bank Report (1998) indicated that "The water supply systems in Ghana deteriorated rapidly during the economic crises of the 1970s and early 1980s when Government's ability to adequately

operate and maintain essential services was severely constrained." Several intervention were put in place to salvage the water crisis in Ghana, which included the involvement of donors such as the World Bank, the Austrian Government, Italian Government, Nordic Development Fund, and the African Development Bank.

In the process of reforming the GWSC, the Public Utilities Regulatory Commission (PURC), Community Water and Sanitation Agency (CWSA), the Water Resources Commission (WRC), and the Environmental Protection Agency (EPA) were established to enhance the management of Water in the Ghana. Finally in 1999, under the Statutory Corporations (Conversion to Companies) Act 461 of 1993 as amended by LI 1648, GWSC was converted into a 100% state owned limited liability, Ghana Water Company Limited (GWCL), with the responsibility for urban water supply only. As in 2017, GWCL has been in-charge and operates eighty-eight (88) urban water supply systems throughout the country. The average production of water per day is eight hundred and seventy-one thousand, four hundred and ninety-six cubic meters ( $871,496m^3$ ), and this is equivalent to one hundred and ninety two million gallons (192,000,000). The country's demand for potable exceeds the supply from GWCL. The demand for potable water per day is estimated at one million, one hundred and thirty-one thousand, eight hundred and eighteen point eighteen cubic meters ( $1,131,8181m^3$ ), equivalent to two hundred and forty nine million (249,000,000).

The GWCL is directed by its vision and mission. The vision of GWCL is 'to be a world class utility company', whilst its mission is to meet the increasing demand for better service delivery through efficient management of our core business of production and distribution of potable water and customer management in urban areas of Ghana'. However, according to Ministry of Water Resources, Works and Housing (2014), Government's vision of the water sector is "sustainable water and basic sanitation for all by 2025". By this statement, the government of Ghana views sanitation and clean drinking water as bedfellows. Hence, there is the need to associate sanitation with water. This means that everyone in Ghana should have access to adequate, safe, affordable and reliable water services, and practice safe sanitation and hygiene. According to the Ghana Water Sector

Strategic Development Plan (2014), the goal of the water sector is “to contribute to improvement in the living standards of Ghanaians through increased access to and use of safe water, sanitation and hygiene and sustainable management of water resources.” The core business of GWCL is the planning, development, abstraction, treatment and supply of water to urban communities in Ghana.

### **RESEARCH METHOD AND DESIGN**

This study utilized empirical analysis embedded in quantitative and qualitative methodologies. The mixed method involves analyzing of data using qualitative and quantitative approach. The basis for using mixed research method for this study is on the assumption that, data gathered qualitatively would include rating and grading of the responses that would require the use of mathematical tools for analysis. GWCL in the Ashanti Region of Ghana was selected as a unit of analysis. Twelve (12) communities within Kumasi, the capital of Ashanti region, were selected for this study. These communities were selected based on the accessibility of respondents. The communities are Asokore Mampong, Asawase, Parkoso, Amakom, Kenyese, Kwaadaso, Fante New-town, Kotei, Gyenyase, Oforikrom, Akorem and Adukrom.

In addition to face-to-face interviews, desktop study was carried out with all 228 respondents. The respondents were made up 48 workers of GWCL and 180 members of the twelve (12) communities. For the sake of hindsight and other human error during face-to-face interviews, observation techniques were used to provide descriptive notes on issues. This approach has exposed several dimensions of governance and service delivery in GWCL in Ashanti region, in particular, and Ghana in general. Respondents chosen for the face-to-face interviews were based on purposive and

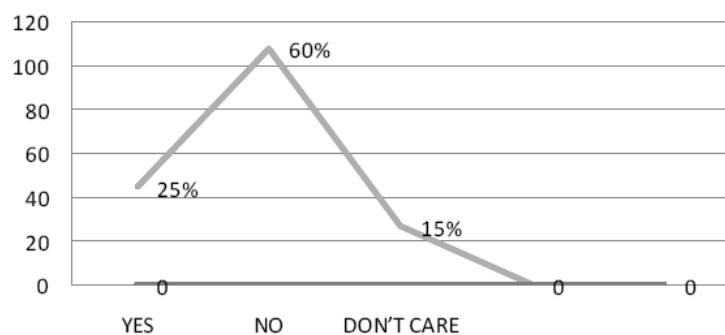
convenience non-probability sampling methods. The researcher used this data collection technique to allow for analysis and contextualization on the governance and service delivery realities at GWCL. This data collection technique was essential in order to select administrative officials, who were assumed to possess knowledge required to understand governance and service delivery in GWCL. Due to the large size of the research population, the appropriate method to select community members for this study was the convenience non-probability sampling. No prior appointments were made for respondents from the communities. Respondents were selected and interviewed based on their availability. The respondent from the communities were all interviewed and this included traditional leaders, community activists and ordinary community members. For scientific instruments of data collection, the qualitative research design used in this study analytically, made use of structured and semi-structured interviews.

### **ANALYSIS AND DISCUSSION OF THE FINDINGS OF THE STUDY**

This study captured 228 respondents through face to face interview. The respondents were made up of community elders, activist and GWCL administrators and technicians. The two set of interview questions were designed differently for the communities and the GWCL staff.

The questions for the GWCL staff sought to find out answers to three (3) main issues; the nature and state of service delivery, technical competencies of worker, and challenges and opportunities of GWCL. The interview question for the communities on the other hand, aims at finding out the state of service delivery (water supply) in the communities.

### **Relationship between GWCL and the Community**

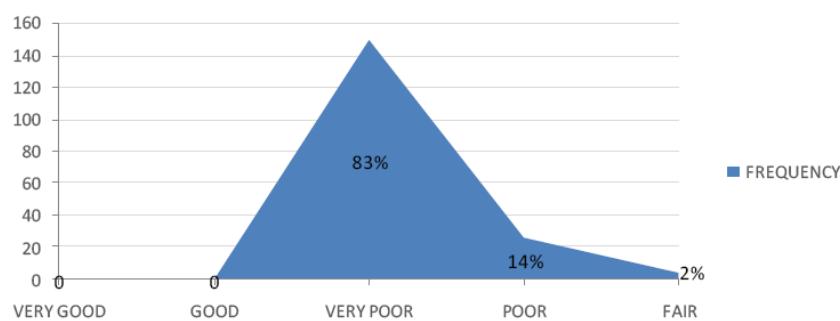


**Figure1. Location of GWCL**

The interview revealed that sixty percent (60%) of the respondents do not know where GWCL is located, twenty-five percent (25%) of the respondents stated they known the location of GWCL, while fifteen percent (15%) do not care to know the location. The knowledge of the location of GWCL is important in this research for the reason that it shows the extent of relationship that exist between the community and GWCL. The lack of knowledge by sixty percent (60%) of the respondents indicates some degree of apathy within the community towards GWCL. A good relationship between GWCL and the communities can lead to good service delivery. Customers are core factors in any business establishment and the need to create a healthy atmosphere between businesses and the communities cannot be under estimated.

Again, eighty-five percent (85%) of the community members stated they do not have any oral communication with GWCL or its workers on matters relating to water supply. Five percent (5%) of the respondents however, stated that they only interact with GWCL workers when they come to their homes to deliver monthly water bills. Ten percent (10%) of the respondents were not sure if they had any interaction with GWCL workers. The data gathered reveals poor relationship between GWCL and the community and further support the fact that customer relationship of GWCL is poor. Oral communication is one of the greatest mediums that bring people closer together. In the business environment, oral communication with clients leads to trust and commitment to efficiency (Damson, 2010).

### Service Delivery in the Community



**Figure2. Service Delivery**

On the issue of service delivery to the communities, eighty-three percent (83%) of the respondents considered the services rendered by GWCL to the communities as woefully poor, fourteen percent (14%) said it was poor, while two percent (2%) said the services of GWCL

were nonexistent in the communities. The displeasure shown by the people of the communities, towards the inability of GWCL to supply them with water frequently was visible in the action of some respondents.

**Table1. Source of water to the households**

Water source	Yes	%	No	%
GWCL Service (A)	95	52.8%	85	47.2%
Buy water (B)	25	14%	155	86%
Have borehole at home (C)	60	33%		67%
A&B	120	67%	60	33%
A&C	0	0	180	100%
B&C	0	0	180	100%
ALL (ABC)	0	0	180	100%

It came to light during the face to face interview that, fifty-two percent (52%) of the respondents depend on GWCL for water supply, fourteen percent (14%) others buy water from commercial water tankers, and thirty-three percent (33%) of the respondent depend on

boreholes for water. Again, sixty-seven percent (67%) of the respondents indicated that they buy water at the same time depend on GWCL for water. This is an indication that the services of GWCL in the community are not constant and cannot be relied upon. Buying of water from

commercial vendors is common in Ghana where water shortage is prevalent. The practice has compelled many people within the study community to resort to boreholes for portable water. Households which can afford, dig manually or mechanically within their homes to find portable water. It is worth noting that thirty-three percent (33%) of respondent have dug boreholes within their households to access water, while sixty-seven percent (67%) of the respondents have no boreholes in the homes. However, forty-seven point two percent (47.2%) of the respondents do not depend on GWCL to access drinking water. The situation in the community is evident that the activities of GWCL are minimal. By the data available, it can be stated that not all the people in the community depend on the GWCL for the supply of water. The communities have gain trust and confidence in the commercial water providers in respect to water supply. The constant failure of GWCL to provide quality services to the communities has made the society to form a negative perception about GWCL on service delivery.

Despite the challenges of GWCL in rendering services to the community, sixty-seven percent (67%) of the respondents believe the GWCL can do better if well resourced. On the contrary, thirty-three percent (33%) of the respondents believe GWCL should be privatized to individual who can render good services. When management fails to fulfill their part of the bargain, to provide services to clients whom they owe economic values, then fraud and corruption is inevitable (Luguterah, 2016). People in the communities are served with water bills monthly, yet there are no frequent supply of water. The regular silence and lack of communication between GWCL and the

communities has further created apathy among the people toward GWCL.

Nevertheless, sixty-six percent (66%) of the respondents believe good rapport between the communities and GWCL could help in better service delivery in the communities. While thiry-four percent (34%) of the respondents also consider personnel overhaul of GWCL could help improve services. The issue of Personnel overhaul is an indication of leadership failure in GWCL. Management of GWCL is responsible for the day to day activities of the company, and therefore, any act to suggest the failure of services provided by GWCL, is an indication of failure on the part of management.

### **Challenges of GWCL**

The interaction with the 48 GWCL workers has revealed further instances of poor services delivery due to poor leadership. The challenges of GWCL can be surmounted if thorough due diligence is made with the aim of achieving excellence. The process of due diligence is the identification of the challenges within the company by the GWCL workers.

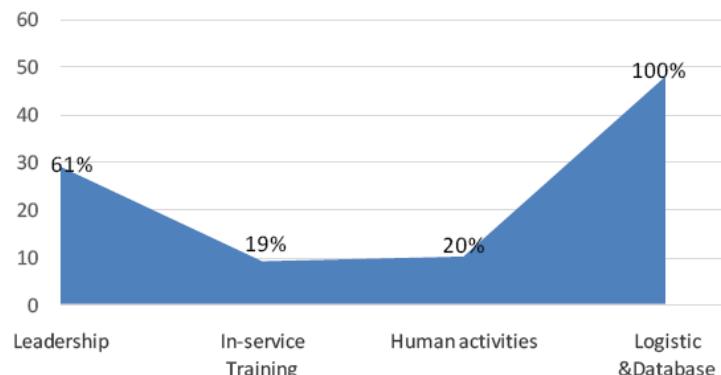
Budgetary allocation is crucial to the development of every sector of the nation's economy. Just like any other government department or ministry in Ghana, the GWCL depends on government budgetary allocation to operate effectively. The purchase of chemicals, maintenance of equipment and administrative expenses cannot solely be absorbed by the consumer, therefore the government, due to its social responsibility to the citizenry, allocates funds for the provision of safe drinking water to the communities.

**Table2.** Cost of treating water at GWCL

Question	Very high	High	Ok	Very low	Low	Not sure
cost of treating water	39	0	7	0	0	2
for household consumption	81.2%			14.6%	4.2%	

According to 81.2% of the respondents, the cost of treating water for household consumption has gone high in recent times due to human activities along the banks of rivers, lakes and streams that fall within the catchment zone of GWCL. Fourteen point six percent (14.6%) of the respondents on the other hand, believe the support from World Bank was enough to help GWCL to provide quality. However, four point two percent (4.2%) of the respondents were

indifferent. According to Ministry of Water Resources, Works and Housing (2014), about eighty percent (80%) of the activities in the water sector are being financed by Government of Ghana through budgetary support and concessionary loans from Development Partners. However, it is important to note that Government of Ghana's contribution to investments in the rural and small towns' water sector is very low.



**Figure3.** Challenges of GWCL

In attempt to find out the challenges of GWCL, the researcher gave respondents the opportunity to state two (2) biggest challenges of GWCL. Sixty-one percent (61%) of the respondents indicated that leadership was the main challenge of the company. The ability to manage GWCL in terms of planning, organizing, supervising and controlling resources effectively has been a challenge. According to Mahler (2013), when management fails to execute effectively its cores function of planning, organizing and supervising, then poor output is obvious. There is evidence that leadership and governance are bedfellows. In the day to day activities of leadership, governance is executed. Therefore, it can be stated that good governance is the result of good leadership. There cannot be good governance without good leadership.

Again, nineteen percent (19%) of the respondents are with the conviction that the challenges of GWCL is caused by lack of regular in-service training for workers of the company. Appropriate skill training is necessary for the development and progress of any enterprise. Hence, in-service training can go a long way to boast the confidence of worker in their daily work. Frequent training is needed in every industry to help update the knowledge of workers about modern happenings ( Harnes, 2014). Lack of in-service training can hinder service delivery. Customer service is crucial in modern business management, and therefore the need to have appropriate knowledge on customer service can help in better service delivery. The knowledge of the rights and responsibilities of customers are vital in the development of any business, hence the need to update workers on how to deal with customers. Successful businesses strive to satisfy customers by meeting their needs and paying attention to their concerns. Industries and business

organizations ride at the backs of customer to develop new business ideas and marketing strategies. Therefore inadequate in-service training would prevent GWCL workers from acquiring the right knowledge to satisfy customers. According to Marta (2012), customer's rights cannot be overlooked when businesses are planning the activities of the year.

However, twenty percent (20%) of the respondents believe that the worst challenge of GWCL is due to inappropriate human activities along the banks of water bodies which are within the catchment area of GWCL. The main sources of water to the GWCL reservoirs are lakes, streams, rivers and rainfall. The use of agro chemicals along the water bodies for agricultural purposes has tremendous effect on the quality of water being processed. In addition to the use of agro chemicals along the bank of water bodies, the activities of illegal miners have compounded the woes of GWCL in the process and treatment of water. The use of poisonous chemicals for mining along the water bodies creates a huge cost burden on GWCL to treat water for household consumption. The cost of chemical to process polluted water from streams and rivers has caused the company to produce water below expectation. According to the Ghana Water Resource Commission (2017), sixty percent (60%) of Ghana's water bodies are polluted through illegal mining, industrial waste, household disposals and farming activities. Again, according to the Environmental Protection Agency (2017), the continuous destruction of the water bodies through illegal mining would soon compel Ghana to import water for drinking. The GWCL has in recent times closed two of its substations in Brong Ahafo and Eastern regions of Ghana due to reduction in water levels in the Tano River

caused by illegal mining, and difficulty in treating water with the Kyebi Water Treatment Plant.

Another challenge mentioned by the respondents was the issue of database and logistics to monitor the activities of customers in relation to water usage. The management of water is vital in the water distribution chain (Henry, 2010). The lack of logistics to monitor and determine illegal pipe connections to households and facilities has been considered as a major challenge to GWCL. There was a general consensus among respondents that the company lacks adequate logistics to track and monitor leakages of pipes and illegal connections. This invariably has cost GWCL huge losses through water wastage and inadequate supply to other areas. According to the Ministry of Water Resources, Works and Housing (2014) "there is lack of proper metering of urban water production and consumption by GWCL and therefore data available are largely anecdotal estimates by GWCL".

From the data gathered, it is obvious that the challenges of GWCL have a lot to do with governance and service delivery. The indication in Fig 1 reveals the nature of poor service rendered by GWCL to communities. Poor service delivery is the result of poor governance which is invariably the result of poor leadership. The failure of GWCL to establish a healthy business relationship with the communities shows leadership failure. A good relationship between GWCL and the community could have helped GWCL in building a database of customers and their activities in relation to water usage. Fig 1 further points out the failure of GWCL to deliver on their core mandate to the communities. The failure can be attributed to poor leadership. Again, the challenges enumerated in Fig 2, explicitly, point out leadership crisis in GWCL.

## **CONCLUSION**

Public service delivery is confronted with pertinent challenges and hurdles such as inefficiency, corruption, fraud, and mismanagement of public assets. The challenges of GWCL can be associated with other government sectors in the country where there are leadership crisis and mal-administration. The issue of poor attitude to work, poor service delivery, poor leadership, poor customer service and poor database are the common defects of government departments.

According to Ahmed (2009), private businesses excel than most government institutions due to attitude of workers and keen supervision.

It became evident in the research that vigorous interventions are needed to salvage GWCL from all the challenges both internally and externally. The involvement of all stakeholders in promoting the vision and mission of GWCL must be encouraged. As it has been established by the study, services delivery can be influenced by a number of factors, such as, lack of effective community participation, poor leadership, lack of human and financial resources, poor communication between GWCL and communities and a lack of in-service training.

## **RECOMMENDATION**

There is the need to address the challenges identified by the study in order to improve governance and ensure that customers are satisfied with service delivery. It is apparent from the literature and empirical evidence that there is the need for financial support, skills training, as well as effective and efficient involvement of all stakeholders, including the ordinary people in the communities.

GWCL should set up a mechanism to promote effective communication with customers by involving the communities on issues pertaining to the provision of water. GWCL should encourage effective governance practices, such as setting up channels for valuable communication between various stakeholders, create enabling environment for the training of staff to effectively perform their duties and responsibilities to improve and promote service delivery, develop a system of checks and balances to address water usage and wastage. According to the Ministry of Water Resources, Works and Housing (2014), "GWCL will require capacity building support to improve urban water service delivery i.e. production, distribution, revenue collection and customer care". The challenges of GWCL which have been identified in this study have lead to worthwhile recommendations. However, further studies need to be conducted on the responsibilities of the communities towards water conservation and usage.

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