



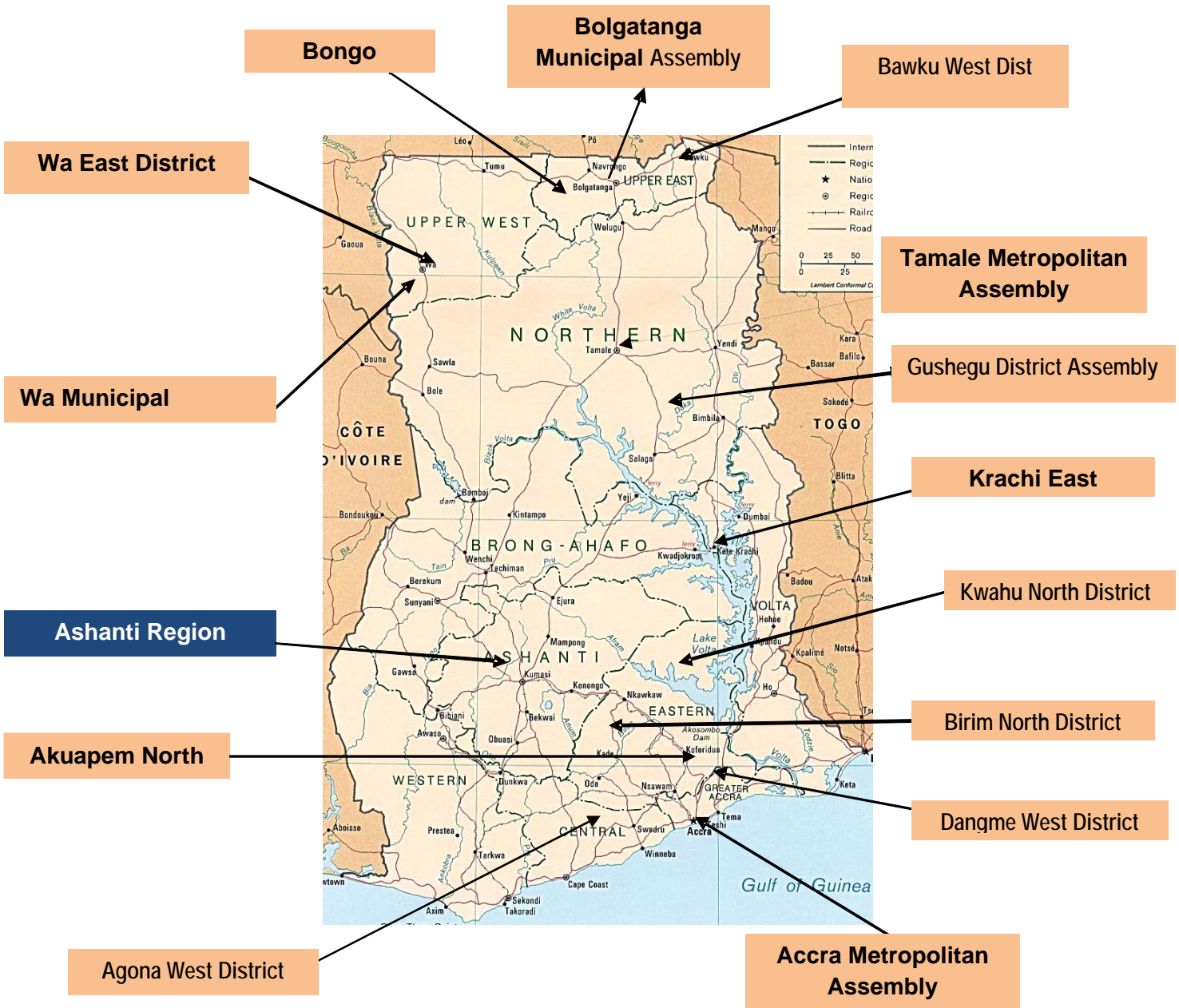
WaterAid in Ghana
Country Strategy
2010 - 2015



September 2010

“SANITATION and WATER
FOR ALL BY 2015 and BEYOND ”

MAP OF GHANA SHOWING WHERE WATERAID WORKS



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LIST OF ABBREVIATIONS AND ACRONYMS

| | | |
|---------|---|--|
| AfDB | - | African Development Bank |
| AVRL | - | Aqua Vitens Rand Limited |
| AWSDDB | - | Association of Water Sanitation Development Boards |
| BH | - | Borehole |
| CBWRM | - | Community-based Water Resources Management |
| CC | - | Climate Change |
| CDC | - | Community Development Committee |
| CEDAW | - | Convention on the Elimination of All Forms of Discrimination against Women |
| CEO | - | Chief Executive Officer |
| CIDA | - | Canadian International Development agency |
| CLTS | - | Community Led Total Sanitation |
| CoCI | - | Church of Christ International |
| COM | - | Community Ownership and Management |
| CONIWAS | - | Coalition of NGOs in Water and Sanitation |
| CP | - | Country Programme |
| CPI | - | Consumer Price Index |
| CR | - | Country Representative |
| CS | - | Country Strategy |
| CSO | - | Civil Society Organization |
| CSP | - | Country Strategic Plan |
| CTT | - | Country Technical team |
| CWSA | - | Community Water and Sanitation Agency |
| DA | - | District Assembly |
| DACF | - | District Assembly Common Fund |
| DANIDA | - | Danish International Development Agency |
| DDF | - | District Development Fund |
| DESSAP | - | District Environmental Sanitation Strategy and Action Plan |
| DfID | - | Department for International Development |
| DIMES | - | District Monitoring and Evaluation System |
| DP | - | Development Partners |
| DPCU | - | District Planning and Coordinating Unit |
| DWSP | - | District Water & Sanitation Plan |
| DWST | - | District Water and Sanitation Team |
| E&I | - | Equity and Inclusion |
| EC | - | European Commission |
| ED/IK | - | Endogenous Development/Indigenous Knowledge |
| EHO/A | - | Environmental Health Officers and Assistants |
| EHSD | - | Environmental Health and Sanitation Directorate |
| EPA | - | Environmental Protection Agency |
| EU | - | European Union |
| FAD | - | Finance and Administration Department |
| FOAT | - | Functional Organisational Assessment Tool |
| GAS | - | Global Accounting System |
| GDP | - | Gross Domestic Product |
| GHANET | - | Ghana HIV/AIDS Network |
| GHS | - | Ghana Health Service |
| GIS | - | Geographical Information Systems |
| GLSS | - | Ghana Living Standards Survey |
| GoG | - | Government of Ghana |
| GPRS | - | Ghana Poverty Reduction Strategy |
| GSB | - | Ghana Standards Board |
| GTZ | - | German Society for Technical Cooperation |
| GWCL | - | Ghana Water Company Limited. |

| | | |
|----------|---|---|
| GWJN | - | Ghana WATSAN Journalist Network |
| HDI | - | Human Development Index |
| HDW | - | Hand Dug well |
| HIPC | - | Highly Indebted Poor Country |
| HIRD | - | High Impact Rapid Delivery |
| HIV/AIDS | - | Human immune deficiency virus/Acquired Immune Deficiency Syndrome |
| HLM | - | High Level Meeting |
| HR | - | Human Resources |
| POD | - | People and Organizational Development |
| ICCPR | - | International Covenant on Civil and Political Rights |
| ICESCR | - | International Covenant on Economic, Social and Cultural Rights |
| ICT | - | Information and Communication Technology |
| IDA | - | International Development Agency |
| IDOD | - | Institutional Diagnosis and Organizational Development |
| IK/ED | - | Indigenous Knowledge/Endogenous Development |
| IT | - | Information Technology |
| IWRM | - | Integrated Water Resources Management |
| JMP | - | Joint Monitoring Platform |
| JPPC | - | Joint Policy Programme Committee |
| KfW | - | Kreditanstalt für Wiederaufbau |
| KNUST | - | Kwame Nkrumah University of Science and Technology |
| LDP | - | Local Development Plan |
| LGA | - | Local Government Authority |
| LMDGI | - | Local Millennium Development Goals Initiative |
| M&E | - | Monitoring and Evaluation |
| MDG | - | Millennium Development Goal |
| MLGRD | - | Ministry of Local Government & Rural Development |
| MMDA | - | Metropolitan, Municipal and District Assembly |
| MMDWST | - | Metropolitan, Municipal and District Water and Sanitation Team |
| MoU | - | Memorandum of Understanding |
| MOWAC | - | Ministry of Woman and Children |
| MPB | - | Multi-year Plans and Budgets |
| MTDF | - | Medium Term Development Framework |
| MTDP | - | Medium Term Development Plan |
| MTR | - | Mid Term Review |
| MWRWH | - | Ministry of Water Resources, Works and Housing |
| NCPD | - | National Council for Persons with Disability |
| NCWSP | - | National Community Water and Sanitation Programme |
| NEPAD | - | New Partnership for Africa's Development |
| NESP | - | National Environmental Sanitation Policy |
| NESPoCC | - | National Environmental Sanitation Policy Coordinating Council |
| NESSAP | - | National Environmental Sanitation and Strategy Action Plan |
| NGO | - | Non Governmental Organization |
| NWP | - | National Water Policy |
| OD | - | Organizational Development |
| OJT | - | On the Job Training |
| PIA | - | People In Aid |
| PLWHA | - | People Living With HIV and Aids |
| PPD | - | Policy and Partnerships Department |
| PRSP | - | Poverty Reduction Strategy Paper |
| PRT | - | Partners Round Table |
| PSD | - | Programme Support Department |
| PURC | - | Public Utility Regulatory Commission |
| PWD | - | People with Disability |
| RAPA | - | Regional Advocacy and Policy Advisor |
| RBA | - | Rights Based Approach |

| | | |
|----------|---|--|
| RCC | - | Regional Coordinating Council |
| RFO | - | Regional Final Officer |
| RLC | - | Regional Learning Centre |
| RLCCE | - | Regional Learning Centre on Citizen's Engagement |
| RMT | - | Regional Management Team |
| SBA | - | Strength Based Approach |
| SD | - | Sanitation Directorate |
| SMT | - | Senior Management Team |
| SoH | - | School of Hygiene |
| SOM | - | Strategic Orientation Matrix |
| SPI | - | Strategic Performance Indicator |
| SWA | - | Sanitation and Water for All |
| SWAp | - | Sector Wide Approach |
| SWOT | - | Strengths, Weaknesses, Opportunities and Threats |
| TA | - | Technical Assistance |
| Triple-S | - | Sustainable Services at Scale |
| UG | - | University of Ghana |
| UK | - | United Kingdom |
| UN | - | United Nations |
| UNICEF | - | United Nations Children's Fund |
| USAID - | - | United States Agency for International Development |
| UWSSA | - | Urban Water Supply and Sanitation Assessment |
| WA | - | WaterAid |
| WAG | - | WaterAid in Ghana |
| WASH | - | Water, Sanitation and Hygiene |
| WATSAN | - | Water and Sanitation |
| WATSANC | - | Water and Sanitation Committee |
| WAWA | - | WaterAid in West Africa |
| WB | - | World Bank |
| WD | - | Water Directorate |
| WHO | - | World Health Organisation |
| WRC | - | Water Resources Commission |
| WRM | - | Water Resources Management |
| WSDB | - | Water and Sanitation Development Board |
| WSMP | - | Water and Sanitation Monitoring Platform |
| WSS | - | Water Supply and Sanitation |

EXECUTIVE SUMMARY

The Republic of Ghana, formally known as the Gold Coast, is located in West Africa with Cote d'Ivoire to the west, Togo to the east, Burkina Faso to the north and the Gulf of Guinea to the south. With an estimated 2010 population of 24million and a growth rate of 2.3%, Ghana has a HDI of 0.526, a GDP growth of 4.70% and GNP of \$261.97. Although there has been substantive decline in poverty in Ghana in the past two decades, there is wide gender and geographic disparity in income and poverty between people living in the drought, flood-prone northern regions and with those living in the growing urban cities of the south where there are more economic opportunities, yet higher living costs. About 28% of Ghana's population are below the poverty line, and there is an approximate 50/50 split between urban and rural dwellers.

Sustainable access to safe water, improved sanitation and hygiene (WASH) in Ghana in the past two decades has been plagued by the combined effects of poor government prioritisation, financing and targeting of available funds to meet WASH needs of the poor. There is also inadequate sector coordination and capacity, and accountability linked to insufficient demand for services by duty-bearers from the poor and marginalised people affected by WASH poverty¹.

The Government of Ghana (GOG) targets achieving water and sanitation coverage of 85%, beyond the MDG target of 75%. Currently, national water coverage is 82% whilst sanitation coverage is way off track at only 18% in the urban areas and 7% in rural areas. At this pace, Ghana will reach the MDG target for sanitation by 2130! Based on the average cost of a latrine and water supply, it is estimated that a total of GH¢2.4 billion (US\$ 1.6 billion) is required to meet the sanitation and water MDGs.

Despite the immense challenges to meet MDG targets and improve WASH sector outcomes, a number of opportunities for success have recently emerged. First, the GoG launched the SWA Compact, a clear statement of commitment to annually provide US\$200m for water and sanitation improvements plus an annual allocation of US\$150m for hygiene. Further provision, up to the minimum threshold of 0.5% of GDP, will cover capacity building for hygiene education- including national outreach of CLTS. WAG's influencing and RBA activities seek to ensure that the funds are indeed allocated and used as intended to fight WASH poverty. Secondly, a projected US\$5b is to be generated over ten years due to Ghana's recently found oil and gas resources with production starting the end of 2010. The revenue base here has strong implications for reducing poverty in general and WASH poverty in particular. Furthermore, national WASH policies exist, shaped by Ghana's 1992 constitution, as do Ghana's Growth and Poverty Reduction Strategy (GPRSII) among other instruments, which all support a future thriving WASH sector.

Although the above politico-economic contexts offer enabling opportunities, power analysis shows that the benefits will not be automatically realised by all in an equitable and inclusive manner. It will take a strong, vibrant and active media and civil society that knows and demands their rights, and a responsive and accountable government to fully realise the potential of WASH benefits to human development.

WaterAid in Ghana (WAG) in this new strategic period (2010/1-2015) (CSP5) will use various means to achieve the CP aims. Direct provision of WASH services, through partners, will be a means toward ending WASH poverty. Building and amplifying the voice of service users, networking at all levels to generate demand for more equitable, inclusive and sustainable WASH services, and integration of WASH in the education and health sectors characterises our overarching agenda; ensuring that RBA and SBA principles of mutual accountability, endogenous development, empowerment and active and equitable participation (E&I) of poor and vulnerable communities are upheld. In this strategy, global

¹ WAG defines WASH poverty as a condition of deprivation and vulnerability that have hindered access to safe water and improved sanitation and hygiene caused by systemic and structural factors economic and political in nature, social policies, laws, cultural practices and attitudes, and the historical experiences of colonialism. These factors of both local and external origins have perpetuated powerlessness, exclusion and inequity among communities in Ghana.

campaigns will be informed by local contexts, and our emphasis on micro-macro linkages will focus on balanced supply- demand relationships to enhance working with donors, government, service providers, the private sector, and poor people in mutually accountable, innovative and culturally appropriate ways. Our Regional Learning Centre on Citizen Engagement (RLCCE) will inform our work approaches and those in West Africa and indeed with improve ICT and advocacy, the world.

The WAG CP has come a long way after 25 years. It has learnt some significant lessons and deepened internal and wider sector understanding of WASH poverty. Influencing- which is at the heart of WA's global strategy, is also linked to our key local strategic and programmatic shifts and required skills, particularly E&I, RBA, and M&E (among others) and mainstreamed in most CS objectives. WAG localises the global strategic aims to achieve sustainable outcomes and impact as follows:

In Aim 1: WAG's aim is to build networks of poor people using WASH services at all levels and to ensure participation in key decision making processes. We will also ensure that the services we provide generate evidence for advocacy and supports demands for equitable, inclusive and sustainable services from duty bearers. CSO coalitions including CONIWAS, GWJN, AWSDB and networks of CBOs, WATSAN at all levels together with the RLCCE will demand accountability and provide alternative policy and practices in the sector, particularly at the district levels. **In Aim 2: WAG** will work in a clearly defined spectrum of relationships (e.g., partnerships, collaborations, networks, strategic alliances, coalitions and consultancies) based on the mutual goals and principles (E&I, RBA, SBA, etc). In *supporting governments and service providers' capacity development in delivery of WASH* we will also influence duty bearers to embrace transparency and accountability in their work. Under **Aim 3**, WAG *advocates for the essential role of WASH in human development* by generating evidence and creating awareness of the impact of WASH in wider development. We will establish relationships with education, health, women and other sector coalitions and government entities in this effort. Finally we also identify ways to promote equitable, indigenous, and sustainable ways to mitigate the impact of the climate.

In Aim 4, we achieve CSP5 goals guided by a new People Management and OD/Change Strategy that emphasizes routine and targeted staff, partner and organizational capacity assessment and development interventions designed to increase effectiveness and efficiency. Staff size will be increased from 18 to 27 and new and improved skills in RBA, M&E, E&I, Fundraising, ICT, behavioural change, and influencing, among others, will facilitate sustained high performance. Also, stakeholder and partner skills and relationships will be strengthened to meet the SOs of CSP5. A Performance Management Advisor, Fundraising and Resource Mobilisation Advisor, and a People and OD Department are key positions and functions that have been created. These staff will play critical support roles to the leadership team to create an enabling environment for sustained strategic success and improved employee relations and welfare. Our Tamale work station in northern Ghana will be strengthened to play a more prominent role to ensure our work is sustainable and achieves greater impact/outcomes.

CSP5 will engage in a modest growth strategy to increase the CP's geographical coverage in the existing 13 formalised operational districts. We will increase urban work in Accra and Kumasi (Ashanti Region) and advocate for the rights of the poor in the Western region where new partnerships with CSOs working on accountability and transparency issues in the extractive industries of oil and gas will add value and generate new learning on advocacy and influencing of government funding of WASH, particularly sanitation and hygiene. Overall, this new strategy anticipates targeting 420,000 direct and 3,000,000 indirect users (including women, girls, PWDs, PLWHAS, the aged and other differently-abled persons) over the next five years. Ownership and sustainability of WASH facilities will be promoted by using WAWAs sustainability framework and integrating lessons learned. Since our work in communities will be longer term (3-5 yrs or more), our continued relationships with these communities will focus on building their capacities to use RBA, CLTS, and strength based approaches to effect lasting behaviour change and gauge the extent to which community power has increased from previous levels of vulnerability and exclusion, and the extent that true ownership of WASH facilities has been realized.

The Essential funds required to execute this five-year strategy is GH¢24,001,064 million (£10,000,443million). Our budgets will be re-aligned to progressively allocate 60% of our resources by the close of the strategic period to address sanitation woes. The CP recognises the enormous task of mobilising these resources and will aggressive strategize to obtain and effectively manage funds from diverse sources that do not leave the CP over-reliant on any one source. Our target for fundraising will seek to mobilize 35% of total CP annual essential budget in-country by 2015.

The strategy will be monitored and guided by an elaborate M&E plan that takes advantage of our lessons learnt, strengths and weaknesses in the past and will facilitate innovative ways of tracking change through qualitative and quantitative measures. The introduction of a Strategy Advisory Committee (SAC) with WAG staff, donor, and partner representatives and a clear TOR is one of many new efforts of this strategy. We will improve our planning and coordination of activities at all levels to achieve the strategic aims and continue to use the expertise of the WAWA Regional team and other WA global staff to help track progress, identify areas for improvement, and build regional relationships and capacities where needed. Regional learning, exchange visits, and project collaborations are planned.

An elaborate Risk Management plan has been created. Potential risk areas include weak documentation leading to loss of institutional memory, water/climate vulnerability and sustainability issues. WAG's SMT will regularly review the risk register and proactively mitigate risks identified over the strategy period.

1.0 INTRODUCTION

1.1 Background to the country programme

Promoting the idea that “water is life,” and “sanitation is dignity”, WaterAid (WA) seeks to globally influence the policies of key institutions, organizations, and international bodies, especially governments, to secure and protect the rights of all, especially the poor, to safe, affordable water and improved sanitation and hygiene (WASH) services. In 2010, WaterAid’s pursuit of this goal contributed towards safe water and sanitation being recognised as a global human right (UN General Assembly Resolution, 2010)²; yet worldwide, around 850 million and 2.6 billion people remain deprived of access to water and sanitation respectively. This must change!

Bringing the laudable vision of providing WASH services to the poor and vulnerable people in Sub-Saharan Africa, WA began operations in Ghana in 1985 and by 1989 supported the Government of Ghana’s (GoG) hand dug well programme in four districts. In the early 1990s, the Country Programme (CP) work evolved to include sanitation, hygiene promotion, and capacity building. The outcomes of this work were used for evidence-based advocacy and to influence the GoG and others to increase WASH services to the poor. Today, in 2010 after 25 years of primarily rural based WASH services provision, WaterAid in Ghana (WAG) currently covers 13 Districts in 7 of 10 regions, with increasing attention to Urban WASH issues.

WAG has implemented four Country Strategies over the last 14 years.³ This document represents the fifth strategy informed by a new (2009) WA Global strategy. It is designed to provide new and innovative ways to continue bringing WASH to the most disadvantaged in Ghana. During the past 25 years, WAG worked with eight local NGOs to reach approximately 800,000 poor Ghanaians as indicated in Table 1 below.

Table 1: Estimated User Numbers in WAG Operational Areas from 1985-2010

| Year (CS Period) | No. Of staff (WAG Office) | No. Of NGO Partners | No. Of LGA Partners | Number of people Supported | |
|------------------|---------------------------|---------------------|---------------------|----------------------------|----------------|
| | Staff No. | No. of NGO Partners | | Water | Sanitation |
| 1985-1994 | 2 | 7 | 16 | 225,900 | 3,948 |
| 1995-1998 | 4 | 8 | 23 | 131,850 | 5640 |
| 2003-2005 | 14 | 8 | 11 | 89,950 | 27,170 |
| 2006-2010 | 18 | 8 | 13 | 168,347 | 139,603 |
| TOTAL | | | | 616,047 | 176,361 |

Despite the many gains made over the years, many rural and urban poor still lack access to safe water, improved hygiene and sanitation. According to Ghana Health Service Report, 2008⁴, improved water sources are higher for the wealthiest households (90%) than for the poorest households.

In the face of these challenges, however, Ghana is on track to achieving the Millennium Development Goals (MDG) target of 78% access of water for all citizens, but is unlikely to meet the target of 53% for sanitation. Available data indicates that 83% and 13% of the country’s population currently has access to

² General Assembly Adopts Resolution Declaring Access to Clean Water, Sanitation (28.7.2010, UN Gen Assembly Dept of Public Information).

³ The number of strategies has on average covered less than four years, which indicates an unusual short period of time as strategic plans normally cover longer periods, normally four to five year time spans.

⁴ See Ghana Health Service Report, *High Impact Rapid Delivery (HIRD)*, Ministry of Health, 2008.

safe water and improved sanitation respectively (Joint Monitoring Report, UNICEF, 2009). Several reasons exist for the dismal sanitation coverage. First, sanitation has over the years, received limited attention and funding. Sanitation currently has a financing gap of \$54 million that the new “Ghana Compact”⁵ will partially address. The Compact was an outcome of the 2010 Sanitation and Water for All High Level Meetings (SWA) that WAG actively shaped and influenced. Secondly, the GoG’s inability to disburse all allocated donor funds points to technical (absorptive capacity) and accountability challenges.

Besides low funding and priority-both indicators of low political will- the absence of an effective and harmonized approach towards sanitation and hygiene delivery, especially for the poor, are also a major challenges among others we discuss under Section 3. This has contributed, for instance, to only a 70% functionality rate of all major WASH intervention projects in the country (WashCost Report, 2010). Cost of doing business and prices of non-food items related to low WASH service delivery in the country is very high as a result of the current 42% and 21% tariff increments (domestic rates) of electricity and water respectively, announced by the Public Utilities and Regulatory Commission (PURC). Combined, these challenges have wide implications for WASH service delivery to and advocacy efforts for the poor. Complicating things, more slums have developed in urban areas due to the high cost of living, rents and lack of jobs and are mainly inhabited by the poorest and the most excluded people.

2.0 LOOKING BACK – Progress & key shifts over the last strategic period

WAG has experienced several transformations over the past twenty-five years, including evolution from a church run programme into a local NGO with various partners. Lessons learnt over the years coupled with changes in WaterAid internationally with respect to increased attention to urban work and sector advocacy, informed adoption of the CR Leadership model since 2000.

Spanning from 2006-2011 (though effectively ending in 2010), the fourth strategy introduced key shifts in programme delivery based on a Mid-Term Review (MTR) in 2008 that included: i) initial implementation of the Community Led Total Sanitation (CLTS) approach to accelerate sanitation delivery and sustained behavioural change, ii) increased emphasis on gender, E&I in WASH service delivery and policies, iii) increased attention to sustainability of WASH facilities and water resources through community-based water resources management (CBWRM); and, iv) a renewed emphasis on evidence-based advocacy. The evolution of the CP is depicted in *Appendix 2*.

The CP currently boasts of a permanent office in Accra and a workstation in Northern Ghana (Tamale) where most of the CPs work has been focused due to high poverty levels. Developments in recent years include the emergence of a Senior Management Team (SMT), and departments such as Policy and Partnership (PPD), Finance and Administration (FAD), and the Country Leadership Program led by the CR. There is growing influence of the West Africa Region and team wherein since June 2009, the Head of Region for WaterAid West Africa and other staff, have been based in the WAG country office in Accra. In relation to this next strategy period (2011-2015/CSP5) and its development process, see Appendix 1.

2.1 Key Achievements over last strategic period (2006-2011)

WaterAid Ghana’s last strategy set five goals to guide implementation of its core programme activities. This section, informed by WAG CP evaluations, Partner Round Tables (PRT), and other participatory evaluative processes outlines selected achievements of these goals.

2.1.1 Partnerships

Over the last strategy period, WAG developed closer working relationships with its partners to promote sustainability of projects in communities. To compliment relatively recent government decentralization processes and to intensify lessons learned, WAG formalized relationship with 13 LGAs and existing NGO

⁵ The Ghana Compact, Sanitation and Water for All: a Global Framework for Action (SWA), 2010

partners through tripartite Memoranda of Understandings (MoUs). MoUs were also signed with 3 CSO Networks. WAGs sustained financial and technical services to these partners have, among other things:

- Created access to the highest offices of government to influence sector policy in favour of the vulnerable;
- Provided water and sanitation services to approximately 800,000 users;
- Generated lessons from experiences and best practices to enhance sector work; and,
- Created CONIWAS, a CSO Network, and organizer of the “Mole conferences”, a model sector platform for advocacy.

2.1.2 Water Resources Management (WRM)

Considerable emphasis was placed on protecting water resources, both in quantity and quality. In Partner capacities were built in water quality testing and sanitary assessment of water points. WAG aligned its new water quality policy with revised National standards to ensure partners achieved at least the minimum requirements. Nationally, WAG played an important role in formulating the 2007 national water policy that created the right framework for a national basin-wide approach to WRM.

2.1.3 Sanitation work

In collaboration with UNICEF, WAG sensitized and influenced the sector to accept CLTS. This approach, focuses on changing sanitation and hygiene behaviour, was adopted in response to the findings that the need-based, subsidy-driven approach to sanitation and hygiene practices was ineffective. Though still new in use, CLTS is yielding positive results among community and school populations. Even though there is no harmonised national implementation approach, and a need to further study its effectiveness, most view CLTS as a solution to Ghana’s overall low sanitation achievements.

2.1.4 Urban work

WAG made conscious efforts to deepen its commitment to urban work due to the high rate of rural-urban migration (50:50). WAG partnered with PURC and Ghana Water Co. Limited (GWCL) for joint research and to implement water projects in three poor urban settlements in Accra⁶. We also successfully collaborated with UN-Habitat to increase access to sanitation and promote good water governance in a pro-poor area in Sabon Zongo in Accra where use of the Community Ownership and Management (COM) model was tested. The success in Sabon Zongo has attracted wide attention and is being replicated. To support the process and guide WAG’s urban work, we collaborated with the World Bank in an urban study that informed development of our draft urban strategy which will be finalized in 2010/11.

2.1.5 Equity and Inclusion

WaterAid is a strong advocate for inclusion of the poorest and most marginalized people in WASH processes and decision-making and thus works in the poorest areas of the country with the lowest access and social indicators-- Northern, Upper East and Upper West Regions (WAG CP evaluation, 2010). There was also sensitization of the need for gender mainstreaming in all sector interventions and enhancement of E&I values and approaches. Other achievements here include inclusive water system designs and approaches requiring sex-disaggregated collection of district baseline data on WASH poverty and people living with disabilities in local development plans. Our advocacy at the district level sought to ensure 30% inclusion of women in Watsan committees. Going forward, more effort is needed to reach PLWHA.

2.1.6 Accelerated Advocacy Sector Work

Advocacy and policy influencing contributions to the sector are duly recognized as WAG’s preserve and niche.⁷ Our sustained efforts here resulted in GoG’s abolishment of the 5% upfront community contribution towards capital cost of projects. Additional achievements include providing technical expertise in the development of the National Water Policy (2004, 2007) that explicitly recognizes the right to water, the creation of Directorates in two key sector ministries- namely the Water Directorate in 2008 (WD) and the

⁶ The settlements include: Teshie, Glefe, and Nima all in Accra metropolitan area.

⁷ This was validated by the 2010 CP evaluation findings and subsequent stakeholder review of findings.

Environmental Health and Sanitation Directorate (EHSD) in 2007, and finally, the 2010 national sanitation policy which improved GoG funding to the WASH sector.

2.1.7 WASH Model Projects

Finally, in view of the relatively limited funding for service delivery in the sector, WaterAid implemented WASH model projects for scaling up and replication such as the **rope pump** model project and the **Limited Mechanized Water Systems** accepted into the National Community water and sanitation programme to increase access to water in peripheral communities between urban and peri-urban areas.

2.2 Key Challenges

The following are highlights of some of the key challenges from our 2010 CP evaluation and various dialogues that prohibited even greater success in the last strategic period:

- CLTS implementation approach has been slow, poorly coordinated and somewhat ineffective in sanitation delivery and behaviour change outcomes. Among WAG staff, partners, and the sector in general, there is limited understanding of CLTS and success indicators;
- Monitoring and Evaluation (M&E) capacity and systems, especially at district-level, have been ineffective as a result of limited resources and capacities. Lack of Post-construction M&E by the responsible party decreases overall sustainability of facilities. Donor adherence to the Accra Agenda and Paris Declaration on aid effectiveness to strengthening M&E is needed.
- Promotion of SBA, RBA and community engagement with government/LGAs has been weak;
- Limited in-house programme-policy integration, M&E skills and documentation procedures have not been effective or nonexistent, hampering learning and accurate knowledge of our sector contribution, sustainability of work, and effective evidence-based decision making in multiple areas;
- Relationships with key donors, not only for fundraising, but for advocacy and influencing, has not been well coordinated and power balance in the sector shifts toward donors/development partners;
- Staff turnover has often been high at times and contributes to loss of institutional memory. Furthermore, progress on resolving issues raised in the last global WA survey has been slow;⁸
- The Regional Learning Centre on Citizen Engagement (RLCCE) has not taken off due to unresolved financing and governance issues and lack of staff.

2.3. Lessons learned in last strategic period

WAG has identified the following as the emerging lessons over the last strategic period relevant for the new strategy to address.

2.3.1 Sustainability Issues

- LGAs' commitment to ownership and sustainability of WASH interventions in the districts is low. This has created a gap between **implementation and post-implementation phases with** respect to sustainability of systems and structures.
- WAGs current one year project cycle interventions have failed to sustain gains made or maximise WASH benefits. Future programmes with communities and partners will last a minimum of three to five years to ensure sustained outcomes and high impacts. WATSAN committees and the District Water and Sanitation Teams (DWSTs) must be strengthened for post implementation maintenance and operation, among other things. Rights and strength based approaches should also improve outcomes.
- The Pump Parts Banking concept, practiced in Kwahu North District, has been found to support sustainability of hand pumps. This will be mainstreamed into our service delivery approach and supported with strong advocacy to influence sector practice and procurement processes.

⁸ See Kimberly Ryan's, WAG study "A Report on Review of Organizations Strategy." September 2007.

2.3.2 Urban Work

- The community scorecard has been a useful tool to evaluate or assess levels of service delivery and foster closer collaboration between consumers and service providers. WAG will intensify the use of the tool to address WASH issues in truly participatory, equitable and inclusive ways.
- Land is a fundamental factor in urban work. As such land tenure arrangements could have negative impact on urban project implementation. WAG will now implement the recommendations of a study on land tenure arrangement in three urban areas in Ghana (WaterAid, 2009). New partners will be identified and data on slum ownership gathered to inform our pro-poor advocacy efforts.

2.3.3 Sanitation Delivery

Environmental Health Officers and Assistants (EHO/As) have positive impacts on CLTS implementation. Communities are ignited in shorter time periods and also demonstrate good hygiene practices through sustained interaction with the EHAs. In this strategic period, WAG will encourage closer collaboration between the Environmental Health Division of the Ministry of Local Government and Rural Development (MLGRD) and other health professionals to implement CLTS and WAG will develop a sanitation strategy that supports the National sanitation policy.

2.3.4 Organisational effectiveness

WAG experienced high turnover of staff leading to loss of institutional memory over the last strategic period. Consequently there has been loss of experienced staff and high costs spent in recruitments and training of new staff. WAG will optimise work-life balance, strive to create a more inclusive, attractive work environment, continue to seek improvements in planning work, and improve benefits and other conditions of service to make work life more productive, effective, and fun!

2.3.5 Donor Relationship Management

Strong donor relations during and at post-implementation phases can build strong pillars for collectively and proactively addressing emerging issues. From past experience, WAG must maintain relationships with its funding partners even beyond the funding periods for continued synergy, sharing lessons learned, and to manage any post implementation period emerging issues and conflicts.

In sum, WAG has learned significant lessons from its past 25 years and is repositioning itself to improve programme design, relationship building, work with government and partners, as well as our policy initiatives, approaches to service delivery, and technological choices. We will proactively mobilize and refocus our energies, building on the good from the past in the spirit of, “Sankofa”⁹ with a shared vision and stronger leadership team in this fifth strategy to improve programme delivery and CP performance.

As indicated in the June 2010 CP evaluation report, the CPs work with Civil Society Networks in advocacy and influencing at the National level has been a tremendous success. However, achievements have not been stepped down to the district and local levels and require more efforts to empower citizens to hold duty bearers accountable. These challenges, among others, will be addressed over the course of WAGs new strategy (2011-2015). In view of the rural-urban population drift and a near 50:50 ratio of rural to urban people in Ghana, the CP will increasingly engage in urban sector work. It will also require WAG to create new strategic and flexible partnerships, approaches and institutional arrangements. To do so, we now turn to more forward looking issues, with due consideration of current and historical global, regional and local situational contexts and power dynamics that can influence CP outcomes and impact.

⁹ Sankofa is a Twi word and an adinkra symbol which means go back and fetch it—remember your past (the good things in particular) so that it can inform the future.

3.0 A SITUATIONAL ANALYSIS

3.1 Situation Analysis

3.1.1 Political situation

The current political climate, characterised by relative peace and stability, has evolved over past decades of anti-colonial and post independent struggles. Known as the “Gold Coast” in the 15th century, Ghana attained independence from the British on 6th March 1957. Dr. Kwame Nkrumah became the first President and after years of military rule, democratic elections have become the norm since 1992. New elections are scheduled for 2012 and tensions mount in anticipation of power struggles to control national resources, particularly newly discovered oil and gas resources.

Ghana’s governance and policy frameworks, highly influenced by Western Parliamentary/Legislature models, take their legitimacy from the 1992 Fourth Republican Constitution, which emphasizes transparency, integrity, accountability and participation in all spheres of development. The plurality of political activity, freedom of speech and association, and a vibrant press all help to deepen the country’s democracy. Decentralisation, within the unitary system of government, is the chosen path of development theoretically designed to ensure citizen participation and empowerment in decision-making.

The Constitution also establishes the District Assemblies Common Fund and provides that “not less than five percent of the total revenues of Ghana” are paid into it for use in District Assembly (DA) capital works including expenditures for water and sanitation delivery. Unfortunately, evidence shows that very little of the DA’s resources have been spent on WASH services, particularly the poorer districts and communities in dire need of WASH services to improve their livelihoods. The DAs have large executive bodies made up of elected representatives and technical persons appointed by the President, including the Chief Executive. However, this does not promote accountability to communities and will require WAG to engage in grassroots mobilization, advocacy and influencing of traditional and other leaders and stakeholders to hold DAs more accountable to communities.

3.1.2 Economic development

Ghana’s economic growth has increased steadily since 2000 with annual Gross Domestic Product (GDP) increasing from 3.7% in 2007 to 7.2% in 2008. However, GDP decreased significantly to 4.1% at the end of 2009 mainly due to impact of global economic and financial crisis.¹⁰ The real per capita GDP growth rate of 2.8% in 2009 was a decline of the 2008 figure of 4.8%. Furthermore, approximately 30% of Ghanaians live on just US\$ 1.25 per day. By all standards, Ghana is a poor country, even though the last Ghana Living Standards Survey (GLSS 5+, 2007), revealed a reduction in poverty from 51.9% of the population in 1991 to 28.5% in 2007¹¹. The survey indicated high levels of persistent poverty in rural savannah and forest areas and increased urban poverty, largely occurring around the coastal regions. While the rate of inflation stood at 16.50 at the end of 2009 down from 40% of the early 2000s, in the same period, interest rates were relatively stable but have fallen considerably since 2007 and stood at 32.8% in 2009.¹² Though the inflation rate of Ghana for June 2010 declined from 20.7% to 9.5% (Bank of Ghana Monetary Policy Committee press release 16 July 2010), the above factors and the global economic crises raises concern that Ghana risks relapsing in development among key MDG sectors that drive development; this can hurt WASH service delivery and poverty reduction gains.

In 2002, Ghana adopted the Heavily Indebted Poor Countries (HIPC) initiative and reaped the benefits of debt relief. However, the economy remains fragile and is not robust enough to withstand external shocks such as unexpected rises in crude oil prices and declines in its major exports. The country has a vision to

¹⁰ World Bank Report, 2009; The state of Ghanaian Economy Report, 2009.

¹¹ Poverty Trends in Ghana 2002-2006, Ghana Statistical Service, 2007

¹² The Budget Statement and Economic Policy of the Government of Ghana for the 2008 Financial Year

reach a GDP per capita of \$1,000 by the year 2010. *At current growth rates, however, this appears elusive.* The major driving forces of Ghana's development such as increased export cocoa and gold revenue will compliment the new oil discovered by the end of 2010. This has the huge potential of re-shaping Ghana's trading partners with the potential of closer collaboration within the ECOWAS countries, including Nigeria and Equatorial Guinea, and alongside traditional major economic links with the United Kingdom, China, and United States of America.

Ghana will join the league of petroleum producing nations in December, 2010 following the commercial discovery of oil. Available scientific findings estimate that Ghana has a potential to produce 1.6 billion barrels of crude oil per year (Report of "Daily Graphic" Business Roundtable Conference held in Accra from 24 - 25 August, 2010) and can decrease debt while increasing foreign direct investment if managed effectively. While the private sector manoeuvres to be key actors in the production, management and utilization of Ghana's oil and revenue, the GoG must ensure that the 'spoils of oil' translate into increased government revenue to reduce poverty, including WASH poverty by allocating needed resources in subsequent years for the Ghana Compact. To monitor the extent of accountability and transparency in the oil extractive industry as it relates to WASH, WAG will position itself to influence government (Parliament, Ministry of Finance, etc) and others in this area.

3.1.3 Social Development

Ghana's current population is estimated at 23,500,000 people with an almost 50:50 rural to urban geo-distribution per the recently completed 2010 population and housing census. The Ghana Living Standard Survey 5 reveals that 40% of Ghana's population is aged below 15 and 4.7% above 65 years. Life expectancy for women is 56 and 52 for men. Ghana still records a high infant mortality rate of 51.01 per 1000 live births (CIA World Factbook, 2009).

WAGs current strategy promotes WASH in wider social development. As depicted in a presentation on the Ghana SWA Compact, WASH contributes to achieving the MDGs in several ways:

Table 2 Linkages of WASH to other MDG's

| Linkages of WASH to MDG's | |
|--|---|
| Health HIV/AIDS Nutrition | <ul style="list-style-type: none"> • 88% of diarrheal deaths from poor WASH • fewer diarrhea episodes & worm infestation can impact nutritional status • new evidence linking hand-washing and Acute Respiratory Infection |
| Education | <ul style="list-style-type: none"> • improving WASH in schools has an impact on enrolment levels, particularly for girls |
| Poverty | <ul style="list-style-type: none"> • 5.5 billion productive days per year lost due to diarrhea and burden of fetching water • household water required for small-scale productive activities |
| Gender | <ul style="list-style-type: none"> • women & girls bear the brunt of fetching water & benefit most when distances are reduced |
| Source: Adapted from Ghana SWA Compact Launch Presentation 2010 | |

According to the World Bank Report of 7 October, 2009 Ghana's per capita income at 2008 stood at \$670. Ghana's Human development Indicator (HDI) ranking for 2009, is 151 (out of 182) – the highest in West Africa, and extreme poverty declined from 40% in 1991/2 and 26.8% in 1998/9 to 28.2% in 2005/6.¹³ Yet, persistent poverty remains high in the rural savannah (Northern Ghana) and forest areas (Ashanti, Western

¹³ UNDP HDI Report, 2009: http://origin-hdrstats.undp.org/en/countries/data_sheets/cty_ds_GHA.html

and Brong Ahafo), with increasing urban and peri-urban poverty. Extreme and persistent poverty continues to be a barrier to WASH in the poorest regions- the Northern, Upper West, Upper East and Central regions of the country.¹⁴ Accordingly the GoG pledges, the most deprived regions – Northern, Upper East and Upper West – will receive four times the per capita amount allocated to Greater Accra, whilst the other six Regions will receive twice as much.

Poverty in Ghana also has a gender dimension. Women experience greater poverty than men. Gender disparities exist with respect to access to education, productive assets such as land and credit, and women are marginally represented in decision-making. While Ghana has made good progress towards increasing equitable access to education, and adult literacy stands at 65%, Ghana's 2010 Beijing Report revealed low statistics of women in political and public life, well below the 30 per cent threshold. In 2004 only 10.8 percent of the seats in Parliament were won by women and in 2008, women lost ground winning only 7.89 percent. The Centre on Housing Rights and Eviction (COHRE) along with human rights advocates for women have revealed that women and children suffer disproportionately from forced eviction of all types and are more slum dwellers than men.

Recent data indicates a slight decrease in HIV prevalence from 2.2 per cent in 2006 to 1.9 per cent in 2007. The GoG's aim is to ensure national prevalence of HIV remains below 5 percent.¹⁵ However, the limited preparations done to ensure that families are adequately provided basic health, financial, WASH and emotional support raises fear that obstacles to reach this vulnerable population may negate and further compromises the health status of PLWHA often subjected to non-hygienic environments. The number of communities reporting indigenous transmission of disease has also dropped significantly from 336 in October 2006 to 178 in October 2007¹. Though total reported cases expected by October 2010 show a 3 percent increase for the same period in 2009, it is encouraging to note, that generally Guinea worm cases are on the decline. Thus while seemingly implicit, water and sanitation's link with health and poverty status cannot be underestimated. Inadequate WASH services contribute to over 70% of diseases in Ghana, costing the country significant sums in health care and productivity.

The MDG targets are consistent with the GoG's development priorities and poverty reduction agenda for growth and prosperity¹⁶. Additionally, the Ghana Medium Term Development Framework (MTDF, 2010-2013) and Ghana Poverty Reduction Strategy (GPRS) both link reducing poverty to improved water and sanitation (GPRS, 2003)¹⁷ a GPRS goal, in line with the MDGs, is to halve the proportion of the population without sustainable access to an improved water source by 2015.

According to a Public Utility & Regulatory Commission (PURC) survey carried out in 2000/01, the majority of the poor who are connected to a water supply actually spend less than 5% of their income and use more water (35 litres per capita) than their counterparts who depend on alternative suppliers and spend about 12% of household income on water. This raises the question of affordability, as the cost of water actually forces poor people to use less water than is recommended in the definition of access leading to sanitation poverty¹⁸ and:

- Unavailability or inadequacy of water sources for basic needs for health and livelihoods;
- Inadequate water drawn by poor people due to physical and economic reasons ; and,
- Exclusion of vulnerable groups through stringent operating rules.

¹⁴ Ghana Report on MDGs, 2008 Page 9

¹⁵ Ghana Aids Commission, Daily Graphic, 4 Dec 2009.

¹⁶ Ghana Report on MDGs, 2002

¹⁷ Ghana Poverty Reduction Strategy: An Agenda for Growth and Prosperity, 2003

¹⁸ Sanitation poverty is defined by a situation of low awareness of sanitation, unavailability of sanitary facilities for communities and households, or even the physical inaccessibility of those facilities.

3.1.4 Cultural context

There are about 75 different ethnic groups in the country with the following major estimated populations: Akan 44%, Ewe 13% and Ga-Adangbe 8.3% in the south; and Mole-Dagomba 16% and Gurmas 4% in the north of the country. Each of the major groups holds different cultural beliefs, although Gyekye notes there are, for the most part, underlying cultural similarities.¹⁹ There are three main geographical divisions in the country: coastal, forest and savannah. The country's major settlements are in the south of the country: Accra, Kumasi, Sekondi-Takoradi, Ho, Sunyani, Cape Coast, Tema and several others. The north has Tamale as the major settlement. In terms of religious belief, Christians form 68.8% of the population, Muslims 15.9% Traditional 8.5%, others .7% and none 6.1% (2000 Census).

A number of socio-cultural beliefs relevant to WASH sector were indentified in WAG's social transformation study ((2009). The belief among the Dagombas that visiting a public toilet will cause one to be possessed by demons or lose ones magical powers lead some to practice open defecation. Others do open defecation because it is costless, fertilizes the soil and to protect their bodies from bad odour or smell from the toilet/pit latrine. These are issues that will be addressed using culturally sensitive, inclusive and strength based behaviour change communication tools and strategies to improve sanitation outcomes in Ghana.

The media is a powerful socializing agent. Ghana presently enjoys media plurality and extensive freedoms. Traditional media continues to play dominant roles in informing Ghanaians and serves as their preferential source for information. Most Ghanaians access their information from radio and television- there are presently 129 radio stations and six free to air TV stations in Ghana. New media and increasing investments in Information, Communications and Technology (ICT) infrastructure, are emerging areas with potential for WASH sector outreach efforts. WAG will therefore position itself strategically to identify culturally appropriate messages and media channels in its communication and campaigns efforts, using both electronic (community and commercial radio, online technology - including social networking) and print media, to influence GoG policy, disseminate information and advocate for improve behavioural change among Ghanaians. WAG will build partnerships for public outreach efforts and campaigns that facilitate participation of the poor in creating messages that elevate their voices.

3.1.5 Major Challenges and Trends

Rapid depletion of natural resources due to lumbering, mining, over grazing and other activities continue to be major challenges to Ghana's sustainable growth and access to water. Small (locally known as galamsey) and large scale mining, use of chemicals in fishing, improper solid and liquid waste disposals as well as anthropogenic activities often pollute much of the country's endowed water resources and ecosystem. Generally, there are a number of water quality issues plaguing Ghana including high iron, fluoride, nitrate, arsenic and microbiological contaminants. Difficult hydrogeological terrains, especially in the three Northern Regions, lead to high costs of procuring water points from groundwater sources.

Globally, not less than 1.7 billion people are suffering from water scarcity, and if climate change continues the figure will rise to 5 billion by 2025. Flooding, a phenomenon often linked to climate change and environmental pollution poses a great challenge to Ghana.²⁰ Since 2004, the city of Accra has experienced flooding along the Odaw river catchment area as a result of dumping of waste into drains and building on water ways. With a projected rise in sea levels of one meter by 2100, the east coast of Ghana will particularly be at risk of flooding and shoreline recession. Furthermore, there could be serious seawater intrusion into hitherto fresh water aquifers leading to water quality issues in many areas. Over 1000 km² of land area may be lost and several tens of thousands of people will be displaced resulting in deterioration of quality life and more urban slum dwellers. Salinity which is already a problem in the coastal zones will increase as a result of sea levels rising (Mole XXI Background Paper; 8-9). Parts of the three northern and Volta regions, situated in the Volta basin, have also experienced flooding in 2008 and 2009. The impact on

¹⁹ See 1992a, Kwame Gyekye & Kwasi Wiredu, *Person and Community: Ghanaian Philosophical Studies 1* (Washington D.C.: The Council for Research in Values and Philosophy).

²⁰ See **Tracking Climate Change**. GTZ, 2009, 28, cited in Mole Conference XXI Background Document, 4., CONIWAS, 2010.

the WASH sector in Ghana and related areas of water resources discussed at the recent 2010 Mole XXI conference in Accra included:

- *Access to Water:* ...Generally rural populations rely on groundwater resources while urban populations rely on surface water. Reduction in precipitation already observed is expected to continue as a result of climate change and will negatively impact surface and groundwater sources, potentially limiting availability. Floods may also impact water availability as sources may be contaminated. Dwindling availability of water will also affect agricultural and livelihoods activities and access to energy.
- *Impact on Human Health:* Climate change will have direct and indirect impacts on human health. Based on predicted climate change scenarios for Ghana, there could be a shift in malaria transmission patterns and the number of malaria cases is expected to decrease – assuming current steps for malaria control is continued. However increased temperature and reduced rainfall will increase risk of guinea worm infestation. Indirect impacts of climate change could include a worsening of existing problems with hunger and malnutrition resulting from decreasing food supplies resulting from droughts and other extreme weather.
- *Migration and Conflict:* As water resources and productive land become scarcer, it is likely that people will migrate to areas that are perceived to have more resources. In Ghana, migration is common from vulnerable areas in the north to the southern part of the country. Conflicts between nomadic groups (e.g., Fulani Herdsmen) and local farmers could worsen particularly over access to water resources and grazing pasture. Internationally the impact of climate change could also include trans-boundary conflicts (e.g., Between Ghana and Burkina Faso) over the use of the Volta River Resources.
- *Impact and other Marginalised Groups:* Women are increasingly recognised as being particularly vulnerable to the impacts of climate change due to the fact that they are more likely to be dependent on farming for their livelihoods on marginal lands; have insecure access to control over land and multiple responsibilities in the family (providing fuel, food, water, health care, etc). Moreover health risks are worse for women and children due to less nutrition and immunity.

WAG will work closely with the Environmental Protection Agency (EPA), Ministry of Environment and Science, Water Resources Commission, District Assemblies and Regional Co-ordinating Councils, among others to identify the CC/CBWRM steps necessary to influence equitable and inclusive policy and practice from national to local levels. WAG will work to build awareness and capacity of local communities to respond in ways that value their local knowledge and ability to adopt methods of CBWRM beneficial to the community and which address health, hygiene and sanitation, livelihoods, security and other challenges.

3.1.6 Overview of current WASH status

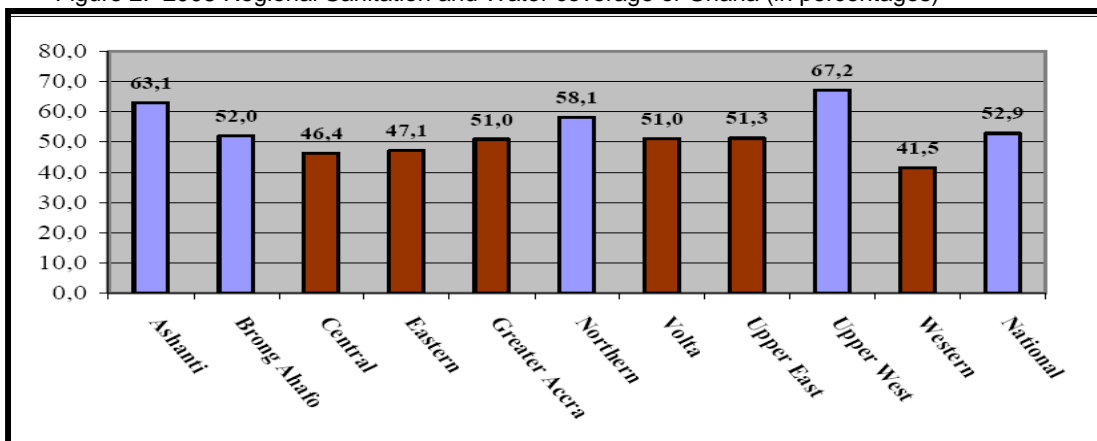
Over the last six years, development partners and donors, through joint financial agreements with the GoG, contributed approximately 95% of the total WASH sector capital budget.²¹ Yet GoG budget allocation for safe water (GWCL and CWSA) is less than 0.5%. In 2004, the sector received GHC18.04 million being 1.36% of the total budget (GHC1331.36 million). This, allocation however, increased in 2009 to GHC212.76, million reaching 3.29% of the total budget (GHC6462.77 million)²².

Current water and sanitation coverage rates are not evenly distributed (see figure 2 below). WAG's operational districts have seen some improvement in WASH coverage; however, they still have deep gaps to be addressed. The average level of water and sanitation coverage is lowest in Central and Western Regions. Consequently, the GoG and her partners still have a long way to go to achieve the nationwide goal of 53% access to sanitation. On the other hand, the MDG target of 76% access to safe water is achievable. The projected trend indicates that Ghana could reach 83.6% coverage for improved water by 2015. In terms of sanitation (toilet facilities) Ghana needs to serve about 1,283,000 people annually between 2006 and 2015 to reach the MDG target of 53% national coverage.

²¹ WASH Sector Investment Study Report, 2009.

²² Approved Government of Ghana Budget Statements and Economic Policy 2009

Figure 2: 2008 Regional Sanitation and Water coverage of Ghana (in percentages)



(Source: Ghana Public Expenditure Review Rural Water and Sanitation Sector, March 2008)

3.2 Rights, Equity and Inclusion

Ghana has ratified international and regional human rights treaties and conventions promoting equity including ICCPR, ICESCR, CEDAW and the African Charter on Human and People's Rights. Many of these rights are enshrined in Ghana's Constitution. While there have been considerable improvements in the human rights situation in Ghana since 1992,²³ a number of problems require immediate action, such as violence against women, the death penalty, forced evictions, mob violence, AIDS discrimination, and unfair trials.

The 1992 constitution of Ghana does not make explicit the right to water by citizens even though it recognises the inalienable rights of citizens to basic social amenities including shelter, education and health. This means that citizens must more proactively demand for these basic services to improve their living standards. This is where WA advocacy and influencing activities is critical. Large populations of poor people, especially women and children in both rural and urban settlements have continuously suffered from exclusionary and discriminatory practices in regards to rights and access to WASH thus diseases, malnutrition and general impoverishment is high among these marginalized groups and the differently-abled²⁴ in Ghana.

A 2009 WAG study on pro-poor targeting in urban communities indicates that it is critical for discussions on access to water connections to be discussed in terms of the type of connection and its social impact for greater policy relevance and solutions as low-income households do not automatically benefit from 'trickle-down' effects of capital investments. Instead, direct targeting of services for the poor is needed to address power imbalance in rights to WASH and to achieve greater impact.²⁵

Another deprived group in Ghana are people with disabilities (PWDs). Their access and use of physical infrastructure has been affected by poorly designed and inappropriate architecture. WASH facilities are no exceptions as their designs also often exclude the special needs of this group. Where provisions have been made, it is often an afterthought and usually does not adequately serve the needs of PWDs. The

²³ <http://www.amnestyusa.org/annual> report,2010

²⁴ In Ghana, differently-able people include PWDs, PLWHAS, the aged, illegal settlers, people living in remote and peripheral areas, and indigenous people.

²⁵ Ibid, World Bank & WAG Study on Pro Poor Targeting (2009).

Persons with Disability Act passed in 2006 needs strengthening and WAG will also work closely to monitor the implementation of the PDA in terms of WASH access and service delivery.

A shift this new strategic period will witness WAG moving beyond a need based approach towards rights and strengths based approaches to address gender and E&I issues. At an institutional level, WAG will develop and implement an E&I plan as part of our people's strategy ensuring that such values are an integral part of what and how we do our work.

3.3 SECTOR REVIEW

3.3.1 Sector Policy/Strategy

The National Water Policy (NWP) of 2004 revised in 2007, provides a framework for the sustainable development, management and use of Ghana's water resources to improve health and livelihoods, reduce vulnerability while assuring good governance for present and future generations. The policy also recognizes the various cross-sectoral issues related to water-use and the links to other relevant sectoral policies such as those on sanitation, agriculture, health, transport and energy. It seeks ways to address relevant issues under water resources management and supply, with emphasis on achieving equity in access to water supply for peri-urban and urban poor, and community water and sanitation. The revised Ghana Water Quality Standards of 2009 also recognizes access to safe water at all levels as basic human rights.

Environmental sanitation is among the powerful drivers of human development as it affects quality of life – improving health and rising wealth. The overall goal of the National Environmental Sanitation Policy (NESP, 2009) is to develop a clear and nationally accepted vision of environmental sanitation as an essential social service and a major determinant for improving health and quality of life in Ghana²⁶. The NESP has implications for all sectors of the economy including health, environmental protection, improvement of human settlements and services, tourism, and general economic productivity. Experiences from the implementation of CLTS approach have influenced the revised national sanitation policy.

The National/District Environmental Sanitation Strategic Action Plan²⁷ (NESSAP /DESSAP) articulates the role of District Assemblies (DAs) and district sub-structures in accelerating the delivery of improved sanitation through provision of sanitation facilities. As an example of the CP's successful advocacy work, the outcome and recommendations from the WAGs social transformation study (Abandoning Open Defecation, WAG, 2009) have largely informed the revised sanitation policy which also emphasizes socio-cultural factors and beliefs and their relationships to open defecation as important to improving sanitation and hygiene results.

Challenges exist for effective inter-institutional coordination, harmonization and collaboration as well as monitoring and evaluation of the above policies. The Sanitation and Water for All (SWA) National technical committee recognizes the lack of a cohesive national planning framework for addressing sanitation and drinking water. Some of these gaps will inform WAG's focus areas in this strategy.

3.3.2 Sector Coordination

Weak WASH sector co-ordination manifests itself in duplication of expenditures and resources in terms of planning, design and implementation²⁸. Roles of key sector players, mainly the two directorates- WD and EHSD, and the allied sector agencies, GWCL/AVRL, CWSA, WRC and LGAs are not clear and their mandate for delivery fragmented. To address this problem GWCL, CWSA and WRC have developed SIPs using the **Sector-Wide Approach** (SWAp) designed to address sector challenges at all levels. Development partners such as World Bank, CIDA and international NGOs such as WAG will continue supporting the SWAp roll-out processes.

²⁶ Revised Environmental Sanitation Policy, May 2009, MLGRD

²⁷ National Environmental Sanitation Strategy and Action Plan, 2010, MLGRD

²⁸ WAG Sector Review Report, 2009 and sector gap analysis

3.3.3 Sector Finance

In Ghana, we have noted the level of financial commitment exhibited by successive governments for WASH sector investments is low compared in general and in particular to other sectors such as Health, Education and Agriculture. Reasons include lack of ministries with budget lines, poor political prioritization and will, and donor dependence. Similarly, the Global Sanitation and Water for All (SWA) campaign identified 3 key gaps of the WASH sector's financing situation relevant to Ghana: low political prioritization - leading to insufficient resource allocation; poor targeting and unpredictability of financing – resulting in resources failing to reach those most in need and third, lack of mutual accountability. The sector is largely donor-driven and dependent. There is no master sector financing plan, however, there exists several organizational finance plans that don't mutually re-enforce each other (e.g. The National Water Policy CWSA strategic investment plan (SIP), LGAs –MTDP). However, the District Assembly Common Fund (DACF) which receives funding from central government is woefully inadequate to finance the MTDP. In the Millennium Project financing plan for example, an amount of US\$179 million/year is required to achieve targets of supportive environment from 2002-2015²⁹. The classification of sanitation as an essential service and launch of the SWA Compact by the GoG are important initial steps towards improving sector funds.

The major international donors funding the sector include DANIDA, EU, DfID, WB, UNICEF, KfW, GTZ, CIDA, the Netherlands, and AfDB. There needs to be closer examination of the extent to which conformance to the Paris Declaration on Aide Effectiveness and Accra Agenda exists.

3.3.4 Institutional arrangements and capacity/Relationships

The Ministry of Water Resources, Works and Housing (MWRWH) is the lead government institution responsible for water resources management and drinking water supply. The Water Directorate (WD) of the Ministry is the focal point. Over the years the WD has lacked the required staffing level and skills. The key agencies of MWRWH are Water Resources Commission (WRC), Ghana Water Company Limited (GWCL), and Community Water and Sanitation Agency (CWSA). The WRC was established to harmonize water resources management and related issues concerning all consumptive and non-consumptive uses of water in the country. The Commission has two decentralized basin offices.

GWCL is responsible for urban water supply. However, GWCL's operations have not been self-sustaining and it has relied on the GoG to subsidize its operations. In supporting GoG to re-capitalize GWCL for efficient delivery, the WB introduced a management Consultancy model into Ghana's urban water reforms Aqua Vitens Rand Limited (AVRL), the operator, which now manages urban water supply on behalf of GWCL. The asset holder is, however, GWCL. The Public Utility Regulatory Commission (PURC) is the regulatory body for water utility and currently regulates only urban water supply. AVRL appears to wield more power than GWCL albeit the former has oversight responsibility over the later. Public opinion appears to be that urban water reforms have not significantly improved the supply of safe water.

The National Community Water and Sanitation Programme (NCWSP), introduced in 1994 and reporting to the CWSA, addresses WASH at District levels, in rural communities, and small towns. NCWSP promotes community ownership and management (COM), of WASH facilities. The COM model has not been as effective as expected; it is hoped that WATSAN networks can improve results.

Provision of sanitation services comes under the Ministry of Local Government and Rural Development (MLGRD). The Environment Health and Sanitation Directorate (SD) of MLGRD is the focal point responsible for policy formulation and coordination. Implementation is, however undertaken by Metropolitan / Municipal /District Assemblies (M/M/DA) and a host of private sector players under PSP arrangements. It is however, regrettable that the SD of MLGRD is still bereft of data on sanitation coverage, having deferred acquisition to WSMP. A graphic representation of these sector relationships are shown in Appendix 3.

3.3.5 Performance monitoring and accountability

²⁹ Ghana 2008 Millennium Development Report

Several tools, systems and mechanisms are in place to provide specific WASH information. The Ghana Standards Board (GSB) has set targets and established a system of monitoring and testing drinking water quality³⁰. The GSB Quality Standards and EPA Standards provide some of the benchmarks for monitoring progress in the WASH sector. Elements of baseline data for monitoring progress in water and sanitation sector are given in the National MDGs, Water and Sanitation Policies, PRSPs and MTDPs. With support of some DPs, the GoG in 2006 started implementing an M&E system, the Functional Organizational Assessment Tool (FOAT) to assess performance and tracks budgets of LGAs for realistic allocation of funds from the District Development Facility (DDF).³¹

(Detailed analysis of key issues raised in the above five thematic areas is shown in a matrix in Appendix 4)

3.4 Stakeholder Analysis

Most of the major sector actors operate at the national, regional, district and community levels as well as the NGO level. The national level stakeholders include WD, EHSD, AVR/L/GWCL and CWSA. The last two listed stakeholders also have regional offices operating at the district level. At the district level, the M/M/DAs and their corresponding Water and Sanitation Teams (M/DWSTs) are the key actors. The community water and sanitation (WATSAN) committees and the Water and Sanitation Development Boards (WSDBs) operate at the community level. Notwithstanding the perceived functionality of these institutions, they are confronted with a myriad of challenges which directly and indirectly affect service delivery to the communities (WAG Sector Review Report, 2009).

3.4.1 Water Directorate

Established through the instrumentality of Development Partners (DPs) and funded initially by DANIDA, the WD lacks the institutional anchor within the MWRWH and has no independent budget from the Ministry. Its activities are currently being supported with funds provided by the European Union and DFID through the "Improvement in Water Sector Performance Management Framework". The Directorate has, over the years in the face of resource challenges, not been able to deliver on its mandates of coordination of the water and water-related sanitation sector for policy harmonization, sector-wide monitoring and evaluation of GPRS outcomes and meeting MDG targets. WAG, which also supported the WD financially and with TA, expects the WD to seriously confront sector challenges to avoid duplication of efforts as well as raise and ensure proper utilisation of donor and GoG funds and will monitor the WD's performance.

3.4.2 Community Water and Sanitation Agency (CWSA)

CWSA is the lead institution for sector interventions in rural and small towns and has offices in all the ten regions of Ghana. It secures funding from DPs for WASH and is one of the institutions championing the CLTS approach. The major challenge confronting this institution is limited GoG funding to cover its administrative costs, lack of harmonized hygiene promotion tools and lack of a mandate to enforce the NCWSP across sectors. WAG has an expectation that, CWSA will be proactive in designing better, inclusive, and innovative ways for effective hygiene delivery. WAG will use existing engagement platforms with CWSA to advocate for this and monitor the outcomes in CWSA annual reports.

3.4.3 Metropolitan, Municipal and District Assemblies (MMDAs)

Given the national decentralisation policy and the focus of sector interventions at the decentralized level, the fulcrum of sector activities are at the district level. The Metropolitan/Municipal/District Assembly (MMDA) is the statutory deliberative and legislative body for the determination of broad policy objectives of the development process within their jurisdictions. It is responsible for the planning, implementation, operation and maintenance of WASH facilities and the legal owners of communal infrastructures in rural communities and small towns. The M/M/DAs are expected to spearhead/champion activities through the

³⁰ Ghana Standards Board Report, 2008.

³¹ Operational manual for the implementation and administration of the District Development Facility

District Works Departments (DWD) which have oversight responsibility for M/M/DWSTs. Some of the challenges confronting the MMDAs/DWSTs are the dearth of WASH specialized personnel and likewise equipment and financial resources.

Another allied institution of MMDAs is the Environmental Health Division (EHD) which undertakes hygiene education and ensures compliance with standards in the communities. In this respect, they are under the control of the M/M/DAs for all their activities. An identified gap is the inability of the M/M/DAs to provide adequate resources to the EHO/A's to perform their duties. Recognising the importance of EHO/As in sanitation and hygiene services delivery, WAG will support EHA/Os, up to the second year of the strategy period, to promote improved hygiene and sanitation in WAG operational communities while engaging duty bearers in addressing the root causes of inadequate resources. For sustainability of WASH projects, WAG expects LGAs to provide more resources to the M/DWSTs and EHD to function effectively and demonstrate ownership of WASH projects.

3.4.4 WATSAN Committees/Water and Sanitation Development Boards (AWSDB)

WATSAN and WSDB committees are the local management structures for post-construction management and operation of water facilities. The main gap identified is the detachment of these institutions from the institutional framework for decentralisation in Ghana thereby raising questions of sustainability. Specifically, these community level institutions operate independent of the framework provided under Legislative Instrument 1989 on the functions of sub-district structures (Urban/Zonal/Town /Area Councils). To promote sustainability of installed facilities, these local management structures are expected by WAG to promote sustained financing mechanism for post implementation O&M. Success indicators will be developed by WAG and partners for performance, including those for post implementation functionality.

3.4.5 Sanitation Directorate (SD)

The SD is another DP intervention created to strengthen sanitation delivery. An identified gap at the SD is the inability to generate its own reliable and independent data on sanitation coverage to track progress on meeting national and MDG targets. It also lacks the capacity (logistics, financial resources, etc.), promotional materials, tools and equipment required to undertake effective hygiene on a sustained scale at Regional and District levels. WAG expects the SD to show leadership in generating reliable national sanitation coverage data to guide planning. CONIWAS will be at the forefront of monitoring and measuring success indicators.

3.4.6 Non Governmental Organisations (NGOs)

A few NGOs in the sector including WaterAid, Plan Ghana, World Vision International (WVI) and Church of Christ International (CoCI), support the provision of water and household latrines with different levels of subsidy, ranging from no direct subsidy (CLTS approach) to direct subsidy levels. Beside this, some NGOs have developed hygiene promotion materials aimed at changing peoples' behaviour. Notable among them are WaterAid, UNICEF, CHF, and TREND. Inadvertently, these promotional materials are not suited to the socio-cultural setting of beneficiaries on a national scale. From our sector gap analysis, most NGO work focuses on sector financing, providing access to WASH for the urban and rural poor, mitigating climate change (including WRM), equity and inclusion, pro-poor practices and innovations, sector capacity, advocacy, sustainability and sector harmonization. WAG expects all sector NGOs to adopt a harmonised and coordinated WASH service delivery approach and use SWAp to help define success indicators.

3.4.7 Users

At the community level, the actors are the resident users of WASH interventions. They are responsible for providing at least 50% of the resources required for the construction of household latrines under a subsidy regime. While all citizens of Ghana are potentially users through GoG, NGO and DP interventions, there remain persistent inequalities in access, coverage, affordability and enforcement of rights. WAG expects users of WASH facilities to own post implementation O&M and be willing to pay commensurate tariffs to sustain the facilities. In cases where poverty is severe and this is not possible, support will be provided.

3.4.8 Academic Institutions

Since the early 1990s, hygiene education/promotion was introduced as a certificate sandwich course by the School of Engineering/School of Public Health of the KNUST. With time however, it appears the intention of developing it further into diploma and degree programmes has waned. The KNUST School of Hygiene is responsible for the initial and follow-up training and certification of Environmental Health Officers and Assistants (EHO/As). WAG, through the EHSD, is introducing CLTS into the curriculum of the three schools of hygiene in the country to equip graduates with CLTS field implementation skills. We have already provided technical advice to UG-Legon and will monitor implementation of its WASH related degree programs to facilitate sector capacity, innovative learning, and engage in policy research and joint projects where feasible. New areas of academic collaboration to promote local professional growth in the WASH sector may also include the UG-Legon gender institute and institute of African studies to help identify and promote understanding of gender and socio-cultural dynamics and belief that shape attitudes, values and norms of the different ethnic groups targeted for behaviour change by our CLTS approach.

3.4.9 Private Sector

Private sector participation in WASH service delivery gained prominence in the early 1990s as a result of fiscal pressures, the drive for increased efficiency in service delivery, and donor agency advocacy. In the rural areas, these actors operate mainly in the areas of borehole procurement, small town water system infrastructure development, solid waste management (e.g. Zoomlion), community mobilization and capacity development of local structures. In the urban areas, these operators fall under an emerging model dubbed "Private supply Delivery Models". Included in this model are: tanker operators, small scale independent producers (SSIPs), domestic vendors, self providers, tiller cart operators (for water supply and house-to-house solid waste collection) and waste (solid and liquid) management operators and a Public Private Partnership (PPP) that operates and manages the national urban water supply. The private sector actors operate on commercial principles and are less interested in serving poor neighbourhoods where revenue potential is low. WAG however, expects more social responsibility to fight WASH poverty by these actors.

In sum, the various stakeholders have differing levels of power, influence and resources (human and financial) to address WASH poverty and other challenges noted above in Ghana. The donor dependent nature of government has led to past instances where sustainability of donor funded projects has been poor. WAG recognizes these challenges and in CSP5 plans to address them through various means such as the development of clear exit strategies by WAG and relevant stakeholders, building relationships that will ensure sustainable resource mobilization from state and non-state actors at strategic levels, and contributing towards the effective implementation of Ghana's Decentralised Policy by collaborating, for example, with the Institute of Local Government (ILG) which is part of the MLGRD with a mandate to train DA and lower local government units to enhance their managerial, administrative, financial and operational efficiency. Private sector actors will also be strategic partners where common goals exist.

3.5 SWOT ANALYSIS

3.5.1 Strength and Weaknesses of WAG

WAG is an organization that promotes learning and has hard working and dedicated staff committed to the global vision of WA. WAG's experience and innovative ways of work has over the years earned it strong recognition in the WASH sector and significant influencing ability in major decisions in the sector. Partner organisations of WAG are committed and have the ability to operate in very remote areas with difficult access and terrain therefore enhancing the opportunity to provide WASH services to more poor populations. Examples of these areas are the guinea-worm endemic areas in the Krachi, and Kwahu North (Afram Plains) districts of the Volta and Eastern regions.

WAG has over the years experienced periodic problems of staff retention. Turnover has ranged from a high of 32.2% in 2008/9 to 11% in 2009/10. While we realize that not all turnover is bad, WAG will make such distinctions for proper responses. Leadership will also work to review staff pay, alleviate heavy workloads through increased staffing and improve work planning and execution to ensure performance remains

high.³² To strengthen our partners, WA will hire expert OD specialist and trainers who can transfer skills and knowledge more effectively to staff and partners, especially M&E skills, which are given stronger emphasis in this strategy.

3.5.2 Opportunities and Threats (External Environment)

The existence of sector bodies such as the WD at MWRWH and the SD at MLGRD, and comprehensive water and sanitation sector policies provide an opportunity for WaterAid and its partners to align their strategies in WASH while strong civil society networks such as CONIWAS, GWJN, and GHANET presents WAG with effective platforms for promoting WASH in the wider sector (Education, Health/HIV, Agriculture/Livelihoods), and at the national level with Parliament. WAG and partners will be increasingly transferring rural experience in WASH to the urban poor context where relevant.

The WASH sector attracts several NGOs undertaking similar projects sometimes in the same geographical areas with different and mostly uncoordinated results and duplication of scarce resources. WAG and other key sector players must harmonise sector approaches like CLTS, to ensure the optimum use of resources to address weak sanitation delivery. It is also worth mentioning that the frequent changes in approach and direction of the CP, in conformity with WA global strategic shifts, without specific transitional and organizational development and behavioural considerations, has the potential of eroding staff and sector confidence in the organisation. Additionally, WAG's high dependence on external funding could negatively affect resource mobilisation in the face of the global economic crisis.

A summary of the SWOT issues emerging during development of CSP5 is listed in Table 3 below:

| | |
|---|--|
| STRENGTH (Internal) | Dedicated and hard working staff Strong reputation in WASH sector Experienced and knowledgeable in WASH Promotes Innovation and learning Growing knowledge on RBA & E&I |
| WEAKNESSES (Internal) | Low staff retention and remuneration Ineffective program planning & goal setting Inadequate facilitation and management of change processes Lack of substantial progress on Equity & Inclusion and gender Weak documentation of implementation processes, data management and M & E Weak project management skills (PROMISE, etc) Low capacity to hold government accountable and engage Parliament Inadequate financial management (SUN, VISION, EXCEL) skills |
| OPPORTUNITIES (External Strengths) | Sector remains a priority in the development agenda WaterAid's reputable global and local image Existence of a strong civil society network Existence of dedicated partners at the local/community level Existence of sector coordinating bodies Experienced Partners work in poorest communities (urban/rural) SWA (Ghana) Compact |
| THREATS (External) | Uncoordinated sector approaches and activities Limited funding opportunities due to global economic crisis |

³² See for example the Final Synthesis Report on In-Country and Distance Support to WaterAid Ghana, Burkina Faso, Mali and Nigeria Country Programs on Key Programmatic Shifts, by Ishaku Ziyok, August 2009, Executive Summary for more detailed analysis of these in-country programme challenges. See also AIM 4 in subsequent pages of this strategy for additional challenges and opportunities to strengthen the CP.

Low progress on Sanitation Delivery
 Partner over-dependency on WAG
 Donor commitments to SWA Ghana Compact not honoured
 Political instability during and post 2012 elections
 Lack of transparency and accountability in oil and gas revenues
 Exclusionary practices continue that deny rights to WASH

4.0 STRATEGIC OBJECTIVES AND INDICATORS

In this Country Strategy we contribute to addressing the WASH crisis in Ghana pursuit of WA's four global aims and locally defined strategic objectives (SOs) for the period 2011-2015. Next, we explain the local implications of each aim in turn, highlighting our main objectives³³ and key strategic shifts in policy and practice. We have also provided success indicators showing what we want to achieve by 2015.³⁴ Our ambition is that by 2015 a further 420,000 people will have access to WASH as a direct result of our work; and that by influencing the policies, attitudes and practices of the GoG, communities, service providers, and other actors, we will have influenced a further 3,000,000 people to achieve our goals.

This strategy aims at leveraging our strengths, harnessing our learning, deepening our responses to WASH poverty in our current 7 operational regions³⁵ of Ghana and build on our current WSUP initiative in urban Ashanti Region.³⁶ We will however seek to influence government responsiveness to communities in the Western Region where the exploration of oil and gas has the potential for abusing the WASH rights of poor communities but also to bring more funds to the sector (e.g. funding Ghana Compact). We will support strategic networks and like-minded NGO's there to increase access to and affordability of WASH services to the poor. Increasingly, we expand our current successful work in urban areas and sanitation services.

The interconnectedness of the Global Aims

WAG's conception of the dynamics of WA's global aims is an interconnected linkage with our local mandates in innovative ways that reinforce transformative agendas to end WASH poverty. In consonance with the new 2009 WA global strategy, this CS makes a decisive shift towards the rights-based approach and SBA for poverty reduction. Localizing links to WA Global Aims we focus on: 1) promoting rights and access through empowerment of rights holders, 2) strengthening the capacities of NGOs, networks and CSOs and supporting relevant local agencies and the GoG to be responsive to the needs of rights holders, 3) advocating for WASH in wider human development, particularly education and health, and, 4) strengthening governance and accountability, improving equity and inclusion practices, sustainability, project management and people and organizational development at the CP level-with plans for replication to partners over the next five years.

Strategic Objectives and Performance Indicators:

Our country level SPIs below may be refined during the 2010/11 Multi Year Planning and Budget (MPB) processes and subsequent to project implementation, depending on the effectiveness of their ability to capture change and desired impact or outcomes by WAG and particularly users we serve.

4.1: Aim 1: Promote and secure poor people's rights and access to safe water, improved hygiene and sanitation.

Equitable and Inclusive access to safe water and improved sanitation and hygiene are enabling and fundamental human rights that enhance people's access and enjoyment of other rights yet are constantly

³³ Refer to Appendix 5 for output of a Breakthrough Analysis and the decision making on strategic objectives.

³⁴ This task will be completed during the MPB review process of 2010/11 in October 2010.

³⁵ Water Sanitation for Urban Poor (WSUP) regions are: Upper West, Upper East, Northern, Eastern, Volta, Greater Accra and Central Regions.

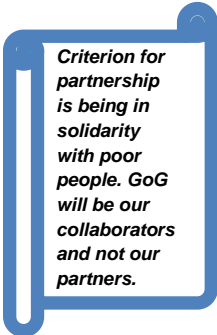
³⁶ Refer to WAG's Growth Plan in Appendix 7

challenged by systemic and structural factors.³⁷ This strategy therefore, will build and strengthen networks and communities of WASH service users' ability to demand and secure their rights. We will ensure, through reporting mechanisms that women, children, PWDs and older people are involved in the design and adaptation of WASH technology intended for their use.

Key strategic shifts

The SWA Ghana Compact (SWA GC)

SWA GC is an opportunity for the government to demonstrate its political commitment to the sector. WAG will work with the GoG to ensure accountability, transparency and effectiveness in delivering the SWA GC commitments, particularly to the poor. Launched in 2010, the Compact promises an annual \$200million budget for the WASH sector, and another \$150million to hygienic disposal of liquid waste from faecal origin beginning in 2011. WAG will continue to be involved in the monitoring and reviewing of the performance of the sector through the JMP and facilitate *new* community, district and regional processes of awareness creation, networking, dialogue, capacity building and media relations to generate demand for and accountability of the resources from the Compact. Regular accountability forums on the Compact at various levels with officials from central government are planned through face-to-face dialogues (e.g., radio TV, panel discussions) to influence and inform citizens. WAG will translate the key tenants of the Compact into leaflets in local languages, among other innovative interventions.



Criterion for partnership is being in solidarity with poor people. GoG will be our collaborators and not our partners.

Redefining working relationships

WaterAid's Global Aim 1 inspires a duty bearer-rights holder relationship for a transformative approach to address the root causes of poverty and not only the symptoms of poverty³⁸. A redefinition of relationships and examination of power relations is therefore needed as the rights agenda is a legal, political and socio-cultural change agenda permeating relationships at different levels. WAG's definition of 'partners' will therefore be limited to CSOs and other entities that are in solidarity with the poor. Relationships with government and its institutions will be defined as 'collaborations' and not "partner" per se. The principles of meaningful participation, empowerment, appreciation of indigenous knowledge and endogenous development, non-discrimination, accountability and linkages to rights will guide all our relationships. We will work with networks of poor people's organizations such as WATSANc, CDCs and CBOs as needed, and also build shorter strategic alliances for campaigns in areas outside normal operational areas of work (particularly under Aims 2 and 3).

Our current relationships with local NGOs will be reviewed to ensure we work with organizations with both the capacity for constructing WASH facilities as well as deploying RBA, CLTS/behavioural change, E&I, M&E, CBWRM/CC, ED/IK and other critically needed skills. We will engage in a partnership identification process during the first year of this strategy and each relationship entered will be defined by various guidelines and frameworks such as MOUs. No relationships will be deemed 'permanent' apart from our relationships with the poor and marginalized people.

Communications and ICT in WASH

For enhanced development of WASH through improved information and communication, the CP will focus on two areas: infrastructure for communications and content development. WAG will lead the development

³⁷ Structural and systemic factors include global unequal distribution of wealth, discriminatory laws and policies, and cultural practices and attitudes.

³⁸ The symptoms of poverty are the manifestations of deprivation which may include hunger, crime, diseases, lack of money and other conditions and actions of segments of society that are generally undignified. Short term interventions seek to address these conditions but they remain pervasive as long as the systemic causes remain.

and application of innovative ways to use information and communication technologies (ICT) in the WASH sector. This will require investing in IT infrastructure, development of requisite policies, guidelines and human resources. In terms of content, all communication messages will relay the message of WASH as essential for human development in Ghana.

A communications and campaign strategy will be developed to influence policy and advocate for desired community led behavioural change. WAG will use an integrated approach (employing mass awareness creation, local languages, folklore, drama and music) to communicate messages. Diverse media partners and networks for campaigns will be identified at the local, district, and national levels and efforts will be made to work closely with the Ghana Community Radio Network. The IT functions of the organization and partnerships will be designed to provide capacity building for staff and partners in these areas to enhance web-based communication and knowledge management. Highlighting work of our NGO, CSO/CBO and other partners will be done to increase donor awareness of their work as part of our strategy to facilitate financial independence of current long term partners from WAG by 2014/5.



Reducing urban WASH poverty through effective pro-poor targeting

Ghana is experiencing rapid rural-urban migration particularly for often non-existing jobs and opportunities in the southern parts of the country. As a result, many slum settlements, schools and other structures lack WASH facilities. We will use innovative, RBA, and empowering participatory methodologies including Community Score Cards and budget tracking forums to promote accountability of service providers, and community responsiveness and ownership in urban WASH projects. We will expand the scope of work in Accra to cover at least four additional slum settlements and as previously mentioned in Kumasi.

Our overarching urban strategy will be informed by WaterAid's urban strategy and our local context as elucidated in findings of the various WAG sponsored urban studies³⁹ on pro-poor targeting to secure rights and access of WASH services for the urban poor and people who are systemically excluded either physically, socially, or economically- largely women, children, PWDs, PLWHAs and the aged, among others in the urban areas. In view of this, WaterAid at the international level researched the phenomenon of targeting and exclusion in WASH and contributed to a WB/DFID/WaterAid research effort on pro-poor targeting. These findings among others will form the basis for WAG's evolving urban strategy to network with CSOs already working in slums and on other WASH related urban poverty issues.

Growth Plan

WA's Global strategy provides the opportunity to extend the influence of WASH across human development. WAG will pursue its growth agenda with the requisite human and financial resources articulated under AIM 4, in four main ways:

1. Deepening our practice and influence in areas we are already working by reappraising our work and its sustainability over the years and mobilising users of the facilities for collective actions.
2. Identifying and selecting new communities and partners in our jurisdiction for service provision and advocacy.
3. Intervening in one urban slum in the Ashanti Region based on current WSUP initiative lessons.
4. Contributing to national and local debates on rights of the poor to the emerging Oil and Gas sector revenues to address WASH poverty/broader livelihoods rights in the Western Region.

Our overarching principle in the growth plan is to take advantage of on- going processes instead of starting

³⁹ Urban Water and Sanitation Sector Assessment (UWSSA), Sabon Zongo Infrastructure Audit, WAG 2009 Gender and Land Tenure study in 3 urban areas—Accra, Cape Coast, and Kumasi

totally new projects. However it is imperative to remain flexible and ready to respond appropriately to any key shift or dynamic sector opportunity that may emerge during our new strategy.

Counting Influencing numbers

Since this is a fairly new area for WA, the CP is somewhat conservative in its estimation of influencing numbers. The CP will, however, devise innovative ways to progressively identify, count, and increase the numbers of people influenced by our work that will be guided by a WA global protocol under development.

Strategic Objective 1.1: 55% marginalized and socially excluded people in 15 LGAs influenced, through our direct intervention, to claim their rights to WASH and take responsibility for maintaining them by 2015.

This objective seeks to organize and mobilize poor people through existing or new CBOs and other networks and build their capacities and influencing skills to demand WASH rights. As we provide WASH services in and provide technical assistance and tools to empower and enable 420,000 people to access WASH, we believe that only a fraction of this number will actually take up the challenge and make a sustained effort to lead the processes of demanding their rights. In the districts/communities we work, we will invest more resources (time, finance and technical support) to create enabling environments for community ownership and sustainability in post water and sanitation facility construction phases. As part of our community exit strategy then, the 231,000 community people (55% of 420,000) will lead in developing with WAG, WATSANc, and DA's an adopted exit strategy where they maintain power and ability to decide on WASH matters.

Strategic Objective 1.2: Improved access to innovative, replicable, low cost services and approaches by 420,000 marginalized and socially excluded poor people in 15 LGAs by 2015.

This objective presents an opportunity as well as a challenge for WAG to exercise the value of learning and innovation to provide low cost and accessible WASH services to 420,000 poor people in equitable and sustainable ways.

Our approach is to work with marginalized people (PWDs, women, children and the aged, etc.) and their supporting institutions and government agencies in WASH sector learning platforms to conceive, design, implement and monitor technologies that are regularly reviewed, improved and even replicated if sustainable, inclusive and acceptable to the local context. In this vein we will continue to promote the use of modern and indigenous technologies, and advocate for adoption of the Rope pump technology where appropriate. Research projects to identify socio-cultural factors that shape technological choices will be undertaken when relevant.

Strategic Objective 1.3: Increased national and local capacity of deprived and vulnerable communities for CBWRM to mitigate the effects of water stress and climate in 6 LGAs by 2015.

WAG will collaborate with other institutions to do capacity building, direct work and research in CBWRM and Climate Change to identify the extent to which poor communities' rights to WASH have been affected. Such efforts, along with strengths and rights based approaches will inform the design of effective community water resource management (WRM) interventions and our influencing agenda at all levels in Ghana. Guidance from WA's Climate Change Foundation Paper,⁴⁰ GoG National Climate Change Policy Framework (G4), and the outcomes from a recently held CONIWAS conference on climate change in July 2010, along with other relevant policies of the GoG will be reviewed for relevance. Communities and partners in the Northern and Southern Ghana will be encouraged to adopt and use tools for better

⁴⁰ See "Climate Change and Implications for WaterAid 19th May 2010", developed by Richard C Carter, Head of Technical Support of WA UK.

management of land and water resources and waste (e.g., Sand dam, ecosan, etc.). Linkages with University of Development Studies –Tamale, WA partner New Energy, and use of the Tamale workstation as a site for learning on CBWRM and climate change is planned between DAs and communities particularly DAs provided GIS equipment and training to gather and track data relevant to mitigating climate change and disasters. If feasible, we will in the later years of this strategy collaborate at the regional and national level during emergency situations (e.g., floods, natural disasters), and our actions and support will contribute towards saving lives and the livelihoods of the vulnerable.

4.2 Aim 2: We will support governments and service providers to develop their capacity to deliver safe water, improved hygiene and sanitation by 2015.

Key strategic shifts

Effective contribution towards improving sanitation

Progressively by 2015 WAG will shift and allocate 60% of its program funds to improve sanitation and hygiene. We will, ensure that these resources draw synergies with that of the GoG and other sector actors to effectively reduce the current financial gap and ultimately change behaviours to save lives and improve health. Previously WAG has only allocated approximately 20% of its budget towards sanitation.

Strategic Objective 2.1: Strengthened capacities of 80 key staff of 14 LGAs to effectively work with local NGO partners and Community groups in monitoring the development and sustainability of WASH services by 2015.

Achieving this objective entails strengthening the planning, monitoring and evaluation capacities of the staff in LGAs to deliver their mandate. Quarterly reports on functionality, placement, and sustainability of WASH facilities, people served, WATSAN mapping data, and other related information (disaggregated by sex, age, region, income, etc), will be requested by WAG and partners to help improve evidence-based decision-making and advocacy. At least two meetings per year will be organized to share information and data to harmonize and coordinate sector approaches and improve sector knowledge.

Strategic Objective 2.2: Government is more transparent and has increased ability to target well, financing for effective and sustainable WASH services for the poor by 2015.

Our overarching agenda under this objective is to facilitate the upholding of government and donor commitments in the SWA Compact.⁴¹ We will work with the Joint Monitoring Programme (JMP), Ministry of Finance, Water Resources and Local Government, among others, to monitor and provide feedback on the performance and the implementation status of the Compact. Based on fresh perspectives in the CP, our grassroots linkages with local networks, regional and national CSO networks like CONIWAS and AWSDBs, and anticipated new engagements with health and education sector coalitions, WAG will be strengthened to monitor the Ghana Compact and poor people's entitlements. WAG will also work with selected committees in Parliament (maximum of 4 by 2015) building their capacities and providing evidence to facilitate their effective oversight role of national budgets under this objective. We seek to use our substantial influence and sector leadership to secure funds to help the GoG go beyond WASH related sector MDG mandates and target cycles.

Strategic Objective 2.3: Improved institutional capacities of 15⁴² partner organizations for effective influencing roles by 2015.

⁴¹ Refer to Ghana's SWA Compact 2010 document.

⁴² 7 Regional NGOs, 3 National NGOs in education/health and 5 National networks/Coalitions (CONIWAS, AWSDB, WATSANc, GWJN and DWST)

This objective reinforces influencing work at all levels of our jurisdiction. WAG will provide capacity building support (training and logistics) to our partners to be able to influence, mobilize and undertake collective actions with users of WASH services at local, district, regional and national level.

Strategic objective 2.4: Increased WASH sector financing by 15 %⁴³ through evidence-based advocacy and other empowering and influencing techniques by 2015.

WAG believes that the SWA Compact is a strong attraction for stakeholders, especially multilateral and bilateral donors, to become part of the success story in Ghana. This scenario provides the opportunity for WAG to use its local influence, success stories, and power base in the sector to advocate for more and better use of increased sector financing and link to and benefit from WA Global Advocacy efforts.

Citizen action in data collection, processing and management using the LMDGI framework is relevant here. WAG will therefore facilitate new and strengthen existing networks of WATSANc and CBOs to define, document and pursue their WASH advocacy agenda at all levels in a manner that inspires synergies from micro to macro levels and vice versa.

Strategic Objective 2.5: Improved WASH sector coordination and harmonization through the effective implementation of the SWAp and other sector policies by 2015.

WAG will continue to participate in sector meetings and create platforms at National and district levels for reflections and review of the SWAp in a proactive manner. These forums would offer us the opportunity to influence stakeholders on approaches that have worked to improve lives of poor communities in our jurisdictions, adopt practices learned from others and those approved by GoG. Effective use of the RLC and improved internal documentation of WAG contribution to WASH sector coordination and policy will be done throughout the strategic period, aided by strengthened M&E systems.

4.3 Aim 3: Advocate for the essential role of safe water, improved hygiene and sanitation in human development by 2015.

The centrality of WASH to the dignity and sustainable development of poor people demands that all like-minded organizations and individuals pursue “WASH-centred” culturally sensitive human development. Evidence abounds⁴⁴ showing how outcomes in health, education and other sectors are positively affected by the availability and quality of contextually based WASH services. This strategy will therefore create awareness to influence the integration of WASH services as well as enforcement of WASH provisions in the development of the wider development sectors such as education, health, livelihoods, and others. We will ensure that our public policy work and campaigning addresses equity and inclusion as appropriate and relevant to the country context.

Strategic Objective 3.1: Increased evidence generated and awareness created on the effects of WASH on outcomes in education and health by 2015.

The education and health sectors have a number of policies that have recognized the pivotal role of WASH yet this acknowledgement is not matched by concrete actions to improve WASH service delivery to the poor. WAG’s must therefore improve its role in facilitating the integration of WASH issues in other sectors. Our advocacy research, service delivery and lobbying actions for this objective will be evidence-based using primary and secondary sources that show how WASH services improve health (particularly child health and nutrition), education, livelihoods, and other human development outcomes. Planned engagements with the Ministries of education, agriculture and health, and a new initiative--the Scaling up Nutrition (SUN) Framework for Action (a sort of SWA for nutrition) will be used to promote linkages with

⁴³ WAG will use a conservative SWA Compact figure of US\$200m as the basis of computing the 15% i.e., US\$30m of funds raised over the strategic period.

⁴⁴ Refer ‘Tackling the silent killer’(WaterAid,2008)

WASH. Our media, campaigns and communications strategy (under development) will promote vigorous awareness creation of WASH in wider development. We may also work with education and health coalitions, HIV home based care professionals (including traditional ones), the Disability Council and other NGOs at all levels. New donor funding will be pursued in these sector areas and to promote a SWAp approach to WASH in human development.

4.4: Aim 4: We will further develop as an effective global organization recognized as a leader in our field and for living our values.

In December 2009, WA launched its new Global People Strategy (WAGPS). This strategy seeks to create an environment where the new WA Global Strategy is supported by building a highly effective, diverse and talented organization with motivated staff who model good people management (internally and externally). Team work is a central thrust of the strategy, as is strong leadership and performance management. Prior to the development of the WAGPS, a 2008 global employee survey indicated key factors relevant to the aims of WAG's new strategy and for which continued concerted effort to manifest in our daily environment is planned by the SMT:

- Fairness;
- Trust and respect;
- Seeing our values lived out in practice;
- Being given discretion in undertaking their roles;
- The integrity of their leaders;
- Being inspired to do a good job and given recognition when they do; and,
- Being excited about our strategic direction.

WAG 2008 GES
Red Flag: 83.3%
feel salaries are
not competitive to
similar
organizations.

The four aims of the WAGPS are reflected below in strategic objectives that contextualize each aim based on the results of the WAG 2008 specific staff identified issues (validated in 2009) and from discussions during this new CSP5 development process. During this new strategic period (2011-2015), the WAG leadership will aggressively and proactively create strong change (OD) and people management strategies, revise its structure and rewards systems, and genuinely commit to increasing job satisfaction. We will build upon the strengths of the organization and people who value our work. CP support from the WAWA Regional team, other CPs and colleagues in WA globally is envisioned to achieve strategic aims through strengthened lines of communication, collaboration and shared expectations.

Strategic Objective 4.1: Enhanced impact of the organisation through the development of a highly motivated, committed, effective and diverse team, with the right mix of skills who demonstrate sound ethical working practices by 2015.

We will ensure that WAG has the requisite skills and experiences to implement and meet the corporate and country strategy through the development of existing and newly hired staff. To achieve our new strategy, WAG needs highly developed skills such as: partner capacity development, critical thinking and analysis, community mobilization, RBA (and SBA), IT, OD, M&E, and advocacy skills. Activities planned and currently underway to promote a smooth transition into the new strategy include: conducting WAG and partner skills audits; OD interventions with SMT and staff to match values and behavior and improve team work; ensuring job descriptions match the strategic shift in skills set and work requirements, and improving job mobility at all levels. Providing competitive salaries based on a local wage survey is also planned.

Focus of staff & partner capacity building: M&E, planning, learning exchanges, knowledge mgmt., E&I, ED/IK, fundraising, RBA, accountability, SWAp, **leadership.**

Strategic Objective 4.2: Improved influential, modeled leadership and management of people and teams by 2015.

WAGs leadership and management teams must engender and exhibit excellent people-centered leadership, and be able to inspire and influence others to achieve both global and local WASH objectives.

Towards this end, we will work to build strong Senior Management Team (SMT) leadership, improve performance management, participate in regional and global Influential leadership development forums (including SMT levels), and demonstrate WA leadership behaviors. Additionally, the SMT will ensure that equity and inclusion (E&I) is evident in all leadership and management training, inductions and recruitment processes. As a further demonstration of leadership commitment to E&I, performance management objectives will include E&I and *The Source* will be used to share and promote lessons learned on E&I. There is a relative new and evolving core leadership team committed to improving their individual and team leadership and influencing skills to engender high performing teams within WA and externally among partners.

Strategic Objective 4.3: Enhanced learning and innovation at CP and partner levels through the development and functioning of effective systems for accountability, management and good governance.

We will create the space and time for learning, mutual accountability, reflection and peer reviews at all levels for continuous improvement to achieve excellence on a sustainable basis. Learning will remain a behavior in WAG, and evidence-based decision-making will be strengthened and become a driving force behind any change and innovation we deploy. How we work, and the ways we communicate horizontally and vertically will be transformed. SMT will develop, via OD interventions, more effective internal communication within WAG and between WAG, WAWA and Global WA offices.

Strategic Objective 4.4: Improved programme delivery and policy influencing through the development and implementation of M&E and documentation systems and processes.

We will build capacity of staff, partners and communities to effectively monitor and evaluate projects and document key processes. In addition, we will invest time and other resources in developing reference documents necessary for the effective and focused learning during implementation of this strategy. The approval for an M&E position was provided during the 2009/10 MPB process and SMT will move quickly to fill this critical vacancy with highest priority to achieve the WA global and Ghana CP strategy which both recognize the need to strengthening M&E in CPs and in partner organizations.

...how we work, and the ways we communicate horizontally and vertically will be transformed!

Strategic Objective 4.5: Strengthen our internal ways of working, to create a high performing environment.

The change currently envisioned to achieve this new country strategy requires building an organizational culture that learns and respects the past but is excited to identify and deliver needed change. It also dictates that measured risks be taken without fear of failure. Internally, we will employ methods that facilitate improved work across teams and departments while also ensuring strong systems for organizational and individual feedback and sharing ideas and of learning, including staff retreats and social activities to strengthen and maintain a strong team spirit. Staff attending WA, donor or partner sponsored trainings in key skills areas such as SWApS, RBA, E&I, and CLTS, among others, must step down their training to partners and other staff. Also, broader needed changes in organizational design are required as we revamp internal policies and increase in-country fundraising to create a high performing environment. Finally, we set sub-objectives to respond to staff calls in the WAGPS for a balanced work-life environment and family friendly employment practices. Improved team and individual work planning is anticipated along with better office safety and security for all. WAG will complete plans to relocate to a new site to accommodate staff expansion and hosting of some regional team staff..

5.0 HUMAN RESOURCES

5.1 Organizational and People Development

In 2010 WAG celebrates 25 years of triumphant operations. We now enter a new phase of exciting and highly anticipated service provision and advocacy efforts to eliminate WASH poverty, fully aware of the complexity of the organization's work and the challenges faced in the WASH sector. These dynamics must be placed in symbiotic relationship to the internal growth and changes ahead within WAG and our parent

organization which has overwhelmingly provided the necessary support for WAGs work in country. Below presents an overview of essential WAG people and organizational structural changes deemed necessary for successful implementation of this strategy.

5.1.1 Organizational Structure in tune with WAG's strategic focus

To align with the new organizational strategy, WAG will work throughout the first year of the new strategy to get our people makeup, staff skills, leadership behaviors, and organizational structure right for the task ahead. Analysis of the current and new skills, functions, positions, working relationships, and structure necessary to achieve our strategic goals was made and the result is a proposed new structure depicted below with the following new key changes: restructuring to create 4 departments, staff strength/no. of 27; realignment and redesign of the Finance and Administrative department to become the Finance and IT department while creating a new department known as People and Organizational Development which absorbs the Administrative functions; and a redesigned HRM position to HROD Officer.

The overarching function of the new POD department would be to bring new leadership and higher levels of support to facilitate organization change, improve people management and strategic leadership of the CP **and** amongst partners. A first task of the HPOD would be to develop in 2011/12 a new, comprehensive People Management & OD strategy addressing 2008 and 2010/11 WAG global employee survey results, among other tasks. Strategic focus for POD interventions will center on the areas of: Human Resource Planning, Diversity and Equity, Health, Safety and Well-being, Learning, Training and Staff Capacity Development, Management and Leadership, Pay and Reward, Performance Management, and Partner Capacity Building.

Several additional staffing changes are worth noting. An existing monitoring and evaluation officer position will be upgraded to a senior level Performance Management & Evaluation (PME) position and placed at the strategic level within the CR department, along with a new Fundraising and Resource Mobilization Advisor (FRMA). The FRMA, along with the DCMO position will spend time supporting the CR and SMT to raise 35% of total CP annual essential budget in-country by 2015 and both will manage donor contracts, however the FRMA will be more engaged in partner (NGO, CSO networks, CBOs, etc.) capacity building to achieve CS objectives and most importantly, facilitate substantive financial independence from WAG by the end of the new strategy-2014/5. The PME function will specifically contribute towards increasing post-completion sustainability of WASH projects (urban and rural) and work closely with the programme managers in Tamale and Accra offices and the SMT to improve accountable to donors, constituents and stakeholders. The position will provide technical Monitoring & Evaluation (M&E) leadership at several levels, bringing their experience in the evaluation sector and knowledge about results frameworks, common indicators, and performance monitoring and evaluation plans for new programs/proposals, data collection methodologies, measurement tools and analysis and reporting protocols for improved CP impact, outcomes and performance.

The CP leadership has articulated a plan below to progressively increase in-country fundraising, success of which has been moderately achieved in the past. In order to deliver on this mandate and to reduce the risk of becoming dependent on any one donor or type of income, the new FRMA will lead in this effort with support from the Donor Contracts Management Officer (DCMO). Additionally, resources are needed for anticipated increases in salaries, employee benefits and overhead/operational costs due to Accra being a high cost of living area and diversifying staff to include the differently-abled. *The new FRMA will concentrate on achieving the target of 35% donor contract funding for the CP activities by 2015, and increasing overall funds by 59% of 2010/11 funding.* The current DCMO does not engage substantively in in-country fundraising and institutional donor relations management, develop fundraising campaigns linked to PPD, nor proactively pursue donor contracts or in-country voluntary funding. These activities, along with increased work with WAG long-term partners to create a sustainable exit plan by 2014/5 (grants writing workshops, image enhancement, etc) and revising the CP fundraising strategy are critical tasks required to achieve this new strategy to be led by the FRMA. Additionally, the CP is considering using a competitive method to award sub grants to partners, and this would increase the workload of the current DCMO to manage.

PROPOSED WAG ORGANOGRAM & POSITIONS SUPPORTING ACHIEVEMENT OF CSP5 2010/11-2015

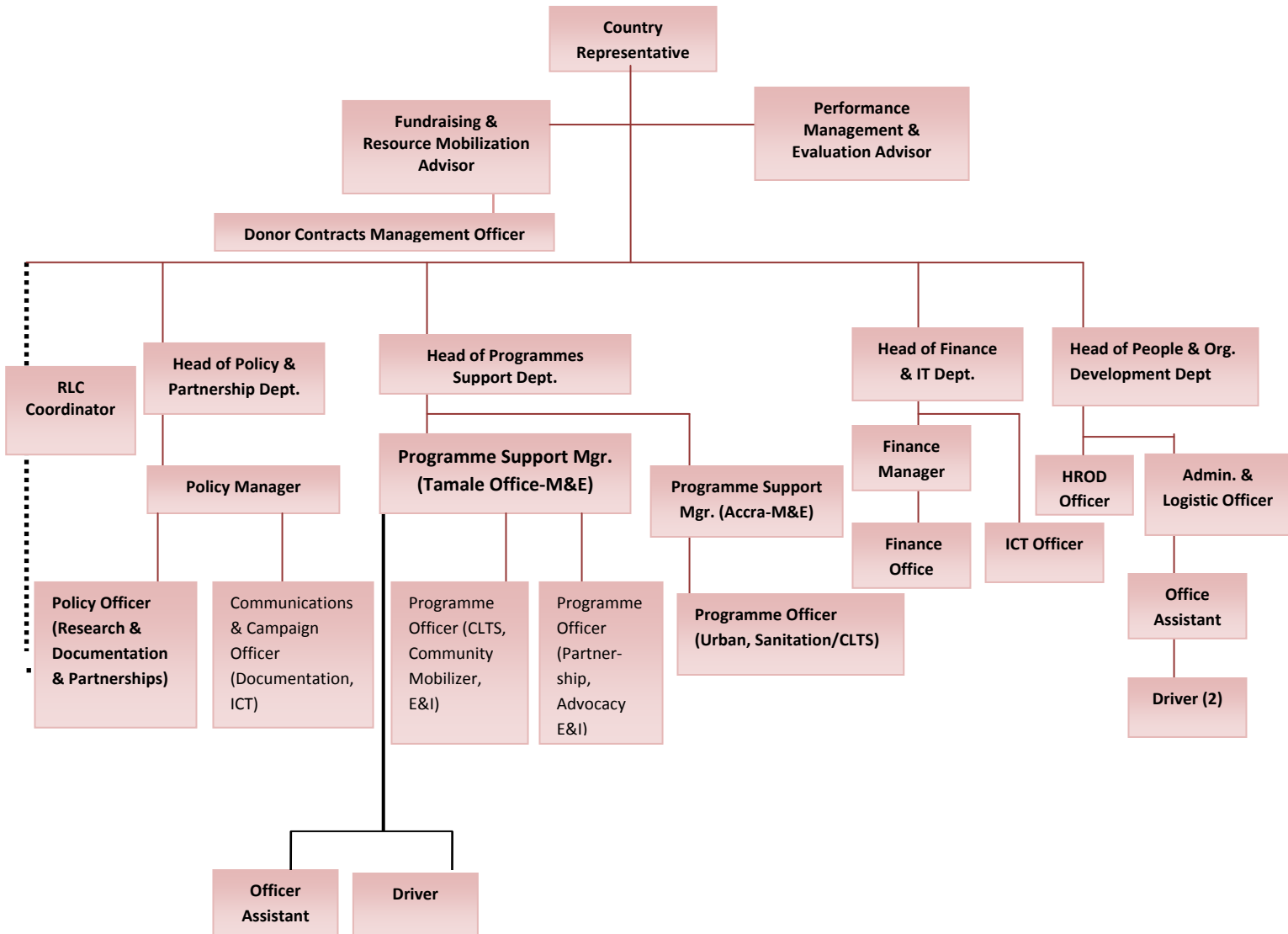
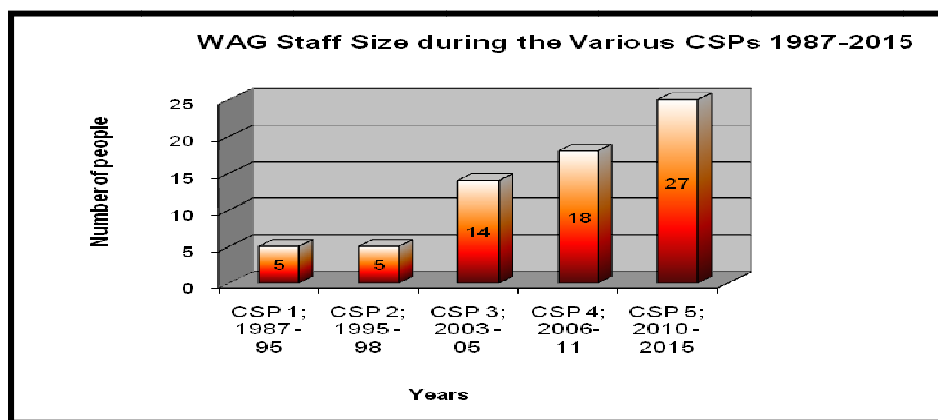


Figure 3: WAG Staff Size During the Various CSPs 1987-2015 (estimated)



Regional Learning Center

The CP will support one position to work with the WAWA regional team to share knowledge and experiences on Citizen Engagement in a Regional Learning Center, and promote learning at local, national and regional levels. WAG plans to eventually transfer ownership of the RLC to either a partner or government entity, and provide TA and capacity building when necessary. The Tamale workstation will become a vibrant place for RLC sector trainings, exchanges visits and workshops, and the new staff growth plan will support these developments. Raising resources for the RLC is an additional role for the Fundraising and Resource Mobilization Advisor who will work with the regional team and other WA staff in such efforts.

5.1.2 Tamale Workstation

The Tamale Workstation was created in 2007 to provide technical support to our Northern NGO partners. In the coming strategic period, the workstation's function and role will be strengthened and expanded as WASH poverty remains systemic. The office remains part of the PSD, and will be under the management of a Program Manager with strong M&E skills. Staff size will increase from two to six. A plan will be developed to provide improved technical and administrative support to the office and partners based on 2010 CP evaluation, PRT meetings and Internal Audit outcomes. Another improvement anticipated is the increased role of the unit for documentation and learning, and facilitating rooted advocacy and enhanced district level relationships. While focused on rural WASH service delivery, the workstation sits in an urban area, and thus can facilitate learning of growing urban sanitation issues and the use of CLTS and other innovative WASH sector approaches. CBWRM, Climate Change and disaster management issues are highly relevant to the North and the office can provide a platform for these issues to be explored in-depth. WAG programme officers will periodically rotate to work in the north and south and annual reviews of operations are planned.

5.2 Financial Management & Information Technology (IT)

IT has assumed greater importance in the functioning of the CP with the introduction of GAS, the SOURCE and other operational tools. A preliminary review of ICT needs was done as part of the Internal Audit of June 2010. Evidence for the need of improved support, technologies and band-width was found. With support from UK, a more coherent and comprehensive IT policy will be developed with staff recruited to lead IT deployment. In-house IT and word processing skills will be appropriately upgraded and as a result, improved. The IT functions of the organization will be designed to support capacity building for staff and partners in areas like data management and storage and support expert design of effective M&E systems and fundraising campaigns.

5.3 WAG Partner & Internal Organizational Effectiveness

WAG values its partners, many of whom have a 15 or more year relationships with the CP. They have significantly contributed to the technical and policy effectiveness of the WASH sector and WAG's positive image and success. WAG will in late 2010 survey internal and partner skills and capacity to gauge strengths to deliver our new strategy and prepare capacity development plans. For those current and envisaged new partners deemed critical and can add value to our work, the staff increases in the CP, primarily within the Tamale Workstation, are specifically designed to improve upon past efforts at internal and partner capacity building (e.g., financial capacity development, fundraising and M&E) in new and innovative ways. Building the influencing and leadership role of the CP and partners is needed to increase fundraising and overall effectiveness and sustainability of work and key to facilitate less partner reliance on WAG support. New partnership guidelines are nearly completed, and strengthened M&E and OD functions at higher institutional levels will help design and oversee improved partner effectiveness. Such approaches distinguish this strategy from past efforts.

6.0 Financial Resources

The strategic direction and institutional arrangements discussed in the two previous chapters are aimed at achieving significant increases in programme sustainability, impact and outcomes to help meet the sector MDGs and targets set by the WaterAid Global Strategy. This will require some growth and change within the programme, supported by the necessary resources and thus the need for new thinking about fundraising and donor contracts management (with requisite funding to do both). It is therefore important to plan the generation of income (Country Funding Strategy-CFS) and its utilisation to achieve consistent growth and development, while exploring future areas of work related to WASH sector and wider development challenges (e.g., disaster and flood assistance to communities in the North). WAG will revise its existing funding strategy to reflect the demands of the new strategy and develop a resource mobilization and donor relations and management strategy that will aim at mobilizing 35% of total CP annual essential budget in-country by 2015. WAG will improve the CP's capacity to effectively identify, secure and manage donor funds by developing and also improving existing approaches and tools, and identifying staff capacity and knowledge gaps. Our financial, sustainability, and reporting guidelines and communication within and external to WA will be improved.

6.1 Strategy Financial Plan

The essential funds for this new strategy is estimated at ¢24,001,064 or £10,000,443. Our financial planning and fundraising efforts, led by the FRMA and DCMO positions, will prioritise targeting an annual progressive increase from a current grant income base of 35% to 50% while also increasing voluntary restricted income from 4% to 10%; unrestricted voluntary income will decrease from 59% to 40% by 2015 (table 4). These goals are within WA recommended financial funding mix percentages. Our plans are to increase funding from donors who support our mission versus being driven by external donor interests. It is assumed that funding from UK will remain relatively stable and as projected over the years.

Currently we receive funding from USAID, Cadbury, Conrad N. Hilton Foundation, DfID, and other local corporate and international organizations—some with levered funding and cost sharing of projects. A more comprehensive donor relations and updated scoping study will be developed by the leadership and fundraising and donor contracts management team.

Re-forecasting and Funds Management

As part of our local management processes we will review and re-forecast our activities to gauge funds spent on a regular basis. This will form part of our monthly, quarterly and bi-annual variance analysis and reporting activities to monitor our absorptive capacity and ability to meet our objectives and planned deliverables. It will also help us to determine whether it is wise to attract additional resources based on our actual spend rates within the CP and that of partners. Ultimately we seek to become efficient in our

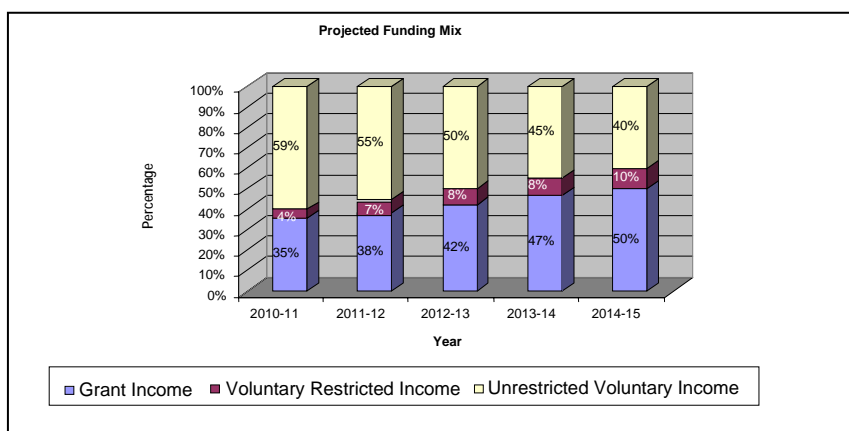
planning and financial budgeting skills to deliver activities on a more rolling, long-term basis.

**Table 4 WAG Five Year Budget & Funding Mix Target Projections
Financial Plan 2010-2015**

| | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | TOTAL |
|---------------------------------------|------------|------------|------------|------------|------------|-------------|
| Essential Budget | £1,261,240 | £1,900,208 | £2,104,373 | £2,285,918 | £2,448,705 | £10,000,443 |
| | ¢3,026,978 | ¢4,560,498 | ¢5,050,495 | ¢5,486,202 | ¢5,876,891 | ¢24,001,064 |
| Desirable Budget | £1,324,302 | £1,995,218 | £2,209,592 | £2,400,213 | £2,571,140 | £10,500,466 |
| | ¢3,178,326 | ¢4,788,523 | ¢5,303,020 | ¢5,760,512 | ¢6,170,736 | ¢25,201,117 |
| Ambitious Budget | £1,387,364 | £2,090,228 | £2,314,810 | £2,514,509 | £2,693,575 | £11,000,488 |
| | ¢3,329,675 | ¢5,016,548 | ¢5,555,545 | ¢6,034,822 | ¢6,464,580 | ¢26,401,170 |
| Projected Funding Mix Targets | | | | | | |
| Year | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | |
| Grant Income | 35% | 38% | 42% | 47% | 50% | |
| Voluntary Restricted Income | 4% | 7% | 8% | 8% | 10% | |
| WAG Partner Spend Ratio Target | 55% | 60% | 60% | 60% | 60% | |
| WAG Spend Ratio Target | 45% | 40% | 40% | 40% | 40% | |

6.2 Funding Mix

As noted above, WAG will reduce its reliance on WA UK unrestricted voluntary income as a proactive measure in anticipation of decreasing support due to the global financial crises and global expansion of the organization. WAG projects a modest increase in grants income from the current 35% to 50% of the annual budget at the end of the strategy period (2015) as shown in the funding matrix below. As we influence sectors that benefit from WASH in wider development, we anticipate new funding opportunities to emerge.



7.0 Risk Management

The success of this strategy is largely dependent on the extent to which the CP proactively identifies risks and mitigates them on a timely basis. A participatory risk profile review was therefore carried out as part of

the CSP development process and the various broad categories of risks identified include: strategic, operational, financial, regulatory, and management and information technology. A summary of the risk areas and their effects and management are provided below. Based on the realization that WAG does not exist in isolation and that the CP's success is affected by a mix of internal and external factors, a risk register is also attached in Appendix 8.

7.1 Internal Risk factors

Staff motivation and capacity

Poor staff performances leading to the non-achievement of strategic objectives as well as high staff turnover will be some of the effects of staff not being adequately trained and compensated. Being the greatest asset of the organization, a low capacity of the human resource will also have the same negative effects on the organization. To address the above identified staff –related risks, and as indicated in the WA Global People Strategy mandate, the CP will vigorously pursue performance related reward systems and carry out targeted skills development processes as well as ensuring the deployment of structured induction programmes for newly recruited staff. We will track and ensure that staffs who have undertaken skills development actually add value to the organization.

Fraud and misuse of assets

The organization will lose valuable resources meant for planned activities if resources are mismanaged or stolen. Our hard earned reputation will also be tarnished and we will risk losing donors if resources are dissipated and we are unable to account to our donors and other stakeholders. We will mitigate this threat by implementing and ensuring compliance to our internal control and administrative processes at all times.

Failure of IT systems

The organization risks the loss of vital organizational information leading to the inability to achieve our strategic objectives if we continue to experience persistent failures of our IT systems and where internal as well as external information flows are slow. An effective back up, data retrieval and antivirus systems as well as regular update of IT hardware and operating systems will help address the failures in our IT system. Additionally, targeted staff (and partner) skills improvement in the use and management of equipment and IT systems are important interventions in dealing with the gaps in IT systems.

Knowledge management

A weak analysis of our experiences will hinder our ability to document, innovate and improve on our practices. Our success stories will not be captured and used for effective fundraising and campaigns. We will improve on our M&E and use of the internet by developing a plan with adequate resources to enable us effectively document learning and wide sharing of experiences.

Health and Safety:

The organization risks the loss of life and poor performance of staff if health and safety issues are not adequately addressed and periodically reviewed. This may include office space, work tools like tables and chairs that affect the sitting position and can cause health issues. Others are electrical wiring, kitchen environment, alarm and fire/hazard response systems. Security posts need to be improved. Effective measures will be taken to ensure that these issues are duly addressed and that the WAG Health and Safety policy is updated. SMT and MMM forums should provide space for updates on such issues.

7.2 External risk factors

Sustainability

The CSP's objectives of addressing WASH poverty in the short to long term will be challenged by a number of factors that affect the sustainability of our projects and programmes. These factors may include the non-involvement of stakeholders, effects of climate change, poor partnership arrangements and poorly adapted technologies, among other factors. We will mitigate these factors through a number of ways:

1. We will ensure bottom-up, RBA & SBA, participatory and empowering processes that are inclusive and mutually accountable.
2. We will promote partnership arrangements with entities with shared values, requisite capacities to deliver on the CSP objectives, can mobilize resources and are accountable and pro-poor in their belief and practice.
3. We will build the capacities of staff, partners and communities to anticipate, cope and withstand the effects of climate change and prepare for disaster to sustain community livelihoods.

Political environment

- A hostile political environment that engenders insecurity, violation of human rights, and general anti democratic sentiments in Ghana will negatively affect the implementation of our CSP. The political tensions that often characterise Ghana's electoral processes are therefore likely to affect our implementation during the 2012 general elections period in the following ways:
 - Inadequate democratic space for doing rights based and influencing work.
 - Unsafe environment for achieving our strategic objectives as result of government's lack of tolerance.
 - Poor mobilization and participation of poor people in campaigns and their general powerlessness.
 - Additionally, the discovery of oil has a risk of making the WASH sector a non-priority for government – and competition for oil revenues may divert funds from the Ghana Compact, among other funding pools, and engender continued donor dependency. We will mitigate the above risks by:
 - Promoting constructive dialogue with government
 - Intensifying evidence based advocacy to show work contributions to GoG's WASH agenda and how poor people's well being is improving.
 - Maintaining political neutrality in our messages and what we do.

Partner financial mismanagement

We will mitigate the loss of financial resources by partners through carrying out routine visits to verify expenditures and financial management capacity, and ensure all have developed and deployed an effective M&E system. Frank and open feedback will be given at all times for speedy resolution of issues.

Water Vulnerability/Climate Change

Globally, no less than 1.7 billion people are suffering from water scarcity, and if climate change continues the figure will rise to 5 billion by 2025. Flooding, a phenomenon often linked to climate change and environmental pollution poses a great challenge particularly in northern Ghana; ⁴⁵since 2004, Accra has experienced flooding along the Odaw river catchment area. Rising sea levels along the east coast of Ghana with risk of flooding and shoreline recession can displace several tens of thousands of people. CBWRM and climate change adaptation and mitigation are thus necessary for the sustainability of water resources and of WASH facilities. We will advocate CBWRM and research climate change impact on livelihoods and ways to mitigate disasters, examining western and African IK approaches and systems.

Frequent sector policy changes

The strategic focus of the sector can be lost if there are frequent changes in policy direction. Furthermore, our CP evaluation during this strategy development process noted that partners felt too many such changes occur without full explanation. It can also lead to poor delivery of WASH services especially if the changes are not informed by pragmatic demands. The CP will mitigate these effects by actively participating in WASH platforms at the policy making levels, by promoting rigorous research and analysis to inform policy changes, and by encouraging bottom-up and participatory policy change processes.

⁴⁵ Ibid, Mole Conference XXI Background Document, p.4., CONIWAS, 2010.

8.0 MONITORING AND EVALUATION FRAMEWORK

To ensure that the work of WAG is effective, a results –based, TQM influenced monitoring and evaluation (M&E) system will be adopted which will focus on inputs, activities, outputs, outcomes, impacts and sustainability of our advocacy, service delivery and organizational effectiveness. M&E will be undertaken at strategic, tactical and operational levels and detailed plans indicating processes, levels, responsibilities and reporting dates will be developed in consultation with partners, other key stakeholders. An M&E focal person will be engaged to augment the process.

8.1 Our Purpose for Monitoring and Evaluating

In our effort to work with poor and excluded people to eradicate WASH poverty and injustice, the purpose of M&E is to:

- Ascertain progress towards realization of goals and objectives by determining what changes have occurred;
- Enable us to be accountable to the poor and excluded within the communities in which we work;
- Enable us to be accountable to sponsors/donors;
- Learn (across the CP and with partners, peers, the wider sector, Region and communities) about what works and what doesn't work;
- Document experiences, both positive and negative, and share them; and,
- Ensure value for money.

8.2 Monitoring and Evaluating Principles

The following principles shall guide our Monitoring and Evaluation framework:

- Downward Accountability: our commitment to people living in poverty holds us accountable to them for the quality of our work and that of our partners. Our M&E framework should therefore enable them and us to assess whether our work is achieving the desired changes.
- Participation: The M&E framework must ensure that the poor and excluded are part of the process of defining the changes they want to see, measuring whether the changes have occurred and learning from the process.
- Learning and Reflection: The M&E framework must include spaces and processes for learning and reflection to draw out lessons that would go into future work.
- Empowerment: M&E is most powerful when people self-assess and use lessons learned to track their own progress and growth. The M&E framework will not be about “policing” but supporting partners and communities to be agents of their development and growth.
- Simplicity: The M&E framework will be simple for all staff and a range of different types of users.
- Gender sensitivity, inclusiveness, and sex-disaggregation of information: The M&E framework will pay particular attention to how gender shapes access and roles related to WASH services that differentially affect men and women and the differently-abled. No method or tool should exclude them.
- Transparency: The M&E should be conducted in a manner that promotes openness.
- Willingness to share information: even when it is not pleasant.

8.3 Operationalising the Monitoring & Evaluating Framework

WAG will carefully get all on board in a planned but flexible process of capacity building. While we indicate operational steps below, many actions are concurrent.

- Step One – Develop the Institutional Arrangements: A Performance Management Advisor will be engaged to lead the processes and support WAG and partner staff effectively undertakes M&E. The Job Description of all WAG staff would include M&E & E&I responsibility and supervisors would ensure

that there are targets for all set in each person's annual objectives. At partner level, M&E will be cross-cutting, with a focal persons (and/or) staff leading on M&E process.

- Step Two – Develop capacity of staff and partners in M&E: M&E Advisor will lead in the development of an M&E training plan and provide periodic and continuous capacity building and discussions exercises on M&E as per plan.
- Step Three - Develop indicators and collect baseline data.
- Step Four – Develop monitoring and evaluation plans: Partners to develop monitoring plans with Programme officers, the PME Advisor and communities. The plan will reflect agreements on what will be monitored, the methodology, definitions of indicators, and collection of information by who and when. The plan should also identify how information from the monitoring will be shared openly and transparently. The principles behind this are flexibility and ownership. The Performance Management Advisor will provide technical support to the partners and will collate the monitoring plans. The plans will state when evaluations will be conducted and the methodology. Reporting times will be clearly indicated and adhered to at all time.

8.4 Tools for Monitoring and Evaluating

The following are some tools and structures that will be used in the monitoring and evaluation process:

Senior Management Team (SMT): This is the core management team of WAG and key decision making body comprising the Country Representative and the heads of all departments within the CP. The Fundraising Advisor and PME Advisor will now join the SMT and strengthen evidence based decision-making and better prioritize fundraising and donor relations.

Country Technical Team (CTT): This team comprises all technical staff of WAG and is convened to review progress on cross cutting technical issues of the CP's activities.

Joint Policy Practice Committee (JPPC): A committee of staff from the Policy and Partnerships department (PPD) and the Programmes Support Department (PSD). This committee will facilitate integration of influencing work and direct service delivery to ensure that our work in advocacy is evidence based and also service delivery is guided by sound research and policies.

Strategic Advisory Committee: This committee comprises staff, donor, and partner representatives with clearly defined TOR for giving CSP5 performance feedback to SMT.

Departmental Teams: The focus of this teams' activity is to support individual and departmental planning, implementation and monitoring of plans. Weekly meetings have become institutionalized in the CP for performance management, planning and learning.

CP Periodic Reports: Two main reports on Programme activities are prepared by the CP each year; the Half year report and the Annual report. Other reports such as Donor Project reports are also prepared by the CP. These will serve as useful tools to WaterAid West Africa (WAWA) and other WaterAid offices for monitoring progress of the CP's work. Also monthly finance reports together with checklists for compliance are submitted to the UK for review.

PROMISE Software: An MIS that will support the CP to track our work and provide data analysis.

Internal and External Audits

The CP undertakes external audits annually and internal audits periodically (a maximum of once in three years).

Partner Round Table (PRT): This is an internal advisory body that comprises two representatives from partner organizations that WaterAid works with (the Manager and Board Chairman) and staff of WAG.

WAG and Partner Review Meetings: WAG and its partners have been holding two review meetings each year to assess progress on deliverables, identify challenges and take corrective measures.

Partner and Project Monitoring Visits: Regular visits to partners and project sites will be undertaken by staff of the CP, with clear guidelines for outcomes developed with PME Advisor to assess work being done and provide feedback for successful achievement of project objectives and supports DIMES.

Community Monitoring: Communities will be empowered to monitor WAG, partner and LGA supported projects through community structures.

8.5 Evaluation Framework

Output and Functionality Verifications: The CP will make an assessment of the sustainability of use based on the numbers of people using water and sanitation facilities in years 1, 3, 5 and 10 after completion of the facility. This will be undertaken by WAG staff, NGO and LGA partners and communities. These evaluations will be done based on plans shared with partners and beneficiary communities at the beginning of the fiscal year.

Mid Term and End Term Evaluations: An evaluation of this strategy will be carried out mid way and at the end of the strategic period. The mid-term evaluation will provide a basis for the review of the strategy document and influence needed change, whilst the end term evaluation will provide a basis for the development of our subsequent strategy.

Internal Organisational Reviews: Regular reviews of staff, systems and structures within WAG will be undertaken. Management of change processes through high level OD functions will be introduced to support CR and SMT leadership of the CP. We will also better utilize periodic staff appraisal processes and Information Communication and Technology (ICT) audits. Needs assessments will be undertaken as part of the appraisal process to inform staff development and training. Organisational and personal objectives will be synchronized to ensure clarity of accountability and individual responsibility. Additionally, policy documents and administrative procedures will be reviewed periodically.

Community Level Evaluation: Community members will be empowered to use the community scorecard process to assess services provided as well as the processes used in delivering the services. Additionally, the partner communities will be supported in using participatory tools like social audits and social mapping in undertaking evaluation. Baseline data will be collected in all communities we work in to update district data within the Local Development Plans (LDPs) and support culture in development to inform CLTS implementation and responses to climate change, WRM, and other program needs.

APPENDICES (See attachment)

WAG Appendix