



# GHANA

## COUNTRY PROGRAMME STRATEGY 2016-21



*We are ready to join the struggle for WASH justice!*



## ACRONYMS

<b>BCC</b>	<b>Behaviour Change Communication</b>	<b>MICS</b>	Multi Indicator Cluster Survey
<b>BCCS</b>	Behaviour Change Communication Strategy	<b>MIS</b>	Management Information System
<b>CC</b>	Climate Change	<b>MLGRD</b>	Ministry of Local Government and Rural Development
<b>CCO</b>	Campaigns and Communication Officer	<b>MMDAs</b>	Metropolitan, Municipal and District Assemblies
<b>CLTS</b>	Community Led Total Sanitation	<b>MRDP</b>	Membership Roadmap & Development Plan
<b>CMP</b>	Change Management Plan	<b>MWRWH</b>	Ministry of Water Resources Works and Housing
<b>CP</b>	Country Programme	<b>NGO</b>	Non-Governmental Organisation
<b>CPE</b>	Country Programme Evaluation	<b>OD</b>	Organisational Development
<b>CPS</b>	Country Programme Strategy	<b>ODF</b>	Open Defecation Free
<b>CPOP</b>	Country Programme Operational Plan	<b>PAC</b>	Policy, Advocacy and Campaigns
<b>CR</b>	Country Representative	<b>PACD</b>	Policy, Advocacy and Campaigns Department
<b>CWSA</b>	Community Water and Sanitation Agency	<b>PESTLE</b>	Political, Economic, Social, Technological, Legal and Environmental
<b>DA</b>	District Assembly	<b>PODD</b>	People and Organizational Development Department
<b>DoC</b>	Domains of Change	<b>PIMS</b>	Post Implementation Monitoring Survey
<b>DWA</b>	District Wide Approach	<b>PLWD</b>	People Living with Disability
<b>DHMT</b>	District health management team	<b>PURC</b>	Public Utilities Regulatory Commission
<b>ED</b>	Endogenous Development	<b>RLC</b>	Regional Learning Centre
<b>E&amp;I</b>	Equity and Inclusion	<b>SAC</b>	Strategic Advisory Committee
<b>FCC</b>	Full Cost Coverage	<b>SDG</b>	Sustainable Development Goals
<b>FIT</b>	Finance and Information Technology	<b>SO</b>	Strategic Objective
<b>FPF</b>	Finance Programmes and Funding	<b>SFU</b>	Strategic Funding Unit
<b>FRESH</b>	Focus Resources on Effective School Health	<b>SMT</b>	Senior Management Team
<b>GAP</b>	Global Advocacy Priority	<b>SPD</b>	Sustainable Services Programme Department
<b>GG</b>	Global Goals	<b>SPFD</b>	Strategic Programmes, Partnerships & Fundraising Support Department
<b>GoG</b>	Government of Ghana	<b>SWRA</b>	Securing Water Resources Approach
<b>GWCL</b>	Ghana Water Company Limited -	<b>TBD</b>	To Be Determined
<b>HPOD</b>	Head of People and Organizational Development	<b>ToC</b>	Theory of Change
<b>HRBA</b>	Human Rights Based Approach	<b>VFM</b>	Value for Money
<b>ICT</b>	Information Communication Technology	<b>WAG</b>	WaterAid Ghana
<b>ICT4D</b>	Information Communication and Technology For Development	<b>Wai</b>	WaterAid International
<b>IK</b>	Indigenous Knowledge	<b>WASH</b>	water, sanitation and hygiene
<b>INGO</b>	International Non-Governmental Organisation	<b>WA UK</b>	WaterAid United Kingdom
<b>KM</b>	Knowledge Management	<b>WAWA</b>	Water Aid West Africa Regional Team
<b>LGA</b>	Local Government Authority	<b>WRC</b>	Water Resources Commission
<b>LEAP</b>	Livelihood Empowerment Against Poverty	<b>WSMT</b>	Water and Sanitation Management Teams
<b>L/KM</b>	Learning and Knowledge Management	<b>WSP</b>	Water and Sanitation Programme
<b>LMIC</b>	Lower Middle Income Country		
<b>MDG</b>	Millennium Development Goal		
<b>M&amp;E</b>	Monitoring and Evaluation		
<b>MHM</b>	Menstrual Hygiene Management		

## Table of Contents

Executive summary .....	2
Introduction and Background .....	4
Ghana's WASH & broader context .....	4
Country Programme focus – role and niche .....	8
Figure.1: WAG CPS6 Theory of Change .....	12
Strategic objectives .....	14
Programmatic approach .....	16
Measuring Success and Change .....	18
People & organisational development (OD) .....	20
Figure 2.: CPS 6 Projected budget requirements (GHS Millions) .....	20
<b>APPENDICES</b> .....	<b>XII</b>
Appendix 1: WAG CPS6 2016-2021 Log frame .....	XIII
Appendix 2: WaterAid Ghana (WAG) WAI membership roadmap & development plan (MRDP) 2016-2017 .....	XII
Appendix 3: WaterAid Ghana CPS6 2016-2021 Organizational Structure .....	XII

**Our vision** is of a world where everyone has access to safe water and sanitation.

**Our Mission** is to transform lives by improving access to safe water, hygiene and sanitation in the world's poorest communities. We work with partners and influence decision makers to maximise our impact.



## Executive summary

In 2015 when developing this new country programme strategy (CPS), WaterAid Ghana (WAG) celebrated 30 years of dedicated services provision and advocacy for universal, safe and sustainable water, sanitation and hygiene (WASH)! Amidst this achievement where we reached 1.8M people, Ghana, deemed a lower middle income country in 2010, reached the Millennium Development Goal (MDG) target for access to drinking water. However, serious challenges exist in terms of realizing improved access to sanitation and hygiene. By the end of 2015, only 15% of 26 million people secured improved sanitation while 19% of Ghanaians still practiced open defecation.

Ghana stands out as one of the most peaceful and strongest democratic state in West Africa and is an influential actor in the sub-region's politics and peace building efforts. However, rapid urbanization, growing inflation and high levels of poverty among women and youths are key socio-economic issues inhibiting Ghana's progress. While Ghana has also met the MDG target on halving extreme poverty (only 8.4% in 2014), wide regional and gender disparities still exist. Dishearteningly, around 315,000 children under-five die every year from diarrheal diseases due to unsafe water, poor hygiene and sanitation.

The transformational changes required to attain WAG's new Strategic Plan (CPS6 2016-2021) and vision to reach Everyone, Everywhere in Ghana by 2030- or by the Government of Ghana's (GoG) timeframe of 2025, must address complex and dynamic sector challenges through innovative policies and programmes. Our political economy and sector analysis revealed that while many new actors have emerged, the dominant sector blockages haven't significantly changed in the past five years: inadequate political prioritization of WASH, poor recognition of WASH as a catalyst for development by other sectors such as health and education, and poor sector leadership, coordination, fiscal decentralization still exist. Other barriers include a growing dependency by GoG on donor aid, particularly concessional loans. The multiplicity of donor priorities often lack mechanisms for mutual accountability and effective sector performance monitoring and learning.

WAG's strategic response to the above and other sector challenges, centre on major institutional and programmatic shifts toward sector strengthening. Our theory of change (ToC), niche and programming will be responsive to local realities. We will use various approaches- District Wide (DWA), Human Rights Based (HRBA) and Endogenous Development (ED), as we also develop a strong, proactive evidence based policy influencing agenda. Success requires addressing both demand (community) and supply sides of WASH sector issues at multiple levels (rural, urban, peri-urban, and national). Our main goal is to achieve universal WASH in the districts we work, and to reduce social and WASH related inequalities, and poverty linked to the denial of WASH as a basic human right. Global efforts to end poverty and inequalities have now been reflected in the creation of 17 new Sustainable Development/Global Goals (SDG/GG) including SDG 6 focused on water and sanitation. The SDGs collectively call for more intricate and interlinked solutions to universal WASH to contribute to ending global poverty and inequality. WAG will engage in local research and periodic political, economic, social and technological analysis to gauge the extent to which our local and externally derived solutions achieve SDG and broader GoG stated development outcomes.

Programme priorities during this strategy will continue to target the most hard-to reach and underserved, primarily through four integrated WASH programme domains -Community, Education, Health and Livelihoods and a broader OD programme. Sanitation is our highest priority to tackle, as we simultaneously shift to a **deeper** focus on hygiene through for example, *Healthy Start*, our four-year campaign to improve the health and nutrition of newborns and children. Climate change, pro-poor policies and engaging women and youth in decision-making are also relevant focus of our new strategy. Programme domains include cross-cutting thematic and functional areas: equity and inclusion, learning, monitoring and evaluation, capacity building, policy analysis and research, and knowledge management. Policy-practice integration and quality service delivery will result through restructured departments, systems and work approaches. Our partnerships will expand to include collaboration with the wider development sectors to fight WASH injustice and push for WASH as a human right. Our geographical spread will change from six regions to five -Upper East, Upper West, Greater Accra, Eastern and Western Regions. Bongo and Kassena-Nankana East Districts will be our first DWA pilot roll-out areas. HRBA and influencing will focus on rooted advocacy in the districts. To strengthen sustainability of services, communities will be facilitated to mobilize around services (quality, quantity, safety) - holding themselves, government, and other duty-bearers accountable.

WAG's CPS6 requires structural and governance changes to keep WAG as a high performing organization and to achieve membership in WA International as a self-governed entity. In view of this, our Strategic Advisory Committee (SAC) structure will be transformed to a Board of Directors structure, and we will build a strong fundraising team to capitalize on promising local and global funding opportunities for organizational sustainability and growth. Over the life of this strategy, approximately £20.5M or GHC 120M is required to achieve our strategic objectives and adequately retain and attract high quality staff. Acquisition of financial resources will be driven by a revised funding strategy, and include a mix of traditional and nontraditional sources such as institutions, corporate, trusts, and foundations. WAG's new organizational culture will be dynamic and proactive, steeped in our values and context. We will develop strategies for our people and organizational development, and partnerships will be based on empowering and respectful relationships of reciprocity, accountability and integrity.

As a national entity, our relationship with existing and new partnerships will be strengthened to promote endogenous change towards universal WASH. The growing youth population is especially counted on to bring new leadership to the nation, and become progressive change agents and activist in this movement for WASH justice. Our staff at all levels we hope will realize their dreams for personal and professional growth in this new strategy. Everyone, everywhere we work with must be courageous to push the universal WASH agenda. This strategy provides the opportunity for everyone we partner with to be drivers of endogenous and positive people-centered changes.

## Introduction and Background

In 2015 when developing this new country strategy, WaterAid Ghana (WAG) celebrated 30 years of dedicated service provision and advocacy for universal, safe and sustainable water, sanitation and hygiene (WASH)! Our achievements under our fifth country strategy (CSP5 2011-2015) which ends in March 2016, includes our country programme successfully growing both financially (241%) and in terms of people, outreach, partnerships (local, national, global) and impact! Indeed, **WAG has reached over 1.8 million Ghanaians with water, sanitation and hygiene, but we can and will do more!**

This new WaterAid Ghana Country Strategy (CPS6 2016-2021) was developed against the backdrop of the new Global Goals and WaterAid's new Global Strategy both of, which aspire to achieve sustainable access to safe water, sanitation and hygiene (WASH) for all by 2030. The transformational changes required to attain this new strategy and vision to reach Everyone, Everywhere in Ghana by 2030- or by the GoGs timeframe of 2025, requires WAG to address more complex and dynamic sector challenges through innovative policies and programmes with well managed growth. WAG is also responding to internal WA global governance changes and opportunities to strengthen our national role in contributing to WaterAid's global strategy as a self-governed entity.

The national context of development and that of the water, sanitation and hygiene sector (WASH) has changed in many ways, but there remains stubborn and persistent challenges to achieving universal, sustainable WASH, empowerment of the poor, and socio-economic equality. The new direction of this strategy is shaped by the lessons of our 30 years in Ghana, global trends in development and fighting poverty (theory and practice), wide national and regional consultations, WA's new global strategy, and the historical and current PESTLE (political, economic, social, technological, legal and environmental) context.

## Ghana's WASH & broader context

### **Political context**

Ghana, attained national independence in 1958 and was once a shining of Pan Africanism. Ghana's political context today can be described as pseudo open, widely heralded for the "stability" of the republic, and holding regular elections (dominated by two party politics), normally deemed fair and transparent by global observers. Yet, the 1999 Right to Information Bill, amended in February 2015, is still not a law. This raises serious questions of the commitment by the Government of Ghana (GoG) to broader forms of transparency<sup>1</sup>. Given the high level of political instability in the region, Ghana stands out as the most peaceful and strongest democratic state in West Africa and is increasingly influencing the sub-region's politics, particularly in conflict management and peace building. Yet, growing inflation and high levels of poverty among youths are key political and economic issues hampering Ghana's progress.

The political struggle to control Government and future resources/revenues from oil and other extractives, promises to bring intense elections in 2016. Although the number of women seeking political office has increased over the years their share of political power and major

positions has not significantly changed. Increased political voice cannot on its own guarantee a sufficient focus on issues that lie at the core of the politics of redistribution however, there is some evidence to show that at times it can lead to gradual progress in accountability, which opens space for WASH dialogues to be more impactful (e.g., NHIS issue).<sup>ii</sup>

### **Economic context**

**The economy** of Ghana is defined by its status as a Lower Middle Income Country (LMIC)<sup>iii</sup>. While this status is a sign of increased global capitalist integration; rising unemployment and economic inequalities typical of LMICs is manifest in both wealth and income inequality. It has also resulted in reduced aid in the form of grants to the country. Though more insightful, data on wealth inequality is less available yet we have gleaned insights. According to Osei-Assibey (2014)<sup>iv</sup> the Gini index<sup>v</sup> on income inequality rose from 0.37 to 0.42 between 1992 and 2006. The country has had a challenging energy crisis, high interest rates and fluctuating currency in recent past. Although GoG's expenditure for WASH has increased, it has proportionally remained the same in the past five years. Being a LMIC with accumulating debt, lack of internal revenue, and decreasing donor aid could worsen the economic situation and timely release of funds to critical social sectors, including the WASH sector. Another factor influencing the economic context is an increased push by various donors for market based solutions and private-public partnerships (PPPs). Both of these pose interrelated challenges. There is insufficient attention to how market based solutions in the WASH sector may work to exacerbate inequalities and the benefits of PPPs are now disproportionately skewed towards private capital and businesses outside Ghana (poorly taxed), with risks disproportionately borne by the public (poor). Revenue via extractive industries has had mixed results, especially petroleum oil due to recent drops in global prices.

### **Social context**

Overall, Ghana has recorded significant improvement in its human development index which stood at 0.588 in 2013, slightly higher compared to 0.533 in 2012 (ADB, 2014). Ghana has also met the MDG target on halving extreme poverty reduced from 51.1% in 1990 to about 8.4% in 2014 (GSS, 2014), though wide regional and gender disparities still exist. However, around 315,000 children under-five die every year from diarrheal diseases caused by dirty water and poor hygiene and sanitation. That's 900 children per day or one child every two minutes (WHO/UNICEF 2014, 2015). *Like most African countries, Ghana* is experiencing rapid urbanization and may have its population increase by 10 million people (40%) by 2025; urban population is likely to grow from 51% in 2010 to 63%<sup>vi</sup> by 2025 with attendant challenges to health, education, and infrastructure systems. Unplanned urbanization is likely to continue in the short term and overwhelm state capacity to lead and organize delivery of adequate services, including WASH services. This will lead to slums and their associated problems, the 2014 cholera epidemic and urban floods (2015) with unfortunate fatalities are cases in point. A corollary of these developments is continued expansion of informal settlements due to lack of pro-poor urban housing with WASH facilities and affordable health care.

Although almost 50% of Ghana's population remains rural based, they account for 80% of the population living below the poverty line,<sup>vii</sup> with incidence of poverty higher in the rural savannah area (40%). In terms of location, disparity of WASH access is clear: 93% and 84% urban and rural people respectively have access to safe drinking water; and 20% urban versus 9% rural dwellers have improved sanitation. The poor and marginalised are the most

negatively affected and without coverage, even in urban spaces where overall access is higher. The current major national approach to poverty reduction, is the Livelihood Empowerment Against Poverty (LEAP) social cash transfer Programme of the Ministry of Gender, Children and Social Protection. WAG will engage the Ministry of Gender support and empower poor women and youth on WASH issues. To reduce some of the WASH and other Barriers to equity and inclusion (E&I) WAG regularly engages the poor, women and especially PLWDs. Yet women and girls still spend most of their time collecting water for household and healthcare, resulting in lost economic productivity, education and civic participation. The 2013 Human Development Report indicates Ghana's Gender Inequality Index (GII) at 0.556, rating the country 121<sup>st</sup> out of 186 countries.

Of grave concern is Ghana's under-five mortality- at about 90/1000 in 2010 live births against the target of 40/1000 live births; the maternal mortality ratio is about 350 per 1000 live births (ISSER, 2014). The Upper East Region records high maternal mortality of 802/100 000 live births. Contributing to improved health and hygiene is a key strategic focus for WAG in this CPS6 period.

### Technological context

Technology now drives key sectors in the economy including oil and gas, agriculture, education, financial (including banking) and entertainment. There is increased use of social media to mobilize people, especially youth around key moments and opportunities as well as to advertise products and services. In terms of WASH, there is a growing use of Information and Communication Technology (ICT) in data management, monitoring and evaluation and while the WASH sector has adopted GPS for water point mapping data collection and storage, this has not led to better planning and services.

### Legal and institutional context

The legal and regulatory framework for the WASH sector in Ghana remains weak. The State Enterprises Commission (SEC) stipulates performance criteria for CWSA, GWCL and WRC; the PURC<sup>viii</sup> regulates the urban water sector standards and tariffs. On water quality, the Ghana Standards Authority is responsible. At the moment, the rural and small town water sector is largely unregulated. The CWSA, through a LI is supposed to be a regulator for rural water supply. Since the LI was passed in 2011, the regulatory role of CWSA is yet to come to fruition. The multiplicity of regulatory bodies poses a coordination challenge to the sector. **In terms of the human right to WASH, chapter 5 of the 1992 constitution of the Republic of Ghana provides the best legal instrument so far but does not explicitly provide for the right to water and sanitation.** The 2007 National Water Policy explicitly recognizes Water and Sanitation as a Right, but it does not have a supporting legal instrument. The National Environmental Sanitation Policy (NESAP) contains elements that support the right to sanitation but not explicitly. This context presents an opportunity to engage in policy reviews towards better legal frameworks and that also clarify roles.

### Environmental context

In Ghana, environmental development refers both to the "built environment" (largely reflecting spatial planning and the various infrastructure that define it) and the "natural environment" (made up principally of land, water bodies and the atmosphere) and how they influence the process of social and economic development. Pressing natural environmental issues are climate related,



including unpredictable rainfall patterns, flash floods, and saltwater intrusion into aquifers. This has led to issues of water insecurity and weak livelihoods of communities who have no support in monitoring and managing their water resource when local systems have broken down. Other environmental concerns to WAG: deforestation, toxic waste dumping, land grabbing, desertification and surface and underground water pollution from extractive industry activities. In the WASH sector massive environmental challenges to health like open defecation and poor solid and liquid waste management are high priorities. The GoG and WAG have adopted rainwater harvesting, biogas/fuel, Ecosan and other technologies as partial solutions to the above conditions.

## Country Programme focus – role and niche

In the last 30 years, WaterAid Ghana has worked with various actors to facilitate provision of safe water, sanitation and hygiene education (WASH) for all. This has been achieved within the framework of Government of Ghana's (GoG) WASH agenda and those of broader sector and development actors.<sup>ix</sup> Over time, this focused mission both globally and locally has been deemed largely successful.<sup>x</sup> Based on stakeholder consultations, our recent lessons learned, achievements, opportunities and challenges, coupled with the new development complexities in Ghana, our Niche in CPS6 reflects our comparative advantage and new opportunities to achieve universal access.

**Our reflections and learnings revealed that:**

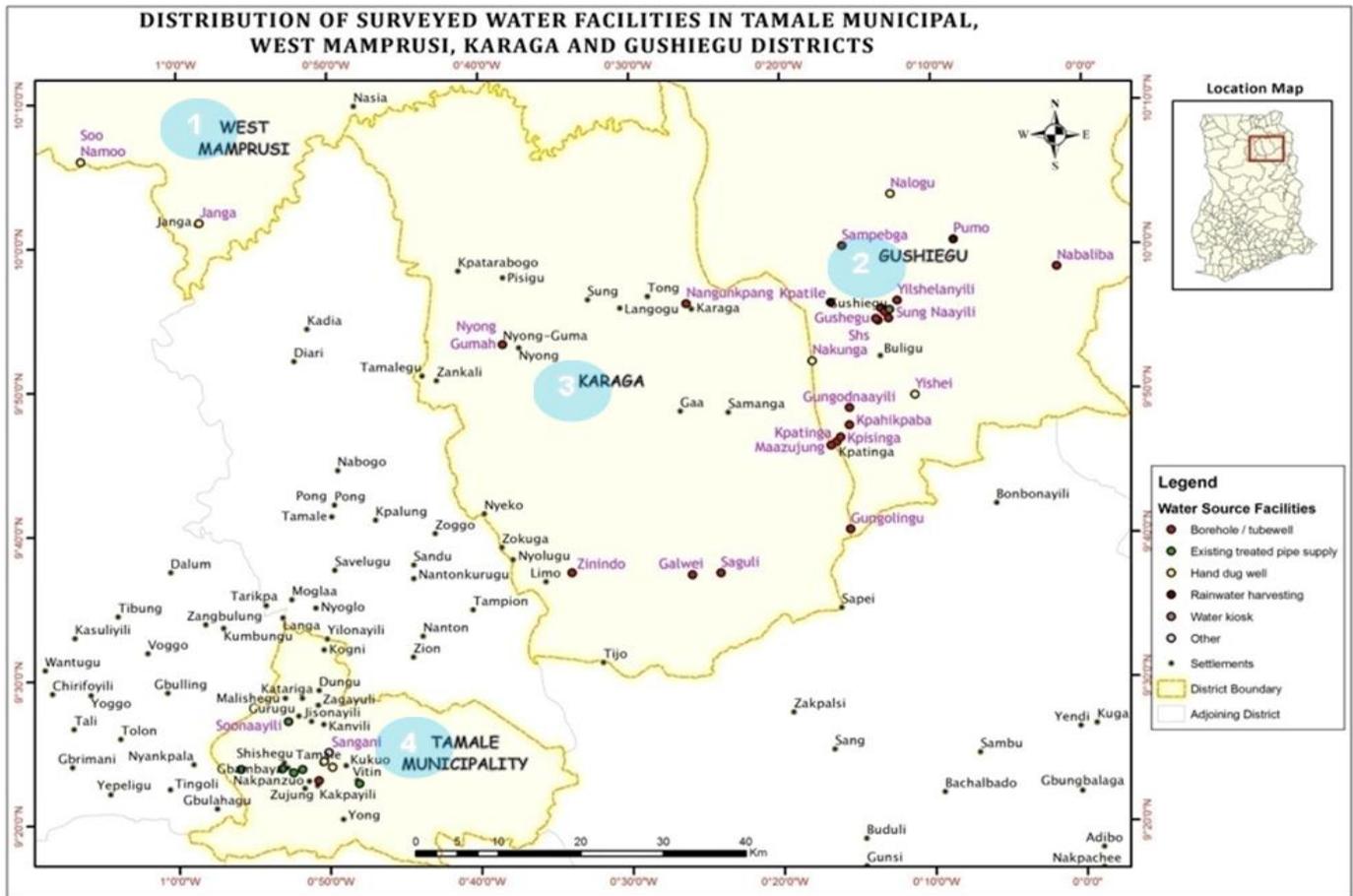
- The successful introduction of the **Endogenous Development (ED)** approach in 2011/12 to the sector has facilitated community led behaviour change for improved sanitation and hygiene practices – the most lagging areas in the sector.
- **District Wide Approach (DWA)** proffers locally derived solutions and approaches<sup>xi</sup> amenable to integrating HRBA, ED and other approaches that can add value to our rooted advocacy work, DWA simultaneously promotes decentralized WASH services and strong sector coordination.
- The LGAs/District Assemblies in Ghana are central to national development. Yet they have different challenge and leaders with varied capacities and political will to address WASH challenges. District Chief Executives (DCEs) are political appointees, causing some sector actors to shy away from engaging this space where full WASH coverage must critically be achieved.

**WAG's niche:** Given the above context, lessons learned and our leadership in the WASH sector in both service delivery and influencing, reconfirmed in recent stakeholder consultations, **our niche is to use the District Wide Approach (DWA) to strengthen the Sector from local to national levels.** We will engage more and better in the politics of WASH, **focusing on:**

### **What is Endogenous Development (ED)?**

**ED can be understood as localized change that is essentially initiated from within communities, mobilizes and harnesses local resources, and retains benefits within the locality. It consists of a set of collective capacities to undertake local initiatives that are determined, led, and controlled by local people & communities, to improve well-being that draws from both internal and external resources. ED is based on local peoples' own criteria of development, and takes into account not just the material, but also the social, cultural and spiritual well-being of**

- ❖ **Modeling DWA:** We will facilitate political and fiscal decentralisation and improving planning that supports the development and delivery of District wide development plans that include WASH. We will mobilise stakeholders behind “one district plan,” that progressively results in universal access and builds a body of evidence for scale-up and influencing policies at the national level.
- ❖ **Endogenous development approach to promote community led Hygiene behaviour change:** We will focus on hygiene and the need to equally address the sanitation crisis in Ghana. To achieve this, we will work with districts/communities to develop context specific solutions to hygiene and sanitation challenges that can inform sustainable behaviour change policies and practice.
- ❖ **Human Rights Based Approach (HRBA) for people centred development:** We will scale up the successful elements of our 2014-2015 HRBA pilot projects with a view to empowering more communities to take ownership and responsibility for their development, lead their engagement in local and national WASH development related decision making processes, and to demand their rights and promote accountability.
- ❖ **Rooted advocacy for policy change:** We will work at the grassroots level to strengthen the voices of the poorest and marginalised people in policy processes to demand their rights (demand) that results in sustainable services (supply) from local to national levels.
- ❖ **Strengthen learning, knowledge management (L/KM), monitoring & evaluation:** WAG’s national, regional, Pan Africa, and global identities as a sector leader will be enhanced when we strengthen our learning platforms, ICT4D projects and develop a strong L/KM unit. This unit, along with our redesigned policy team, will facilitate documenting and sharing sustainable and scalable innovative WASH programmes, technologies and approaches of the CP. WAG will create new materials and external platforms (including electronic) to promote policies that can contribute to achieving universal access in Ghana and generate funding revenue. Key priority research areas have been identified in our WAG L&KM practices study (Nkum, 2015:10).
- ❖ **Partnerships for change, influencing and sustainability of Services.** WAG has had success working with varied partners over our 30 years of WASH engagement. Building on past lessons, WAG will continue to work with diverse partners to achieve our aims. A new partnership strategy will be developed to guide our relationships with all stakeholders and institutions.



**Our Niche: District Wide Approach**

**The Change We Want**

*Sustainable, equitable access to WASH for everyone everywhere in Ghana by 2030!*

As outlined in our context analysis, the major WASH sector challenges include: inadequate political prioritization of WASH, weak sector leadership, poor coordination and harmonization, poor fiscal decentralization and weak mechanisms for accountability, growing GoG dependency on aid (mostly loans), multiplicity of donor priorities (often outside of GoG priorities) and poor data and knowledge management and learning as well as weak sector performance and monitoring. These challenges are also major contributors to the underlying causes of WASH poverty in Ghana but also reflect huge opportunities for achieving transformational change. **The Long term change we seek results** in sustainable and equitable access to WASH for everyone everywhere in Ghana by 2030. This will effectively contribute to poverty reduction in Ghana.

## Theory of Change (ToC)

**Intermediary Change/Domains of Changes (DoC)** – the following demand & supply DoC areas indicate what change must occur in order to remove universal WASH blockages:

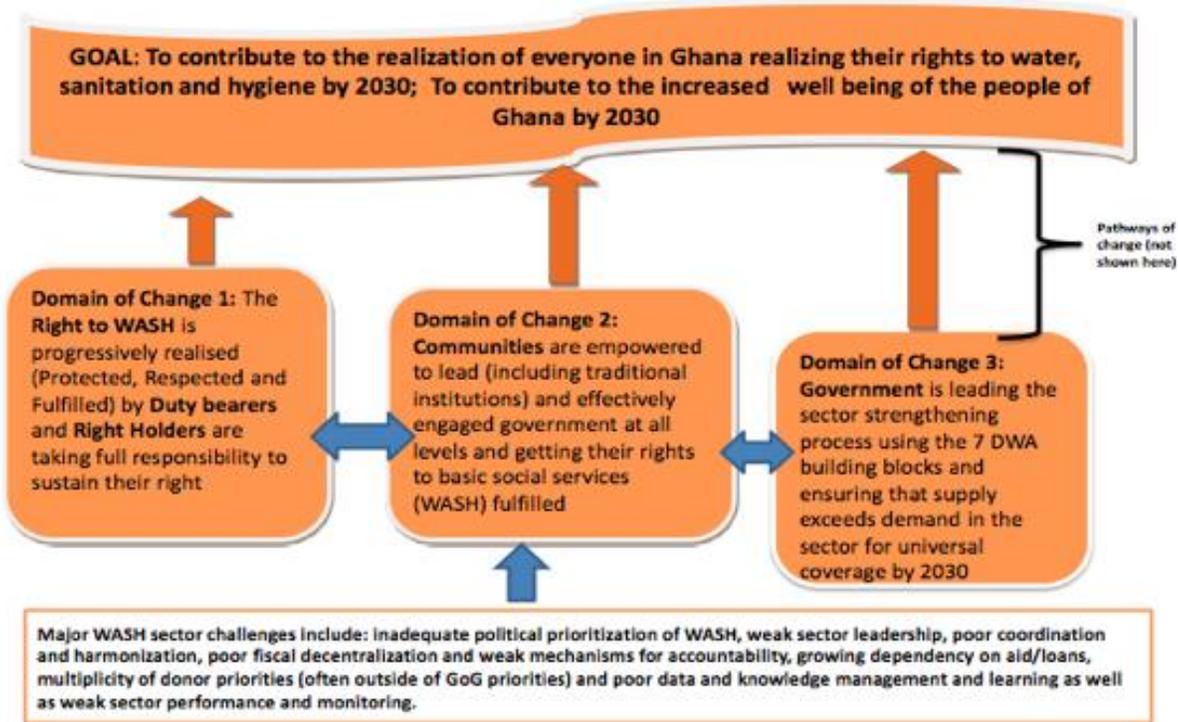
Demand side Domains of change:	Demand side Solution/Change	Supply side Domains of change:	Supply side Solution/Change- focus is on the power holders and duty bearers (State, LGA/District authorities, other service providers & Drivers of Change (DoC))
<p>Weak systems of Government accountability, responsiveness, and transparency.</p> <p>Weak citizen engagement, especially by the poor and marginalized</p> <p>Inadequate political prioritization of WASH,</p>	<p>Rights holders to WASH (especially the poor and marginalized, women &amp; youth) are empowered to engage the duty-bearer (the State), to drive change.</p> <p>HRBA/rooted advocacy; Multiple forms of power shift to the poor who are organized voices</p> <p>Strong WAG Partnerships, civic coalitions and alliances with WASH and non-WASH actors for coordinated action to hold govt to account, prioritize WASH for maximum outcomes</p> <p>Localizing the Global Goals in communities for holistic development and to reduce inequality</p>	<p>Weak sector leadership,</p> <p>Poor coordination and harmonization, competing priorities</p> <p>Poor fiscal decentralization and weak mechanisms for accountability, Growing dependency on aid/loans, Poor data, learning and KM; Weak sector performance and monitoring. Poor sustainability of services</p>	<p>GoG shows leadership in driving the sector and eradicating poverty towards universal access by 2030 (or GoG target of 2025)</p> <p>Same as above + WAG via DWA leads coordinating stakeholders</p> <p>Decentralised governance for sustainable services + 7 pillars of the <b>DWA</b> for sector strengthening</p> <p>Long-term strategic planning; realistic practical financial planning.</p> <p>Improved learning data/knowledge management, MIS/PIMS/Mword</p> <p>GoG with clear roles and capacity to implement and use a working model of service delivery that can be adapted w/o a one size fits all approach</p>

To date, Ghana's progress on access to improved sanitation leaves much to be desired. It is therefore important that our communities show leadership in changing behaviours to improve sanitation and hygiene outcomes, especially ending open defecation. In view of this, we seek to understand our supported community's cultural beliefs and attitudes about health, hygiene, and WASH, to then influence change for improved hygiene and sanitation outcomes at all levels.<sup>xii</sup> We will also develop our understanding of the underlying factors/DoCs of global inequalities that impact on national and local levels in access to WASH within the wider poverty reduction agenda of the new sustainable/Global Goals and in support of WA's new 2016-2021 Global Strategy,

**WAG's ToC posits that change will happen within our context under the following pre-conditions:**

- Leadership: GoG leads the sector strengthening process and ensures that supply meets demand;
- To realize Right to WASH The Right to WASH is progressively realised (protected, respected and fulfilled) by duty bearers, and right holders take full responsibility to sustain their right;
- Active Communities: Communities (including traditional institutions) are empowered to lead and effectively engage government at all levels to get their rights to basic social services (including WASH) fulfilled;
- Equality: Policy and influencing at local, national, regional and pan Africa, is evidenced-based and results in sustainable WASH services for all;
- Sustainability: WASH funding is adequate, properly targeted, equitable and sustainable; and,
- Integration: All partnerships, analysis and programmes support sector strengthening processes and address the underlying causes of WASH poverty in Ghana.

**Figure.1: WAG CPS6 Theory of Change**



In collaboration with other stakeholders, as WAG cannot control all variables, appropriate measures will be taken to ensure the above conditions are present resulting in transformational change.



# Strategic objectives

WAG has developed four strategic objectives (SO) towards achieving universal WASH services based on our contextual learning and the global aims of WaterAid: **1) reduce inequalities, 2) strengthen sustainable services, 3) integrate WASH in sustainable development, and 4), improve hygiene behaviours.**

## SO 1: Increase sustainable and equitable WASH for all in targeted LGAs by 2021.

Our context analysis revealed that the populations without access are the most marginalized. Most of the un/underserved live in rural areas and urban slums. As such, the application of the DWA at the local government level will ensure we reach the most marginalised, strengthen government's leadership in the sector, and build a body of evidence to influence policy change to achieve universal access. We will further strengthen local ownership, government support and community leadership coupled with clear policies and supporting systems to ensure that services are appropriate, sustainable and replicable.

## SO 2: Strengthen sector co-ordination, harmonisation, and collaboration for sustainable WASH services delivery by 2021.

As indicated in the context analysis, the WASH sector is still challenges on clear policies and strategies, coordination, financing, and performance monitoring. For instance, some of the WASH sector policies and strategies need to be reviewed to ensure harmonisation across relevant sectors including health, education and livelihoods and vice-versa. We will facilitate dialogue to improve coordination using the DWA at the local government level, to especially improve fiscal and political decentralization, coordination of policies, and better implementation and monitoring at the local and national levels. We will work with all stakeholders (civil society, development partners and private sector, etc) based on a clearly articulated and contextualized partnership strategy.

## SO 3: Effective integration of WASH with health, education and livelihood sectors by 2021.

WAG will create awareness of the benefits of WASH across sectors, disseminate learning and improve knowledge management for integration in education, health and livelihoods by 2021. Eighty per cent (80%) of all diseases in Ghana are WASH related with negative impacts on education, health, and livelihood (poor sanitation costs Ghana \$290million annually-WSP 2011). Hence, WAG will target policy makers in health, education and livelihood to prioritize WASH policies, programming and funding towards universal access. Through advocacy and influencing initiatives built on learning and evidence of success from our sustainable service delivery models, we can successfully promote prioritizing universal WASH services to reduce WASH related diseases, accent on newborns and infants.

## SO 4: Enhance capacity for improving Hygiene behaviour change and sustainability of sanitation models and approaches by 2021.

Only 50% of Ghanaians practice safe hygiene (MICS 2015). Thus WAG will prioritize facilitating change in hygiene behaviour at the individual, household, school, and health facility levels. Policies and strategies of hygiene will also be targeted for improved design, implementation, national and local results. We will work with appropriate state institutions and other actors to develop and implement interrelated and context specific hygiene related policies and practices for improved sustainable and universal access to safe water and sanitation for all.



## Programmatic approach

Our programmatic approach will be largely guided by local community needs (bottom-up/ED approach) and WA's global policies and frameworks to underpin an integrated approach to strengthening policy and practices that encapsulates the national and global transformational agenda for universal WASH by 2030 – or sooner!

### **Sustainable Services**

HRBA will be integrated into our sustainable services approach to inspire communities to demand not only their rights to water and sanitation, but to also fulfill their responsibilities to practice and promote improved hygiene. We will also identify what motivates local government administrators to engage in best practices (e.g. community engagement, best citing of facilities, construction and operations and maintenance, and local revenue generation) for progressive scale up of services. WAG will strengthen our focus on water quality standards for WASH facilities, households, multiple uses (e.g. dams), and for health facilities under WA's Global Advocacy Priority (GAP) 2.

At the district level, we will use the DWA as the mechanism for strengthening the local government's leadership and capacity to develop and lead one district development plan all actors are using in a harmonized manner that progressively results in universal WASH access. Our approach also entails working with communities using the ED and Human rights based approaches (HRBA) to; 1) facilitate and support communities (accent on marginalized women and youth) to engage in decision making processes and lead their own sustainable development, 2) work with GoG and other stakeholders to take responsibility for maintaining their facilities/services, and 3) strengthen the duty-bearer-right holder relationship, shifting power to communities.

At the regional, national, Pan Africa, and global levels, we will use the results of our work and the learning from our partners to develop a body of evidence to engage in policy processes to influence change. We will build strategic partnerships and engage more in the “politics of policy making” to achieve transformational change and good governance. Our engagement at all levels must support the wider poverty reduction discourse and/or agenda to ensure WASH is fully integrated to achieve improved outcomes in health, education and livelihoods.

More diverse partners with skills across sectors and with proven results using HRBA/rooted advocacy will be engaged to help address WASH inequalities and strengthen citizens' voice and accountability.

### **Key Shifts:**

**District Wide Approach:** The DWA is a programmatic approach that shifts from service delivery to sector strengthening and collaborating with more and differentiated strategic partnerships. It takes the district as the central geo-political location and critical nexus space for change towards universal access to WASH. The key approach is to support a “one district plan” which all stakeholders will be committed to and will commit district leaders to generate agreed principles and priorities that shape district engagements. We will work in a more coordinated fashion, using a new growth plan with varied partners at all levels, to make this approach successful and adapted country-wide for greater impact.

**Hygiene behaviour change:** Guided by a new behaviour change communication strategy (BCCS) and building on our ED approach we will develop culturally rooted hygiene promotion/BCC models that centre communities as change agents. This shift is premised on two important understandings: (1)

prioritization of hygiene promotion and education must necessarily be supported by appropriate budgets, and (2) behaviour change in hygiene and sanitation requires long term interventions until the desired behaviours become a *way of life and accepted norm*. Thus WAG's **strategic decision** is that the first year of any new hygiene or sanitation project should **focus more on software activities** rooted in our ED and other approaches (e.g. BCC, equity and inclusion, MHM and HRBA). Improved hygiene outcomes remain the focus during the life of a project, with strong performance monitoring and evaluation and policy-practice linkages. A second related decision is that hygiene promotion and BCC will be mainstreamed into all programme areas to generate maximum impact. Performance based monitoring, evaluation and award systems will track and reward innovation and lasting change, the experiences of which can influence learning and national hygiene policies, strategies and curricula.

**Human Rights Based Approach and rooted advocacy:** Over the years WAG has used rooted advocacy as a critical pathway for effective community engagement, with mixed results. In our new CPS, we will shift from how we 'do' rooted advocacy and will work differently to challenge the status quo for more impactful influencing. Internally, we will institutionalize cross departmental involvement in advocacy and influencing activities. WAGs Endogenous Development (ED), Gender, Equity and Inclusion (E&I) and human rights based (HRBA) approaches will complementarily help our work with communities to strengthen their ability to realize their own development aspirations cognizant of each peculiar socio-cultural context. WAG seeks to also cultivate a stronger ethos of self reliance, equity and social inclusion among community institutions and duty-bearers. WAG will strengthen its internal capacity to facilitate and organize HRBA and rooted advocacy and build related strategic partnerships to scale up what works and globally share "good" practices.

**Strategic partnerships: Two important shifts make our strategic partnerships different:** (1) We will seek new partnerships that will widen our influence in contributing to ending poverty and 2) These partnerships will be in identified areas that are relevant to the sector and strengthen our collaboration and cooperation in achieving universal access as well as improved quality of life. In view of our new priorities and transformational L/KM agendas, WAG will establish partnerships based on our growth plan and focus on strengthening WASH governance with key civic and political institutions that are critical drivers of change in the country and beyond.

**Learning and Knowledge management (L/KM):** Our approach to learning will be different based on the central role of learning in our new strategy and how we document our successful niche (DWA) implementation. WAG will thus use internal platforms to ensure partner and staff learning is documented, communicated and used for decision-making. We will create a website and new external learning platforms and linkages to coordinate and strengthen WASH and wider sector knowledge. The use of various information, communication and technology (ICT) modes and mediums to share our research and experiences will usher in a new period of WAG as a leading organisation in L/KM and ICT4D, among other areas in Ghana and beyond our borders.

**Prioritizing Youth, Women and Children:** Another **key shift** in this strategy will be our work with youth, women and children. The blooming youth population, key role of women in shaping hygiene practices, broader socialization, and childbirth outcomes, all provide an opportunity for strengthening and achieving transformational change. For example, we will develop youth, especially females, as leaders in youth in governance programmes to demand WASH justice. Similarly, WAG will reorient its work to more effectively work with children, parents and administrators in schools. This entails developing a new programme for our WASH and Education programme, of which School WASH and some health projects (incorporating the FRESH framework)<sup>xiii</sup> are key. We will also strengthen engagements with children at the community level, especially on hygiene promotion/behaviour change communication (where culturally appropriate).

**Increased focus on sanitation:** With only a 15% national basic access coverage rate for sanitation, and 19% of people still practicing open defecation in 2015, WAGs local context demands we keep this area as a priority in this new strategic period. Supporting the GoG's vision of WASH for all by 2025, WAG will facilitate improved and sustainable sanitation services to institutions (schools, clinics and public places) and seek to bring about improved behaviour and attitudinal change. We will develop innovative approaches and technologies that are sustainable and result in universal access.

Finally, our track record of supporting the **organizational development** (OD) of national NGOs and partners, and institutional strengthening of government, civil society, the media, and community based organizations as partners in the sector, has become a growing area of comparative advantage. We **shift** focus in our approach during this next strategic period, and work in a more coordinated (internal lead position created) and collaborative manner. Our own OD as a national entity will also require WAG staff to shift to become more locally responsible- the leadership team, new national board of directors, and a restructured and strengthened funding team must raise the resources to sustain operations and manage change for overall effectiveness.

## Measuring Success and Change

To assess our performance, WAG is moving away from the past focus on the numbers of people reached with WASH services. Instead, using a well developed growth plan and transformational agenda, we will focus on the change(s) we want to see in the country based on delivered programmes that clearly delineate contributions to the sector. Community perceptions of well-being, desired transformations in the WASH sector, and levels of empowerment and capacities strengthened to improve WASH governance and services, among other factors, will also define the success of our work. Below are some of the tangible outcomes and impact we envision:

### Under strategic objective one success will be:

- Increased number of marginalized and socially excluded people in 5 regions are empowered and claiming their right and fulfilling their responsibility through our direct interventions by 2021
- Improved access in sanitation to households, institutions and public spaces in the 5 regions by 2021
- At least 3 appropriate technologies/approaches for sustainable services are developed, tested and scaled up by 2021

### Under strategic objective two, success will be:

- Increased WASH financing by 10% through evidence- based advocacy and influencing by 2021
- Planning, coordination and monitoring systems are strengthened and resulting in improved WASH governance
- X Partner organisations have strengthened capacity for sustainable service delivery and influencing by 2021
- Sector institutions have improved absorptive capacity and are better targeting the poorest and marginalised in WASH financing.

### Under strategic objective three, success will be:

- Healthcare systems incorporate good hygiene and sanitation policy and practice to enhance quality of life by 2021
- WASH is playing a recognised central role in strengthening education system in Ghana
- Climate change adaptation policy and strategies (e.g., SWRA) at all levels have WASH mechanism for resilience and mitigation

### Under strategic objective four, success will be:

- Behaviour change approaches are contributing to sustainable hygiene practices in health facilities and schools in the 5 regions of our intervention
- X number of Communities are practicing sustainable hygiene behaviours

**In sum**, success of CPS6 is: 1) progress towards full WASH coverage and rights achieved, 2) strengthened sector with excess supply to meet WASH demands, 3) greater advocacy and influencing of development planning, coordination, financing, and policies, at all levels shaped by evidence from the ground-in this case our targeted districts (policy/practice integration), 4) increased number of LGAs that are better funded and more effective in planning, implementing and monitoring their mandate, 4) a WASH sector that is increasingly coordinated and collaboratively working for *collective impact*, 5) strengthened accountability and transparency at various levels of government and among sector actors in response to vigorous community led social justice organizing, 6) reduced WASH inequality and improved targeting of funds for better integration of WASH and aid effectiveness, and, 7) reduced poverty levels and improved health, education and livelihood of the poor and marginalized. WAG will also have objectives to create the enabling environment for CPS6. None of the above SOs can be achieved without the right people, skills, partnerships, processes, or resources. The next section will expand on the vision of organizational success, particularly people and OD changes required to achieve CPS6. We provide indicative measures to be tracked towards improved staff and organizational performance and effectiveness.



# People & organisational development (OD)

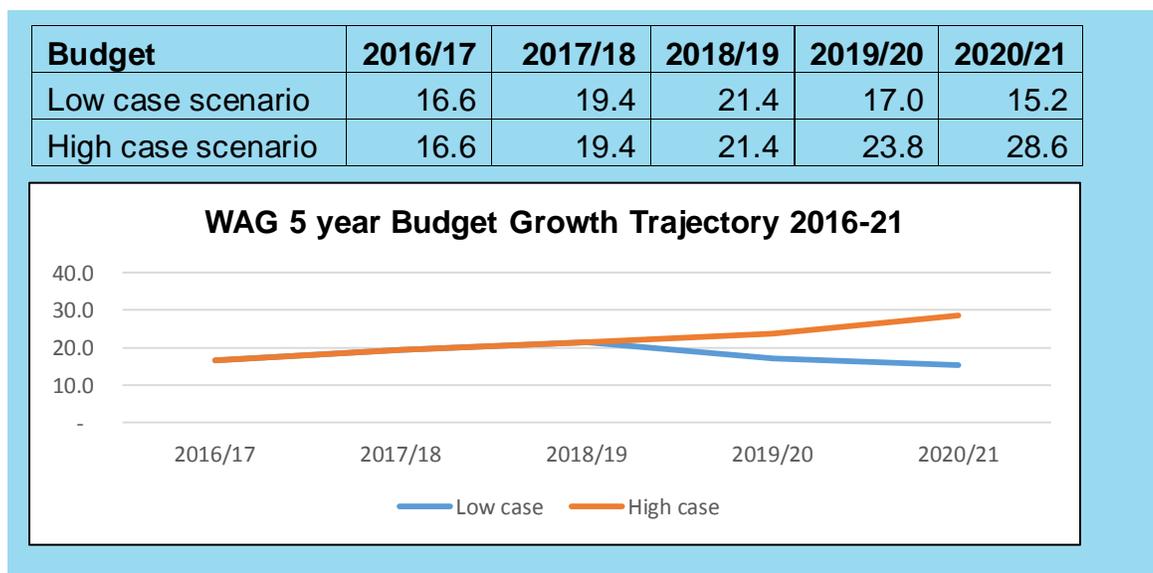
## Organizational Change & Transformations

WaterAid Ghana’s leadership will create an enabling environment to support achievement of our new CPS 2016-2021. In view of this, we will: i) develop a people strategy that clearly outlines issues such as the skill mix of staff, knowledge and experience, ii) revise our funding strategy-to delineate the amount and mix of traditional and non-traditional resources needed to achieve our strategy, iii) restructure to reflect governance changes, iv) institute programmatic, geographical spread and thematic area changes, and iv) create an operational plan to ensure that we are realizing our vision.

**OUR DUAL GLOBAL & NATIONAL IDENTITY:** After 30 years of fighting WASH poverty, WAG continues to strive to be more efficient and effective to help achieve the global federation vision of WASH for **everyone, everywhere by 2030**. In this vein, WAG will have a ‘dual’ identity as a self-governed member of WAI’s federation with national, regional, Pan Africa and global influence before the end of this strategy. Our roadmap in support of this strategy (see Appendix 5) and rationale for membership encompassed throughout this strategy is based on our initial self-assessment against membership criteria and a study undertaken during the strategy process. **We plan to be self governed by 2018**. In collaboration with the WAWA and the WAI, appropriate measures will be taken on the various processes and procedures required for self governance, and to become greater contributors to WA’s mission. WAG will embark on a new era as an active member of WAI, engaging the new emerging WA Pan Africa Programme, WAWA and other regional initiatives, and engaging in strong national and global influencing. This will require proactive, dynamic, and transformational leadership.

**Funding.** Over the life of this strategy, approximately £16 M or GHC 110.M is required for anticipated programmes, operational costs and to attract and retain high quality staff. Financial resources raised will be driven by the programme and support needs of the CP, and a revised funding strategy. There will be an increased depth of programme implementation with resultant demand for additional resources (people, finances and IT infrastructure) among other things.

**Figure 2.: CPS 6 Projected budget requirements (GHS Millions)**

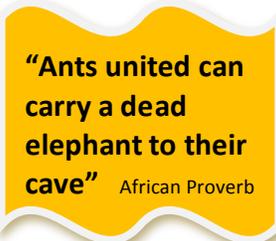


Critical resources and high capacity, strategic partners and partnerships is thus required to integrate the needs and goals of various departments with the fundraising aims of WAG as a self-governed entity, while ever mindful of our supporter needs. In the interim, WA UK is expected to provide some

technical support for growth in-country and global fundraising capacity. A strong branding strategy will be in place by midpoint of year one of our strategy to shape a cultural thinking of our dual identity and responsibility; indeed fundraising and communications must be a strategic part of driving change, not merely for funding the plan.

## PEOPLE VISION, OBJECTIVES AND PRIORITIES

Using a People and OD strategy and change management plan, WAG will build from our 30 years of experience in contributing to better access to and the right to sanitation, hygiene and water in the country. WAG will develop high quality staff and empowering leadership to motivate our teams and capitalize on the local skills, expertise and wisdom of Ghanaians and others who may join us to support our country programme as we engage in all these spaces, with confidence as we carry out the mandate herein to make stronger contributions to the WASH sector



**“Ants united can carry a dead elephant to their cave”** African Proverb

We will prioritize **partnerships** with institutions of high ability to deliver effectively, efficiently and willing to invest in their own organizational development (OD) for sustainability. Strong, stable yet innovative and progressive institutions and partnerships will be keys to WAG’s success. WAG will support new partnerships with institutions aligned to our goals, particularly in the areas of research and political economy analysis, hygiene and socio-cultural behaviour change analysis, and OD.

**Internally: Strengthening our organizational culture, values and effectiveness:** WaterAid Ghana recognizes that catalyzing transformational change begins with us transforming our own organizational culture, based on critical self awareness and a willingness to change. An endogenous “Ubuntu” model for an African-centered value driven self-governed organization is a vision staff at all levels are prepared to “co-create”. Our values include **respect-** treating everyone with dignity; **accountability** to all our stakeholders and internal colleagues; **courage**, by being bold, uncompromising in our support for the marginalized and poor, and **inspiring; collaboration-**by working with others in diversity and difference for optimal impact. Furthermore, as a **learning organization** we will use **innovation** to accelerate change and improve all we do. We value **integrity and reciprocity** as we act in honesty and conviction, aligned to our commitment to equality and human rights. Our two core programme teams and a new strategic programme unit will spearhead greater overall CP performance and bring more effective fundraising, learning/knowledge management, and strategic partnerships to bear to achieve CPS6. Other structural changes adopted are reflected in a new CP structure in Appendix 3.

### People Skills, Behaviours and Diversity

Based on the skills assessment as part of CPS development, the **People and Organizational Department (PODD)** team will lead the CP to build highly engaged, effective, motivated and diverse teams with the right attitudes, behaviours and leadership to implement CPS. Our broader senior management and other teams will also steer the transitional roadmap to become a national entity. This requires a strategic focus for the PODD team itself to include: Health (organizational/personal), Safety and Well-being, Learning & KM, Staff Capacity Development, Management and Leadership, Pay and Reward, Performance Management (to retain staff and stem future competition for our talents) and Partner Capacity Building. WAG will deliberately engage in constant communication with staff to improve staff engagement and participation, through local initiatives and staff participation in the Global Employee Engagement Survey. Our current people strategy will be flexible to enable us to address the GEES low points or other important issues. We will ensure that all global policies are localized and updated regularly and that staff are thoroughly informed on all developments. PODD will also provide high level people and OD support during the first year of this new strategic period, to the Liberia/Sierra Leone Transboundary programme.

As facilitators of transformational change our teams will imbibe WaterAid values and be more professional in our delivery. We will engage in building our staff capacities based on assessments and learning. Capacity will be built in areas like proposal writing, collaboration (especially reshaping our partnership arrangements), engagement, inspiration, persuasion, and negotiation.



WAG REMEMBERS OUR DEDICATED STRATEGIC ADVISORY COMMITTEE MEMBER DR. CHIKU MALUNGA, from Malawi. Dr. Malunga, who transitioned in 2016, was a widely renowned OD expert, using African indigenous wisdom based organisational and leadership improvement models.

## Measuring Strategic Progress & Operational Change

The vision of a strengthened WAG, our organizational effectiveness and capacity, will include integration of all units, agreed measurements, milestones, and recognized gaps for learning, assessment and evaluation. Time must be created to reflect upon what we do and how we evolve. Our strategic progress must be achieved through a deliberate process of clarity and alignment of WAG goals with the preferred culture, values, behaviours, performance measures and rewards systems determined in real-time, systematic fashion.

### Evaluation Framework

**Output and Functionality Verifications:** The CP will make an assessment of the sustainability of water, sanitation and health 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 communities at the beginning of the fiscal year.

**Mid Term and End Term Evaluations:** Assessments of this strategy will be carried out mid way and at the end of the strategic period. The mid-term review will provide a basis for learning to make needed change, whilst the end term evaluation will provide a basis for the development of our subsequent strategy, assess our ToC and general strategic choices.

**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 SMT people leadership. We will also better utilize periodic staff appraisal processes and ICT

development and training. Organisational and personal objectives will be synchronized to ensure clarity of accountability and individual responsibility.

WAG policy documents, CP risk register, and administrative procedures will be reviewed and updated periodically, along with the WAG change management plan. WAG will monitor performance against WaterAid International membership criteria and organizational health surveys to keep the organization fit for purpose and full WAI membership.

**Partner and Community Level monitoring and reviews:** WAG will organize with our partners, mid-year and annual reviews. Community members and partners will be empowered to assess our collaboration and interactions. Additionally, the partner communities will be supported in using participatory tools like ED-PME, social audits and mapping in undertaking evaluations. Baseline data will be collected in all districts and communities to track progress towards universal access.

### Other learning, monitoring and evaluation activities include:

- Monitoring and Support visits
- Global Employee Engagement Surveys
- Project review meetings
- Board of Directors/Strategic advisory committee meetings
- Senior management team meetings
- Departmental meetings
- Budget holders meetings
- Funding program finance meetings
- External/Internal Audits
- Program audits
- Monthly donor reports



audits. Needs assessments will be undertaken as part of the appraisal process to inform staff

In sum, an enabling framework, new governance, people, and structural changes will support the transformational change agenda of WAG to achieve a collective vision of universal WASH in Ghana, contributing to WA's global vision of Everyone, Everywhere by 2030 with sustainable WASH services.

# APPENDICES

1. WAG CPS6 2016-2021 Log frame
2. Roadmap towards Membership in WA International
3. WAG CPS6 2016-2021 Organogram

## Appendix 1: WAG CPS6 2016-2021 Log frame

	Country Programme description	Performance measures	Sources and means of verification	Assumptions	Linkages & contributions
<b>Strategic purpose statements</b>	Everyone everywhere in X districts with sustainable improved WASH by 2020	Universal coverage of WASH in WAG's selected districts	<ul style="list-style-type: none"> <li>• WAG annual reports</li> <li>• SDGs WASH sector data for Ghana</li> <li>• District Medium Term Development Plans</li> <li>• District WASH Plans</li> <li>• NDPC Annual SDG reports</li> <li>• District Annual Reports</li> <li>• District Composite Budget and Annual Action Plans</li> <li>• Ministry of Water Resources, Works and Housing Reports</li> </ul>	GoG and DPs remain committed to all international commitments on WASH; stable political atmosphere prevails in Ghana	Linkage with all GS Aims and contributes to the attainment of everyone everywhere 2030 with sustainable WASH
		Ghana achieves the relevant SDGs target for improved WASH in targeted districts	<ul style="list-style-type: none"> <li>• Country progress report on SDGs 6</li> </ul>	GOG supports inter-sector coordination and collaborations; stable political atmosphere prevails in Ghana	
		Decline in incidence of WASH related diseases and deaths	<ul style="list-style-type: none"> <li>• Health sector annual reports,</li> <li>• Ghana Living Standard Surveys report;</li> <li>• Ghana Demographic and Health Survey reports</li> </ul>	GOG supports inter-sector coordination and collaborations; stable political atmosphere prevails in Ghana	
		Increase in enrolment and retention of poor and marginalised children in school	<ul style="list-style-type: none"> <li>• Education sector annual reports</li> <li>• Ghana Living Standard Surveys (GLSS) report;</li> <li>• Ghana Demographic and Health Survey (GDHS)reports</li> </ul>		
<b>Strategic</b>	Increase access to	<ul style="list-style-type: none"> <li>• Number of poor and</li> </ul>	<ul style="list-style-type: none"> <li>• Output and functionality</li> </ul>	GoG will sustain its commitments for	Linkage with,

	Country Programme description	Performance measures	Sources and means of verification	Assumptions	Linkages & contributions
<b>objectives</b>	sustainable and equitable WASH for All in targeted areas by 2020	<p>marginalized people in 5 regions (#LGAs tbd) facilitated to have access to sustainable WASH services</p> <ul style="list-style-type: none"> <li>• number of marginalized and socially excluded people in 5 regions are empowered and claiming their right and fulfilling their responsibility through our direct interventions</li> <li>• Improved access to sanitation for x number of households, institutions and public spaces in the 5 regions</li> <li>• Number of appropriate<sup>xiv</sup> technology/approaches for sustainable services developed, tested and scaled up</li> </ul>	<p>verification survey reports,</p> <ul style="list-style-type: none"> <li>• GLSS &amp; GDHS survey reports</li> <li>• Post Implementation monitoring surveys</li> </ul>	<p>increased prioritisation and financing of pro-poor policy and programme implementation</p>	<p>and contributes to GS Aim on reducing inequalities in access to WASH</p>
	Sector strengthening of DWA building blocks (coordination etc) in targeted districts are in place and reinforcing each other resulting in sector effectiveness in a sustainable manner by 2020	<ul style="list-style-type: none"> <li>• % increase WASH financing through evidence- based advocacy</li> <li>• Evidence of Planning, coordination and monitoring systems strengthening for improved WASH</li> <li>• # Partner organisations with strengthened capacity for sustainable service delivery and influencing</li> <li>• Evidence of Sector institutions having improved absorptive capacity and better targeting the poorest and marginalised</li> </ul>	<ul style="list-style-type: none"> <li>• WAG evaluation reports,</li> <li>• WASH sector review reports;</li> <li>• National/Local Government annual budget</li> <li>• Budget tracking reports</li> </ul>	<p>GoG will sustain its commitments for increased prioritisation and financing of pro-poor policy and programme implementation LGA will incorporate their WASH plans into their Medium term development plans and their annual planning and budgeting process</p> <p>WASH learning and</p>	<p>Linkage with, and contributes to GS Aim on strengthening sustainable services</p>

	Country Programme description	Performance measures	Sources and means of verification	Assumptions	Linkages & contributions
				policy-practice integration are evident, new low-cost technologies evaluated and promoted	
	Effective integration of WASH with health, education and livelihood sectors by 2020	<ul style="list-style-type: none"> <li>• Evidence of healthcare systems incorporating good hygiene and sanitation policy and practice</li> <li>• Evidence of education systems strengthening by incorporating WASH in education policies and</li> <li>• Evidence of Climate change adaptation policy and strategies at all levels having WASH mechanism for resilience and mitigation</li> </ul>	<ul style="list-style-type: none"> <li>• WAG evaluation reports,</li> <li>• WASH sector review reports</li> </ul>	GoG will sanction collaboration and coordination among relevant WASH related sectors especially the MWRWH, MoH, MoE & MoFA	Linkage with, and contributes to GS Aim on WASH integrated into sustainable development
	Enhance capacity for improving hygiene behaviour change and sustainability of sanitation models and approaches by 2020	<ul style="list-style-type: none"> <li>• Evidence of behaviour change approaches contributing to sustainable hygiene practices in health facilities and schools at all levels</li> <li>• # of Communities practicing sustainable hygiene behaviours</li> </ul>	<ul style="list-style-type: none"> <li>• Ghana Health Service reports</li> <li>• WASH sector review reports</li> </ul>	Improved hygiene behaviour is appreciated as important in maximising the benefits of access to water and sanitation.	Linkage with, and contributes to GS Aim on improve hygiene behaviours
<b>Expected results</b>	1.1 X number of poor and marginalized people in 5 regions (#LGAs tbd) facilitated to have access to sustainable WASH services	<ul style="list-style-type: none"> <li>• Number of poor and marginalised people with access to improved WASH services in target communities/districts/regions</li> <li>• Increased percentage of sustainable WASH services</li> <li>Increased financing for WASH</li> </ul>	<ul style="list-style-type: none"> <li>• MMDAs quarterly, half year and annual reports</li> <li>• Ministry of Water Resources, Works and Housing Reports</li> <li>• WAG semi-annual and annual reports</li> </ul>	Pro-poor WASH policies and programmes of GoG, DP & NGOs will specifically target poor & marginalised people	

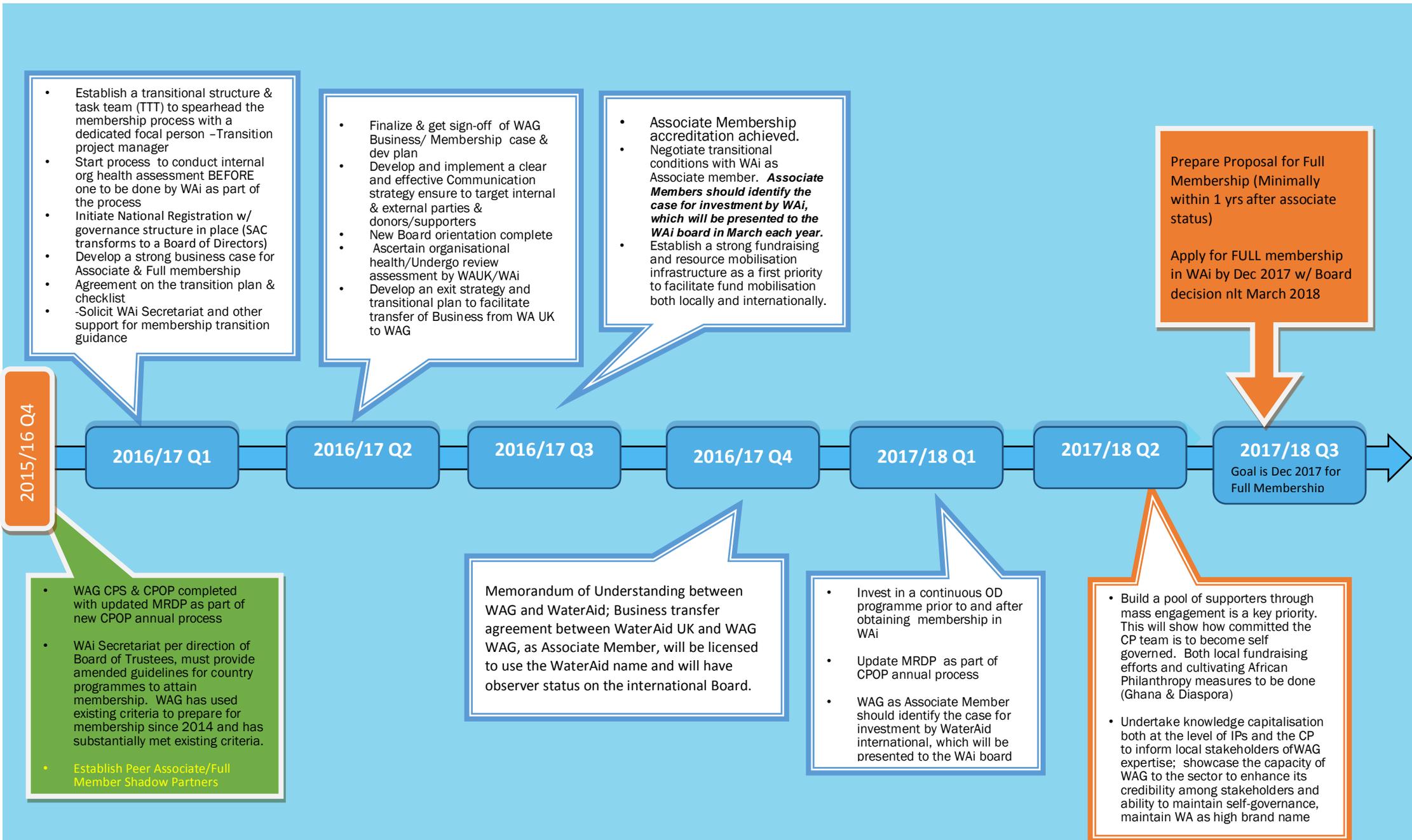
	Country Programme description	Performance measures	Sources and means of verification	Assumptions	Linkages & contributions
		services at all levels of governance			
	1.2 X number of marginalized and socially excluded people in 5 regions are empowered and claiming their right and fulfilling their responsibility through our direct interventions by 2020	<ul style="list-style-type: none"> <li>• Evidence that marginalized groups are engaging duty bearers and claiming their rights to WASH services</li> <li>• Evidence of Responsiveness of duty bearers to fulfilling demands</li> <li>• Evidence of community participation in decision-making processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Community oral reports, letters, etc.</li> <li>• National Partner NGOs report</li> </ul>	<p>Empowered communities engage and demand their WASH rights from duty bearers</p> <p>GoG and DPs remain committed to all international commitments on WASH; stable political atmosphere prevails in Ghana</p>	
	1.3 Improved access to sanitation for x number of households, institutions and public spaces in the 5 regions by 2020	<ul style="list-style-type: none"> <li>• Improved access to sanitation for x number of households, institutions and public spaces in the 5 regions by 2020</li> <li>• X number of Poor &amp; vulnerable communities attain and sustain ODF status</li> </ul>	<ul style="list-style-type: none"> <li>• MMDAs quarterly, half year and annual reports</li> <li>• Environmental Health and Sanitation Directorate (ESHD) report</li> <li>• WAG semi-annual and annual reports</li> <li>• District league table</li> </ul>	GoG and DPs remain committed to all international commitments on WASH; stable political atmosphere prevails in Ghana	
	1.4 At least 3 appropriate technologies/approaches for sustainable services developed, tested and scaled up by 2020	<ul style="list-style-type: none"> <li>• Number of research and development that have been conducted in innovative, replicable WASH solutions for community adoption</li> <li>• Uptake of pro-poor/marginalised, innovative, replicable WASH solutions by GoG and WASH sector organisations</li> </ul>	<ul style="list-style-type: none"> <li>• WAG semi-annual and annual reports</li> <li>• Briefing notes and Research papers</li> <li>• Documentaries/info-graphics</li> <li>• Community preparedness plan ( early warning systems)</li> <li>• MMDAs WASH security plan</li> </ul>	The WASH Tech programme and WAG's SWRA initiatives will be used to improve WASH models in WAG and the sector generally	

	Country Programme description	Performance measures	Sources and means of verification	Assumptions	Linkages & contributions
		<ul style="list-style-type: none"> <li>• SWRA incorporated into national/district adaptation strategies and plans</li> </ul>			
	2.1 Increased WASH financing by 15% through evidence-based advocacy by 2020	<ul style="list-style-type: none"> <li>• Percentage increase of national budget allocation</li> <li>• Timely release of budgeted funds by national and district level governments</li> <li>• Increase in budget allocation for WASH related activities of relevant sectors (e.g. health, education, livelihoods)</li> </ul>	<ul style="list-style-type: none"> <li>• National and MMDAs budget</li> <li>• MMDAs audit reports</li> <li>• Functional Organisational Assessment Tool assessment report</li> <li>• Budget tracking reports</li> </ul>	GoG responsive to WASH advocacy and influencing at country, PanAfrica and Global levels; GoG active in SWA HLM and keep promises	
	2.2 Planning, coordination and monitoring systems strengthened for improved WASH governance	<ul style="list-style-type: none"> <li>• Evidence of use of adopted sector monitoring tools and coordinating platforms to generate WASH data</li> <li>• Number of targeted Districts/LGA demonstrating capacity for sustainable WASH services.</li> <li>• Relevant Staff in x districts have enhanced capacity for coordination and monitoring of WASH services by 2020</li> </ul>	<ul style="list-style-type: none"> <li>• WAG evaluation reports,</li> <li>• WASH sector review reports</li> <li>• WASH sector M&amp;E tools (SMARTer WASH, DiMES, MINTESA, ESICOM, BASICS);</li> <li>• WAG semi-annual and annual reports</li> <li>• Budget and expenditure, implementation plans, monitoring reports.</li> </ul>	GoG will sustain its commitments for increased prioritisation and financing of pro-poor policy and programme implementation	
	2.3 Partner organisations have strengthened capacity for sustainable service delivery and influencing by 2020	<ul style="list-style-type: none"> <li>• Partner organisations/institutions influencing local and national policy decisions</li> </ul>	<ul style="list-style-type: none"> <li>• WAG semi-annual and annual reports</li> <li>• CPS6 partners reports</li> </ul>	Partners recognise that by working together, our impacts will be maximised	

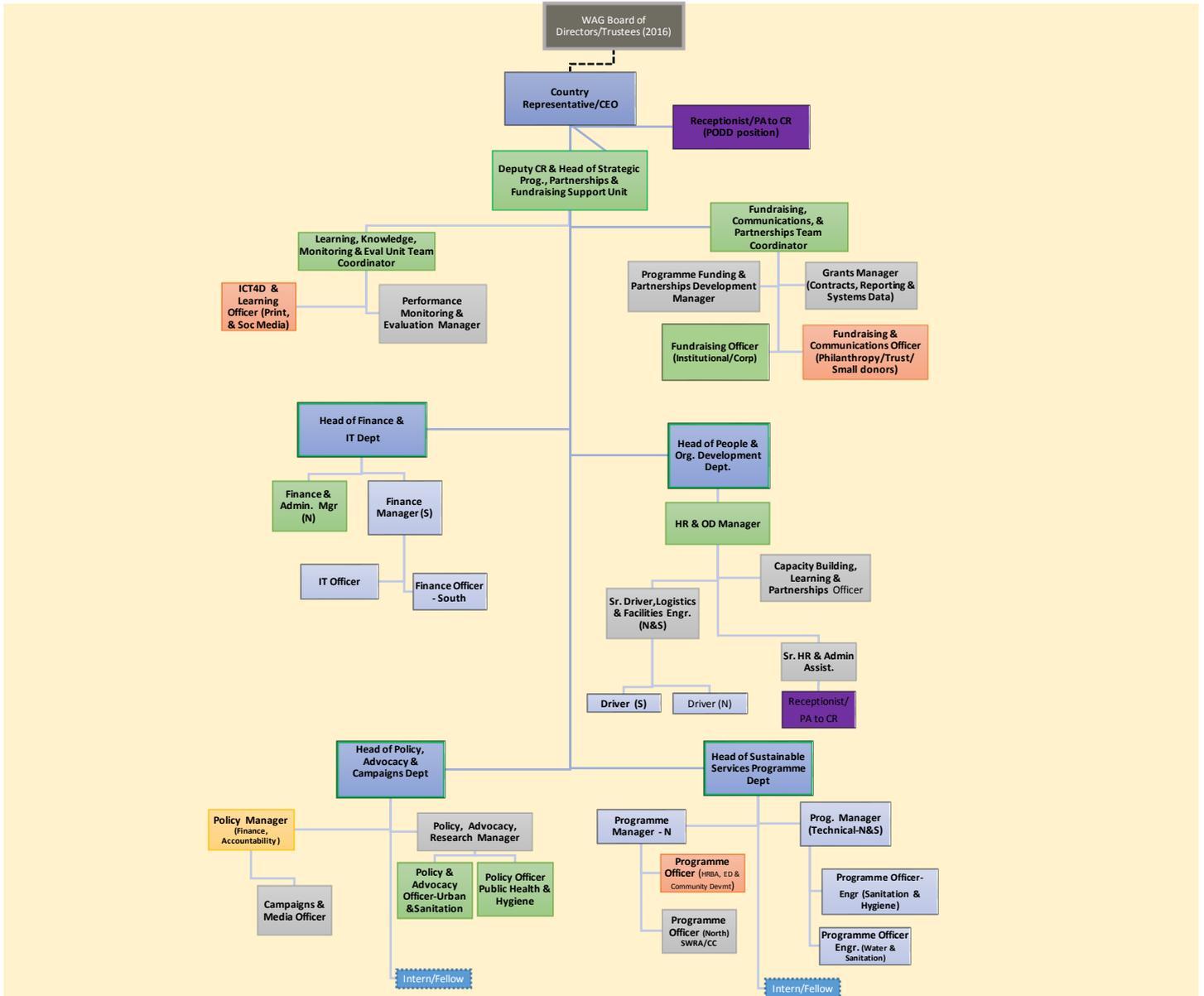
	<b>Country Programme description</b>	<b>Performance measures</b>	<b>Sources and means of verification</b>	<b>Assumptions</b>	<b>Linkages &amp; contributions</b>
	2.4 Sector institutions have improved absorptive capacity and are better targeting the poorest and marginalised with WASH financing.	<ul style="list-style-type: none"> <li>• % increase in rate of actual expenditure for WASH</li> <li>• Evidence of better targeting of the poorest financing and service provision</li> </ul>	<ul style="list-style-type: none"> <li>• WAG evaluation reports,</li> <li>• WASH sector review reports</li> <li>• MMDAs audit report;</li> <li>• Budget tracking report</li> </ul>	GoG will sustain its commitments for increased financing of pro-poor policy/programme implementation	
	3.1 Healthcare systems incorporate good hygiene and sanitation policy and practice by 2020	<ul style="list-style-type: none"> <li>• Behaviour change policies/strategies available and enforced in health facilities</li> <li>• Number of WASH facilities constructed in the health care centre</li> <li>• Evidence of reduction in WASH related diseases</li> </ul>	<ul style="list-style-type: none"> <li>• WAG evaluation reports,</li> <li>• WASH sector review reports</li> <li>• Behaviour change communication materials- posters, community drama, story picture cards, etc.</li> <li>• Policy guidelines</li> <li>• Policy dissemination reports</li> <li>• District health management team (DHMT) report</li> <li>• MMDAs report</li> </ul>	GoG will sanction collaboration and coordination among relevant WASH related sectors especially with the Ministry of Health and Education	
	3.2 Education systems strengthened by incorporating WASH in education policies and plans by 2020	<ul style="list-style-type: none"> <li>• Behaviour change policies/strategies available and enforced in schools</li> <li>• Evidence of reduced school drop-out</li> </ul>			
	3.3 Climate change adaptation policy and strategies at all levels have WASH mechanism for resilience and mitigation	<ul style="list-style-type: none"> <li>• MMDAs have water security plans supported by clear budget lines</li> <li>• Evidence of communities implementing WASH resilience plans</li> </ul>	<ul style="list-style-type: none"> <li>• WAG annual report</li> <li>• WAG evaluation reports</li> <li>• Sector assessment reports</li> <li>• Water security plan</li> <li>• Mid-term development plan</li> <li>• Community action/implementation plan</li> <li>• Facility management plan (Community and MMDAs)</li> </ul>	Poor communities are willing to accept and support technologies that serves their WASH needs; Relevant government agencies will certify these models; CLTS will evoke behavior change; Only institutions are	

	Country Programme description	Performance measures	Sources and means of verification	Assumptions	Linkages & contributions
			Observation	provided with sanitation facilities and households are expected to build their own	
	4.1 Behaviour change approaches are contributing to sustainable hygiene practices in health facilities and schools at all levels	<ul style="list-style-type: none"> <li>• National hygiene policy and strategy developed and in use</li> <li>• Community Behaviour change approach to hygiene developed and in use</li> <li>• Evidence of hygiene behaviour change contributing to sustainable sanitation services</li> <li>• Evidence that hygiene policies, plans, strategies frameworks are implemented</li> </ul>	<ul style="list-style-type: none"> <li>• WAG annual reports</li> <li>• WAG evaluation reports</li> <li>• Behaviour change communication materials- posters, community drama, story picture cards, etc.</li> <li>• Policy guidelines</li> <li>• Policy dissemination reports</li> <li>• District health management team (DHMT) report</li> <li>• MMDAs report</li> <li>• Community hygiene facilitators (ChaST tool kits, PHAST) toolkits</li> <li>• WAG reports</li> <li>• Partner reports</li> </ul>	<p>All Partners are interested in promoting good hygiene behaviours</p> <p>Communities, health, education etc. are committed to hygiene behaviour change</p>	
	4.2 Communities are practicing sustainable hygiene behaviours	in WASH, Health and education sectors			

## Appendix 2: WaterAid Ghana (WAG) WAI membership roadmap & development plan (MRDP) 2016-2017



## Appendix 3: WaterAid Ghana CPS6 2016-2021 Organizational Structure



### Staffing Plan for CPS6

- New position to be hired by Oct 2016
- New position to be hired by Apr 2017
- New position to be hired by Dec 2017
- Current positions to be reclassified (up/down).

Note: Intern/Fellow positions are not permanent positions counted against staff ceiling. All positions need revised JDs to clarify new or expanded roles, responsibilities, matrix relationship, KSAs; some PAC staff may be placed in Tamale office; Total staff = 36 by 2018.



## Ghana Country Programme

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# Endnotes

- <sup>i</sup> The Select Committee on Constitutional, Legal and Parliamentary Affairs in February 2015 reviewed the bill and presented its report to Parliament, which marked the first time it was formally advanced by committee. See: <http://www.freedominfo.org/2015/02/ghana-committee-approves-right-information-bill/> Accessed June 2015.
- <sup>ii</sup> ODI. 2015. Development Progress Report, Ghana Case Study Report. March, 36.
- <sup>iii</sup> Government of Ghana, Ministry of Finance. 2015. The Budget statement and economic policy of the Government of Ghana for 2016 fiscal year, November.
- <sup>iv</sup> Osei-Assibey, Eric. 2014. <http://africainequalities.org/wp-content/uploads/2014/05/Ghana.pdf> (Accessed on 17/07/2015)
- <sup>v</sup> The Gini index takes values between 0 and 1; the value 0 is equated to a perfect equality (where everyone has the same income) and 1 equals perfect inequality (where one person has all the income—and everyone else has zero income).
- <sup>vi</sup> University of Ghana. 2014. Institute of Statistical, Social & Economic Research. Ghana Social Development Outlook 2013: 8-9.
- <sup>vii</sup> Ibid.
- <sup>viii</sup> CWSA – Community Water and Sanitation Agency, GWCL-Ghana Water Company Limited, WRC-Water Resources Commission; and PURC – Public Utilities Regulatory Commission
- <sup>ix</sup> The GoG national development aims are contained in the Ghana Shared Growth and Development Agenda 2014 – 2017.
- <sup>x</sup> Gomme, Joe et al. July 2015. 2014 Ghana Country Programme Evaluation. Consultations (sector, community, others), when developing this strategy confirmed this assertion and the importance of WAG’s work.
- <sup>xi</sup> Uwejamomere, T. et al, Back to basics: DWA as a strategy for strengthening local governments to deliver sustainable WASH services for all: A programmatic review of WaterAid interventions in Ghana. Study conducted in 2014 and report released in January 2015.
- <sup>xii</sup> Akpabio (2012) argues that we cannot solve the problem of water, sanitation and Hygiene (WASH) in sub-Saharan Africa without reference to the general contexts of behavior, culture and environment and how the existing literature on water and sanitation seems ‘loose’ and ‘soft’, not employing a thorough analytical methods or techniques or appropriate and relevant indigenous concepts in understanding these issues from the perspective of cultural communities (in Africa). WAG agrees.
- <sup>xiii</sup> FRESH framework- an intersectoral partnership to **Focus Resources on Effective School Health**, provides the context for effective health related school policies by positioning such policies among four core components, that should be made available together for all schools: health related school policies, safe water and sanitation, skills based health education, and access to health and nutrition services.
- <sup>xiv</sup> Appropriate connotes socially acceptable, affordable and technically and culturally feasible.