

# IRC

Ghana

IRC Ghana Strategy: 2017-21

Building WASH Systems to deliver  
the Sustainable Development Goals



Supporting water sanitation  
and hygiene services for life

At IRC, we believe that turning on a working tap should not be a surprise or cause for celebration. We believe in a world where water, sanitation and hygiene services are fundamental utilities that everyone is able to take for granted. For good.

We face a complex challenge. Every year, thousands of projects within and beyond the WASH sector fail – the result of short-term targets and interventions, at the cost of long-term service solutions.

This leaves around a third of the world's poorest people without access to the most basic of human rights, and leads directly to economic, social and health problems on a global scale. IRC exists to continually challenge and shape the established practices of the WASH sector.

Through collaboration and the active application of our expertise, we work with governments, service providers and international organisations to deliver systems and services that are truly built to last.

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This document presents IRC Ghana's medium term strategic framework and theory of change for the years 2017 to 2021.

**Author** Vida Duti, country director, IRC Ghana

**Design and layout** Punt Grafisch Ontwerp

**Graphs and photos** Abubakari Wumbui, IRC Ghana, Petra Brussee, IRC the Netherlands and Peter McIntyre, IRC Associate

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# Abbreviations

<b>BRIC</b>	The emerging economies of Brazil, Russia, India and China
<b>CSO</b>	Civil Society Organisation
<b>CWSA</b>	Community Water and Sanitation Agency
<b>EHSD</b>	Environmental Health and Sanitation Directorate
<b>WD</b>	Water Directorate
<b>GWCL</b>	Ghana Water Company Limited
<b>IWRM</b>	Integrated Water Resources Management
<b>JMP</b>	WHO/UNICEF Joint Monitoring Programme
<b>MDG</b>	Millennium Development Goal
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MLGRD</b>	Ministry of Local Government and Rural Development
<b>MMDA</b>	Metropolitan, Municipal and District Assembly
<b>MoF</b>	Ministry of Finance
<b>MSWR</b>	Ministry of Sanitation and Water Resources
<b>MWRWH</b>	Ministry of Water Resources, Works and Housing
<b>NDPC</b>	National Development Planning Commission
<b>NGO</b>	Non-Governmental Organisation
<b>PPP</b>	Public-Private Partnerships
<b>SDG</b>	Sustainable Development Goal
<b>SDG 6</b>	Sustainable Development Goal 6: Clean Water and Sanitation
<b>ToC</b>	Theory of Change
<b>UN</b>	United Nations
<b>WASH</b>	Water, Sanitation and Hygiene
<b>WRC</b>	Water Resources Commission
<b>WSMT</b>	Water and Sanitation Management Team

# 1 Introduction

This programme strategy has been prepared by IRC Ghana in consultation with government partners and other sector stakeholders to guide the delivery of IRC programming in Ghana from 2017-2021. It sets out IRC Ghana's goals in relation to the IRC overall mission and goals contributing to the SDGs. The IRC Strategic Framework and theory of change 2017-2030 is primarily dedicated to achieving SDG Global Goal 6, and within this is focused on Targets 6.1, 6.2 and 6.3. IRC Ghana aligns these broad goals with the vision and priorities of the Government of Ghana.

The Government of Ghana is committed to the UN Sustainable Development Goals (SDGs) and the African Union Agenda 2063 and has initiated efforts to incorporate these into the national development agenda. The Government has established a national SDG coordination desk at the Presidency and created a Ministry of Sanitation and Water Resources to provide leadership and focus to the water, sanitation and hygiene sector. The Ministry is developing a strategic sector plan.

The Government has a vision to improve access to water services for all. Sustainable financing of water services requires exploring alternative financing mechanisms as an additional source of funding (e.g. public-private partnerships). For sanitation services, the vision is to improve access through innovative financing mechanisms and scaling-up investments while creating space for private sector participation.

The national strategic perspective highlights three critical expectations:

- a strong financing and investment focus,
- the pivotal role of the private sector,
- access to water and sanitation for all.

The IRC medium term strategy for Ghana defines programme outcomes and expected contributions towards the achievement of the Ghana water, sanitation and hygiene (WASH) sector vision and targets. It describes IRC Ghana's business delivery strategy and identifies partnerships for achieving impact.

The IRC Ghana programme for 2017-2021 is based on consultations with sector stakeholders on the IRC theory of change, and an analysis of the baseline situation conducted by IRC Ghana. The programme is aligned with government priorities and trends in the WASH sector, and interventions by other development partners. Consultations on the strategy began in 2016 involving key staff of Community Water and Sanitation Agency (CWSA), the Environmental Health and Sanitation Directorate (EHSD), the Water Directorate and the Ministry of Water Resources, Works and Housing (MWRWH). A first draft was produced in 2016. With the creation of the Ministry for Sanitation and Water Resources in 2017 and other sector institutional changes, further consultations were carried out. In March 2017, a consultative meeting with key sector stakeholders and experts was held. IRC also undertook an organisational assessment of the Community Water and Sanitation Agency (CWSA) (January-July

2017) working closely with CWSA staff and with guidance from a reference group made up of high level members of government agencies and other sector stakeholders. At district level, an extensive participatory process was deployed towards developing a master plan for achieving full WASH coverage in the Asutifi North district by 2030. This consultation concluded in August 2017, with a national stakeholder workshop involving government, development and non-governmental organisations (NGOs) to validate the strategy, assess the Ghana WASH system building blocks and identify areas of collaboration and alignment.

These assessments and consultations form a critical input for determining the baseline situation of WASH systems in Ghana for measuring progress.

## 1.1 THE CHALLENGE

Ghana met the drinking water target for the millennium development goals (MDGs) achieving 89% (urban, 93%; rural, 84%) access to improved services, but fell short of the MDG target for improved sanitation achieving 15% coverage (urban, 20%; rural, 9%).

### Access to water services

For water services in Ghana, the population with access to the Sustainable Development Goals (SDG) standard of safely managed water is estimated at 27% (urban 44%; rural 7%). The population with access to basic services is estimated at 51% and population with

access to limited services at 11%; about 5% of the population relies on unimproved sources for drinking water while 6% rely on surface water sources. The government faces the double challenge of providing access for everyone and improving the level of service to achieve the safely managed standards.

### Access to sanitation and waste management

For sanitation, there are no estimates available for safely managed sanitation; however, the population with access to basic services is 14% (urban 19%; rural 9%). The population with limited service sanitation is 57%, while 10% of the population rely on unimproved sanitation facilities. Overall 19% of the population still practice open defecation (urban 8%; in rural 31%). Ghana faces a significant task in catering for the huge population without access to improved sanitation, and in ensuring that excreta are safely managed.

### Hygiene

Hygiene education and enforcement of regulations have been important tools for improving sanitation behaviour and maintaining public health<sup>1</sup>. Hygiene has multiple dimensions, but the global SDG indicator focuses on the proportion of population with handwashing facilities with soap and water at home (JMP 2017).

In Ghana, the national population with access to basic hygiene services is 19% (rural, 11%; urban, 25%). About 26 % have limited access, while 55% have no access (65% rural, 47% urban). This low coverage requires Government to strengthen behaviour change communication throughout the country.

## BOX 1 THE INDICATORS FOR SDG 6

### SDG 6 Clean water and sanitation

#### 6.1 Water

For a **safely managed** drinking water service, people must use an improved source meeting three criteria:

- it should be accessible on premises,
- water should be available when needed, and
- the water supplied should be free from contamination.

If the improved source does not meet any one of these criteria but a round trip to collect water takes 30 minutes or less, then it will be classified as a **basic** drinking water service. If water collection from an improved source exceeds 30 minutes it will be categorised as a **limited** service. The JMP also differentiates populations using **unimproved** sources such as unprotected wells or springs, and populations drinking surface water collected directly from a river, dam, lake, stream or irrigation canal.

#### SDG 6.2.1 Sanitation

For **safely managed** sanitation services, people should use improved sanitation facilities, which are not shared with other households, and the excreta produced should either be:

- treated and disposed in situ,
- stored temporarily and then emptied and transported to treatment off-site, or
- transported through a sewer with wastewater and then treated off-site.

If the excreta from **improved** sanitation facilities are not safely managed, then people using those facilities will be classed as having a **basic** sanitation service. People using improved facilities, which are shared with other households, will be classified as having a **limited** service.

#### SDG 6.2.2 Hygiene

The presence of a handwashing facility with soap and water on premises has been identified as the priority indicator for global monitoring of hygiene. Households that have a handwashing facility with soap and water available on premises will meet the criteria for a **basic** hygiene facility. Households that have a facility but lack water or soap will be classified as having a **limited** facility, and distinguished from households that have **no facility** at all. In some cultures, ash, soil, sand or other materials are used as handwashing agents, but these are less effective than soap and are therefore counted as limited handwashing facilities.

Source: WHO/ UNICEF Joint Monitoring Programme

<sup>1</sup> Ministry of Local Government and Rural Development (2010) - National Environmental Sanitation Strategy and Action Plan

### Water resources management

Ghana is well endowed with freshwater resources for current and foreseeable use. However, the amount of water available changes markedly by season and from year to year. Moreover, resources are at risk of depletion and degradation due to:

- Poor agricultural practices, population pressure, deforestation and surface mining;
- Climate change and climate variability, which makes the river water flow highly variable;
- Population growth and urbanisation leading to heavy demand on natural resources, conflicting and competing water uses and pollution.

Despite efforts to strengthen the legal and institutional framework for managing water resources, Ghana still faces a number of challenges<sup>2</sup>.

### Governance

Well-elaborated sector policies and strategies remain weak in practice. Lack of a collective vision and operational management framework has been a fundamental impediment to harmonisation and coordination in the WASH sector. Sector mandates are fragmented, leading to overlapping functions and gaps, unclear mandates and accountability, and uncoordinated approaches. The mechanism for tracking the delivery of services and reporting on progress is yet to be fully established.

The Ministry of Sanitation and Water Resources was established in January 2017 to provide leadership, focus and better coordination. In order to achieve this,

the Ministry and supporting agencies need to be better integrated. Currently, the central role of Metropolitan, Municipal, and District Assemblies is not always evident.

Private sector participation in water service provision and management is growing, but their footprint is hardly recognisable in the absence of clear frameworks and modalities for participation in water extraction, treatment, distribution and management.

Sector learning has achieved vigorous practice in some areas but there are no mechanisms to systematically distil lessons and feed them into national strategies. Gender and social inclusion policies are top of the agenda, but are hard to achieve in practice.

Sustainability continues to be threatened by deep-seated institutional and structural bottlenecks, including ineffective operational and financial management, poor asset management, and weak local capacity for managing complex small- town water systems.

### Finance

Ghana has over the past decade made significant progress in economic growth and development. The shift to lower-middle income status in 2010 presents new challenges to institutional responsibilities, system changes, aid flows and development partnerships.

There is a significant shortfall in WASH sector investment to meet national and international commitments which hitherto had been funded with grants and concessional loans. Budgets and resources

are insufficient to show tangible impacts on the ground. Over the last eight years, less than 50% of allocated sector funds have been disbursed. Sustainability is also threatened by unrealistic tariffs, negative attitudes towards payment, inadequate post-construction finance, and lack of focus on demand and pro-poor issues.

## 1.2 EMERGING TRENDS

### 1.2.1 Water and sanitation sector institutional realignment and structural reform initiatives

Ongoing changes in policy and strategic realignment in the WASH sector include reassignment of departments and agencies from other ministries to the new Ministry of Sanitation and Water Resources, namely the Ghana Water Company limited (GWCL), the Community Water and Sanitation Agency (CWSA), the Water Resources Commission (WRC), the Water Directorate, the Environmental Health and Sanitation Directorate (EHSD) and the schools of hygiene.

Scenarios for the future role and functions of the CWSA in the rural water subsector level were outlined following the organisational assessment in 2017,<sup>3</sup> including the need to professionalise the management of water supply schemes especially for small towns and larger piped networks, reconsider roles in the rural water delivery chain, and extend regulations to rural areas, especially for water quality.

For sanitation, the Government is working to create a National Sanitation Authority to drive change<sup>4</sup>.

<sup>2</sup> Water Resources Commission (2012) - National Integrated Water Resources Management (IWRM) Plan

<sup>3</sup> Conducted by IRC, CWSA and MSWR



### 1.2.3 Decentralisation policy and role of the MMDAs

Decentralisation has been ongoing since the 1990s, without resolving conflicts between centralised agencies and the Metropolitan, Municipal and District Assemblies (MMDAs). In 2016, the Local Government Act 2016, Act 936, was passed to accelerate the process, by decentralising and devolving powers and financing to MMDAs. This presents an opportunity to support more effective decentralised water services.

### 1.2.4 Public-private partnerships and the role of the private sector

The Government of Ghana has formulated a policy to explore public-private partnerships (PPPs) and the investment potential from BRIC economies, capital markets and commercial development banks, and to leverage project finance from markets (MoF 2016 Budget Statement and Economic Policy). There is growing interest in extending market-based approaches to segments of the population that have the ability to pay full tariffs and to develop equity and inclusion schemes for areas of poverty and the poorest populations.

### 1.2.5 Demographic trends and urbanisation

Over three decades, Ghana's urban population has more than tripled from 4 million to nearly 14 million people, outpacing rural growth. The country's steady urbanisation results in problems related to inefficiency and lack of inclusion: expanding slums, lack of basic services, underdeveloped manufacturing, and insufficient transport infrastructure.<sup>5</sup>

The Ministry and its agencies need to find institutional alignment with MMDAs, other ministries and other sector stakeholders, and to pursue organisational and sector change management.

## 1.3 OUR 2012-16 BUSINESS PLAN: LESSONS LEARNED

Since its legal establishment in Ghana in 2011, IRC Ghana has evolved from being a 'research and knowledge broker' to playing an active role in national level dialogue and in sector change, reform and development. Over the period of its last business plan (2012-2016), IRC Ghana pursued complementary initiatives to drive the delivery of sustainable water and sanitation services:

- Supporting the rural water subsector to build consensus around a vision of adequate water services and develop an approach to make this a reality;
- Supporting the establishment of benchmarks for assessing functionality of water services in rural areas and small towns; supporting local government and leveraging partnerships to scale up;
- Promoting the need to budget accurately for the development and maintenance of services; improving skills of districts and NGO partners to develop asset management plans, and district water plans and budgets;
- Stimulating sector learning through multi-stakeholder engagement at national, regional and district levels; improving research, documentation and sharing;

- Creating a new era of harmonisation and cooperation between national and local government, NGOs and local communities;
- Fostering inclusive partnerships between MMDAs and private sector bodies to prioritise the management of liquid waste.

These steps have proved essential in addressing the problems of unsustainable WASH services.

The Ghana programme successfully embedded projects in host organisations, specifically the Ministry of Water Resources, Works and Housing, CWSA and pilot districts. The key lesson was that strengthening country systems and developing the capacity of government officials to lead is essential to embed and scale up credible solutions. Local governments prioritise WASH when they have the right skills and can create their own solutions and when their efforts are recognised.

Two core approaches have been employed across all IRC initiatives in Ghana to enhance sector learning: promoting the learning alliance approach through projects and supporting the Resource Centre Network to stimulate collaborative learning platforms at national, regional and district levels. The learning alliances, made up of multiple stakeholders at key institutional levels ensure that shared experiences provide evidence to improve practice and policies.

<sup>4</sup> A comparative analysis of similar bodies was commissioned by the MSWR and WSUP; Rural Operational Sanitation Research - UNICEF/ MSWR are conducting research to strengthen the evidence base for the review of the Rural Sanitation Model and Strategy; The Kingdom of the Netherlands through UNICEF has launched a € 5.9 million project aimed at improving access to sanitation with a focus on urban areas which includes developing an urban sanitation strategy. The World Bank with the MSWR through the GAMA Sanitation and Water Project for Ghana aims to strengthen management of environmental sanitation in the Greater Accra Metropolitan Area (GAMA).

<sup>5</sup> Rising through Cities in Ghana: Ghana Urbanization Review Overview Report, April 2015 - <http://documents.worldbank.org/curated/en/613251468182958526/pdf/96449-WP-PUBLIC-GhanaRisingThroughCities-Overview-full.pdf>

IRC Ghana has leveraged partnerships to align resources and capacity for collective impact. These include the partnership for scaling up service monitoring from 3 to 131 districts in collaboration with CWSA, the World Bank, Akvo, SkyFox, UNICEF and the Hilton Foundation, and the partnership with CWSA and Hilton Grantees - Safe Water Network, World Vision, WaterAid and Desert Research Institute - to strengthen local government capacity to deliver water services in 13 district assemblies. This has resulted in a stronger collaboration between Government and NGOs and better alignment of NGO activities with Government priorities.

IRC Ghana has deepened links with sector ministries and agencies beyond the rural water subsector to include sanitation and water resources management and has worked alongside more district assemblies and NGO development partners.

The present strategy (2017-2021) will build on IRC areas of competence in knowledge management, capacity building, innovation and research, advocacy and policy, bundled as a single integrated set of 'backbone' or 'hub' activities in support of a broad multi-partner movement to achieve collective impact to achieve SDG 6. IRC will maintain its focus on service delivery, government leadership, learning and adaptation, systems change, and strengthening national and local systems.

## 2 Our strategic framework

IRC’s Strategic Framework and theory of change for 2017-2030 presents a set of overarching long-term priority objectives and actions primarily dedicated to achieving SDG Global Goal 6 and most clearly focused on Targets 6.1, 6.2 and 6.3.

IRC Ghana will contribute towards achieving the set targets through:

- Support to strengthen country WASH systems;
- Demonstrating proven and promising solutions and models for SDG 6 in focus districts, strengthening the capacity of local government to apply the service delivery model;
- Leveraging partnerships and networks to improve WASH delivery;
- Building credible and actionable evidence, and fostering sector learning and dialogue;
- Strengthening the capacity of civil society organisations (CSOs) to build popular support and lobby for transparency in WASH service delivery.

### 2.1 OUR ROLE AND THE THEORY OF CHANGE

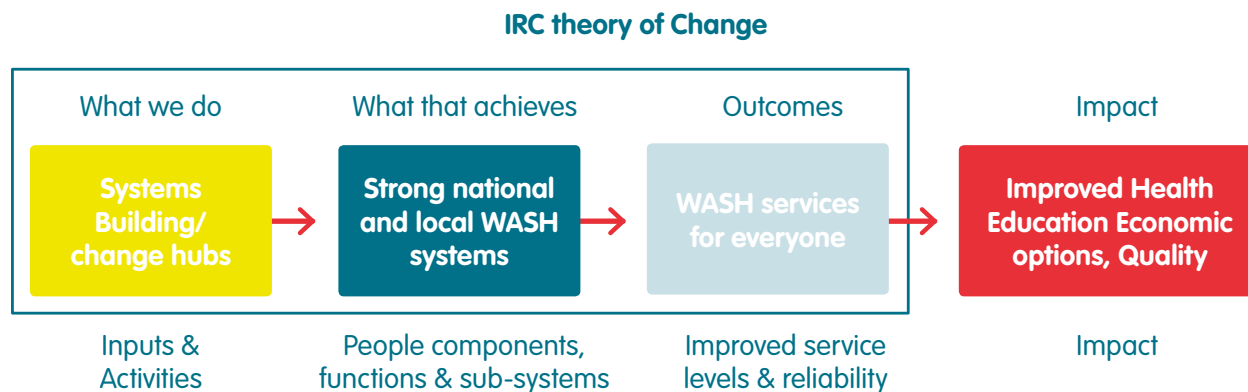
IRC’s theory of change has a vision of strong national systems at district and national level that deliver and maintain universal access to water, sanitation and hygiene as well as address other water-related targets of the SDG 6. It is based on the key assumption that strong national systems are underpinned by strong national leadership – both political and financial.

We believe that decentralised administrative units provide the right scale at which to model behaviour, test approaches and identify solutions to drive the route to universal access. For this reason, IRC will work with partner districts to map water and sanitation infrastructure assets, monitor services and systems, develop realistic budgets and bankable plans – and subsequently help to identify financing for those plans.

However, success at district level is not in itself enough to be sustainable or to spark a national movement to achieve universal access. It must connect strongly with national level activities, to build strong partnerships and create the building blocks that will enable districts to achieve their goals.

Sustainable Development Goal 6 is about ensuring availability and sustainable management of water and sanitation for all by 2030. Collaborative efforts, and new thinking, approaches and methods are needed alongside strong local and national governmental institutions and leadership. There is a need to test new, realistic, and promising solutions and approaches to build credible and actionable evidence on how SDG 6 can be achieved. IRC has identified opportunities at local and national level to begin building this evidence.

This theory of change encapsulates IRC’s role, and the actions that it intends to take, at district, national and global level to support achievement of its vision



**FIGURE 1** IRC THEORY OF CHANGE OVERVIEW

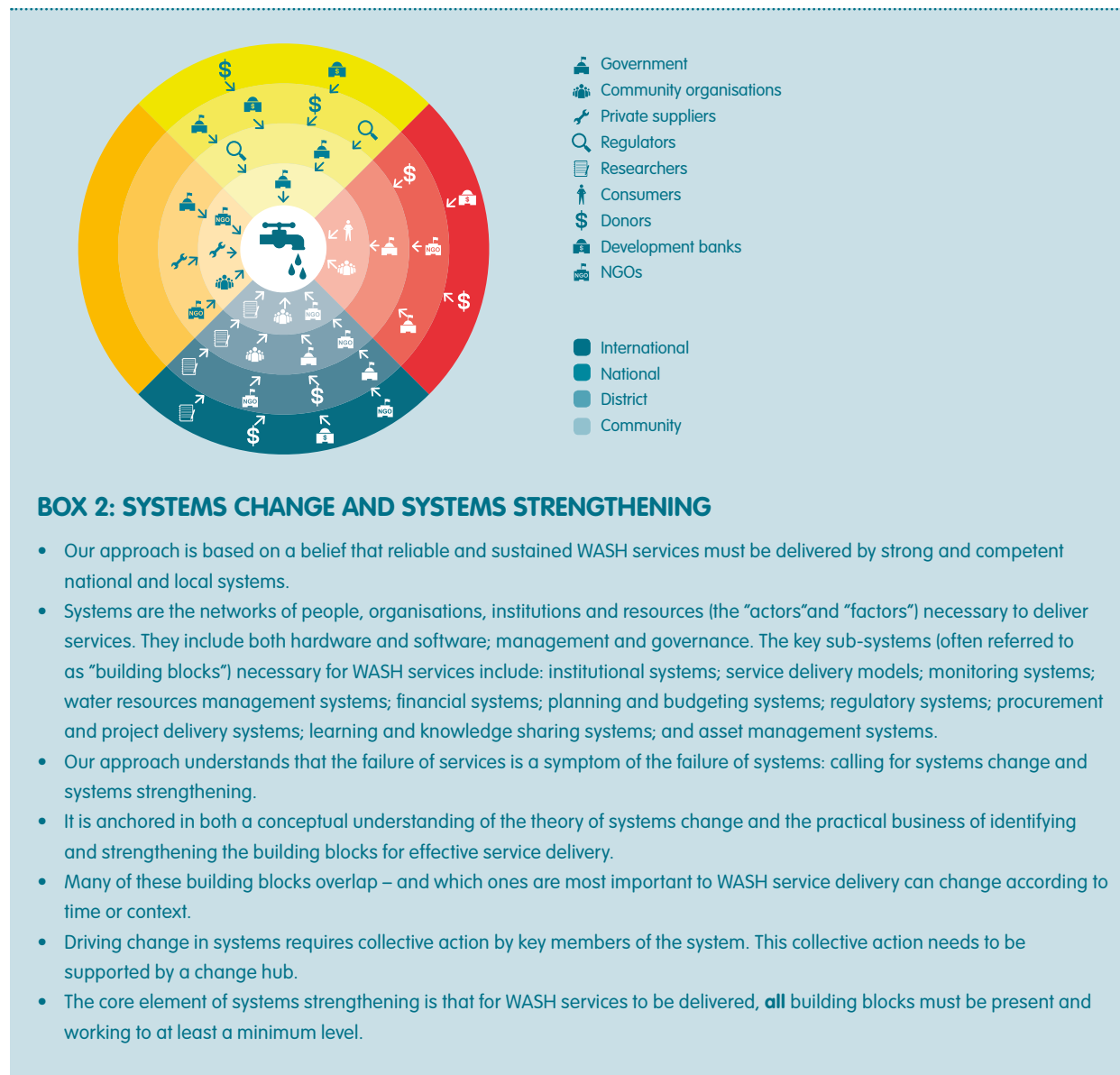
through a number of broadly expressed outcomes. It is based on the idea that IRC, through these actions, can provide a hub or backbone for collective action by strong district and national partnerships, and catalyse and support sustained action leading to universal access. IRC will leverage partnerships and networks at the national and district level to improve the means of WASH delivery. IRC's hub role at the national and district level will involve convening actors, stimulating experimentation, codifying and sharing knowledge.

Figure 1 summarises the IRC theory of change, while Annex 1 presents the detailed logical steps that the theory of change follows.

IRC will monitor outcome level change within partner districts and at national level to measure progress and to ensure that results in IRC partner districts contribute to a broader national movement for universal access.

## 2.2 NATIONAL LEVEL: SUPPORTING STRONG NATIONAL SYSTEMS AND GOVERNMENT LEADERSHIP

Strong and competent national systems are required to ensure delivery of reliable and sustained WASH services. Systems are understood as the networks of people, organisations, institutions and resources necessary to deliver services. They include fundamental building blocks for sustainability within the Ghana WASH sector: institutions, legislation and policy, planning, finance, regulation and accountability, monitoring, infrastructure development and maintenance, water resources, learning and knowledge management / adaptation.



An assessment of sector partnerships in Ghana<sup>6</sup> concluded that a deficit in collective vision, operational sector management and legal framework has become a fundamental impediment to harmonisation and coordination. However, the creation of the Sanitation and Water Resources Ministry, the adoption of the SDGs and the changing financing and partnership landscape provide a national focus on the sector and a new impetus to reform and progress. The Ministry is developing a sector strategic plan to clarify its priorities and has initiated reforms for institutional realignment and capacity in response to emerging trends.

IRC programming in Ghana will be geared towards supporting the WASH sector to develop a collective vision and support the reforms in the policy, legal, institutional and operational management. IRC will generate evidence, build capacity and provide decision support tools to the Ministry of Sanitation and Water Resources and its agencies to establish the enabling policy, institutional, financial and legal frameworks required to improve delivery of WASH services. Support will also be provided to the Ministry to establish processes and platforms to coordinate initiatives and leverage resources for the sector strategic plan; documenting evidence and providing decision-support tools for sector policy review, institutional realignment and reforms. We will support rural water reform processes and capacitate CSOs to undertake advocacy and lobby for WASH.

IRC Ghana will establish a national learning hub to create focus, drive change and enhance coordination.

The national hub seeks to link what happens at national level with well-documented experiences from the district-municipality level, bringing evidence and key actors to a common platform to achieve a shared vision. IRC will continue to work with broad based learning alliances as our primary approach to bringing about sector change owned and carried out by sector stakeholders themselves. IRC will provide backbone support to strengthen national WASH systems, and to leverage partnerships to improve on the means of delivery of WASH services. IRC will document and share lessons from district-based approaches to promote SDG 6 with WASH stakeholders for uptake and replication.

IRC will contribute to increasing access to sustainable sanitation services for households in urban and rural areas and sector measures to advance safely managed sanitation. IRC will facilitate the generation of evidence on WASH financing to feed into sector dialogue for achieving the SDG 6 targets, catalyse evidence for sanitation financing, explore opportunities to leverage partnership and investment for city-wide sanitation and collaborate with other stakeholders to undertake operational research to inform sanitation strategy design.

Providing and maintaining WASH services in schools and health care facilities contribute to achieving both educational and health aims such as improve educational opportunities, addressing issues around dignity particularly for girls and contribute towards achieving quality universal health coverage, infection prevention

and control etc. Opportunities for partnership for WASH in institutions (schools and health centres) will be explored and lessons documented to inform replication. Annex 2 (national level) provides further details on the outcomes and contributing activities.

### **2.3 DISTRICT LEVEL INITIATIVE FOR SDG 6 - STRENGTHENING LOCAL GOVERNMENT SYSTEMS AND LEVERAGING PARTNERSHIPS**

Metropolitan, Municipal and District Assemblies (MMDAs) have been given the mandate and responsibility under the Decentralization Act, 2016 (LI 936) to ensure universal coverage of WASH services for their populations. As mentioned earlier, IRC Ghana has supported capacity development of local government to prioritise WASH and to deliver drinking water supply services in conjunction with other sector stakeholders. The focus of the district-based work will continue to raise the attention given to WASH by district authorities. It will highlight the cause-and-effect relationship between unsustainable water services as a result of ineffective operational and financial management practice, poor asset management, and weak capacity of districts to respond to local WASH needs. In particular, IRC will work in one focus district, Asutifi North, with partners towards achieving this goal while also working with targeted interventions in other districts.

<sup>6</sup> Duti V, et al (2014), Water Sector Harmonisation and Alignment study: Assessment of Sector Partnerships in Ghana

### **Asutifi North**

In the focus district of Asutifi North, IRC will pilot and test innovative approaches for attaining SDG 6, developing a learning alliance and action research to address systemic challenges to service delivery. IRC will partner with the Asutifi North district and other Conrad N. Hilton Foundation grantees and partners, to work towards 100% WASH services to approximately 84,423 people by 2030. The programme will address the capacity and resource challenges of the district leadership in addressing pollution, urbanisation, and consumer needs; and the need for strong local government capacity to control resource prioritisation, maintenance management, and tariff payment. The intervention will aim at developing capacity of the district to develop and manage implementation of its WASH master plan and drive the agenda of achieving full WASH coverage.

A district hub will be established to bring local actors together to pursue their vision and generate evidence that drives advocacy for change. IRC Ghana will leverage partnerships and networks to coordinate efforts towards improved sustainability and equity; raising the capacity of local CSOs to advocate for effective responses to district WASH challenges and to enhance service delivery and associated water resources management. Evidence generated from the project will be documented to inform sector approaches and guidelines.

Opportunities to expand the scope of the district-based work to other districts as well as into the areas of WASH and livelihoods will also be explored. It is expected that by the end of 2021, a formidable and inclusive institutional and management framework,

and partnership for managing WASH in the district will have been established.

### **Non-focus districts**

IRC will seek to improve the quality of water services provided to the inhabitants of Akatsi North and South districts through post-construction support to ensure that facilities are maintained, upgraded and sustained to provide water services that last. This will involve targeted interventions such as building a professional team of area mechanics to provide effective post-construction support to communities. Interventions will also strengthen capacity of these districts to provide post-construction support, enhance the capacity of service providers – the Water and Sanitation Management Teams (WSMTs) – and leverage resources and partnerships to rehabilitate broken water facilities and upgrade those that perform sub-optimally.

Through participation in the Sanitation Challenge for Ghana and in collaboration with the other partners, we will promote competition among 17 MMDAs to team up with citizens, innovators and problem solvers to design and implement liquid waste management strategies and to transform and improve the lives of poor people in Ghana's urban centres. Lessons from this innovative sanitation finance mechanism will be used by IRC, the Ministry of Sanitation and Water Resources and partners to inform the design of performance-based funding mechanisms and explore opportunities to leverage investment for citywide sanitation.

IRC will work with the Ministry of Sanitation and Water Resources and district partners to identify new opportunities to improve systems for sanitation

service delivery in Ghana. Annex 2 (district level) provides further details on the outcomes and contributing activities

### 3 Main partnerships

IRC works closely with key Ghana WASH sector stakeholders and institutions. Partnerships for implementation of the strategy include:

	Partner/s	Areas of collaboration
<b>Government</b>		
1	Ministry of Sanitation and Water Resources (MSWR)	WASH sector policy dialogue, WASH systems strengthening and reforms; sector monitoring and review
2	Community Water and Sanitation Agency (CWSA)	Experimentation of service delivery approaches; water service monitoring; capacity strengthening for improving local government and NGOs to deliver water services; and implementing an incentive mechanism for sanitation at the local level (private sector)
3	Water Resources Commission (WRC)	Capacity building and knowledge management for WASH and IWRM in Ghana
4	Environmental Health and Sanitation Directorate (EHSD)	WASH sector policy dialogue; support in conducting operational research in rural sanitation and implementing a prize incentive for promoting liquid waste management at the local level (Sanitation Challenge for Ghana)
5	Metropolitan, Municipal and District Assemblies (MMDAs)	Capacity development and strengthening WASH systems for improving WASH service delivery. Partnerships with districts include Asutifi North district for SDG 6 district initiative and the Akatsi North and South districts for post-construction support
6	National Development Planning Commission (NDPC)	Technical support and guidance in WASH planning and budgeting at national and district levels
7	Local Government Service Secretariat (LGSS)	Support for capacity development at the local level
<b>Development partners</b>		
8	Embassy of the Kingdom of the Netherlands	WASH sector dialogue; managing the Strategic Partnerships programme – Dialogue and Dissent; and IRC programmatic funding
9	UNICEF	WASH sector dialogue; managing the operational research for sanitation; and supporting the MSWR to develop the country-led monitoring systems for tracking progress in the WASH sector
10	World Bank	WASH sector dialogue; supporting the MSWR to develop the Sector Information Systems (SIS) for monitoring, evaluation and tracking progress in the WASH sector; and supporting the sector assessment in finance, institutional and legal reforms
11	Canada	WASH sector dialogue
<b>Non-governmental Organisations (NGOs)</b>		
12	WaterAid Ghana	Capacity strengthening for local government and NGOs to deliver water services
13	World Vision Ghana	Capacity strengthening for local government and NGOs to deliver water services; district-based initiative for SDG 6: support a strategic partnership to plan and implement comprehensive water projects in the Asutifi North district in Ghana
14	Safe Water Network Ghana	Capacity strengthening for local government and NGOs to deliver water services; district-based initiative for SDG 6: leading to develop a market for small water enterprises (SWEs) in Ghana and part of the partnership for district-based initiative for SDG 6

	Partner/s	Areas of collaboration
15	Akvo	Capacity building, lobby and advocacy and knowledge management for WASH and IWRM in Ghana (national and district level)
16	Wetlands International	
17	Simavi	
18	Coalition of NGOs in Water and Sanitation (CONIWAS)	WASH sector policy dialogue; lobby and advocacy for WASH and IWRM in Ghana
19	Ghana WATSAN Journalists Association	Media support for lobby and advocacy for WASH and IWRM in Ghana
20	Resource Centre Network (RCN)	WASH sector learning and dialogue
21	Netcentric Campaigns	District-based initiative for SDG 6: providing technical support to networking and campaigns
22	Aquaya Institute	District-based initiative for SDG 6: supporting to explore and build sustainable water quality testing systems in Ghana
23	Center for Disease Control (CDC)	District-based initiative for SDG 6: supporting the replication of the WASH in schools and healthcare facilities programme
<b>Academia</b>		
24	Kwame Nkrumah University of Science and Technology (KNUST)	Conducting research in WASH in Ghana (WASHCost, WASHTech, etc.)
25	Oxford Policy Management	Conducting operational research in rural sanitation
<b>Private sector</b>		
26	SkyFox	Implementing SMS for reporting and repairs at the local levels
27	Maple Consult	Conducting operational research in rural sanitation and implementing a prize incentive for promoting liquid waste management at the local level (Sanitation Challenge for Ghana)
28	Nkum Associates	Technical support to the IRC Ghana programme - organisational change and development, governance etc.
29	Aguaconsult	Technical support to the IRC Ghana programme – institutional assessments, etc.
30	IMC Worldwide	Managing a prize incentive for promoting liquid waste management at the local level (Sanitation Challenge for Ghana). IRC Ghana is the implementing agent
<b>Other Partnerships</b>		
31	District-based initiative for SDG 6	Conrad N. Hilton Foundation grantees are working with the Asutifi North District Assembly to reach full coverage by 2030
32	Agenda for Change	WaterAid Ghana and other future partners, IRC Ghana will continue to refine and develop this initiative
33	Sector policy dialogue	Dialogue takes place within the water and sanitation sector working group <sup>7</sup>
34	Sector learning and knowledge management	IRC currently hosts the Resource Centre Network and will continue to forge partnerships with the 15 core group <sup>8</sup> members
35	CSO lobby and advocacy	IRC has a partnership agreement with Akvo, Wetlands International, Simavi, CONIWAS, Resource Centre Network Ghana (RCN-Ghana) and GWJN

<sup>7</sup> The water and sanitation sector working group provides a forum for dialogue by bringing together the Ministry Department and Agencies and Development Partner representatives engaged in the water and sanitation services.

<sup>8</sup> Key partners of the Resource Centre Network Ghana [www.washghana.net](http://www.washghana.net)



## 4 Monitoring, evaluation and learning

IRC has developed a global monitoring framework to track progress in implementation and effectiveness, and to identify bottlenecks for early resolution. Mid-term and end-term evaluations of the Strategy will be commissioned by IRC HQ. Project-specific evaluations will be agreed with project funders and partners.

Learning will continue to be central to the IRC Ghana programme, and we will actively experiment with a range of innovative approaches as part of our efforts to lead by example. The following key activities will be maintained over the entire 2017-2021 period to foster cross learning with partners and sector stakeholders:

At national level:

- Regular monitoring of key WASH sector development indicators based on secondary data and analysis of key policy documents in order to track and understand trends in sector discourse and learning.
- Annual stakeholder assessments of WASH systems will jointly track progress, identify gaps and agree actions with Government and development partners to strengthen the WASH system building blocks.
- An annual partners meeting will track effectiveness of partnerships for district-based work and review joint actions.

At district level:

- Support will be given to the Asutifi North district to establish and track progress towards achievement of full WASH coverage including service levels and functionality, strengthening building blocks for systems, equity and inclusion, behaviour change, WASH budget and finances.
- IRC will document the process and learning journey in written and visual form towards achieving full WASH coverage in collaboration with the District Assembly and local CSO network, highlighting beneficiary stories.
- Annual reflection meetings with project partners and stakeholders will jointly review progress towards the district targets and goals.

Learning hubs at national and district level will become anchor points for catalysing lessons from our interventions and those of other sector practitioners. They will gather, package, and disseminate experiences to inform sector approaches, policy and reforms. Results will be presented at district and national level learning alliance platforms, the annual Mole Conference and other sector gatherings as well as at international events such as World Water Week, Africa Water Week and UNC Water and Health Conference.

## 5 Our organisation

IRC will continue to operate as a legal entity in Ghana, as a foundation incorporated under the laws of the Netherlands, acting by and through its branch office in Ghana, represented by its country director. Operating instruments will include NGO registration and agreements with the Government of Ghana represented by its Ministry, agencies or District Assembly.

The programme is managed under the leadership of the country director and core staff including a programme manager, finance and operations manager, water expert, WASH expert, advocacy and learning coordinator, finance / IT, administrative officer and three support staff members. The Ghana team will be supported by technical specialists from IRC in the Netherlands. Specialised services of IRC associates / consultants will be engaged when needed to support programme implementation. Additional project staff may be employed within the framework of our hosting agreement with Government agencies and District Assemblies.

IRC Ghana is managed from Accra. IRC will establish a district office in the Asutifi North district with programme staff to facilitate field operations for the SDG 6 district-based initiative. Where appropriate for specific projects, field activities in other districts and regions IRC will operate through the Community Water and Sanitation Agency regional offices or other Government institutions and NGO partners through a framework hosting and / or partnership agreement.



Some members of the IRC NL and IRC Ghana teams

## 6 Our business model

IRC Ghana operates as a not-for-profit organisation that works in support of water, sanitation and hygiene services that last. The programme portfolio is made up of a mix of programmatic funds, contracted projects and short assignments.

At country level, IRC operates through a mix of instruments including hosting agreements, Memoranda of Understanding (MoUs) and partnership agreements. Projects embedded in host organisations, specifically the Community Water and Sanitation Agency and the Kwame Nkrumah University of Science and Technology, have proven successful in strengthening relationships with Government and creating opportunities for institutionalisation and scaling up. This approach will be extended to the Ministry of Sanitation and Water Resources and operational districts.

Over the next five years, IRC Ghana will:

- **Continue to grow and diversify its project portfolio** so as to contribute towards Ghana's achievement of universal WASH coverage. The key focus will be to provide a proof of case for achieving full coverage at district level. IRC will work with partners in Asutifi North district towards this goal while working in non-focus areas with targeted interventions.
- **Develop and maintain a world-class country programme** by recruiting and maintaining a well-motivated and effective team. IRC Ghana will maintain a network of local Ghanaian partners

(organisations and individuals), to work with the team on the delivery of services.

- **Build and maintain strategic partnerships** with local government, NGOs, development partners and the private sector to create a collective vision and align efforts toward realising aspirations for reaching full WASH coverage. Achieving SDG 6 requires working with multiple stakeholders to collectively deliver on set targets.
- **Contribute more broadly to the WASH sector** by building on experiences in research, sector dialogue, knowledge management and communication to become a recognisable brand in the sector. IRC Ghana will work with government, development partners, private sector organisations, NGOs and research institutions to diagnose underlying causes of failure of water systems, and to jointly generate solutions.
- **Strengthen relationships with project financiers** as they provide IRC Ghana the opportunity to deliver the programme against set targets.
- **Improve performance management**, by engaging services of external evaluators to measure and review performance against set targets. The results will inform changes, consolidate gains and provide recommendations for further development of the programme.

## 7 Financing and fundraising strategy

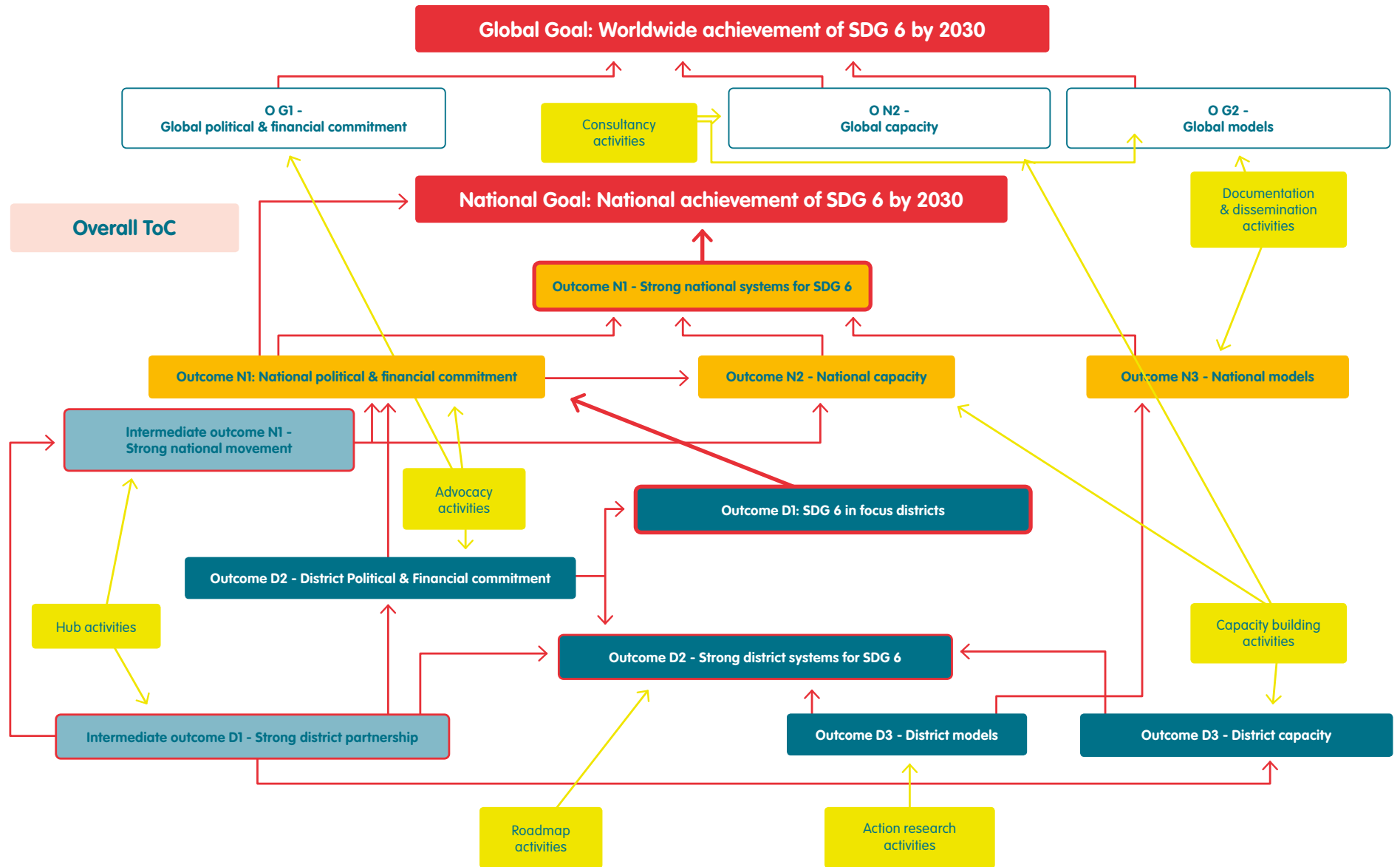
The focus of the Ghana programme portfolios has been changing in recent years expanding from largely the rural water subsector to include sanitation and IWRM. With the completion of two major projects, IRC is now working in a number of small to medium sized projects. A greater organisational effort has to be achieved to deliver multiple projects rather than a few large projects. Efforts will be intensified to showcase programme achievements to potential financiers and strategic partners; as well as to bid for competitive tenders to attract large projects and partnerships for achieving SDG 6.

A target of € 1.25m per year is identified for the period 2017-2021. The total ambition level for the Ghana programme is € 6.25m of which € 3m has already been contracted. The gap of € 3.25m will be covered through attracting projects during the strategic period of 2017 - 2021.

Fundraising will focus on filling the ambition gap and consolidating the IRC Ghana programme portfolio for the next five years. We will attract additional funding and partnerships through:

- Leveraging in-country funding opportunities with other development partners whose missions are close to those of IRC.
- Leveraging existing projects with other partners to acquire additional funding to support sector monitoring, institutional reforms and coordination.
- Catalysing lessons from implementation of the Sanitation Challenge for Ghana to leverage partnerships and investment for citywide sanitation.
- Exploring opportunities to expand the partnership of the district-based initiative to include sanitation and WASH and livelihoods.

# Annex 1: Our Theory of change: district action for national global impact



## Annex 2: Intermediate outcomes, activities and resources for programmes

### DISTRICT LEVEL

The indicators will be revisited and made SMART in the course of 2018 based on results from our baseline survey

Intermediate outcomes (2021)	Main activities	Targets 2021
Outcome D1– District leadership is politically and financially committed	<ul style="list-style-type: none"> <li>Support district to lead in developing a WASH master plan</li> <li>Facilitate public participation in WASH service delivery</li> <li>Support district to leverage resources for a master plan implementation</li> <li>Facilitate implementation of incentives for MMDAs and private sector to commit resources for implementation of sanitation initiatives</li> </ul>	<p>ID11: District political leadership shares the vision and understands the consequences of the SDG 6 targets for their district</p> <p>ID12: District political leadership is pro-actively engaged with the citizens of their constituency on the SDG 6 targets for their district</p> <p>ID13: District political leadership actively mobilises for adequate resourcing for the district SDG 6</p>
D2: District partnership of local government, private sector, civil society and communities with shared vision and ToC	<ul style="list-style-type: none"> <li>Develop a shared WASH master plan together with the district, private sector, civil society and communities</li> <li>Formalize partnerships with District Assembly, NGOs, CSOs and development partners and leverage partnerships for implementation</li> <li>Establish a district hub for learning and generating evidence to drive change at the local level</li> <li>Organise partner meetings for coordination and review</li> </ul>	<p>ID21: District partnership agrees on shared SDG 6 vision for the area</p> <p>ID22: District partners of local government, private sector, CSOs and communities agree on rules of partnership</p> <p>ID23: District partnerships have shifted their focus to their specific roles for implementation of SDG 6 strategies</p>
D3: Strong district systems for SDG 6	<ul style="list-style-type: none"> <li>Profile and assess WASH service delivery and empowerment models in WASH</li> <li>Establish the mechanisms and the frameworks for coordination, financial tracking and monitoring of the master plan in Asutifi North district</li> </ul>	
D4: District actors apply tested WASH service delivery models for achieving and maintaining SDG	<ul style="list-style-type: none"> <li>Strengthen CSO’s use of platforms for citizen engagement on WASH and IWRM</li> <li>Undertake community sensitization and awareness campaigns on WASH and IWRM</li> <li>Strengthen or create mechanisms for feedback</li> <li>Develop and implement results-delivery tools and M&amp;E framework for tracking progress and sustaining service delivery</li> <li>Support the district to address equity and inclusion issues within the WASH master plan</li> </ul>	<p>ID41: Organisations and stakeholders involved in WASH service delivery act according to their agreed roles and responsibilities</p> <p>ID42: CSOs represent citizens and hold sector actors to account</p> <p>ID43: Organisations and stakeholders coordinate and align the implementation of their policies with bordering sectors: IWRM, health and education</p> <p>ID44: Sector actors jointly plan for service delivery based on equity and sustainability principles</p>
D5: District private, public and civil society actors have the capacity in the district to deliver services	<ul style="list-style-type: none"> <li>Define institutional framework for implementation and capacity needs</li> <li>Conduct CSO network mapping and capacity assessment and develop CSO capacity building action plan</li> <li>Train and resource district staff and resource area mechanics for post-construction support</li> </ul>	<p>ID51: District partnership agrees on jointly providing the required SDG 6 capacity</p> <p>ID52: District partnership owns the results of the district capacity assessment</p> <p>ID53: District partners invest in achieving the required capacities of all partners</p>

**Key results by 2021:** By 2021, Asutifi North district will be managing implementation of its WASH master plan and driving the agenda to achieve full WASH coverage in the district - with an agreed framework for coordinating interventions, agreed indicators for achieving SDG 6, progress tracking and district engagements with key stakeholders. CSOs will be responding to district WASH challenges and advocating for enhancing WASH service delivery and associated water resource management.

## NATIONAL LEVEL

Intermediate outcomes (2021)	Main activities	Targets 2021
<b>National goal: national achievement of SDG 6</b>		
N1: Highest national executive levels are politically & financially committed to implement the national strategic plans aligned with SDG 6 targets	<ul style="list-style-type: none"> <li>Support Ministry of Sanitation and Water Resources to develop sector plan</li> <li>Support the MSWR to establish a process for sector review and tracking progress</li> <li>Generate evidence on WASH financing to feed into sector dialogue and for lobbying and advocacy for achieving the SDG 6 targets</li> </ul>	<p>IN11: Highest national executive levels share the vision and understand the consequences of the SDG 6 targets for their country</p> <p>IN12: Highest national executive levels are engaged with national strategic plans that align with the SDG 6 targets</p> <p>IN13: Highest national executive levels actively mobilise for adequate resources for implementing the national strategies for achieving the SDG 6 targets</p>
N2: National partnership is driving actions of Government, private sector, civil society and communities that share the vision for SDG 6	<ul style="list-style-type: none"> <li>Establish national learning hubs for convening actors, stimulating experimentation and sharing knowledge to achieve SDG 6</li> <li>Facilitate learning and practice exchange between local government and the private sector for liquid waste management to foster partnerships for delivery</li> <li>Support national CSO platforms for engaging engagement with government institutions</li> </ul>	<p>IN21: National partnership agrees on shared SDG 6 vision for the area</p> <p>IN22: National stakeholders agree on rules of partnership</p> <p>IN23: National stakeholders have shifted their focus to their specific roles in the WASH system</p>
N4: National actors apply service delivery models that are available for the range of contexts in the country and are supported by policy and legislation	<ul style="list-style-type: none"> <li>Support the MSWR to establish a national M&amp;E system for enhanced joint sector review and planning to help sector actors coordinate and align the implementation</li> <li>Document evidence on social inclusion for lobbying and advocacy</li> <li>Support review of sector policies and guidelines</li> </ul>	<p>IN41: National sector actors involved in WASH service delivery agree on their roles and responsibilities in the range of sector contexts</p> <p>N42: National sector actors coordinate and align the implementation of their policies with bordering sectors: IWRM, health and education</p> <p>IN43: National sector actors base their policies and implementation strategies on the agreed sector Service Delivery Models</p>
N5: National private, public and civil society actors have the capacity in the country to provide the enabling environment for service delivery	<ul style="list-style-type: none"> <li>Convene and facilitate CSOs training workshops for lobbying and advocacy</li> <li>Undertake sector assessments to inform the policy, institutional, financial and legal reforms in the water and sanitation sector</li> </ul>	<p>IN51: National stakeholders agree on jointly providing the required SDG 6 capacity</p> <p>IN52: National stakeholders own the results of the national capacity assessment</p> <p>IN53: National stakeholders invest in achieving the required capacities of all partners</p>

Key results by 2021: Sector initiatives are guided by a common plan and interventions are coordinated within an agreed framework; institutional mandates and responsibilities for WASH are defined in revised policies and legal instruments; sector reform initiatives are informed by evidence generated from sector assessments and district-based initiative for SDG 6; Government leads sector engagements for uptake and replication of the district-based approach to promote SDG 6.

## KEY ACTIVITIES AND AREAS OF CONTENT FOCUS

### National level

- **Support to sector harmonisation and coordination:** IRC will collaborate with other sector partners to support the Ministry in developing a joint vision and strategic sector plan to clarify its priorities; and to establish and operationalise effective coordination and harmonisation processes for efficient and optimal use of resources to drive implementation of the sector strategic plan.
- **Support to sector policy and institutional reforms:** IRC will collaborate with sector partners to support the Ministry and its agencies to undertake sector assessments to inform the policy, institutional, financial and legal reforms in the water and sanitation sector.
- **Establish national learning hub:** IRC will establish a national learning hub for convening actors, facilitating dialogue and sharing knowledge within sector practitioners to achieve SDG 6. This will involve
  - Knowledge management and documentation of lessons from IRC Ghana's work as well as encouraging other partners to document and disseminate key lessons and best practices for wider sector use.

- Continue to play an active role at the national level in sector dialogue through active participation in sector groups such as the WASH Sector Working Group; the NGO Mole Conference, the Basic Sanitation Stocktaking Forum etc.
- Continue to provide financial and technical support to the Resource Centre Network Secretariat to advance sector learning and documentation using the learning alliance approach.
- **Improving the capacity of civil society organisations for lobbying and advocacy:** At national level, (in partnership with Akvo, Simavi and Wetlands) strengthen civil society capacity (including CONIWAS, the Resource Centre Network and the Ghana Water and Sanitation Journalist Network) to undertake advocacy and lobbying campaigns to improve transparency and accountability and IWRM issues. IRC Ghana will support the partners to bring in lessons from the district level to feed into learning and national dialogue to improve transparency and and support allied action, advocacy, and engagement in WASH and IWRM.

### District level

- **Establish district learning hubs:** We will establish district learning hubs for convening actors, stimulating experimentation, codifying and sharing knowledge within districts and among regional practitioners to achieve SDG 6, and leverage insights for ongoing and future projects. This will involve:
  - Knowledge management and documentation of lessons from the district initiative in Asutifi North district and from other non-focus districts of IRC Ghana's work and to encourage other partners to document and disseminate key lessons and best practices for wider sector use.

- Support the establishment of regional and district learning alliance platforms to promote sector learning at the local level.
- Continue to provide financial and technical support to the Resource Centre Network Secretariat to feed lessons from the district and region to national level discourse through the learning alliance platform and other sector learning platforms.
- **District-based initiative for SDG 6:** Work in partnership with the district to develop a WASH master plan and budget for reaching full WASH coverage and to harness resources to support the district in building a robust and transparent system for delivering WASH goals and realising the 2030 vision. Also to work with other stakeholders in non-focus districts to implement service delivery models for post-construction support in WASH.
- **Catalysing evidence for sanitation finance:** Together with the project partners (MSWR, CWSA, IMC Worldwide, Maple Consult and participating MMDAs) catalyse the lessons from implementation of the Sanitation Challenge for Ghana to support Government to establish and manage a national inducement and performance-based funding mechanism and to explore opportunities to leverage partnership and investment for citywide sanitation.



## Annex 3: Links between existing projects and intermediate outcomes

Project name	Brief description	Funding source	Duration	Key partners
Strengthening local government capacity to deliver water services	The Project involves the capacity of the Conrad N. Hilton Foundation grantees, selected District Assemblies and CWSA to uptake service delivery approaches to rural water provision and work together to effectively manage the assets financed by the Foundation (and others) to provide safe and reliable water services to 1.3 million people in 13 rural districts in Ghana.	Conrad N. Hilton Foundation	2014- 2018	CWSA, WaterAid, Desert Research Institute, Safe Water Network and World Vision Ghana and 13 district assemblies
Sanitation Challenge for Ghana-MMDAs	SC4Gh offers a prize that seeks to induce Metropolitan, Municipal and District Assemblies (MMDAs) to design and implement liquid waste strategies towards increasing access to sustainable sanitation services for all households in urban areas in Ghana, with a particular focus on the poor.	DFID-UK/IMC World Wide	2016-2019	MSWR, Maple Consult, IMC Worldwide
BMGF / CWSA - Sanitation Challenge for Ghana prize for private sector and non-state actors	A "Challenge grant" to promote innovative and stimulate private sector and non-state actors' interest to partner with MMDAs to address challenges along the liquid waste value chain. The Project is run under the umbrella of the Sanitation Challenge for Ghana.	BMGF	2017-2019	MSWR, CWSA, IMC Worldwide, Maple Consult
Watershed - empowering citizens	Strategic Partnership for strengthening the capacities of civil society for lobby and advocacy on WASH and IWRM. The project will help deliver improvements in the governance and management of WASH services in Ghana and also strengthen the capacity of national civil society organisations to lobby and advocate towards government and other WASH duty-bearers - towards measurable improvements in the quality and sustainability of WASH services in the country.	DGIS	2016-2019	Akvo, SIMAVI, Wetlands International
Support to sector learning and the Resource Centre Network	The project aims to enable IRC support for the sector learning initiative, the RCN secretariat and to coordinate learning activities to meet the demands of the sector.	Signe	2016-2019	Resource Centre Network, Ghana
Signe support to post-construction support in Akatsi North and Akatsi South districts	Improve the quality of water services provided to the inhabitants of Akatsi North and South districts through provision of post-construction support that ensures that facilities are maintained, upgraded and sustained to provide water services that last.	Signe	2017-2019	Akatsi North and South districts, CWSA
DGIS Programmatic funding	DGIS programmatic funding provides support for the IRC strategy on its contribution to the Sustainable Development Goals. This involves strengthening local and national systems for planning, financing and monitoring water and sanitation service delivery.	DGIS	2017 -2020	MSWR
REACH Project	Co-develop an 'Empowerment in WASH index,' as a tool to measure empowerment in the water and sanitation sector capturing multiple dimensions of empowerment. The project will develop indicators to better understand the relationship between empowerment and WASH-related outcomes and identify gender imbalances and monitor progress. Implemented in Ghana and Burkina Faso.	DFID-UK	2017-2019	Queens University and Stockholm Environment Institute

Project name	Brief description	Funding source	Duration	Key partners
District-Based Initiative for SDG 6	Support the development and implementation of the WASH master plan for realising the 2030 vision. Establish learning hubs (national and district) to document and sharing knowledge within districts and among practitioners to achieve SDG 6.	Conrad N. Hilton Foundation	2018 -2021	MSWR, Asutifi North district, Safe Water Network, World Vision Ghana, Netcentric Campaigns, Aquaya Institute, Center for Disease Control
<b>Assignments</b>				
Rural Operational Research	A consultancy assignment by OPM, IRC and Maple Consult for UNICEF to conduct operational research of the rural sanitation model in selected districts and provide technical assistance to the MSWR for implementation of the study recommendations.	UNICEF- GOG	2017-2018	Maple Consult, OPM
Building understanding of climate variability into planning of groundwater supplies from low storage aquifers in Africa - Second Phase (BRAVE2)	The BRAVE project aims to reduce risk and improve water security resilience of rural communities in sub-Saharan Africa by combining better understanding and planning of groundwater supplies with practical communication and knowledge exchange at all levels, from individual smallholder farmers to national government and regional bodies.	DFID-UK	2015-2019	Reading University



**Visiting address**

Plot no.61 at no.18  
Third Close  
Airport Residential Area  
Accra, Ghana

**Postal address**

P.O. Box CT 9531  
Cantonments  
Accra, Ghana

Phone: +233 302 797 473

Phone: +233 302 797 474

[ghana@ircwash.org](mailto:ghana@ircwash.org)

