



Ghana

## Strategic plan 2022-2026

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 2022 to 2026.

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# Inspiring change to meet our 2030 commitments

The Government of Ghana (GoG) and the global community are united in their commitment towards achieving 17 Sustainable Development Goals (SDGs) aimed at ending poverty, protecting the planet, and ensuring prosperity for all. These goals, adopted in 2015, are due to be redeemed by 2030.

IRC has contributed globally and nationally to achieving a profound shift in sector thinking towards delivering lasting WASH services to every man, woman and child, as part of our commitment to achieving SDG 6: access to water and sanitation for all.

Despite making huge progress the global community and Ghana are running out of time. There is an urgent need to accelerate wholesale changes in how WASH services are conceived and delivered.

The vision of the Government of Ghana is that by 2030 “all people living in Ghana have access to adequate, safe, affordable, and reliable water services, practice safe sanitation and hygiene and that water resources are sustainably managed”.

With less than eight years remaining, the challenge remains formidable. More than two million people still rely on unimproved or surface water sources. Improvements in sanitation coverage have stalled and almost one in six people still practises open defecation. Low levels of hygiene pose a threat to human health and the environment.

The IRC Ghana strategic plan (2022-2026) details how IRC Ghana will support steps to strengthen WASH systems at national and district level to reach more people, by scaling up approaches that have proved themselves in Ghana and exploring and developing new ways to accelerate progress.

The framework builds on guiding principles and actions for achieving universal WASH services as set out by Agenda for Change in 2015, and puts a Ghana stamp on ‘Destination 2030’, a shared global vision by IRC and Water For People to close the gap by 2030 for 2 billion plus people who lack sustainable access to safe water and more than 4 billion who lack access to safely managed sanitation.

At IRC we act as a ‘change hub’, promoting collective action to achieve our shared vision for well-organised national systems that harness the collective actions of government, businesses, and civil society. We bring innovation and creative focus to the table. However, we remain acutely aware that only national government-led systems have the scale, financial muscle, and legitimacy to deliver water, sanitation, and hygiene services to everyone, forever.

We table this strategic framework in this context, as an inspiration to strengthen our efforts in Ghana and as a working tool to help us all achieve our common commitments.

**Vida Duti, Country Director, IRC Ghana**  
December 2022



# 1. Introduction

IRC Ghana has prepared a 5-year strategy from 2022-2026 to contribute to addressing the nation's priorities and needs to meet its Water, Sanitation and Hygiene (WASH) targets. The strategy shows how IRC Ghana will support steps to strengthen WASH systems at national and district level to reach more people, by scaling up approaches that have already proved themselves in Ghana and by exploring and developing new ways of accelerating progress. IRC Ghana will work directly in four focus districts in the Ahafo Region and partner with governmental and non-governmental agencies regionally and nationally to turn successful approaches into actionable programmes.

IRC Ghana has prepared this programme strategy in consultation with partners and sector stakeholders to guide the delivery of IRC programming.

Many partners are needed to achieve universal coverage. We believe that only national government-led systems have the scale, financial muscle, and legitimacy to deliver water, sanitation, and hygiene services to everyone, forever. Only well-organised systems can harness the collective actions of government, businesses, and civil society actors. IRC's role in this process is innovative, catalytic and supportive.



**Photo:** Strong partnership with traditional authority

## 1.1 The WASH challenge for Ghana

The Government of Ghana (GoG) is committed to the UN Sustainable Development Goals (SDGs) including SDG 6 to ensure availability and sustainable management of water and sanitation for all. The Government's vision is that by 2030 "all people living in Ghana have access to adequate, safe, affordable and reliable water services, practice safe sanitation and hygiene and that water resources are sustainably managed".

With less than eight years remaining, the challenge within Ghana remains formidable. Whilst a high level of the national population has access to basic water services, more than two million people still rely on unimproved or surface water sources. Improvements in sanitation coverage have stalled with almost one in six people still practising open defecation. The low level of safe disposal of liquid waste and low levels of hygiene pose a threat to human health and the environment.

The dynamics for financing WASH has changed since Ghana was classified as a lower middle-income country, with a reduction in external grants to government. Although government funding to the sector has increased, these increases have been inconsistent and inadequate to meet the targets set. Weak enforcement of regulations also contributes to the poor WASH service delivery.

## 1.2 Emerging trends and key changes 2017-2021

### 1.2.1 Service levels and quantitative metrics

Figure 1 shows that only four in ten people (41%) have access to safely managed water while a further 44% have access to a basic service. That leaves 15% of the population with at best a limited service – 8% still rely on unimproved sources or surface water.

Figure 1 also shows that scarcely one in eight of the population (13%) has safely managed sanitation, while another 10% have a basic service. That leaves almost half the population (47%) only able to access a limited service, 11% using unimproved latrines and 18% still practising open defecation.

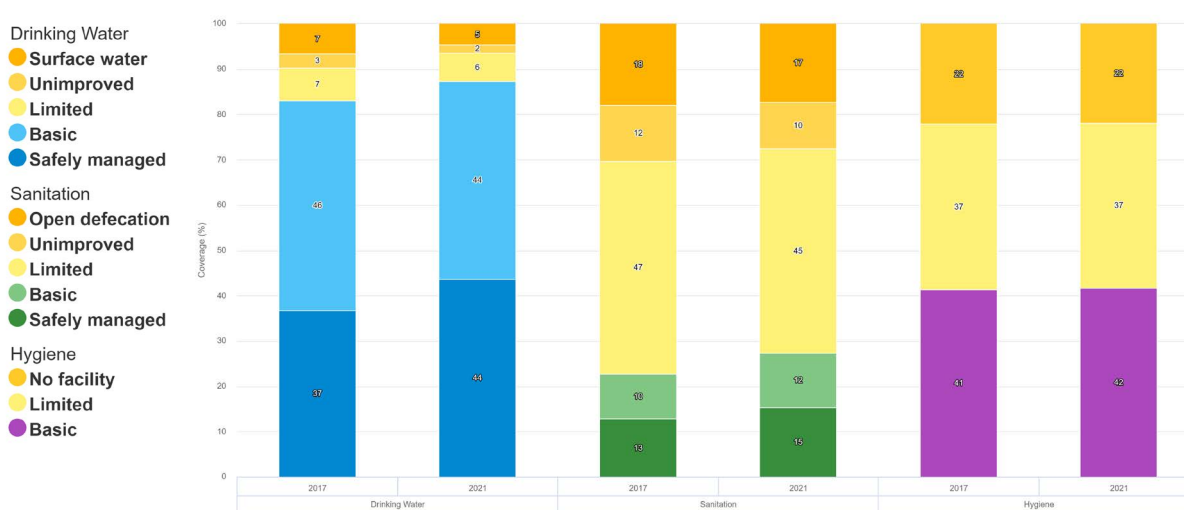


Figure 1: JMP Ghana household WASH service levels for 2017 and 2021

Hygiene levels lag even further behind. Less than half the population (42%) has access to even basic hygiene, just over a third (37%) can practise limited hygiene while one in five (22%) have no hygiene facilities at all.

Those living in rural areas face the most challenging conditions. The 2017 Multiple Indicator Cluster Survey (MICS) showed only 7% of the rural population could access safely managed water services and almost a third (31%) were using unimproved sources or were unserved – i.e. they relied on surface water from rivers or ponds.

### 1.2.2 Water and sanitation sector institutional reforms and initiatives

The Ministry of Sanitation and Water Resources (MSWR) was established in January 2017 to provide leadership, focus and better coordination of sanitation and water service delivery. The Ministry oversees the work of the Ghana Water Company Limited, responsible for services in cities and large towns, the Community Water and Sanitation Agency (CWSA), which facilitates services for rural communities and small towns, the Water Resources Commission, responsible for the integrity of water resources, the Water and Environmental Health directorates and the Ghana schools of hygiene.

The Ministry of Sanitation and Water Resources initiated policy processes in 2017 with the intention of establishing a National Sanitation Authority to improve on sector delivery capacity and regulation but this process has not been completed. Weak capacity continues to impact effective management of sanitation delivery and hinders the alignment of sanitation policy with local delivery.

Since 2017 the Community Water and Sanitation Agency (CWSA) have put in measures to change the mandate from the role as a facilitator to a rural water utility. These reforms aim to improve operational efficiency and sustain water service delivery of piped supplies in rural communities and small towns.

The National Development Planning Commission (NPDC) has issued the Medium-Term National Development Policy Framework (MTNDPF) 2022-2025 to guide on development planning, policy and strategy. The World Bank has supported the Ministry to develop a Ghana WASH Sector Development Programme (GWASHSDP) 2021-2030 which provides the framework for inclusive sector planning, implementation, monitoring, and reporting for sustainable and universal water supply, sanitation, and hygiene (WASH) services. Translating this overarching policy framework to actionable district plans at ground level, where Metropolitan, Municipal and District Assemblies (MMDAs) are responsible for services, is a major challenge.

Despite the Government taking steps designed to make WASH delivery systems more effective and resilient, ongoing changes in the sector have blurred roles and responsibilities and made strategies and coordination less clear. Demographic and water resource challenges are also emerging that could impede the attainment of the WASH goals. Climate change is expected to bring disruption to livelihoods and the coastline and threatens water resources.<sup>1</sup>

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<sup>1</sup> World Bank Climate Change Knowledge Portal

These factors influence the IRC Ghana strategy to address needs to:

- improve WASH coverage and sustainable service delivery; addressing poverty and inequity, so as to leave no one behind
- seek increased funding and partnerships to rapidly scale out proven successful models
- coordinate sector approaches, regulation, and accountability to make SDG 6 policy and implementation by ministries and agencies more cohesive and consistent
- develop capacity in the rural water sector to manage change processes arising from ongoing rural water sector reforms, and clarify sector roles, partnerships, and regulation
- empower civil society and citizens to participate in the delivery of WASH services, and to hold duty bearers at all levels of governance accountable for equity and pro-poor provision.

### 1.3 IRC Ghana record of involvement

IRC has been active in Ghana since the early 1990s, developing its thinking and practice in step with developments in the water sector globally and in Ghana. Over this period, and especially since becoming established as a legal entity in 2011, IRC Ghana has played an increasing role in national dialogue, sector development and reform management. This is consistent with the IRC Ghana theory of change based on an understanding of the profound role of Government at national, regional and district level in achieving the potential for universal services that can last for ever.

**Photo:** Basic school students from Asutifi North filling receptacles with drinking water



One key plank has been to promote and energise sector learning at national, regional and district level. Partners have been able to improve assessments, planning, service delivery, and monitoring through working together and jointly reviewing outcomes, challenges and successes. IRC Ghana has a strong record in strengthening local capacity to deliver water services and improving the alignment of NGO activities with Government, which in turn leads to better alignment and to innovations in delivery approaches. In this process, IRC Ghana has developed strong bonds with district, regional and national level sector bodies.

In 2020, IRC Ghana partnered with the NDPC to document good practice processes in districts and publish these for a wider audience. In 2021, with support from IRC Ghana and others, the NDPC developed a WASH toolkit to improve WASH planning and governance within MMDAs. The toolkit has been validated and the intention is to pilot it during this strategy phase so that lessons can be used to improve district WASH planning.

IRC has supported the rural water sector to build a vision of what sustainable and successful water services would look like, and an approach to make this a reality. It has supported local government across the country to establish benchmarks for assessing the functionality and durability of WASH services, and the capacity to develop asset management for water infrastructure, district water plans and budgets.

Momentum was strengthened through a partnership with CWSA and grantees of the Conrad N. Hilton Foundation (Safe Water Network, World Vision, Desert Research Institute, WaterAid) to strengthen local government capacity to deliver water services within 13 District Assemblies. From this work emerged a consensus that all partners must combine efforts if universal coverage is to be achieved. With strong backing from donors this has been put to the test in the Asutifi North District of the Ahafo Region.

The Asutifi North Ahonidie Mpontuo (ANAM) initiative was launched in 2018 to demonstrate and test a local authority-led partnership with NGOs to drive districtwide access to water and sanitation services to achieve universal coverage. The District Assembly, traditional leaders and development partners committed themselves to work jointly to achieve SDG 6, water and sanitation for all 84,000 citizens by 2030. This model of collective action minimises duplication in service provision and gives a voice to socially excluded beneficiaries. ANAM partners agreed a Master Plan which sets out a joint vision and common agenda with targets and a monitoring process to assess progress and guide adjustments. The lessons from this initiative strongly inform this Strategic Plan which seeks to build on and scale up its successes.

By 2021, successes in the ANAM initiative were evident. Models for WASH service delivery had been tested and rolled out by the District Assembly and NGO partners in communities. Access to safely managed water services increased from 5% in 2017 to 15% in 2021. Nearly 10,000 more people in the district have been provided with basic water services. The proportion left unserved or with only a limited water service fell from 29% to 21%. Arrangements have been put in place to ensure that new systems are well maintained.

The proportion of the population practising open defecation reduced slightly whilst access to improved sanitation improved from 77% in 2018 to 95% in 2021.

The capacity of the District Assembly to plan, deliver and monitor has increased and all the key NGOs working in the district are part of the joint planning and implementation process.

## 1.4 Key reflections/lessons to apply in this strategic period

### 1.4.1 Master Plan creates mutual accountability

Experiences in Asutifi North have demonstrated how working to a WASH Master Plan led by the local authority strengthens mutual accountability and acts as catalyst for attracting public and other funding for WASH. The Master Plan provides a framework for translating the vision of universal WASH access into actionable and trackable steps to address technical capacity and resource constraints and to strengthen local institutional capacity.

The Master Plan is 'owned' and led by the Asutifi North District Assembly and supported by all providers of water and sanitation services in the district. It was drawn up over a year of consultation with input from traditional and religious leaders, NGOs and civil society and citizens' organisations. The plan describes the current state of provision, identifies priorities, highlights gaps and outlines how to fill them. It gives a decision-making voice to socially excluded beneficiaries and stimulates citizen engagement.

Partners work to a common agenda with mutually reinforcing responsibilities. The District Assembly and implementing partners agreed a set of core indicators, with tracking and reporting processes to inform progress and guide adjustments.<sup>2</sup>

### 1.4.2 The unifying role of a 'hub' organisation

IRC Ghana decentralised its operations to the district, operating from a hub office with other Conrad N. Hilton Foundation grantees. Becoming a hub means playing a unifying and coordinating role in galvanising collective action and fostering local solutions and shared learning at district and national levels. The hub adds value to the partnerships, helping actors to focus on a common goal, and ensuring continuity and consistency and that emerging lessons are distilled and shared. This has created a closer relationship with local government partners and helped to drive and sustain political and financial commitment. The presence of full-time personnel and a physical district hub office allows for direct day-to-day interaction and dialogue with partners, with an enhanced ability to solve problems jointly.

The continued commitment of the Conrad N. Hilton Foundation to support grantees has been a significant factor in enabling the model to develop.

The hub works well at district level. At national level, where government organisations serve as the hub for WASH and the SDGs, greater coordination and clarity is required to provide support to the Government to deliver on targets.

<sup>2</sup> For more on Master Plans see [People, systems and change: Harnessing the power of collective action through the Safe Water Strategy](#) IRC 2021 P7

#### 1.4.3 Potential for scalability

A mid-term review of the ANAM initiative concluded that there is “easy-to-medium” potential to scale up the approach, although it is expensive to replicate in its current form. There is an appetite in other districts to replicate successful innovations to meet existing needs, and a favourable environment for scaling.

#### 1.4.4 Sanitation and hygiene need to be higher on the agenda

Progress on sanitation and hygiene has been slower in Asutifi North than for water services, which mirrors the national picture. Special efforts are needed to attract investments for these critical issues. One innovative approach has been to offer prizes to stimulate action and innovation. IRC was the implementing agent for the Sanitation Challenge for Ghana, which challenged and motivated MMDAs to team up with their citizens, innovators and solvers to design and implement their own liquid waste management strategies. It demonstrated how this approach can stimulate political and financial commitment to bring transformational change in sanitation service delivery to poor households in urban centres. Unlike grant-based programmes, prizes can spur solutions by many actors, with no upfront funding and minimal support. This can lead to increased value for money, ownership by participants and political engagement. To ensure longer-term sustainability of results, prizes should be used alongside other funding mechanisms, as post-award activities are needed to sustain and build on the prize results. The policy environment for private sector investment and partnership in sanitation liquid waste management requires further enhancement.



**Photo:** Networking is at the heart of the safe water strategy scale-up process in Ahafo region

## 2. Destination 2030

Destination 2030 describes our intended impact, our outcomes along the way, and the types of activities that will deliver these. [Destination 2030](#) has set goals to reach an additional 20 million people with improved services in focus countries where IRC and Water For People work, and to reach 200 million people globally by influencing governments, business leaders, and civil society organisations (CSOs) to strengthen systems. The theory of change in Figure 2 shows how we strive for impact at local, national, and global levels. These three levels are interlinked and mutually supportive.

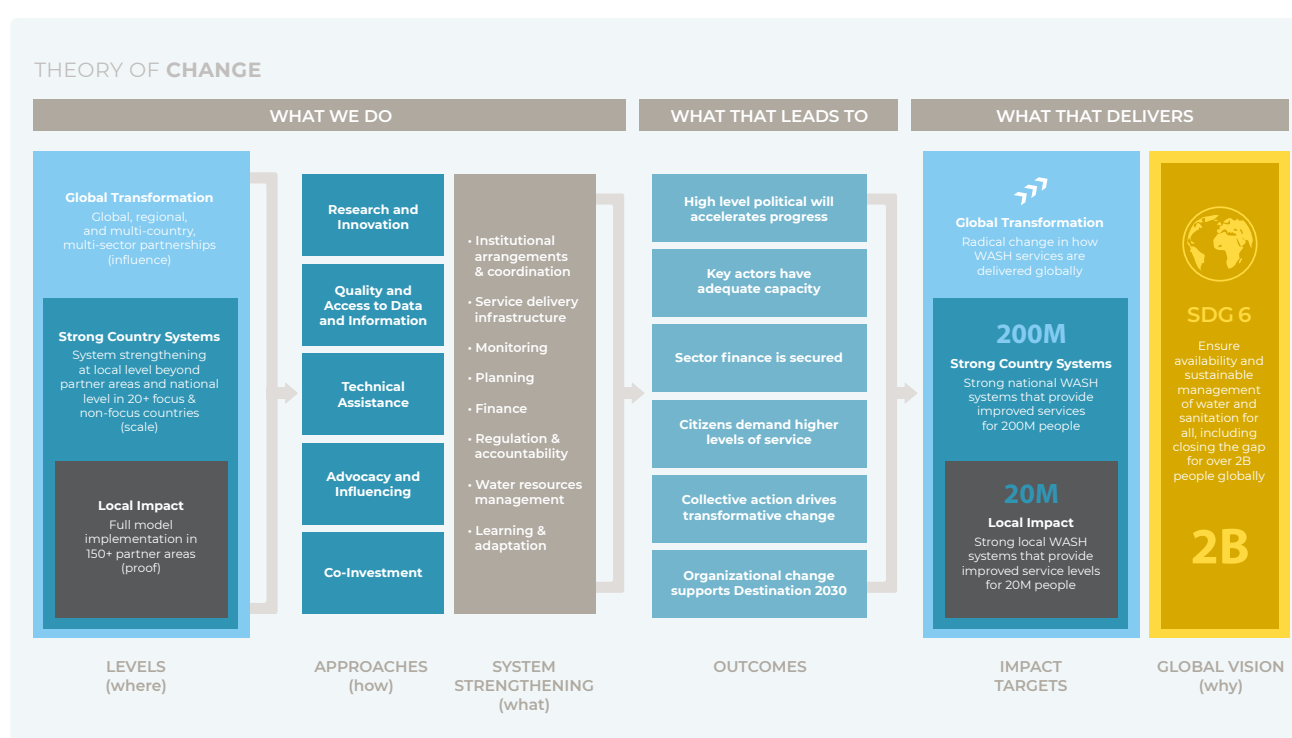


**Figure 2: D30 Theory of Change**

They are rooted in a foundation of understanding, strengthening, and changing water and sanitation systems. Success in one will underpin success in all. IRC Ghana will contribute through strengthening service delivery at the national and district levels in Ghana. The success from the Ghana programme will be shared through the Africa Regional programme, internal and external learning events to influence service approaches in other African countries such as Burkina Faso, Ethiopia, Malawi, Rwanda, and Uganda where the two organisations work.

## 2.1 2025 and 2030 vision for the country

Strong water and sanitation systems are necessary to achieve sustainable and universal services at local and national levels. The Government of Ghana vision is one of progressive advancement towards universal WASH services that are equitable and inclusive: we share this vision. IRC Ghana aims to support the Government of Ghana to strengthen WASH systems to address issues described above and to accelerate achievement of the national WASH goals.

The overall goal is to position IRC in Ghana as a thought leader and supportive ally in strengthening WASH systems, using well-grounded experiences and successes to leverage partnerships to support government and build national and local systems that provide universal, sustainable, and safe WASH services. The programme will contribute to a number of significant advances.

### 2.1.1 Local impact: strong systems for universal and sustainable services

We will work in partnership with local governments and service providers to provide technical and financial support and jointly develop and model ways of delivering universal and sustainable access to water and sanitation services.

In the IRC Ghana districts of operation, success will mean that the district political leadership promotes WASH effective programmes, leveraging financial resources and partnerships to roll out WASH service delivery models to achieve and maintain SDG 6. Specifically:

- The WASH systems approach adopted in Asutifi North expands to most of the Ahafo Region and successes in the new implementing districts attract sufficient interest to expand to the remaining districts in the region.
- Work with the NDPC leads to the widespread roll-out of the WASH toolkit across the country, which in turn means that politicians, traditional authorities, business leaders, etc. lead the process of gaining support for and implementing a WASH Master Plan and become openly accountable to the citizens for their actions.
- There is progressive advancement towards achievement of universal WASH services that are equitable and inclusive and accessible to poor communities in urban and rural areas including services available in institutions and public places. Sanitation and hygiene are no longer neglected areas. Increased investments in safe sanitation, progressive reduction in open defecation, together with sustained safe sanitation and hygiene behaviours and practices are followed by a reduction in sanitation related diseases.
- Effective links are in place to ensure that WASH priorities are adopted and funded in other sectors, especially health and education. The need for resilience in the face of climate change leads to practical steps within districts and regions to protect and preserve water resources.

The experiences and successes that flow from this work will be documented and widely shared within Ghana, more widely within Africa and at global events to influence the adoption of similar initiatives inside and outside the country.

### **2.1.2 National impact: strengthening, reforming, and adapting country systems**

At the national level, we will continue to work with government leaders – providing expertise, guidance, and technical support – to strengthen water and sanitation systems. Our national impact initiatives include: scaling of approaches and models to non-partner areas at local and sub-national levels; provision of direct technical assistance to and training for sub-national and national institutions; and, strengthening specific building blocks of the system through engagement at the central government level. We continue to support civil society to use evidence to demand government leadership and hold service providers to account and partner with private sector leaders to develop strong market systems.

At the national level, success will mean that the Government of Ghana and Ministries are better able to demonstrate their leadership and commitment to WASH SDG 6, through coherent policy, planning, and inter-ministerial coordination. This is reflected in increased resource allocation and leveraging of local and international partnerships. Specifically:

- The Ministry of Sanitation and Water Resources (MSWR) leads in streamlining and coordinating WASH sector policy and strategy.
- The MSWR demonstrates its capacity to manage reforms to transform services in rural areas. The Community Water and Sanitation Agency is transformed from its role as a facilitator, to a rural water utility able to improve operational efficiency and sustain water service delivery of piped supplies in rural communities and small towns. Effective and diverse management models are in place to manage the diverse and patchy systems currently serving these areas.
- Well informed stakeholders, citizens, and civil society articulate demand for higher WASH service levels. Populations that are currently deprived, marginalised, or difficult to reach can access safely managed and affordable WASH services.
- Data on sector progress is available; clear measures for pro-poor targeting are in place; clear strategies are in place to enhance services so that they provide safely managed drinking water, and these strategies inform investment decisions.

### **2.1.3 Global transformational shifts in power structures, hearts, and minds**

IRC Ghana will contribute to the global programme in support of global movements for WASH, advocacy, and capacity development for adoption of systems approach, by capturing and distilling field lessons in publications, contributing to global learning events, participating in international conferences, and providing technical services.

## 3. Scope of work

IRC Ghana's contribution to these outcomes is predicated in five work packages:

- Scaling districtwide WASH systems approach
- Sector capacity strengthening
- Sector learning and knowledge management
- WASH+ interventions
- Changing ourselves

### 3.1 Scaling districtwide WASH systems approach

We will scale up implementation of the districtwide WASH systems approach and tested delivery models through partnerships. This will be through:

#### 3.1.1 Consolidating gains in the Asutifi North District

Within Asutifi North the medium-term (2022-2025) target is to increase the proportion of people with access to safely managed services from 15% in 2021 to 20% in 2025, and to 30% by 2030. The target is for 96% of the population to have access to at least basic water services by 2025, with 100% access by 2030.

A further target is to ensure access to basic WASH services in all health care facilities and schools by 2030. The target for water services in health care facilities has already been achieved ahead of time.



**Photo:** Pobikrom basic school students celebrate flow of clean water

IRC will continue to work with the Asutifi North District Assembly and partners to scale innovations to support isolated communities and address gaps in sanitation and water resources management.

IRC will work to institutionalise change by transiting the 'hub' role to the District Assembly, and supporting the District Assembly in strengthening monitoring, alignment, and its oversight of the WASH Master Plan implementation. IRC will advocate with district government and service providers to improve equity and social inclusion in water services.

### 3.1.2 Replication in other districts in the Ahafo region and across Ghana

IRC Ghana will build on achievements in Asutifi North by facilitating replication of the districtwide WASH systems approach in three more districts of the Ahafo Region - Asunafo North, Asunafo South and Tano North. This will result in four of the six districts in the region implementing Master Plans to deliver universal coverage to a total population of 500,000 people, six times greater than covered in Asutifi North alone.

IRC Ghana will work with the Ahafo Regional Coordinating Council to replicate the WASH Master Plan development process and will expand its role to become a regional hub to facilitate joint visioning and Master Plan development. This will include strengthening service monitoring, facilitating partnerships to expand into the new districts, establishing networks to promote cross learning between the districts and working with CSOs to advocate for equity and social inclusion in WASH services.

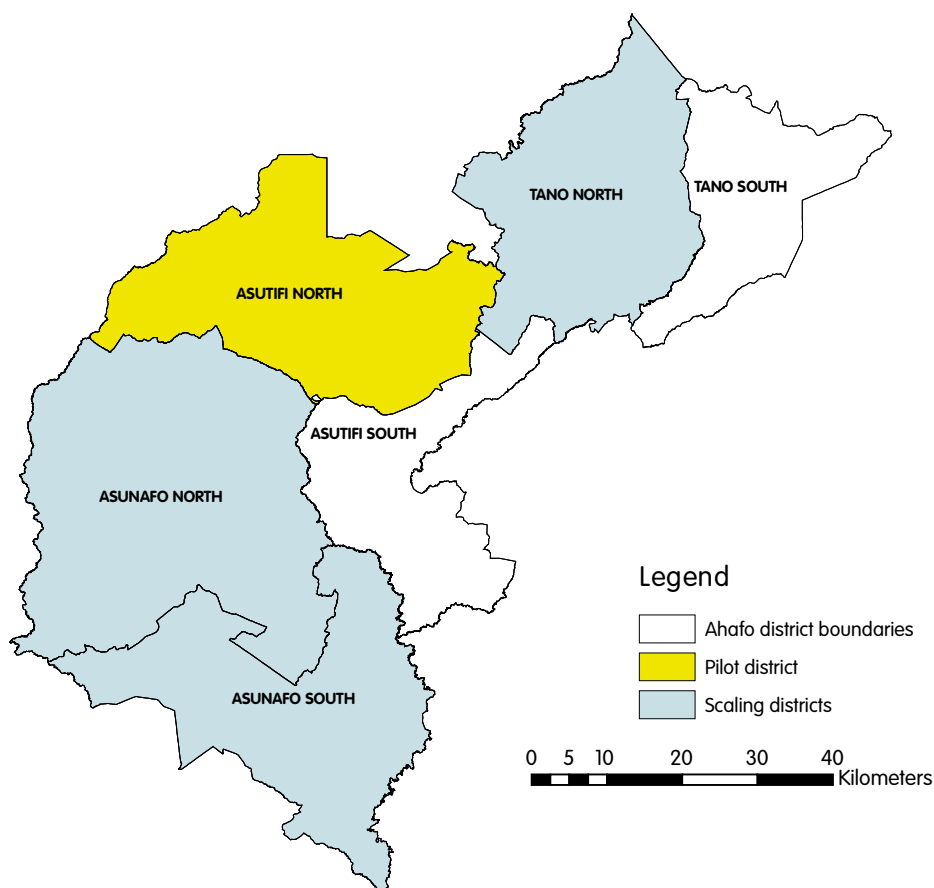


**Figure 3:** Regional map of the Ahafo region showing additional districts

All five other districts in the Ahafo region applied to join the initiative that was started in Asutifi North. The three additional districts were selected through a consultative process by a team with representatives from the NDPC, MSWR, the Ahafo Regional Coordinating Council and IRC Ghana. Expansion has been made possible through a further grant from the Conrad N. Hilton Foundation.

IRC will continue to collaborate with the National Development Planning Commission (NDPC) and MSWR to pilot the WASH toolkit prepared by NDPC in at least six districts across the country. The WASH toolkit will support local government to develop the skills and knowledge in water safety planning, life-cycle costing, inventory (documenting, monitoring, and updating a WASH asset register), and in governance, including ethics, transparency, and participation. The WASH toolkit will be applied in six districts covering different regions and geographical zones. This will inform national guidelines for planning within MMDAs based on the lessons gained during the pilot.

### **3.1.3 Promote the uptake of sustainable WASH service delivery systems/models**

IRC will promote, through partnerships, the uptake of tested WASH service delivery systems/models in line with nationally approved standards and WASH service delivery approaches. For example, partners within the Asutifi North District initiative intend to apply the approach in other areas where they work. In 2021, the master plan approach was adapted for use in a health project with funding from the Anesvad Foundation which supports health and social development projects.

## **3.2 Sector capacity strengthening**

IRC recognises that strong sector technical leadership (service authorities and service providers) and systems are required to plan, implement, monitor, and regulate WASH service delivery. Our capacity building efforts aim to strengthen actors to improve the WASH systems at both national and local levels. IRC Ghana will:

### **3.2.1 Support reforms in the rural water subsector**

The Community Water and Sanitation Agency has historically been a facilitator, providing support and technical expertise, and constructing facilities which it handed over to District Assemblies to manage either directly or through private operators or community management. CWSA is transitioning to become a utility, directly managing more facilities, and overseeing rural and small-town services.

Currently, CWSA directly manages fewer than 200 out of 1,300 separate water systems in rural areas and small towns. CWSA will require partnerships with private sector providers and local government to provide effective oversight and ensure effective management and universal coverage. IRC Ghana is working with CWSA, Safe Water Network and Water and Sanitation for the Urban Poor (WSUP) on a Conrad N. Hilton Foundation funded project in the Western Region to support these reforms in the rural sector. Within the project, IRC will facilitate dialogue among stakeholders on the reforms. IRC will also provide a platform to review and learn about the most effective models and partnerships at regional and national levels.

**Photo:** Emelia Agyeiwaa, a farmer in Kokofu Awonsu in Asutifi North District



### 3.2.2 Capacity support through the WASH Systems Academy

IRC Ghana will partner with relevant government institutions such as the Ministry of Sanitation and Water Resources, Office of Head of Local Government and the National Development Planning Commission and the Coalition of NGOs in Water and Sanitation (CONIWAS) to provide capacity support on WASH systems through the WASH Systems Academy. The WASH Systems Academy is a collaborative online platform developed to empower sector professionals with knowledge and tools they need to deliver resilient water and sanitation services and be part of the change needed to leave no one behind.

We will continue to provide technical assistance to sector partners which will be complemented by research, learning facilitation, and participation in multisector working groups.

### 3.3 Sector learning and knowledge management

IRC will promote the documentation of lessons learnt and management of knowledge products in ways that support and enhance decision making. IRC will conduct research studies to contribute new insights and evidence for decision makers to advance safely managed services and to address bottlenecks in uptake of innovations in Ghana. We will work with partners to identify solutions and strategies to address obstacles. IRC will engage with the broader sector and facilitate learning exchanges to highlight the results and promote uptake. This will complement activities aimed at empowering civil society voices to demand equitable, higher levels of service, and safely managed WASH services for communities and institutions.



**Photo:** Women involvement in CSO capacity building is key

IRC Ghana will continue to contribute to sector support to the Resource Centre Network (RCN), an institutional partnership that seeks to promote learning within the WASH sector in Ghana. The RCN facilitates stakeholder information exchange and sharing. The objective is to sustain the momentum to build a knowledge-driven WASH sector with the ability to jointly reflect and learn, and where information is easily accessible, and knowledge is widely shared. This will contribute to improved and sustainable pro-poor WASH services in Ghana.

### 3.4 WASH+ interventions

IRC Ghana will expand the sanitation programme and develop more initiatives at the nexus between WASH and other sectors. IRC will continue to explore partnerships with the private sector to scale up WASH service delivery models and to improve service delivery in IRC focus districts. We will pursue stronger collaboration with other sectors such as health, education, private sector development, and climate resilience.

#### 3.4.1 Sanitation service delivery

IRC will continue to develop cases for fundraising and new projects on the delivery of sanitation and hygiene services in the Ghana programme.

Within Asutifi North District, IRC Ghana will partner with relevant stakeholders to roll out behaviour change and Information Education and Communication programmes towards improving citizen commitment and participation in the delivery of sustainable WASH services, especially in sanitation and hygiene. IRC Ghana will also partner with stakeholders to advance sanitation and

hygiene services in communities and institutions in the other focus districts in the region. Funding for this heightened focus on sanitation and hygiene has been partly provided by the Latter-day Saint Charities.

### 3.4.2 WASH in institutions

WASH facilities are critical to health and infection control, but provision often does not include Community-Based Health Planning and Services (CHPS) and these health centres do not have the resources to connect to new community services. IRC developed work with the Ghana Health Service (GHS) during the COVID pandemic to study the quality of WASH in health centres and this ongoing work will inform GHS in revising its Infection Prevention and Control Policy. IRC will continue to work with GHS to advocate for health service facilities to be included in all national and district WASH planning.

IRC will continue to work with the Ghana Education Service (GES) through its School Health Education programme to advocate for ensuring that schools are included within WASH infrastructure planning.

In Asutifi North, WASH infrastructure for small towns is provided in such a way that schools and health facilities access free water, financed through the sale of community water.

### 3.4.3 Advocacy for inclusion of WASH service delivery

Ghana Water Company Ltd (GWCL) covers water supply for cities and large towns where 88 urban water supply systems nationwide take care of around 77% urban coverage. There are gaps in coverage including in peri-urban areas and low-income households which cannot afford to connect to the GWCL systems. There are also poor and isolated communities in rural areas that are difficult to reach with water access.

Under this 2022-2026 strategy, IRC will collaborate with CONIWAS and organisations with specialised skills in human rights, social inclusion, and finance to generate evidence to support advocacy in the sector to address WASH poverty and inequity in rural and low-income peri-urban areas. The advocacy will focus on removing barriers that lead to exclusion from WASH services such as prioritising support to low-income communities in peri-urban areas and promoting alternative solutions and schemes to reaching poor and isolated communities in rural areas.

IRC will collaborate with the low-income support department of Ghana Water Company Ltd (GWCL) to deliver on its mandate to provide clean water to all urban communities in Ghana.

### 3.4.4 Climate resilience

IRC will work towards practical action at district level on protection from the effects of climate change. The Ghana National Climate Change Policy action plan covers adaptation, social development, and mitigation, including minimising the impact on access to water and sanitation.<sup>3</sup>

IRC has done limited work with the Water Resource Commission Basin. However, a WASH Emergency Response and Resiliency Plan (WASH ERRP) has been prepared for the Asutifi North

<sup>3</sup> Source Food and Agriculture Organization of the United Nations [leap.unep.org/countries/gh/national-legislation/ghana-national-climate-change-policy](https://leap.unep.org/countries/gh/national-legislation/ghana-national-climate-change-policy)

District that has identified potential WASH-related hazards in the district and their likelihood of occurrence, early detection, and communication arrangements. The plan also details stakeholders' roles to address the hazards and actions to be taken under each emergency scenario. The plan will improve planning and management of future WASH-related hazards in the districts, taking into consideration unexpected changes (e.g., disease, effects of climate change, and impacts on surface and ground water sources). IRC will seek funding to work with districts on practical measures to implement early warning systems, build resilience and protect water resources.

### 3.5 Changing ourselves

Delivering on this strategy and achieving our targets does not only mean change for other parts of the WASH systems in Ghana. Internal organisational structural changes within IRC are required to enhance organisational effectiveness. IRC globally has initiated organisational structural changes to further decentralise operations to country level as well. IRC has conducted an assessment to achieve greater justice, equity, diversity, and inclusion and so enhance organisational balance and harmony.

Staff capacity in corporate governance and organisational culture change will be developed and IRC Ghana will adapt its operations to comply with these changes.



**Photo:** Student from Asutifi North District Assembly Girls Model Basic School in Kenyasi No.2 making her voice heard in WASH-in-Schools discussions

## 4. Funding for the 2022-2026 strategy

The funding will focus on local and national level interventions. The funding sources will be a mix of programmatic funds, grants, and contracts. We continue to nurture and grow revenue streams through developing proposals for new opportunities.

The financial implications for this strategy are given in the Budget Forecast table 1 below. The total expected budget coverage for the strategic plan period is € 4,600,000 (euros) out of which 53% has been secured, 6% is in the pipeline and a gap of 41% remains.

**Table 1:** Budget forecast 2022-2025

| Contracted (A)               | 2022               | 2023               | 2024               | 2025               | Total              |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| National                     | € 397,319          | € 369,709          | € 363,610          | € 0                | € 1,130,638        |
| District                     | € 440,129          | € 450,875          | € 395,891          | € 0                | € 1,286,895        |
| <b>Total</b>                 | <b>€ 837,448</b>   | <b>€ 820,584</b>   | <b>€ 759,501</b>   | <b>€ 0</b>         | <b>€ 2,417,533</b> |
| <b>Pipeline (B)</b>          |                    |                    |                    |                    |                    |
| National                     | € 16,000           | -                  | -                  | -                  | € 16,000           |
| District                     | € 258,621          | -                  | -                  | -                  | € 258,621          |
| <b>Total</b>                 | <b>€ 274,621</b>   | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>€ 274,621</b>   |
| <b>Gross Income= (A)+(B)</b> | <b>€ 1,112,069</b> | <b>€ 820,584</b>   | <b>€ 759,501</b>   | <b>€ 0</b>         | <b>€ 2,692,154</b> |
| <b>Ambition</b>              | <b>€ 1,150,000</b> | <b>€ 1,150,000</b> | <b>€ 1,150,000</b> | <b>€ 1,150,000</b> | <b>4,600,000</b>   |
| <b>Gap</b>                   | <b>€ 37,931</b>    | <b>€ 329,416</b>   | <b>€ 390,499</b>   | <b>€ 1,150,000</b> | <b>€ 1,907,846</b> |

The secured funding is national systems strengthening work, work in focus districts and replication to other districts. Work to continue the initiative in Asutifi North and expand this approach to three other districts of the Ahafo Region, and the pilot of the WASH toolkit with NDPC in six districts is met through a grant from the Conrad N. Hilton Foundation. The pipeline funding will cover sanitation work in the focus district. Increasing the emphasis on sanitation in the district and region is partly covered through a grant from the Latter-day Saint Charities. The Conrad N. Hilton Foundation is supporting work with CWSA, Safe Water Network and WSUP on reforms in the rural water sector. Sector capacity strengthening will be supported to some extent with money from the Netherlands Directorate-General for International Cooperation (DGIS).

There is a funding gap for WASH+ and sector learning activities and part of sector strengthening work at the national level. More funding is also required to achieve the sanitation and water resources management targets of the WASH Master Plan in the focus district and implementation in new districts. IRC will also engage with development partners to expand IRC work outside the rural WASH sector.

To address the funding gap, cases of support and proposals will be developed to attract funding from the Embassies, global funds, and social impact investors for the WASH+ initiatives. Technical services and assignments will be undertaken to acquire additional funding for programme activities. To ensure comprehensive funding for the WASH Master plan in the Asutifi North District and replication, IRC will collaborate with the districts to undertake resource mobilisation outreach. A resource mobilisation expert will be recruited to lead the development of a fundraising and resource mobilisation strategy to attract additional funding.

**Photo:** Regional stakeholders at the start-up of the 3-district replication process





## 5. Our business model and partnerships

IRC is a leading think-and-do tank, combining policy research, advocacy, training, and knowledge management as well as direct financial support to partner areas. In Ghana, IRC operates from a national office in Accra and a district hub office at Kenyasi in the Asutifi North District.

The district hub office function will be expanded to include facilitation of regional level replication and management of regional level partnerships. IRC international staff services will be sourced to complement capacity for sector strengthening, research and advocacy activities. The staffing capacity will be beefed up with additional expertise in sanitation and resource mobilisation.

IRC Ghana aspires to make our offices culturally and professionally appropriate best places to work where the employer and employees experience mutual trust, employees take pride in their jobs, and there is appreciation for collective success. Consequently, IRC Ghana seeks to attract and retain the best professionals in the sector and to stimulate staff to make the most of their capacities. Each staff member is responsible for both their own performance and behaviour, and for the performance of the organisation. During the strategy implementation period, staff at the Accra office will continue to lead national level activities and strategic partnerships with national partners.

We believe that collective action drives transformative change through stronger and more effective partnerships within and beyond the water, sanitation, and hygiene sector. Our key partners with whom we will engage during this strategic period include:

### **Government Partners**

1. Asutifi North District
2. Ahafo Regional Coordinating Council
3. National Development Planning Commission
4. Ministry of Sanitation and Water Resources
5. Community Water and Sanitation Agency
6. Ghana Health Service

### **Other Organisations**

1. World Vision International
2. Safe Water Network
3. Netcentric Campaigns
4. Aquaya Institute
5. US Centers for Disease Control and Prevention
6. Easy Water for Everyone
7. WaterAid Ghana
8. Coalition of NGOs in WASH (CONIWAS)
9. Resource Centre Network, Ghana (RCN)

## 6. Outcomes

The outcomes are in line with the D30 global strategy which outlines the impact pathways to reach our Destination 2030 Impact Targets. To achieve these targets the following intermediate outcomes have been set to measure progress at the local and national levels. They are:

1. High level political will for universal and sustainable access to water and sanitation services drives accelerated progress toward SDG 6.
2. Key actors have capacity to improve planning, service provision and regulation.
3. Secure finance for the sector achieves SDG 6 and increases the value of public and private investments in resilient water, sanitation, and hygiene.
4. Citizens demand higher levels of service, more can pay their rates, and there are subsidies for those who cannot pay.
5. Collective action drives transformative change through stronger and more effective partnerships within and beyond the water, sanitation, and hygiene sector.

Annex 1 provides information on how the strategy will be delivered through the interrelated and complimentary projects which are currently funded.

Annex 2 shows an overview of the strategy outcomes and links to the D30 outcomes and corresponding contributing key activities.

Annex 3 focuses on the initial targets set to track the contribution of the Ghana programme to the global targets. We will refine the indicators and targets when the baseline and the planning processes are completed.

## Annex 1. Implementation of this plan

The strategy will be delivered through the following interrelated and complimentary projects which are currently funded.

| Intervention (Projects)                    | Key deliverables                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Scope (Geography)                                       | Implementation partners                                                                                                                                                                                                                                                                                                                                      | Cost           | Funding Agency              | Project duration |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------------------|------------------|
| WASH systems strengthening and Hub support | <ul style="list-style-type: none"> <li>Strengthen the service authority role of Asutifi North District to deliver and sustain universal water services in households, schools, and clinics.</li> <li>Replicate successful innovations of the district-based approach to universal WASH services districtwide in Asutifi North and three new districts in Ahafo Region.</li> <li>Deepen partnerships with national level institutions for policy influencing and advocacy to advance safely managed water services.</li> <li>Conduct research studies to generate evidence to influence decision makers in the achievement of safely managed water services, uptake of innovations, and improvement of access to services by vulnerable and poor people.</li> </ul>                                                                                                                                                                                                                                                                                                           | <p>Ahafo Region (3 districts)</p> <p>National Level</p> | <ul style="list-style-type: none"> <li>Asutifi North District Assembly</li> <li>CNHF Partners</li> <li>Ahafo Regional Coordinating Council</li> <li>three new selected districts in Ahafo Region (Tano North, Asunafo North, Asunafo South)</li> <li>National Development Planning Commission</li> <li>Ministry of Sanitation and Water Resources</li> </ul> | US\$ 1,500,000 | Conrad Hilton N. Foundation | 2022-2024        |
| Rural Water 'Utilitisation' Project        | <p>Support CWSA to establish an effective rural and small-town water utility model/approach in the Western region, with strengthened capacity at the national level, which can be replicated across the country.</p> <p>The key areas of the project include:</p> <ul style="list-style-type: none"> <li>Objective 1: Develop CWSA internal organisational change management process to drive the transition towards a rural utility.</li> <li>Objective 2: Improve the operational efficiency in the management of water systems.</li> <li>Objective 3: Develop infrastructure for delivering safely managed water.</li> <li>Objective 4: Support sector strengthening and learning.</li> </ul> <p>IRC focus will be on Objective 4 including mapping water services and fostering partnerships for water service delivery in 14 districts to support establishment of an effective rural and small-town water utility model/approach in the Western Region, with strengthened capacity at the national level, in order that this can be replicated across the country.</p> | 14 districts in Western Region                          | <ul style="list-style-type: none"> <li>Community Water and Sanitation Agency</li> <li>Water and Sanitation for Urban Poor Safe Water Network</li> </ul>                                                                                                                                                                                                      | US\$ 5,400,000 | Conrad Hilton N. Foundation | 2022-2024        |

| Intervention (Projects)                                          | Key deliverables                                                                                                                                                                                                                                                                                                                                                  | Scope (Geography)      | Implementation partners                                                                                           | Cost         | Funding Agency              | Project duration |
|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------|------------------|
| Sanitation and Hygiene services for communities in Asutifi North | <ul style="list-style-type: none"> <li>– Increase access to sanitation and hygiene services in five schools, two health care facilities, 25 rural communities, and 60 households.</li> <li>– Strengthen governance structures at community level to improve capacity and safe management of sanitation services in the Asutifi North District.</li> </ul>         | Asutifi North District | <ul style="list-style-type: none"> <li>– Asutifi North District Assembly</li> <li>– World Vision Ghana</li> </ul> | US\$ 300,000 | Latter-day Saints Charities | 2022-2023        |
| Network building project                                         | Support partners in building the network of citizens to support the delivery of WASH services. Create channels of communication and reach for communications across the district to foster exchange among key stakeholders, raise citizen voices, create a process for interaction and coordination and build organisational structure for ongoing communication. | Asutifi North District | <ul style="list-style-type: none"> <li>– IRC, Asutifi North District Assembly</li> </ul>                          | US\$ 35,000  | Netcentric Campaigns        | Annual renewal   |
| Sector Capacity Development Support                              | Strengthen local and national systems for planning, financing, and monitoring water and sanitation service delivery.                                                                                                                                                                                                                                              | National level         | <ul style="list-style-type: none"> <li>– MSWR</li> <li>– NDPC</li> <li>– GHS</li> </ul>                           | US\$ 75,000  | DGIS                        | 2022             |

## Annex 2. Results framework

The table below shows an overview of the strategy outcomes and links to the D30 outcomes and corresponding contributing key activities.

| D30 Outcomes                                                                                                                                     | Strategy Outcomes (2022-2026)                                                                               |                                                                                                                                                                                                                                           | Key activities                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                  | District                                                                                                    | National                                                                                                                                                                                                                                  | District                                                                                                                                                                                                                                                                                                                                                                                                                                            | National                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>High level political will for universal and sustainable access to water and sanitation services drives accelerated progress toward SDG 6.</b> | Increased district, political and financial commitment.                                                     | National WASH commitment increased. National level political and financial commitment to WASH is increased as a result of citizen-led advocacy and networked action with support from IRC.                                                | Training and capacity building of DA to enable transition of hub role to local government<br>- (agreement framework for transition, coordination of partner meetings, organising DLLAP and consolidate M&E).<br><br>Guide, monitor and report on the progress of implementation of the WASH master plan in collaboration with the district (service monitoring, budget and expenditure tracking, outcome harvesting, annual performance reporting). | Advocate for improvements in WASH service delivery via Government of Ghana Development Partners sector working group, engagements with the parliamentary select committee for water and sanitation and media engagements.                                                                                                                                                                                                                                                                                                                           |
| <b>Key actors have the capacity to improve planning, service provision and regulation.</b>                                                       | Increased district government technical capacity to lead implementation of SDG 6.1 agenda in Asutifi North. | Reliable information and evidence to inform decision making concerning WASH interventions strengthened by IRC in coordination with local partners with regards to financial data, service delivery model performance, and service levels. | Organise technical capacity support meetings with the Asutifi North District to develop O&M guidelines, develop bye-laws and gazette them to guide implementation by service providers and uptake of innovations.                                                                                                                                                                                                                                   | <ol style="list-style-type: none"> <li>1) Develop standards and guidelines for improved governance of rural water services.</li> <li>2) Formalise relationships between the Community Water and Sanitation Agency and Water and Sanitation Management teams (WSMTs).</li> <li>3) Support the MSWR to put in place measures to improve capacity and systems for WASH service delivery.</li> <li>4) Map water services and foster partnerships for water service delivery in 14 districts to improve the data management on water systems.</li> </ol> |

| D30 Outcomes                                                                                                                                                        | Strategy Outcomes (2022-2026)                                                                                                                                                                                                  |                                                                                                                                                                                                                                                 | Key activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                     | District                                                                                                                                                                                                                       | National                                                                                                                                                                                                                                        | District                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | National                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Secure finance for the sector to achieve SDG 6 and increase the value of public and private investments in resilient water, sanitation, and hygiene.</b>         | District political leadership actively mobilises for adequate resourcing for the District to achieve SDG 6.                                                                                                                    | An increase in total national expenditures, as a result of national efforts with IRC contribution, on drinking water (households, HCFs) from a combination of Taxes, Tariffs, and Transfers.                                                    | Support resource mobilisation to attract funds from private sector, traditional and non-traditional donors for the implementation of the Asutifi North District WASH master plan.<br><br>Support pilot district to operationalise the WASH toolkits to improve planning and resource allocation at the district level.                                                                                                                                                                                                                                                               | Support sector initiatives to gather and use evidence to advocate for increased and sustained funding for safely managed WASH services.                                                                                                                                                                                                                                                                      |
| <b>Citizens demand higher levels of service, more can pay their rates, and there are subsidies for those who cannot pay.</b>                                        | Citizens receive quality WASH services and mechanisms in place for feedback and remedial action.                                                                                                                               | Well informed stakeholders/ civil society with the evidence to demand higher WASH service levels.                                                                                                                                               | Capacity support to Asutifi North District to mainstream the WASH Desk into the complaints and clients unit of the Asutifi North District and engage citizens through the ANAM network.<br><br>Support CSOs to advocate for inclusion and equity in access to WASH services by the unserved and underserved population.                                                                                                                                                                                                                                                              | Support CSOs to gather and use evidence to advocate for improved and inclusive WASH service delivery.                                                                                                                                                                                                                                                                                                        |
| <b>Collective action drives transformative change through stronger and more effective partnerships within and beyond the water, sanitation, and hygiene sector.</b> | A progressive improvement in safely managed drinking water access in households, schools, and health care facilities in one district of Ghana because of the full district partnership with government and IRC's contribution. | National WASH systems are improved, through national government-led efforts with contribution support from IRC, with key building blocks in place including a range of fit-for-purpose models and solutions to achieve universal WASH services. | Facilitate joint visioning and development of master plan in Tano, Asunafo South, and Asunafo North districts in Ahafo Region.<br><br>Support regional coordinating council and networks to facilitate uptake of successful service delivery models in Tano, Asunafo South, and Asunafo North districts in Ahafo Region.<br><br>Encourage partnerships with existing Hilton Foundation grantees and other interested organisations to work in Tano, Asunafo South, and Asunafo North districts; facilitate uptake of successful service delivery models in at least three districts. | 1) Support CWSA to establish platforms for coordination with the private sector and WSMT to develop models for water service delivery in the rural water sub sector.<br><br>2) Develop decision support tools for sector engagements and scale-up.<br><br>3) Leverage partnerships to develop innovations in WASH and related sectors (energy, climate change / resilience, livelihoods, institutions etc.). |

## Annex 3. Detailed targets

Table L1/L2 Focus Districts

| District Name                                              | Start year of partnership/<br>commitment                                                                                                                                                     | Total Population<br>(Current/by 2025/by<br>2030)                                 | Service level targets<br>(Current/by 2025/by 2030)                                                                                                                                                                                                                                                                                                                                                                                                                                   | Number of HCFs<br>in district                          | Number of<br>schools in district        | Major city/town within this<br>district, its population                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Asutifi North District<br>Assembly                         | Partners' Operational Agreement between ANDA and Conrad Hilton Grantees was signed in April 2018 and will remain in force till 2030 to advance the delivery of the WASH Master Plan targets. | 67,252 (2020 projection)<br>75,350 (2025 projection)<br>84,423 (2030 projection) | Targets for 2021 (water): <ul style="list-style-type: none"> <li>• Safely Managed (10%)</li> <li>• Basic (66%)</li> <li>• Limited (17%)</li> <li>• Unimproved (7%)</li> </ul> Targets for 2025 (water): <ul style="list-style-type: none"> <li>• Safely Managed (20%)</li> <li>• Basic (68%)</li> <li>• Limited (9%)</li> <li>• Unimproved (3%)</li> </ul> Targets for 2030 (water): <ul style="list-style-type: none"> <li>• Safely Managed (30%)</li> <li>• Basic (70%)</li> </ul> | 13 Health care facilities (eight public, five private) | 243 Schools (163 public and 80 private) | <ul style="list-style-type: none"> <li>• Kenyasi No1 &amp; 2 [21,133 (2020)]</li> <li>• Ntotroso [5,919 (2020)]</li> <li>• Wamahinso [2,062 (2020)]</li> <li>• Gambia [2,794 (2020)]</li> </ul> <p>Note: The town populations were captured as part of the service monitoring to establish WASH service levels in 2020. Schools and HCFs were also captured as part of the assessment of WASH in schools and HCFs.</p> |
| 3 districts in Ahafo Region                                | Replication of WASH master planning process, monitoring and citizens network building will start in 2022                                                                                     | Estimated population- 370,000 (2026)                                             | TBD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | TBD                                                    | TBD                                     | TBD                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 6 National Development Planning Commission pilot districts | WASH toolkit pilot with National Development Planning Commission Commitment                                                                                                                  | Estimated population- 550,000 (2026)                                             | TBD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | TBD                                                    | TBD                                     | TBD                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Total Population of partner districts</b>               |                                                                                                                                                                                              | <b>1,000,000</b>                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                        |                                         |                                                                                                                                                                                                                                                                                                                                                                                                                        |

**Table N2 – National Service Level Targets<sup>4</sup>**

| Service Level Targets                                        | Baseline (JMP 2020)                                            | National Target - Medium Term (2025)                                                                                                                                   | National Target - Long term (2030)                                                                                                                                      |
|--------------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Target for Water (in terms of basic and safely managed)      | 41% (safely managed);<br>44% (basic);<br>5% Surface Water      | Scenario 1 - Full funding: 91% (68% safely managed)<br>Scenario 2 - Medium funding: 89% (54% safely managed)<br>Scenario 3 - Minimum funding: 87% (46% safely managed) | Scenario 1 - Full funding: 100% (85% safely managed)<br>Scenario 2 - Medium funding: 96% (74% safely managed)<br>Scenario 3 - Minimum funding: 92% (59% safely managed) |
| Target for Sanitation (in terms of basic and safely managed) | 13 % (safely managed);<br>10 % (basic);<br>18% Open Defecation | Scenario 1 - Full funding: 59% (Basic)<br>Scenario 2 - Medium funding: 40% (Basic)<br>Scenario 3 - Minimum funding: 22% (Basic)                                        | Scenario 1 - Full funding: 100% (Basic)<br>Scenario 2 - Medium funding: 62% (Basic)<br>Scenario 3 - Minimum funding: 25% (Basic)                                        |
| Target for Hygiene (in terms of basic and safely managed)    | 42% (Basic);<br>37% (Limited);<br>22% (No facility)            | Not available                                                                                                                                                          | Not available                                                                                                                                                           |

<sup>4</sup> In line with the sector vision of universal WASH coverage by 2030, investments need to be calibrated to address lagging coverage across the various WASH subsectors. The draft Ghana WASH Sector Development Programme (2021 – 2030), therefore has 3 different scenarios to setting 2030 WASH targets.

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