



WATER ACCESS, SANITATION AND HYGIENE FOR URBAN POOR (WASH-UP)

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Annual Report

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ABBREVIATIONS AND ACRONYMS

AMA	Accra Metropolitan Assembly
AVRL	Aqua Vitens Rand Limited
BCC	Behavior Change Communication
BDS	Business Development Services
CBOs	Community Based Organizations
CHF	CHF International
CONIWAS	Coalition of Non-Governmental Organization in Water and Sanitation
CWSA	Community Water and Sanitation Agency
DANIDA	Danish International Development Agency
DMA	District Metered Area
GES	Ghana Education Service
GWCL	Ghana Water Company Limited
JHU	John Hopkins University
KVIP	Kumasi Ventilated and Improved Pit
LI	Local Intermediary
LNGO	Local Non-Governmental Organization
LOP	Life of Project
MDGs	Millennium Development Goals
MLGRD	Ministry of Local Government and Rural Development
MMDAs	Metropolitan, Municipal and District Assemblies
MWRWH	Ministry of Water Resources, Works and Housing
OD	Organizational Development
PACE	Participatory
PHAST	Participatory Hygiene and Sanitation Transformation
PTA	Parent Teacher Association
SCALE-UP	Slum Communities Achieving Livable Environments with Urban Partners
SHC	School Health Committees
SHEP	School Health Education Program
STMA	Sekondi Takoradi Metropolitan Assembly
TREND	Training, Research and Networking for Development
UNICEF	United Nations Children Fund
USAID	United States Agency for International Development
VIP	Ventilated and Improved Pit
WASH	Water, Sanitation and Hygiene
WASH-UP	Water Access, Sanitation and Hygiene for Urban Poor
WMD	Waste Management Department
WSB	Water and Sanitation Board
YSEF	Youth and Social Endowment Fund



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EXECUTIVE SUMMARY

This annual report covers CHF International's first year implementing the Water Access, Sanitation and Hygiene for the Urban Poor (WASH-UP) program in Ghana. WASH-UP, generously funded by USAID through its African Urban Poor Improved Water Supply and Sanitation program, endeavors to increase equitable access to improved water supply and basic sanitation for poor urban communities in Ghana. The program began on October 1st, 2009 and is currently being implemented in 5 urban poor/slum communities in the Accra Municipal Assembly (AMA) and the Sekondi-Takoradi Municipal Assembly (STMA).

To achieve its goal of increased equitable water access, WASH-UP is improving water supply and sanitation infrastructure, as well as tackling the closely linked areas of hygiene behavior and governance. This comprehensive, highly innovative approach is rooted in the recognition of the urban poor as both an underserved community and an overcharged clientele with respect to water access and water-related services. The WASH-UP program is an integrated package of strategies and activities; it has five components that address the water, sanitation, and hygiene needs of its target beneficiaries:

1. improving access to water,
2. improving access to sanitation
3. business development
4. governance
5. hygiene behavior change communication

This annual report is organized into three sections. The first and introductory section gives some background on the context and describes the program start-up activities. The second section focuses on the progress achieved in the program to date, with a detailed, per-component discussion. The third and final section highlights some cross-cutting issues, including monitoring and evaluation and broader institutional relations.



SECTION ONE: BACKGROUND TO THE WASH-UP PROGRAM

1.1 Background & Introduction

Over the past several decades, despite abundant freshwater sources and adequate rainfall, the majority of both rural and urban Ghanaian citizens have struggled to access sufficient amounts of potable water. The preferred piped water systems are available almost exclusively in urban areas with the remaining rural population resorting to undesirable sources including water from streams, rivers, dams, dugouts and uncovered wells. Even in the urban areas where official statistics indicate that approximately 75% of urban residents have access to the piped system¹, the unreliability of flow and low accessibility by the poor are serious impediments.

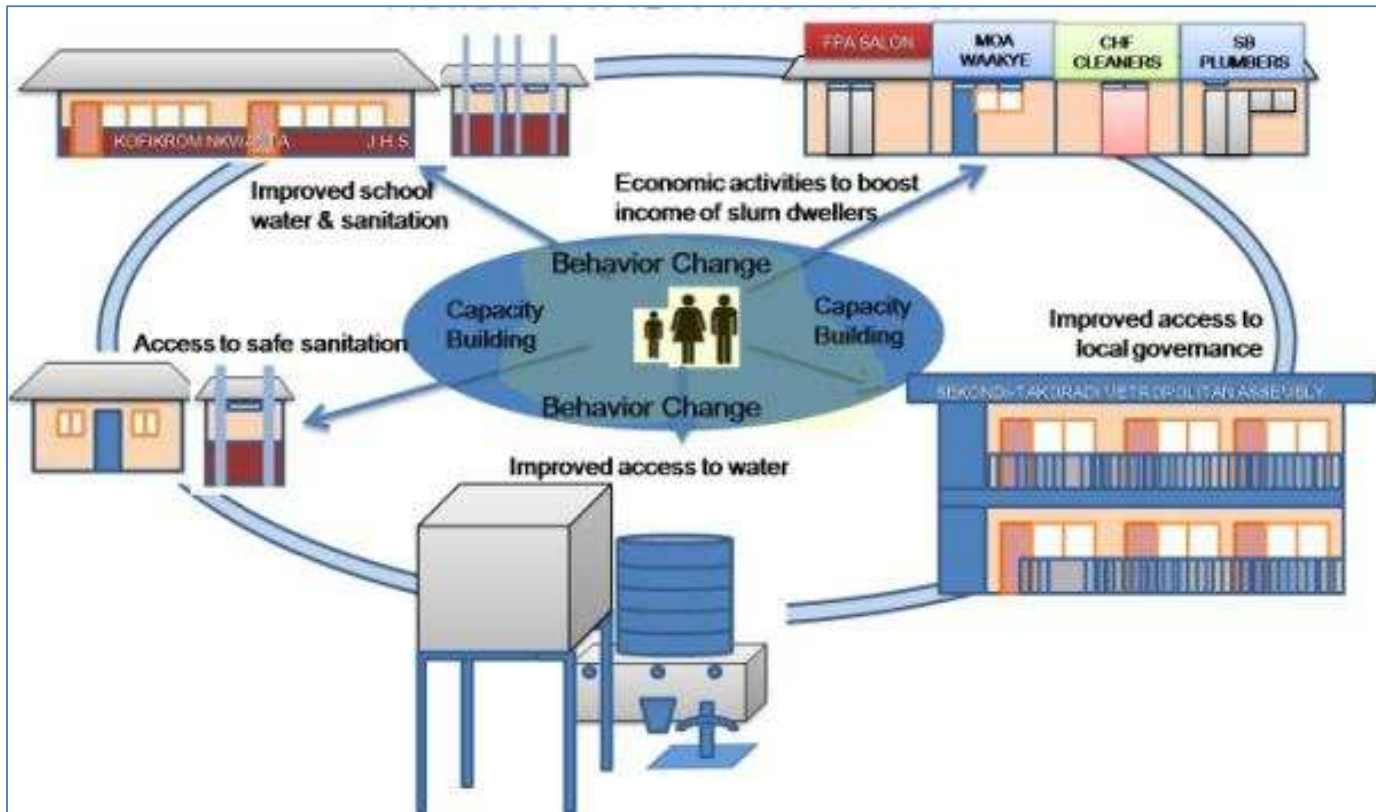
The sanitation and hygiene sectors are similarly fraught, essentially because most urban areas in Ghana developed rapidly and without adequate controls and planning. The first response to the dearth in sanitation facilities was the construction of public latrines in almost all quarters of Ghanaian cities and towns. However, the capacity of these public latrines has long since been exceeded, due to the tremendous growth in urban dwellers (averaging 3.5% per annum). The long waiting times and poorly managed facilities, in turn, have worsened the state of sanitation in some communities, some people resorting to open defecation and the use of “flying toilet”.²

Best practices on hygiene, though incorporated into school curriculum at all levels, have not been widely adopted, as evidenced by the frequency and pervasiveness of unhygienic practices, such as wiping hands on clothes as an alternative to washing them with soap and water before eating. The fast pace of city life is often cited as the cause of some of these unhygienic practices; the scarcity of clean water in the towns and cities is another.

¹ Ghana Living Standards Survey, Report of the Fifth Round (GLSS 5), September 2008

² People defecate into polythene bags, which are tied up and usually thrown into primary and secondary drains. They are sometimes also dropped or thrown behind wall and in other people’s backyard.

Plate 1: Integrated WASH solutions for Slum communities



1.2 Start-Up Activities

Start-up activities commenced immediately after the signing of the grant agreement and included the following:

- ***Orientation and Planning.*** The period at the outset of the WASH-UP program was focused on orienting and familiarizing the existing and new program staff on the program. The team quickly settled to business through weekly team meetings, planning of activities, planning of community entry approaches, and preparation of reports. A number of preliminary or inception activities were outlined to put the project on its operational situation. The first of such activities was the organization of start-up workshops in the program communities and the national launch of the program, which was held in January. The orientation and planning period also included partnership building and development of workplans, policy influence and contractual relations for smooth implementation. Principal start-up activities are outlined below.
 - Familiarization visits by project team
 - WASH-UP Project Start-up Workshops in the 5 communities and project launch
 - Capacity Building of WASH-UP Staff in PACE in PHAST Methodology
 - Baseline Studies in the 5 selected slum communities
 - BCC Formative Research in the 5 selected slum communities and schools
 - Development of the WASH-UP Project Implementation Plan
 - Stakeholder Analysis

- Organizational Assessment of LNGOs on SCALE-UP
 - Workshops with prospective Local partners NGO partners
 - Procurement of Local NGO Partners
- Training & Methodology. All team members underwent an in-house training on USAID rules and regulations. Other trainings undergone by the project team as part of the preparatory and internal capacity-building phase were on CHF's Participatory Action for Community Engagement (PACE) methodology and on the Participatory Hygiene and Sanitation Transformation (PHAST) methodology (see appendix for illustrative examples of PHAST materials).
- Mobilization. Upon the finalization of the Year 1 Implementation Plan, CHF held one-day start-up workshops in each of the 5 partner communities, namely Avenor, Nima, Ayidiki (AMA), New Takoradi and Kojokrom (STMA). The objectives of the start-up workshop were:
- to introduce and explain the WASH-UP program to all community and district-level partners
 - to identify already existing partner community-based groups whose activities relate to water, sanitation and hygiene
 - to create a platform for CHF International to interact with the communities on how the partnerships can be strengthened
 - to officially commence program activities in the communities

The workshops were successfully carried out in each of the 5 partner communities. Most of the preparatory activities were carried out with the support of the Assembly Members of the Communities. On the whole, a total of over 500 individuals participated in each community, with female participation being about 44%. Participants came up with the needs of the community which they prioritized as well as what they thought the responsibilities of the community members were in moving the proposed activities forward in the communities. This was used in the community profiling as well as a guide for carrying out activities in the communities. Start-up workshops were also the platform for the formation, inauguration and training of Water and Sanitation Boards (WSBs) a local water and sanitation working group formed to mobilize the community and its members to participate in the WASH-UP Program and other WASH related interventions and to perform certain water, sanitation and hygiene related functions on behalf of the Metropolitan Assembly and Sub-Metro.

In order to identify and actively involve sectoral and institutional partners in the project implementation process, and as part of the inception activities, a national launch was organized on 21st January 2010 by the Ministry of Water Resources Works and Housing (MWRWH) with the active support of USAID/CHF International. The objectives of the launch were to:

- *Officially launch the program on a nationwide level*
- *create public awareness of the program,*
- *rally stakeholders to buy into the program;*
- *institute government support*
- *Bring all national level stakeholders to have a collective overview of the program*
- *officially commence program activities in the country*

The participants were drawn from government sector (MDAs and MMDAs), international organizations, private sector, civil society, media and the participating communities. This event was covered on the national television and radio stations. At the end of the launch a project Steering Committee for the WASH-UP constituted to oversee the policy direction of the project.

Requests for proposals were sent out for the Baseline Survey in the 5 communities for the WASH-UP Project. After the competitive evaluation TREND Group consulting firm was selected to conduct the study and a comprehensive report has been submitted which is being used as a working document from which references are made for the WASH-UP project activities.

A complete stakeholder analysis was performed by the WASH-UP team to list the actors (the contact person), their levels of interaction, expected roles, and their possible capacity needs. In the implementation of the WASH-UP program, broadly the following stakeholders were identified: Public Sector/Government Agencies, Local NGOs, and Community level Partners, Private Sector, International NGOs, communication advertising agencies and the press.

Requests for proposals were sent out for carrying out project implementation in the 5 communities for the WASH-UP Project. About 4 bids were received for each component and after the competitive evaluation four partners were selected to implement the WATSAN component in the five communities whilst three partners were selected to implement BCC, BDS, Governance and Capacity Building components. A six month sub-grant/contracts were awarded to each partner to begin full implementation.

Table 1: List of Sub-grantees in Year One

Partner	Component	Deliverables
PRONET	Water and Sanitation	Household Latrines, Public Latrines, Water Distribution line extensions, Water connections, water storage tanks/kiosks
NIMCOSS		
RUDNET		
COLANDEF		
YSEF	Business development	Micro-business training and loans
HFFG	BCC	Hygiene promotion in communities and schools, development and dissemination of latrine facility user manuals, formation and training of peer educators
TREND	Capacity-building	Training and Mentoring of LNGOs

1.3 WASH-UP and the National Water Policy

Section 3.2 of the National Water Policy of Ghana is devoted to Urban Water. The section reiterates the inadequate supply of water by the urban poor especially those living in slum area, and the need to have non-conventional approaches to increase the access to these people living in precarious situations. The water supply improvement component of WASH-UP is a direct response to the urban water supply challenge that is described in the national policy. The other key challenges facing the urban water sub-sector include:

- The urgent need for improved management in operations and maintenance of water supply;
- Low-service quality and tariffs not linked to levels of service;

BROAD POLICY PRINCIPLES

1. The principle of environmental sanitation services as a public good;
2. The principle of environmental sanitation services as an economic good;
3. The polluter-pays-principle;
4. The principle of cost recovery to ensure value-for-money ensuring economy, effectiveness and efficiency;
5. The principle of subsidiarity in order to ensure participatory decision-making at the lowest appropriate level in society;
6. The principle of improving equity and gender sensitivity;
7. The principle of recognizing indigenous knowledge, diversity of religious and cultural practices;
8. The precautionary principle that seeks to minimize activities that have the potential to negatively affect the integrity of all environmental resources;
9. The principle of community participation and

- Difficulty in setting tariffs to recover costs in view of high levels of wastage (high levels of unaccounted for water, over 50%);
 - Inadequate revenue and investment;
 - Over-aged facilities.

1.4 WASH-UP and Revised Environmental Sanitation Policy

The best estimate of current sanitation coverage in Ghana is around 35% and despite the relatively low sanitation coverage, investment in sanitation, which is currently about \$25 million per annum, is only about 25% of that in water supply. The National Environmental Sanitation Policy, passed in 1999, takes a wide view of sanitation, covering food hygiene and solid waste and excreta disposal. Its decentralized approach reflects Ghana's commitment to developing decentralized forms of government. The policy, developed under the auspices of the Ministry of Local Government

and Rural Development (MLGRD), sets out basic principles and objectives, identifies roles and responsibilities and also covers environmental management and protection, legislation and funding among others.

Sanitation is given low priority in planning of sector activities as compared to water supply. Within the framework of the national policy sanitation – toilet, sewage and sewerage infrastructure – is the responsibility of the Metropolitan, Municipal and District Assemblies (MMDAs). It is apparent that the MMDAs are limited in capacity and financial base to plan, design and operationalize sanitation interventions or initiatives. Other problems are:

- Limited technology choice
- Ineffective promotion of sanitation
- Problems with operation of existing technology in slums VIPs and KVIPs
- Difficult to identify and uniquely target the poor
- There are no innovations that have transformed massive access to household latrine

1.5 Formation of Steering Committee

WASH-UP adopts a multi-stakeholder partnering approach to project implementation by establishing a Program Steering Committee which involves diverse stakeholders in the water and sanitation sector such as:

1. Ministry of Water Resources, Works and Housing
2. Ministry of Local Government and Rural Development
3. CHF International
4. Accra Metropolitan Assembly



5. Sekondi-Takoradi Metropolitan Assembly
6. USAID
7. Community Representatives (Assembly Members)

The composition of the steering committee was based on the need to have commitment across the various administrative levels (national, district and local) as well as secure the buy-in of the slum dwellers. The Committee provides advisory services by formulating policies monitor and evaluate project implementation. To date, three Steering Committees Meetings have been held.

1.6 Instituting Water and Sanitation Boards

As a step towards achieving coordination and convergence among WASH-UP stakeholders at the community level, Water and Sanitation Boards (WSB) have been formed at each of the five communities. The formation of the board was carried out under the directive of the Steering Committee of WASH-UP. Formation and building the capacity of the boards has become necessary due to the absence of statutory or, to a limited extend, ad hoc community structures responsible for water and sanitation issues in Cities and the desire to ensure the community should have a voice in WASH-UP activities with respect to water and sanitation provisions.

The WSB is composed of people nominated by the communities to represent them with the Assembly Member as an ex-officio member. The ceiling of membership is 11. In communities where a similar body existed prior to WASH-UP like Nima where it was instituted by the World Bank for a community project, they were drafted in order to avoid having parallel bodies in the same community. Since, a major function of the WSB was to monitor the LNGO partners in implementing water and sanitation interventions, staff of the latter are not permitted on the board.

Membership and composition of the boards reflected the geo-political and socio-cultural dynamics of each of the communities. Thorough investigation and action was duly taken in making the body a-political and exonerate it from the control of an individual or group of individuals. The WSBs were inaugurated by the various Sub-Metros they operate within and are accordingly recognized.

The capacity building of WSBs is an ongoing process which falls under a component 5 within the WASH-UP implementation arrangement. The board's capacity-building activities are elaborated under component 5.

Inauguration of Community Water & Sanitation Boards Members Acclamation

I, *[mention your name]*, pledge to carry out my responsibility as a Member of *[mention community name]* Water and Sanitation Board, and with all diligence uphold the interest of *[mention community name]* with no fear or favour. I will ensure that, during my tenure of office, as a member of the Water and Sanitation Board, plans will be implemented under our jurisdiction as board members. I, therefore, accept my nomination as a board member of *[mention community name]* Water and Sanitation Board so help me God.

Functions of the WSBs:

- Be a focal point for community entry for CHF International and its Partners
- Perform certain water, sanitation and hygiene related functions on behalf of the Metropolitan Assembly and Sub-metro



- Represent the community on all WASH-UP Programs activities in the community
- Mobilize the community and its members to participate in the WASH-UP Program and other WASH Related interventions
- Assist in preparing the community to meet program visitors
- Assist to verify the membership of partner groups (especially those for micro-credits)
- Disseminate program information to community members
- Assist in the collection of community water, sanitation and hygiene data
- Assist and work closely with Local NGO partners
- Verify the activities of Local NGO partners
- Spearhead the promotion of improved hygiene practices during and after project phase-out
- Collaborate/liaise with community leaders to provide/acquire land/sites for public water and sanitation facilities
- Manage public-owned water and sanitation facilities
- Report on community WASH situation to Metro and Sub-metro
- Draw and develop plans and programs that would lead to improvements in water, sanitation and hygiene in the community

SECTION TWO: WASH-UP IMPLEMENTATION PROGRESS

2.1 Component 1 (Water Supply and Access)

Objective: *Increase household access to affordable, improved, and sustainable drinking water*

It is estimated that the poor pay up to 10 times more for the same quantity of water as the rich who have piped water connections in their homes and who enjoy relatively reliable service (in spite of rationing). At the heart of this extreme price discrepancy is the issue of access; the urban poor get most, if not all of their water, from vendors who load their operating costs and profit on top of the rates charged by Ghana Water Company Limited (GWCL).³ The vendors engage in this price hiking because most of the time, the urban poor don't have access to piped water systems. WASH-UP, therefore, endeavors to expand coverage of the water system, improve supply and quality, rationalize rates and improve local management of water resources.

Results from the baseline survey conducted at the outset of this program demonstrate a relatively low penetration of distribution lines into slum communities, low supply of water, and rationing of less than 4 hours a day. Further, there are numerous illegal connections and the use of in-line suction pumps as a coping strategy which further limits the amount of water supply to paying users. Inability to settle bills has also resulted in the disconnection of some homes.

The WASH-UP project is committed to delivering water to the urban poor in accordance with the Ghanaian government's National Water Policy and in coordination with ongoing water access improvement efforts, thereby maximize impact and sustainability while preventing duplication of efforts. The following sections outline the progress achieved in the effort to expand the water supply coverage, through installation of appropriate and affordable water points in the project communities.

2.1.1 GIS survey

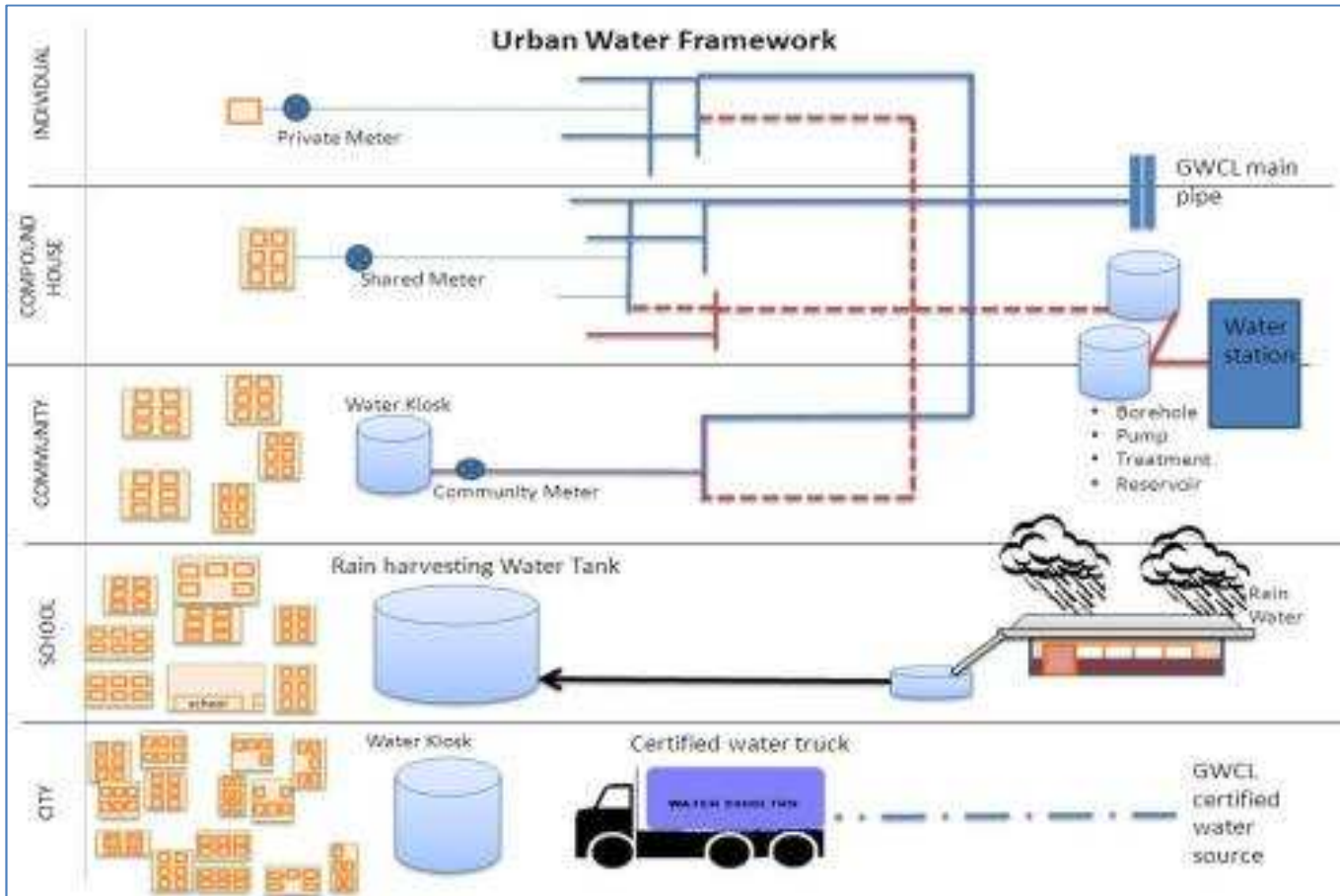
A GIS water mapping survey (see Appendix 1 for maps) has been completed in all 5 project communities to identify existing GWCL pipe networks and pressure zones to inform the provision of the intended project water points. Layouts have been developed and are being used to inform our water infrastructure provision and indicate areas where to concentrate water supply interventions.

2.1.2 Assessment of school WASH situation

CHF completed an assessment of water and sanitation facilities in 18 public schools in all 5 project communities. The assessment included studies on the current existing conditions of facilities, the state of solid waste management, land availability, drainage conditions, and maintenance of existing facilities. It found poor, sometimes deplorable conditions of WASH facilities – and in a few cases, no facilities whatsoever.

³ The Statutory body charged with providing urban areas with potable water through the piped system. Currently their facilities are being operated and managed by Aqua-Vitens Rand Company Limited under a management contract.

Plate 2: Urban Water Framework



2.1.3 Procurement of Services

CHF engages the private sector in services which are beyond the capacity of the local implementing partners. So far, four consultants have been engaged in feasibility studies and design works: hydro-geological survey for borehole drilling; drainage survey and design; community piped water scheme survey and design based on mechanized boreholes to supply public stand points; and design of school toilet facility and rainwater harvesting facility.

One contractor has been engaged for the construction of a school toilet and rain harvesting facility. An implementation committee was setup to oversee the procurement process; it was made up of representatives of the Sub-Metro, PTA, Head Teachers, GES-Circuit Supervisor, Water and Sanitation Board and CHF. The Committee developed some criteria for the school project based on the existing site conditions as a basis for the Contractor's design. Critical was the inclusion of a toilet room for the disabled in the school.

2.1.4 Pipe extension for household water connection

CHF is liaising with GWCL to do pipe underground extensions in the project communities where studies reveal high pressure for pipe extensions (based on the GIS mapping) and demand for household water connections is high. This is intended to bring the pipe lines close to the areas of demand to reduce the cost of connection and improved pipe layout to replace “spaghetti” (long, often exposed and intertwining) pipes leading to reduced frequent pipe bursts (GWCL proposes a maximum length of 120m for individual household water connection beyond which pipe extensions are recommended). Feasibility studies have been done with the communities and GWCL to identify areas for pipe extensions to deliver water to the ‘unserved’. The baseline survey specifies an average of 60% of inhabitants without household water connection relying on external sources of water outside their homes.

Household Water Connection

Convenience, high water quality and improved health and hygiene to a mother her children in Kojokrom. Her kids will no longer have to cover distances to access water outside their home before going to school.



2.1.5 District Metered Area (DMA)

In one of the project communities where the baseline survey indicated some level of reliable supply of water, CHF is in collaboration with GWCL to pilot a District Metered Area (DMA).⁴ This will help GWCL to improve management and monitoring of water supply to reduce unaccounted water supply in project community and increase revenue collection to GWCL. Revenue and water leakages continue to plague GWCL/AVRL and DMA theoretically can reduce both hence the need to drive the pilot. This will be the first of its kind in a slum community and forms a comparative study with another DMA in a well established high income area by AVRL/GWCL. Feasibility studies have been carried out and a proposed layout for the pilot DMA has been shared with GWCL for discussion.

2.1.6 Borehole drilling and hydro-fracturing

The WASH-UP program’s effort to increase the water access is, in some ways, premised on supplementing GWCL water supply with alternative water sources. The hydro-geological study revealed the possibility of groundwater abstraction in 3 of the project communities.

2.1.7 Lessons Learnt

- Community participation is paramount in home water connection since individuals would need to have the ability and willingness to pay for water consumed after the connections.

⁴ DMA is a monitoring system for water supply which is able to track water supplied to an area through a District Meter and what leaves it through another District Meter. The difference in volume should commensurate to the total readings of all house connection meters within the two District Meters. Shortfalls are investigated to remove leakages (illegal connections or bursts in distribution network).



- GWCL has its own schedule of activities which needs to be factored into the WASH-UP plan of implementation to move in tandem.
- Some individuals had their applications declined due to lack of access to pipe lines to their locations.
- The price per liter of water supplied has been identified to be inversely proportional to the reliability; consumers are willing to pay more for water provided it is reliable. A survey would have to be conducted to assess this indicator after extended use of the water facilities for options either than individual connections.

COMPONENT 1 OUTPUTS/OUTCOMES
860 households connected to water to serve a population of 3,870
10 communal water points completed serve 1,111 households (approximately 5000 people will be served)
400 m of pipe extension completed to serve 680 households ⁵ ;
8 boreholes drilled to augment supply from GWCL; community piped-water schemes based on drilled boreholes to served three communities of population over 80,000 daily during peak demand

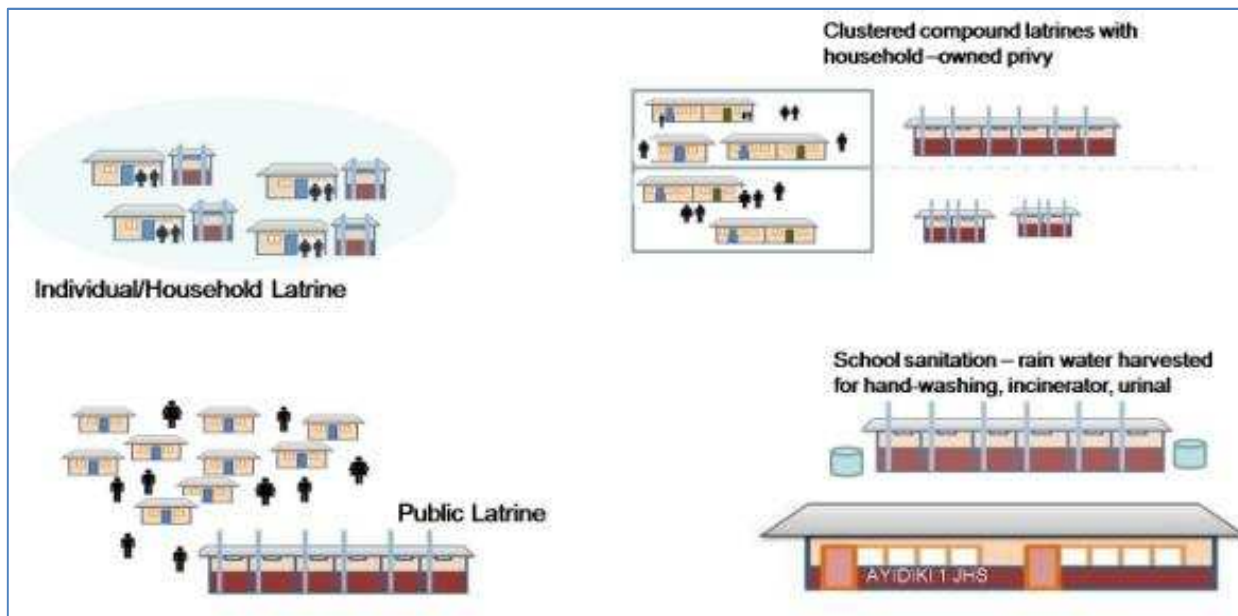
⁵ These connections are being made in clusters, where more than one household uses a single connection.

2.2 Component 2 (Sanitation/Latrines)

Objective: *Increase household access to improved and sustainable sanitation facilities*

The dearth of adequate sanitation facilities for the urban poor presents an even more challenging situation. Marked by very low access, undesirable facilities and negative practices, the state of sanitation in some of slum communities is dire. About 85% of residents in the slum communities practice unsafe sanitary behaviors like, defecation into streams and bushes, the “flying toilet”, and patronizing ill-functioning public latrines⁶. Most of the homes with sanitation facilities are pan/bucket latrines which have already been banned in the Accra Metropolis. WASH-UP’s objective of providing alternate latrine technologies is, therefore, timely and has been welcomed by both city authorities and residents alike. WASH-UP seeks to increase coverage and access to improved sanitation facilities by facilitating the provision of household latrines of various technologies and improving local management of public sanitation facilities.

Plate 3: Urban Sanitation Framework



2.2.1 Toilet Facilities

Sanitation options under the WASH-UP project are limited to KVIP, pour flush, water closet with septic tank and the Elevated Compost Latrine (ECL), depending on the soil condition. The facilities to be provided include private household, group latrines⁷ and public latrines. Public latrines are not desirable sanitary facilities and their management in Ghanaian cities only serves to raise health concern, some improvements like training of attendants on better management and the promotion of hand washing after using public latrines justifies their construction in areas where people cannot

⁶ WASH-UP Baseline Report, 2009

⁷ Group latrines refer to a cluster of individual household latrines serving a number of households in a house with each household having access to one latrine.

afford to own household latrines. The construction of any type of the proposed latrine facilities is to help eliminate open defecation and its health consequences.

Having realized the importance of household latrines during the BCC campaigns, interested landlords are prepared to trade off some living space for a latrine in the densely developed slum communities including Nima, one of the slums in Accra.

“When time changes, change with the times”

A young Landlord in Ayidiki who inherited a Compound House from his father applied for a toilet facility to replace his existing bucket latrine to serve his family and tenants.

Faced with the problem of inadequate undeveloped space, he offered to demolish one rented room to create additional land space for a KVIP Latrine. With support from his Tenants, now he is the only beneficiary of a group Latrine.



KVIP Latrine

ECL Latrine

“No more morning queues”

According to the baseline survey, Tenants/renters are a more significant percentage of the population than home owners. They usually rent room(s) in compound houses. Landlords are therefore required to provide improved toilet facilities for both themselves and their Tenants, but this is not so in many cases.

A 40 year old female Tenant in New Takoradi solely paid the beneficiary contribution to acquire a toilet facility when her old Landlord was unable to raise the money. She said she was motivated to do so to avoid having to queue early each morning at the only Public Latrine before going to work.

2.2.2 WASH in school

The WASH-UP program has specifically committed itself to the goal of providing water and sanitation facilities in public schools in all the project communities, since school age children spend approximately a third of their day at school and require appropriate water and sanitation facilities there as well. A Pilot School Sanitation Improvement Project involving the construction of a Rain Harvesting Facility and a 20-seater WC Toilet Facility with urinals and hand-washing facilities has been designed for Accra New Town Cluster of schools in Ayidiki, AMA. The selection of this location was a result of an assessment of all water and sanitation facilities in all basic schools in the project communities.

At the close of this reporting period, the sod-cutting ceremony was held to introduce the Contractor to the site and to commence the project. Stakeholders and interest groups, including GES, PTA, SHEP, Relief International Foundation, Ayidiki WSB, Ayawaso Central Sub-Metro, USAID, and pupils from the school, were in attendance. A replica school sanitation project is planned to be implemented in STMA in Year Two.



2.2.3 Improved Wastewater Infrastructure

A feasibility study and design of drainage infrastructure has been developed for project communities experiencing drainage and flooding problems. Avenor, for instance, has a particularly high water table, clay-like soil, and persistently suffers from localized flooding making life difficult as social and economic activities are severely impaired during the two rainy seasons experienced in the year. Activities under this sub-component will bring much relief to such communities.

COMPONENT 2 OUTPUTS/OUTCOMES
397 household have been assisted to construct private household latrines, these will serve a population of 2169
2 public latrines constructed to serve 1000 people a day and will release pressure on the existing public latrines and improved access to individuals who cannot afford private toilets
Design for 20-seater WC toilet facility, urinals and hand-washing facility to serve over 2890 pupils in cluster of schools completed

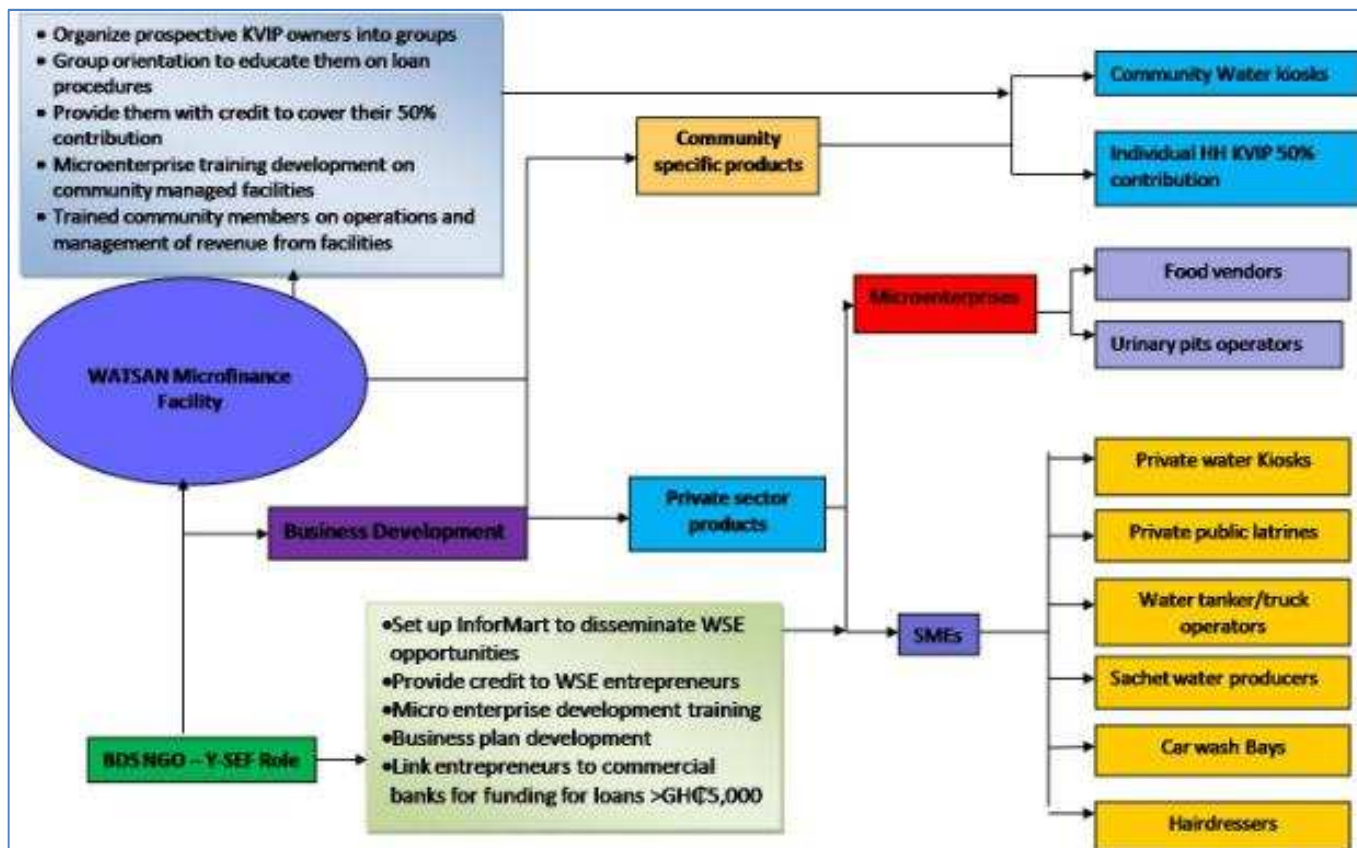
2.3 Component 3 (Business Development Services)

Objective: *To promote innovative economic enterprises/businesses related to water and sanitation*

Micro-entrepreneurs in water and sanitation related businesses can offer important contributions to improving access to services. The majority of these entrepreneurs fill the gap between supply and demand for these services, while others utilize the water made available to their communities as inputs. Developing more of the former to provide or extend water vending coverage and also to provide additional public latrines will complement the household connections and household latrines. The thrust in this respect involves identifying existing micro-entrepreneurs to give support and build their capacities to provide more and affordable services.

In addition to the BCC component, business development services holds the key to changing people perception of water and sanitation, its facilities and income generating aspects. Business opportunities exist in the water and sanitation sector which can be effectively developed to augment the options available to slum residents in terms of services.

Plate 4: BDS Strategy



2.3.1 BDS Market Assessment

A market survey was conducted in the Accra Metropolis (Ayidiki, Avenor, Ga Mashie and Alajo) and Sekondi-Takoradi Metropolis (Kojokrom, New Takoradi and Kwesimintsim) to identify water related business and to promote innovative water and sanitation micro-enterprises.

- The main Water and Sanitation Enterprises (WSE) identified and viable are Water vending, Beverage/food vending, Vegetable Milling (usually attached to corn mills), Hairdressing, individually owned and publicly operated latrines, bath houses and urinary pits, Car washing, Sachet Water production, Horticulture (floral growers).
- About 98% of these businesses are owned and operated by the proprietors who established the business through their personal savings.
- More than half of the respondents (60%) have over ten years experience in water related businesses
- Majority (about 90%) of entrepreneurs have never had any formal business development training. Whilst less than 2% mostly hairdressers have had vocational training through National Vocational Training Institute (NVTI)
- Most of the respondents have a formal savings account as well as make informal 'susu'⁸ contributions.

Considering that most of the WSEs are bridging the supply deficit of urban service provision (privately operated public latrines, bath houses, water points) and having established their profitability, it is important to gradually grow the micro-businesses through training and access to credit. Slum dwellers that are unable to acquire household facilities will rely on these WSEs to meet their water and sanitation needs

2.3.2 Water and Sanitation Information Market (INFOMART)

In response to the market assessment and to create awareness in the project communities on the WASH-UP program, the INFOMART was designed and implemented. Developed as a one-stop information centre, the mobile INFOMART provided information on water and sanitation related business opportunities and encouraged innovative business ideas. It carried messages and information through photo exhibitions, stickers, brochures and banners and was accompanied by a skit to help get the messages across (these materials were available in four local languages, Ga, Twi, Fante and Hausa, which are used by the majority of residents of slum communities).

2.3.3 Business Development Training and access to credit

A four-day Business Management Training was organized as a follow-up on to Informart to help develop existing micro-businesses in the project communities. The training modules covered included Business Purpose and Operations, characteristics of an Entrepreneur, Customer Service, Costing and Pricing, Records Keeping, Credit Management and Business Plan Preparation.

⁸ Susu is an informal saving scheme a lot of informal sector workers rely on to accumulate money for either re-investing or to buy some kind of expensive item.



16 interested Water and sanitation related entrepreneurs who were taken through training were also given the opportunity to access loans to develop their businesses. An additional 190 households took loans to pay their contributions towards the construction of household facilities.

2.3.4 Community Fora

To ascertain and encourage full commitment of its clients to the sustainability of the interventions community fora facilitated by Sub-Metropolitan District Council⁹ and Water and Sanitation Boards were held in all its target communities. Issues discussed centered on ownership and management of communal facilities like water points (kiosks), Cost sharing and financial arrangement, sustainability plan as well as exit strategy. Appendix II and IV gives highlights of the community fora.

COMPONENT 3 OUTPUTS/OUTCOMES
158 micro entrepreneurs have received training in Business Management
16 Micro / water and sanitation business entrepreneurs have accessed credit to boost their businesses
190 households have accessed loans to acquire household latrines and water connections
6,664 people were sensitized through the Informart in all communities

⁹ Sub-Metropolitan District Councils form the second tier of the decentralization structure in Ghana under metropolitan Assemblies. They are however absent in Municipal and District Assemblies. (see National Development Planning (Systems) Act, 199 (Act 489)

2.4 Component 4 (Hygiene Behavior Change Communication)

Objective: *Improve hygiene and sanitation behaviors among the residents of the 5 urban poor communities.*

A complementary component of WASH-UP, which target infusing good hygiene practices in the target slum communities to reduce susceptibility to diseases (water and sanitation related) and associated expenses.

2.4.1 BCC Formative Research

To design and implement BCC interventions that respond to the specific needs of the target populations, CHF conducted some formative research in the area of BCC in the 5 project communities. This research helped CHF and its partners to better understand the nature of the water and sanitation situation in the communities and schools and to identify and understand the characteristics - interests, behaviors and needs - of the target populations. Once understood, this information would further help CHF influence the decisions and actions of this demographic as it relates to hygiene and sanitation; this information could be used to form the basis for developing effective BCC strategies that influence the required behavior change. It also served as a baseline for communities evaluating the BCC component of the WASH-UP project.

Hygiene is nothing new to people as the results of the BCC Formative Research shows, but there are gaps between knowledge and practice. This gap is clearly seen in day to day activities of the slum dwellers; some of which can be attributed to their circumstance of poor urban services, but the majority is an issue of not appreciating the contribution of unhygienic practices to poor health, productivity and ultimately living conditions.

89% of respondents in the BCC formative research are aware of health relevance of hand washing with soap but do not practice it. The practice of hand washing at critical times in all project communities and their knowledge of WASH related diseases are depicted in the charts below.

Chart 1: Reported Hand washing at Critical Times

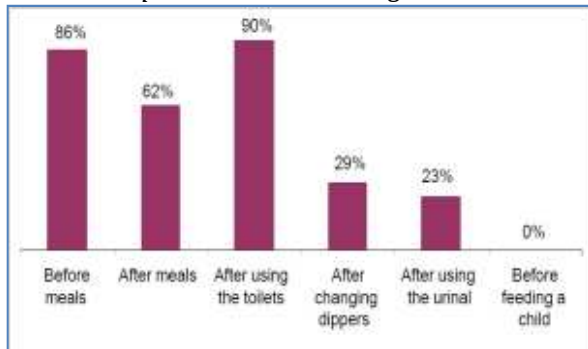
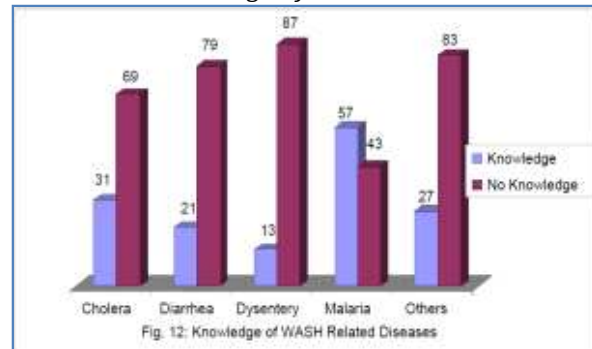


Chart 2: Knowledge of WASH related Diseases



Some interesting findings from the research are: about 45% of residents wash their hands in bowls containing water; 70% of residents get informal hygiene information and education through TV and Radio; and 52% of household heads are willing to respond to WASH-related issues. Only 9% of residents have the ability to act appropriately without external facilitation.

2.4.2 Development of the National WASH BCC Strategy for the urban sub-sector

A BCC strategy with appropriate and innovative interventions to meet the identified behavior change needs that will result in the desired improved water, sanitation and hygiene related behaviors in the urban areas is being developed. This has necessitated by the absence of any such strategy for urban and peri-urban areas. The development of the strategy is being carried out under the auspices of the Water Directorate of the Ministry of Water Resources, Works and Housing (MWRWH) and facilitated by CHF International with funding from USAID.

The stakeholders included MWRWH, Ministry of Local Government and Rural Development (MLGRD), GWCL, Community Water and Sanitation Agency, Public Health Department of MMDAs, Media, Private Sector, Civil Society, the Water Directorate, Local NGO Partners, Coalition of NGOs in Water and Sanitation (CONIWAS), Water Aid-Ghana, Ministry of Health, Public Health Division of the Ghana Health Service, EPA, Ministry of Environment, Science and Technology, SHEP of Ghana Education Service (GES), Chairpersons of the WSBs of the 5 communities, UNICEF, EXP Ghana, Behavior Change Support Project of JHU/CCP and WASHealth Solutions, Hope for Future Generations, and CARE International.

..... "I usually wipe my hands in my cloth whenever I am about to eat; now I know that my hand carries a lot of dirt and germs. I thought my hand will get dirty only when I touched dirty things. I will wash my hands with soap under running water at the critical times as we were taught during the training. This training workshop has enlightened me."

(a member of the Mothers' support Club after the training using PHAST tools).

2.4.3 Formation and Training of Community Support Groups

For sustainability and consistency in hygiene education and promotion, community support groups touching on various sectors of society were formed, trained and equipped. These clubs have been provided with BCC materials on hand washing with soap, ending open defecation and proper disposal of refuse for enhanced BCC activities in the communities and T-shirts carrying BCC messages to assist them carry out the activities in the communities. These activities are fashioned to empower the slum dwellers to carry on hygiene behavior change messages to all parts of the communities. It is also one strategy that takes advantage of the natural social interactions that take place to dissipate hygiene messages in the communities.

2.4.4 Relations with Ghana Education Service (GES) and School Health Education Program (SHEP)

To carry on from effort by the GES through its School Health Education Program (SHEP) working relations were established. By this development, the Director General of GES authorized all levels of GES including the Metro and Sub-metro Directors and SHEP Coordinators to permit WASH-UP to carry out activities in the basic schools of the selected communities.

".....the absence of an urban WASH BCC strategy currently is a big gap in the sector and to make the support from the USAID and CHF International to develop this strategy meaningful, all stakeholders need to give their maximum input, not only in the current workshop, but throughout the process of developing the strategy."

(Director of Water, opening session of the 2nd Stakeholders Consultative Workshop for the Development of the WASH BCC Strategy)

Subsequently meetings and workshops have been held to orient SHEP officers on WASH-UP activities and the roles they can play for successful WASH activities in the schools. A direct result of the relationship was the formation of School Health Committees, whose training was facilitated by the Regional and Metropolitan SHEP Coordinators.

2.4.5 School Hygiene Promotion and Establishment of WASH Clubs in Schools

WASH Clubs were formed in basic schools in the project communities during the initial school hygiene promotion sessions. Teachers already tasked with water and sanitation in the schools volunteered to be patrons of the clubs. Members and patrons of the School WASH Clubs have also been given orientation and BCC materials to carry on the education even beyond the schools to the communities.

To increase awareness and knowledge of hygiene and proper hand washing, poem, essay and drawing competitions were held in the schools. Pupils who excelled in the competitions were awarded prizes at community durbars and fun games and the USAID sponsored CHF/Relief International organized Global Hand washing Day Celebrations. Further, winning drawings were exhibited in the schools while poems were recited to motivate other pupils to take BCC serious.



“We do not have latrine in our house; and because of my status in the society as president of the Mothers’ Support Club, I only visit the public toilet at dawn-4:00am; in order not to be seen by the public. Thank Allah, USAID has come to our aid. I will save money for one household toilet by all means” - President of the Mothers’ Club in Nima

Hand-washing with soap is among the most effective and inexpensive ways to prevent diarrheal diseases, which is the biggest killer of children, responsible for 2000 deaths per day in Africa. Turning hand washing with soap before eating and after using the toilet into an ingrained habit could save more lives than any single vaccine or medical intervention, cutting deaths from diarrhea by almost half and deaths from acute respiratory infections by one-quarter. Hand washing with soap under running water has been proven to bring a lot of benefits to communities and children in terms of reduced mortalities due to diarrhea and pneumonia and the long term benefits of reduced cost of medical bills and the

“.....; I never knew my hands were so dirty because I had not touched any dirty thing today. Now I know that hand washing with soap and running water is a true hand washing I will make sure my children do it every day.” (a mother at the child welfare clinic after demonstration of hand-washing with soap under running water)

2.4.6 Household Latrine promotion in communities

Several Community Durbars and Fun Games were organized to educate community members on hand-washing with soap, ending open defecation and proper disposal of waste as well as to create the demand for the water and sanitation facilities being provided to households using drama and BCC materials for over 1650 individuals in the communities. This strategy was complemented by house-to house BBC campaigns. It focussed and stressed the most desirable sanitation facility as household latrines.

Almost all households with latrine facilities in the 5 communities have been reached with facility user education. 500 Facility User and Maintenance Manuals for KVIPs were developed to be distributed to the households that have latrines.

Rapid surveys to ascertain how households were absorbing and practicing good hygiene were carried out twice in all project communities. Awards were given to 3 household heads in each community who were adjudged to be best performers.

2.4.7 BCC promotion in the communities and special venues (Child Health Clinics)

Fun games (Soccer Gala, cultural displays, Lime and Spoon races, Tug of War and 'Ampe') and Community Durbars were used to mobilize members of the 5 communities in order to provide them with hygiene education. Hygiene Implements were also presented to the Water and Sanitation Boards to assist them lead the communities to undertake clean-up campaigns and other hygiene related activities in the communities. Operators of Public Latrines in the communities were also given branded buckets and soaps for hand-washing.

The key BCC messages provided in the form of posters, banners, t-shirts, stickers, live demonstrations and dramas were based on hand-washing with soap at critical times, ending open defecation by using Latrines provided, proper maintenance and hygienic use of latrine facilities and proper disposal of waste.

About 3300 cakes of branded Hand-washing soaps were also given to members of the community, football clubs, children and mothers who correctly answered questions after education and demonstrations on proper hygiene behaviors.

Through the Public Health Officers in charge of Maamobi Polyclinic and Efia-Nkwanta Hospital in AMA and STMA respectively, hygiene education was incorporated into the health education given at the Child Welfare Clinics to reach Women with Children under 5 years with the BCC messages on hand-washing with soap under running water at the 5 critical times. It is important to note that good sanitary and hygiene practices by mothers will reduce susceptibility of their children to diarrheal diseases which is the second most cause of disease for children under 5.¹⁰

2.4.8 Lessons Learnt

¹⁰ Black. R. et al., Global, regional, and national causes of child mortality in 2008: a systematic analysis, The Lancet, 5 June 2010: 375, 1969–87



- Coordination at the local level (with the WSBs, SHEP coordinators and SHCs) to organize activities proved effective and resulted in successful Programs
- Fun games, community and school durbars and celebration of globally recognized events e.g. Global hand-washing day celebration, where awards were also presented to individuals and groups were very useful platforms for massive community mobilization during which vigorous hygiene education and other BCC activities and demonstrations were carried out.
- Adequate communication with all stakeholders and among local NGO partners assisted in speedy implementation of activities.
- Most often, the BCC activities had the support of leaders from the various communities, Traditional Leaders, Mayors of AMA and STMA, Sub-Metro Directors as well as Metro Directors of Education also graced functions. The MPs of the communities as well as the Assembly Members were a constant feature in BCC activities.
- Throughout the period, any youth/drama/mother support groups meetings, trainings or orientations in which the PHAST Tools were used were very participatory and interactive. One key comment that participants kept making was that *“this has been an eye-opener”*. Participants were able to identify the communities’ water, sanitation and hygiene related problems and came up with innovative ways of solving these problems. This indicated that the PHAST Tools were very effective in carrying across the behavior change messages to groups in the communities
- Drama and cultural performances (choreography) should be an integral part of community durbars, since these performances attract a larger crowd. Also whiles people watch these performances; their receptiveness to any information being given is enhanced.

COMPONENT 4 OUTPUTS/OUTCOMES
100 members of 5 Mother’s Support Groups (1 in each community) and 41 members of 4 Daddies Clubs are carrying out basic WASH related BCC activities in the communities using PHAST Tools.
60 members from 5 Youth Groups from the 5 communities have been trained to carry out BCC activities
50 members of 5 drama groups from all the 5 communities have been trained to carry out BCC activities.
4824 and 3354 school children in AMA and STMA respectively have benefitted from a total of 100 hand-washing facilities and boxes of soap
100 members of the School health committees in all the 18 selected schools have been trained and equipped to coordinate the WASH activities in the schools.
100 Hand-washing facilities and hygiene implements have also been provided to schools
796 households educated to improve water and sanitation behaviors especially hand-washing with soap under running water at critical times
254 women at STMA and 640 women in AMA were reached monthly with education and demonstrations on hand-washing with soap under running water at the critical times and proper hygiene behaviors.
Branded buckets provided to public latrine operators are being used for hand-washing with soap under running water after visiting the latrine.

2.5 Component 5 (Governance and Capacity Building)

Objective: To strengthen local governance in water, sanitation, and hygiene promotion

In a complex political administration setup, where municipal authorities charged with the development of their administrative areas have very little control over service providers and the city dwellers low level of interaction with municipal authorities and state actors, it has been difficult to demand improved services. It has become important to facilitate partnership among municipal authorities, service providers and the people to improve service delivery and agree on affordable rates. In this regard, interesting partnership arrangement were developed between community members through their WSB and the Municipal Authority staff, which was deepened by working visits to places where the partnership is yielding results. These visits sought to expose the actors in urban governance to the meaningful they can play to ensure affordable but better services are rendered for their people especially the urban poor.

2.5.1 Building Partnership for Project Implementation

Building relationship with government and its institutions is a definite strategy to facilitate partnership in the planning, designing and implementation of water and sanitation projects.

Institutional partnership under WASH-UP is aimed at:

- Optimizing the results and implementation of WASH-UP, with principles of economy and efficiency in addition to well-defined objectives and performance indicators; and
- Promoting the idea of high-quality partnership through carefully chosen public partners and a commitment to improving urban water and sanitation.

Responsiveness to the Urban Poor

CHF negotiated for GWCL to accept sketches of individual houses to replace the site plans to expedite the water connection process and allow the slum dweller to have access to improved level of service; the community has also been engaged in the extensions to promote community participation. The progress made so far is testimony of the corrective measures of CHF to serve the slum dweller.

The partnership could be described at two levels – policy and implementation levels. The policy level

connotes policy influence through practice under the project. In line with this is the formation of WASH-UP Steering Committee.

2.5.2 Organizational Development (OD) and Technical Capacity Assessments

In support of capacity development of Local Intermediaries, WASH-UP Capacity building team undertook an Organizational Development Assessments of Partners for WASH-UP program to ascertain their capacities as implementation kick-starts. The assessments which serve as baseline data aimed at bringing to light organizational strengths and weaknesses and ways of handling them through trainings and mentorship. The assessments were organized with LI staff essentially the Executive Director, Finance and Administration Manager and Programs Manager and facilitated by CHF team headed by the Capacity Building Specialist.

The team also conducted technical capacity assessment to ascertain the technical skills the partners will need to be able to implement the various components of WASH-UP and for general

performance in the Water, Sanitation and Hygiene sector. Table 2 below captures the capacity gaps for implementation over the life of project (LOP) duration.

Table 2: Capacity Gaps of Partners

THEME	MODULE/CAPACITY GAP	TARGET BENEFICIARIES				
		CBOs	WSB	LNGO	Private Sector	Public Agencies
Organizational Development Capacity Building	Management					
	Human Resource and Administration					
	Governance, Mission, Vision and Succession Planning					
	Strategic Planning and Management					
	Financial Planning and Management					
Water and Sanitation	PHAST					
	Urban Water Management					
	Urban Sanitation Management					
	Water and Sanitation Policies and bye-laws					
	Latrine Construction/Pipe repairs	Artisans				
	Local governance for water and sanitation					
	Gender issues in urban water management					
Business Development Services	Business planning for micro and SMEs in WSEs					
	Customer relations management					
	Effective water credit management					
Behavior Change Communication	Hygiene Education & Promotion					Schools
	BCC Material Development					
	Behavior Change Communication Strategies					
Others	Participatory Monitoring and Evaluation					
	Geographic Information Systems					
	NGO Management					
	Community Mobilization and Facilitation					
	Participatory Tools					
	Grant writing and proposal development					
	Grant management					

2.5.3 Capacity Building for WSBs, Municipal Authorities and Artisans

WASH-UP appreciates the fact that for the WSB, Municipal Authorities and Artisans to be effective key stakeholders in the community there was the need to develop the capacity of its members in various ways. This training program for the WSBs in Accra and STMA has been one of the processes of developing their capacity to play the front-line role in the operation, maintenance and management of the facilities in their communities.

Water and Sanitation Boards (WSB) in the participating communities (Nima, Avenor, Ayidiki, Kojokrom and New Takoradi) are to assist monitor the program at the community level. The boards would serve as the mouthpiece for the community as far as WASH-UP is concerned thus it is

composed of representatives of key interest groups in the community. The trainings were facilitated mainly by TREND a leading Training and Research organization in the Water and Sanitation Sector in Ghana. The trainings covered areas including:

- Urban Water Management
- Urban Sanitation Management
- Water and Sanitation Policies and bye-laws
- Latrine Construction/Pipe repairs
- Local governance for water and sanitation
- Gender issues in urban water management
- Participatory Monitoring and Evaluation
- Latrine construction
- Plumbing works for water provision

In all about 150 members of CBOs, Municipal Authority staff, artisans were trained and mentored over the fiscal year.

OUTPUTS/OUTCOMES	
Training Module	No. of Participants
Urban Water Management	66
Urban Sanitation Management	66
Water and Sanitation Policies and bye-laws	66
Local governance for water and sanitation	66
Gender issues in urban water management	66
Participatory Monitoring and Evaluation	56
Latrine construction	30
Plumbing works for water provision	18

The capacity of staff of the Sekondi-Takoradi Metropolitan Assembly in pro-poor activity planning and implementation was built in the Participatory Poverty Mapping exercise carried out. It was aimed at delineating the various poverty pockets which bore manifestations of urban poverty. The indicators used included but is not limited to the housing types, room occupancy rates, access to desirable water and sanitation services and facilities, accessibility to solid waste disposal and liquid waste disposal infrastructure.

2.5.4 Capacity Building for Local NGOs

WASH-UP organized capacity building for Local NGOs mainly through training and mentoring. Partners were trained and mentored in the use of Participatory Hygiene and Sanitation Transformation Methodology (PHAST) to prepare and build on their knowledge in participatory tools used in planning and implementing sanitation and hygiene programs (see Appendix XI). It also trained and mentored LNGOs Participatory Action for Community Enhancement (PACE) and Stakeholder Dynamics for LNGO partners to build on their community facilitation and mobilization skills and provide insight into the processes of conducting comprehensive stakeholder analysis. Other areas include Financial Management Training, building partners capacities to raise and manage funds for developments. 45 staff members of the LNGO partners received training and mentoring in this regards



2.5.5 Program Staff Capacity Building and Mentoring

To adopt and replicate good practices and lessons learnt from similar projects from other parts of the world, a Senior Health Advisor of the Office of Strategic & Technical Support (OSTS) of CHF International headquarters was invited to visit the WASH-UP team to share best practices and lessons learnt in WASH projects implemented in slum communities outside Ghana as well as work with the BCC Specialist to review the Concept Paper for the Development of the BCC Strategy for the WASH sector in Ghana in preparation for a stakeholder’s consultative meeting. Such visits are vital to leverage

For effective planning and implementation of the pilot District Metered Area (DMA) being established in Avenor, a team from Ghana visited Dakar, Senegal to learn from their experiences in working in slum communities. The team comprised representative from CHF International Ghana, the Accra Metropolitan Assembly, Ghana Water Company Limited and the beneficiary community (Avenor). The objective of the visit was to learn from the Senegalese experience in the WASH sector, and was focused on:

- Studying urbanization and provision of municipal services to slums;
- Operationalizing systems for monitoring of MDGs targets;
- Coordinating WASH activities;
- Government Institutional capacity for provision of water and sanitation services
- Alternative arrangement for the provision of water and sanitation services; and
- Government partnership with Civil Society for the provision of Urban Services.
- Experiences in other similar projects to WASH-Up for better program implementation.

2.5.6 Cross and Peer Learning

Field visits were undertaken to understudy the management models under the DANIDA funded CWSA community-managed water supply project in Oyibi and the AVRIL Water for Life water vending project under a WSB management. The target groups were the CHF-formed Water and Sanitation Boards in the project communities. The visit prompted the provision of office premises for CHF-established WSBs in project communities; expedition of WSB Constitutions and opening of WSB Water Accounts which are currently on-going. The WSB in program communities look forward to running their schemes with inspiration from their colleagues in Oyibi and similar projects.

OUTPUTS/OUTCOMES	
Training Module	No. of Participants
Participatory Hygiene, and Sanitation Transformation (PHAST)	25
Participatory Action for Community Engagement (PACE)	23
Financial Management Training	25
Local governance for water and sanitation	18
Gender issues in urban water management	25
Participatory Monitoring and Evaluation	25



2.5.7 Lessons Learnt

Successfully bring local government officials, community water groups and Ghana Water Company Limited (GWCL), has opened the door for more community-friendly approaches in the future. This entire project has been an exercise of learning-by-doing for the local government officials, Ghana Water Company and the community artisans involved. Deciding how to contract the work, make payments, determine what to sanction, etc. had to be taken as the project progressed. New decisions had to be taken at every step, most of which did not fit the typical rule book. Thus, having come to terms with many of the difficult decisions, a path is paved for similar types of projects in the future. From both the community and GWCL standpoint, this is one of the most desired solutions for local water governance and capacity building.

SECTION THREE: THE BIGGER PICTURE

3.1 Crosscutting Issues

A typical water supply and sanitation project will have both hardware and software components. The hardware component includes the construction of the pipe systems, sanitation facilities, and connecting the entire infrastructure to make the facility accessible. The soft aspect is catalytic and ought to facilitate a cooperative environment among stakeholders for the provision of the water and sanitation facilities.

Critical among the software aspect is the creation of institutional linkages and structures that manage the process and direct the flow of program information to relevant stakeholders and interest groups for the purpose of sustaining their commitment to the project. Similarly, a monitoring and evaluation framework is required to track program activities and analyze the quality and quantity of delivery. All the aforementioned aspects of program implementation are provided to ensure efficiency and effectiveness of the WASH-UP interventions.

3.2 Institutional Support

A key software activity under WASH-UP is fostering inter-agency collaboration. Institutional support is necessary to bring on board public sector institutions involved in water, sanitation and behaviors change and communication related to the project. This topic also covers instituting a governance structure for the duration of project implementation.

3.2.1 Building Partnership for Project Implementation

Building relationships with government institutions (local and central) is a useful strategy to facilitate partnership in planning, designing and implementation of water and sanitation projects. Institutional partnership under WASH-UP is aimed at:

- optimizing the results of WASH-UP, by employing principles of economy and efficiency in addition to creation of well-defined objectives and performance indicators to track progress; and
- promoting the idea of high-quality partnership through carefully chosen public partners and a shared commitment to improving urban water and sanitation.

PRINCIPLES OF ENGAGEMENT:

- Governments need to develop a long-term, holistic vision for behaviour change for congenial urban development;
- Governments need to promote broad-based national ownership of visions, strategies and policies, through participatory processes;
- Governments need to stimulate effective partnership among various stakeholders in the waste and sanitation sector;
- Governments need to be more results oriented; and
- Government to be held accountable for development results irrespective of implementation agency;
- Government need to improve its monitoring of development outcomes in the water and sanitation sector.

3.2.2 Governance and Institutional Support in the Development of WASH BCC Strategy for Ghana

Being a multisectoral area, the development of the National WASH BCC Strategy called for active engagement of various stakeholders from the government, civil society and the private sector. Leading the way, CHF and the Water Director of the Ministry of Water Resource Works and Housing reached consensus on developing a strategy that will provide the framework and guidelines for designing, planning and operationalising interventions nationwide, with a focus in urban areas. The two partners agreed that although CHF will facilitate the process and serve as the secretariat for conceptualizing and developing the strategy, ownership of the process and the output rests with the government.

3.3 Monitoring and Evaluation

The project conducted a baseline survey to ascertain the present state of water and sanitation in all project communities. Based on the findings, WASH-UP Project set-up monitoring indicators to track the performance of each component during the project implementation and take corrective measures, if necessary. At the end of the first year WASH-UP has exceeded all its targets except for one, the number of new private enterprises engaged in sanitation activities established (see Table 3 below).

Table 3: An extract of the monitoring chart for WASH-UP

Objective	Indicator	LOP Target	Year 1 Target	Achievement Against Target	Variance
1) To increase household access to affordable, improved, and sustainable drinking water supply	# of people with access to improved water supply	27,341	4,263	8,870	Exceeded by 1,473
	# of days water is supplied to the community in a week	3	2	2	0
	% decrease in cost of available water	30	10	10	0
2) To increase household access to improved and sustainable sanitation facilities	# of people with access to improved household latrines	19,811	2,755	6,059	Exceeded by 3,304
	# of people access to improved wastewater infrastructure	132,266	-	-	-
3) To promote innovative economic enterprises / businesses related to water and sanitation	# of new private enterprises engaged in water activities established	30	10	16	Exceeded by 6
	# of new private enterprises engaged in sanitation activities established	15	5	2	3
4) To improve hygiene and sanitation behaviors	# of people practicing hand washing with soap at five critical times in last 24 hours	18,858	1,312	4,754	Exceed by 3,442
	# of communities with sanitation and hygiene plans	5	5	5	0
5) To strengthen local capacity for water supply and sanitation service delivery and hygiene promotion	% of operations and maintenance costs for water supply service covered through customer charges	50% over baseline	-	-	-

3.3.1 Participatory M&E Training and Implementation

WASH-UP also established and trained community water management groups, including Water and Sanitation Development Boards, in participatory monitoring and evaluation activities. The output of these trainings was the setting-up of participatory monitoring indicators for each community in each of the components of the WASH-UP Project.

As part of the participatory monitoring process all project partners, including community water working groups, were brought together bi-monthly in Partners Workshops for assessment of progress, identification of emerging issues, challenges and lessons learnt. The outcomes of this process were used to enrich and improve project implementation.

Further, looking through the eyes of children, drawing competitions held during community games and outreach sessions will give information on sanitation and hygiene practices in the communities, which in turn, will help in monitoring and evaluation. It is believed that this activity will yield critical information about the communities because most children express an unbiased view of what they see, either in drawings or in writing.

Plate 5: Drawing by children depicting poor sanitation practices

