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**GHANA:**

**Improved Sanitation and Water Supply Service Delivery to  
the Urban Poor in Ghana through Tripartite Partnerships**

**APPRAISAL REPORT**

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**August 2009**



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## LIST of ABBREVIATIONS and ACRONYMS

ADB, AfDB	-	African Development Bank
AVRL	-	Aqua Vitens Rand Limited
AWF	-	Africa Water Facility
BOT	-	Build, Operate, Transfer
CBOs	-	Community Based Organisations.
CONIWAS	-	Ghana Coalition of NGOs in Water and Sanitation
CPG	-	Core Partners Group
CWSA	-	Community Water and Sanitation Agency
DA	-	District Assembly
DWST	-	District Water and Sanitation Team
EcoSan	-	Ecological Sanitation
EHSD	-	Environmental Health and Sanitation Directorate
GPRS	-	Growth and Poverty Reduction Strategy
GSS	-	Ghana Statistical Service
GWCL	-	Ghana Water Company Limited
HRD	-	Human Resource Development
JMP	-	Joint Monitoring Programme
IRC	-	International Water and Sanitation Centre, Delft, Netherlands
LAP	-	Learning Alliance Platform
LLAP	-	Local Learning Alliance Platform
MDGs	-	Millennium Development Goals
MMDA	-	Metropolitan, Municipal and District Assemblies
MOFA	-	Ministry of Food and Agriculture
MLGRD	-	Ministry of Local Government and Rural Development
MWRWH	-	Ministry of Water Resources Works and Housing
NCB	-	National Competitive Bidding
NDPC	-	National Development Planning Commission
NGO	-	Non-Governmental Organisation
NLAP	-	National Learning Alliance Platform
NWP	-	Netherlands Water Partnership
O&M	-	Operation and Maintenance
OBA	-	Output-Based Aid
PPP	-	Public Private Partnership
PPIAF	-	World Bank's Public Private Infrastructure Advisory Facility
PRUSPA	-	Private Utility Services Providers Association
PSP	-	Private Sector Participation
PURC	-	Public Utility Regulatory Commission
RCD	-	Resource Centre Development – Project of IRC
RCN	-	Resource Centre Network
RFP	-	Request for Proposals
SC	-	Steering Committee
TA	-	Technical Assistance
TPP	-	Tripartite Partnership
TREND	-	Training, Research and Networking for Development Group
WASH	-	Water Supply, Sanitation and Hygiene
WRC	-	Water Resources Commission
WSP	-	Water and Sanitation Programme of the World Bank

## CURRENCY

Local Currency	:	Ghanian Cedis (GHS)
1 Euro (EUR, €)	:	1,86 Cedis (ADB exchange rate May 2009) 0,89 UA

## LOGICAL FRAMEWORK ANALYSIS

HIERARCHY of OBJECTIVES,	EXPECTED RESULTS	REACH	PERFORMANCE INDICATORS	INDICATIVE TARGETS and TIMEFRAME	RISKS > MITIGATION STRATEGIES
<p><b>GOAL</b></p> <p>Expand access to sanitation and water supply to the urban poor in Ghana.</p>	<p><b>IMPACT</b></p> <p>Improved health and quality of life amongst urban poor due to availability of safe drinking water and sanitation.</p>	<p><b><u>Population Benefiting</u></b></p> <p>Poor communities in urban areas (estimated at 47% of all urban populations)</p>	<p><b>IMPACT INDICATORS</b></p> <p>Progress in achievement of water and sanitation MDGs in urban poor areas.</p> <p><b>Source:</b> Annual review of water coverage statistics (Country and regional/district indicators on poverty targets; GPRS statistics on poverty from NDPC,GSS; Water coverage statistics from MWRWH, CWSA, AVRL, JMP</p>	<p>MDG targets met in urban areas of Ghana by 2015.</p>	
<p><b>OBJECTIVE</b></p> <p>To build national capacity for planning and delivery of pro-poor WASH services for accelerating sustainable access to urban sanitation and water supply.</p>	<p><b>OUTCOMES</b></p> <p>i.Local Governments and sector agencies plan and implement pro-poor WASH investments in partnerships with NGOs and private sector.</p> <p>ii.Sustainable access of the 3 pilot areas to water supply and sanitation</p> <p>iii.Increased investments for WASH in poor urban areas;</p> <p>iv.Increased interest of private sector in service delivery to the poor</p> <p>v.Enabling environment and higher priority of pro-poor WASH investments in development planning</p> <p>vi.Improved knowledge and learning network informing government and donor programmes/projects.</p>	<p><b>BENEFICIARIES</b></p> <p><b><u>Direct Beneficiaries:</u></b> About 45,000 people in 3 pilot areas, and urban poor across Ghana</p> <p><b><u>Indirect Beneficiaries:</u></b> -Sector Agencies: MWRWH, MLGRDE, CWSA, PURC -Sector Utilities: GWCL, AVRL -MMDA (Metropolitan, Municipal and District Assemblies -Private Sector, PRUSPA -NGOs/CBOs, CONIWAS, RCN</p>	<p><b>OUTCOME INDICATORS</b></p> <p>i.Reduction of percentage of urban poor with no access to WASH services.</p> <p>ii.Replication and scaling-up of innovative approaches and technologies</p> <p>iii.Comprehensive set of supportive toolkits, guidelines, training material, etc. for building the capacity of MMDA and sector agencies across Ghana</p> <p>iv.Involvement of private operators and entrepreneurs</p> <p>v.Updating of sector-wide strategies and plans to fully reflect pro-poor issues and the involvement of multi-sector partners in service delivery</p> <p>vi.Functional learning/knowledge network</p> <p><b>Source:</b> Coverage statistics from CWSA, GWCL, NDPC, JMP. Review of sector policies, project documents and development plans of MMDA.</p> <p><b>Periodicity:</b> At end of project as part of final evaluation, and two years after project period</p>	<p><b><u>Expected results during project timeframe at outcome level:</u></b></p> <p>i. WASH services delivered to 45 000 urban poor in 3 pilot areas</p> <p>ii. Technologies such as EcoSan and rainwater harvesting; and approaches employing private operators and OBA, replicated in new projects across Ghana.</p> <p>iii. Toolkits, guidelines and training material available</p> <p>iv. Private operators and entrepreneurs providing reliable services to pilot towns and interested in replicating approaches elsewhere</p> <p>v. Structured advocacy initiative implemented leading to regular sector policy dialogues on pro-poor WASH</p> <p>vi. Sustainable Resource Centre Network and Learning Alliance Platforms anchored in the MWRWH are functional.</p>	<p><b><u>Reluctance of sector organisations to adopt innovative models:</u></b> To forestall this, ministries/agencies have already been extensively involved and will be at the forefront of project coordination, learning and sharing. Ways are being explored to involve more mid-level agency staff in project implementation to create champions with detailed design and implementation experience.</p>
<p><b>COMPONENTS AND ACTIVITIES</b></p> <p><b><u>1: PILOT IMPLEMENTATION OF WASH INFRASTRUCTURE</u></b></p> <p><b><u>1.1 Improved WASH service delivery to urban slums in Ashaiman (pop.220,000 )</u></b></p> <p>i.Conduct baseline studies, design appropriate infrastructure works for slum areas</p> <p>ii.Implement infrastructure and pilot innovative technologies for providing sanitation and water</p> <p>iii.Test innovative approaches for WASH service delivery involving tripartite partnerships.</p> <p>iv.Provide post construction support.</p>	<p><b>OUTPUTS</b></p> <p>i.Baseline surveys conducted and designs prepared (12 integrated cleansing sites)</p> <p>ii.Sanitation infrastructure implemented and innovative technologies tested (Ecological Sanitation, multi-purpose water/sanitation/washing facilities)</p> <p>iii.Innovative approaches tested (private sector entrepreneurs and facility operators, re-use of treated excreta by farmers)</p> <p>iv.Capacity developed for sustained management of the facilities, with involvement of private sector, NGOs and MMDA.</p>	<p><b><u>Direct Beneficiaries:</u></b></p> <p>- 15,000 persons in Ashaiman</p> <p>- 40 farmer groups</p>	<p><b>OUTPUT INDICATORS</b></p> <p>i.Technical and socio-economic baseline studies and engineering design.</p> <p>ii.Completion of planned WASH infrastructure improvements (9 new comprehensive cleansing areas, 3 rehabilitated and extended cleansing sites, 3 new EcoSan “Flag Star Block”)</p> <p>iii.Demonstration of innovative technologies and approaches</p> <p>iv.Establishment of sustainable management models for O&amp;M of facilities</p> <p><b><u>Sources’ and Periodicity</u></b></p> <ul style="list-style-type: none"> <li>Ongoing throughout the Project Phases with quarterly progress reviews by CPG and semi-annual reviews by SC.</li> </ul>	<p><b><u>Expected output during the timeframe for each activity:</u></b></p> <p>i. Baseline studies report of the pilot town, project designs and strategies delivered by Month 7</p> <p>ii. Infrastructure improvements completed by month 22</p> <p>iii. Assessment and evaluation of innovative technologies by month 22</p> <p>iv. Facility Management Plans for each cleansing area prepared, TPP partnerships functioning and stakeholders trained by end of project.</p>	

<p><b><u>1.2 Comprehensive sanitation service delivery to the large town of Mankessim (pop. 31,000)</u></b></p> <p>i. Conduct baseline studies, design focused on sanitation improvements</p> <p>ii. Implement infrastructure and pilot innovative technologies</p> <p>iii. Test innovative approaches and management models for sanitation service delivery</p> <p>iv. Provide post construction support to ensure sustainable service delivery involving TPP partnerships.</p>	<p>i. Baseline surveys conducted and Infrastructure designed (public toilets, surface water drainage, solid waste facilities, household latrines, SaniMart)</p> <p>ii. Infrastructure implemented and innovative sanitation technologies tested (EcoSan with reuse of treated wastes and biogas)</p> <p>iii. Innovative approaches tested (intensive hygiene education, franchised management of public facilities, social marketing and financing mechanisms, solid waste management systems)</p> <p>iv. Capacity developed for sustained management of sanitation facilities</p>	<p><b><u>Direct Beneficiaries:</u></b> About 20,000 people in Mankessim who will benefit from improved sanitation, drainage and solid waster management</p>	<p>i. Technical and socio-economic baseline studies and engineering design.</p> <p>ii. Completion of planned sanitation infrastructure improvements (4 new 20-seats WC toilets, 6 transformed public bucket latrines, 2 rehabilitated aqua privy latrines, 1,5 km primary and secondary drains, 8 waste transfer stations with skip containers and house collection system, 200 transformed household bucket latrines)</p> <p>iii. Demonstration of innovative technologies and approaches</p> <p>iv. Establishment of sustainable management models for O&amp;M of facilities</p> <p><b><u>Sources' and Periodicity:</u></b> As for Ashaiman</p>	<p>i. Baseline studies report of the pilot town, project designs and strategies delivered by Month 7</p> <p>ii. Infrastructure improvements completed by month 22</p> <p>iii. Assessment and evaluation of innovative technologies and approaches by month 22</p> <p>iv. Pilot management options involving TPP partnerships and training of stakeholders by month 22</p>	<p><b><u>Delay of implementation due to complex structure, large number of partners, and dependency on intermediate inputs:</u></b> The capacity and experience of TREND have been confirmed, extensive preparation and multiple review of the proposal have been carried out, established management structures are in place and complex approaches such as OBA/BOT will be refined by partners during remainder of 2009 before project starts.</p>
<p><b><u>1.3 WASH services delivery to the small town of Huni Valley (pop. 10,000)</u></b></p> <p>i. Conduct baseline studies, design infrastructure focused on water supply and sanitation improvements</p> <p>ii. Implement infrastructure and test innovative approaches for WASH service delivery involving a local private operator.</p> <p>iii. Provide post construction support to ensure sustainable service delivery.</p>	<p>i. Baseline surveys conducted and WASH infrastructure designed (water supply system; sanitation facilities involving household and public latrines; surface water drainage; solid waste facilities)</p> <p>ii. Infrastructure implemented and innovative approaches tested (Build Operate Transfer, Output Based Aid, micro-financing for household latrines, social marketing for sanitation)</p> <p>iii. WASH facilities managed by private firms under MMDA oversight.</p>	<p><b><u>Direct Beneficiaries:</u></b> All 10,000 persons in Huni Valley benefiting from piped water supply and sanitation improvement in residential areas</p>	<p>i. Technical and socio-economic baseline studies and engineering design.</p> <p>ii. Construction of WSS infrastructure (Sanitation: 4 new + 2 rehabilitated public latrines, improved drainage and waste dumps, 400 household latrines supported through loan scheme; Water supply: 3 new + 2 rehabilitated boreholes, 180 m<sup>3</sup> new + 45 m<sup>3</sup> rehab. tank, 7 km network, 24 standposts, 30 house connections).</p> <p>iii. Private operator providing WSS services</p> <p>iv. Appropriate methodologies/tools developed for the procurement of private operators; and application of OBA/BOT financing approach to infrastructure provision</p> <p><b><u>Sources' and Periodicity:</u></b> As for Ashaiman</p>	<p>i. Baseline studies report of the pilot town, project designs and strategies delivered by month 7;</p> <p>ii. Infrastructure improvements by month 22</p> <p>iii. Private operator procured by month 10</p> <p>iv. Use of OBA as WASH implementation option in other small towns by end of project</p>	
<p><b><u>2: LEARNING / SHARING Improve Enabling Environment for Replication and Scaling-Up</u></b></p> <p>i. Monitor each pilot project and consolidate lessons learned and best practices</p> <p>ii. Facilitate replication of successful approaches</p> <p>iii. Support MMDA and sector agencies to replicate the new approaches for delivery of WASH services in the districts / municipalities</p> <p>iv. Undertake knowledge activities and strengthen learning and networking structures</p> <p>v. Undertake advocacy activities and promotion of reforms.</p>	<p>i. Project experiences / lessons learned documented in various knowledge products</p> <p>ii. Increased understanding and capacity of MMDA, sector agencies and other stakeholders to involve tripartite partnerships</p> <p>iii. A more enabling environment created for the delivery of WASH services in the districts and municipalities involving TPP.</p> <p>iv. Strengthened learning platforms and improved networking and knowledge management</p> <p>v. Increased advocacy contributing to adoption of pro-poor policies and strategies.</p>	<p>Municipal and District Assemblies, NGO and Private Sector Associations, Utilities and Sector Agencies, Sector Ministries,</p>	<p>i. Undertaking of project monitoring and evaluations</p> <p>ii. Replicable tools and various knowledge products produced such as project branding materials; policy briefs on pro-poor WASH issues; factsheets</p> <p>iii. Capacity building of indirect beneficiaries in implementing new approaches for pro-poor service delivery.</p> <p>iv. Learning/networking activities such as meetings of National and Local Learning Alliance, National "Lessons Learned" workshop; webpage on RCN site.</p> <p>v. Preparation and dissemination of media focused advocacy materials; and provision of policy briefings to the ministries on experiences to inform pro-poor policy in small towns.</p>	<p>i. Ongoing monitoring and end of project evaluation carried out.</p> <p>ii. Revised toolkit and at least 10 factsheets/leaflets, 3 policy briefs, a detailed case study, newsletter articles are produced and disseminated by month 22</p> <p>iii. Training provided and MMDA and sector agencies capable of using similar approaches in other areas by end of project.</p> <p>iv. NLAP and LLAP have been established and are sustainably functional by month 22</p> <p>v. Increased advocacy involving a national policy debate, 2 press soirees, 2 newspaper articles and a TV documentary have been implemented by month 25</p>	<p><b><u>Lack of capacity of local Government staff for replication:</u></b> The TPP approach will widen the available pool of skilled support staff from CBOs or NGOs that could be recruited into MMDAs so that experience gained will not be lost.</p>

**1) Sources for all Components:** Quarterly progress reports; minutes of meetings of CPG, SC, LA; review of evaluation reports; Surveys of pilot areas; review of coverage improvements; interviews with stakeholders; case study and concept reports; design reports; project support materials; national policies; MMDA bylaws; project documents; investment plans; interviews with policy makers, project beneficiaries, agency/MMDA staff.

## Executive Summary

**Background:** The rationale for the project is the current inadequate provision of safe drinking water, sanitation and hygiene (WASH) services to Ghana's urban poor. Despite ongoing sector reforms and development of comprehensive policies, the capacity to implement them, particularly at the local government level, is weak. The Project addresses this deficiency through the demonstration of new approaches to pro-poor WASH service delivery in three pilot areas involving tripartite partnerships of NGOs, the public and the private sectors.

**Objectives:** The overall objective is to build national capacity for planning and delivery of pro-poor WASH services for accelerating access to sanitation and water supply in urban areas. This will be achieved through a pilot project that will increase access to water supply and sanitation in three urban areas utilising tripartite partnership approaches.

The medium term outcomes expected from the project are: (i) Local Governments and sector agencies plan and implement pro-poor WASH investments in partnerships with NGOs and the private sector; (ii) Sustainable access to water supply and sanitation for the 3 pilot areas; (iii) Increased investments for WASH in poor urban areas; (iv) Increased interest of the private sector in service delivery to the poor; (v) An improved enabling environment created and higher priority given to pro-poor WASH in development planning; and (vi) Improved knowledge and learning network informing government and donor programmes/projects as well as policy, regulation and approach.

**Description:** The project will be implemented in two components, with the AWF mainly supporting the first component. Component 1 consists of the design and implementation of infrastructure in three urban pilot areas that will test innovative management models, approaches and technologies for the provision of sanitation and water supply infrastructure and services to the poor. The pilots include: (i) Improved WASH services delivery to an urban slum in Ashaiman municipality; (ii) Comprehensive sanitation services delivery to the large town of Mankessim; and (iii) WASH services delivery to the small town of Huni Valley. These pilot areas have been carefully selected with Sector Agencies and local Governments using a participative approach led by the Recipient, TREND Group, a local NGO.

Component 2 consists of activities designed to improve learning and dissemination of project experiences to improve the enabling environment for pro-poor WASH service delivery in Ghana, and will involve various advocacy and policy support activities. This component will focus strongly on knowledge aspects, with the establishment and strengthening of a Resource Centre Network, National and Local Learning Alliances.

The direct beneficiaries are the 45,000 poor inhabitants of the pilot areas. More importantly, the pilots will strengthen local government capacity at District and Municipal level to tackle the provision and sustainable management of sanitation and water supply facilities. The project will influence national policy on pro-poor service provision by up-scaling the experiences and lessons learnt at the national level. This will be facilitated by the Sector Agencies and Ministries responsible for WASH services delivery. The national association of NGOs and that of private utilities are part of the Learning Alliances and will benefit from the knowledge gained.

**Cost and financing:** AWF will co-finance the project along with the Recipient (TREND Group) and the Netherlands' Water Partnership. AWF funds will contribute € 1 979 000, representing 71% of the total project cost of € 2 805 220. Co-financing by the Applicant, project partners and beneficiaries will amount to € 826 220. Project implementation will be undertaken using tripartite partnerships involving the public and the private sector together with NGOs and Community Based Organisations. The Project is expected to start in October 2009 and will have a total duration of 28 months.

**Recommendation:** It is recommended that an AWF Grant not exceeding €1 979 000 be extended to the TREND Group for the implementation of the project described in this report.



# **1. BACKGROUND**

## ***1.1 Origin of the Project***

1.1.1 The project grew out of a feasibility study carried out in 2004 to determine the feasibility of multi-stakeholder partnership - involving public and private sector, NGOs and the Community – for sustainable management and delivery of water, sanitation and hygiene to the urban poor in Ghana. The study was sponsored by the NGO Platform of the Netherlands Water Partnership (NWP) and conducted by a Team of institutions comprising the Training, Research and Networking for Development Group (TREND), a local NGO, WaterAid and the Private Utility Service Providers Association (PRUSPA).

1.1.2 The project has been largely developed and prepared by the Recipient (TREND) during a preparation phase which started in January 2008, funded by the project partners. The process to develop the project has also involved the NWP, the Ghana Coalition of NGOs in Water and Sanitation (CONIWAS), PRUSPA, the main private sector operator in the country, Aqua Vitens Rand Ltd (AVRL), the Community Water and Sanitation Agency (CWSA), and concerned Ministries for water supply and sanitation. The details of the project have evolved through a concerted participatory process involving community members and all key stakeholders. The identification process leading to the selection of the three proposed pilots in Ashaiman, Mankessim and Huni Valley involved sector and case studies (see Annex 1 for locations of pilots and case studies). Pilot interventions have been prepared with the participation of Local Government (Metropolitan, Municipal and District Assemblies - MMDA) staff and sector agencies, with workshops in each pilot town. Dialogue with a wide group of public organisations including Ministries, utilities, NGOs and the Civil Society has ensured extensive review. Over the past year the AWF has also been involved in the project preparatory and review process, with substantive comments submitted in June 2008 and January 2009 on the initial proposals as well as a mission to Ghana in July 2008.

1.1.3 In more detail, the initial preparation phase in 2008 focused on assessment, preparation and creation of project structures. Activities accomplished include: (i) awareness creation and information dissemination; (ii) establishing the structures for project management and coordination; (iii) conduct of sector assessments; (iv) delivery of information products that consolidate what already exists on the ground; and (v) setting up of national operational structures for improved networking and knowledge management. Ongoing or completed activities in 2009 include: (i) detailed case studies on innovative management approaches; (ii) identification and preparation of pilot sub-projects; (iii) development of required supportive materials (guidelines, models and tools) for project implementation; and (iv) testing of the draft project support materials in two urban areas. The project team is working with the Ghana Water Company Limited (GWCL), AVRL, CWSA and Learning Alliance members to select the sites for testing, and will play a key role in the establishment of management models and governance systems, capacity building and monitoring.

## ***1.2 Sectoral Priorities***

1.2.1 The Growth and Poverty Reduction Strategy (GPRS II, 2006–2009) considers access to safe water, sanitation and hygiene (WASH) a prerequisite for economic growth. Priority areas include: (i) accelerated provision of safe water in rural and urban areas, and (ii) accelerated provision of adequate sanitation. The role of WASH in school attendance, women’s workload and participation in economic activities is also appreciated.

1.2.2 The National Water Policy developed in 2007 endorses IWRM as a holistic approach to water resources management. The strategies for urban water supply and community water and sanitation are outlined. Key principles are the fundamental right to adequate water for basic needs and the improvement of equity and gender sensitivity. The NWP recognises the need for increased domestic investment and clearer responsibilities for water quality monitoring.

1.2.3 The Sector Reforms during the last decade resulted in the establishment of sector institutions with responsibilities to meet sectoral priorities as follows:

- GWCL (Ghana Water Company Limited): Management of water in urban areas; retains asset management and development.
- AVRL (Aqua Vitens Rand Limited, international consortium): Management of 87 urban systems; 5 year contract (since 2006).
- CWSA (Community Water and Sanitation Agency): Facilitate provision of water supply and sanitation services to rural areas and small towns.
- MMDAs (Metropolitan, Municipal and District Assemblies): Sanitation delivery including human waste disposal.
- WRC (Water Resources Commission): Regulation and allocation of all water resources and water rights (established in 1996).
- PURC (Public Utility Regulatory Commission): Established as an independent body in 1997 to regulate utilities, including water. The PURC developed a social policy in 2005 requiring that the GWCL/AVRL include pro-poor criteria in their water supply projects.

### ***1.3 Problem Definition***

1.3.1 Rising population and poverty in urban areas exceed the capabilities of GWCL/AVRL to provide water and sanitation services due to inadequate infrastructure, under investment and managerial inefficiencies. The urban population using an improved water supply declined from 86% in 1990 to 79% in 2006 as investment was not sufficient to cater for population growth. Service failures occur frequently. A particular challenge of District capitals and larger towns is that they are not supplied by GWCL/AVRL, yet do not fit into rural programmes under CWSA.

1.3.2 The national sanitation situation is even grimmer, with a coverage rate of about 40%. Most of the poor areas in cities / towns do not access to any municipal waste management. Diarrhea accounts for 25% of all deaths in children under 5 according to UNICEF.

1.3.3 Within the context of the WASH services delivery to poor urban populations, the key problems which justify the project's proposed interventions are as follows:

*Water supply to the poor in large towns/cities:* Up to 70% of the urban poor are forced to rely on costly options, including water vendors and small scale independent suppliers. Costs are up to 15 times the approved tariffs. Poor urban households spend up to 20% of their incomes on water and sanitation facilities and still do not meet their basic needs.

*Water supply to the poor in small towns:* The CWSA has improved over 300 piped systems in small towns, managed by Water and Sanitation Development Boards under oversight of the District Assemblies. Many small towns are yet to be covered, while others have old systems with an irregular supply of water of poor quality. Many systems have experienced very low levels of consumption which have affected their viability. Poor governance and weak

management are common. As a result the poor often rely on water from old boreholes and traditional sources.

*Sanitation for the urban poor:* 40% of the urban population rely on often inadequate public latrines and there is still widespread open defecation<sup>1</sup>. Exclusive use of private latrines is not feasible for urban slum areas due to space limitations. Most MMDAs are encouraging private management of public latrines but operators frequently deliver poor and expensive services. There are few examples of successful cost recovery. Affordability and hygiene practices remain major challenges.

1.3.4 The core problem is essentially the “weak sector capacity for planning and delivery of WASH services in poor urban areas”. The identified specific problems, needs and constraints to be tackled include:

- Weak implementation of policy and low level of sector support to pro-poor WASH;
- Weak capacity of sector organisations especially at the decentralised levels;
- Weak regulatory environment for pro-poor services;
- Lack of knowledge on innovative scalable approaches.

1.3.5 The last five years have seen a growing priority given to pro-poor water supply and sanitation services delivery in a number of recent pilot projects. However, these projects have suffered from a number of constraints which have prevented widespread uptake of their results: most of them are located in Accra with a heavy emphasis on infrastructural improvement; most do not adequately include sanitation; development of replicable information and project support materials for sharing is inadequate; few of the projects have included elements to ensure scaling-up of experiences; and sector agencies have limitations with regards to facilitation of the learning aspects and the development of knowledge products. The resultant lack of information and knowledge has negatively affected the ability of sector agencies and project planners/implementers to make use of newly developed approaches and lessons learned to better serve the urban poor. Additional details on sectoral priorities, problem definition and origin, and description of beneficiaries and stakeholders are available in separate Background Documents.

#### ***1.4 Objectives of the Project***

1.4.1 The project has as the overall objective to “Strengthen sector capacity for planning and delivery of pro-poor WASH services in urban areas through tripartite partnerships approaches involving the public, private and NGO sectors and to increase access to water supply and sanitation in three urban pilot areas”. The project will identify opportunities for improvements based on recent assessment of the situation within the WASH sector, analysis of the problems and constraints to pro-poor services delivery. To achieve this objective the project will:

- Test a range of different innovative management models, approaches and technologies for providing WASH services to the urban poor;
- Provide infrastructure in 3 pilot areas under the new management models;
- Support an enabling environment (policy implementation, regulation, etc.) necessary for these innovations to be widely scaled-up.

1.4.2 In particular, the project recognises the constraints regarding lack of information and knowledge, and strategically tries to fill this gap. The project will use an applied research

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<sup>1</sup> National average 24% [Ghana Statistical Service Multiple Indicator Cluster Survey (MICS), 2006].

approach to generate and disseminate knowledge products and replicable materials to sector staff involved in pro-poor service delivery. It will also liaise closely with the sector agencies PURC, AVRL and CWSA to ensure adequate documentation of experiences and to develop support and advocacy materials. The project will also promote learning platforms beyond its own duration through a strengthened Resource Centre Network.

### ***1.5 Beneficiaries and Stakeholders***

1.5.1 The *direct beneficiaries* of the project will be at least the 45,000 residents in three urban poor areas where the project will support the delivery of facilities. It will also impact on the transient population, farmers who will make use of the by-products from EcoSan facilities and conservancy labourers. In the long term, the up-scaling of the approaches is expected to benefit all the urban poor in the project cities/towns and ultimately in all urban areas in Ghana.

1.5.2 The project's *indirect beneficiaries* or target groups include: (i) MMDAs; (ii) implementing agencies GWCL/AVRL, CWSA, the Ministry of Food and Agriculture (MOFA) and the Environmental Health and Sanitation Directorate (EHSD); (iii) Water-boards and their operators in the 3 cities/towns (involving some 30 staff); (iv) NGOs; and (v) private sector operators and consultants. At the national level, the Water Directorate in the Ministry of Water Resources Works and Housing (MWRWH), the PURC and the EHSD in the Ministry of Local Government and Rural Development (MLGRD) will facilitate learning and up-scaling. The capacity building support will be extended to NGO and private utilities national associations (CONIWAS and PRUSPA). The selection of the 3 pilot areas, and development of project interventions, was done in close consultation with all the target groups as noted in Section 1.3.

### ***1.6 Justification for AWF involvement***

1.6.1 This project fits within the AWF mandate under Improved Water Governance and Service Delivery, as well as Investments to Meet Water Supply and Sanitation Needs, with a clear focus on innovation. Funding from the AWF will enable the project to undertake the testing of the Tri-Partite Partnership approach to achieving sustainable O&M, tariffs and management by local government with a great impact on improved water supply and sanitation service delivery to the urban poor. The AWF has been engaged in an extended preparation phase to ensure that the project fits into the AWF's mandate and contributes towards the achievement of AWF objectives.

1.6.2 The co-financing partnership arrangements provide important advantages. Respected regional and international partners lend credibility and allow for a larger project with a greater impact. AWF co-financing is for a clearly defined component which will promote visibility and improve the accountability of the Facility's intervention. The other partners fund preparatory work and project management as well as learning and knowledge sharing. This permits AWF funds to be used for the competitive procurement of works and services. Joint preparation has improved the project, and accelerated implementation can be expected since there is a functional project team already in place. Increased catalytic opportunities downstream due to NWP co-funding can be realistically expected. The learning and knowledge dissemination are strengthened through joint efforts of all stakeholders.

## **2. THE PROJECT**

### **2.1 Impacts**

2.1.1 The key long term changes expected to come about as a result of this project relate to the provision of sustainable pro-poor WASH services provided to urban populations which lack access. This will result in a range of common benefits arising from improved access to water supply and sanitation, such as improved public health, time savings to fetch water, environmental protection, and contribution to social equity.

### **2.2 Outcomes**

2.2.1 The medium term outcomes expected from the project are:

- *Local Governments and sector agencies plan and implement pro-poor WASH investments in partnerships with NGOs and private sector:* A comprehensive set of supportive toolkits, guidelines, training material, etc. will be made available for building the capacity of MMDA and sector agencies across Ghana.
- *Sustainable access to water supply and sanitation for the population of the three pilot areas:* MMDAs in the pilot areas will be trained and supported to deliver the improved services in the poor urban areas in partnership with NGOs and the private sector.
- *Increased investment for WASH in poor urban areas:* Actual demonstration of successful approaches and technologies to provide WASH services to the poor in the three pilot areas will lead to replication and scaling up.
- *Increased interest of private sector in service delivery to the poor:* Through successful demonstration that supply of pro-poor WASH services is a financially viable component of their business, an increased willingness from private operators to tackle the pro-poor challenges in Ghana should result.
- *An improved enabling environment created and higher priority given to pro-poor WASH in development planning:* Improved access to evidence based information and knowledge, regular sector policy dialogues on pro-poor WASH, and a structured advocacy initiative will ensure a higher priority of WASH in poor urban areas in development planning.
- *Improved knowledge and learning network informing government and donor programmes/projects:* The Resource Centre Network which will seek to develop and disseminate knowledge products to inform government and donor projects/programmes aimed at pro-poor service delivery. The establishment of learning alliances at national level and within project districts will strengthen networking between ongoing projects and sector agencies.

### **2.3 Outputs**

2.3.1 Two key results are expected from the implementation of the activities of the project. These are described below along with corresponding outputs under each result:

*Result 1: WASH services delivered to 45,000 urban poor in pilot sub-project areas*

- Three pilot project target towns / slums provided with improved infrastructure for sanitation, solid waste and water supply (including public, institutional and household latrines; improved drainage and waste disposal facilities; new waste containers and collection points)

- Innovative approaches and technologies including TPP and EcoSan successfully employed.
- Facility Management Plans developed and local capacity improved for sustained management of the facilities.

*Result 2: Enabling environment improved for the replication and the scaling up of pro-poor WASH service delivery in Ghana*

- Project experiences / lessons learned documented in various knowledge products
- Increased understanding and capacity of MMDA, sector agencies and other stakeholders to involve tripartite partnerships
- A more conducive environment created for the delivery of WASH services in the districts and municipalities
- Strengthened learning platforms and improved networking and knowledge management
- Increased advocacy contributing to adoption and successful implementation of pro-poor policies and strategies.

## **2.4 Activities**

2.4.1 The project activities will be undertaken in two components. The project components have been structured according to the main results, and the specific activities under each component are described below. AWF support will be for the design and implementation of pilot infrastructure in 3 selected areas, and comprise Component 1, corresponding to Result 1. Component 2 relates to Result 2 - learning, advocacy and policy support - and is funded by other project partners.

*Component 1: Pilot implementation of WASH infrastructure for service delivery to 45,000 poor in 3 urban areas*

2.4.2 Using multi-stakeholder partnerships, the three sub-projects will combine the development of existing infrastructure (which will directly ensure coverage to 45,000 people) with the piloting of new technologies and the testing of innovative management and implementation approaches. Hygiene education will be considered a cross-cutting activity for both water supply and sanitation interventions. The scope of each of the 3 AWF funded pilot sub-projects has been summarised in Table 1.

2.4.3 The sequence of activities involved will include the following:

- i. Project launching in the Districts, orientation of DA staff and awareness raising;
- ii. Specific baseline and planning studies, detail designs, stakeholder workshops;
- iii. Procurement of works and services;
- iv. Implementation of infrastructure works;
- v. Post construction support to establish sustainable management systems for O&M, and capacity building at the level of the MMDAs and in the communities.

2.4.4 All infrastructure implementations will fall under *Environmental Category 2* and Environmental Management issues will be addressed by complying with Environmental Protection Agency (EPA) regulations and procedures in project baseline studies and designs. The individual site-specific information on each pilot shall be compiled at District level. The project team, with the MMDAs, will ensure that environmental permits are obtained.

Table 1: Summary of Proposed Pilot Sub-Projects

Theme and Location	Lead Agency, Key Stakeholders	Target Population, Duration	Scope of Work and Key Innovations (AWF)	Non AWF Funded Activities (Other Donors)
1.1 WASH services delivery to slums in Ashaiman Municipality – 220 000 total population	Ashaiman Metro Assembly, GWCL/AVRL, Safi Sana Initiative, MLGRD	Low income areas in Ashaiman, transient population, local farmers  15 000 persons  24 months	Multi-purpose WASH facilities in slums (water/sanitation/washing – 3 units of “1 star” basic blocks with water kiosk, 3 units of “2 star” blocks with bathing area and hygiene shop, 3 “3 star” blocks with water grid connection and showers, 3 units of EcoSan “flag star” block with grey water recycling, show room and education/meeting centre, 3 rehabilitated Aqua privy toilets)	Reuse of urine and treated faeces from EcoSan by farmers, Private sector entrepreneurs and facility operators, Multi-stakeholder partnerships for sustained facility management.
1.2 Comprehensive sanitation services delivery in Mankessim – a large urbanised town – 31 000 total population	Mfantseman District Assembly	Mankessim Residents Transient Population  20 000 persons  24 months	Excreta disposal options based on Sanitation Ladder and technology selection manual, Public latrines (10 new 18-seats WC with septic tanks, 2 rehabilitated Aqua Privies) including design and operation manuals – total of 12 sites, Sanitation marketing and SaniMarts for social marketing and community led total sanitation (incl. 8 demonstration toilets for households), Treatment and reuse of excreta from EcoSan toilets by farmers, Improvement of surface water drainage in central business district (1,5 km new primary and secondary drains), Solid waste transfer stations and house collection ( 8 sites with 2 or 3 skip containers)	Promoting private sector market approach including franchised management of public, sanitation facilities, and septic truck operators Financing of household latrines by revolving fund loans.
1.3 WASH services delivery to Huni Valley, a small town community – 10 000 total population	Prestea-Huni Valley District Assembly, CWSA	Residents in Huni Valley  10 000 persons  18 months	Piped water supply system to meet demand projected for 10 years incl. 3 new boreholes, 180 m <sup>3</sup> storage, 7 km pipelines, 24 standposts and 30 house connections, Sanitation facilities incl. 4 new public and 400 new household latrines, rehabilitation / upgrade of existing latrines, SaniMart establishment, and hand washing campaign, Improvements of solid waste disposal sites (drainage and fencing), Rehabilitation of primary drains and promotion of household soak-aways,	Use of Output Based Aid (OBA) for infrastructure provision, Recruitment of private sector operator, Financing of household latrines by revolving fund loans.

*Component 2: Improvement of the enabling environment for the replication and scaling up of pro-poor WASH service delivery in Ghana*

2.4.5 Activities will mostly be carried out in the last year of the project. These will include:

- Monitor each pilot project and consolidate lessons learnt and best practices.
- Refine tools and materials to facilitate the replication of successful approaches.
- Undertake knowledge activities and strengthen learning and networking structures.
- Undertake advocacy activities and the promotion of reforms.

## **2.5 Risks**

2.5.1 The risks that could undermine the achievement of the anticipated results are analysed as follows:

*Delay of implementation due to the complex structure, the large number of partners, and the dependence on intermediate inputs:* This risk will be mitigated by ensuring that complex approaches such as OBA will be refined by partners during the remainder of 2009 before project starts. Furthermore, the Grant effectiveness conditions will reduce the risk of delays in implementation due to the non mobilisation of co-financing.

*Reluctance of sector organisations to adopt innovative models:* A resistance of sector ministries (MWRWH and MLGRD) and agencies (CWSA, GWCL/AVRL) to adopt innovative approaches or provide the required leadership for pro-poor WASH could pose a risk to the achievement of longer term goals. To forestall this, ministries/agencies have already been extensively involved and will be at the forefront of project coordination, learning and sharing. Project processes and management structures ensure that these organisations play a key role in the Steering committee. Learning alliances will be established at the national level and also within each of the projects districts, which will bring together these and other stakeholders to share and develop common approaches (vision, strategies and tools). This measure will help to ensure that innovative project results will be readily adopted and integrated. Also, ways are being explored to involve more mid-level agency staff in project implementation to create champions with detailed design and implementation experience.

*Lack of staff capacity at local Government level for replication:* There is a risk that replication and up-scaling may be hampered due to attrition and turnover of local Government staff. The TPP approach will widen the available pool of skilled support staff from Community Based Organisations (CBOs) or NGOs that could be recruited into MMDAs so that experience gained will not be lost.

## **2.6 Costs and Financing Plan**

2.6.1 The estimated total cost of the project is €2 805 220, all of which is in local currency equivalent. Costs include 2.5% physical contingencies and 2.5% price escalation contingencies, and exclude taxes. The Recipient will work with national and local Governments as required to ensure tax exemption. A breakdown of the proposed financing plan by project Component and Source of Financing is summarised in Table 2 with details shown in Annex 2. Cost estimates are based on prices obtained from similar projects implemented by TREND.

2.6.2 The AWF will finance 71% of the project costs (estimated at € 1 979 000), mainly for the implementation of infrastructural works and associated consultancy services for design and supervision. The NWP/TREND funds (€ 689 220) will cover all activities related to “software aspects” including project preparation, baseline studies, learning aspects, development and testing of tools/materials as well as project management/coordination. Knowledge aspects and EcoSan will be supported by a contribution of € 52 000 from *Safi Sana*, a franchising company for high quality WASH services in unplanned urban settlements founded by *Aqua for All*. The MMDAs and beneficiaries will provide in-kind contributions (estimated at € 84 500). Five co-donor statements from Aqua for All, Plan Nederland, Simavi, SNV and TREND committing funds for the project have been provided and will be updated before Grant signature.



Table 2: Total Project Cost Estimates by Component and Sources of Financing (in Euros)

Component	Total Cost	AWF	TREND / NWP	Safi Sana	MMDA Beneficiaries
1.1 Ashaiman Slum WASH	771 000	594 000	85 000	50 000	42 000
1.2 Mankessim Sanitation	810 000	689 000	98 000		23 000
1.3 Huni Valley Small Town	739 500	601 000	123 000		15 500
2. Learning Aspects (National)	144 120	0	144 120		
3. Project Management	206 600	0	206 600		
<i>Total Base Cost</i>	<i>2 671 220</i>	<i>1 884 000</i>	<i>656 720</i>	<i>50 000</i>	<i>80 500</i>
Contingency 5%, rounded	134 000	95 000	32 500	2 500	4 000
<i>Total Project Cost</i>	<i>2 805 220</i>	<i>1 979 000</i>	<i>689 220</i>	<i>52 500</i>	<i>84 500</i>
Percentage	100%	70,5%	24,6%	1,9%	3,0%

### 3. PROJECT IMPLEMENTATION

#### 3.1 Recipient

3.1.1 TREND Group will be the Grant Recipient and Executing Agency. TREND is a local NGO with 14 years of experience in WASH and a long history of collaboration with Sector Agencies. The Group has a wide range of experience in all 10 regions of Ghana and is a key institution in facilitation of pro-poor issues and capacity building, knowledge management and sector learning in Ghana. A fully equipped office has already been set up at the TREND headquarters in Accra for the implementation of the Project with adequate office space and conference facilities. The Group has a multi-disciplinary core staff of 12 professionals and actively works with 20 external consultants. The TREND Group has good links to publishers, media experts, water quality and material testing laboratories. A preparation mission has confirmed the capacity of TREND to implement a project of the given size and complexity.

3.1.2 Procurement for specific aspects of the pilot project implementation will be handled by the Project Team in tandem with the Tender Committee of the beneficiary MMDAs and CWSA/GWCL. TREND has the resources, capacity, expertise and proven experience to handle such procurements.

3.1.3 TREND will be responsible for the preparation and the submission to the AWF, as a condition of Grant Effectiveness, of a Procurement Plan acceptable to the AWF and setting forth the particular contracts for goods, works and consulting services during the life of the project, along with the proposed modes of procurement. The Recipient shall update the Procurement Plan annually or as needed throughout the duration of the project.

#### 3.2 Project Organisation

3.2.1 An overview of current arrangements planned for the project is shown in Table 3 and a summary implementation chart is shown in Annex 4. The Project Team and Team Leader will be guided by the Steering Committee. Altogether, the organisation and framework that have been established or proposed are adequate to ensure good project management and implementation, steering, monitoring and learning. An implementation plan will be prepared and submitted to the AWF as a condition for Grant Effectiveness. This will accommodate any

additional information gained during the ongoing preparation phase of the project. Paragraph 3.4.4 gives additional details on the procurement plan. A signed memorandum of understanding with each concerned local government (MMDA) will be prepared, clarifying mutual roles and responsibilities and tax exemption on AWF Grant funded expenditures or specifying the tax payment source. The Tripartite Partnership approach focuses on the collaboration of the government, the private sector and non-governmental / community-based organisations to address the persistent issues of sustainable WASH services for poor urban areas and is central to this project from participatory preparation, through implementation and in the sharing of project experiences.

*Table 3: Summary of Implementation Arrangements*

<i>Role</i>	<i>Organization</i>	<i>Project Responsibility</i>
Recipient	TREND Group	Receives and administers funds
Executing Agency	TREND Group	Coordinates project implementation
Implementation Partners	Safi Sana – Sanitation Franchising, IRC – Internat. Reference Centre	EcoSan, Learning, specialized support
NGO Coalition, Service Providers Association	CONIWAS - WatSan NGO Coalition, PRUSPA – Private Utility Association	Member support, knowledge sharing
Private Sector	AVRL, Local Small Operators	Support for testing of management models
Donor Partners	NWP and Safi Sana	Co-financing, donor sector representative
National Government	MWRWH – Ministry of Water, MLGRD – Ministry of Local Government	Planning of water supply and sanitation, member/chair of steering committee and learning alliance
Sector Agencies	CWSA – Community WatSan Agency, GWCL – Ghana Water Company Ltd, PURC – Public Utility Regulator	Support for management of water supply in urban areas (GWCL); facilitate provision of water supply and sanitation services to small towns (CWSA); and regulate public/private water utilities (PURC)
Local Government	Ashaiman Municipality - Greater Accra Region, Mfantseman Municipality - Central Reg. and Prestea Huni Valley District Assembly - Western Reg.	Support sanitation delivery including human waste disposal; and water supply in towns outside GWCL responsibility
Community	Water Board and CBOs	Management of community water supplies
Steering committee	Project core partners, representatives from Sector Agencies (MWRWH, MLGRD, PURC, GWCL/AVRL, CWSA); NWP and other donors	Meet twice a year to advise on strategic issues of the project; approve work plans, budgets; ensure quality, alignment, harmonisation, coordination
Project Team Leader	Appointed by TREND	Ensure planning and maintain technical oversight including responsibility for quality of outputs; adequate liaison with external agencies, target groups and donors
Project Team	A core team of 3 staff has been recruited during the preparation phase. The Team is supplemented by short-term local consultants.	Project management and implementation of project components, project coordination, accountability, monitoring
Learning Alliance	NLAP and LLAP, RCN – Resource Center Network, IRC, project partners, Sector Agencies (MWRWH, MLGRD, CWSA, GWCL/AVRL, PURC, donors	Regular meetings of the learning alliance platforms at the national and district levels to ensure interactions between all stakeholders including the external agencies.

### 3.3 Implementation Schedule

3.3.1 The commencement of the Project (Grant Signature) is scheduled for October 2009 with a total duration of 28 months. The implementation of AWF sponsored pilot components will have a duration of 24 months as from January 2010. This will allow continuity with ongoing preparation activities. The remainder of 2009 is considered the lead time necessary for Grant Effectiveness and for the AWF/AfDB to make the first disbursement.

3.3.2 The proposed implementation schedule for the entire project is presented in Table 4 with details in Annex 3. The AWF funded components consist of the pilot infrastructure works in Ashaiman, Mankessim and Huni Valley. A learning, advocacy and policy support component runs parallel to the AWF inputs.

Table 4: Implementation Schedule Summary

Component/Activity – 2009 / 2011				2010												2011											
				Q 1			Q 2			Q 3			Q 4			Q 1			Q 2			Q 3			Q 4		
Calendar Month	10	1	1	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Project Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
Grant Signature																											
Grant Effectiveness																											
1.1 ASHAIMAN Sanitation – 15 000pop																											
Procurement (Consultants, Contractors)																											
Feasibility, Design and Tender Documents																											
Hygiene Education, Community Mobilisation																											
Implement Sanitation Facilities																											
Post Construction Support																											
1.2 MANKESSIM Sanitation – 20 000pop																											
Procurement (Consultants, Contractors)																											
Feasibility, Design and Tender Documents																											
Implement Sanitation Facilities																											
Hygiene Education, Community Mobilisation																											
Post Construction Support																											
1.3 HUNI VALLEY WatSan – 10 000 pop																											
Procurement (Consultants, Contractors)																											
Design Water and Sanitation Facilities																											
Implement Water and Sanitation Facilities																											
Capacity Bldg, Post Construction Support																											
Hygiene Education and Promotion																											
2 Learning and Sharing Aspects																											
Refine Tools and Materials for Replication																											
Knowledge Activities, Learning, Networking																											

### 3.4 Procurement Arrangements

3.4.1 All procurement of goods, works and acquisition of consultancy services financed by AWF shall be in accordance with the AWF's Operational Procedures, the Bank's Rules and Procedures for Procurement of Goods and Works, or as appropriate, Rules and Procedures for the Use of Consultants, using the relevant Bank Standard Bidding Documents. The

Procurement arrangements for the entire project are listed in Table 5. A summary of AWF funded procurement of consultancy services and works is described below.

Table 5: Procurement Arrangements (all amounts in Euro – excluding taxes)

Description	Shortlist	NCB	Non-AWF Funded	Total
<b>CONSULTANCY SERVICES</b>				
Design, 3 Pilot Towns	63 010		56 709	119 719
Supervision and Training Ashaiman	136 521		0	136 521
Supervision and Training Mankessim	115 518		0	115 518
Supervision and Training Huni Valley	73 512		48 308	121 819
Learning / Sharing (incl. National)	0		335 128	335 128
<b>WORKS</b>				
Implementation Ashaiman – 3 contracts		466 273	90 314	556 587
Implementation Mankessim – 3 contracts		597 544	42 007	639 550
Implementation Huni Valley – 3 contracts		526 132	37 281	563 413
<b>PROJECT PREPARATION &amp; MANAGEMENT</b>				
TOTAL	388 561	1 589 949	*826 710	2 805 220
TOTAL AWF FUNDED (rounded up)	1 979 000			

\* The source of funding for non AWF funded activities is shown on Table 2 and in §2.6.2.

3.4.2 *Consultancy Services:* Procurement of Consulting Services for implementation of infrastructure improvements valued in aggregate at € 388 561 will be undertaken through competition on the basis of a short-list utilising the quality and cost based selection process (QCBS). These comprise Design in 3 pilot towns for € 63 010, Supervision, Capacity Building and Hygiene Promotion in Ashaiman for € 136 521, in Mankessim for € 115 518 and in Huni Valley for € 73 512. Thirteen (13) such contracts valued typically between € 10 000 and € 50 000 will be awarded. Contracts for Learning and Sharing valued in aggregate at € 335 128 Euro will be funded by TREND following its own procedures.

3.4.3 *Works:* All procurement of civil works shall be undertaken under National Competitive Bidding (NCB) procedures. It is anticipated that 9 such contracts will be awarded in the 3 sub-projects, for construction of sanitation facilities and water supply systems, and are valued in total at € 1 589 949. The total value of 3 contracts in each MMDA will be valued as follows: Ashaiman – € 466 273; Mankessim – € 597 544; and Huni Valley – € 526 132. These procurement modes under NCB are justified by the fact that no contract is valued above € 300 000, and that adequate local capacity exists to construct works of this magnitude.

3.4.4 *Prior Review:* Contracts for Consultancy Services or Works of value higher than € 50 000 will be subject to prior review by the AWF. The following documents are subject to review and approval by the AWF before promulgation, under prior review; Specific Procurement Notices (SPN), tender/ bid documents or requests for proposals from consulting firms, tender/bid evaluation reports or reports on evaluation of consultants' proposals.

3.4.5 *Post Review:* Contracts for Consultancy Services or Works of value less than € 50 000 will be subject to post review by the AWF, and will be processed under the full responsibility of TREND. Ex-post technical verification and ex-post financial control systems will be used in these instances to enable TREND to expedite procurement of goods, works and to acquire

consulting services. Procurement documents including SPNs, tender/bid documents or request for proposals, tender/bid evaluation reports as well as signed contracts will be kept by TREND for periodic review by the AWF supervision missions or special audits.

### **3.5 Disbursement Arrangements and Expenditure Schedule**

3.5.1 The grant amount covering the AWF funded component of the project (as noted in Section 2.6) will be disbursed using the Special Account method of disbursement, in line with Bank rules and procedures. The AWF funds will be channelled through the TREND Group, which will open a Special Account denominated in Euro in a bank acceptable to the AWF.

3.5.2 The proceeds of the Grant shall be disbursed by the AWF in three instalments or tranches, based on the implementation schedule and progress. The estimated amounts are as shown in Table 6. The first tranche will be disbursed when the conditions for Grant Effectiveness are satisfied. The second and third tranches will be disbursed upon drawdown of the Special Account estimated to be within 12 and 20 months after grant signature respectively.

*Table 6: AWF Expenditure and Disbursement Schedule (amounts in Euros)*

<i>Category of Expenditures</i>	<i>Tranche 1</i>	<i>Tranche 2</i>	<i>Tranche 3</i>	<i>Total</i>
Works	400 000	690 343	500 000	1 590 343
Services	193 700	101 257	93 700	388 657
<i>Total</i>	<i>593 700</i>	<i>791 600</i>	<i>593 700</i>	<i>1 979 000</i>
Percentage	30 %	40 %	30 %	

3.5.3 Obligations of the AWF to make the first disbursement of the Grant shall be conditional upon the opening of a Special Account, the nomination of a Project Team Leader acceptable to the AWF, the preparation of an implementation plan (including a procurement plan) and the presentation of memoranda of understanding with concerned local governments (see paragraph 3.2.1). The supporting documentation for the replenishment of the Special Account will include a statement of receipts and expenditure of funds supported by bank statements, justifying that at least 50% of previous disbursement has been utilised. For the second and the third tranches, an updated work program and cost estimate for the remainder of the project and evidence of the mobilisation of agreed co-financing has to be included. All detailed documents related to the utilisation of AWF funds will be held by TREND for subsequent verification and confirmation by the external auditors.

### **3.6 Accounting and Audit Arrangements**

3.6.1 TREND shall be responsible for the financial management of the project. TREND has sufficient qualified and experienced financial management staff including: a Project Manager, an Administrative Assistant and a dedicated Accountant. They will maintain an accounting system and books of account specifically for the AWF project component, and will prepare quarterly financial statements in accordance with ADB procedures. These statements will be submitted together with the quarterly progress reports. All payments will be endorsed by the Project Team Leader. Segregation of duties shall be maximised between authorising, accounting and bank signatory functions.

3.6.2 Two audits are expected to be carried out by an external auditor recruited by the AWF. The AWF will recruit and retain an auditor for this purpose, and the cost of the audit shall be paid from the AWF administrative budget, not from this Grant.

### ***3.7 Supervision, Monitoring and Reporting Arrangements***

3.7.1 The AWF’s supervision of the project will include regular communication and correspondence with TREND, as well as the review of the Quarterly Progress Reports and other documents. AWF may undertake a field supervision mission at any time, as may be needed. Two annual supervision missions are anticipated.

3.7.2 A project-wide monitoring system will be developed before the start of the pilot projects to track project progress and performance at the national level and within the pilot districts. The Logical Framework matrix to be included in the Implementation Plan, and the LFA in this Appraisal Report, shall serve as a basis for the results based assessment of the outputs of the project during implementation and after completion. The key indicators for monitoring project implementation progress and overall performance as identified in the LFAs will be further elaborated through participatory workshops during the preparation of the Implementation Plan. The monitoring framework will align with the existing monitoring systems within the MMDAs and the Sector agencies, GWCL and CWSA.

3.7.3 The monitoring of the project will be done by the Project Team and partners. Also, the Steering Committee shall review progress during its regular meetings. Staff within the MMDAs will play a key role in ensuring ongoing data gathering on indicators related to project outputs. Efforts will be placed on developing capacity at MMDA and community levels for ongoing measurement of indicators in the field, including the design of tools and guidelines for measurement and analysis, and the training of staff and consumers in their use.

3.7.4 The Recipient shall submit to the AWF the reports/documents noted in Table 7. The project completion report shall include details on project activities and a comprehensive expenditure report on the utilization of the Grant. All documents shall be transmitted to the AWF by email, with hard copies to follow subsequently.

*Table 7: AWF Reporting Requirements*

<i>Documents to be Submitted to the AWF</i>	<i>Reporting Schedule</i>	<i>AWF Action</i>
1. Implementation and Procurement Plan	Upon completion of preparation	Review and approval
2. Procurement Documents as noted in Section 3.3	As noted in Procurement Section	Review and “no objection”
3. Quarterly Progress Report in AWF format (with report on expenditures)	Within two weeks of end of quarter	Review and comment
4. Annual Report including audited accounts	End of 1 <sup>st</sup> quarter of following year	Review and comment
5. Project Completion Report in AWF format	3 months before end of project	Review and acceptance
6. Minutes of Steering Committee Meetings	Within 7 days of meeting	Review and comment
7. Minutes of any other project meeting or workshop	Within 7 days of meeting	For information

## 4. PROJECT BENEFITS

### 4.1 Effectiveness and Efficiency

4.1.1 The proposed actions will apply effective and more efficient approaches for the provision of sustainable WASH services to the populations of poor urban areas. A summary of how the proposed activities and implementation arrangements are necessary and sufficient for the attainment of project results, as well as the impact on the main focus areas of the Facility, is presented in Table 8.

4.1.2 In short-term, the effectiveness of the project will be ensured by the provision of infrastructure to the selected pilot areas. The efficiency of the project will result primarily from the expected replication, which will be promoted through the learning and sharing of experiences under Component 2.

Table 8: Effectiveness and Efficiency

Objective	Description
Build national capacity for planning and delivery of pro-poor WASH for accelerating sustainable access to urban sanitation and water supply	The building of effective partnerships for planning and implementation will ensure the delivery of tangible outputs including the availability of infrastructure to provide WASH services to 45,000 urban poor.
Use of innovative approaches and technologies	Pilot project investments in physical infrastructure will not only help meet the needs of three townships, but will pilot a range of innovative approaches and technologies: <ul style="list-style-type: none"> <li>- Tripartite partnerships for project implementation and community management of WASH facilities,</li> <li>- Local private sector operators and entrepreneurs,</li> <li>- Project financing using OBA, micro-credit / revolving funds,</li> <li>- Focus on only sanitation improvements in locations which have adequate water supply,</li> <li>- Intensive hygiene education using a community led total hygiene approach,</li> <li>- Integrated water/sanitation/washing cleansing stations in slums,</li> <li>- EcoSan techniques for excreta treatment and reuse.</li> </ul>
Knowledge generation and dissemination	<ul style="list-style-type: none"> <li>- Generate and share knowledge on urban pro-poor approaches,</li> <li>- Incorporate networking, ongoing monitoring, documentation of experiences, and the facilitation of access to relevant information, knowledge product development and dissemination, and policy dialogues,</li> <li>- Establish a Resource Centre Network that will systematically support documentation, knowledge product development and dissemination.</li> </ul>
Improvement of the enabling environment for pro-poor service delivery	<ul style="list-style-type: none"> <li>- Improved profile and increased attention and resource allocation for pro-poor WASH,</li> <li>- Improved availability of evidence-based knowledge to influence pro-poor reforms,</li> <li>- Facilitation of multi-stakeholder partnership and advocacy activities,</li> <li>- About one third of the project funds go into capacity building, information materials, learning, knowledge, advocacy and related aspects,</li> <li>- Project designed to ensure the delivery of tangible outputs including strengthened capacity of 5 MMDAs including the training and equipping of some 90 MMDA staff.</li> </ul>

Strengthen the financial base and mobilise resources	<ul style="list-style-type: none"> <li>- Investments for up-scaling of successful approaches by sector agencies (GWCL/ AVRL, CWSA and EHSU of the MLGRD) towards pro-poor WASH services delivery is expected in a number of districts. The multiplier effects will be investigated as part of the project monitoring and evaluation exercises.</li> <li>- Involvement of the private sector in resource mobilisation to source subsidies for investments using OBA approaches. This approach is yet to be tried in Ghana and the pilot could positively influence services delivery throughout the country. The process will also examine various options for private entrepreneurs involved in management to access loans with DA support for improvement of existing facilities.</li> <li>- Improved financial management and effective cost recovery. The project will learn from the community water and sanitation sector in Ghana which has a long history of applying policies for sustainable cost recovery.</li> <li>- Demonstration of more cost effective approaches will lead to increased output from available funds.</li> <li>- Cost savings on public health improvements; poverty reduction and environmental enhancement. The lessons learned on socio-economic impacts will be captured and incorporated in advocacy and project planning materials to be developed.</li> </ul>
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## 4.2 Sustainability

4.2.1 The sustainability of the project results has been considered carefully in terms of financing and institutional arrangements as well as environmental management and equitable access to project benefits.

4.2.2 With regard to financing arrangements, the most important source of funds for O&M of the improved infrastructure will be user fees. This is in line with sector policies supporting cost recovery for water supply services including O&M and systems expansion and improvement. Also, the payment for WASH services in all urban communities is a widespread practice. In addition, the participatory decision making will facilitate improved financial management and willingness to pay. Furthermore, capacity building to be provided by NGOs will include support with tariff setting and review. The role of the private sector in the O&M of facilities will be encouraged and it is expected that the improved services to clients will lead to higher cost recovery rates and therefore greater sustainability of investments. As such, the government will be less burdened with subsidies for O&M and reinvestments. This demonstration of sustainability will encourage local governments to allocate larger budgets and budget shares to pro-poor interventions.

4.2.3 The Project will strengthen the effectiveness and sustainability of sector institutions for improved pro-poor WASH services delivery beyond the project period by:

*Use of existing structures in project implementation:* The project components will be anchored in existing district and community institutions and activities will increase the level of partnership between the stakeholders.

*Capacity developing of existing institutions:* The project will focus on developing the capacity of PRUSPA members, CONIWAS, MMDAs and CBOs through training and the development of knowledge products aimed at supporting their operations. The project will also encourage networking between these institutions.

*Institutionalised Structures for Learning:* The expectation is that the Resource Centre Network will be institutionalised and supported by sector projects and agencies to continue rendering knowledge management services after the project.



*Stakeholder Ownership of the Process:* This will be promoted through active participation of stakeholders in all aspects of decision-making; on-going community, district, regional and national consultations; partnership and consensus building activities.

4.2.4 Environmental Management issues will be taken care of by complying with Environmental Protection Agency (EPA) regulations and procedures as follows:

- The EPA in Ghana has clearly laid out procedures for ensuring compliance with regulations. These require environmental assessments and registration, preparation of environmental management plans where required, ongoing monitoring and routine tracking and reporting on environmental actions.
- In compliance with environmental regulations, the individual site-specific information on each pilot shall be compiled at District level using the recommended checklists. During pilot project design the project team will work with the MMDAs to ensure that the requisite environmental permits are obtained; and to develop environmental management and monitoring plans.

4.2.5 Socio-economic and Gender benefits will be considered and ensured as follows:

- The initial analysis and studies carried out by the project included detailed socio-economic reviews. The outcomes will be used to overcome social barriers such as illiteracy, poverty and gender inequity as well as cultural and religious barriers.
- The project activities will include preparation and dissemination of information products which will help to promote gender equality, including (i) guidelines for ensuring gender-sensitive selection criteria for membership in various decision making bodies at the MMDA and community levels; (ii) gender awareness training materials which will emphasize the importance of giving women access to training opportunities; and (iii) promotion of women's participation at all levels, including community leadership.

4.2.6 The risks posed by climate change and variability will be considered in the design of the water production and drainage facilities. Also, the location of dry sanitary facilities on flood-proof sites will receive the required attention.

## **5. CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

5.1 The project has gone through a preparation phase that involved sector studies, NGOs, private and public sector partners as well as meticulous discussions over a two year period. The planning of pilot projects has involved dialogue with AWF and a multi-stakeholder grouping, including the Sector Ministries, utilities, NGOs and the Civil Society. The process has also benefited from information and technical assistance from the NWP and IRC.

5.2 As a result, the contextual framework and justification are clear; the objectives, outputs and activities are logically laid out and proposed implementation arrangements are considered adequate and sustainable. None of the assumptions that have underpinned the project designs is considered to be an unacceptable risk. There are therefore no outstanding issues that should negatively impact on successful implementation.

5.3 Positive aspects of this project include:

- A locally driven initiative which focuses on all the key sector players in Ghana, piloting innovative approaches to improve WASH service delivery to the urban poor.
- Tackling some difficult issues, such as WASH services to slum areas, and increasing local government capacity to improve sanitation.
- An innovative tripartite partnership involving NGO and the public and private sectors for the planning and implementation of water supply and sanitation infrastructure improvements.
- The promotion of National NGO coalition and Private Utility Service Providers Association to encourage their members to meet WASH needs in partnership with the government.
- Focus on knowledge generation and dissemination, including a practical research-based approach to project implementation.
- The involvement of international partners with excellent reputation and experience.
- Complementary co-financing, with the AWF funding a clearly defined component related to provision of water supply and sanitation infrastructure.
- Good prospects of influencing policy refinement and implementation, due to the involvement of key sector ministries and agencies on the Steering Committee.

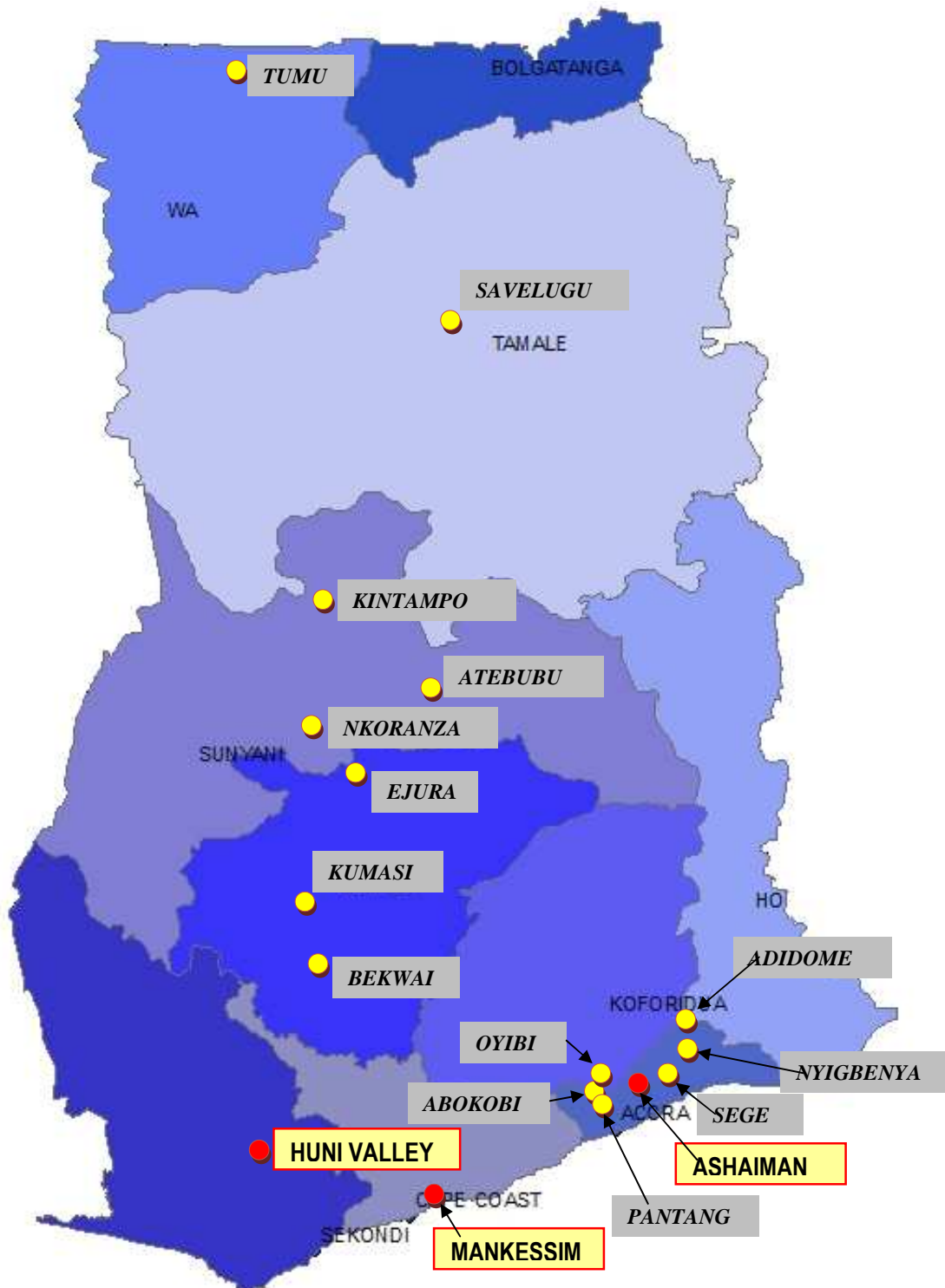
5.4 The total project cost is € 2 805 220 of which the AWF is requested to fund € 1 979 000, constituting some 71%. The remainder is covered through the combined financial contributions of the Recipient, four Dutch NGOs and project beneficiaries.

### **Recommendations and Conditions**

5.5 It is recommended that a grant not exceeding €1 979 000 from the African Water Facility resources be extended to the TREND Group of Ghana for the implementation of the project as described in this appraisal report.

5.6 Obligations of the AWF to make the first disbursement of the Grant shall be conditional upon the nomination of a Project Coordinator, acceptable to the AWF, the opening of a Special Account in a commercial bank in Ghana acceptable to the AWF, the presentation of memoranda of understanding with concerned local governments and the preparation of an Implementation and a Procurement plan.

# ANNEX 1: MAP OF GHANA SHOWING AWF PILOT AND CASE STUDY TOWNS/COMMUNITIES



**Disclaimer**  
 This map was provided by the African Development Bank exclusively for the use of the readers of the report to which it is attached. The names used and the borders shown do not imply on the part of the Bank and its members any judgment concerning the legal status of a territory nor any approval or acceptance of these borders

- LEGEND**
- **AWF PILOT PROJECT TOWNS**
  - **CASE STUDY TOWNS/COMMUNITIES**

## ANNEX 2: COST ESTIMATE AND PROCUREMENT DETAILS

(Amounts in Euro)

Description	Total	AWF Local Costs	Other funding	Local Costs In-Kind	Funding / Procurement Mode
<b>PILOT IMPLEMENTATIONS -</b>					
<b>See following tables for details</b>					
Consultancies	645 000	370 000	269 000	0	
Civil Works	1 675 500	1 514 000	115 500	46 000	
<b>TOTAL PILOT IMPLEMENTATIONS</b>	<b>2 320 500</b>	<b>1 884 000</b>	<b>384 500</b>	<b>46 000</b>	
<b>LEARNING ASPECTS</b>					
Knowledge Products	45 000		45 000		Contribution by Applicant
Advocacy and Networking	27 000		27 000		
DLAP/NLAP Meetings	28 000		28 000		
Information/KM Expertise	16 000		16 000		
IRC Input	21 120		21 120		
<b>TOTAL LEARNING ASPECTS</b>	<b>144 120</b>	<b>0</b>	<b>144 120</b>	<b>0</b>	
<b>PROJECT MANAGEMENT</b>					
<b>Remuneration – Ghana Country Team</b>	<b>158 400</b>	<b>0</b>	<b>158 400</b>	<b>0</b>	Contribution by Applicant
<i>Project Coordinator, Researcher/Urban Planner, Knowledge Mgt/Communication Expert, Support staff</i>					
<b>Logistics - Office/Vehicle</b>	<b>48 200</b>	<b>0</b>	<b>48 200</b>	<b>0</b>	
<b>TOTAL PROJECT MANAGEMENT</b>	<b>206 600</b>	<b>0</b>	<b>206 600</b>	<b>0</b>	
<b>TOTAL</b>	<b>2 671 220</b>	<b>1 884 000</b>	<b>735 220</b>	<b>46 000</b>	
CONTINGENCY	134 000	95 000	35 000	4 000	
<b>GRAND TOTAL</b>	<b>2 805 220</b>	<b>1 979 000</b>	<b>770 220</b>	<b>50 000</b>	
<b>CONTRIBUTIONS</b>		1 979 000	820 220		
Percent Contribution		71%	29%		

Description	Total	AWF Local Costs	Other funding	Local Costs In-Kind	Funding / Procurement Mode
<b>Pilot Implementation – ASHAIMAN SLUM WASH Consultancies</b>					
Initial baseline/planning studies	15 000		15 000		Contribution by Applicant
Detailed project design	20 000	20 000			National Tendering
Procurement process (adverts, etc)	2 000			2 000	Contribution by Applicant
Construction supervision	50 000	50 000			National Tendering
Capacity building consultant	40 000	40 000			
Hygiene materials development	40 000	40 000			
Training and capacity building events	10 000		10 000		Contribution by Applicant
Knowledge products development	15 000		15 000		
NLAP meetings, advocacy events	22 000		20 000	2 000	
Ongoing monitoring/documentation	12 000		10 000	2 000	
Knowledge management coordinator	15 000		15 000		
<b>Total Consultancies</b>	<b>241 000</b>	<b>150 000</b>	<b>85 000</b>	<b>6 000</b>	
<b>Civil Works</b>					
New Toilet – 1 Star Block – 3 * 30 000 €	90 000	63 000		27 000	National Tendering
New Toilet – 2 Star Block – 3 * 45 000 €	135 000	135 000			
New Toilet - 3 Star Block – 3 * 45 000 €	135 000	135 000			
Rehabilitation Aqua-Privy Toilet – 3 * 40 000 €	120 000	111 000		9 000	
New EcoSan Flag Star Block	50 000		50 000		Contribution by Applicant
<b>Total Civil Works</b>	<b>530 000</b>	<b>444 000</b>	<b>50 000</b>	<b>36 000</b>	
<b>TOTAL ASHAIMAN</b>	<b>771 000</b>	<b>594 000</b>	<b>135 000</b>	<b>42 000</b>	

Description	Total	AWF Local Costs	Other funding	Local Costs In-Kind	Funding / Procurement Mode
<b>Pilot Implementation – MANKESSIM SANITATION SCALING UP</b>					
<b>Consultancies</b>					
Initial baseline/planning studies	10 000		10 000		Contribution by Applicant
Detailed project design	10 000	10 000			National Tendering
Procurement process (adverts, etc)	3 000		3 000		Contribution by Applicant
Construction supervision	30 000	30 000			National Tendering
Capacity building MA / private / others	40 000	40 000			
Social marketing / hygiene promotion	40 000	40 000			
Knowledge products development	20 000		20 000		Contribution by Applicant
Multi-disciplinary partnership / advocacy events	10 000		10 000		
NLAP / DLAP	3 000		3 000		
Workshops and events	10 000		10 000		
Ongoing monitoring/documentation	10 000		10 000		
Knowledge management consultant	15 000		15 000		
<b>Total Consultancies</b>	<b>201 000</b>	<b>120 000</b>	<b>81 000</b>	<b>0</b>	
<b>Civil Works</b>					
New WCs, 18 seats, Septic Tank – 10 * 34 500 €	345 000	335 000		10 000	National Tendering
Rehabilitation Aqua-Privy, 14 seats – 2 * 14 000 €	28 000	28 000			
Preliminaries & contingencies	27 000	27 000			
Skip containers – 8 * 3 750 €	30 000	30 000			
Transfer stations – 8 * 3 750 €	30 000	30 000			
SaniMart and demonstration facilities	10 000	10 000			
0,5 km reinforced drain (road lane)	47 000	47 000			
1 km primary and secondary drain	62 000	62 000			
Credit/subsidies schemes for household latrines	30 000		30 000		Contribution by Applicant
<b>Total Civil Works</b>	<b>609 000</b>	<b>569 000</b>	<b>30 000</b>	<b>10 000</b>	
<b>TOTAL PILOT MANKESSIM</b>	<b>810 000</b>	<b>689 000</b>	<b>111 000</b>	<b>10 000</b>	

Description	Total	AWF Local Costs	Other funding	Local Costs In-Kind	Funding / Procurement Mode
<b>Pilot Implementation – HUNI VALLEY SMALL TOWN WASH</b>					
<b>Consultancies</b>					
Initial baseline/planning studies	10 000		10 000		Contribution by Applicant
BOT/OBA (Financial) consultant	10 000		10 000		
Detailed design (Engineering)	20 000	20 000			National Tendering
Hydro(geo)logical studies	10 000	10 000			
Procurement process (adverts, etc)	4 000		4 000		Contribution by Applicant
Civil works supervision (incl. borehole)	40 000	40 000			National Tendering
Community mobilisation / hygiene education	30 000	30 000			
Training / capacity building of stakeholders	20 000		20 000		Contribution by Applicant
Ongoing monitoring/documentation	6 000		6 000		
Materials development / support / hygiene education	20 000		20 000		
Knowledge products and dissemination	10 000		10 000		
Advocacy and network	5 000		5 000		
Learning alliance meetings / advocacy events	3 000		3 000		
Knowledge management consultant	15 000		15 000		
<b>Total Consultancies</b>	<b>203 000</b>	<b>100 000</b>	<b>103 000</b>	<b>0</b>	
<b>Civil Works</b>					
New borehole – 3 * 25 000 €	75 000	75 000			National Tendering
Borehole rehabilitation – 2 * 10 000 €	20 000	20 000			
Storage Tanks:	60 000	60 000			
Transmission & Distribution: 7km, 25 standposts, 30 connectns	191 500	176 000	15 500		
Public latrines – 6 * 25 000 €	150 000	150 000			
Rehabilitation of drains / soak-away	20 000	20 000			
Credit/subsidies schemes for household latrines	20 000		20 000		Contribution by Applicant
<b>Total Civil Works</b>	<b>536 500</b>	<b>501 000</b>	<b>35 500</b>	<b>0</b>	
<b>TOTAL HUNI VALLEY</b>	<b>739 500</b>	<b>601 000</b>	<b>138 500</b>	<b>0</b>	

### ANNEX 3: IMPLEMENTATION SCHEDULE

2010 / 2011	Component/Activity	Q 1			Q 2			Q 3			Q 4			Q 5			Q 6			Q 7			Q 8		
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
<b>1</b>	<b>ASHAIMAN Sanitation – 15 000 customers</b>																								
	Baseline Study, Project Launch, Implementation Framework																								
	Systematic information dissemination																								
	<b>Feasibility, Design and Tender Documents for Sanitation Facilities</b>																								
	Procurement of Civil Contractors																								
	Hygiene Education and Community Mobilisation																								
	Land Procurement and Construction Logistics preparation																								
	<b>Implement Sanitation Facilities (New, Rehabilitation EcoSan)</b>																								
	Draft Facility Management Plan																								
	Recruitment of Operator																								
	Innovative Approaches/Partnerships for Service Delivery																								
	Post Construction Support (Sustainable Service Delivery: MA, Operator)																								
	Support to Farmers Groups (EcoSan Recycling)																								
	Consolidation of Facility Management Plans, Learning Materials																								
	Project Evaluation and National Learning Workshop																								
<b>2</b>	<b>MANKESSIM Sanitation – 20 000 customers</b>																								
	Project Mobilisation, Launching																								
	Systematic Information dissemination																								
	<b>Feasibility, Design and Tender Documents for Sanitation Facilities</b>																								
	Procurement of Civil Contractors																								
	Train MA and Service Providers																								
	<b>Implement Sanitation Facilities</b>																								
	Hygiene Education and Community Mobilisation																								
	Facilitate Multi-Stakeholder interaction: Good Governance, Pro-Poor San.																								
	Documentation of project Experiences, Support Materials, FMP support																								
	Post Construction Support (Sustainable Service Delivery: MA, Operator)																								
	Support to Farmers Groups (EcoSan Recycling)																								
	Project Evaluation and National Learning Workshop																								



2010 / 2011	Component/Activity	Q 1			Q 2			Q 3			Q 4			Q 5			Q 6			Q 7			Q 8		
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
<b>3</b>	<b>HUNI VALLEY Water and Sanitation – 10 000 customers</b>																								
	Project Mobilisation, Launching																								
	District Learning Alliance (establish, launch)																								
	Baseline and Feasibility Studies																								
	Design Water and Sanitation Facilities (incl participatory review)																								
	Procurement for infrastructure and capacity building																								
	Implement Water and Sanitation Facilities																								
	Innovative Approaches/Partnerships for Service Delivery																								
	Capacity Building and Post Construction Support for DA and WSDB																								
	Hygiene Education and Promotion																								
	Facilitation of Learning Alliance at District Level																								
	Policy dialogues and advocacy events																								
	Project Evaluation																								
<b>4</b>	<b>Improve Enabling Environment for Scaling-up</b>																								
	Monitor Each Pilot, Consolidate Lessons Learned and Best Practices																								
	Refine Tools and Materials to Facilitate Successful Replication																								
	Knowledge Activities / Strengthen Learning and Networking																								
	Advocacy Activities and Promotion of Reforms																								
	Project Evaluation																								

## ANNEX 4: SUMMARY IMPLEMENTATION CHART

