

Opportunities for Knowledge Sharing Partnership Development Workshop

Sustainable Sanitation Alliance (SuSanA) and WaterAid

Report of Workshop Held at Coconut Groove Regency Hotel in Accra,
Ghana: 7th September, 2017

Contents

- 1.0 Introduction 2
- 2.0 Background..... 2
- 3.0 Purpose and Objectives of the Workshop 3
 - 3.1 Purpose..... 3
 - 3.2 Workshop Participants..... 3
 - 3.3 Methodology 4
- 4.0 Workshop Proceedings 4
 - 4.1 Opening..... 4
 - 4.2 Introductory Presentation:..... 5
 - 4.3 Presentation of Ghana Sanitation Strategic Priorities by MSWR: Kweku Quansah..... 6
 - 4.4 Expert Opinions: 5 Key People: 6
 - 4.5 Open Forum: Discussions, Contributions, Questions and Answers..... 7
 - 4.6 Group Work and Plenary Presentations..... 8
 - 4.7 Discussion on Potential Partnership Model..... 14
 - 4.8 Next Steps..... 15
 - 4.9 Closing Remarks 16

1.0 Introduction

WaterAid UK, WaterAid Ghana, and the Sustainable Sanitation Alliance (SuSanA) platform in partnership with Ghana’s Ministry of Sanitation and Water Resources (MSWR) organised a one-day workshop on opportunities for knowledge sharing partnership via the SuSanA platform.

2.0 Background

SuSanA is an open international alliance with members who share a common vision on sustainable sanitation and are dedicated to understanding viable and sustainable sanitation solutions. It links on the ground experiences with an engaged community made up of practitioners, policy makers, researchers, and academics from different levels with the aim of promoting innovation and best practices in policy, programming and implementation.



The Alliance, in collaboration with WaterAid, organised a workshop as one of the activities under the Gates Foundation Phase 3 Grant which aims to develop SuSanA so that it becomes more accessible and relevant for global South practitioners and specific sub-groups within the sanitation sector. These sub-groups include Government ministries and agencies, and the private sector in addition to national NGOs and international NGOs.

3.0 Purpose and Objectives of the Workshop

3.1 Purpose

The purpose of this workshop was to present the SuSanA as an active network and knowledge hub that is willing to support the GoG and national sanitation actors towards attainment of the Ministry of Sanitation and Water Resources Strategic Objectives for 2018-2022. The key objectives are listed below.

- A. Raise awareness of the resource of the SuSanA as a network and knowledge management platform and increase membership of Ghanaian sanitation sector actors in the Alliance.
- B. Facilitate a process of considering the priority focus areas in relation to increasing access to sanitation (as identified by the Ministry of Sanitation and Water Resources) and identifying the main challenges in relation to these priority areas/strategic objectives.
- C. Considering the challenges in addressing the strategy's priority areas, identify specific knowledge gaps and knowledge strengths in-country which need to be addressed in relation to these priority areas. These identified knowledge gaps will later be presented back to SuSanA working groups, members and partner organisations for their inputs.
- D. Provide an opportunity for Ghanaian sanitation sector actors to consider what knowledge support they would like to receive from SuSanA and give feedback on the kinds of knowledge sharing partnerships which would best support them in their efforts to increase access to adequate and equitable sanitation.

The workshop is intended to be an initial starting point in the development of knowledge sharing partnerships between SuSanA members and partners, and Ghanaian sanitation sector actors. From the information extracted during the workshop on the knowledge gaps and preferences for knowledge sharing partnerships, the development of individual partnerships between existing and new SuSanA members and partners will later be fostered.

3.2 Workshop Participants

The participants were a mix-group of people from International NGOs, National/Local NGOs, Civil Society Organizations, Government Ministries/Agencies, Academia and

Private sector. The diverse background of the participants enriched discussions which contributed to meeting the workshop expectations and objectives.

3.3 Methodology

A combination of different methods and approaches were used during the workshop. The methods were:

- Review of Agenda
- Power Point Presentations by key resource persons
- Expert submissions by knowledgeable sanitation experts
- Group work and plenary presentations
- Questions and Answers during open forum

4.0 Workshop Proceedings

4.1 Opening

The workshop commenced at 9.15 am with an opening prayer from Rev. Sampson Aheleh Tetteh of WaterAid Ghana.

- **Self-Introductions:** Participants introduced themselves and indicated their organisations. They came from diverse backgrounds including International, National, CSOs/Networks, Environmental Service Providers Association, and other Private Sector actors. The total number of participants was 71.
- **Welcome Remarks by the MSWR:** Mr. Cosmos Kambozie, acting Director of Environmental Health and Sanitation Directorate, delivered the welcome remarks. He thanked WAG, WaterAid UK for collaborating with the Ministry of Sanitation and Water Resources (MSWR) on this initiative of the SuSanA in Ghana. He indicated that the Ministry, as always, gives serious attention to knowledge management issues and will support the SuSanA platform to integrate well with existing knowledge platforms (such as the RCN-NLLAP) to promote sanitation experience sharing. According to him, the Ministry is determined to reverse the poor state of environmental sanitation in Ghana, and will therefore work closely with development partners such as WaterAid, Unicef and IRC to achieve the objectives outlined in the new strategic plan which is emerging.
- **Statement by WaterAid Ghana:** Ms Aba Antoinette Shor, Head of People and Organizational Development, WaterAid Ghana, chaired the workshop. She also delivered a statement on behalf of the Country Director of WaterAid Ghana. She referred participants to SDG six: **provision of safe water and sanitation for all**. According to her, achieving the SDG on WASH is not an easy task, and demands effective collaboration by stakeholders at international, national, regional, district and community levels. As always, WAG will promote collaboration of relevant stakeholders throughout the SDG period. She indicated that supporting this initiative of SuSanA in

Ghana is one such example. An important learning and sharing platform, such as SuSanA, will promote effective collaboration, compliment Government efforts and support organisations to avoid duplication of efforts. She underscored the importance of learning and knowledge management, and indicated that the current sanitation challenges in Ghana demands a multi-prong approach, supported by evidence of what works so as to promote effective implementation of sanitation projects and programmes.

Aba commended participants for their attendance and urged them to support in fashioning out a realistic partnership/collaborative model, to integrate the SuSanA platform into existing sector knowledge management platforms.

4.2 Introductory Presentation:

Ruth Miskelly of WaterAid UK gave an introductory presentation. She indicated the overriding focus as: introducing SuSanA to Ghanaian Sanitation Sector actors, discussing and ascertaining the knowledge gaps and strengths, and finally discussing the forms of knowledge sharing partnerships on sanitation which could be established via SuSanA. The presentation covered the below points:

- The background, goals, and membership and partnership composition of SuSanA.
- The various knowledge services and products of SuSanA provided via the website www.susana.org
- The technical areas covered by the 13 SuSanA working groups.
- The key sanitation sector stakeholder groups which are currently not adequately represented within SuSanA and consequences of these being missing from SuSanA. The main consequence referred to was a slower progress towards universal access to adequate and equitable sanitation and an end to open defecation.
- The Bill & Melinda Gates Foundation funded project to develop SuSanA to overcome these gaps mentioned above and engage comprehensively with the range of sector groups within sanitation whilst also increasing global south engagement.
- The project's achievements in the first year, including the initiation of in-country initiatives in Ghana and Zambia.
- The reasons behind the selection of Ghana as a focus country for the initiative.
- The vision of a SuSanA partnership with the MSWR and the Ghanaian sanitation sector and a proposed modality for this.
- The idea for 2 threads of partnership between SuSanA and the Ghanaian sanitation sector, including a primary and a secondary thread. The primary partnership being around several SuSanA actors and Ghanaian sector actors

coming together to address one specific knowledge gap. The secondary partnership being around facilitating topical knowledge sharing partnerships between individual SuSanA members and partners and Ghanaian sanitation sector actors.

- An outline of the workshop agenda.
- A communication of the timeline for the next steps after the workshop.

4.3 Presentation of Ghana Sanitation Strategic Priorities by MSWR: Kweku Quansah

Kweku Quansah presented the strategic priorities of the MSWR under each of the following areas: Water Supply, Water Resources, Liquid Waste Management, Solid Waste Management, and Hygiene. Cross-cutting issues were then pulled out, before Kweku Quansah turned to outlining some of the immediate short-term initiatives of the EHSD. Kweku Quansah finished the presentation by highlighting the linkages between the strategic priority areas and the SDGs, emphasizing that the Ministry is focused not only on SDG6 but also acknowledging the linkages with SDG 11 and SDG 12. For sanitation specifically the priority areas defined included:

Liquid Waste Management

- Promotion of decentralized sewerage systems
- Promotion of household toilets using enforcement of bye-laws
- Reviewing and upscaling the Rural Sanitation Strategy.
- Applying collaboration and partnerships, including with the private sector, MMDAs, CSOs and communities
- Increased Research and Development around appropriate sanitation technologies.

Solid Waste Management

- Development of appropriate infrastructure including MRFs – Material Recovery Facilities
- Promote regional integrated SWM systems
- Promote composting and linkage between sanitation and agriculture
- Promote waste to energy systems

4.4 Expert Opinions: 5 Key People:

Five sanitation and water sector practitioners were identified and given the opportunity to make interventions on challenges of delivering sanitation in Ghana. They were: Mr. Mawuena Doste, Chief Executive of Maple Consult; Ing. Harold Esseku of the World Bank; Attah Arhin of World Vision International; Ing. Oduro Donkor, Executive Director of PRONET Accra and Mr. David Duncan, Chief of WASH, Unicef and Lead of Development Partners in Ghana.

In summary, the key challenges they mentioned were:

- ✓ Difficulty in managing public toilets
- ✓ Difficulties in regulation and enforcement of sanitation bye-laws
- ✓ Poor treatment & management of liquid and solid waste
- ✓ Lack of conceptual clarification/definition of sanitation
- ✓ Inadequate technical competence at the local government level
- ✓ Low prioritization
- ✓ Socio-cultural beliefs and practices
- ✓ Policy implementation inconsistencies (e.g. CLTS)
- ✓ Inadequate financing of sanitation
- ✓ Weak sector co-ordination
- ✓ Weak engagement of the private sector
- ✓ Available technologies for urban poor are expensive
- ✓ Weak skills and competencies at the Metropolitan, Municipal, and District Assemblies (MMDAs)

Based on the above, four groups were formed to discuss and agree on 4 key challenges, identify knowledge strength and knowledge gaps of each challenge.

4.5 Open Forum: Discussions, Contributions, Questions and Answers

Participants were given an opportunity to contribute to discussions and make suggestions on how knowledge management issues in sanitation could be addressed. Some of the issues that came out were:

- a. Does the SuSanA platform have a financing working group? This was mentioned as an important area to consider as a working group if it did not already exist. Ruth responded that this area is covered by the SuSanA Working Group 2 on Market Development which looks at financing mechanisms amongst other aspects of market development approaches.
- b. Is the promotion of WASH rights included in SuSanA's focus areas? Ruth responded that the SuSanA Working Group 9 on 'Public Awareness, Advocacy and Civil Society Engagement' covered issues of the human right to water and sanitation and recently hosted an online panel discussion entitled "Marketing water and sanitation as a human right to local government".
- c. The need for merging both sanitation and water policy into one comprehensive documents was highlighted.
- d. The need for the MSWR to prioritize policy education and not distributing policies was emphasized, especially at the local government level
- e. How will this project of SuSanA achieve its objectives of increasing its own institutional sustainability? Ruth responded that this would be through carrying out an organizational study analyzing how other networks and alliances including those outside of the WASH sector address this issue. Additionally, monitoring and

evaluating the in-kind contributions of different actors within the network and finally through looking into the current working group structure to explore whether additional funding can be generated from these.

4.6 Group Work and Plenary Presentations

Four groups of at least 10 people discussed at least 4 key challenges which they selected from the list of challenges outlined by the expert speakers. They identified knowledge gaps and strengths for each challenge and presented these back to all the participants in the plenary. The data collected on knowledge gaps and strengths is presented in table 1.

It was communicated to the participants that these knowledge gaps and strengths would be tabulated and communicated back to the relevant SuSanA Working Groups. In order to, identify ways in which the expertise of Ghanaian sanitation sector actors could be shared with the SuSanA network, and ways in which the SuSanA network could support the Ghanaian sanitation sector in filling the knowledge gaps identified.

Table 1: Key and Current Sanitation Knowledge Strengths and Gaps at the National Level

Challenge	Knowledge Gaps	Knowledge Strengths
<p>1. Difficulty in managing public toilets</p>	<ul style="list-style-type: none"> • How to break the linkages between public toilet management and politics, to enable more effective management. • How to put in place a transparent procurement process for contracts for the management of public toilets. • An evidence base to convince private sector operators to re-invest profit from public toilets back into O&M. • How to motivate the public to pay. • Lack of data on public toilet operation • How to upskill and train public toilet managers. • Effective O&M systems for public toilets. • How to do performance evaluations for public toilets. • A national standard for the management of public toilets. 	<ul style="list-style-type: none"> • The private sector has knowledge in how to effectively manage and generate profit from public toilets as there are several examples of well managed public toilets. • How to create employment out of public toilets. • How public toilets can be managed to produce resources including energy and compost. • Private sector knows how to incentivize people to use public toilets (e.g. one example of a toilet which has a TV inside). • Knowledge on the contribution of a large number of public toilets towards ending open defecation. • Knowledge on Willingness to Pay.
<p>2. Difficulties in regulation and enforcement of sanitation bye-laws</p>	<ul style="list-style-type: none"> • How to effectively enforce sanitation regulations and bye-laws. • How to involve the public in the formulation of regulations (cultural knowledge has so far not been considered). • How to incorporate gender considerations into the formulation of regulations. • How to identify appropriate punishments (punishments are currently too weak). 	<ul style="list-style-type: none"> • Availability of regulations relating to sanitation in the Ghanaian WASH sector.

<p>3. Low prioritization</p>	<ul style="list-style-type: none"> • How to effectively target awareness of the need to prioritize sanitation. • Knowledge on available funding (domestic). • How to effectively sensitise businesses and companies on the issue of their social responsibility to provide toilets. • Information on how to effectively enforce WASH bye-laws (enforcement in areas where more than 90% of the population are breaking the bye-laws is very challenging). • Knowledge on WASH bye-laws is not easily accessible to all sector groups and all elements of the public. • How to disseminate information on sanitation bye-laws. • How to overcome the cultural beliefs and practices which cause sanitation to become a low priority (perhaps through combatting this with information on the economics of sanitation). • Knowledge of the economic benefits of sanitation. • Absence of an evidence base to cause sanitation to be prioritised (e.g. statistics on the impact of poor sanitation on the health of children). • Sensitisation of various sector groups (e.g. government and media) on their roles in increasing access to sanitation. 	<ul style="list-style-type: none"> • Established institutions to create needed awareness (government, media etc.) are available. • Governance (ministry)
-------------------------------------	---	--

	<ul style="list-style-type: none"> • How to get sanitation prioritised during the development of the Annual budget. 	
4. Policy implementation inconsistencies (e.g. CLTS)	<ul style="list-style-type: none"> • Knowledge on how to translate policy into action • Knowledge on how to adequately address local issues and regional differences within policy content. • How to do master planning. • How to reduce dependence on donor support. 	<ul style="list-style-type: none"> • Existence of comprehensive sanitation related policies.
5. Inadequate financing	<ul style="list-style-type: none"> • How to generate adequate budget allocation for investment in the sanitation sub-sector. • Inadequate knowledge about the various WASH finance models/business cases and how they can be used together. • Knowledge on the criteria which cause different finance models to be suitable in different contexts. • An evidence base to encourage private sector involvement. • An evidence base (e.g. the statistics that the health sector uses) to justify investment • An evidence base to convince households to invest in household latrines. 	<ul style="list-style-type: none"> • Knowledge on how to realign budgetary allocations.
6. Weak engagement of the private sector	<ul style="list-style-type: none"> • How to engage in Public/Private dialogue. • How to create an enabling environment for private sector engagement in sanitation (e.g. how to effectively do enforcement to generate this). • How to form effective partnerships between the government, private sector and NGOs. 	

	<ul style="list-style-type: none"> • An evidence base to prove that sanitation is profitable. • Knowledge on the business case for sanitation. 	
7. Socio-cultural beliefs and practices	<ul style="list-style-type: none"> • Indigenous knowledge has not been considered or incorporated within sanitation policies and practices. • How to incorporate community knowledge into project development. • How to use education to cause behavioural change. 	<ul style="list-style-type: none"> • Communities have valuable sanitation related knowledge. • The sector has knowledge on promoting community-led approaches to sanitation.
8. Research and Development	<ul style="list-style-type: none"> • How to prioritize R&D in a context in which investment in this is low. • How to ensure recommendations from research are taken forward. • How to coordinate research in order to prevent duplication, in a context in which the Ministry does not have a department dedicated to this. 	<ul style="list-style-type: none"> • All relevant institutions are in existence.

The challenges selected by the 4 groups also give an indication of those which are considered most pressing by Ghanaian sector actors at this moment. ‘Inadequate financing of sanitation’ and ‘Low prioritization of sanitation’ were the two challenges most popularly selected, with 3 groups selecting each of these to work on, analyzing the knowledge strengths and gaps. The frequency of which each challenge was selected is illustrated in the table below. It may be beneficial to focus the primary knowledge partnership between SuSanA and the Ghanaian sanitation sector around one of the challenges which is seen as a critical priority for action.

Challenge	No. of groups which selected this challenge
Difficulty in managing public toilets	2
Difficulties in regulation and enforcement of sanitation by-laws	2

Low prioritization	3
Policy implementation inconsistencies (e.g. CLTS)	2
Inadequate financing	3
Weak engagement of the private sector	1
Socio-cultural beliefs and practices	2
Research and Development	1

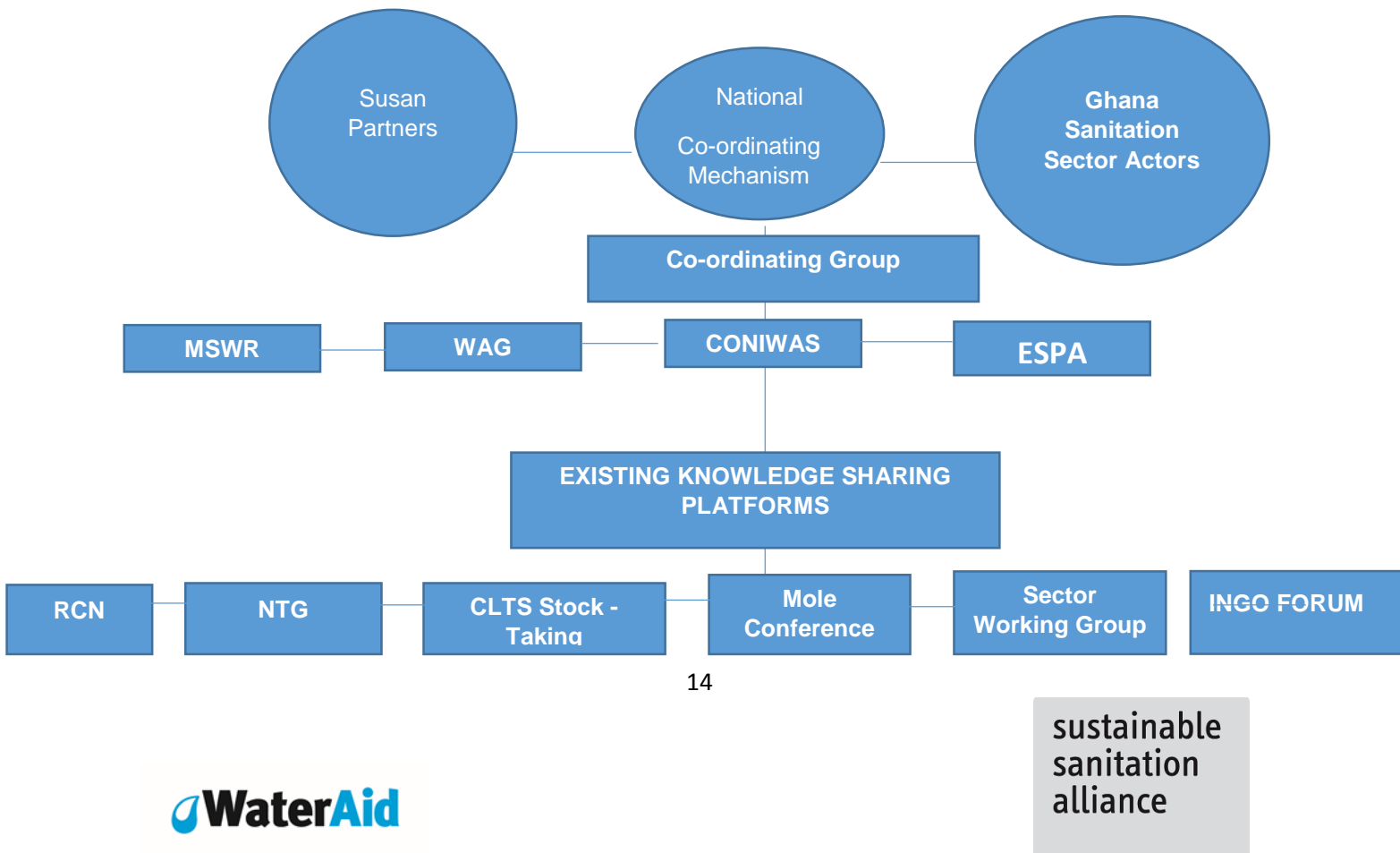
4.7 Discussion on Potential Partnership Model

Ruth made a brief presentation detailing an example of how a knowledge sharing partnership between SuSanA and the Ghanaian sanitation sector could look. The example partnership was based on filling a hypothetical knowledge gap: how to carry out a comprehensive analysis of markets to understand the key points at which to intervene, and how, in order to extend access to sanitation.

It was suggested the partnership model could involve members of the SuSanA Working Group 2 on Market Development and Ghanaian sanitation sector actors who have undertaken their own formative research into the market and have key learning to share. It was suggested that the partnership could be coordinated by the MSWR, SuSanA (WaG on behalf of SuSanA), RCN and other key actors.

Following this example there was a plenary discussion of a possible partnership model to carry forward SuSanA knowledge sharing platform in Ghana. MSWR, CONIWAS, SuSanA and ESPA were mentioned as potential coordinating group members. The relative strength of each of them was discussed.

The schematic outline (draft) of the model appears below for further review:



In addition, several key comments were raised by participants:

- a) One participant stated that the initiative should not rely only on external funding, but the MSWR should also consider the inclusion of it in their annual budget for 2018. This was echoed by a couple of others.
- b) A representative of the Environmental Service Providers Association (ESPA), Matilda, stated that ESPA should be one of the coordinators of this initiative, on the basis that the private sector are currently delivering a significant portion of sanitation services.
- c) One participant also raised that academia should be centrally involved in the initiative.
- d) A participant from Unicef stated that the Ministry and the National Technical Working Group on Sanitation should have the oversight of the initiative.

4.8 Next Steps

Ruth spelt out the next steps and indicated that WAG, on behalf of SuSanA, would share the report from this workshop both with the MSWR, and also with the SuSanA working groups. The SuSanA working groups would then be consulted on both how best they can support on filling the key sanitation knowledge gaps identified during this workshop, and how best they can provide opportunities for Ghanaian sanitation sector actors to share their learning and knowledge on sanitation with the rest of the SuSanA network.

Following this process, a proposal would be developed for a partnership with the Ministry, including the technical focus of the knowledge sharing partnership and a coordination mechanism. This proposal would be shared with the donor, the Bill & Melinda Gates Foundation in late October. Assuming funding would be secured, WAG on behalf of SuSanA would then start to develop a work plan for the initiative together with the Ministry and other key stakeholders.

Ruth emphasized the importance that the SuSanA initiative feed into existing national level WASH sector knowledge management initiatives rather than create any duplication of efforts, and be based on the MSWR strategic priorities and in consultation with sanitation sector stakeholders. She also directed those interested in being involved in an individual knowledge sharing partnership with a SuSanA member or partner to complete a form with their contact details and outlining their initial interest. 17 participants completed this form and the information entered is

included as an Annex with this report. She also encouraged the participants to join the SuSanA network.

4.9 Closing Remarks

Ms Aba Antoinette Shor of WAG and Mr. Kweku Quansah both gave closing remarks. They thanked participants for their active participation in the deliberations to arrive at some key proposals in taking Susana platform forward. WAG reiterated its commitment to work with the leadership of the MSWR to move forward SuSanA platform to promote sanitation.

For further information, please contact:

Ada Oko Williams (WaterAid UK) adaoko-williams@wateraid.org

Seyram Asimah (WaterAid Ghana) seyramasimah@wateraid.org

For immediate comment, please contact:

Connie Benjamin (WaterAid UK) conniebenjamin@wateraid.org