



MINISTRY OF SANITATION AND WATER RESOURCES

WATER RESOURCES COMMISSION

**STRATEGIC PLAN
(2024 – 2028)**

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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

The right planning and management of water resources together with their sustainable utilization are of paramount importance and a condition for continued national socio-economic development and prosperity. This calls for an enabling environment including appropriate legislation and policies and proper institutional arrangements. During the colonial, independence, and immediate post-independence eras, the enacted formal legislation relating to the control of water, use, diversion, and damming were specifically for each state organization that was set up for the development and provision of single-purpose water use services such as domestic water supply (Ghana Water and Sewerage Corporation), irrigation (Ghana Irrigation Development Authority), and hydropower generation (Volta River Authority). This resulted in overlaps over the authority to control and regulate the use of water resources in the country.

A significant step was taken by the government to address the diffused state of functions and authority in water resources management to an integrated form. Accordingly, in the 1980s, the government embarked on far-reaching institutional reforms which resulted in the establishment of the Water Resources Commission (WRC) in 1996 by the WRC Act (Act 522 of 1996) as the overall body responsible for water resources of the country.

At the start, the primary focus was to build an effective and efficient regulatory and management institution. The Commission, therefore, developed an initial strategic action plan (1999-2003) characterising a new organisation and was viewed as the establishment phase. It was followed up by the second strategic plan (2004-2008), which moved the WRC into a fully operational phase. The third strategic plan took a different form. That plan was incorporated into the Water Sector Strategic Development Plan (2012-2025), which was to guide the entire water sector in the planning, development and management of the nation's water resources and the delivery of sustainable water supply and water-related sanitation services.

However, WRC is confronted with some issues affecting the effectiveness and efficiency of its corporate operations in the quest to realise its mandate. Hence, the WRC Strategic Plan (2024-2028) is designed to follow from the second strategic plan to enhance the management of the institution to realise its mandate and vision as well as contribute to attaining the Sustainable Development Goal (SDG) target 6.5: "By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate".

1.2 Mandate

As the overall body responsible for water resources management in Ghana, the WRC is specifically mandated to regulate and manage the utilisation of water resources and coordinate any policy in relation to them. The scope of the mandate includes both surface and groundwater resources.

The responsibilities of WRC as spelt out in Section 2 (2) of the WRC Act 522 are inclusive and multifaceted to achieve its mandate. The responsibilities can be categorized as:

- Developing and administering regulations on water utilization and management including the grant of water rights.
- Planning for water resources management at the national and local levels.

- Collecting, collating, storing, and disseminating data and information on water resources.
- Monitoring and assessing activities and programs for the sustainable utilisation and conservation of water resources.
- Advising relevant agencies and government on matters concerning the management and control of water source pollution.
- Maintaining the required dialogue related to the management and development of all shared transboundary water resources.

To fulfil its mandate and responsibilities, WRC has adopted the strategic concept of Integrated Water Resources Management (IWRM), which is directed at “*an integrated, cross-sectoral, and catchment area approach involving all actors in the management of water resources*”.

1.3 Vision

The vision of the WRC is: “*Sustainable water management by all for all*”.

The above vision highlights all the key points necessary for realising the forethought of IWRM focused on the basin, the lowest appropriate level of decision-making. It confronts rooted sectoral interests and requires that the water resource is managed holistically for the benefit of all. It entails the provision of ample opportunity for involving all stakeholders and collective ownership of common interests. It also entails the use and management of water as a finite and vulnerable resource without undermining the life-support system, thereby compromising the use by future generations of the same resource.

1.4 Mission Statement

WRC has the mission “*to regulate and manage the sustainable utilization of water resources and to coordinate related policies by combining our core competencies and hard work through effective participation, monitoring, and awareness creation for the socio-economic development of Ghana*”.

This mission takes into consideration the three elements - regulation, management, and coordination - indicated in the WRC mandate. It also takes into consideration the responsibilities outlined in the WRC Act that require technical and administrative staff with the expertise and capacity to carry them out effectively and efficiently. These constitute an integral part of the detailed strategic plan detailed in Chapter 4.

1.5 Core Values

The core values of the WRC to fulfil its mission are the following:

- Teamwork
- Transparency
- Hard work
- Honesty
- Punctuality
- Being Responsible
- Respect for all
- Commitment

CHAPTER TWO

2.0 AN OVERVIEW OF THE CORPORATE SITUATION

The current situation of the WRC is based on the assessment of progress made in implementing IWRM at the national, basin, and transboundary levels concerning attaining the SDG indicator 6.5.1. The contemporary situation is therefore organized and presented under the four main IWRM elements:

- enabling environment of policies, laws, and plans arrangements;
- institutional and participation frameworks, cross-sectoral coordination, capacity development, stakeholder participation, and gender objectives;
- management instruments for informed decision-making, covering monitoring, pollution control, water-related ecosystems, and data and information systems; and
- financing mechanisms for IWRM elements, revenue raising and recurring costs (including transboundary management).

2.1 Enabling Environment

WRC has done sufficiently on policies, laws, and plans for water management to influence decision-making. However, the major constraint is the little or absence of enforcement of relevant regulations for the use and protection of water resources.

The commission led the development of the water resources component of the National Water Policy (2007), which is under review, and its implementation at the national and basin levels. The harmonized Riparian Buffer Zone Policy for managing freshwater resources was developed and adopted in 2013 and is also being used by other relevant authorities including the Environmental Protection Agency (EPA), Land Use and Spatial Planning Authority (LUSPA), and Forestry Commission.

To date, three (3) Regulations have been enacted of which the Water Use Regulations Legislative Instrument (LI) 1692 of 2001 and the Drilling Licence and Groundwater Development Regulations LI 1827 of 2006, are being administered nationwide. The Dam Safety Regulations LI 2236 of 2016 is partially being administered nationwide due to the partial approval of fees and charges relevant to its application. The processes for enacting regulations on riparian buffer zone protection and wastewater/pollution control commenced in the year 2022, albeit progressing slowly.

A National and River Basin IWRM Plans have been developed at the national level and in most of the major river basins including the Densu, White Volta, Ankobra, Tano, and Pra basins. The Lower Volta Basin IWRM plan is a recent inclusion while that for the Black Volta basin is to be completed. Additionally, the development of IWRM plans for sub-basins including the Kpasenkpe, Sissili and Kulpawn (of the White Volta basin), and Dapola and Bui (of the Black Volta basin) have been initiated.

2.2 Institutions and Participation

The commission has structured quite well the institutions and participation in the management of water resources. It has devolved its presence and operations to the lower level with the river basin serving as the unit for planning and management. This has involved the setup of functional basin governance structures with River Basin Boards (RBBs) created in 8 basins (out of the 16 major

river basins of the country) to serve as the basin's main coordination and planning body. The devolution is being extended to the sub-basin (started with the White Volta and Black Volta basins) with the creation of Local Water Committees to engage local communities in decision-making.

The 3rd WRC Communication Strategy and Action Plan (2018-2022) was produced to enhance and facilitate the delivery of 'communication interventions' to a wider audience. A Gender IWRM Strategy is also in place but its implementation remains largely limited. Some targeted training programs have been carried out for relevant security agencies, especially Police prosecutors and investigators (for enforcement) and the media.

The human capacity both technical and administrative is no longer centred at the national level but spread to the basin level, though thinly. The initial design of one expert per each water management component (water quality, surface water, groundwater, legal, etc.) to focus on coordinating activities at all levels has also been revised to cover the mandate and functions holistically i.e. regulation, management and coordination. However, it has been rather challenging to secure and retain the needed human resources and the anticipated capacity needs are far from achieved to address the myriad of challenges in managing the water resources.

2.3 Management Instruments

Some management instruments have been well developed and institutionalized, and their implementation is underway. However, the instrument of water resources knowledge base for decision-making needs improvement.

A national water quality monitoring program and a water quality index to determine water pollution status have been in place since 2005. Raw water quality guidelines and criteria (2003) are being implemented while prescribed effluent standards were developed in 2018 and are being implemented nationwide. However, the focus has been on surface water.

The Groundwater Management Strategy (2011) provides the instruments for managing groundwater but is limited in coverage and implementation. This strategy needs to be revised.

Flood management instruments have been developed and are being implemented on a long-term basis. The Flood Early Warning Systems (FEWS) for the White Volta and Oti basins provide reliable information for disaster risk reduction response.

Databases have been developed on permitted water users, licensed drillers and drilled boreholes, registered dams, and monitored surface water quality. Maintaining the functionality of these databases and other knowledge-based systems requires improved capacity both technical and human.

In September 2020, Ghana ratified and became a Party to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes, serviced by the United Nations Economic Commission for Europe (1992 Water Convention); and the United Nations Convention on the Law of the Non-Navigational Uses of International Watercourses (1997 Watercourses Convention). WRC facilitated the entire process of ratifying these international legal arrangements necessary for cooperation toward the protection and use of Ghana's transboundary waters.

2.4 Financing

Financing of WRC activities is mainly from three sources: Government, Internally Generated Funds (IGF), and external support. IGF is largely from the legislated water charges and licensing fees.

As of 2022, financial inflows were largely from Government sources (45%), while IGF fell from the previous contribution of 70% to 40% due to the capping deduction of 34% from all IGF revenue. External source still stands at 15%. The funds are allocated for most IWRM elements but are largely insufficient to meet planned expenditures. In reality, there is still a significant funding gap to ensure a functional WRC and water security.

CHAPTER THREE

3.0 KEY CHALLENGES AND ISSUES

To develop the strategic plan, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and a Root Cause Analysis (RCA) have been conducted on the distinctive corporate management of the responsible organisation, which is the WRC. The SWOT and RCA provided an in-depth understanding and perspective on the environment in which WRC functions as well as factors that affect its growth or operations.

3.1 The SWOT Analysis

The SWOT analysis was undertaken as a realistic and fact-based look at the internal sources (strengths and weaknesses) and external forces (opportunities and threats) that would serve as a guide and not necessarily as a prescription for managing the WRC.

Table 3.1 presents the SWOT analysis results as a segmented quadrant that is arranged to provide a quick overview of the WRC situation. The points under each particular heading are not necessarily of equal importance, but they provide key insights into the balance of problems/issues and the needed strategic actions/measures.

Table 3.1: Results of the SWOT Analysis

Strengths - Existing governance framework – policies, laws, plans and decentralised institutions. - Prevailing knowledge of and documentation of water resources issues. and the interest in resolving them. - Established platforms at the national and basin levels for public participation and decision making in governance. - Strong collaborative links with national and international organisations.	Weaknesses - Weak enforcement and compliance of laws and regulations. - Inadequate financing of plans and programs at all levels, and transboundary commitments. - Low visibility of the WRC to the public and decision makers. - Constrained institutional growth and inadequate human capacity at the national and basin levels. - Inadequate infrastructure for data and information and the management of evidence-based knowledge systems for decision making. - Absence of a comprehensive and robust monitoring and evaluation system for all water management elements and interventions.
Opportunities - External and international support for plans and programs. - Establishment of River Basin Boards to improve governance at the local level.	Threats - Adverse trends in global financing may affect support for planned programs and projects - Reduced budget from the government due to possible shifts in government priorities. - Prevailing high market values constraining the ability to compete for and attract qualified manpower.

3.2 The Root Cause Analysis

The identified weaknesses (problems/issues) were subjected to RCA, viewed as an actionable analysis, to diagnose their underlying causes to provide improved context and information. This helped to better understand and define the appropriate actions/measures to systematically and effectively solve the weaknesses. The result of the RCA is presented in Table 3.2.

Table 3.2: Results of RCA of Identified Problems/Issues

Problem/Issue	Root causes	Effects / Consequences
Weak enforcement and compliance of laws and regulations.	Inadequate qualified staff for monitoring compliance with existing regulations. Inadequate logistics required for enforcement. Low level of funding for enforcement. Conflicting institutional responsibilities stifling the development of some key regulations (e.g. pollution control and effluent discharge) to be enforced. Non set up of the approved Inspectorate Division for monitoring compliance and enforcement. Mild sanctions and low fee regimes constrain motivation to enforce.	Emboldening some major water users (e.g. Volta River Authority and Bui Power Authority) not to comply with regulations (especially LI 1692). Further misuse and deterioration of the water resources. Contributing significantly to the lowering of financial inflows. Deepening the perception of non performance by decision makers.
Inadequate financing of plans and programs at all levels, including transboundary commitments.	Capping deduction of 34% of IGF revenue. Inadequate government budgetary support. Dwindling of external support. Delay in or non approval of fees/charges (e.g. Dam safety fees). Non diversification of financing sources/ mechanisms including economic incentives.	Low financial inflows. Low execution of planned programs and activities at all levels. Deterioration of the physical work environment. Lowering staff motivation and impacting overall work productivity. Low external esteem and further loss of support due to long delays and the non payment of transboundary contributions
Low visibility of the WRC to the public and decision makers.	Weak communication / public education department. Inadequate and insecure physical infrastructure (e.g. Head office) Many ‘one-off’ awareness actions and long gap of inaction. Inadequate integration of communication and educational programs/actions with those of other sectors.	Unsurety of WRC mandate and potential confusion with those of other institutions by the populace. Slackened recognition and appreciation within the nation. Unconducive work environment slowing institutional growth Low involvement of communities and other stakeholders in the management of water resources. Further deterioration of the water resources and loss of livelihoods. Low prioritization of water resources management by decision makers slowing socioeconomic development.
Constrained institutional growth and inadequate	Delayed development and revision of the Scheme of Service.	Non set up of the approved body (Inspectorate Division) for monitoring compliance and enforcement.

human capacity at the national and basin levels.	Difficulty in obtaining approval for recruitment and replacement of personnel. Inadequate logistics including insecure physical infrastructure (e.g. Head office). Low incentives to motivate and retain technical expertise.	Insecurity in the work environment and slow institutional growth Staff spread thinly across the nation and overburdened with work.
Inadequate infrastructure for data and information and the management of evidence-based knowledge systems for decision-making.	Inadequate human and technical capacities for data collection and archiving. Inadequate financing to provide logistics for the management of data and information systems.	Siloed databases within the organisation. Inability to introduce new technologies for data collection, storage, analysis, and sharing. Absence of robust tools and integrated models to make critical and informed decisions on allocation, etc.
Absence of a comprehensive and robust monitoring and evaluation system for all water management elements and interventions.	Production of internal progress monitoring tools (e.g. quarterly progress reports) based more on demand. Execution of M&E interventions more on an ad-hoc basis. Inadequate human and financial capacities to develop and carry out a comprehensive M&E system.	Promotes ad hoc and departmentalised decisions. Incomprehensive tracking of progress and reporting on plans and programs. Incomplete information for promoting education, awareness and visibility of the organisation.

Based on the summarised presentation of the identified issues, their causes, and effects in Tables 1 and 2, it can be concluded that:

- Attention should be paid to issues related to the enabling environment (regulations) and institutions and participation.
- Inadequate resources (financial and human), as a consequence of insufficient economic resources, is to a large extent the reason for the management problems of WRC.
- The availability of management tools particularly comprehensive data/information and monitoring and evaluation systems should not be ignored in the management of WRC.
- The identified issues and the effects are interlinked in several instances. Hence, attention should be given to holistic and integrated solutions and measures.

CHAPTER FOUR

4.0 The Strategic Framework

The strategic framework defines the process of setting the strategic direction of the WRC. It involves the overall strategic goal, dimensions, objectives, expected outcomes, and implementable actions and measures.

4.1 The Strategic Goal

The strategic goal was derived from the vision, mission and core values of WRC against the background of moving out of its current situation, which is captured in the challenges it is facing. Thus, the strategic goal is:

To have a visible and well-resourced WRC operating in an environment of trust and inclusiveness and is effective and efficient in regulating and managing the country's water resources, and coordinating related policies.

4.2 Strategic Dimensions

Achieving the strategic goal is systematically organized around three central management dimensions that form the core of the strategic framework. Table 4.1 outlines the three strategic dimensions of effectiveness; efficiency; and trust and inclusiveness.

Table 4.1: Dimensions of the Strategic Framework

Strategic Dimension	Details
Effectiveness of Operations	This dimension emphasizes the need for well-defined and sustainable internal policy objectives and targets. It focuses on the achievement of expected targets, ensuring that management contributes to tangible and meaningful outcomes
Efficiency in Operations	Efficiency in this context pertains to maximizing the benefits of a viable WRC while minimizing costs. This involves structures working in the most resourceful manner, ensuring that the best possible results are achieved with the least possible expenditure of resources.
Trust and Inclusiveness environment for Management	Recognizing the importance of public confidence in WRC, this dimension centres on building trust and ensuring the inclusiveness of stakeholders. It highlights systems that are transparent and responsive to the expectations of all.

These three dimensions also serve as a holistic framework towards the strategic direction that is not only effective and efficient but also inclusive and trusted by the decision makers, external partners and the general public. It also provides a coherent and interconnected approach to enhance the management of WRC, acknowledging the complexity of the challenges and the need for integrated solutions.

4.3 Strategic Objectives

Each strategic objective is aligned to a specific strategic dimension for emphasis and designing integrated solutions but all are equally significant. Thus, there are one (1) effectiveness objective, three (3) efficiency objectives, and two (2) trust and inclusiveness objectives that were established

before the actions and measures were defined, designed, and integrated into an overall strategic operating plan for implementation.

The strategic objectives for the WRC, which are achievable with continuous improvement potential in its image and operations, are presented under their respective strategic dimensions and described in Table 4.2.

Table 4.2: Details of Strategic Objectives

Strategic Dimension	Strategic Objectives	Description of Strategic Objectives
Effectiveness of Operations	Enhance the institutional and human resource capacities for growth at the national and basin levels.	This objective focuses on improving the capacity levels of the WRC and its staff to be able to effectively tackle the complex challenges towards growth and realisation of its mandate.
Efficiency in Operations	Strengthen the water resources regulatory systems and ensure the coordinated and holistic enforcement and compliance of the regulations.	The focus of this objective is to reinforce the development and promote the coordinated, collaborative implementation, and non-discriminatory enforcement of sound regulations in pursuit of the public interest and sustained utilisation of water resources.
	Expand and mobilise financial resources sustainably, and allocate them in an efficient and timely manner at all levels including transboundary.	This objective focuses on expanding the revenue sources, addressing the inefficiencies in existing sources, and putting in arrangements to mobilize and allocate financial resources efficiently, timely, and adhering to principles like user-pays and provision of economic incentives (e.g. exemptions).
	Improve the infrastructural base and management of data/information and the management of evidence-based knowledge systems to guide and better inform decision-making.	This objective focuses on uplifting the structure and management of data and information systems including harmonized systems, to produce evidence based knowledge to guide and improve management and operational decisions.
Trust and Inclusiveness environment for Management	Enhance the visibility of the WRC to the public and decision makers.	The focus of this objective is to boost the image of the WRC through a mix of tangible and intangible actions including promoting inclusive and outcome-oriented stakeholder engagement and promoting a dynamic communications culture to support better water management.
	Establish and operate a comprehensive and robust monitoring and evaluation system for all water management elements and interventions.	The focus of this objective is to institute and manage a strong all-inclusive monitoring and evaluation system for measuring performance as well as the state of water, sharing the results, and helping in making adjustments as needed.

4.4 Expected Outcomes and Strategic Actions/Measures

For each strategic objective, the plan identifies the expected outcomes to be pursued and the strategic actions/measures to be carried out. Table 4.3 presents the strategic plan framework indicating the strategic dimensions, objectives, expected outcomes, and the actions/measures in terms of deliverables by the WRC towards achieving its overall strategic goal in the next 5 years from 2024-2028.

Table 4.3: Strategic Plan Framework (2024-2028)

Strategic Goal <i>To have a visible and well-resourced WRC operating in an environment of trust and inclusiveness and is effective and efficient in regulating and managing the country's water resources, and coordinating related policies.</i>		
Strategic Objective	Expected Outcomes	Strategic Actions and Measures
Effectiveness of WRC and its operations		
1. Enhance the institutional and human resource capacities for growth at the national and basin levels.	1.1. A change process is undertaken that improves organisation and management and streamlines administrative and governance structures at the national and basin levels.	1.1a Secure a new head office building 1.1b Provide logistics (e.g. operational vehicles and field equipment) to all offices. 1.1c Reorganise the governance structure in line with the approved revised Scheme of Service.
	1.2 Human capacity is built in terms of adequate, skilled and motivated staff in all areas of operations and carrying out their work more effectively.	1.2a Complete and implement the revised Scheme of Service. 1.2b. Obtain financial clearance and recruit required staff for all areas. 1.2c. Assess the training needs of all staff and undertake the training to improve performance. 1.2d Adopt manageable incentives to motivate the staff.
Efficiency in WRC and its operations		
2. Strengthen the water resources regulatory systems and ensure the coordinated and holistic enforcement and compliance of the regulations.	2.1 All due regulations are developed, adopted, and administered.	2.1a Complete the development, ensure adoption and administer the Buffer Zone LI and the Water Pollution Control and Wastewater discharge LI. 2.1a. Establish the procedures including adequate awareness and training of staff and initiate the administration of the newly adopted LIs.
	2.2 The improved systems for collaboration and coordination have reinforced the efficient enforcement of regulations in a non-discriminatory manner.	2.2a Establish and operationalise the approved Inspectorate Division for monitoring compliance. 2.2b. Provide needed financial resources, logistics, and staff for the administration and enforcement of regulations. 2.2c Engage water-related regulatory agencies (e.g. EPA) to establish MoUs to address conflicting regulatory responsibilities. 2.2d. Legally pursue major non-compliant water users (VRA and BPA) and drillers (Drillers Association).
3. Expand and mobilise financial resources sustainably, and allocate	3.1. Innovative and diverse sources of funding are accessed while increasing funding from traditional sources.	3.1a Explore other sources of revenue generation financing e.g. expansion of water user base, ensuring compliance, and improved private sector involvement in water resources management activities.

them in an efficient and timely manner at all levels including transboundary.		3.1b Pursue increase in government budgetary allocations and disbursement, and the capping reduction to implement IWRM elements 3.1c Pursue strong partnerships to improve external funding
	3.2 Financial resources are mobilised from all sources and allocated efficiently, equitably, and timely to support all areas of operations	3.2a Mobilise financial allocations from all sources e.g. address the drawn-out procedures to improve disbursements of budget allocations. 3.2b Ensure equity and consistency in budgetary allocations and disbursements at the basin level. 3.2c Ensure timely payment of transboundary contributions (e.g. payments to the Volta Basin Authority).
4. Improve the infrastructural base and management of data/information and the management of evidence-based knowledge systems to guide and better inform decision-making.	4.1 The data and information systems have been uplifted the appropriate hardware and software infrastructure.	4.1a Review data needs and provide appropriate technical hardware and software. 4.1b Provide trained technical staff to manage and maintain data and information systems.
	4.2 WRC is able to better manage the knowledge systems and provides better access to relevant and practical knowledge for decision making	4.2a Develop integrated evidence based models (e.g. allocation) for decision making. 4.2b. Improve on mechanisms for data and information sharing at all levels including transboundary.
Trust and inclusiveness environment for management		
5. Enhance the visibility of the WRC to the public and decision makers.	5.1 Noticeable and appealing materials and structures enhancing the outlook of WRC in the public space.	5.1a Improve the physical appearance of offices and facilities (see 1.1a). 5.1b Revamp and adequately resource the Public Relations Unit.
	5.2 A dynamic communications culture is embedded in the work ethics of WRC and stakeholders at all levels are engaged, well informed, and take up strategic information	5.2a Revise and implement the WRC Communication Strategy. 5.2b Sustained the execution of communication and educational programs. 5.2c. Pursue joint communication and educational actions with other agencies and NGOs.
6. Establish and operate a comprehensive and robust monitoring and evaluation system for all water management elements and interventions.	6.1 A monitoring and evaluation system is designed and managed as a way to plan, monitor and evaluate performance as well as the state of water resources at all times	6.1a Review M&E tools in operation 6.1b Design an integrated dynamic M&E system for consistent planning, reporting, and appraising performance and for assessing the state of water resources.

CHAPTER FIVE

5.0 DELIVERING THE STRATEGY

The Strategic Plan (2024-2028) is change-oriented and it is as good as its successful delivery. Therefore, a clear delivery plan with accountable actions on the ground is designed to be followed. Elements of the plan to support the delivery/implementation process include the designed delivery schedule, the relevant corporate governance structures and their responsibilities, the required resources, and an instituted performance-based monitoring system.

The overall framework (timelines and targets, responsibilities, and the Key Performance Indicators for delivering the Strategic Plan to achieve its goal, objectives and outcomes is presented in Table 5.1.

5.1 Implementation Schedule/Timeframe

The timeframe for implementing the actions and the targets towards achieving the objectives are based on the relative urgency of delivering each action as well as the reliance of some actions on the completion of others that will together drive the implementation of the strategic plan.

The timelines are also based on the fact that some of the proposed actions, for instance, institutional capacity building, sensitization and media engagement, and enforcement of existing regulations, can be initiated within a relatively short time and without major investment requirements. The timeframe and the targets for delivering the Strategic Plan are also captured in Table 5.1.

5.2 Governance and Responsibilities

Successful delivery of the Strategic Plan hinges on how its implementation is organised and governed. In terms of the organisational arrangement, two existing corporate governance and one new body will oversee the Strategic Plan implementation. First is the Commission, i.e. the Governing Board of WRC, which will be responsible for providing advice, strategic direction, and management oversight of the WRC.

Next is the WRC Management, which is the apex body that will be directly responsible for the day-to-day implementation of the entire plan. It will report to the Commission as appropriate (see section 5.4 for further details). However, specific individuals have been assigned as key actors to specific actions and measures of the plan (see the assigned responsibilities/key actors in Table 5.1) and will report directly to the WRC Management.

The third is a proposed Strategic Plan Monitoring Committee (SPMC), which is composed of five (5) staff members to support the WRC Management. The SPMC will among others monitor and evaluate the implementation of the Strategic Plan; report to the Executive Secretary and the WRC Management regarding compliance to and any deviations from the Strategic Plan; and propose adjustments to the Strategic Plan as and when required. The staff appointed to the SPMC will reflect the relevant operational units of the WRC that relate to the identified strategic objectives of the plan.

5.3 Resources to Meet the Goal

The strategic actions require human, financial, and logistics to be carried out. The actions will have to be realistically and reasonably costed for each year over the planned period. However, at this

stage in the development of the Strategic Plan, when actions have not been detailed, it will not be appropriate to present a budget for the 5 years of the Strategic Plan. The WRC Management will therefore develop annual budget estimates based on identified actions linked to the Strategic Plan to be funded through WRC's traditional sources of funding and new sources identified in the course of implementation.

In terms of human resources, implementation of actions will rely on the staff of the WRC. However, external expertise will be acquired to assist or oversee actions for which WRC does not have the necessary expertise e.g. actions related to the new office building.

5.4 Monitoring and Evaluation Plan

The plan for monitoring and evaluating the Strategic Plan is designed in two parts (i) measuring the performance or success, and (ii) the process of reporting the progress made towards achieving the strategic objectives and goal of the Plan.

5.4.1 Performance Measuring Framework

The Strategic Plan's success depends largely on its Performance Measuring Framework (PMF), which is a results-based measuring framework to help improve performance and achieve results. The PMF has been defined to focus on the Key Performance Indicators (KPIs) for achieving the strategic goal, objectives, and actions over the five (5) year period (2024-2028).

The PMF, which is an adopted pragmatic approach using existing sources of data and information, focuses on:

- Both quantitative and qualitative Indicators of the Strategic Objectives.
- Multiple Indicators for each Strategic Objective, given the complexity of this assessment, but as few as possible to enhance focus.
- Information to track the progress, based on performance, cost and timeline.
- The need to minimize the amount of staff time or additional staff to implement the actions.
- Using existing sources of data and information where applicable.

The qualitative and quantitative KPIs would provide WRC Management with the needed feedback to make appropriate and informed decisions in adjusting the design or implementation arrangements of the Strategic Plan. Hence, WRC Management should determine progress or lack thereof by measuring the extent to which the KPIs of specific actions related to their respective strategic objectives have been achieved periodically and consistent with other period-end management reviews.

5.4.2 Monitoring Progress and Reporting

The WRC Management will be responsible for the preparation and submission of the following reports that form part of monitoring the progress of the Strategic Plan:

- Day-to-day monitoring of implementation based on the Annual Work Plan and expected outcomes. This will take note of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

- Periodic monitoring of progress through the provision of half-yearly reports submitted to the Governing Board, the Sector Ministry, and other key financial/development partners.
- Annual monitoring will occur through the preparation of Annual Reports. An Annual Report will be prepared on an annual basis following the first 12 months of the Strategic Plan implementation. It will reflect the progress achieved in meeting the Annual Work Plan and assess the performance of the Strategic Plan in contributing to intended outcomes through outputs and partnership work. The Annual Report will include the following:
 - an analysis of performance over the reporting period, including outputs produced and, where possible, information on the status of the outcome;
 - the constraints experienced in the progress towards results and the reasons for these;
 - Annual Work Plans and related expenditure reports;
 - lessons learned; and
 - recommendations in addressing the key problems in lack of progress.
- Terminal Report: During the last three months of the Strategic Plan implementation, the WRC Management team will prepare the Strategic Plan Terminal Report. This comprehensive report will summarise all activities, achievements and outputs of the Strategic Plan, lessons learnt, objectives met, or not achieved structures and systems implemented, etc. It will be the definitive statement of the Strategic Plan activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure the sustainability and replicability of activities.
- WRC Publications: Publications will form a key method of crystallizing and disseminating the results and achievements of the Strategic Plan. These publications may be technical or informational on the activities and achievements of the Strategic Plan, in the form of journal articles, multimedia publications, etc.

The Strategic Plan will be subjected to at least two independent external evaluations as follows:

- Mid-Term Evaluation: this will be undertaken at the end of the second year of implementation. The Mid-Term evaluation will determine progress made towards the achievement of outcomes and will identify course corrections if needed. It will focus on the effectiveness, efficiency and timeliness of the Strategic Plan implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about the Strategic Plan design, implementation and management. The findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the Strategic Plan term.
- Final Evaluation: this will take place three months before the end of the Strategic Plan implementation. The final evaluation will also look at the impact and sustainability of results, including the achievement of the WRC Mission. The final evaluation will also provide recommendations for follow-up activities.

Table 5.1: Implementation Framework for Delivering the Strategic Plan

Strategic Goal <i>To have a visible and well-resourced WRC operating in an environment of trust and inclusiveness and is effective and efficient in regulating and managing the country's water resources, and coordinating related policies.</i>					
Strategic Objective	Expected Outcomes	Strategic Actions and Measures	Key Performance Indicators (KPIs)	Responsibility / Key Actor	Timelines and (Targets)
Effectiveness of WRC and its operations					
1. Enhance the institutional and human resource capacities for growth at the national and basin levels.	1.1. A change process is undertaken that improves organisation and management and streamlines administrative and governance structures at the national and basin levels.	1.1a Secure a new head office building 1.1b Provide logistics (e.g. operational vehicles and field equipment) to all offices. 1.1c Reorganise the governance structure in line with the approved revised Scheme of Service (SoS).	A new head office building is available. No. of operational vehicles and equipment acquired. % of fully resourced WRC offices New organisational structure in place	Exec. Secretary Head of Admin. Exec. Secretary	2025 (20%) – 2028 (100%) 2024 (20%) – 2027 (100%) 2024 (50%) – 2025 (100%)
	1.2 Human capacity is built in terms of adequate, skilled and motivated staff in all areas of operations and carrying out their work more effectively.	1.2a Complete and implement the approved revised Scheme of Service. 1.2b. Obtain financial clearance and recruit required staff for all areas. 1.2c. Assess the training needs of all staff and undertake the training to improve performance. 1.2d Adopt manageable incentives to motivate the staff.	Approved SoS in place % of filled establishment posts within WRC organisational structure Annual skills audit report is available. No. of internal and external training programs carried out. Staff Incentive Scheme in place	Exec. Secretary Head of Admin. Head of Admin. Head of Admin	2024 (40%) – 2026 (100%) 2024 (20%) – 2028 (100%) 2024 (20%) – 2028 (100%) 2025 (20%) – 2026 (100%)
Efficiency in WRC and its operations					
2. Strengthen the water resources regulatory systems and ensure the coordinated and holistic enforcement and compliance of the regulations.	2.1 All due regulations are developed, adopted, and administered.	2.1a Complete the development, ensure adoption and administer the Buffer Zone LI and the Water Pollution Control and Wastewater discharge LI. 2.1a. Establish the procedures including adequate awareness and training of staff and initiate the administration of the newly adopted LIs.	No. of newly adopted LIs in place No. of staff trained on the new LIs No. of awareness programs organised on the new LIs	Director, Legal and Monitoring Director, Legal and Monitoring	2024 (30%) – 2027 (100%) 2025 (20%) – 2028 (100%)

	2.2 The improved systems for collaboration and coordination have reinforced the efficient enforcement of regulations in a non-discriminatory manner.	2.2a Establish and operationalise the approved Inspectorate Division for monitoring compliance. 2.2b. Provide needed financial resources, logistics, and staff for the administration and enforcement of regulations. 2.2c Engage water-related regulatory agencies (e.g. EPA) to establish MoUs to address conflicting regulatory responsibilities. 2.2d. Legally pursue major non-compliant water users (VRA and BPA) and drillers (Drillers Association).	Inspectorate Division in place. No. of regulatory enforcement actions undertaken. No. of MoUs entered into with other regulatory agencies. No. of water use permits and drilling licenses issued to major non-compliant water users and drillers	Director, Legal and Monitoring Director, Legal and Monitoring Director, Legal and Monitoring Director, Legal and Monitoring	2025 (20%) – 2027 (100%) 2025 (20%) – 2028 (100%) 2025 (30%) – 2027 (100%) 2024 (30%) – 2026 (100%)
3. Expand and mobilise financial resources sustainably, and allocate them in an efficient and timely manner at all levels including transboundary.	3.1. Innovative and diverse sources of funding are accessed while increasing funding from traditional sources.	3.1a Explore other innovative sources of revenue generation e.g. expansion of water user base, setting charges at real value of water, and improved private sector involvement in water resources management. 3.1b Pursue increase in government budgetary allocations and disbursement, and the capping reduction to implement IWRM elements. 3.1c Pursue strong partnerships to improve external funding	% increase in IGF No. of new revenue sources to increase IGF. % increase in government budgetary allocation and disbursement. % reduction in IGF capping. No. of programs funded by external partners	Head of Finance Head of Finance Exec. Secretary	2024 (10%) – 2028 (100%) 2024 (20%) – 2028 (100%) 2025 (30%) – 2028 (100%)
	3.2 Financial resources are mobilised from all sources and allocated efficiently, equitably, and timely to support all areas of operations	3.2a Mobilise financial allocations from all sources e.g. address the drawn-out procedures to improve disbursements of budget allocations. 3.2b Ensure equity and consistency in budgetary allocations and disbursements at the basin level. 3.2c Ensure timely payment of transboundary contributions (e.g. payments to the Volta Basin Authority).	% of budgeted activities funded by various sources. % of budgetary allocation and disbursement to the basins % of transboundary contributions paid annually	Head of Finance Head of Finance Exec. Secretary	2024 (20%) – 2028 (100%) 2024 (30%) – 2028 (100%) 2024 (100%)

4. Improve the infrastructural base and management of data/information and the management of evidence-based knowledge systems to guide and better inform decision-making.	4.1 The data and information systems have been uplifted with the appropriate hardware and software infrastructure.	4.1a Review data needs and provide appropriate technical hardware and software. 4.1b Train technical staff to manage and maintain data and information systems.	No. of data audit reports No. of technical hardware and software acquired. No. of trained technical staff	Head of ICT Head of ICT	2024 (20%) – 2028 (100%) 2025 (30%) – 2028 (100%)
	4.2 WRC is able to better manage the knowledge systems and provides better access to relevant and practical knowledge for decision making	4.2a Develop integrated evidence based models (e.g. allocation) for decision making.	No. of integrated decision support systems developed.	Head of Planning	2025 (20%) – 2027 (100%)
		4.2b. Improve the mechanisms for data and information sharing at all levels including transboundary.	No. of mechanisms for data and information sharing at all levels	Head of Planning	2025 (20%) – 2028 (100%)
	Trust and inclusiveness environment for management				
5. Enhance the visibility of the WRC to the public and decision makers.	5.1 Noticeable and appealing materials and structures enhancing the outlook of WRC in the public space.	5.1a Improve the physical appearance of offices and facilities (see 1.1a). 5.1b Revamp and adequately resource the Public Relations Unit.	No. of offices rehabilitated and or acquired (basins and head office). No. of training programs for PR staff No. of visibility events carried out.	Exec. Secretary Head of PR Unit	2025 (20%) – 2028 (100%) 2024 (20%) – 2028 (100%)
	5.2 A dynamic communications culture is embedded in the work ethics of WRC and stakeholders at all levels are engaged, well informed, and take up strategic information	5.2a Revise and implement the WRC Communication Strategy.	Revised WRC Communication Strategy in place.	Head of PR Unit	2024 (100%)
		5.2b Sustained the execution of communication and educational programs. 5.2c. Pursue joint communication and educational actions with other agencies and NGOs.	No. of communication and educational programs carried out. No. of Memoranda and joint action programs undertaken.	Head of PR Unit Head of PR Unit	2024 (20%) – 2028 (100%) 2024 (20%) – 2028 (100%)
6. Establish and operate a comprehensive and robust monitoring and evaluation system for all water management elements and interventions.	6.1 A monitoring and evaluation system is designed and managed as a way to plan, monitor and evaluate performance as well as the state of water resources at all times	6.1a Review M&E tools in operation 6.1b Design and manage an integrated dynamic M&E system for consistent planning, reporting, and appraising performance and for assessing the state of water resources.	No. of reviewed M&E operational tools. No. of M&E programs carried out on the strategic plan and the state of water resources	SPMT SPMT	2024 (100%) 2024 (20%) – 2028 (100%)

CHAPTER SIX

6.0 CONCLUSION

This strategic plan proposes a change, a change for a visible and well-resourced WRC operating in an environment of trust and inclusiveness and is effective and efficient in regulating and managing the country's water resources and coordinating related policies. Thus, this document represents the WRC's effort to consciously define and design a successful future.

The actions and measures outlined in this strategy are both crucial and urgent; actions and measures to address the embedded institutional challenges; improve visibility; ensure transparency in decision-making; further develop internal endowments; and prioritise regulatory improvements. This is because WRC faces sustained financial and organisational challenges that must be met to support the delivery of its mandate.

WRC trusts that its purpose and ambitions as laid out will provide enough motivation for all stakeholders to pledge their support to its cause. WRC's effectiveness and efficiency as a regulatory and management institution will be determined by the commitment that management and staff demonstrate in the execution process, for which they hold themselves accountable.

This plan will be subjected to a constant, objective review to establish its impact and maintain its relevance. WRC is convinced that the process of detailed analysis and internal discussion that was undertaken, stands it in good stead to exercise strong influence over its future. However, during the 5-year strategic period, additional steps will be identified as part of the ongoing institutional strategic thinking. By focusing on the strategic priorities, the entire WRC Management and staff will prove to themselves that they are truly well on their way to realising the vision and mission.