

Government of Ghana

Right to Information Manual



COMMUNITY WATER AND SANITATION AGENCY (CWSA)

2024

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Overview

This Right to Information (RTI) Manual is pursuant to the provisions of the Right to Information Act, 2019 (Act 989) passed by Parliament and assented to by the President, Nana Addo Dankwa Akuffo-Addo. The Act gives substance to the constitutional right to information provided under Article 21 (1) (f) of the 1992 Constitution, enabling citizens access to official information held by government institutions, and the qualifications and conditions under which the access may be obtained. In accordance with Section 80, the Act 989 applies to information which came into existence before, or which will come into existence after the commencement of the Act.

- 1.1 Purpose of Manual – To inform/assist the public on the organizational structure, responsibilities and activities of the Community Water and Sanitation Agency, (CWSA) and provide the types of information and classes of information available at CWSA, including the location and contact details of its Information Officers and units.

Vision, Mission and Departments/ Units (CWSA)

This section describes the institution's vision and mission and lists the names of all Departments and Units under the institution, including the description of organizational structure, responsibilities, details of activities and classes and types of information accessible at a fee.

VISION

CWSA aspires to be the leading public sector water service delivery organisation in Africa.

MISSION

CWSA is committed to the delivery of safe and sustainable water and related sanitation services to communities in Ghana.

Departments and units at CWSA

- Administration and Human Resource.
- Chief Director's Secretariate
- Finance.
- Commercial & Extension Services
- Policy Planning, Research, Monitoring & Evaluation
- Legal Affairs.
- Technical Services
- Public Relations unit
- Internal Audit unit
- Information Technology unit.
- Right to Information Unit.
- Zonal Office Unit.

Responsibilities of the Institution:

- Be the asset holder for all existing state financed water systems that fall under rural communities, towns, and peri-urban areas;
- Construct and manage all Small Towns pipe water systems provided with public funds.
- Create a support mechanism for sustained operation and maintenance of point water systems
- Generate revenue from the sale of water and related activities to cover operations and maintenance cost of water system management.
- Set standards and guidelines for the delivery of public water supply under rural communities and small towns.
- Mobilize funding from public and private sources for community water services delivery and related sanitation programmes in rural communities and small towns.
- Encourage private sector participation in the provision of safe water supply and related sanitation services.
- Promote PPP arrangements for the funding, construction and management of water systems.
- Coordinate data collection and dissemination for planning and policy decisions.
- Create enabling environment for knowledge management and learning in the sub-sector.
- Improve access to Sanitation and Hygiene Services to maximize health benefits.
- Provide support, in collaboration with MMDAs and NGOs to local private entities such as Area Mechanics, in handpump management and related sanitation services.

2.1 Description of Activities of each Department/Unit

Directorate/Department	Responsibilities/Activities
Chief Executive's Secretariat	<ul style="list-style-type: none"> • Prescribe and periodically review standards /specification of WASH facilities to guide the sub-sector actors. • Provides leadership for the effective operations and achievement of the Agency's objectives. • Co-ordinate the functions of the Head Office departments, regional offices and sub-district offices. • Publicize the Agency's services and facilitates their provision to rural communities and small towns throughout Ghana. • Implement approved strategies and encourage innovation for safe water and related sanitation services delivery. • Liaise with Government Ministries, Development Partners and other stakeholders to execute the National Development Agenda.

	<ul style="list-style-type: none"> • Encourage research, development and knowledge management throughout the sub-sector. • Conduct staff performance appraisal.
<p>Administration & Human Resource</p>	<ul style="list-style-type: none"> ▪ Develop systems and programmes to attract and retain well motivated staff with appropriate skills and attitudes. ▪ Establish and implement employment policies and procedures that ensure vacancies are filled at the right time with the right caliber of staff. ▪ Develop and implement responsive staff training and development plan to meet the strategic goals of the Agency. ▪ Develop and implement a competitive, cost effective and performance-based reward system so as to attract and retain competent staff. ▪ Establish and foster a productive and harmonious relationship between Management and staff to achieve industrial peace. ▪ Provide optimum protection to enhance the security of the human and physical assets of the Agency to prevent losses. ▪ Provide procurement support for the operations of the Agency. ▪ Management, operation maintenance and development of the Agency's buildings, technical installations, land and grounds.
<p>Commercial & Extension Services</p>	<ul style="list-style-type: none"> ▪ Development of policies, strategies, standards and guidelines on extension services. ▪ Development of Information, Education and Communication (IE&C) materials. ▪ Provide direction and develop strategies and policies for efficient meter reading, billing, bill distribution, and revenue collection.

	<ul style="list-style-type: none"> ▪ Monitor and review revenue performance and make proposals for improving revenue collection and achievement of targets. ▪ Develop, direct and monitor the implementation of strategies for efficient customer relationship management. ▪ Develop strategies and policies for credit management including the prosecution of recalcitrant customers. ▪ Direct, control and monitor billing adjustments to correct mistakes or inconsistencies in customer bills within authorized limits.
<p>Public Relations Unit</p>	<ul style="list-style-type: none"> ▪ Formulate, coordinate public relations policies, plans and strategies. ▪ Promote and maintain positive corporate image. ▪ Establish and maintain intra-sectoral linkages and information flow, and address stakeholder concerns on policy changes. ▪ Counsel and guide management on communication strategy. ▪ Review budgets and periodic reports on the activities of the Unit. ▪ Review information on the Agency for dissemination to the public. ▪ Coordinate corporate conferences, orientation and public education programmes. ▪ Ensure appropriate responses to appeals, enquiries and complaints on matters concerning the Agency in collaboration with the Chief Executive or appropriate heads of department. ▪ Promote networking between the Agency and relevant stakeholders; ▪ Develop the Agency's corporate social responsibility (CSR) programmes and protocol activities; ▪ Ensure effective supervision of the Public Relations Department. ▪ Conduct staff performance appraisal. ▪ Carry out any other duties assigned by the Chief Executive

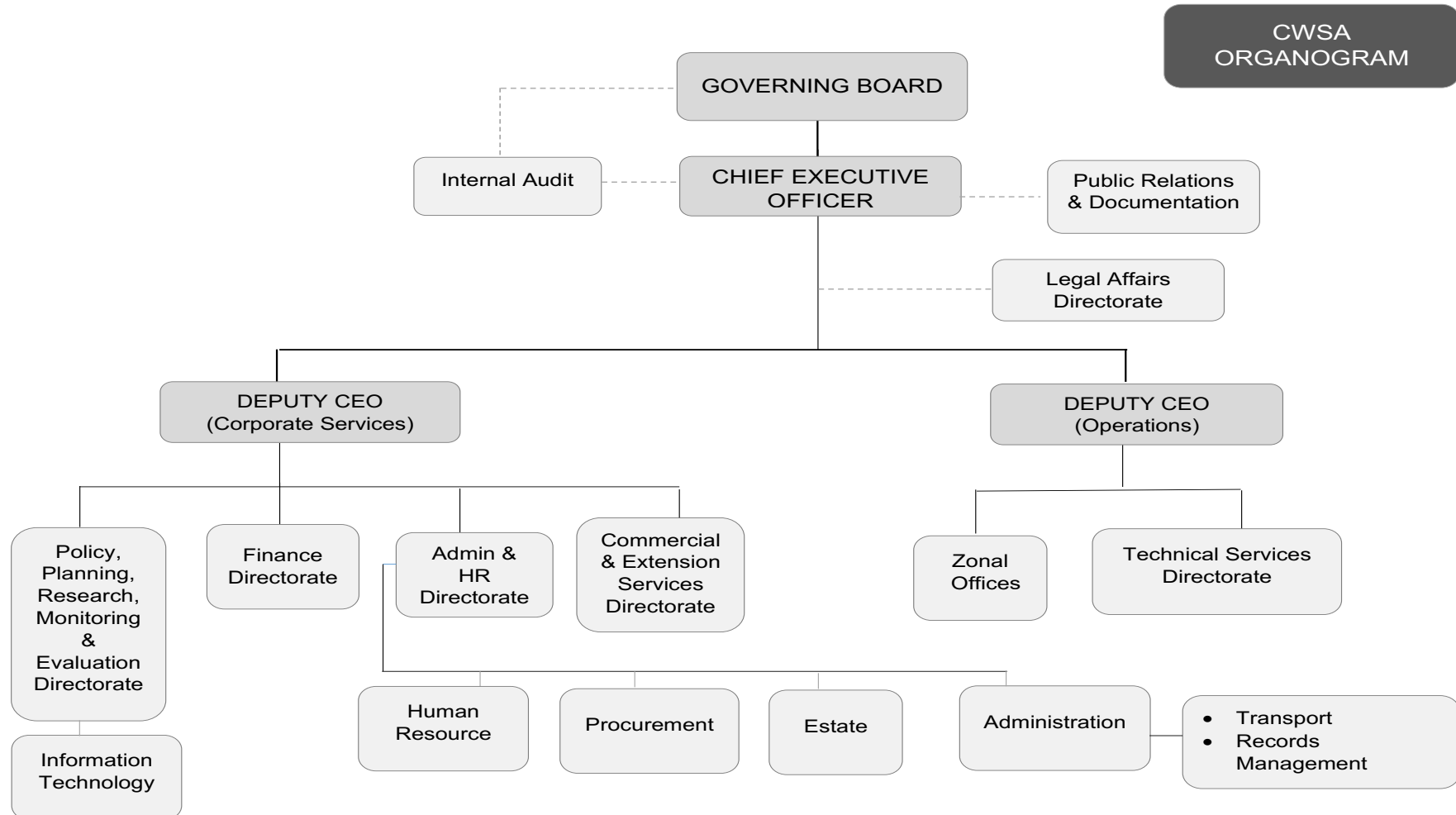
<p>Finance</p>	<ul style="list-style-type: none"> ▪ Carry out prudent financial management practices to ensure the financial sustainability targets are achieved. ▪ Develop appropriate financial models and tools to guide financial management and investment planning. ▪ Keep and maintain records of financial transactions of the Agency ensuring conformity with international standards, thereby minimizing or eliminating fraud and malpractices. ▪ Lead the preparation of the Agency's budget to guide annual operations. ▪ Perform all functions related to treasury management, including investment of funds to ensure prudent use of resources.
<p>Policy Planning, Research, Monitoring & Evaluation</p>	<ul style="list-style-type: none"> ▪ Develop and regularly updated the National Community Water and Sanitation Framework for the implementation of Agency's mandate. ▪ Prepare National and Regional Strategic Investments Plans to guide management decision making in line with the Agency's Strategic Investment Plans. ▪ Monitor and evaluate the implementation of the Agency's Strategic Investment Plans. ▪ Prepares project concept papers and proposals and carry out fund mobilization activities for the implementation of WASH programmes. ▪ Undertake, in conjunction with relevant departments, financial and economic analysts to determine the viability of projects. ▪ Undertake business case development for project and programmes as justification for their adoption by management. ▪ Undertake internal and external co-ordination of investments. ▪ Overseas the formulation of monitoring and evaluation framework for tracking the results of operations, investment and coverage. ▪ Promote regular dialogue collaboration with various stakeholders to ensure harmony and compliance with sector standards and regulations. ▪ Oversees the preparation of the Agency's annual budget estimates.

	<ul style="list-style-type: none"> ▪ Quality assures the Agency’s quarterly and annual progress reports. ▪ Liaise with the sector Ministry and National Development Planning Commission for the integration of the Agency’s strategic investment plans into Government of Ghana Development planning framework. ▪ Facilitate the preparation, signing and implementation of the Agency’s Performance Contract with the State Interests and Governance Authority. ▪ Undertake preparation and implementation of Performance Contracts between the Chief Executive and Regional Directors and between Regional Directors and Water System Managers.
<p>Internal Audit Unit</p>	<ul style="list-style-type: none"> ▪ Evaluate the effectiveness of governance processes of the Agency and provide reasonable assurance that risks are mitigated to achieve objectives. ▪ Monitor, evaluate and report on legal and regulatory compliance for efficient service delivery. ▪ Provide assurance on the efficiency, effectiveness and economy in the administration of the programmes and operations of the Agency. ▪ Coordinate the overall audit effort and co-operate with external auditors for efficient and timely delivery of statutory and specific requirements. ▪ Appraise and report on the soundness and application of the control systems operating in the Agency.
<p>Information Technology Unit</p>	<ul style="list-style-type: none"> ▪ Design and develop databases and applications that pool, extract and analyze data to provide management with insights on the overall performance of the Agency. ▪ Leverage on information and technology in an efficient, productive and secure manner (How new technology can contribute to the vision and growth of the Agency).

	<ul style="list-style-type: none"> ▪ Provision of ICT infrastructure that is consistent with up-to-date technologies to achieve operational excellence ▪ Development, deployment and support of appropriate software ▪ Introduction of innovative processes that will enable the Agency to deliver value for money
Technical Services	<ul style="list-style-type: none"> ▪ Development of standards and guidelines for the planning, design, construction and maintenance of water and sanitation facilities. ▪ Supervision and monitoring of construction/rehabilitation/maintenance of water and sanitation facilities. ▪ Provision of technical support for the procurement of technical services and works. ▪ Identification and harnessing of water resources for further development. ▪ Preparation and implementation of water safety plan. ▪ Monitoring and analysis of water quality to develop mitigating plans. ▪ Develop policies and strategies to guide the appropriate use and maintenance of technological assets.
Legal Affairs	<ul style="list-style-type: none"> ▪ Provides prompt legal advice to Management and the Board ▪ Drafts letters, contracts, agreements, MoU etc. ▪ Reviews contracts, agreements, MoU etc. ▪ Reviews the Agency's laws and policies and propose amendments. ▪ Represents the Agency in lawsuits, and other dispute settlement fora. ▪ Serves as Board Secretary and Secretary to Board Committees.
Right To Information Unit	<ul style="list-style-type: none"> • Prepare and submit an "Annual Report" to the RTIC in line with the RTI Law. ▪ Assist in compiling, publishing, and maintaining an up-to-date Information Manual.

	<ul style="list-style-type: none"> ▪ Assist in handling all inquiries and constantly check with various units/departments (such as records/registry/front desk) to track correspondences related to RTI applications for necessary action. ▪ Receive, record, acknowledge, and process applications for information within the procedures and periods as prescribed in the law, while maintaining an accurate and up-to-date register of requests (including details on any disclosures, refusals, advice, and guidance). ▪ Monitor and provide appropriate feedback on the progress of requests and produce ▪ Submit a monthly report on the activities of RTI to the Access to Information Division. ▪ Undertake such additional responsibilities as may be assigned by the host institution. ▪ Educate at least two publics within his/her jurisdiction every Quarter (e.g., internal/external staff).

2.2 Community Water and Sanitation Agency's Organogram



2.3 Classes and Types of information

List of various classes of information in the custody of the institution:

Administration & Human Resource

- HR Annual Work Plan.
- Staff scheme of service.
- Staff List.
- Bio Data of Staff.
- Organizational Manual (Administrative).
- Training Plan.
- Job Schedules of Staff.
- Planning Phase, Mid-year and End of year Staff Appraisal Reports.
- Mid and End of Year Staff Movement Reports.
- Mid and End of Year Staff Attendance Reports.
- Mid and End of Year of Training Reports.
- Report on Efforts to Ensure Discipline.
- Entity Tender Committee Report

Public Relations & Documentation Unit

- Media engagement Reports.
- Chief Executive's Press Briefing Reports.
- Website and Social Media Performance Reports.
- Public Relations Reports.
- Press Releases.
- Pictures and Videos of Agency's Activities.
- News Letters.
- New Stories.
- Artworks for Agency's Programs.
- Communications Plans.
- Posts on Facebook, Twitter, LinkedIn and Instagram.

Finance

- Audited Financial statement.
- Half-Year Management account.
- Quarterly Financial Statement.
- Bank Reconciliation Statement.
- Annual Budget Estimate.
- Monthly Revenue Variance Report.

- Monthly Expenditure Variance Report.

Policy Planning, Research, Monitoring & Evaluation

- Strategic Investment Plans.
- Community Water and Sanitation Policy Reform Framework.
- Performance Contract Evaluation Report.
- Regional Performance Contract.
- National Performance Contract.
- Annual Progress Reports.
- Quarterly Progress Reports.
- Project Concept Notes.
- Pre-feasibility Study Report.
- Feasibility study report.
- Field Monitoring Reports.

Internal Audit Unit

- Internal Audit Charter.
- Strategic Internal Audit Plan.
- Risk Based Annual Internal Audit Work Plan.
- Internal Audit Report.
- Internal Audit manual.
- Internal Audit Risk Assessment Reports.
- International Standards for the Professional Practices of Internal Auditing,
- Internal Audit Work Programmes.
- Audit Committee Guidelines.
- Governance and Risk Management Charter.
- Annual Audit Committee Reports.

Legal Affairs

- Case Files.
- Law Reports.
- Law Books.
- Board Minutes and Reports
- Board Committee Reports.
- Audit Committee Minutes Report
- Board Charter
- Annual work plan of the legal Unit
- Annual Report.

Information Technology Unit

- Report On Safe Water Coverage in Rural Communities and Small Towns in Ghana.
- Quarterly And Annual Statistical Reports on CWSA Achievement Based on Key Performance Indicators.
- Inventory Of ICT Equipment.
- Inventory On Rural Water Facilities and Their Functionality Status.
- User Manuals on Various Software Developed and Deployed.
- Operational Manuals on SMART Installations (Pre-Paid Meters, Smart Taps Etc.).
- IT Annual Work Plan.
- IT Policy Manual.

Technical Services

- Design/operation guide for small-town pipe water systems.
- Project completion reports.
- Tender Documents, Evaluation Reports and Contracts Documents.
- Minutes of site meetings of projects
- As-built drawings of completed Water systems.
- Water system Assessment reports.
- Design Reports of Water Systems
- Sample tender documents.
- Pre-feasibility report
- Feasibility Report
- Sample Request for Proposal for Consultancy.

Right To Information Unit

- RTI Annual Report.
- Information Manual.
- Monthly Reports.
- Mid And End of Year Reports.

3. Procedure in Applying and Processing Requests

Section 18 of the RTI Act provides specific guidelines for application for access to information kept by a public institution. It is thus important that request for information be made in accordance with provisions under this section. The Information Officer or a designated officer is responsible for dealing with applications made to the Community Water and Sanitation Agency. To request for information under the RTI Act from the Community Water and Sanitation Agency, applicants are to follow these basic procedures:

3.1 The Application Process

- a. Application by any person or organization who seeks access to information in the custody of Community Water and Sanitation Agency must be made in writing, using the standard RTI Application Form. (**See Appendix A for the Standard RTI Application Form**). A copy of the form can be downloaded or completed and submitted electronically on the Community Water and Sanitation Agency's official website or the Ministry of Information website.
- b. In making the request, the following information must be provided:
 - Date of the Application.
 - Name of the applicant or the person on whose behalf an application is being made.
 - Name of the organization represented by the applicant.
 - Available contact details of the applicant or address of the person/organization on whose behalf an application is being made (Telephone Number, Email, Postal Address, Fax).
 - Brief description of information being sought. (Applicant is to specify the class and type of information including cover dates).
 - Payment of relevant fee if applicable.
 - Signature/ thumbprint.
- c. Provision of identification

The applicant must present at least one (1) of the following valid identification cards (IDs) to serve as proof of identity:

 - Driver's License.
 - Passport.
 - National ID.
 - Voter's ID.
- d. The applicant should state the format of information being requested and the mode of transmission. Example (do you need certified true copy, normal photocopy or electronic

copies. Would you want to receive it through a postal address, e-mail, courier services, fax etc.

- e. Where an applicant cannot write due to illiteracy or a disability, he/she may make the request orally. However, oral request must conform to the following guidelines;
- The Information Officer must reduce the oral request into writing and give a copy of the written request as recorded for the applicant to authenticate. (s. 18) (3).
 - The Information Officer shall clearly and correctly read and explain the written request to the understanding of the applicant.
 - A witness must endorse the face of the request with the writing; *“the request was read to the applicant in the language the applicant understand and the applicant appeared to have understood the content of the request.”*
 - The applicant must then make a thumbprint or mark on the request.

3.2 Processing the Application

- Applications would be treated on a priority basis. The Information Officer is responsible for handling requests to ensure that statutory deadlines are met.
- He reviews and identifies which part is exempt based on Sections 5 to 16 of the RTI Act and determines which of the units in the institution have the records or is responsible for the subject matter of the request.
- Provision is made under section 20 of the Act for the transfer of an application within a period of not more than ten (10) days of receipt where the public institution to which the application was initially made is unable to deal with the application. In such situations, applicants would be notified accordingly with the reasons and dates of transfer.
- For information readily available in official publications, the Information Officer shall direct the applicant to the institution having custody of that publication and notify the public institution of the request. (s.21).
- If a requested information is not readily accessible, the estimated time it will take to search for the information would be communicated to the applicant.

3.3 Response to Applicants

a. The Information Officer is required under section 23 of the RTI Act to notify applicants of the decision on the application within fourteen (14) days from the date of receipt of the Application. Applicant should however note that the time limit does not apply to applications transferred to another public institution or which has been refused due to failure to pay prescribed deposit or fee. (s.23) (6). The notice should state:

- Whether or not full access to the requested information will be granted or only a part can be given and the reason.
- The format and mode of the access.
- The expected publication or submission day of the information in the case of a deferred access.
- The prescribed fee (s.23).

b. The Information Officer can request an extension to the deadline if:

- Information requested is voluminous.
- It is necessary to search through a large number of records.
- The information has to be gathered from more than one source.
- Consultation with someone outside the institution is required.

c. The Information Officer would in such situations notify applicants of an extension as well as the period and reason for the extension. An extension should not be more than seven (7) days.

d. In giving applicants access to information, the applicant would be given the opportunity to inspect the information or receive a copy physically or in any other form required such as electronic, magnetic, optical or otherwise, including a computer print-out, various computer storage devices and web portals.

- Where access cannot be given in the form specified by the applicant, access can be given in some other form. In such cases, the applicant shall be provided with a reason why access cannot be given in the specified form.

4. Amendment of Personal Record

A person given access to information contained in records of a public institution may apply for an amendment of the information if the information represents the personal records of that person and in the person's opinion, the information is incorrect, misleading, incomplete or out of date.

4.1 How to apply for an Amendment

- a. The application should be in writing indicating;
 - Name and proof of identity.
 - Particulars that will enable the records of the public institution identify the applicant.
 - The incorrect, misleading, incomplete or the out-of-date information in the record.
 - Signature of the applicant.
- b. For incomplete information claimed or out of date records, the application should be accompanied with the relevant information which the applicant considers necessary to complete the records.
- c. The address to which a notice shall be sent should be indicated.
- d. The application can then be submitted at the office of the public institution.
- e. A statutory declaration must be attached.

The RTI Act mandates Parliament in Section 75 to approve a fee that public institutions can charge for information provided to an applicant. However, fees shall apply to only the three circumstances stated below:

- Request for information in a language other than the language in which the information is held. (s.75) (3).
- When request is made for a written transcript of the information, the information officer may request a reasonable transcription cost. (s.75) (4).
- Cost of media conversion or reformatting. (s.75) (5).

Under Section 75 (2), fees are not payable for:

- reproduction of personal information
- information in the public interest
- information that should be provided within stipulated time under the Act
- an applicant who is poor or has a disability
- time spent by the information officer to examine whether the information is exempt
- preparing the information

6. Appendix A: Standard RTI Request Form

[Reference No.:]

**APPLICATION FOR ACCESS TO INFORMATION UNDER THE RIGHT TO
INFORMATION ACT, 2019 (ACT 989)**



1.	Name of Applicant:	
2.	Date:	

3.	Public Institution:			
4.	Date of Birth:	DD	MM	YYYY
5.	Type of Applicant:	Individual <input type="checkbox"/>	Organization/Institution <input type="checkbox"/>	
6.	Tax Identification Number			
7.	If Represented, Name of Person Being Represented:			
7 (a).	Capacity of Representative:			
8.	Type of Identification:	<input type="checkbox"/> National Voter's ID <input type="checkbox"/>	ID <input type="checkbox"/>	Card <input type="checkbox"/> Passport <input type="checkbox"/>
		Driver's License		
8 (a).	Id. No.:			
9.	Description of the Information being sought (specify the type and class of information including cover dates. Kindly fill multiple applications for multiple requests):			

<p>10.</p>	<p>Manner of Access:</p>	<p><input type="checkbox"/> Inspection of Information</p> <p><input type="checkbox"/> Copy of Information</p> <p><input type="checkbox"/> Viewing / Listen</p> <p><input type="checkbox"/> Written Transcript</p> <p><input type="checkbox"/> Translated (specify language) <input style="width: 150px; height: 20px;" type="text"/></p>
<p>10 (a).</p>	<p>Form of Access:</p>	<p><input type="checkbox"/> Hard copy <input type="checkbox"/> Electronic copy <input type="checkbox"/> Braille</p>
<p>11.</p>	<p>Contact Details:</p>	<p><input type="checkbox"/> Email Address _____</p> <p><input type="checkbox"/> Postal Address _____</p> <p><input type="checkbox"/> Tel: _____</p>
<p>12.</p>	<p>Applicant’s signature/thumbprint:</p>	
<p>13.</p>	<p>Signature of Witness (where applicable)</p> <p><i>“This request was read to the applicant in the language the applicant understands and the applicant appeared to have understood the content of the request.”</i></p>	

7. Appendix B: Contact Details of CWSA's Information Unit

Name of Information/Designated Officer:

PAUL LOUIS BEMPONG

Telephone/Mobile number of Information Unit:

0302-983104 | 0204-929980

Postal Address of the institution:

PMB, KIA, ACCRA. GL-063-3015

8. Appendix C: Acronyms

Instructions: Provide a list of acronyms and associated literal translations used within the manual. List the acronyms in alphabetical order using the table below.

Table 1 Acronyms

Acronym	Literal Translation
<i>RTI</i>	<i>Right to Information</i>
<i>MDA</i>	<i>Ministries, Departments and Agencies</i>
<i>s.</i>	<i>section</i>
<i>MMDAs</i>	<i>Metropolitan, Municipal and District Assemblies</i>
<i>CWSA</i>	<i>Community Water and Sanitation Agency</i>
<i><Acronym></i>	<i><Literal Translation></i>

9. Appendix D: Glossary

This Glossary presents clear and concise definitions for terms used in this manual that may be unfamiliar to readers listed in alphabetical order. Definitions for terms are based on section 84 of the RTI Act.

Table 2 *Glossary*

Term	Definition
<i>Access</i>	<i>Right to Information</i>
<i>Access to information</i>	<i>Right to obtain information from public institutions</i>
<i>Contact details</i>	<i>Information by which an applicant and an Information Officer may be contacted</i>
<i>Court</i>	<i>A court of competent jurisdiction</i>
<i>Designated officer</i>	<i>An officer designated for the purposes of the Act who perform similar role as the Information Officer</i>
<i>Exempt information</i>	<i>Information which falls within any of the exemptions specified in sections 5 to 16 of the Act</i>
<i>Function</i>	<i>Powers and duties</i>
<i>Government</i>	<i>Any authority by which the executive authority of the Republic of Ghana is duly exercised</i>
<i>Information</i>	<i>Information according to the Act includes recorded matter or material regardless of form or medium in the possession or under the control or custody of a public institution whether or not it was created by the public institution, and in the case of a private body, relates to the performance of a public function.</i>
<i>Information officer</i>	<i>The Information Officer of a public institution or the officer designated to whom an application is made</i>
<i>Public</i>	<i>Used throughout this document to refer to a person who requires and/or has acquired access to information.</i>
<i>Public institution</i>	<i>Includes a private institution or organization that receives public resources or provides a public function</i>
<i>Right to information</i>	<i>The right assigned to access information</i>
<i>Section</i>	<i>Different parts of the RTI Act</i>

