This note describes our continued work to develop a Ghana Water Enterprise Trust (the “Trust”), a dedicated Ghanaian funding and oversight vehicle that will provide long-term governance, financial stewardship, and funding for Small Water Enterprises (SWEs). Our hypothesis is that the Trust will enable:

- Blended, incremental financing for SWEs (from government, donors, and social investors)
- Funding for other SWE implementers beyond Safe Water Network
- Sustainable access to safe, affordably priced water for underserved communities
- Transition to a Ghana-based entity, independent from Safe Water Network

Safe Water Network is working closely with the Small Water Enterprise Working Group (Exhibit 1) to develop the Trust, and has engaged Lion’s Head Global Partners for financial and technical advice.

8.3 million people in Ghana lack safe water access based on MDG targets.\(^1\) Within this gap, it is estimated that up to 7 million people are living in rural settings, peri-urban areas, and small towns. Small water enterprises (SWEs) are modular, decentralized micro water utilities that are specifically designed to serve these populations. SWEs sustain financial viability while maintaining affordable water prices to consumers, because they cost-efficiently adapt to meet the needs of changing populations and challenging operating conditions. However, governments and development agencies direct most funding to urban utilities, while NGOs and other small-scale implementers focus on rural hand-pump schemes. This leaves a significant investment gap\(^2\) for water supply to the small towns and peri-urban areas—the “missing middle.” As traditional funding is insufficient to meet the needs of adequate water supply (especially to address the missing middle), there is opportunity to leverage SWE efficiencies to attract more diverse funding sources and incremental capital to the sector.

\(^1\) This figure rises to 18 million people without access if measured against the SDGs (a Safe Water Network estimate using CWSA coverage statistics, GWCL coverage data, and the 2017 WHO/UNICEF Joint Monitoring Programme Report).

\(^2\) The national funding gap is USD 833M annually against SDG requirements. (SWN Ghana Sector Review 2017)
Safe Water Network is developing the Trust to address the critical barriers to scale SWEs in Ghana in order to ensure sustainable provision of water to underserved populations:

1. Governance: Through a Ghana-based, independent Board, the Trust will ensure compliance with the foundational SWE principles of water quality, reliability, affordability, and sustainability.

2. Financial Stewardship: The Trust will provide financial oversight, reporting, and controls to ensure accountability for asset performance and provide transparency to investors/funders.

3. Risk Diversification: The Trust will diversify risk by pooling SWE assets to allow cross-subsidization of working capital and financial reserves across the portfolio.

4. Blended Financing: By combining grants with loans and other forms of investment from public and private financiers, the Trust will seek to mobilize the capital required to scale SWEs across Ghana.

5. SWE Replication Capacity: The Trust will engage other NGOs and catalyze private sector participation by aligning incentives and developing local capacity for replicating SWEs.

The Role of Safe Water Network

As of December 2017, Safe Water Network Ghana (SWNG) is operating 75 SWEs in Ghana, serving more than 300,000 people living in 110 communities. Safe Water Network’s approach to community water supply applies an enterprise model to increase sustainable access to safe, affordable, reliable water for low-income communities in small towns and peri-urban areas. Our model is anchored by H2OME! Water Stations—branded, community-level water treatment facilities that produce high-quality water sold at affordable rates. To date, our Stations have demonstrated that they are cost-efficient, able to maintain affordable prices for consumers who live on $1 per day, and have the ability to expand to meet growing demand over time.

We first developed the idea of a Trust in 2015, recognizing the need for a Ghanaian entity (independent from Safe Water Network) that could attract capital from diverse funders and provide governance to SWEs. The Trust will ensure responsible stewardship of Ghana’s SWEs in perpetuity, while also enabling Safe Water Network to pivot from our foundational discipline of managing and optimizing Stations to promoting replication of Stations and H2OME! principles on a global basis through a Center of Excellence. In June 2017, the Public-Private Infrastructure Advisory Facility (PPIAF) of the World Bank Group awarded funding to Safe Water Network for a feasibility assessment and scope development for a Water Trust in Ghana. Safe Water Network engaged Lion’s Head Global Partners (LHGP) and legal counsel Laryea, Laryea & Company P.C. (Laryea) in August, 2017 to design the Ghana Water Enterprise Trust. Informed by their work, the Trust is being developed in two phases: Inception and Incorporation.

Safe Water Network H2OME! Model

- **COST-EFFICIENT:** One time cost of $35 per person for lifetime water supply.
- **COMMUNITY-RUN:** Simple to operate, by communities and local personnel.
- **SAFE:** Consistently meets water quality standards set by WHO.
- **RELIABLE:** Durable design with less than 5% service downtime.
- **AFFORDABLE:** Priced at $0.03 per 20 liters to be affordable to people living on $1 per day.
- **SUSTAINABLE:** Sufficient demand and operational efficiency for long-term financial sustainability.
The Evolution of the Trust

Inception Phase (2018-2022). The feasibility assessment for the Trust conducted through our engagement with LHGP determined:

- **Financial Performance**
  - The 75 H2OME! Water Stations built by SWNG to date were funded by grants. Due to H2OME! Water Stations' emphasis on maintaining affordable water prices to the poor, the financial proposition is fragile. Enabled by the H2OME! model's emphasis on operational efficiency, Stations generate enough revenue to cover their direct operating costs, but do not have sufficient cash flows to support capital recovery or return on investment for investors. As such, the capital expenditure for building new H2OME! Water Stations (the bulk of the funding requirement) under the Trust should be funded through grants in the near term.
  - There is room to further boost cash flows and increase Station operating margins through technology and financial management optimizations. As efficiency improves, there may be potential for partial capital recovery, opportunities for concessional debt, or other forms of financing in the future.

- **Donor Preference**
  - Donors are enthusiastic about creating a mechanism to provide governance and aggregate funding for replicating H2OME! Water Stations across Ghana. However, at this stage, they prefer initially to fund Safe Water Network Ghana (SWNG), an entity with industry experience and an established track record, rather than channeling funding immediately to a new entity with untested governance.

- **Government Collaboration**
  - The Government of Ghana (GoG) is a key stakeholder with an inherent interest in the mission of the Trust, to provide safe, affordable water to the people of Ghana. SWNG, building on its existing relationships with the GoG, is designing the Trust in close collaboration with the GoG before establishing the Trust as a standalone vehicle.

The role of the Inception Phase will be to address the findings identified by LHGP above. During the Inception Phase, the Trust will be housed within and sponsored by SWNG. SWNG will seek $15-30 million in funding over the five-year Inception Phase in the form of grants and concessional loans to build (directly or in partnership with other organizations) an incremental 125 new H2OME! Water Stations across Ghana and provide access to an additional 375,000 people. To provide insights on costs that will, in the future, be borne by the Trust, SWNG will create a ring-fenced business unit, staffed by existing SWNG personnel, that is dedicated to the Trust. During Inception, SWNG will also partner with other SWE implementers to build Stations. This will enable SWNG to develop structures, processes, and relationships that can be leveraged for wide-scale replication of SWEs during the Trust's Incorporation Phase.

Incorporation Phase (Expected to start 2023): The Trust will transition to an operationally and financially independent, standalone entity, SWNG, no longer responsible for directly implementing and fundraising for H2OME! Water Stations, will pivot during the Incorporation Phase to its function as a Center of Excellence to provide technical assistance, promoting replication of SWEs and H2OME! principles across Africa. Using an in-house business development staff, the Trust will leverage the funding and implementation pipelines built during the Inception Phase to raise more than $100M in cumulative funding (including some social investment) and build 1,000+ SWEs in Ghana through replication partners. During Incorporation, it is envisioned that the Trust will be operationally sustainable, generating enough cash flow to support continued expansion of SWEs to meet the need in Ghana.
### Ghana Water Enterprises Trust: Proposed Structure

| Trust Mission | Provides funding and governance to support the creation and sustainability of SWEs that are in compliance with the H₂OME! brand to bring reliable and affordable safe water to those without access in Ghana. |
| Legal Structure | - The Trust will be a ring-fenced business unit within SWNG during the Inception Phase (2018-2022). During the Incorporation Phase (2023 onwards), the Trust will be incorporated as a standalone entity, specifically a Company Limited by Guarantee, in accordance with the Companies Act, 1963 of Ghana (see Exhibit 2).  
- **Public-Private Partnerships:** The Trust will operate in compliance with the Government of Ghana's public-private partnership (PPP) policies, as it is expected that the Trust will enter into contractual agreements with the District Assemblies (see Contractual Agreements section below). |
| Governance Structure | The Trust will be governed through the following key roles:  
- **Board of Trustees:** During the Inception Phase, before the Trust is separately incorporated, Safe Water Network, governed by its existing Board of Directors, will lead stewardship over the Trust's mission and strategy. During the Incorporation Phase, this role will transition to a Board dedicated to the Trust, whose members may include Safe Water Network representation but will also comprise a cross-section of key stakeholders in the Ghana water and development sectors (e.g., technical experts, investors and philanthropists, and government).  
- **Advisory Board:** The Small Water Enterprise Working Group (see Exhibit 1), which has provided strategic assistance and advice to SWNG since 2014, will also serve as the Trust’s Advisory Board during Inception. It is expected that the Advisory Board membership will evolve as the Trust nears the Incorporation Phase, and will eventually become an Advisory Board dedicated to the Trust and independent from SWNG’s own Advisory Board.  
- **Board Committees:** Sub-committees, including industry experts and relevant Board members, will be led by SWNG and eventually Trust-dedicated staff to provide governance and support to areas of focus, such as business development, technical assistance, and quality assurance. |
| Organizational Structure (See Exhibit 3) | The Trust will perform the core functions listed below. During the Inception Phase, these functions will be executed by SWNG, via the ring-fenced business unit to understand expenses associated with the Trust. During Incorporation, SWNG will transfer these functions and resources (including ownership of the H₂OME! brand) to be managed by the Trust, while SWNG will shift its focus to expanding its Center of Excellence. Core Functions include:  
- **Executive:** Senior management responsible for leading strategic and efficient implementation of the Trust’s mission.  
- **Business Development:** Develops and maintains relationships with government, development agencies, philanthropists, and investors to raise funding to capitalize the Trust.  
- **Investment Team:** Evaluates project proposals based on Trust criteria for long-term viability and technical feasibility, and recommends to the Board for funding approval. Ensures funded projects are meeting Trust requirements and manages necessary deliverables to Trust funders.  
- **Brand Quality Assurance:** Maintains ownership and management of the H₂OME! brand by auditing funded projects for compliance with branding requirements, including: water quality, pricing, reliability, financial, and environmental sustainability.  
- **Technical Assistance:** Recruits and maintains relationships with pipeline of SWE implementers (NGOs or companies building and managing H₂OME! Stations with funding from the Trust) and connects them with technical assistance when they require support for capacity building and improving performance. |
| Source of Financing (See Exhibit 4) | During the Inception Phase, SWNG will raise capital funding for Stations and support programs for the Trust in the form of grants and some concessional loans. Additionally, SWNG will explore innovative financing products (concessional loans, partnering with microfinance institutions for household connection loans, and private sector partnerships) with the goal of diversifying funding sources, piloting initiatives where appropriate.  
In the long term, the Trust will seek hybrid funding (grant, equity, debt, or output-based financing) from a mix of sources. Potential investors include government (national and local), corporates, multilateral or bilateral aid, development agencies and foundations, etc. |
|---|---|
| Investment Strategy | **Project Origination**: Projects (building and managing H2OME! Water Stations) during the Inception Phase will be originated by SWNG and its partners in accordance with SWNG's existing Station pipeline development process, which is based on criteria including community demand, funder mandates, technical feasibility, and geographical proximity to existing Stations. During Incorporation, the Trust will develop similar criteria (modifying as needed) to accept applications for funding from other project applicants to build and operate H2OME! Water Stations.  
**Due Diligence Process**: During Inception, SWNG staff will develop and pilot due diligence processes for evaluating projects and project applicants. Due diligence for projects will confirm that each proposed project meets the Trust's requirements, which could include community market conditions, compliance with project pricing guides, and technical and environmental feasibility. Due diligence for project applicants will confirm that the applying organization has the technical expertise, financial resources, and mission alignment to build and operate Stations in compliance with H2OME! requirements.  
**Investment Decision Making Process**: Investment decisions will be made by SWNG during the Inception Phase, as all projects during Inception will be directly implemented by or co-implemented with SWNG. During the Incorporation Phase, the Trust's Grants & Contracts team will present projects that have passed the due diligence process to the Board for final approval and release of funding. |
| Operating Processes (See Exhibit 6) | The Trust raises capital and conducts due diligence on project applications from project applicants to build, operate, and manage Stations that meet H2OME! brand standards.  
The Trust awards funding to the selected projects, contracts with project applicants (now referred to as the "operator(s)") and provides support to them as needed to set pricing for water with the local government.  
The operators build and operate Stations, collecting revenues from water sales that are used to pay for Station operating expenses.  
Operators are entitled to a percentage of Station gross profits.  
Remaining profits are paid toward pooled reserve accounts, managed by the Trust, which will be used to fund major repairs/replacements, capital expansions (e.g., substations and household connections), and pay community dividends.  
Operators will be required to provide regular reporting to the Trust to demonstrate compliance with the H2OME! brand.  
The Trust will periodically perform compliance audits and connect operators with Technical Assistance resources to boost performance and assist with resolving technical issues if required. The Technical Assistance services will be funded by grants (external to the Trust) and will be provided by SWNG. |
### Contractual Agreements

*See Exhibit 5*

The Trust will engage in the following agreements to manage funded projects:

- **Build-Own-Operate-Transfer (BOOT):** 15-year agreement with the District Assembly (DA), wherein the DA grants the Trust the right to build, own, and operate a Station on community land. Ownership will automatically transfer to the DA at the end of the BOOT period. The Trust shares any profits net of full costs and sustainability requirements with the DA by paying a community dividend.

- **Build, Operate, and Maintain Agreement:** Contracts will be signed with third-party operator(s) to build, operate, and maintain Stations in accordance with H2OME! brand requirements. The operators may contract with third-party providers for construction or other technical services, but the operator must be a Trust-approved service provider and will be held responsible for upholding the terms of the contract. Safe Water Network is currently incubating a Field Service Entity (FSE) that builds and manages existing H2OME! Water Stations. During the Incubation phase, the FSE will continue in its current capacity to expand SWNG’s H2OME! Water Station footprint, and will at times implement projects with partner organizations. During the Incorporation Phase, the FSE would become an operator, applying to the Trust for funding to continue replication of H2OME! Water Stations.

- **Technical Assistance Agreement:** The Trust will engage resources capable of providing Technical Assistance (TA) to operators via a Technical Assistance Agreement. “Technical Assistance providers” will provide targeted support to operators to ensure they are able to meet H2OME! requirements. Support may include: training on Station build/operate/maintain best practices, assistance resolving technical issues, piloting solutions to boost performance, etc. SWNG will provide TA to implementing partners during the Inception Phase, and will contract with the Trust during the Incorporation Phase to provide TA to operators. SWNG TA activities will be funded by grants in both phases.

### Risks

We will build off of existing work and continue to develop mitigation strategies to address the key risks listed below. During Inception, risk management will be conducted by SWNG; during Incorporation, these responsibilities will be managed by the Trust.

- **Legal/Regulatory:** Regulatory changes with respect to SWE ownership, land and source water, pricing caps, water quality standards, regulatory reporting and compliance, etc.

- **Financial Viability:** Stations that underperform, fail to meet demand projections, are impacted by market factors (i.e. currency fluctuations), or are unable to provide returns that can attract third parties to replicate the H2OME! solution.

- **Funding:** Difficulty attracting sufficient diversity of funders, especially social impact investors and/or private-sector participants given the financial proposition.

- **Local Capacity:** Insufficient technical expertise and capability to operate, manage, and provide technical services for Incorporation, and manage assets.

- **Competition:** The Government or the private sector provides free safe water in Incorporation communities.

- **Climate:** Extreme sustained drought reduces the availability of source water or extreme sustained rainfall reduces the demand for water.

- **Pricing:** Water prices are unable to meet affordability standards for target consumer segment while maintaining financial viability of the SWEs and the Trust.

- **Management:** Difficulty maintaining sufficient cash flows, and hence attracting qualified experts to support the Trust.
Next Steps

Our next steps in the upcoming 12-month period include:

- **Strengthening Relationships with Key Partners**: Build upon existing key partnerships with the Government of Ghana and development partners to align around funding and policy requirements to sustain SWEs.

- **Build-Own-Operate-Transfer (BOOT) Agreements**: Update SWNG's current Build-Operate-Transfer (BOT) agreements to reflect recommendations to convert to BOOT construct for future Stations. Workshop the BOOT agreements with District Assemblies to align and finalize.


- **Develop Funding and Operational Oversight Processes**: Advance processes to include: development project selection and approval criteria; SWE implementer evaluation checklists; H2OME! compliance standards; reporting requirements for performance; management policies for pooled funds managed by the Trust; and investor and funder reporting requirements.

- **Develop and Pilot Innovative Financing Products**: Analyze feasibility and develop opportunities to pilot innovative financing products such as capital loans for incremental Station improvements, concessional start-up capital loans for Stations located in communities with high financial performance potential, development impact bonds, etc.

- **Build Technical Assistance Capability**: Engage with sector partners such as EY and World Vision to refine Technical Assistance training methods for replication and pilot Technical Assistance software platforms.

- **Develop Funding Pipeline**: Cultivate relationships with funders and disseminate progress on Trust development to generate additional sources for capitalizing the Trust.

- **Build Project Pipeline Capacity**: Cultivate relationships with implementers to develop capacity for project siting, selection, construction, and technical and management services to enable wide-scale SWE replication.
Exhibit 1 | Small Water Enterprise Working Group

Kwasi Osei, Managing Director, Prism Capital Partners; Former Director General, SSNIT (Chair)

Joseph Ampadu-Boakye, Program Manager, Market Development and Partnerships, Safe Water Network (Coordinator)

Minta Aboagye, Private Consultant and Former Director of Water, Ministry of Water Resources, Works and Housing

Magdalene Apenteng (Mrs), Former Director, Financial Service, Ministry of Finance  Samuel Apenteng, Managing Director, JOISSAM Ghana Limited

Samuel Apenteng, Managing Director, JOISSAM Ghana Ltd.

Janet Arthur, Policy Officer, Water and Sanitation, Embassy of the Kingdom of the Netherlands

Seth Asante, Private Consultant

Michael Ayesu, Director, External Resource Mobilisation (Multilateral), Ministry of Finance

Ekow Coleman, PPP and Infrastructure Advisory Expert

Martin Dery, Executive Secretary, Coalition of NGOs in Water and Sanitation

Benedict Kubabom, Head of Planning and Investment, Community Water and Sanitation Agency

Natasha Lamptey, Legal Practitioner

Emmanuel Nkrumah, WASH Specialist, World Bank

Donald Tay, Director of Water, Ministry of Water Resources, Works and Housing

Exhibit 2 | Staged Deployment of the Trust

Incubating the assets intended for the Trust within Safe Water Network, until they are profitable in aggregate, would allow for a reduction of costs during incubation and might attract blended capital.

INCUBATION

Ring-fenced assets

Grants

Grants

SWN Funders  Assets Funders

INCORPORATION

Trust Operates mature assets + builds new stations

Capital blend: concessional loans + first loss equity

Trust Funders

Services

Years 1 - 5  Year 6  Year 6 and onwards

Trust Asset pool now mature, transfer outside of SWN

Rerouted funds back to original funders

Funders

Year 6
Exhibit 3 | Trust Organizational Structure

- **Brand Quality Assurance**: Audits stations for brand compliance (water quality, affordable, etc)
- **Approves service providers as official Trust O&M Contractors**
- **Refers non-compliant Stations or service providers to Tech Assistance to remedy**

- **Technical Assistance**: Recruits other implementers to develop Trust pipeline
- **Connects implementers with resources to develop SWE expertise**
- **Connects implementers with resources to improve station performance**

- **Investment Team**: Evaluates and submits recommendations for funding
- **Awards funding and manages project contracts with implementers**
- **Manages reporting to funders**

- **Business Development**: Develops funding pipeline and raises funds for the Trust
- **Manages events/ promotional materials and publications to raise profile of the Trust**
- **Acts as portfolio manager to invest Trust assets where applicable**

- **Finance**: Manages Trust finances
- **Manages relationship with external financial auditors**
- **Legal**
  - Legal review and recommendation of contracts (with implementers)
  - Legal review of funding agreements and obligations
  - Legal counsel in the event of a lawsuit with external parties

Exhibit 4 | Projected Funding Sources for the Trust

*Future potential opportunities for social investment capital not included*
### Exhibit 5 | Asset Ownership

This table catalogues the key assets required to build and sustain Safe Water Stations and illustrates our current best thinking about asset ownership.

<table>
<thead>
<tr>
<th>ASSET OWNERS</th>
<th>ASSETS</th>
<th>DETAILS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TRUST</strong></td>
<td>Facility &amp; Treatment System</td>
<td>Per the terms of the Build-Own-Operate-Transfer (BOOT) agreement, the Trust owns the land and physical Station assets (building, technology, piping, standpipes, household connections) through the duration of the 15-year BOOT.</td>
</tr>
<tr>
<td></td>
<td>Maintenance Reserve Account</td>
<td>The Trust manages a pooled Maintenance Reserve to fund significant repair and capital equipment replacement requirements. The Maintenance Reserve is funded through allocations from Station gross profits.</td>
</tr>
<tr>
<td></td>
<td>Capital Reserve Account</td>
<td>Pooled Reserve to fund capital expansions and household connections. The Capital Reserve is funded with profits (if any) after covering all operating expenses and Maintenance Reserve contribution requirements.</td>
</tr>
<tr>
<td></td>
<td>H2OME! Brand</td>
<td>Brand certifying Trust standards (affordability, accessibility, reliability, water quality, sustainability) are met.</td>
</tr>
<tr>
<td><strong>DISTRICT ASSEMBLY</strong></td>
<td>Facility &amp; Treatment System</td>
<td>Per the terms of the agreement, ownership of the physical Station assets (building, technology, piping, standpipes, household connections) will transfer to the DA at the end of the 15-year BOOT.</td>
</tr>
<tr>
<td></td>
<td>Community Dividend Account</td>
<td>The DA is eligible to receive a community dividend through a profit-sharing agreement with the Trust. As part of the agreement, DAs commit to reinvesting the dividend for initiatives that benefit the community and are approved by the local Water and Sanitation Management Board.</td>
</tr>
<tr>
<td><strong>OPERATOR</strong></td>
<td>Working Capital Account</td>
<td>The O&amp;M contractor collects and manages water sales revenues that are used to pay for operating expenses and O&amp;M contractor fees, and maintain a working capital account.</td>
</tr>
</tbody>
</table>
## Exhibit 6 | Trust-Related Roles and Functions

<table>
<thead>
<tr>
<th>ROLE</th>
<th>FUNCTION</th>
<th>WHO</th>
</tr>
</thead>
</table>
| TRUST                 |                                                                          | • **Inception:** Safe Water Network Board  
                          |                                                                      | • **Incorporation:** Trust donors, investors, technical experts, Safe Water Network, and Government. | |
| BOARD                 | Leads stewardship of the Trust’s mission and strategy. Holds approval rights for disbursement of funds. | • **Inception:** Safe Water Network Board  
                          |                                                                      | • **Incorporation:** Trust donors, investors, technical experts, Safe Water Network, and Government. | |
| ADVISORY BOARD        | Advises on specific subjects or provide strategic assistance to the Trust. | • **Inception:** The Small Water Enterprise Working Group (see Exhibit 1)  
                          |                                                                      | • **Incorporation:** Same as Inception | |
| TRUST STAFF           | Manages day-to-day Trust activities such as: evaluating project applications for funding, contracting with successful project applicants, etc. (see Exhibit 3 for specific functional descriptions) | • **Inception:** Safe Water Network Ghana employees (expenses will be ring-fenced)  
                          |                                                                      | • **Incorporation:** Employees dedicated to the Trust | |
| TRUST RESOURCE        |                                                                          | • **Inception:** Safe Water Network Ghana  
                          |                                                                      | • **Incorporation:** Same as Inception | |
| TECHNICAL ASSISTANCE  | Resources and expertise contracted to boost performance and assist with resolving technical issues if required. The Technical Assistance services will be funded by grants. | • **Inception:** Safe Water Network Ghana  
                          |                                                                      | • **Incorporation:** Same as Inception | |
| PARTNERS              |                                                                          | • **Inception:** Safe Water Network Ghana (SWNG), and SWNG partners  
                          |                                                                      | • **Incorporation:** NGOs, private operators | |
| PROJECT PARTNERS       |                                                                          | • **Inception:** District Assemblies  
                          |                                                                      | • **Incorporation:** Same as Inception | |
| OPERATORS             | Builds, operates, and maintains Stations via an O&M contract with the Trust. Responsible for ensuring Stations comply with the Trust’s H2OME! requirements. | • **Inception:** Safe Water Network Ghana (SWNG), and SWNG partners  
                          |                                                                      | • **Incorporation:** NGOs, private operators | |
| DISTRICT ASSEMBLY     | Contributes partial start-up capital; works with operator and Trust to set water pricing; assumes ownership of Station upon completion of the BOOT. | • **Inception:** District Assemblies  
                          |                                                                      | • **Incorporation:** Same as Inception |