

# A LEGACY OF EXCELLENCE IN WATER AND SANITATION

◆ A STRATEGIC PLAN ◆

**RWESCK KNUST:**

**A LEGACY OF EXCELLENCE IN WATER  
AND SANITATION**

**(A STRATEGIC PLAN)**

# Table of Contents

## Executive Summary

<b>1. Introduction</b>	<b>1</b>
1.1 Background	1
2.1 Vision	2
<b>2. Vision and Mission Statement of RWESCK</b>	<b>2</b>
2.2 Mission	3
2.3 Core Values and Guiding Principles	3
2.4 Purpose/Importance of the Sustainability Plan	3
2.5 SWOT Analysis:	4
2.5.1 Strengths:	4
<b>3. Situational Analysis</b>	<b>4</b>
3.1.2 Weaknesses:	5
3.1.3 Opportunities:	5
3.1.4 Threats:	5
4.1 Key Stakeholder Groups:	6
4.2 Stakeholder Interests and Needs:	6
<b>4. Stakeholder Analysis</b>	<b>6</b>
Theory of Change	7
<b>5. Destination 2035</b>	<b>7</b>
<b>6. Shaping the Future of RWESCK to enhance and sustain excellence in the Water, Sanitation and Environmental sector globally</b>	<b>8</b>
6.1.6 Financial Sustainability	10
6.1.7 Industry Relevance	10
6.1.8 Visibility and Internationalisation	10
7.1 Governance and Leadership	11
7.2 Human Resource Development	11
<b>7. Building a Collaborative Future for Water and Sanitation</b>	<b>11</b>
7.3 Academic Excellence	12
7.4 Student Engagement	13
7.5 Community Outreach	13
7.8 Visibility and Internationalisation	16
<b>8. Conclusion</b>	<b>17</b>

# Executive Summary

Since its inception in 2014, the **Regional Water and Environmental Sanitation Centre Kumasi (RWESCK)** has become a beacon of excellence in high quality postgraduate programmes, innovation, research, and community engagement in the field of WASH. Committed to addressing developmental challenges in the West African Sub-Region and beyond, the Centre has distinguished itself through its pioneering curriculum, impactful research and partnerships.

RWESCK's comprehensive academic programs, ranging from master (MSc) to Doctor of Philosophy (Ph.D.) levels, are designed to equip students with the skills and knowledge necessary to address complex water and sanitation challenges. The Centre attracts talented faculty and students, resulting in impactful research that inform policy and provides practical solutions. Partnerships with key national and international organizations further bolster the Centre's capacity for knowledge sharing, joint research, and community engagements.

Despite these achievements, RWESCK faces challenges such as declining student enrolment and limited funding. These hurdles have spurred resilience and adaptability, positioning the Centre to seize emerging opportunities in the sector. With a vision to advance knowledge in water and environmental sanitation for sustainable development in West Africa and beyond, and a mission to foster teaching, research, and innovation RWESCK is poised to expand its impact and solidify its status as a leader in water and sanitation.

The strategic plan for RWESCK, detailed herein, outlines goals and objectives across several thematic areas including governance, human resource development, academic excellence, student engagement, community outreach, financial sustainability, industry relevance, and visibility. Each area is supported by specific key actions, indicators, and responsibilities to guide implementation from 2025 to 2030.

# 1. Introduction

## 1.1 Background

Since its inception in 2014, the Regional Water and Environmental Sanitation Centre Kumasi (RWESCK) has established itself as a leading Centre for academic excellence, research innovation, and community engagement in the field of water and sanitation. With a strong commitment to addressing critical developmental challenges in Ghana and beyond. The Centre has built a strong reputation for its:

- Pioneering curriculum: From its outset, RWESCK has been at the forefront of developing cutting-edge curricula that equip students with the knowledge and skills to tackle complex water and sanitation challenges. The Center's programmes, encompassing:
  - MSc Environmental Sanitation and Waste Management
  - MSc Water Supply Engineering and Management
  - MSc Water Engineering
  - MSc Disaster Prevention and Management
  - MPhil in Water Resources Engineering and Management
  - MPhil in Water Supply and Environmental Sanitation
  - Ph.D. Water Supply and Treatment Technology
  - Ph.D. Water Resources Management
  - Ph.D. Environmental Sanitation and Waste Management

have consistently evolved to reflect the latest advancements in the field, ensuring graduates are prepared for successful careers in the WASH sectors.

- Renowned research: The Centre fosters a vibrant research culture, attracting talented faculty and students who conduct impactful research on diverse water and sanitation challenges. This dedication to research has not only expanded the body of knowledge in the field but also informed policy decisions and practical solutions that have improved lives.
- Meaningful partnerships: RWESCK recognises the importance of collaboration in addressing water and sanitation challenges. The Centre has established strong partnerships with key national and international partners, including:

### Local

- Water Resources Commission (WRC)
- Ghana Water Company Limited (GWCL)
- Community Water and Sanitation Agency (CWSA)
- Ghana Hydrological Authority International

- o National Water Resources Institute (Nigeria)
- o University of Benin (Nigeria),
- o University of Cheikh Anta Diop, Dakar, Senegal

enabling knowledge sharing, joint research initiatives, and collaborative projects that have demonstrably improved water and sanitation access and management in various communities.

- Community-oriented approach: Beyond academic pursuits, RWESCK is deeply committed to serving communities. The Center's outreach programs have directly impacted the lives of individuals through community outreach programmes. This commitment to social responsibility has not only instilled a sense of purpose in students and faculty but also contributed to building trust and collaboration with local communities.

Despite its achievements, RWESCK. KNUST has also faced challenges along the way. There has been a reduction in the number of students enrolling in some of our postgraduate programmes and a reduction in the funds that are available for research and infrastructure development. These experiences have served as valuable lessons, shaping the Centre's resilience and adaptability as it moves forward. RWESCK is poised to capitalise on emerging opportunities in the water and sanitation sector. The growing global focus on sustainability, advancements in technology, and increasing public awareness present exciting possibilities for the Centre to further its impact and solidify its position as a leading force in the field.

## 2. Vision and Mission Statement of RWESCK

### 2.1 Vision

RWESCK seeks to advance knowledge in the Science and Technology of Water and Environmental Sanitation for sustainable development in Africa and to be globally recognised as a Centre of excellence for producing high calibre graduates with knowledge and expertise in water resources, water supply and environmental sanitation to support the industrial and socio-economic development of Ghana and Africa.

## 2.2 Mission

The mission of RWESCK is to provide an environment for teaching, research and mentorship training in the science and technology of water and sanitation for the industrial and socio-economic development of Ghana, Africa and other nations by attracting scholars, industrialists and entrepreneurs from Africa and other international community.

## 2.3 Core Values and Guiding Principles

1. Excellence in development of technologies for water resources, water supply and environmental sanitation and hygiene
2. Integrity and efficient management of water resources, water supply and environmental sanitation and hygiene
3. Leadership in innovative solution to alleviate societal problems
4. Diversity and equal opportunity for career development and mentorship

## 2.4 Purpose/Importance of the Sustainability Plan

The relevance of building and sustaining of a resilient WASH centre of excellence can not be over emphasized. Servicing the human capacity needs, ensuring a constant streaming of innovations, development of new technologies to tackle societal problems and dissemination of knowledge are perpetual fundamental needs of the developing society. In the light of that, this document furnishes a detail sustainability plan for the RWESCK centre for the next ten years. It is envisaged that periodic review of the plan after the mentioned will offer the opportunity for revision and appropriate amendments relevant for the period.

## 3. Situational Analysis

### 2.5 SWOT Analysis:

#### 2.5.1 Strengths:

- **Strong reputation:** RWESCK enjoys a well-established reputation for academic excellence and research in the water and sanitation sector. This recognition attracts talented students, faculty, and partners, fostering a strong foundation for future growth.
- **Industry-responsive courses & Cutting-edge curriculum:** The Centre's academic programmes are regularly updated to reflect current industry trends and advancements, ensuring graduates possess the relevant skills and knowledge required for successful careers.
- **Collaborative partnerships:** Strong collaborations with national and international institutions expand RWESCK's reach and capabilities, facilitating joint research projects, knowledge sharing, and access to diverse resources.
- **Community-oriented approach:** By actively engaging with local communities through outreach programs, the Centre addresses real-world challenges and builds valuable partnerships, contributing to social responsibility and trust.
- **Dedicated faculty and staff:** Experienced and passionate faculty and staff form the backbone of the Centre, driving academic excellence, research initiatives, and community engagement activities.
- **Strong Alumni Network:** One of the valuable resources of any academic institution is its alumni. With the high calibre of graduates churned out every year, the centre can boast of a plethora of experts that are currently superintending major projects and institutions / industries. Bolstering our collaboration with the alumni will afford us feedback from industry, partnerships, financial support, enhanced community entry or outreaches using the alumni as the conduits etc.
- **Dedicated Centre Building with Conference Facilities:** There is a dedicated Centre building with well-equipped facilities including classrooms, conference rooms, offices, meeting rooms, cafeteria.
- **Well Equipped Laboratories:** A number of high technological equipment relevant for material analytical work and top notch research have been purchased to beef up the quality of research and consultancy activities.
- **Student Hostel:** Available accommodation to both local and international students admitted to programmes at the Centre.



### 3.1.2 Weaknesses:

- Limited resources: Budgetary constraints hinder research endeavours and infrastructure upgrades, potentially impacting the Centre's ability to fully leverage emerging technologies and advancements.
- Limited sources of funding: Reliance on a limited number of funding sources presents vulnerability to external factors and restricts opportunities for expansion and innovative projects.
- Decrease in Student Numbers: Decreasing student enrolment across programs due to inadequate scholarship awards.
- Weak Management Structure and Institutionalisation:
- Inadequate Synergy:

### 3.1.3 Opportunities:

- Growing demand for WASH Professionals: The increasing demand for professionals in the water and sanitation sector creates promising opportunities for graduates and expands the Centre's potential impact.
- Sustainability and Climate Change focus: The global emphasis on sustainable water management practices opens doors for research collaborations, funding opportunities, and partnerships aligned with RWESCK's expertise.
- Technological advancements: Innovations in water and sanitation technologies present exciting possibilities for developing new solutions, conducting cutting-edge research, and enhancing outreach programs.
- New partnerships: Expanding partnerships with diverse stakeholders, including international institutions, private companies, and NGOs, can lead to knowledge exchange, resource sharing, and joint initiatives for broader impact.
- Blended learning: Exploring virtual and in-person (blended) learning formats can attract wider student audiences, increase accessibility, and cater to evolving learning preferences.
- Advancement in social media advertisement

### 3.1.4 Threats:

- Competition: Other institutions offering similar programs could pose competition for student enrolment and research funding.
- Funding cuts: Potential budget cuts and withdrawal (change of focus) by funding institutions could negatively impact the Centre's research capabilities and limit its ability to pursue innovative projects.

## 4. Stakeholder Analysis

### Identifying and Engaging Key Stakeholders:

RWESCK, KNUST interacts with a diverse range of stakeholders whose interests and needs influence the Centre's success. Understanding their perspectives and fostering meaningful engagement are crucial for effective strategic planning and implementation.

### 4.1 Key Stakeholder Groups:

#### Internal Stakeholders:

- o Faculty and Staff: Possess expertise, drive research and teaching, and also contribute to the Centre's culture.
- o Students: Represent the future generation of professionals and benefit from quality education and research opportunities.
- o Administration: Provides support, resources, and guidance, shaping the Centre's overall direction.

#### External Stakeholders:

- o Government Agencies: Collaborate on policy development, research projects, and community initiatives.
- o Funding Partners: Provide financial support for research, scholarships, and infrastructure development.
- o Private Companies: Offer internship opportunities, research collaborations, and potential employment for graduates.
- o NGOs and Community Organisations: Partner on outreach programs, knowledge sharing, and addressing community needs.
- o Alumni Network: Represent valuable resources, offer mentorship opportunities, and contribute to the Centre's reputation.
- o The Public: Benefits from improved water and sanitation solutions and contributes to awareness raising.

### 4.2 Stakeholder Interests and Needs:

#### Internal Stakeholders:

- Faculty and Staff: Desire professional development, competitive salaries, and recognition for their contributions.
- Students: Seek quality education, relevant skills development, and career preparation support.

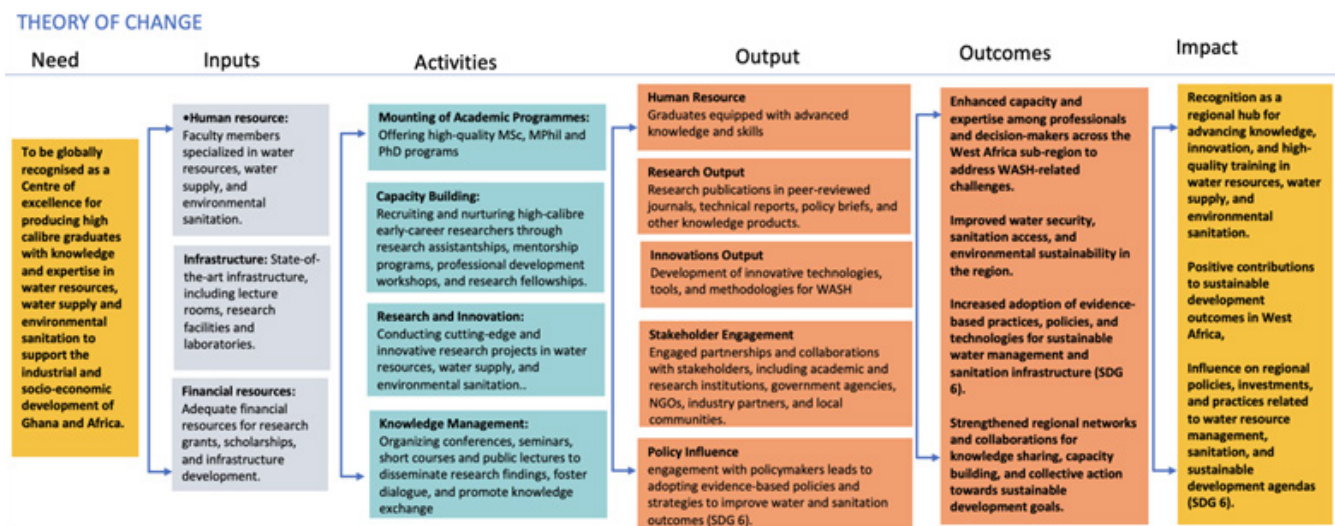
- Administration: Aims for efficient operations, financial stability, and alignment with KNUST’s strategic goals.

### External Stakeholders:

- Government Agencies: Seek evidence-based solutions, policy expertise, and capacity building for sustainable WASH management.
- Funding Partners: Expect research excellence, measurable impact, and alignment with their funding priorities.
- Private Companies: Value skilled graduates, research collaborations, and innovative solutions to industry challenges.
- NGOs and Community Organisations: Seek partnerships to address community needs, share knowledge, and empower local populations.
- Alumni Network: Desire to stay connected, contribute to the Center’s growth, and support current students.
- The Public: Expects access to safe water and sanitation, awareness of water challenges, and responsible resource management.

# 5. Destination 2035

## Theory of Change



## 6. Shaping the Future of RWESCK to enhance and sustain excellence in the Water, Sanitation and Environmental sector globally

Championing excellence in the WASH sector globally demands concerted efforts and pragmatic strategic plans. Emphasizing on the culture of excellence, the following outlined thematic areas prescribes the development and sustainability agenda for the years ahead. It is envisaged that the implementation of the agenda will further catapult the RWESCK centre to an epic position in terms of relevance, visibility and innovation. The thematic areas include:

- I. Governance and Leadership
- II. Human Resource Development
- III. Academic Excellence
- IV. Student Engagement
- V. Financial Sustainability
- VI. Industry Collaborations and Relevance
- VII. Visibility and Internationalization

### 6.1.1 Governance and Leadership

#### Goal

- Enhance governance structures and leadership capabilities to ensure effective decision-making and organizational effectiveness at RWESCK.

#### Objectives

- Strengthen governance frameworks and processes.
- Develop leadership capacity at all levels.
- Foster a culture of commitment, transparency, accountability, and ethical behavior.

### 6.1.2 Human Resource Development

#### Goal

- Cultivate a skilled, motivated, and diverse workforce that drives innovation and excellence in teaching, research, and service delivery.

## Objectives

- Attract and retain top talent in academia and administration.
- Support professional growth and career advancement opportunities.
- Promote diversity, equity, and inclusion in all aspects of the Centre's activities.

## 6.1.3 Academic Excellence:

### Goal

- Become a globally recognised leader in water and sanitation education and research, renowned for its cutting-edge curriculum, innovative research, and transformative impact.

### Objectives

- Develop and implement interdisciplinary programs addressing emerging water and sanitation challenges.
- Increase research output through faculty development initiatives and securing external grants.
- Establish partnerships with international universities for staff and student exchange and joint research.

## 6.1.4 Student Engagement:

### Goal

- Empower students to become ethical, well-rounded changemakers and future leaders in the water and sanitation sector, equipped with the knowledge, skills, and leadership qualities to tackle complex challenges.

### Objectives

- Increase student enrolment in core water and sanitation programs.
- Implement a comprehensive leadership development program for students.
- Increase student participation in community outreach initiatives.
- Foster an inclusive and supportive learning environment.

## 6.1.5 Community Outreach:

### Goal

- Be a leading force in collaborating with stakeholders and local communities to develop and implement sustainable water and sanitation solutions that improve lives and enhance environmental well-being.

### Objectives

- Secure funding and implement community-based water and sanitation projects.
- Develop and share knowledge resources on sustainable water and sanitation practices with local communities.
- Establish a collaborative platform for knowledge exchange and capacity building with stakeholders.

## 6.1.6 Financial Sustainability

### Goal

- Achieve long-term financial independence and stability for RWESCK

### Objectives

- Develop a diversified revenue stream to reduce dependence on tuition fees and ACE funding.
- Establish an endowment fund to support long-term financial stability
- Implement cost-saving measures

## 6.1.7 Industry Relevance

### Goal

- Enhance RWESCK's alignment with the needs and trends of relevant industries.

### Objectives

- Strengthen industry partnerships
- Revise curriculum to meet industry standards
- Facilitate student engagement in industry-related activities

## 6.1.8 Visibility and Internationalisation

### Goal

- Raise the profile and reputation of RWESCK KNUST locally, nationally, and internationally through strategic communication and branding initiatives.

### Objectives

- Increase awareness of RWESCK's mission, programs, and achievements.
- Enhance engagement with internal and external stakeholders.
- Build and protect the institution's reputation and brand identity.

# 7. Building a Collaborative Future for Water and Sanitation

## 7.1 Governance and Leadership

OBJECTIVES	KEY ACTIONS	INDICATORS	RESPONSIBILITY
<ul style="list-style-type: none"> <li>Strengthen governance framework and processes.</li> </ul>	<ul style="list-style-type: none"> <li>Establish clear policies and procedures for governance, including decision-making, and oversight by 2026</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of governance policies and procedures documented and implemented.</li> <li>Compliance rate with established governance policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Director</li> <li>Management</li> </ul>
<ul style="list-style-type: none"> <li>Develop leadership capacity at all levels.</li> </ul>	<ul style="list-style-type: none"> <li>Provide training and development opportunities for staff to enhance their skills in strategic planning, communication, and conflict resolution annually (2025-2030).</li> </ul>	<ul style="list-style-type: none"> <li>Number of staff members participating in leadership development programs.</li> <li>Percentage increase in leadership competencies demonstrated by participants</li> </ul>	<ul style="list-style-type: none"> <li>Director</li> <li>Management</li> </ul>
<ul style="list-style-type: none"> <li>Foster a culture of commitment, transparency, accountability, and ethical behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>Promote open communication channels, encourage stakeholder participation, and regular management meetings throughout the implementation period (2025-2030).</li> </ul>	<ul style="list-style-type: none"> <li>Employee perception surveys measuring commitment, transparency, accountability, and ethical behavior within the Centre.</li> <li>Number of stakeholder engagement activities conducted annually.</li> <li>Frequency of management meetings and documented action items.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> <li>Industry Liaison Coordinator</li> </ul>

## 7.2 Human Resource Development

OBJECTIVES	KEY ACTIONS	INDICATORS	RESPONSIBILITY
<ul style="list-style-type: none"> <li>Attract and retain top talents in academia and administration.</li> </ul>	<ul style="list-style-type: none"> <li>Implement competitive recruitment and retention strategies, including competitive salaries, benefits, and opportunities for professional development throughout the implementation period (2025-2030).</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of top-tier candidates successfully recruited.</li> </ul>	<ul style="list-style-type: none"> <li>Director</li> <li>Management</li> </ul>

<ul style="list-style-type: none"> <li>Support professional growth and career advancement opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Offer training programs, workshops, and mentorship opportunities to enhance employee skills, knowledge, and leadership capabilities annually (2025-2030).</li> <li>Implement faculty development programs on research methodologies, grant writing, and publication skills annually.</li> </ul>	<ul style="list-style-type: none"> <li>Number of training programs and workshops conducted annually.</li> <li>Percentage of employees participating in mentorship programs.</li> <li>Number of faculty members receiving grants or publishing research papers.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> </ul>
<ul style="list-style-type: none"> <li>Promote diversity, equity, and inclusion in all aspects of the Centre's activities.</li> </ul>	<ul style="list-style-type: none"> <li>Implement diversity and inclusion initiatives and support networks for all through 2025-2030.</li> </ul>	<ul style="list-style-type: none"> <li>Employee satisfaction surveys measuring perceptions of equity and inclusion within the organisation.</li> <li>Participation rates in diversity and inclusion training programs.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> </ul>

### 7.3 Academic Excellence

OBJECTIVES	KEY ACTIONS	INDICATORS	RESPONSIBILITY
<ul style="list-style-type: none"> <li>Develop and implement interdisciplinary programs addressing emerging water and sanitation challenges.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct curriculum mapping and needs assessments to identify emerging areas of focus biennially from 2025-2030.</li> <li>Partner with industry professionals and community stakeholders to ensure program relevance and practical application from 2025-2030.</li> <li>Secure funding and resources for developing new interdisciplinary programs 2025-2030.</li> </ul>	<ul style="list-style-type: none"> <li>Number of interdisciplinary programs developed and implemented biennially.</li> <li>Percentage of industry professionals and community stakeholders involved in program development.</li> <li>Amount of funding secured for new program development.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> <li>Academic programmes Coordinator</li> </ul>
<ul style="list-style-type: none"> <li>Increase research output through faculty development initiatives and securing external grants.</li> </ul>	<ul style="list-style-type: none"> <li>Implement faculty development initiatives annually (2025-2030).</li> <li>Secure external grants for research projects annually (2025-2030).</li> </ul>	<ul style="list-style-type: none"> <li>Number of faculty members participating in research development programs.</li> <li>Amount of external funding obtained for research projects.</li> <li>Increase in the number of research publications and citations.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> </ul>
<ul style="list-style-type: none"> <li>Establish partnerships with international universities for staff and student exchange and joint research.</li> </ul>	<ul style="list-style-type: none"> <li>Develop collaborative research partnerships with national and international institutions annually (2025-2030).</li> <li>Facilitate staff and student exchange programs and joint research projects with partner universities annually (2025-2030).</li> </ul>	<ul style="list-style-type: none"> <li>Number of collaborative research partnerships established.</li> <li>Participation rate in staff and student exchange programs.</li> <li>Number of joint research projects conducted with partner universities.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> </ul>



## 7.4 Student Engagement

OBJECTIVES	KEY ACTIONS	INDICATORS	RESPONSIBILITY
<ul style="list-style-type: none"> <li>Increase student enrolment in core water and sanitation programs by 20% each year from 2026 to 2030.</li> </ul>	<ul style="list-style-type: none"> <li>Develop targeted outreach programs for high schools and communities to generate interest in water and sanitation careers by 2026.</li> <li>Offer merit-based scholarships and financial aid to attract diverse and qualified students from 2026 to 2030.</li> <li>Strengthen service-learning opportunities in academic programs such as the masterplan course to connect students with community needs from 2025-2030.</li> <li>Establish mentoring programs and support groups to promote a sense of belonging and well-being by 2026.</li> <li>Create accessible learning resources and accommodations to cater for diverse student needs by 2026.</li> </ul>	<ul style="list-style-type: none"> <li>Percentage increase in student enrolment.</li> <li>Number of high schools and communities reached through outreach programs.</li> <li>Percentage of students receiving scholarships and financial aid.</li> <li>Feedback on student satisfaction and sense of belonging.</li> <li>Number of accessible learning resources and accommodations provided.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> </ul>
<ul style="list-style-type: none"> <li>Implement a comprehensive leadership development program for students</li> </ul>	<ul style="list-style-type: none"> <li>Design and implement a multi-tiered leadership development program focusing on critical thinking, communication, and project management skills annually from 2025-2030.</li> </ul>	<ul style="list-style-type: none"> <li>Number of students enrolled in the leadership development program.</li> <li>Success rate of program graduates in leadership roles following post-graduation.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> </ul>
<ul style="list-style-type: none"> <li>Increase student participation in community outreach initiatives by 20% annually from 2025 to 2030.</li> </ul>	<ul style="list-style-type: none"> <li>Task students to lead the Centre in Celebrating World Toilet, Water and Menstrual Hygiene Days annually from 2025 to 2030.</li> </ul>	<ul style="list-style-type: none"> <li>Percentage increase in student participation in community outreach initiatives.</li> <li>Number of community outreach events organised.</li> <li>Impact assessment of community outreach initiatives on the local community.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> </ul>

## 7.5 Community Outreach

OBJECTIVES	KEY ACTIONS	INDICATORS	RESPONSIBILITY
<ul style="list-style-type: none"> <li>Secure funding and implement community-based water and sanitation projects.</li> </ul>	<ul style="list-style-type: none"> <li>Partner with local community organisations, NGOs, and government agencies to identify priority needs and co-develop project proposals annually from 2025 to 2030.</li> </ul>	<ul style="list-style-type: none"> <li>Number of community-based water and sanitation projects initiated.</li> <li>Amount of funding secured for project implementation.</li> <li>Number of partnerships established with local community organisations, NGOs, and government agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> <li>Industry Liaison Coordinator</li> </ul>

<ul style="list-style-type: none"> <li>Develop and share knowledge resources on sustainable water and sanitation practices with local communities.</li> </ul>	<ul style="list-style-type: none"> <li>Organise workshops and training sessions to share knowledge and build capacity on sustainable water and sanitation practices annually from 2025 to 2030.</li> </ul>	<ul style="list-style-type: none"> <li>Number of workshops and training sessions conducted.</li> <li>Participation rate in knowledge-sharing events.</li> <li>Feedback on the effectiveness and relevance of knowledge resources provided.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> </ul>
<ul style="list-style-type: none"> <li>Establish a collaborative platform for knowledge exchange and capacity building with stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Organise a multi-stakeholder platform (WASH Dialogue) for dialogue, knowledge sharing, and joint problem-solving in 2025.</li> </ul>	<ul style="list-style-type: none"> <li>Number of stakeholders engaged in the collaborative platform.</li> <li>Frequency of dialogue sessions and knowledge exchange events.</li> <li>Success stories or case studies resulting from collaborative efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> <li>Industry Liaison Coordinator</li> </ul>

## 7.6 Financial Sustainability

OBJECTIVES	KEY ACTIONS	INDICATORS	RESPONSIBILITY
<ul style="list-style-type: none"> <li>Develop a diversified revenue stream to reduce dependency on tuition fees and ACE funding</li> </ul>	<ul style="list-style-type: none"> <li>Launch fundraising campaigns targeting alumni, donors, and philanthropic organisations in 2025</li> <li>Explore corporate sponsorships and partnerships with industry for research funding from 2025 to 2030.</li> <li>Develop revenue-generating programs such as professional development courses and consulting services in 2025.</li> </ul>	<ul style="list-style-type: none"> <li>Amount of funds raised through fundraising campaigns and corporate sponsorships.</li> <li>Number of revenue-generating programs implemented and their contribution to overall revenue.</li> <li>Size and growth of the endowment fund.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> <li>Industry Liaison Coordinator</li> <li>Academic Programmes Coordinator</li> </ul>
<ul style="list-style-type: none"> <li>Establish an endowment fund to support long-term financial stability</li> </ul>	<ul style="list-style-type: none"> <li>Develop a comprehensive fundraising strategy to solicit major gifts and planned giving from donors in 2025.</li> <li>Establish investment policies and guidelines for prudent management of endowment assets in 2025</li> <li>Allocate a portion of endowment income to support key Centre priorities while preserving the principal</li> </ul>	<ul style="list-style-type: none"> <li>Number of major gifts and planned giving commitments secured.</li> <li>Compliance with investment policies and guidelines.</li> <li>Impact of endowment income allocation on Centre priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> </ul>
<ul style="list-style-type: none"> <li>Strengthen laboratories to be a main source of income</li> </ul>	<ul style="list-style-type: none"> <li>Attain ISO certification for laboratories by 2025</li> <li>Equip laboratories with additional state-of-the-art instruments and equipment by 2030</li> </ul>	<ul style="list-style-type: none"> <li>Attainment of ISO certificate</li> <li>Number of additional instrument/equipment acquired.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> <li>Laboratory management</li> </ul>

<ul style="list-style-type: none"> <li>Implement cost-saving measures</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a thorough review of operational expenses to identify areas for efficiency improvements and cost reductions by 2025</li> <li>Implement energy-saving measures and sustainable practices to reduce utility costs (2025-2030).</li> <li>Streamline administrative processes and eliminate redundancies to improve operational efficiency (2025-2030).</li> </ul>	<ul style="list-style-type: none"> <li>Percentage reduction in operational expenses.</li> <li>Reduction in utility costs due to energy-saving measures.</li> <li>Efficiency gains achieved through streamlined administrative processes.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> <li>Financial officer</li> </ul>
--	---	---	---

## 7.7 Industry Relevance

OBJECTIVES	KEY ACTIONS	INDICATORS	RESPONSIBILITY
<ul style="list-style-type: none"> <li>Strengthen industry partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen sector advisory board to provide guidance on curriculum development and research priorities (2025-2030).</li> <li>Foster research collaborations with industry partners to address emerging challenges and opportunities (2025-2030).</li> <li>Facilitate industry-sponsored projects and internships for students to gain practical experience and network with professionals (2025-2030).</li> </ul>	<ul style="list-style-type: none"> <li>Number of industry partnerships established or strengthened.</li> <li>Number of research collaborations with industry partners.</li> <li>Number of industry-sponsored projects and internships provided to students.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> <li>Academic</li> <li>Programmes Coordinator</li> </ul>
<ul style="list-style-type: none"> <li>Revise curriculum to meet industry standards</li> </ul>	<ul style="list-style-type: none"> <li>Conduct regular reviews of academic programs to ensure alignment with industry standards and emerging trends (2025-2030).</li> <li>Integrate industry-relevant content, case studies, and guest lectures into coursework to enhance practical applicability from 2025 to 2030.</li> <li>Offer specialised tracks or concentrations within programs to cater for specific industry needs and career pathways from 2025 to 2030.</li> </ul>	<ul style="list-style-type: none"> <li>Frequency of curriculum reviews conducted.</li> <li>Percentage of program content aligned with industry standards.</li> <li>Student satisfaction with the relevance and applicability of coursework.</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> <li>Academic</li> <li>Industry Liaison Coordinator</li> <li>Programmes Coordinator</li> </ul>

<ul style="list-style-type: none"> <li>Facilitate student engagement in industry-related activities</li> </ul>	<ul style="list-style-type: none"> <li>Organise industry networking events, career fairs, and guest speaker series to connect students with industry professionals from 2025 to 2030.</li> <li>Provide mentorship opportunities and career counselling services to help students explore career options and develop industry-specific skills from 2025 to 2030.</li> <li>Support student-led initiatives such as clubs, competitions, and projects focused on addressing industry challenges and fostering innovation from 2025 to 2030.</li> </ul>	<ul style="list-style-type: none"> <li>Attendance and participation rates in industry-related events and activities.</li> <li>Number of students participating in mentorship programs and career counselling sessions.</li> <li>Number of student-led initiatives and their impact on addressing industry challenges.</li> </ul>	<ul style="list-style-type: none"> <li>Industry Liaison Coordinator</li> <li>Academic programmes Coordinator</li> </ul>
--	---	--	---

## 7.8 Visibility and Internationalisation

OBJECTIVES	KEY ACTIONS	INDICATORS	RESPONSIBILITY
<ul style="list-style-type: none"> <li>Increase awareness of RWESCK's mission, programs, and achievements.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a comprehensive communication strategy that includes traditional and digital media, social media, and targeted outreach campaigns from 2025 to 2030.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of media mentions and press coverage about RWESCK.</li> <li>Growth in social media followers and engagement metrics (likes, shares, comments).</li> <li>Feedback from stakeholders indicating improved awareness of RWESCK's mission, programs, and achievements.</li> </ul>	<ul style="list-style-type: none"> <li>Centre Director</li> <li>Visibility and Media Coordinator</li> </ul>
<ul style="list-style-type: none"> <li>Enhance engagement with internal and external stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Cultivate relationships with key stakeholders, including alumni, donors, community partners, and government agencies, through regular communication and engagement activities from 2025 to 2030.</li> </ul>	<ul style="list-style-type: none"> <li>Number of engagement activities conducted with internal and external stakeholders (e.g., alumni events, donor appreciation events, community outreach programs).</li> <li>Feedback from stakeholders indicating increased satisfaction with communication and engagement efforts.</li> <li>Number of partnerships or collaborations established with external stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Industry Liaison Coordinator</li> <li>Visibility and Media Coordinator</li> <li>IT officer</li> </ul>
<ul style="list-style-type: none"> <li>Build and protect the institution's reputation and brand identity.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor and manage the institution's online presence and reputation, including proactive reputation management and crisis communication planning (2025-2030).</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance of a positive online reputation score (based on sentiment analysis of online mentions).</li> <li>Timely and effective response to any negative publicity or crisis situations.</li> <li>Surveys or feedback indicating stakeholders' perception of RWESCK's reputation and brand identity.</li> </ul>	<ul style="list-style-type: none"> <li>Visibility and Media Coordinator</li> <li>IT officer</li> </ul>

<ul style="list-style-type: none"> <li>• Enhance international collaboration and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Establish partnerships with international universities and research institutions for joint research projects and academic exchange programs and encouraging Centre fellows to initiate and participate in these collaborations (2025-2030).</li> <li>• Encourage Centre fellows to present their research at international conferences, seminars, and symposiums to foster collaboration and exchange of ideas (2025-2030).</li> <li>• Facilitate Centre fellows' involvement in faculty and student exchange programs such as exchange programs, study abroad opportunities, and international internships.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of international partnerships established or strengthened with the involvement of Centre fellows.</li> <li>• Participation of Centre fellows in international conferences and collaborations.</li> <li>• Number of Centre fellows engaged in faculty and student exchange programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Management</li> <li>• Industry Liaison Coordinator</li> <li>• Academic Programmes Coordinators.</li> </ul>
--	--	--	---

## 8. Conclusion

The RWESCK strategic plan charts a course for the Centre to strengthen its position as a premier Research Center in Water and Environmental Sanitation education and research. By focusing on governance and leadership, RWESCK aims to strengthen its decision-making processes and foster a culture of commitment and transparency. Human resource development initiatives will attract and retain top talent, while academic excellence will be pursued through innovative postgraduate programs and increased research output.

Financial sustainability will be achieved through diversified revenue streams, endowment fund, and cost-saving measures. Industry relevance will be maintained by aligning curricula with industry standards and strengthening partnerships.

Visibility and internationalization efforts will raise the Centre's profile, enhancing engagement with stakeholders and building a robust brand identity. Through these strategic efforts, RWESCK will continue to make significant contributions to the WASH sector, impacting communities locally and globally, and advancing sustainable development goals.

By 2035, RWESCK envisions itself as a globally recognized Centre of excellence, producing high-caliber graduates equipped to tackle the water and sanitation challenges of the future. This strategic plan is a testament to RWESCK's unwavering commitment to its mission and vision, paving the way for a collaborative and impactful future in water and sanitation.

Scan Me



Visit Website



<https://rwesck.knust.edu.gh/>

Follow Us



@rwesckknust