



Reducing UPOPs and Mercury Releases from  
The Health Sector in Africa



# Project Exit Strategy

- Republic of Ghana-

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## **Abbreviations**

BAT	Best Available Technologies
BEP	Best Environmental Practices
GEF	Global Environment Facility
HCW	Healthcare Waste
HCWH	Health Care Without Harm
HCWM	Healthcare Waste Management
MoH	Ministry of Health
MTR	Mid-Term Review
NGO	Non-Governmental Organisation
ProDoc	Project Document
SOP	Standard Operating Procedure
TE	Terminal Evaluation
UNDP	United Nations Development Programme
UPOPs	Unintended Persistent Organic Pollutants
WHO	World Health Organisation

## 1 Goals and principles of this document

The **goals** of this Project Exit Strategy are to ensure the sustainability of impacts after finalisation of the UNDP GEF Project “Reducing UPOPs and Mercury Releases from the Health Sector in Africa” in the Republic of Ghana and to leave a self-sufficient system behind, which is locally owned.

It could also be defined in a broader sense as a project’s ‘sustainability strategy’, which could be accomplished through staggered graduation from specific project areas and / or transitioning / upscaling to associated or new projects or programming in selected areas.

This Exit Strategy has been planned with relevant stakeholders in advance of closing of the project, as it has been proven to contribute to better project outcomes and encourage commitment of beneficiaries to commit to project sustainability. In addition, good Exit Strategies can:

- help resolve tension that may arise between the withdrawal of assistance and commitment to achieve project outcomes.
- help clarify and define a sponsor’s role to host communities and other partners as being time limited, reducing the potential for misunderstandings and future dependency.

**Note:** An exit strategy should not be confounded with the “finalisation of project activities” at the end of the project. The exit strategy is aiming on the smooth and sustainable handing over and carry on of activities initiated by the project AFTER the project ends. The taking over process (activities, responsibilities etc.) from the project team towards the relevant stakeholder needs to be planned and implemented in forehand parallel to the implementation of project activities. This is done by an exit strategy.

In general, the following principles have been considered<sup>1</sup>:

- plan for exit from the outset,
- think about sustainability early on,
- consult with partners and stakeholders regularly,
- communicate constantly.

In addition, three factors are critical to sustainability and have been kept in mind planning for project phasing out:

- ⇒ a sustained **source of resources**,
- ⇒ sustained **technical and managerial capacity**, so that service providers can operate independently of the project, and
- ⇒ sustained **motivation** (of beneficiaries and service providers) that does not rely on project inputs.

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<sup>1</sup> Intrac for civil society; Exit strategies and sustainability - Lessons for practitioners, 2016

## 2 Project Description

The overall objective of this full-size project: “Reducing UPOPs and Mercury Re-leases from the Health Sector in Africa”, implemented by UNDP Istanbul Regional Hub in partnership with WHO and the NGO Health Care Without Harm (HCWH), is to:

1. implement best environmental practices and introduce non-incineration healthcare waste treatment technologies and
2. mercury-free medical devices in four Sub-Saharan African countries to reduce harmful releases from the health sector.

The project was officially launched on 12 April 2016 and was scheduled for completion on 12 April 2020. Due to the COVID-19 outbreak the project activities were interrupted and adopted to COVID-19 response. Therefore, the project was extended to December 2020. This is a GEF funded project that has a budget of just above 6,5 million USD. The project is being implemented by the UNDP, in partnership with the WHO and the NGO Health Care Without Harm (HCWH). The objective is to implement Best Environmental Practices (BEP) and Best Available Technologies (BAT) to reduce harmful releases from the health sector. This has been achieved through the introduction of non-incineration healthcare waste treatment technologies and mercury-free medical devices at healthcare facilities in four Sub-Saharan African countries: **Ghana, Madagascar, Tanzania and Zambia.**

The project intends to achieve these objectives through 6 main project interventions:

1. Build national capacity to enable the assessment, planning, and implementation of healthcare waste management (HCWM) systems.
2. Develop/improve the national policy and regulatory framework pertaining to HCWM.
3. Provide available affordable systems that conform to BAT and international standards:
  - a. non-incineration HCWM systems and
  - b. phasing out of mercury-containing devices
4. Demonstrate HCWM systems, recycling, mercury waste management and mercury reduction at project facilities.
5. Establish national HCWM training infrastructures.
6. Create awareness on HCWM

The project in **Ghana** was implemented in 2 phases:

- 1) After 10 days master training on HCWM for relevant stakeholder from all target countries, in the first phase of the project, HCWM systems and mercury-free devices have been provided for 5 selected facilities, which are identified as “model facilities” for the countries. 3 of these facilities were equipped with autoclaves by the project during the first phase. The legal framework on HCWM has been strengthened.
- 2) Based on the outcome of the first project phase, 1 additional HCF have been equipped with autoclaving systems. Furthermore, shredders and compactors have been delivered to 1 model facility to ensure proper disposal of the decontaminated waste. The exchange of mercury containing thermometer and sphygmomanometer with mercury free devices has been extended.

Each country investigated specific topics, with the aim of gaining experience and sharing the conclusions with the other project countries (flagship projects):

- In the Ghana the Project Implementation Unit made a survey in five project hospitals on the use of safety boxes, sharps containers and needle cutters. A total of 166 staff responded and evaluated the ease of use and safety of these three sharps management tools.

Further detailed information about the project activities can be found in the official ProDoc, MTR and TE reports.

### 3 Exit Road Map for Ghana

The following Road Map outlines the activities which are planned to implement the Project Exit Strategy for Ghana.

**Legend of below table:**

- A. Component: Name of the project component.
- B. Area: Name the areas of the component which need to be followed up.
- C. Activity: What need to be done within the project frame to ensure that the project outcomes are followed up to become sustainable?
- D. Lead: Who is responsible (entity or person) to follow up / implement the mentioned Activity (C)?
- E. Timeline: When will the activity be implemented?
- F. Stakeholder: Who need to be involved?
- G. Budget / Costs: Is a budget for this activity needed?
- H. Progress: What is the status of the activity?

**SEPTEMBER – DECEMBER 2019**

A	B	C	D	E	F	G	H
Component	Area	Activities	Lead	Timeline	Partners / Stakeholder	Cost (USD)	Progress (Done, Ongoing, Not started)
Policy	Finalization and launching	Engage key signatories and guideline to append signature for printing	PMU, MoH	September 2019 Week 4	GHS		Done
		Submit policy and guideline to WHO for printing	PMU, MoH	September 2019 Week 4	GHS, MoH, WHO		Done

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	Develop plan	Finalise implementation plan in collaboration with MoH and GHS	PMU	October 2019 Week 4	GHS, MoH, WHO	TBD	ongoing
	Dissemination	Organise 3 dissemination meetings across 3 zones of the country	MoH	March 2020 Week 1	GHS, MoH, WHO	TBD	could not be implemented due to lack of funds
Personnel	Communication and awareness creation	Hire communication specialist	UNDP, PMU	October 2019 Week 4	UNDP, PMU	TBD	could not be implemented due to lack of funds
Capacity building	Facility Level	Engage training and IPC Coordinators and Quality Assurance Committee in all model facilities to mainstream periodic HCWM trainings in facility training plans	PMU, GHS	October 2019 Week 4	MoH, GHS, UNDP	TBD	done
Capacity building	National	Engage the Head of Health Training Institution Unit of MoH to incorporate HCWM in nurses training curriculum  Engage HEFRA to mainstream HCWM in their monitoring  Closure meeting with facilities to outline preparations towards closure	GHS, PMU	October 2019 3 <sup>rd</sup> 4 <sup>th</sup> and 5 <sup>th</sup> Week	UNDP PMU,	500 (Lunch)  9,000 (DSA, T&T, Venue)	Done including training manuals
		Steering Committee meeting to approve AWP and discussion of closure activities	PMU	November 2019 Week 4		TBD	Done
Lighthouse project	Communication	Complete case study on sharp waste management devices with Tanzania team	PMU	November 2019 Week 4	GHS, MoH	TBD	Not started

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		Develop a fact sheet on health care waste management and disposal	PMU	December 2019 Week 4	GHS, MoH	GHS, MoH	Not started
Capacity building	National	Support Accra School of Hygiene to have a sustainable financing plan for the modular courses beyond the project's lifetime  Re-engage heads of Ho and Tamale Schools of Hygiene to begin the teaching of updated curriculum that includes HCWM	PMU	October 2020 Week 3	MOH, GHS, SOH	TBD TBD	On-going
		Engage facility management to develop a maintenance plan for use / Engage local rep and sign contract	PMU	December 2019 Week 2	UNDP, GHS	TBD	Done
		Build the capacity of National Maintenance Team (Clinical or biomedical Engineers) in MOH/GHS to provide support in the maintenance of autoclaves and associated trainings  Engage maintenance units, electricians and biomedical engineering unit to undergo final facility level training on autoclaves maintenance and operation  Engage facility biomedical engineers to develop a catalogue of the spare parts market in-country	PMU  PMU  PMU	October 2020	MOH, GHS, UNDP  GHS, MOH, UNDP  GHS, MOH, UNDP	TBD	Not started
Mercury phaseout management	Collection and replacement	Engage GHS/MoH/EPA/MESTI to discuss feasibility for mercury collection and replacement and STORAGE and develop SOP	PMU	Moved to the project under the SIP fund from the Minamata secretariat to the MOH on mercury phase down,	GHS, MoH	TBD	Not started
Financing		Explore PPP for the operation of the autoclaves in a centralized model for the model facilities  Engage management of Zoompak on sustainability plan	GHS, MoH  GHS, MoH	December 2019 Week 4  December 2019 Week 4	UNDP, PMU  UNDP, PMU	TBD  TBD	Done  Done
Communication		Develop a fact sheet on sharp waste management and disposal	PMU	December 2019 Week 4	GHS, MoH	TBD	Could not be done



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							due to unavailability of funds
Case studies		Develop one before and after story highlighting the impact of project activities on one health facility)	UNDP, PMU	December 2020		TBD	ongoing
		Develop at least one story on policy development process for HCWM, using the project	UNDP, PMU	December 2020		TBD	Ongoing
		Story: Mobilizing communities for effective waste management; the case study of Tegbi Conduct an analysis on cost estimates for operationalizing the On-site and cluster models.	UNDP, PMU	December 2020		TBD	ongoing

**JANUARY – DECEMBER 2020**

Thematic Areas	Sub-theme	Activities	Lead	Timeline	Partners	Cost (USD)	Progress (Done, Ongoing, Not started)
Mercury phase-out	Financing	Partner stakeholders to identify sources of funding for expansion of the replacement programme	PMU	January 2020 Week 2 (Closure meeting)	GHS, MoH	TBD	Ongoing
		Engage MoH and facilities to provide financial plan for procurement of mercury free devices	PMU	January 2020 Week 2 (Closure meeting)	GHS, MoH	TBD	To be implemented and the SIP project
	Monitoring & data management	Engage MoH/GHS to develop a reporting tool for periodic reporting on mercury-free procurement in health facilities	PMU	January 2020 Week 2 (Closure meeting)	GHS, MoH	TBD	To be implemented and the SIP project
Dissemination of best practices		Print more segregation poster	PMU	January 2020 Week 3	UNDP, PMU		Done
Capacity Building	National	Conduct a 3-day final refresher training for tutors in the three Schools of Hygiene on the updated curriculum	PMU	January 2020 Week 3	MoH, GHS, SoH	10,000 (Venue, DSA, T&T)	Done for some selected nursing tutors
		Conduct a 3-day training for 16 tutors in 16 major nurses training on the updated curriculum and coordinators of the				20,000	

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Thematic Areas	Sub-theme	Activities	Lead	Timeline	Partners	Cost (USD)	Progress (Done, Ongoing, Not started)
		facilities  Closure meeting with facilities to outline preparations towards closure and facility readiness				(DSA, Venue, T&T)	Done
Dissemination of best practices		Develop at least 2 articles on best practices in HCWM  Develop at least 2 articles on mercury-free healthcare and impact  Develop a video story featuring key partners on their assessment of the project's impact on the health sector and opportunities for replication	UNDP, PMU	November 2020 Week 4		TBD	Not started  Video cannot be done due to unavailability of funds
HCWM in project facilities	Financing	Engage facility management to share information on budget allocations for HCWM in the next financial year	GHS, MoH	January 2020 Week 4	PMU, UNDP	TBD	ongoing
	Monitoring and data management	Train facility supervisors and champions on the use of data management tools in HCWM	PMU	February 2020 Week 3	GHS, MoH	TBD	Ongoing
Human-Centred stories		Impact of non-incineration on health and environment in communities  Develop a story on empowerment of vulnerable people in HCWM chain through the project's capacity building	PMU, UNDP  PMU, UNDP	October 2020 Week 4  October 2020 Week 4		TBD	Not started  Not started

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Thematic Areas	Sub-theme	Activities	Lead	Timeline	Partners	Cost (USD)	Progress (Done, Ongoing, Not started)
		Develop a video story on risks reduction among HCWM personnel through the project's capacity building and provision of logistics	PMU, UNDP				Video cannot be done due unavailability of funds
Mercury phase-out	Storage	Complete and operationalise the installation of central storage facility	PMU	September 2020	GHS, MoH	TBD	done
	Transportation	Engage GHS/EPA/MoH to agree on management structure for the storage facility	PMU, GHS, MoH, EPA	February 2020 Week 4	GHS, MoH	TBD	To be implemented and the SIP project
		Engage EPA/MoH/GHS to develop SOP for transportation of mercury free containing devices to be collected throughout phaseout programme	PMU	February 2020 Week 4	GHS, MoH	TBD	
Mercury phaseout	Disposal	Engage EPA/MoH/GHS researchers to find the appropriate disposal method. Eg. shipment to develop country in line with BC/MC	PMU	March 2020 Week 2	GHS, MoH	TBD	To be implemented and the SIP project
Factsheets		Economic analysis of non-incineration technology investment and operation	UNDP, PMU	November 2020 Week 4		TBD	Not started
		Quick comprehensive result sheet for the project	UNDP, PMU	November 2020 Week 4			

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Thematic Areas	Sub-theme	Activities	Lead	Timeline	Partners	Cost (USD)	Progress (Done, Ongoing, Not started)
Lighthouse project	Disposal	Pilot the shredding of sharps in all the cluster facilities	PMU	March 2020 Week 4	GHS, MoH	TBD	Ongoing at one facility
<b>Communication</b>	Formal handing over	Meetings with national parties, partners: advocacy on the proposal, sharing the best practices/ lessons learnt of the UPOPs project to local stakeholders	UNDP/ PMU	April - May			Done
COVID-19 activities	Logistic supply	Provision of labelled waste storage container, safety boxes, colour coded waste liners, waste bins and PPE					
	Training	Training of frontline workers on hand washing techniques and correct use of PPE Specific HCWM training of clinical staff and cleaners Specific training of facility managers or operators managing quarantined patients (confirmed and suspected)					
	BEP and BAT	Additional support on enforcement of safe segregation, collection, transport and storage within the health facilities. Additional support on correct usage and maintenance of autoclaves and safe disposal. Additional support to satellite facilities to manage waste safely.					
	Cleaning and disinfection practices	Additional support on safe laundry procedures. Provide guidance on cleaning and disinfection of surfaces in all environments in which COVID-19 patients receive care (treatment units, community care centres). Provide extra guidance on cleaning of waste storage area by cleaners.					

Thematic Areas	Sub-theme	Activities	Lead	Timeline	Partners	Cost (USD)	Progress (Done, Ongoing, Not started)
		Ensure that WHO's recommended disinfectants for COVID-19 virus are used. Provide guidance in accordance with WHO recommendations to clean reusable gloves and plastic aprons.					

## 4 Time planning

The Gantt Chart below shows in detail the timeline to implement the priority activities in the exit strategy road map.

### SEPTEMBER – DECEMBER 2019

	<b>Component</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
1	Policy				
2	Personnel				
3	Capacity building				
4	Capacity building				
5	Lighthouse project				
6	Capacity building				
7	Mercury phaseout management				
8	Financing				
9	Communication				
10	Case studies				

### JANUARY – DECEMBER 2020

		<b>2020</b>											
	<b>Component</b>	<b>Ja n</b>	<b>Fe b</b>	<b>Ma r</b>	<b>Apri l</b>	<b>Ma y</b>	<b>Jun e</b>	<b>Jul y</b>	<b>Au g</b>	<b>Sep t</b>	<b>Oc t</b>	<b>No v</b>	<b>De c</b>
1	Mercury phase-out												
2	Dissemination of best practices												
3	Capacity Building												
4	Dissemination of best practices												
5	HCWM in project facilities												
6	Human-Centred stories												
7	Mercury phase-out												
8	Mercury phaseout												
9	Factsheets												
10	Lighthouse project												
11	Communication / handing over meetings												
12	COVID-19 activities												