

2024



SAHA GLOBAL 2024 ANNUAL REPORT



SAHA GLOBAL

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**Saha Global 2024 Annual Report:
Delivering Reliable, Long-term
Water Solutions to Ghana's
Last-Mile Communities**



Executive Summary

2024 represented a transformative period for Saha Global as we significantly expanded our impact through innovative water service delivery models, strategic partnerships, and community-driven initiatives. This report provides a comprehensive overview of our achievements across all operational areas, supported by detailed data analysis, visual documentation, and testimonials from stakeholders.

Building on our fifteen years of experience in rural Ghana, we have refined our approach to create scalable and long-term solutions that address the complex challenges of safe water access in last-mile communities while maintaining our position as the lowest-cost provider for professional safe water services to the last-mile.

MESSAGE FROM THE EXECUTIVE DIRECTOR

The year 2024 was pivotal for Saha Global as we fortified our strategy to deliver sustainable and affordable clean water to some of Ghana's most vulnerable and underserved communities. As the global WASH landscape evolves with increasing urgency, our focus on last-mile service delivery has become more relevant than ever.

Throughout the year, we strengthened our institutional capacity, advanced partnerships with government and development stakeholders, enhanced internal systems, and prioritized innovation and data-driven decision-making. We embraced a culture of learning, transparency, and collaboration, ensuring that our operations remained efficient and impactful.

Our utility model expansion, infrastructural investments, policy engagements, and employee development initiatives have laid a robust foundation for Saha's continued scale and sustainability. We are especially proud of the unwavering commitment of our staff and the resilience of our partner communities. Their efforts, alongside the vital support from our funders and partners, have been instrumental in our ability to deliver on our mission.



As we reflect on a year of significant achievements and look toward 2025 with ambitious goals, I express my deepest appreciation to everyone who has stood with us. Together, we continue to transform access to safe water in rural and last-mile Ghana, one community at a time.

Kate Cincotta
Co-Founder & Executive Director

2024 At A Glance

Operators

1,281

Population Served:

139,027

Number of
Households:

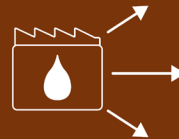
14,210



6
REGIONS

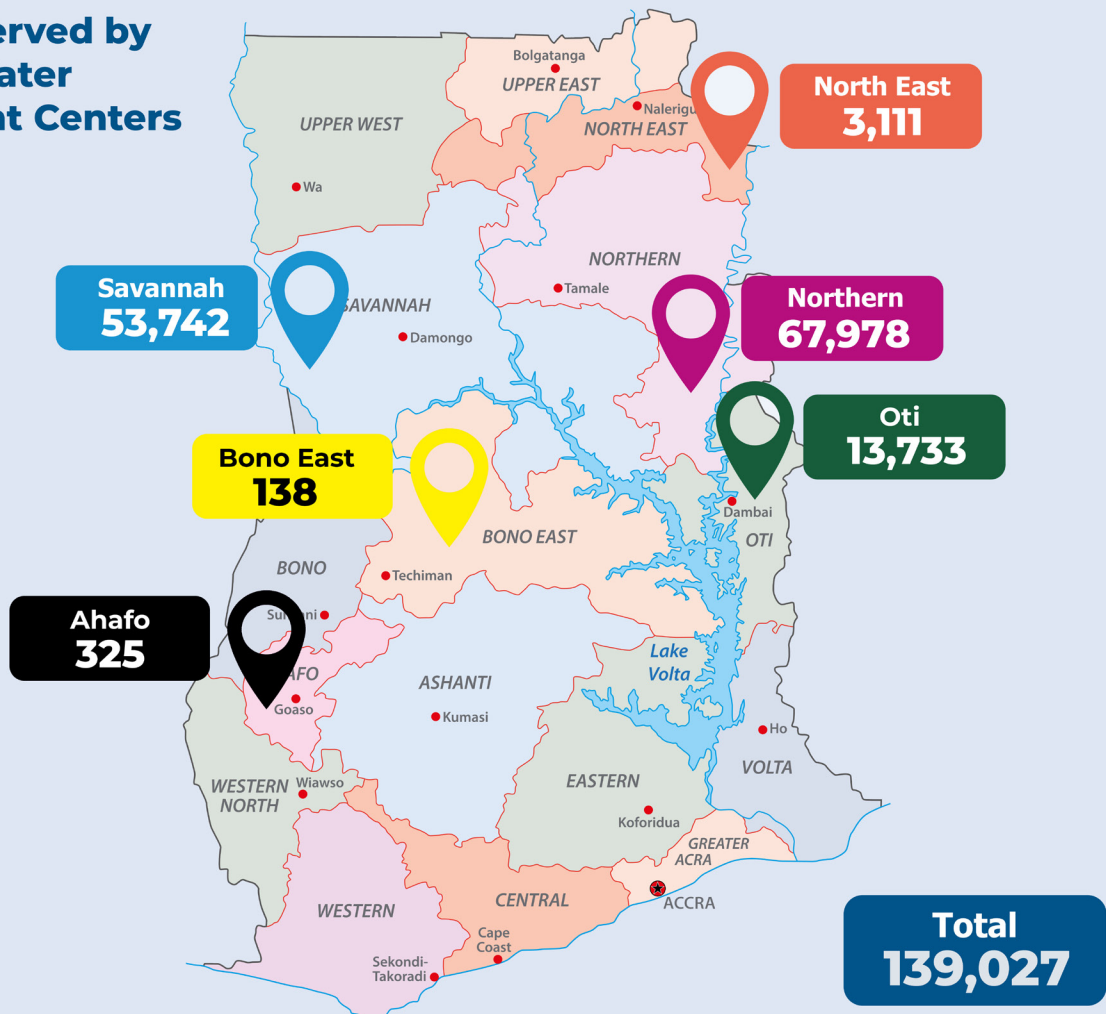


25
DISTRICTS



139,027
PEOPLE SERVED

People served by Saha's Water Treatment Centers



2024 Highlights:

Accelerating Consumption

In 2024, Saha reached a significant milestone by scaling the Utility-style model to 70 additional villages, achieving full coverage across an entire geographic service zone, Salaga. This expansion represented a major advance in our mission to bring universal access to safe water to the most remote communities in northern Ghana. To further strengthen impact, we introduced water transportation solutions in areas where long distances to water sources continued to pose a challenge.

By relocating treatment centers into town centers and deploying motorized tricycles for raw water delivery, we removed key barriers to access. As a result, water consumption in these communities more than doubled. This innovation has proven to be a transformative enhancement to the Utility model. In 2024, it demonstrated that safe water can be not only available, but also reliable, convenient, and affordable for every household we serve.

A New Benchmark in the Salaga Zone

Saha successfully transitioned 130 water treatment centres to the Utility model, now managed by 349 salaried women operators who provide reliable, safe water to 43,111 people. Notably, 70 of these centres are in the Salaga Service Delivery Zone, where 100% of water treatment centers upgraded to our Utility model.

With every treatment center in Salaga operating this upgraded mode, it now serves as the **“Future of Saha”**—a blueprint for efficient, scalable service delivery in 2025. By optimizing operations and reducing village visits, we are lowering service costs; a crucial step toward sustainable government adoption at scale. This progress proves that professionalized water systems can deliver lasting impact while paving the way for systemic change.

Unprecedented Impact Through The Utility Model

Building on the success of our initial 2023 upgrades, villages operating under the Utility model in 2024, achieved water consumption levels over 400% higher than baseline, more than doubling our goal. These results put us in a strong position to roll out a complete model upgrade to all our 300+ remaining communities by the end of 2025.

Professionalized Service Delivery

Paying Operators, or women who treat water and sell at Saha facilities, was the largest increased responsibility of Saha under the Utility model in 2024. Saha provided training, supervision, and support to 7,899 operators, enabling them to deliver safe, affordable water to communities across our service areas.

These operators were held to professional standards, meeting key performance indicators (KPIs) such as service availability and uptime.

Performance-based incentives ensured accountability, while operators needing additional support entered structured improvement plans.

All operator payments were processed 100% digitally via Mobile Money (MoMo), ensuring timely disbursement and advancing financial inclusion. Beyond providing a stable income, this digital payment system unlocked access to microloan products, empowering operators to save, invest, and grow small businesses. By integrating fair



wages with digital financial tools, the model enhanced women's economic resilience and decision-making power—strengthening both households and communities.

Our shift to fully digital payments is now complete, with every operator receiving their stipends through secure Mobile Money transfers. This milestone reflects our commitment to efficiency, transparency, and women's economic empowerment.

Alum Standardization for Water Quality Assurance

Saha Global enhanced its water treatment process by introducing standardized alum dosing protocols to improve water quality, consistency, and replicability across all treatment centers. This replaced the previous visual-assessment method, which often led to varying results.

The new system features pre-calculated dosing charts tailored to local turbidity patterns, developed from seasonal field data, and supported by operator training using reference bottles, visual comparators, and practical demonstrations. Step-by-step infographics, and on-site coaching further ensured accurate and consistent dosing practices.

To maintain quality control, Saha conducted periodic alum standard-

ization tests, collecting water samples from storage facilities and analyzing them to determine the precise alum dosage required for effective purification. This rigorous approach has improved water clarity, reduced the risk of incorrect dosing, strengthened operator confidence, and optimized treatment efficiency.



Water Transportation: Komlori

In 2024, Saha advanced its commitment to making safe water more accessible and convenient with the launch of the Komlori Delivery System.

This innovative water transportation solution enables treatment centers to be positioned closer to households, significantly reducing the physical and time burden of both water collection for customers and water treatment operations for center managers.

The Komlori concept—using motorized tricycles for raw water delivery, was piloted in 2022 as a way to increase the reliability of the existing practice of using tricycles for raw water delivery that was taking place in about 35% of Saha’s partner communities.

The current iteration of the Komlori business model was rolled out in 2024.

Under this approach, Saha procures tricycles for drivers, who are then given two years to recover all capital costs through a structured repayment plan.

With a goal to serve 198 communities between 2024 and 2025, the program made strong early progress. From its launch in April 2024 through the end of the year, Komlori reached 24 communities and provided safe water access to more than 10,000 people. This achievement not only validated the model but also demonstrated its potential to transform water accessibility in rural Ghana.



Increasing Our Scope

Infrastructure development was central to our agenda in 2024. With the generous support of Water Harvest, we completed the expansion of a small earth dam in Sinsina, North Gonja, which now provides a reliable source of water year-round. In Tacpuli, North-East Gonja, groundwork commenced for another dam intended to serve adjacent communities.

In Central Gonja, we initiated a borehole rehabilitation campaign aimed at reviving underperforming or defunct groundwater systems. These efforts are aligned with our vision to expand access to safe water without requiring new drilling where existing infrastructure can be restored.

Borehole Rehabilitation Initiative

Saha expanded its mission of reducing preventable waterborne diseases by extending safe, affordable water access to groundwater-dependent communities. Despite existing borehole infrastructure in many areas, challenges such as poor water quality, frequent breakdowns, limited access to mechanics, insufficient supply, and inadequate maintenance financing often forced communities to revert to unsafe sources.

To address these issues, Saha launched a structured borehole rehabilitation program. The process began with literature reviews, field shadowing, and expert interviews to understand sector challenges. Insights were framed into questions to guide focus group brainstorming, leading to three pilot concepts. After scouting in Savelugu, Nanton, and Tolon over two months, feasibility studies were conducted, and the program was rolled out in seven communities, exceeding the initial target of five.

By the end of 2024, Saha had rehabilitated **11** boreholes across **six**

communities, delivering safe, reliable water to **4,455** people. This initiative maximized the use of existing infrastructure, expanded our reach to groundwater-reliant areas, and strengthened partnerships with local technicians for timely, sustainable management.

The integration of borehole rehabilitation into our operations, allows Saha to serve every last-mile community, regardless of water source.



Dugout Rehabilitation Programme

In 2024, Saha successfully rehabilitated the dugout in Sinsina, ensuring a reliable, year-round water source for 466 residents and addressing one of the community's most urgent climate adaptation challenges. Building on this success, we are now expanding dugout rehabilitation projects in Tacpuli, Yakura, and Kanjiyili—efforts that will provide sustainable access to safe water for more than 1,600 people.

Our work brought together:

Engineering Solution:

Expanded capacity and improved structural integrity of the dugout,

Ecological Measures:

Planted drought-resistant vegetation to reduce evaporation losses and,

Economic Impact:

Enabled continuous operation of the water treatment centre, preserving the incomes of operators.

The project's success stemmed from collaboration with Water Harvest (funding partner), Bornsa Construction Works (technical execution), and the North Gonja District Assembly (community mobilization). The district chief executive, community and the traditional leaders participated actively in the groundbreaking ceremony, demonstrating local ownership.



Data-Driven Expansion Through Community Scouting

Wassa East District Analysis

With the support of the Conrad N. Hilton Foundation, Saha completed a six-month scouting initiative in the Wassa East District, mapping 245 last-mile communities and generating critical insights:

Water Source Distribution

In the Wassa East District, “available and accessible” water sources in hard-to-reach communities fall into several categories. Streams are the most common source, followed by hand-dug wells and ponds.

Ponds – Small, still surface water bodies, either natural or artificial.

NGO Water Projects – Mechanized systems drawing from surface or underground sources.

Hand-dug Wells – Protected or open wells without pumps, where water is drawn manually.



Influencing Policy for the Last mile

Engagement with Government

In May 2024, Saha hosted the members of the Small Water Enterprises (SWEs) and officials from the erstwhile Ministry of Sanitation and Water Resources on a field visit.

The engagement focused on how SWEs should align their reporting to broader sector performance indicators. Saha also shared data on what it costs to serve the last mile and highlighted the need for subsidies.



MOLE XXXV Conference

Key Takeaways for Saha

Saha Global joined WASH leaders at the MOLE XXXV conference to advance SDG 6. Specifically, Saha Global delivered a key presentation focused on the critical need for subsidies and to create an enabling environment that supports the sustained delivery of safe drinking water to Ghana's last-mile.

Drawing on Saha's decade-long experience working with over 1,300 trained local women water entrepreneurs (now called operators) who serve nearly 140,000 people, the presentation shared lessons on community ownership, operational sustainability, and local government engagement.

The platform also served to advocate for shifts in national policy and practice to ensure equitable access to safe water for all, especially the most vulnerable—reinforcing the principle that no one should be left behind.



A4C WASH Systems Watch Forum – Accra, Ghana

In June 2024, Saha took part in the A4C WASH Systems Watch forum, where national stakeholders assessed building blocks of WASH systems, particularly regulatory frameworks crucial to rural water management.

The forum concluded with a call for expedited action on the Water Service Act and the Rural Water Reform Framework, as well as interim agreements to clarify the roles and operational areas of rural water service providers. Saha contributed perspectives from last-mile communities, ensuring that their unique challenges remain central in policy conversations.



Beyond the Pipe Forum

Saha participated in the 2024 Beyond The Pipe Forum. Theo Boateng, our Director of Operations, Expansions and Partnerships, joined a panel discussion on financial sustainability and the enabling environment for Safe Water Enterprise (SWE) growth in Ghana.

He shared the unique challenges that Saha faces in servicing the last-mile communities and the impact that targeted subsidies can have in serving the lowest income customers.



Sector Engagement

In 2024, in addition to our participation in key WASH sector events in Ghana, Saha maintained strong visibility on the global development stage, participating in key platforms such as the Skoll World Forum in Oxford, the UN General Assembly and Climate Week in New York, the UNC Water and Health Conference in Chapel Hill, and SIWI World Water Week in Sweden. Across these events, Saha shared insights on rural utility innovation, water pricing strategies, and the professionalization of last-mile water service delivery.

Our engagements with global funders, policymakers, and WASH experts reinforced the importance of long-term government investment in sustainable water systems and highlighted how local, professionalized operators like Saha can ensure reliable, affordable, and climate-resilient water access.

Through presentations and panels including our showcase of the Kom-

lori water transportation enterprise—Saha strengthened its reputation as a thought leader in advancing enterprise-driven and sustainable water solutions for underserved communities.





Partner Testimonials

“

Saha Global is making key changes to its model to become a utility-grade rural water service.

Those include moving from a water entrepreneur network to employing operators, increasing volumes sold by lowering price points, moving sales point to more convenient locations, or introducing motor-bike delivery services to reach villages without a water source.

The long queues we observed at Saha sales point are a strong indication that people are responding well to the changes, and Saha's initial data confirms the increased uptake.

This new approach is well-positioned to deliver positive health impacts at scale and could serve as a blueprint for rural water management elsewhere.

Samdoup ALLIER, Programme Officer, Cartier Philanthropy

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“The work Saha Global is doing is truly commendable. The organization reaches communities that are often neglected — places without electricity, boreholes, or access to safe drinking water.

Before Saha's intervention, the available water sources were unsafe and unreliable.

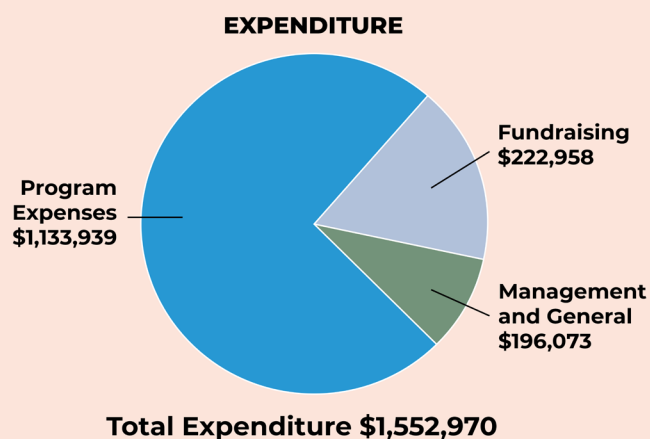
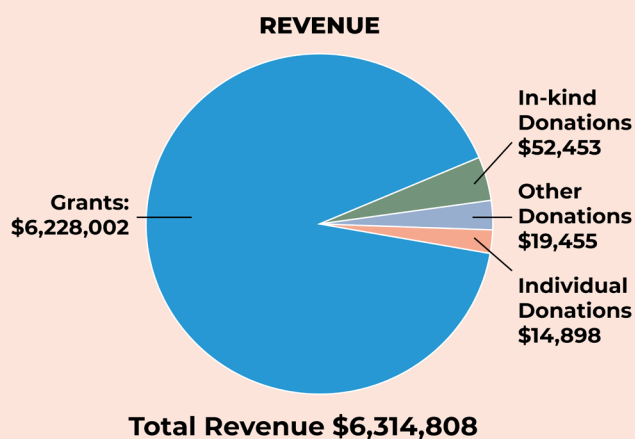
Thanks to their efforts, these communities can now proudly say they have access to clean, safe, and reliable water.”

*Alhassan Abdul-Samed,
Environmental Health Director,
Bimbilla Municipal Assembly*

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Saha Global Financial Position

2024 Financials



Note: In 2024, Saha secured significant multi-year funding, including a five-year, \$5 million grant from the Hilton Foundation. Accounting standards require us to record the present value of these future commitments as 2024 revenue, which increases reported revenue for the year even though the funds will be received over time.

Strategic Roadmap: 2025 Priorities

Utility Upgrade

- Complete model upgrades in remaining 300+ partner communities, reducing the burden of water collection for 140,000+ people
- Continue professionalisation of water service delivery by making all 1288 water operators skilled, salaries, supervised and supplied.
- Deploy upgraded mobile payment systems for all water operators

Climate Adaptation Portfolio

- Rehabilitate and expand the capacity of three additional dugouts
- Expand tree-planting program to 100% of rehabilitated dugouts

Scale Borehole Maintenance Service

- Rehabilitate 16 boreholes in last-mile communities and implement Saha's professional maintenance service, to ensure water availability, quality, sustainability and affordability.



Organizational Development

Saha remains firmly on track to achieving its strategic goals for the upcoming year. In 2025, the organization will focus on completing the roll-out of the Utility service model across the remaining 428 legacy-model villages, ensuring every community benefits from our professionalized water service approach.

In addition, Saha will maintain a strong emphasis on customer satisfaction, delivering excellent customer care to all 538 partner villages.

The year will also see the extension of basic water access to 25 new villages in Northern Ghana under the Utility model, further expanding our reach and impact in underserved communities.

Saha Global's 2024 achievements demonstrate how community-centered innovation, when combined with rigorous operational discipline and strategic partnerships, can transform water access in the world's most challenging environments.

As we enter our sixteenth year of operations, we remain committed to our vision of a Ghana where every person, regardless of location or economic status, enjoys reliable access to safe, affordable water. The trust placed in us by communities, government partners, and donors fuels our determination to scale these solutions until that vision becomes reality.



THANK YOU

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Partners In Impact



On behalf of all the 139,027 people with clean water today, we also want to thank all of the individual donors who have supported our work, in 2023 and the years before. Together, we will ride into a future where every last-mile community has access to affordable safe drinking water.

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Co-Founder
and Executive Director



Patrick Cahill
President of
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