



**USAID** | **LEBANON**  
FROM THE AMERICAN PEOPLE

# Lebanon Water and Wastewater Sector Support

QUARTERLY REPORT: OCTOBER 1, 2010—DECEMBER 31, 2010

January, 2011

This publication was produced for review by the United States Agency for International Development. It was prepared by DAI.

# LEBANON WATER AND WASTEWATER SECTOR SUPPORT

QUARTERLY REPORT: OCTOBER 1, 2010—DECEMBER 31, 2010

**Program Title:** Lebanon Water and Wastewater Sector  
Support

**Sponsoring USAID**

**Office:** Lebanon Mission

**Contract Number:** EPP-I-00-04-00023-00/04

**Contractor:** DAI

**Date of Publication:** January 15, 2011

**Author:** Samuel L. Coxson, Chief of Party

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

## ACRONYMS

ACWUA	Arab Countries Water Utilities Association
AFD	French Development Agency
AWP	Annual Work Plan
APP	Annual Work Plan
ATP	Annual Training Plan
BMLWE	Beirut and Mount Lebanon Water Establishment
BWE	Beka'a Water Establishment
CAS	Central Administration of Statistics
CDG	Chairman and Director General
CDM	Camp, Dresser and McKee Engineering
CDR	Council for Development and Reconstruction
CIP	Capital Improvement Plan
CQCP	Construction Quality Control Plan
CSR	Customer Service Representative
DG	Director General
COP	Chief of Party
COTR	Contract Officer Technical Representative
DAI	Development Alternatives Inc.
DCOP	Deputy Chief of Party
EIB	European Investment Bank
EU	European Union
FAS	Financial & Accounting System
GA	Geographical Area
GIS	Geographical Information System
GOL	Government of Lebanon
GTZ	German Technical Assistance
HPIP	High Priority Intervention Program
HR	Human Resources
IAR	Initial Assessment Report
IFI	International Financial Institution
IRG	International Resource Group
IT	Information Technology
IWRM	Integrated Water Resource Management
KPI	Key Performance Indicator
LWWSS	Lebanon Water and Wastewater Sector Support
MOEW	Ministry of Energy and Water
MOF	Ministry of Finance
MOTGE	Mise en place des Outils Techniques de Gestion de l'Eau
NLWE	North Lebanon Water Establishment
NRW	Non Revenue Water
O&M	Operations and Maintenance
PMP	Performance Monitoring Plan
PSP	Private Sector Participation
PPP	Public Private Partnership
SCADA	System Control and Data Acquisition
SLWE	South Lebanon Water Establishment
SMP	Subcontractor Management Plan
TOR	Terms of Reference
USAID	United States Agency for International Development
WE	Water Establishment
WPS	Water Pumping Stations
WWTP	Wastewater Treatment Plant

# CONTENTS

ACRONYMS.....	1
1. QUARTERLY ACTIVITY HIGHLIGHTS .....	3
2. REACHING PROJECT OBJECTIVES IN YEAR TWO .....	4
3. COMPONENT PROGRESS TO DATE .....	6
Component One: Initial Assessment Report and High Priority Intervention Plan .....	7
Component Two: Strengthened Capacity for Managerial, Technical and.....	7
Operational Efficiency .....	7
Component Three: Increased Financial and Commercial Viability and.....	8
Operational Efficiency .....	8
Component Four: Increased Capacity in Capital Investment Planning and Project Management .....	9
Component Five: Provision of Technical Equipment to Improve Water .....	10
Establishment Performance .....	10
Component Six: Implementation of Small- and Medium-Scale Projects to Improve .....	10
Operations and Services.....	10
Component Seven: Improved Customer Service and Customer Relations .....	11
4. USE OF FUNDS DURING THE QUARTER.....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
5. CONTRACT DELIVERABLES .....	14
6. CHALLENGES, PROBLEMS, ISSUES .....	14
6. STAFF AND STTA DURING QUARTER .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
8. PERFORMANCE MANAGEMENT PLAN (PMP) REPORTING .....	15

## Water Establishment Directors General (DG)

Beirut-Mount Lebanon Water Establishment (BMLWE)	Joseph Nseir
Beka'a Valley Water Establishment (BWE)	Maroun Msallem
North Lebanon Water Establishment (NLWE)	Jamal Krayem
South Lebanon Water Establishment (SLWE)	Ahmed Nizzam

# 1. QUARTERLY ACTIVITY HIGHLIGHTS

The focal point for the fifth quarter of LWWSS has been the emphasis on training and capacity building. Capacity building emphasis during this first quarter of year two was on component two, staff capacity building in general, and component three, financial management, accounting and IT capacity building.

## BWE Pump Station Operations and Maintenance Training



BWE Pump Station O&M Training

In November the training of nine pump station operators started in the Bekaa Valley. Trainees represented pump stations in the West Bekaa and Zahle areas. Training sessions lasted five hours per day over a five-day period. The course materials, in Arabic, covered pump motor data sheet, pump inspection check list, pump log sheet, pump preventive maintenance, work place safety, building inspection and hazard prevention and control.

## BMLWE IT Training

LWWSS provided ongoing IT training for 32 BMLWE staff. The IT training is provided by LWWSS local subcontractor Formatech and will be completed in January. Of the 32 training participants, 13 are female and 19 are male. The course covers Windows XP, Microsoft Office Word, Excell and Access with beginner, intermediate and advanced training.



BMLWE Staff Training at Fomatech

## **2. REACHING PROJECT OBJECTIVES IN YEAR TWO**

### **Project Objectives**

LWWSS made substantial progress toward project objectives during the fifth quarter. As discussed in the highlights section of this report, building capacity through classroom and on-site training got into full swing during the quarter. However, in addition to building capacity, other activities during the quarter addressed project objectives such as increasing the managerial, administrative, technical, financial and operational efficiencies. For example, during the quarter, as is further detailed in the relevant section below, LWWSS conducted a financial operations assessment as well as a management information assessment which includes streamlining processes, adapting procedures to best practice and coupling these with additional staff training.

LWWSS also accomplished significant progress with respect to management staff training of department heads of the SLWE through the participative process of updating that WE's business plan. The business plan updating process is an iterative process where DAI subcontractor ValuAdd guided department heads through the business plan updating process but the department heads have to do the actual data gathering and updating. The business plan touches on every major aspect of the water establishment operations:

- Vision, mission statement, goals and objectives
- Budget and capital planning for five years
- Staffing and manpower needs
- Performance improvement plan

Each year the plan is to be updated and the approved by the water establishment board of directors and the MOEW. As the department heads become more proficient in the business plan updating, LWWSS will play a lesser role in guiding the process.

Keeping in mind that the business plan must also support and lead to the fulfillment of parts of the National Water Sector Strategy (NWSS), LWWSS has been able to develop annual work plans that assist both in sustainable capacity building at the WE level and in better progress in meeting the NWSS.

### **Collaboration with Donors and GOL Officials**

Donor coordination is an essential part of LWWSS project planning and execution in order to (1) avoid unnecessary duplication, (2) identify specific areas of coordination and (3) identify areas where LWWSS can collaborate with other donors on specific projects or programs. The list of meetings with the GOL and other donors below provides a clear picture of this important program activity.

During the fifth quarter, the primary donor that LWWSS has worked with is GTZ. GTZ and LWWSS are the dominant donor programs in the water and wastewater capacity and operations building efforts. Other donors have much smaller programs or focus on infrastructure programs.

Meeting with Donor or GOL Official	Date	Attendees	Brief Synopsis of Meeting
Meeting with GTZ	October 4, 2010	Sam Coxson, Jimmy Zammar, Manfred Scheu, Nabil Chemaly, Younes Hassib (GTZ)	Coordination meeting for the purpose of discussing LWWSS's year-two work plan, and coordinating current and future activities.
3 <sup>rd</sup> Beirut Water Week Conference	October 25 and 26, 2010	MOEW, members of donor organizations, IFIs, NGOs, academia.	Annual event covering water resources management, transboundary water issues, hydrodiplomacy, IWRM and other key issues on the local and regional water agenda.
UNDP- ELARD's business plan for combating pollution at the Qaraoun Lake.	October 28, 2010	Jimmy Zammar (DAI), Elias Hasbini (DAI), Hanadi Musharrafieh (ELARD)	Discussion as part of ELARD's consultation of stakeholders on their respective activities relating to water and sanitation around the Litani River Basin.
Litani River Basin Management Support Workshop	November 1, 2010	USAID, LRBMS, LWWSS, MOEW, BKWE, AUB, GTZ, UNICEF, EU, and other stakeholders.	Discussion and presentation of LRBMS' year two work plan, achievements to date, and challenges and opportunity for Litani River Authority reform, River Basin Management, and Upper Litani pollution.
Abdo Tayar	November 15	Sam Coxson and Jimmy Zammar	Brief progress report on the project, some discussion of the NWSS, coordination with GTZ
Mission	December 1, 2010	LWWSS Staff, Mission Director Barnhard, Economic Development Director, Mark Wilt and COTR Sana Saliba	The meeting provided the MD, EG and COTR an update of the LWWSS program and year-two work plan
Kirbi Devi, EIB	December 2, 2010	Sam Coxson, Kirbi	Discussed development alternatives in the tax free zone of Tripoli and the relation that water and sanitation may have with those plans
Technical Implementers Group Meeting	December 3, 2010	Representatives of many of the projects being implemented by donors	Discussion of the NWSS, program implementation issues and problems, wastewater tariff and implementation of the tariff, some discussion of a service agreement between the WE's and

			municipalities.
CAS Meeting	December 8, 2010	Jimmy Zammar, Nada Akl, Bassem Ghayda and Dr. Maral Tutelian	Discussed possibility of using CAS to carry out the customer survey in the geographical areas
Safage Project Closeout Workshop	December 10, 2010	Sam Coxson, Jimmy Zammar, Nada Akl and Elias Hasbini	Conclusion of the French program.
Donor's Coordination Meeting	December 14, 2010		Presentation of the Final Draft of the NWSS, Discussion of UNICEF role in emergency water service (humanitarian service), reports from other donors on current activities.
EIB	December 22, 2010	George Akl, Eleni Gerakari, and Fadi Doumani	Discussion of wastewater treatment and financing in the BMLWE, feasibility of service agreements between WEs and municipalities.
MOEW	December 27, 2010	All donors involved with water and wastewater	Roll-out of the National Water Sector Strategy

### 3. COMPONENT PROGRESS TO DATE

#### Administrative Items:

#### Work Plan, Procurement and Training Plan Amendment

As LWWSS proceeded through the quarter, changes became necessary to the work, procurement and training plans. Some of the changes were the result of the MOEW minister's new policies and pressure on the WEs to improve performance. In order to support the WEs, LWWSS needed to adapt or amend items in the work, procurement and training plans. While this is a necessary flexibility in the program, it also slows some progress since time and resources (particularly the due diligence checking needed on procurement and training) are expended and then changed. One example is the Minister's policy emphasis on consumption metering. While LWWSS supports consumption metering as a fundamental step in (1) reducing non-revenue water and (2) potential improvement in revenue collection and customer relations, the process requires that LWWSS determine that the consumption metering activity is sustainable at the WE level. That is, do the WEs have trained meter teams that could oversee meter installation, meter reading and meter repair or meter replacement. LWWSS is in the process of evaluating the commitment of the NLWE in establishing and maintaining a meter team or teams prior to commitment to procuring 30,000 residential consumption meters.



## **Component One: Initial Assessment Report and High Priority Intervention Plan**

LWWSS completed and submitted the Initial Assessment Report (IAR) and the High Priority Intervention Plan by the end of the first quarter of the program (Due Date: December 31, 2009). Both deliverables were approved by USAID and incorporated into the year-one work plan.

## **Component Two: Strengthened Capacity for Managerial, Technical and Operational Efficiency**

### ***Pump Station Operations and Maintenance Training***

The pump station operations and maintenance training in BWE in Zahle went better than expected. Participants were interested and proactive in learning more about the theory and practical aspects of proper pump station operations and maintenance. A second group of nine pump station operator training will be carried out in Baalbek in the second quarter of year two. LWWSS has interviewed and selected prospective participants and submitted the names to the BWE Director General for inclusion in the letter of commitment between LWWSS and the WE.

### ***Geographical Area Analysis and Action Plan Completed***

Although LWWSS had originally planned to work with only one geographical area, Jezzine in the SLWE, the director general of BWE requested that the program be extended to BWE and cover part of the Zahle branch of the WE. LWWSS, with COTR approval included the Zahle geographical area (GA) in its work planning. LWWSS staff, engineering, finance and customer relations completed their analysis of the two GAs in the previous quarter but needed to further refine the action plans for both based on additional information gathered. The GA is viewed as a microcosm of the WE and administrative or organizational changes in these form a model for the rest of the WE once they have been implemented and proven sustainable and successful.

During the fifth quarter LWWSS continued to refine the work plan for the geographical area with the respective DGs, (Zahle in the BWE and Jezzine in the SLWE) and began implementing the action plan. In the SLWE GA, LWWSS staff worked with SLWE staff in planning a youth outreach program for schools, starting with the lower grades. A similar outreach program was planned with the BWE communication staff. In addition to the outreach programs in both GAs, LWWSS staff met with the BWE director general to plan the establishment of a customer relations department along with the establishment of a customer service center for Zahle.

LWWSS carried out further implementation of the Jezzine and Zahle GA action plans in site pump station visitation, inventorying the data to develop specifications for the procurement of source water meters. This activity is part of a larger effort to inventory and prepare procurement documents for water source metering for the whole WE.

LWWSS staff worked with both SLWE and BWE financial management action plan implementation. The work in the BWE is more extensive since it is part of an ongoing financial accounting system (FAS) upgrade for the whole WE that will include the GA as a pilot roll-out for the system for the five other branches. In the SLWE GA, LWWSS is not working with an

upgrade of the FAS, but will integrate the Jezzine branch more closely with the headquarters office in Saida.

### ***SLWE Pump Station Survey***

During the fifth quarter, LWWSS advertised for and selected a service provider to carry out the extensive SLWE pump station survey. ACE Engineering was selected to carry out the year-long extensive data gathering and operations and asset evaluation program.

This program was one of the highest priorities for the SLWE Director General because he views it essential for his NRW program, for his asset replacement program and for optimizing the pump station operations within the WE.

## **Component Three: Increased Financial and Commercial Viability and Operational Efficiency**

### ***SLWE Business Plan Update Work Continued***

USAID fostered the development of business planning during the LWPP program and supports the further refinement and periodic updating of the plans (first done in the SLWE and NLWE). LWWSS has continued this effort in BMLWE, and has collaborated with GTZ on the NLWE business plan update. GTZ has committed to development of the BWE business plan. Both GTZ and LWWSS have utilized the same service provider, ValuAdd, to provide the technical assistance. This decision has provided not only continuity, (ValuAdd was involved in the first business plan development) but also hand-on and detailed knowledge of WE senior management and operations that further strengthens the business plan.

A recent and new feature of the business plan is the completion of the MOEW's National Water Sector Strategy, which the business plan is expected to address and meet specific sections of the NWSS. LWWSS is committed to ensuring that the business plans produced are instrumental in WE meeting of the NWSS.

### ***Financial and IT Systems Assessment Implementation for BMLWE***

Following the completion of the MIS (financial, IT and customer service) Assessment by DAI subcontractor, Cardno, and LWWSS staff, LWWSS began the implementation phase of the assessment. In order to continue the technical assistance, LWWSS conducted meetings with the BMLWE Director General and staff, to further refine the work to be done along with the timing of events. This work will have several milestones such as the letter of commitment, engagement of the DAI.

LWWSS, in discussion with the BMLWE Director General and staff, identified the need for Lebanon's largest water and wastewater utility to replace its fragmented management information system and to recommend to the Director General specific steps in implementing the replacement. The financial accounting system, the customer care and billing system and the computerized maintenance management systems were agreed to be the priority areas of the MIS that would be addressed first. In addition to the more in-depth analysis conducted by

DAI's subcontractor, LWWSS staff identified policies and administrative procedures that need to be changed to help accommodate the information system reform to ensure that mid-level and senior management receive all the appropriate information for timely decision making.

### ***BWE Preliminary Financial Management Assessment Conducted***

Similar to the BMLWE preliminary assessment, DAI staff made several trips to the Beka'a Valley Water Establishment to review the WE's financial procedures, level of accounting, reporting practices, and use of IT to facilitate the financial accounting process. This preliminary report formed the basis of discussing the year-two work plan (starting in October, 2010) and of prioritizing training for the upcoming work year. Accounting training and correct use of the chart of accounts as well as computer data entry were identified as early and essential training needed. LWWSS will formalize this work with the BKWE Director General in a letter of understanding.

### **Study Tours and Conferences**

During December, LWWSS sponsored three persons to attend the Arab Countries Water Association Conference in Amman, Jordan. Two finance directors, one from SLWE and one from NLWE and the director general of SLWE attended. Following the conference, the attendees provided a brief report on how they intend to apply the information and knowledge gained in conference attendance.



ACUA Cost Recovery Conference-Amman, Jordan

## **Component Four: Increased Capacity in Capital Investment Planning and Project Management**

### ***SLWE Capital Planning Training***

Capital planning and capital planning training for the SLWE is incorporated into the business plan update process. The process of updating the business plan and capital planning provides training to the senior management team appointed by the WE director general. The

capital plans developed in the iterative training process is then reviewed and adopted by the Board of Directors of the WE. Therefore, the process incorporates training (building capacity) and actually producing the capital investment plan.

## **Component Five: Provision of Technical Equipment to Improve Water Establishment Performance**

### ***Jeita Pump Station Upgrade Engineering***

DAI subcontractor CDM short-term engineering experts continued the engineering work by developing drawings, and bid specifications for the pumps, motors and electrical system that controls them. CDM also developed drawings and specifications for the Jeita pump station sand removal unit for BMLWE to bid and construct. During the next quarter, LWWSS will conduct the bidding process for the pumps, motors and electrical equipment.

### ***UNICEF Chlorination Systems Installation***

LWWSS has carried out the bidding for pump station chlorination unit installation of the 20 UNICEF procured systems. The chlorination unit installation contractor Sanabel will also provide training to the pump station operators on the operation and maintenance of the specific chlorination equipment installed. Additionally, the installation contractor will provide periodic maintenance review and remedial training of those operators that need it as well as provide the chlorine gas for a one-year training cycle. The installation and training will be completed during the next two quarters.



BWE Chlorination Station to be Upgraded

The picture to the left is an example of a non-working chlorination station in the BWE. Notice the chlorine regulator that has fallen to the floor and the lack of cleanliness of the chlorination station. LWWSS will install a new chlorination system with safety equipment in this space. The chlorination systems, when installed, will provide safer water to approximately 30,000 people.

## **Component Six: Implementation of Small- and Medium-Scale Projects to Improve Operations and Services**

There are no small- to medium-scale capital construction projects planned for year two. As stated in the fourth quarterly report, the highest intervention priorities of the directors general of the four water establishments are procurement of equipment such as pumps, motors, electrical

controls, and meters (for measuring production at the wells or consumption meters to measure customer consumption). LWWSS plans to install the production meters but will agree to procure the consumption meters if the receiving WE has established a metering team and has a plan for meter installation, reading and maintenance or replacement of the meters.

## **Component Seven: Improved Customer Service and Customer Relations**

### ***BWE Customer Service Center for Zahle***

During the fifth quarter, LWWSS discussed with the BWE Director General, Maroun Msallem, the establishment of a customer service center in a water establishment-owned space in the center of Zahle. Currently customers have to go to the edge of town where the WE headquarters building is located to pay their water bills. Not only would the more centralized location make it more convenient for the customer to pay, but the space could also be used as a training center (a training room as part of the whole center). Thus the renovated space would serve as a customer service branch as well as the WE's western training center. The discussion (negotiation) also entails the obligation of the DG to hire four people to man the service center, two finance office representatives and two customer service representatives. The DG further agreed to budget for the office operations, making the whole process more sustainable.

In reality, with a collection rate of 18 percent of billed customers, the customer service center along with a renewed effort in collections, is something that had not been done over the last several years because the WE did not have a DG that was permanent.<sup>1</sup> The appointment of a director general who would be full-time in the position and from the region has made a great difference in the leadership of the WE. This new DG, with pressure from the Minister of MOEW, has identified revenue collection as one of his highest priorities. The timing and effort to establish a customer service branch in the center of Zahle fits this new mandate very well.

### ***BWE Water Conservation Outreach***

Concurrent to the discussion and commitment to establish a customer service center in Zahle, LWWSS staff have been working with the WE customer and public relations staff to provide a water conservation campaign starting with grade school youth. During this quarter, the materials for the outreach, a booklet of activities and a calendar for the classroom were developed and printed. LWWSS is currently applying to the Ministry of Education for permission to present the program in public schools during the next quarter. However, LWWSS has been able to work with the numerous private schools in BWE. Permission and review of the material by the private school staff have taken place and presentations will begin in January, 2011.

---

<sup>1</sup> Technically there are no permanently appointed directors general of the four water establishments. Each director general position must be appointed on a political basis that recognizes the dominant political part of the area that the WE serves. Since the 2008 Israeli war, no permanent positions for the WEs have been appointed, leaving the current incumbents as semi-permanent office holders. However, in the Beka'a the appointment of a person as semi-permanent did not happen. The MOEW appointed one of its existing DGs to hold the position, thereby giving the person a second job and one which would inevitably not be as effective as could otherwise be.

## ***BMLWE Customer Service Operations***

As a follow up to the customer service operations analysis, LWWSS is working closely with the BMLWE Director General and staff to establish a customer service guidebook for customer service employees, a hotline for line breaks and other emergencies and integration of the nine branch offices. This activity will have several milestones such as:

- Establishment of a customer hotline
- Customer service guidebook
- Customer service training
- Customer outreach programs (e.g., water conservation, storage tank guide)

The customer service technical assistance is envisioned to be a part of the broader financial accounting system (FAS) upgrade where a customer relations management (CRM) software component will enable integration of the FAS and CRM systems for more efficient and effective operations.



## 4. CONTRACT DELIVERABLES

- Quarterly Report October—December, 2010
- Year-Two Work Plan Revisions

Based on discussion with the COTR and WE Directors General, the work plan, training plan and procurement plan were changed to clarify support and activities. It is understood that the work, procurement and training plans are subject to change even after adoption in order to (1) provide LWWSS with maximum flexibility and (2) provide LWWSS with the ability to be responsive to its water establishment and ministry counterparts.

## 5. CHALLENGES, PROBLEMS, ISSUES

### *Capacity Building*

LWWSS has encountered difficulty and delays in confirming training candidates, especially in critical areas such as financial operations and pump station operations. One problem is that many employees are contract employees of a subcontractor to the WE and not a full-time regular employee. Selecting only full-time employees is the correct approach but finding employees that can be allowed to miss work for even short periods of time makes the search more difficult and time consuming. In some cases, the personal contract employee may be trained if they have been in the position for a long period and has a good chance of being nominated to the full-time position.

LWWSS is mitigating this challenge by extending the time frames for training and training smaller classes, resulting in less work flow disruption while accomplishing the training for targeted WE employees.

### *Due Diligence*

An aspect of the lack of data and staff capacity is that the WE may list an activity or high priority equipment purchase need but not have any of the information supporting that decision. For example, while a WE may request pump station rehabilitation with new pumps and motors to reach the water flow capacity of the source, he may have no specifications for the requested equipment. LWWSS must review the feasibility of the request, make amendments with the concurrence of the WE, and then proceed with the development of specifications, bidding, approvals and then procurement process.<sup>2</sup>

---

<sup>2</sup> Approvals include USAID approval by the COTR and CO, and DAI approval to procure as well as IRM office approval if computer equipment or software are included in the procurement.



LWWSS is mitigating this aspect of the project by planning long lead times, sometimes as much as a year or more for the procurement process when the procurement process warrants it.

## 6. Major Activities Planned for Next Quarter

1. Continuation of engineering review and due diligence for procurement of pumps and motors for BMLWE's Jeita Pump Station
2. LWWSS assistance to the MOEW National Water Sector Strategy by assisting the WEs in building capacity and addressing broad areas of the Strategy such as the non-revenue reduction effort of source water metering
3. Continuation of training for pump station operations and maintenance in BWE and then NLWE
4. Continuation of training for financial management and computer data entry completed for BMLWE (level one training)
5. Continuation of the outreach program in NLWE, BMLWE and BWE
6. FAS system upgrade for BMLWE started (the first of several milestones for this activity)
7. UNICEF procured chlorination systems installed in 20 pump stations
8. Pump station survey for SLWE started
9. Water quality testing plan for BWE started (consultant will develop the testing plan with BWE staff and train the staff on the plan implementation). This activity is anticipated to have two milestones. The first is the development of the water quality testing plan and staff committed by the BWE. The second is the procurement of equipment to meet the water quality testing plan requirements.
10. Customer service training and technical assistance continued in BWE
11. Customer service training and technical assistance continued in BMLWE
12. Public outreach technical assistance continued in BWE

## **7. PERFORMANCE MANAGEMENT PLAN (PMP) REPORTING**

LWWSS will report on program performance in the second and fourth quarters of the program year. Second quarter performance reporting will be preliminary and not have the benefit of the full year's results. However, the second quarter for some of the performance criteria will provide an indication of direction and rate of progress of the project.

