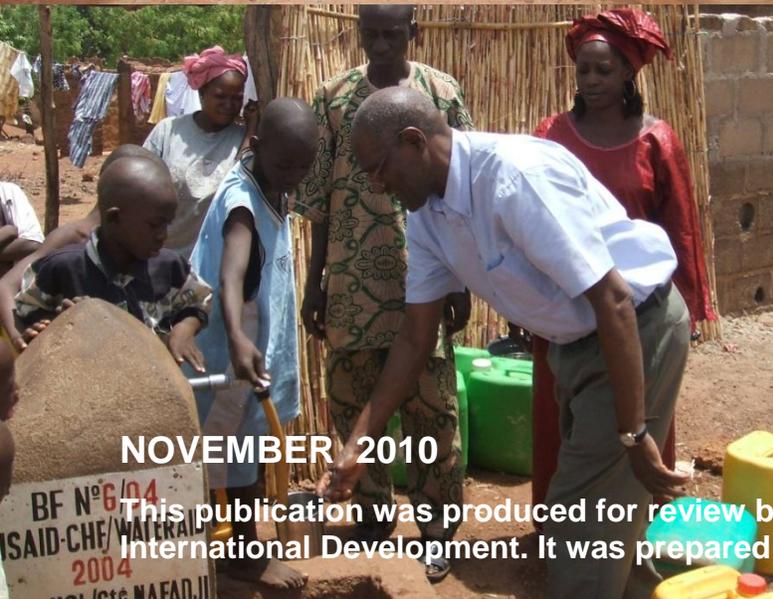




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# SUSTAINABLE WATER AND SANITATION IN AFRICA (SUWASA)

## YEAR 2 PROJECT WORK PLAN



**NOVEMBER 2010**

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## **DISCLAIMER**

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.



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# ACRONYMS AND ABBREVIATIONS

ADS	Automated Directives System
AFUR	African Forum for Utility Regulators
AfWA	Africa Water Association
AIDAR	USAID Acquisition Regulation
AMCOW	Africa Ministerial Conference on Water
AWOP	African Water Operators Partnership
CBO	Community-Based Organization
CFR	Code of Federal Regulations
COP	Chief of Party
COTR	Contracting Officer’s Technical Representative
DCOP	Deputy Chief of Party
DIG	Development Innovations Group
EA	Environmental Assessment
EGAT	Bureau of Economic Growth, Agriculture and Trade
FACTS	Foreign Assistance Coordination and Tracking System (includes processes and indicators used to measure project performance)
FAR	Federal Acquisition Regulations
IEE	Initial Environmental Examination
IM	Initiative Manager
IP3	Institute of Public-Private Partnerships
M&E	Monitoring and Evaluation
MIS	Management Information System
MOU	Memorandum of Understanding
NEPAD	New Partnership for Africa’s Development
NGO	Nongovernmental Organization

NWSC	National Water and Sewerage Corporation (Uganda)
PMP	Performance Monitoring Plan
PPIAF	Public-Private Infrastructure Advisory Facility
RWP	Reform Work Plan
SIP	Small Investment Program
SDE	Senegalaise des Eaux
SOW	Statement of Work
STA/M	Senior Technical Advisor/Manager
STTA	Short-Term Technical Assistance
SUWASA	Sustainable Water and Sanitation in Africa
TA	Technical Assistance
USAID	United States Agency for International Development
WSP	Water and Sanitation Program
WSS	Water Supply and Sanitation

# PREFACE

Sustainable Water and Sanitation in Africa (SUWASA) is a four-year initiative managed by the Bureau of Economic Growth, Agriculture and Trade (EGAT) with technical direction and substantial involvement from the Africa Bureau, Office of Sustainable Development of the US Agency for International Development (USAID), Washington, DC. SUWASA seeks to identify, promote, and transfer good practices in water utility reform and governance within sub-Saharan Africa to improve and expand the delivery of water and sanitation services throughout the region. Tetra Tech ARD is implementing SUWASA, in association with a consortium of US, international, and African organizations, herein referred to as the Tetra Tech ARD Team.

This work plan presents the implementation strategy, milestones, benchmarks, activities, and tasks which the project will complete toward addressing the Scope of Work outlined in USAID Contract No. EPP-I-04-00019. It covers the 12-month project period beginning October 01, 2010 through September 30, 2011.



# 1.0 INTRODUCTION

This Annual Work Plan, outlining our planning for SUWASA operations during Year 2 of the contract, has been developed based on Tetra Tech ARD's experience gained with the SUWASA start-up process, the identification, design and approval processes for the first six SUWASA reform initiatives, continuous and close interactions with the Contracting Officer's Technical Representative (COTR) and his Washington-based team consisting of members of the Africa Water Team. It also reflects a generally evolved understanding of the specific opportunities for SUWASA to maximize benefits and impacts by implementing and promoting targeted, relevant and replicable best practice reforms in the water and sanitation sector of sub-Saharan Africa.

By design, SUWASA is an exceptional program for a number of reasons. First, while the programmatic framework provided in the Statement of Work (SOW) is well laid-out in terms of objectives, task areas and available resources, the particular challenge for both the USAID and the Tetra Tech ARD Team was (and continues to be) to develop and implement an efficient framework for identifying and developing specific reform initiatives, predominantly technical assistance projects, expected to offer a high level of certainty to catalyze significant change towards a region-wide adoption of sustainable policies in water and sanitation service delivery. By and large, we feel that the SUWASA team, with the continued assistance and guidance of USAID, has developed a fairly robust and effective framework for identifying and developing reform initiatives in line with USAID and SUWASA policy objectives. In our planning for the next period, we have introduced a number of suggestions of for streamlining and optimizing this approach.

Second, SUWASA is exceptional in its approach to proactively reaching out to relevant key organizations, donors and institutions and in systematically seeking strategic partnerships and collaborative arrangements in developing and implementing sustainable reform approaches. Thus far, our experience in developing such partnerships is encouraging and SUWASA is increasingly embedded in and working with a robust and wide-ranging network of WSS organizations that embraces civil society organizations, donors, and professional or sector-related associations.

Collaborative arrangements encompass both multi-faceted strategic partnerships and cooperation in concrete reform projects and initiatives. Already most of our SUWASA first round projects are built on collaborative arrangements with such partners, for example in Ethiopia (World Bank), Kenya (UN-Habitat, Local Microfinance Institutions), Uganda (Local Banks, World Bank/GPOBA, SIDA and other bilateral donors). We intend to further expand on this approach with future SUWASA initiatives.

Finally, SUWASA is exceptional in the interest it has attracted among USAID Africa Missions. In a number of countries it is being appreciated as a welcome additional resource for supporting USAID country sector strategies. It is our intention to continue to intensify our efforts in coordinating and aligning future activities with specific Mission objectives.

# 2.0 PROPOSED WORK PLAN, TASKS AND ACTIVITIES

This section presents Tetra Tech ARD's proposed work plan for the second year of SUWASA, October 01, 2010 to September 30, 2011. The plan builds on the six tasks defined in the project SOW, with activities, deliverables, and schedules provided for key project milestones, while incorporating our experience in implementing each of the task areas during the first project year. Thus, this work plan presents an updated and more tailored framework for SUWASA's activities and deliverables, as agreed with USAID during the first contract year. While the changes introduced to the structure of the work plan are minor and do not constitute any material changes or omissions from the SUWASA SOW, the suggested changes attempt to more accurately map the scope of task areas and activities in a clear, transparent and condensed structure.

## 2.1 TASK 1: PROJECT IDENTIFICATION

### 2.1.1 SOW REQUIREMENTS

The SOW called for Tetra Tech ARD to organize three regional training sessions to: (1) introduce potential partners to the types of reforms and approaches that are being successfully applied in sub Saharan Africa, (2) explain the objective and general approach of the SUWASA activity, and (3) identify initial partners and projects. The attendees were to include senior managers from reforming utilities in the priority countries, representatives from associations such as the African Water Operators Partnership (AWOP), regulators, central and/or local government officials, USAID mission staff, donors working in the water sector, and other potential partners. The three sessions were to be completed within the first six months of contract award.

We propose changing the title of Task 1 from "Training/Socialization" to "Project Identification", with a view to subsume all activities related to the identification, assessment and selection of SUWASA reform projects under this heading. We propose to address specific training and socialization activities under Task 6, formerly "Showcase Results", under the new title "Promote Best Practice Reforms". We believe this better describes USAID's evolved vision of a broader, multi-faceted and continuous communication and outreach program designed to a) advance and disseminate lessons learned from SUWASA reform initiatives, b) gather, process and present best practice approaches from USAID, SUWASA partner organizations and key sector players, and c) advocate such reform approaches by means of networking, participation in professional debates and relevant discussion forums, SUWASA's web presence and continuous communication activities, as well through the development and provision of tailored training material and activities.

## 2.1.2 TASK APPROACH

At USAID’s request, during the initial period of project implementation, the Tetra Tech ARD Team evaluated alternatives to streamlining the process defined in the SOW, particularly to reduce the time and resources required to convene the three regional workshops. USAID agreed to a proposed alternative approach, which aimed at achieving the same quality of outcomes as the process outlined in the SOW, in a more cost-effective and efficient manner. The main difference between the proposed approach and the one provided in the SOW was that the Tetra Tech ARD Team would solicit inputs from key regional organizations and water and sanitation experts by engaging them in one-on-one and focus group discussions rather than attempting to develop a program agenda in the kinds of large group settings that would be afforded by the regional workshops.

In consultation with USAID, Tetra Tech ARD developed and refined an approach to identifying, assessing, evaluating, and, once selected, developing SUWASA reform projects which proved to be appropriate and effective when put to the test for SUWASA’s first round projects. We propose following the same approach in identifying and selecting future SUWASA reform projects. Given the complex nature of policy reform projects in the WSS sector and considering SUWASA’s objective of soliciting cooperative arrangements and partnerships with other donor programs and government initiatives across sub-Saharan Africa, we will continue to reach out directly to experts and organizations involved in water and sanitation improvement in order to identify and discuss reform initiatives likely to meet SUWASA priorities, building on the relationships we have built during the first year of SUWASA implementation (Table 2.1 below).

**TABLE 2.1. REGIONAL AND INTERNATIONAL ORGANIZATIONS INCLUDED IN CONSULTATIONS<sup>1</sup>**

<b><i>Donor Community</i></b>
• World Bank/WSP
• World Bank/PPIAF
• World Bank/Water Sector Board Programs
• African Development Bank/Africa Water Facility (AfDB/AWF)
• UN-Habitat (Water and Sanitation Trust Fund)
• Bilateral Donors (including DFID, GTZ, etc.)
<b><i>Regional Organizations</i></b>
• Africa Water Operators Partnership (AWOP)
• International Water Association-East & Central Africa (IWA-ESAR)
• Africa Water Association (AfWA)
• Africa Ministerial Conference on Water (AMCOW)
• African Forum for Utility Regulators (AFUR)
• Network for Water and Sanitation (NETWAS) International,
• African Network for Water and Sanitation (ANEW)
• Water and Sanitation for the Urban Poor (WSUP)
• NEPAD Business Foundation

<sup>1</sup> This is not intended to be an exhaustive list, but rather to be representative of key SUWASA partners. In the meantime, the Tetra Tech ARD Team has reached out to additional prospective partners.

SUWASA enjoys sound and robust working relationships with all of the above listed organizations – and in some cases, e.g. with WSP, UN-Habitat, PPIAF, AWOP, and ANEW, collaborative arrangements include cooperation on jointly developed reform projects or even broader, more strategic forms of partnership. What had started as a SUWASA consultation initiative with the immediate objective of identifying suitable reform projects has begun to develop into a more comprehensive partnership approach which has established SUWASA itself as one of the key players for WSS reforms in sub-Saharan Africa. SUWASA is regularly consulting with the Water and Sanitation Trust Fund of UN-Habitat, both on general program development, as well as on concrete jointly implemented initiatives. For example, representatives of UN-Habitat participated in SUWASA’s first Project Selection Meeting of April 2010, and, in turn, SUWASA attended the Trust Fund’s 5<sup>th</sup> Advisory Board Meeting in March 2010. Concrete cooperation on reform projects includes the Kenya microfinance project and a proposed project for stimulating commercial finance for infrastructure expansion of Kenyan utilities, currently under development. The latter project is anticipated to involve cooperation with AfDB, IFC and the World Bank’s Water and Sanitation Program (WSP) as well. As with UN-Habitat, SUWASA is maintaining a close consultation process with WSP, PPIAF, AWOP and WSUP, which include regular updates on each other’s activities, exchange of views, meetings on project opportunities, as well as support to each other’s activities.

The initial consultation process, undertaken in January and February 2010 and involving almost 50 individual contacts, resulted in a master list of 32 potential reform projects. In consultation with USAID, the SUWASA team developed a shortlist of 11 candidate projects, perceived to be most responsive to SUWASA’s Project Selection Criteria and policy objectives. We then identified individuals on our staff and in our consortium to conduct detailed in-country due diligence assessments of each shortlisted project. The due diligence process for each proposed candidate project encompassed short field trips of typically five business days and resulted in concise 10 to 15-page due diligence reports<sup>2</sup>, describing the particular initiative and assessing the project’s compatibility with SUWASA objectives. The due diligence reports then formed the basis for a project selection meeting.

The first SUWASA project selection meeting was held on April 29 and 30, 2010 in Nairobi and was comprised of members of the USAID Africa Water Team, including the SUWASA COTR, the SUWASA COP, the (at that time designated) SUWASA DCOP, and selected WSS experts representing the UN-Habitat Water and Sanitation Trust Fund, the World Bank Water and Sanitation Program (WSP), and the European Investment Bank. The projects were presented via video conference by Tetra Tech ARD (and for two projects, DIG) technical staff who were involved in due diligence missions in the various countries. Projects that scored high on the two-tier set of SUWASA selection criteria were referred back to Tetra Tech ARD for development of individual Reform Work Plans (RWPs).

This concept of the project selection meeting was largely regarded as a success, since it allowed interactions between the evaluation panel and the team members involved in the due diligence process. The meeting was also effective because the panel was comprised of highly experienced experts who could contribute to the discussions by making use of a vast fund of accumulated knowledge on WSS reforms in Africa.

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<sup>2</sup> A total of 8 due diligence reports were produced and reviewed at a project selection meeting. The initial number of 11 proposed projects was reduced to 8 in the course of the due diligence process, predominantly by merging some of the projects.

We propose applying the same approach for selecting further SUWASA reform projects, as outlined below.

- **Develop a short list of proposals for second round SUWASA reform projects.**

The Tetra Tech ARD Team will continue conducting technical one-on-one discussions and focus groups with internationally recognized experts on water and sanitation in Africa, and representatives from the international and bilateral donor and consulting community to seek their suggestions for potential SUWASA partners and initiatives. In fact, we began this consultative process during the last quarter of SUWASA project Year 1. A key output of these consultations will be a “short list” of 8 to 12 candidate initiatives and partners consisting of candidates that are vetted adequately for priority ranking. As for the first round SUWASA initiatives, Tetra Tech ARD proposes to conduct the consultations in two phases:

*Phase 1: Consultations with senior international experts and managers of regional and international organizations to identify SUWASA engagement opportunities.* In this phase, the Tetra Tech ARD Team will continue discussing promising initiative ideas with selected experts and organizations active in WSS reforms in sub-Saharan Africa to: gain their perspectives on water and sanitation priority needs that fit well with SUWASA tools and objectives; identify reforms that they believe would fit well with SUWASA project criteria; and identify contacts for consultations among the project proponents, including governments, proponents, donors, and other key stakeholders. It is important to note that these consultations are a continuous and ongoing process and forms part of SUWASA’s dialogue and networking activities with key individuals and organizations in the sector. These consultations are important not only for generating reform projects for implementation through SUWASA, but also for making SUWASA’s voice heard in ongoing reform debates at various levels, among governments, donors, professional sector associations and practitioners.

Based on these consultations, we will submit a list of approximately 10 projects to USAID that we recommend for technical vetting (Phase 2). Our experience during the first year of SUWASA operations suggests that it would be advisable to maintain some room for flexibility for candidate projects to be included at a later stage than the proposed completion date of December 15, 2010. The process of identifying project opportunities cannot be completely controlled by Tetra Tech ARD and it could be unwise to insist on an overly rigid deadline for inclusion of projects.

*Phase 2: Due diligence of short listed candidate projects.* Upon approval by USAID, we will consult with USAID Missions, technical managers with donors, government sponsors, and other stakeholders who are directly involved in activities relevant to each of the reform initiatives on the short list developed in the Phase 1 consultations. Typically, a due diligence assignment will be carried out in the country of the proposed initiative, with a view to assess: 1) the current status of the reform process and how the SUWASA initiative could add value; 2) current sources of funding and other support for the initiative, particularly Mission and other donor support; 3) interest of all parties to the initiative in SUWASA engagement; and 4) types of SUWASA interventions that could provide maximum benefit and leverage of all parties. The output of these due diligence assignments will be concise (10 to 15-page) reports, which clearly define the proposed projects, describe the overall institutional and regulatory framework in which the project would be operating, outline proposed activities, resources and expected results for each initiative, and – to the extent this can be accomplished at this early stage – identify possible project partner’s contributions and/or Mission buy-ins.

We will place priority on Mission coordination, and will consult with the USAID COTR prior to initiating Mission communications. We will solicit Mission engagement during our in-country consultations and will keep the designated Mission contact fully informed of our consultations and the progress in the due diligence process.

***Deliverable/Completion Date:*** Phase 1 recommendation for a short list of candidate projects to be vetted: December 15, 2010.

***Deliverable/Completion Date:*** Phase 2 due diligence reports for short listed project proposals: February 28, 2011.

- **Convene 2<sup>nd</sup> SUWASA Project-Selection Meeting.**

Tetra Tech ARD will convene a two-day meeting in Nairobi for the SUWASA team and selected partners to review the due diligence reports of candidate projects, and to rank the proposed projects in accordance with the SUWASA Project Selection Criteria. We will take into account our previous experience of the first project selection meeting of April 2010, and, for example, try to optimize the timing of the meeting schedule. At the April meeting, eight candidate projects were presented and evaluated (the initial number of 11 candidate projects was reduced by merging some of the initial project ideas during the due diligence process), and given the fact that the timing of the presentations via video was affected by the time difference between the U.S. and Kenya, the panel barely managed to discuss and evaluate all projects within the time available. We would therefore advise not to discuss more than eight projects at the Project Selection Meeting.

Furthermore, we propose to again invite a number of independent third party WSS experts to assist in the discussion and evaluation of projects. This would help to a) discuss the proposed projects from a variety of different perspectives and b) encourage impartiality in the evaluation process. The relatively small panel encourages in-depth technical discussions. Finally, we believe it is important to encourage relevant USAID Missions participating in the Project Selection Meeting – something we had tried in April 2010, unfortunately, with no success.

***Deliverable/Completion Dates:*** Project Selection Meeting convened in Nairobi: Week of March 28, 2011. Minutes of meeting/report, including the results of the project ranking; analysis of comments on the ranking process; and projects referred for RWP development: April 11, 2011.

- **Identify and select candidates for further SUWASA projects.**

As mentioned above, we believe that the process of identifying further project candidates for possible inclusion in the SUWASA portfolio is an ongoing task for the Tetra Tech ARD Team. We recognize the importance of developing a full suite of at least 12 SUWASA projects, and we will continually seek out additional candidate projects for further project rounds. However, we have to be mindful that the number of selected second round projects will have an impact on how soon SUWASA can be prepared for another Project Selection Meeting. Six first round projects were selected for work plan development over the summer months 2010, instead of three to four as initially planned. Through unexpectedly high Mission buy-ins, those selected projects had a total budget of approximately US\$ 13.5m, instead of approximately US\$ 3m as planned. Therefore, Tetra Tech ARD had to allocate significant resources for work plan development and, subsequently, to start-up activities. This has obviously slowed down the process for developing new candidate projects and, particularly, for preparing and implementing due diligence assignments for new candidate projects.

As SUWASA activities are being rolled out on the continent and the identification of new projects is being accomplished in parallel to starting up or implementing other projects in the field, the period of time granted for due diligence assignments may have to be stretched as well. In retrospect, we think that the short three to four week period for first round due diligence assignments was necessary to deliver on a critical number of vetted project proposals. The fact that eventually 6 out of 8 candidates were selected for implementation would suggest that this approach was satisfactory at that time. However, future project assessments should be stretched over a slightly longer period –without necessarily spending more resources. One of the lessons learned with the first round projects is that more attention should be given to thoroughly assessing the parameters of each project at the due diligence stage.

We think it is rather unlikely that SUWASA can host a third Project Selection Meeting within project Year 2. And while we do not want to rule out this possibility, we are reluctant to promise that a third round project selection process can be completed in this planning period.

## **2.2 TASK 2: REFORM WORK PLANS**

### **2.2.1 SOW REQUIREMENTS**

Under this task, Tetra Tech ARD will initiate the development of Reform Work Plans (RWPs) for the projects identified in Task 1 as second round projects. The RWP includes a description of the project, methodology of implementing the project and commitments of all parties over the period of the reform support activity. The RWP should cover a period of no more than 24 months. Each RWP will clearly delineate the assistance to be provided by SUWASA, including training, consulting services, and any resources intended for capital expenditures or commodities; and the responsibilities and commitment of the reforming partner, including the staff resources available to implement the reform activity. It will also clearly show any amount of local mission buy in. During the second year, Tetra Tech ARD will work closely with the relevant bilateral and/or regional USAID Mission throughout the project selection and implementation process to assure that the local Missions are supportive of the identified reform project, to keep the Mission informed of the RWP development and implementation, and to ensure that activities are complementary to Mission water and sanitation programs.

### **2.2.2 TASK APPROACH**

Based on the experience of the first round projects it is clear that requiring RWPs to be implemented over a period of no more than 24 months is not sufficient time for project completion in all cases, given the implementation complexities of the projects included in the SUWASA portfolio. Tetra Tech ARD recommended that the 24 month limitation be maintained as a program preference, but that projects of up to 36 months are considered on a case-by-case basis. In addition, Tetra Tech ARD recommended that the RWPs provide sufficient flexibility for SUWASA support to continue beyond 24 months, if required due to circumstances that were not anticipated when the RWP was negotiated.

Since the RWPs are the central agreements between SUWASA and the other project partners, it is critical that they be complete, clear, and readily amenable to effective monitoring and evaluation. It is especially important that the roles, responsibilities, and relationships among all parties be detailed. In some countries (e.g., Uganda), the Government requires signing of a Memorandum of Understanding (MOU) as one of the key elements of the project agreements.

### **Review the RWP template, providing all standard terms and conditions.**

The template for the development of the RWP was developed during Year 1. We propose to conduct a review of the RWP template to identify any improvements that may be required for second round projects. The RWP template provides for all standard terms and conditions that the Tetra Tech ARD Team believes are crucial to assuring effective project implementation, including:

- A detailed description of the initiative, divided into discrete tasks;
- Endorsement and commitment by the senior staff of each initiative partner –this is done through a letter;
- Provision for a monitoring and evaluation plan;
- Project milestones and implementation schedule;
- Environmental mitigation measures, as necessary, to ensure compliance with USAID environmental procedures (see Section 2.4 below). (This is only applicable in instances where the project will include procurement of goods or investment activities.)
- A management and staffing plan, including a detailed description of the roles and responsibilities of each initiative partner, and designation of the Initiative Manager (IM);
- Contributions to be provided by all parties to the RWP, including:
  - *SUWASA*: technical assistance (TA), small investment program (SIP), and/or provision of commodities;
  - *Implementing partner(s)*: in-kind contributions, access/use of facilities, direct funding;
  - *Third parties*: multilateral/bilateral donors, private parties, etc.; and/or
  - *USAID local Mission*: TA to reforms supported by missions, leveraging of TA provided by mission programs and contractors, and/or DCA credit enhancements, etc.;
- Detailed budget including the commitment of funds (counting in-kind contributions) by all initiative partners;
- Detailed description, budget, and timetable for small investment program and commodity procurements;
- Reporting requirements for all parties;
- Conditionalities; and
- Dispute resolution procedures.

***Deliverable/Completion Date:*** Revised RWP template; December 31, 2010.

### **Development of RWPs**

Immediately upon selection of the next round of projects, identified under the Task 1, we will enter into discussions with the SUWASA COTR, and with the relevant Missions as directed, to review the recommendations and propose next steps for negotiations of the RWPs. We will recommend members of the Tetra Tech ARD Team, including any consultants or outside advisers, to represent SUWASA in the negotiations. The purpose of the negotiations will be to identify areas of synergy with the local USAID Mission and to define clear roles and responsibilities of each party to the RWP. While the specific members of the team will depend on the nature of each reform, the Chief of Party (COP) will provide leadership and direction to the negotiations. The Deputy Chief of Party (DCOP) and the SUWASA Contract Specialist will support the COP in negotiating SIPs and commodity procurements that are components of RWPs. Upon approval of each project, our designated negotiating team will enter into detailed negotiations with the project proponents.

Throughout the negotiations, the COP will keep the SUWASA COTR apprised of progress, and will immediately report any unanticipated issues. When negotiations are concluded, the COP will finalize the RWP to which all parties have agreed. He will also provide a detailed budget to be supported by SUWASA, including all labor, travel, capital investments and commodities, and other direct costs; and an assessment of the budgetary uncertainties and risks associated with the project.

While acknowledging the immense experience of the consultants in the different technical areas, we propose that the development of the RWPs and budgets be entirely a responsibility of the SUWASA Team. One approach that will certainly be avoided is using an institution that will implement the project to design the RWP. This arrangement should not be encouraged as it has a higher vulnerability rate in the implementation phase. There should be no compromise on this condition.

***Deliverable/Completion Date:*** Up to 6 draft RWPs submitted to USAID by October 2011.

### **Negotiation of RWPs**

As each draft RWP is developed, the COP or his designee will review it with the implementing partner and the local USAID mission. The COP will then incorporate these comments into the finalized RWP. Once finalized, the COP will submit it to the SUWASA COTR for final review and approval. When approval of the RWP is granted, SUWASA will inform the implementation partner of this result. However, no communication will be made to the implementing partner (who in most instances would be a government Department) until the COTR has formally approved the COP to initiate such communication. Some countries may insist on signing a Memorandum of Understanding for the implementation of the project, while others may wish to have a public signing ceremony. SUWASA team members will make themselves available for such formalities. However, we will emphasize the need to begin the project in accordance with agreed-upon schedules in the RWP, and, as needed on a case-by-case basis, enter into an interim Memorandum of Understanding to enable the Tetra Tech ARD Team to begin work prior to formal public announcement. For example, the “first round” project in Uganda started implementation before formal signing of the Memorandum of Understanding.

***Deliverables/Completion Date:*** Two final RWPs signed by all parties, or MOUs signed authorizing SUWASA to begin work: July; 30, 2011.

### **Finalization of RWPs**

The Reform Work Plans for the projects that will be selected during the project selection meeting will be developed using the procedure and process of the first round projects. It is anticipated that a total of 6 projects will be identified and their RWPs developed during Year 2

All the key stakeholders will be consulted before the design of the project is finalized. We propose that instead of designing of all the RWPs at once, that this be staggered. The project selection meeting can still select 5 or 6 projects for further development of the work plans; however we propose that the development of the RWP should be to develop two projects at a time. This could then be followed with the next group until all the selected projects have had their RWPs developed.

***Deliverables/Completion Dates:*** Up to 6 draft RWPs submitted to USAID by October 2011.

## 2.3 TASK 3: TECHNICAL ASSISTANCE FOR REFORM ACTIVITIES

### 2.3.1 SOW REQUIREMENTS

The RWPs provide the specific terms of technical assistance to be provided by SUWASA, and the scope of work to be performed. Based on the individual RWP for each reform activity, Tetra Tech ARD will provide technical assistance and support to carry out the specific reforms defined in the RWP. In addition to providing direct technical assistance and training through short- and long-term advisers, Tetra Tech ARD may facilitate technical twinning partnerships and “internships” for technical staff as well as policymakers as a way to transfer knowledge and best practice. Tetra Tech ARD will work with AfWA, AWOP, and other regional associations to implement activities—this kind of best practice transfer program could be developed into a viable member service, thereby increasing the likelihood of sustaining the results of the SUWASA activity.

### 2.3.2 TASK APPROACH

Each RWP defines the specific areas of technical assistance and associated expertise required to provide effective SUWASA support. With the lead times that we are providing for RWP development and negotiation, the Tetra Tech ARD Team will be in a position to mobilize each initiative technical assistance team within a maximum of six weeks of RWP signing/authorization to proceed, as follows:

- **Organize and mobilize technical assistance teams**

The COP will select and assign team members based on the technical requirements in each RWP. He will draw from the Tetra Tech ARD Team subcontractors and resource organizations, but will not draw exclusively from this pool of talent. Rather, in staffing each team, the COP will reach out to national and international experts based on the specific technical needs of the project, including consultants recommended by other parties to the RWP. Each project team will include an in-country Initiative Manager, responsible for day-to-day management of the project staff and coordination with the technical staff of the other implementing partners and counterpart institutions. The Team Leader will report on a day-to-day basis to the SUWASA COP or his designee in the Nairobi project office, and will be responsible for assisting the COP in monitoring the project, coordinating with RWP partners and the USAID mission, assuring quality of performance, and monitoring compliance with schedule and budget in the RWP. For all projects, however, the COP has ultimate responsibility for performance of the project and the quality of all deliverables.

As a general rule, SUWASA will place priority on recruiting in-country personnel for the IM position, administrative personnel, and technical expertise. However, given the focus of SUWASA on promoting innovations in water and sanitation reform and finance, we will bring in international experts on a short-term technical assistance basis in appropriate points in each project, to assure that international best practices and experiences are integrated into the initiative.

***Deliverable/Completion Dates:*** Staffing plan developed, including contracts with all short-term and long-term consultants, and staff mobilized within a maximum of six weeks of RWP signing by project beneficiary. For “second round” projects, staff for all projects mobilized by April 2011 (while teams for Uganda and Kenya will be mobilized in November/December 2010, the South Sudan RWP can only be prepared in early 2011).

- **Implement technical assistance in accordance with the RWP**

Each RWP that is to be carried out by the SUWASA technical assistance team will provide the specific technical assistance, deliverables, and schedules for the project. The DCOP will be responsible for day-to-day oversight of the work performed, to assure that all requirements of the RWP are met. He will immediately flag problems and work with the COP to resolve them. IMs will be responsible for preparing monthly reports that include:

- Work performed during the month and deliverables completed,
- Issues and their proposed resolution, and
- Work planned for the next month.

***Deliverables/Completion dates:*** Monthly progress reports: five workdays after the beginning of each month; final project report: Within 30 days of project completion.

- **Develop and disseminate Project Briefs**

In furtherance of the SOW requirement to transfer best practices to regional associations, we will prepare public SUWASA Project Briefs on a quarterly basis, summarizing the status of all active SUWASA projects, progress achieved during the quarter, and any lessons learned from project implementation. Project Briefs will generally be prepared for groups of SUWASA projects, although individual project successes and milestones will be highlighted. The Communication and Outreach Specialist will prepare the Project Briefs, working closely with the COP and DCOP. Wide dissemination of the Project Briefs, including a strong online presence, will be an important component of the Outreach and Communications Strategy (discussed in Section 2.6 below).

***Deliverable/Completion Dates:*** First Project Brief (for “first round” projects) to be prepared by January 15, 2010; subsequent project briefs to be prepared by mid-month at the end of each quarter.

## **2.4 TASK 4: SMALL INVESTMENTS AND COMMODITIES**

### **2.4.1 SOW REQUIREMENTS**

The SUWASA Activity will be responsible for managing a small investment component in conjunction with RWPs where small capital investments are necessary and appropriate (but not to exceed \$3.25 million over the first four-year period). Tetra Tech ARD shall develop uniform criteria for reviewing and selecting small investments, including Environmental Impact Assessments, as appropriate. Tetra Tech ARD will consult with USAID to approve and finalize the criteria prior to discussing this option with reform partners and development of the RWPs. Tetra Tech ARD is required to submit a “Small Investments Manual” to the COTR and Contracting Officer for approval prior to any commitment of resources.

Tetra Tech ARD may furthermore procure commodities that will be used to implement reforms in specific utilities. The commodities will be provided under the RWP developed with a local, regional, or national government agency responsible for water and sanitation services. Tetra Tech ARD will ensure that the commodities provided by the project are specifically related to implementation of reform activities, and that they are actually used for these purposes. The cost of commodities is part of the \$3.25 million set aside for Small Investments and/or Commodities.

## 2.4.2 TASK APPROACH

We are cognizant of the fact that the implementation of small investments and the provision of commodities follow different procurement rules and have, in accordance with the SOW, prepared and submitted a Manual outlining in detail the procedures to follow for both evaluating and finalizing investments and for subcontracting for the procurement of commodities. However, we propose merging the two separated Tasks 4 “Small Investment Program” and 5 “Provision of Commodities” into one Task 4 “Small Investment and Commodities”. We believe that both financing components are sufficiently similar in their intended objectives to be addressed under one combined task title.

As part of reform initiatives, some projects will require small capital investments to support the reform process. For those RWPs that include a capital investment component, the Tetra Tech ARD Team will enter into subcontracts with local engineering and construction organizations to design and construct capital investments and rehabilitation. Tetra Tech ARD will implement procedures that assure compliance of the investment projects with USAID and local environmental requirements, prepare specifications and tender documents; procure and select local or regional engineers and construction contractors through a competitive procurement process with strict adherence with USAID regulations and applicable local regulations; oversee the work performed; and assure that all work fully complies with the specifications in the contract.

None of the six selected first round projects foresees construction or rehabilitation works to be funded from SUWASA’s Small Investment Program (SIP). If future projects selected by USAID for implementation will require allocation of funds from the SIP, Tetra Tech ARD will implement the procedures outlined above and specified in the SUWASA Small Investment and Subcontract Manual, submitted to USAID on January 18, 2010.

We anticipate that some of the reform initiatives supported by SUWASA will require the procurement of commodities. Tetra Tech ARD will apply its proven commodity provision systems and procedures to this task, as described in detail in the Small Investment and Subcontract Manual.

At the time of writing this work plan, only one of the six selected first round projects, the one for South Sudan, may include the procurement of commodities to be handed over to beneficiary organizations and procured from the funds set aside for Small Investments and/or Commodities. The RWP for the South Sudan project is, subject to Mission travel approval, expected to be finalized and submitted in the second quarter of SUWASA project Year 2.

- **Prepare small investment plans for inclusion in RWPs**

For each RWP under negotiation that involves small capital investments, the SUWASA Contracts Specialist and the DCOP will work closely with the negotiations team to assure that environmental and technical issues are addressed in accordance with the procedures in the SUWASA Small Investment and Subcontract Manual, that the costs and risks of the investments are adequately considered; and that the impacts of alternative SIPs and commodity procurement plans on the overall project budget are fully considered. It may be necessary to draw short-term assistance from a consulting engineer on the Tetra Tech ARD Team to assure the projects are technically and financially sound.

***Deliverables/Completion Dates:*** Detailed SIP plans to support individual reform initiatives: To be included in RWPs.

- **Implement small investment plans**

It is important to recognize that the initiative coordinators responsible for overseeing SUWASA projects may not have expertise in engineering and construction. For this reason, the SUWASA DCOP and Contracts Specialist will play a substantial role in managing the implementation of the Small Investment Plans. For each project with a capital investment component, the technical assistance team will include at least one engineer with substantial experience in infrastructure projects in the localities included in the RWP. The engineer will coordinate with the project team leader, but will report to the SUWASA DCOP and Contracts Specialist.

*Deliverables/Completion Date:* Small investment activities to be carried out in accordance with the requirements and schedules in the RWP.

- **Implement commodities provision for individual projects**

RWPs which make provisions for the procurement of commodities will include a commodities procurement plan. The SUWASA Contract Specialist will support the project coordinators or team leaders in implementing their plans.

*Deliverable/Completion Date:* Commodities will be procured in accordance with the SUWASA procedures and the specific requirements defined in the RWP.

## **2.6 TASK 5: PROMOTE BEST PRACTICE REFORMS**

### **2.6.1 SOW REQUIREMENTS**

Throughout the activities, Tetra Tech ARD will carefully monitor and document implementation of the reform activities and the final results. At the conclusion of the reform activities, Tetra Tech ARD will organize a regional event for water utility operators, national government officials, and other stakeholders to give successful reformers an opportunity to showcase their challenges and successes. The event should be coordinated with one of the existing regional associations. The purpose of the final showcase event should not be limited to sharing best practices but should focus on the transfer of that knowledge to other countries and utilities. The closing event should also allocate time for developing an action plan of next steps for local partners to implement with their own resources to continue the work initiated under the program.

### **2.6.2 TASK APPROACH**

We propose revising this task title from “Showcase Results” to “Promote Best Practice Reforms”, in order to reflect the broader approach to communication, outreach and dissemination activities agreed with USAID at the SUWASA Kick-Off meeting of October 21, 2009 – and further detailed below. Rather than showcasing results only, this task area encompasses a multitude of activities from the promotion of best practice reform policies and strategies, toolkits, methodologies and discussion papers, the dissemination of lessons learned with SUWASA reform projects, networking within the WSS community and with sector reform think tanks, through the development of tailored training and learning materials.

Sharing the lessons of reform initiatives is critical to the success of SUWASA in fostering a paradigm shift in African WSS decision making. This requires much more than a series of one off events. Therefore, building on existing professional networks, Tetra Tech ARD proposes a systematic outreach program to foster a *community of practice* of WSS practitioners to learn and disseminate practices based on SUWASA

core principles. Our outreach program will build awareness throughout the life of the project to educate the African WSS community on lessons learned in implementing regional reform initiatives, encourage adoption of similar reforms, and build on existing networks to foster a community of practice in innovative reform approaches. In close coordination with the COTR and USAID Missions, we will develop a knowledge management approach to guide individual initiatives while supporting a broader network. We will draw from the experiences of our partners in fostering international learning networks and disseminating best practices.

Tetra Tech ARD will utilize a range of technology tools for showcasing results and sustaining knowledge management networks.

- **Create and maintain water and sanitation reform and stakeholder and information database**

The Communications and Outreach Specialist will work closely with other members of the project team to maintain and continually update a database containing information on water sector success stories, best practices, contact information for key African water and sanitation reform experts, and project briefs that will be used as training tools for water sector organizations involved in the reform work. We will share this information with targeted organizations participating in the reform activities and the regional media.

*Deliverable/Completion Date:* Initial database to be updated on a continuing basis.

- **Participate in regional and international events and media opportunities**

We will use scheduled regional and international events and opportunities to showcase best practices and promote SUWASA project activities. We propose to participate in a minimum of two regional or international events in Year 2 of the project, as recommended in the SUWASA Communication and Outreach and Strategy, submitted to USAID in January 2010.

SUWASA will participate in the 3<sup>rd</sup> Africa Water Week, AMCOWs Annual Meeting, being held this year from November 22 to 26 in Addis Ababa, Ethiopia. Though we are currently in the process of coordinating SUWASA's participation with USAID and the organizers - i.e. UN-Habitat as AMCOW's coordinator for sessions on 'Water and Urbanisation' and AfDB/Global Water Partnership for sessions on 'Financing Investments in Water For Growth and Development', respectively – current planning foresees that SUWASA will be represented during plenary sessions with two 15-minute presentations on innovative finance with reference to SUWASA projects in Kenya and Uganda. Furthermore, SUWASA will organize a 1-hour side event which will introduce SUWASA activities to partner organizations, donors, government representatives, and interested sector practitioners. This event will also provide opportunity for engaging in discussions on pertinent reform issues and for networking. Finally, SUWASA will participate in the exhibition at Africa Water Week with a booth, where SUWASA team will be available for more in-depth meetings. We will also be distributing SUWASA information material at the SUWASA booth.

*Deliverable/Completion Dates:* With USAID approval, SUWASA participation at Africa Water Week 2010: November 22-26 2010.

- **Participate in policymaking and planning forums with SUWASA partners**

The SUWASA COP and DCOP, as well as other senior technical personnel, working in coordination with the SUWASA COTR, will be available for participating in meetings of regional water supply

and sanitation (WSS) organizations, governmental bodies, and private sector associations, e.g., planning and advisory committee meetings of UN-Habitat’s Water and Sanitation Trust Fund, World Bank/WSP, the African Water Facility, AMCOW, AFUR, and the Water and Sanitation Committee of the NEPAD Business Foundation. We will support inter-donor coordination and provide a conduit for reform initiatives to inform policy development and implementation.

While this area of activity is obviously dependent on SUWASA being invited to relevant events and meetings organized by other organizations, our encouraging experience during the first contract year would suggest that there is considerable interest of key organizations active in water and sanitation reforms to involve SUWASA in high-level strategy discussions and meetings.

***Deliverable/Completion Date:*** The specific forums and dates will be determined after consultations with partners and presented in Tetra Tech ARD’s progress reports.

- **Collaborate with the media to promote SUWASA activities**

We will identify relevant regional media houses and personalities in the water sector and engage them to disseminate SUWASA activities and reform best practices and lessons. The media will be availed of relevant reports, outcomes of meetings, and information on project activities in order to facilitate effective reporting.

***Deliverable/Completion Date:*** The initial database of identified press and media contacts will be updated on a continuing basis.

- **Maintain and develop SUWASA’s online presence**

SUWASA will use its online presence, particularly the SUWASA website ([www.usaid-suwasa.org](http://www.usaid-suwasa.org)), to proactively promote USAID and SUWASA policy objectives and best practice in WSS reforms as well as SUWASA projects and their findings and lessons learned.

Policy objectives and best practice reform approaches are most effectively promoted if supported by case studies, practice-oriented reports and studies and presented in an easy accessible manner. The Resource Center on the SUWASA website, currently in final stages of development, will provide a multitude of material, carefully selected for compliance with SUWASA objectives under the following sections:

- Reform Policies in the Water and Sanitation Sector;
- Organizational and Utility Reforms;
- Financing Water and Sanitation Services;
- Regulation of Water and Sanitation Services;
- Water and Sanitation Services to the Urban Poor;
- Country Profiles, Sector Analyses and Benchmarking;
- Toolkits and Training Materials; and
- Discussion Papers and Case Studies.

Obviously, we will heavily rely on other organizations’ material and documents and cannot populate the Resource Center exclusively with SUWASA material. We believe it is more important and, ultimately more effective, to provide well-selected material from a wider range of reputable organizations, institutions and donors discussing water and sanitation reforms from various angles – however, any material posted on the SUWASA website must be in support of fundamental SUWASA

policies. With this strategy consequently applied, the SUWASA Resource Center will soon become a distinguished source for useful documents on WSS reforms and best practice approaches and, moreover, an important SUWASA reference and learning tool on a wide variety of reform issues.

Secondly, the SUWASA website will be used to promote SUWASA reform projects and initiatives by providing detailed, comprehensive and up-to-date information on projects under implementation. The SUWASA Communication & Outreach Specialist, together with the M&E Specialist, will develop a framework with templates that will ensure regular updates on all SUWASA projects and activities. We will put particular emphasis on results and impact achieved, as well as on lessons learned in the context of SUWASA reform projects. Thus, the SUWASA website will become an important tool for promoting the replicability of SUWASA reform approaches.

Finally, SUWASA will continue to address selected individuals in the water and sanitation reform arena with our quarterly e-newsletter *SUWASA News*. The first issue was released in September 2010 and the next *SUWASA News* will be due in December 2010 - then reporting on inter alia Africa Water Week and the first SUWASA projects starting up in the coming weeks.

***Deliverable/Completion Date:*** Continuous updates on SUWASA activities and projects as well as ongoing population of the SUWASA Resource Center on [www.usaid-suwasa.org](http://www.usaid-suwasa.org).

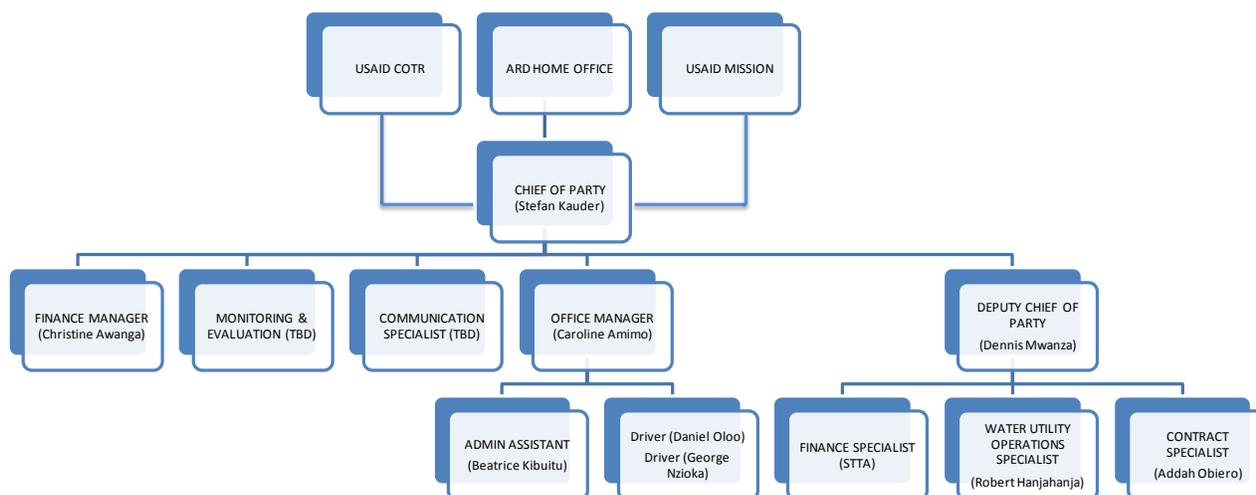
# 3.0 MANAGEMENT PLAN

Tetra Tech ARD’s management plan for SUWASA is designed to be responsive to the requirements of the project, with sufficient flexibility built in to allow for needed changes in program direction and/or unanticipated developments.

## 3.1 ORGANIZATION AND STAFFING

Tetra Tech ARD’s management structure for SUWASA is straightforward and emphasizes clear lines of authority, responsibility, and communication (see Figure 3.1).

**FIGURE 3.1. SUWASA ORGANIZATION CHART**



Our Chief of Party, Stefan Kauder, oversees all aspects of implementation, while his Deputy, Dennis Mwanza, assists him by coordinating and managing the portfolio of reform initiatives developed under the program.

The COP assumes overall responsibility for management and supervision of the program in all aspects, including staffing and budgets; is ARD’s legal representative in the field and principal point of contact for USAID; and is ultimately responsible for project outputs, deliverables, and results. Furthermore, the COP is the lead negotiator for the development of RWPs and coordination efforts with donors and regional institutions. The COP has overall responsibility for submission of work plans, quarterly and annual reports, technical progress reports, and other deliverables.

The Nairobi project office is the hub for SUWASA technical and outreach activities and serves as the base for managing reform initiatives. Under the leadership of the COP, the Nairobi-based SUWASA Team provides programmatic direction, leadership, and vision; liaises with USAID and collaborating

partners, and donors on programmatic issues; provides technical and administrative support to individual initiatives, including management of contracts, subcontracts and the SIP; and coordinates STTA, outreach, training, and monitoring and evaluation (M&E) activities.

The project's Senior Technical Adviser/Manager, John Butler, is responsible for supporting the COTR and the CO on project coordination; responding to problems and changes in program direction; and providing technical support, e.g., to prepare special reports, analyses, and presentations. In addition, he coordinates the work of subject matter experts from both Tetra Tech ARD and our Washington-based subcontractors (IP3, SEGURA, DIG), who are available for consultation as needed by the COTR.

The unexpectedly high level of USAID Africa Missions' interest in supporting SUWASA reform projects through a financial buy-in has prompted the Agency to consider an increase of SUWASA's current budget ceiling. Essentially, SUWASA projects that were initially projected not to exceed US\$ 1m in technical assistance on average, are now taking the shape of significantly larger projects, and some project budgets – through Mission buy-ins - appear to exceed the anticipated US\$ 1m average three or four times. While this level of Mission support is encouraging and demonstrates SUWASA's capability to address and/or complement USAID's country strategies in the sector, it also presents a challenge to SUWASA's capacity to engage in a larger variety of regional contexts and range of specific reform issues. We understand that a final decision from USAID on the possibility of a budget ceiling raise will be communicated to Tetra Tech ARD early in contract Year 2. Based on USAID's possible request, Tetra Tech ARD would then prepare and submit a proposal on how increased resources could be brought to most effective use in implementing a maximum number of high-impact WSS reform projects in sub-Saharan Africa.

As SUWASA's organization chart above illustrates, the Nairobi-based team is, at the end of contract Year 1, still incomplete. While it can be argued that, for contractual reasons outside the control of Tetra Tech ARD, actual team mobilization begun only in November/December 2009 – rate approvals for newly recruited staff and waivers for allowances and benefits of TCN staff members took exceptionally long. The CO acknowledges that delays in the recruitment process have put a great strain on, particularly, the COP and the SUWASA core team in Nairobi – and discussions between the CO's office and Tetra Tech ARD are currently underway, with the view to establish a streamlined approval process that would take into account SUWASA's exceptional requirements for staffing and managing a considerable number of technical assistance projects in a variety of sub-Saharan countries.

Given the encouraging experience of partnership arrangements with relevant organizations, we would like to reintroduce the concept of an Africa-based Advisory Committee to support our COP. This committee will serve as the forum for our African partners, resource organizations, USAID missions, and collaborating organizations to provide guidance on and keep abreast of progress on reform initiatives. Inputs from the committee will be invaluable to the COP in developing and updating the annual work plan, ensuring that SUWASA plans and resource commitments do not duplicate those of other regional programs. We propose approaching individuals representing key partner organizations and USAID Missions with regard to a participating role in a SUWASA Advisory Committee during the last quarter of 2010 and to assess the possibilities of a first Advisory Committee meeting coinciding with the next SUWASA Project Selection Meeting in March 2011.

## **3.2 COMMUNICATION AND REPORTING**

In accordance with contractual stipulations, the SOW, and specific instructions by the COTR, SUWASA reports will encompass the following components:

- Weekly e-mail summaries of activities conducted during the week;
- Biweekly meetings or conference calls with the SUWASA COTR and/or other members of USAID/Washington staff; the COP and/or other members of the Nairobi project staff; the STA/M and other Tetra Tech ARD home office staff; and
- Quarterly Technical and Financial Reports.

### **3.3 MONITORING AND EVALUATION**

Region-wide management, communications, and showcasing of results requires a robust and sophisticated M&E system that does not just count the outputs, but reflects important outcomes (results actually achieved) in terms of WSS transformation, utility reform, improved services, and increased access of reliable and cost-effective WSS services disaggregated by gender. For this, we propose a multi-level M&E system that supports program management, engenders accountability, advances learning and sharing successes, and tracks progress for individual reform initiatives as well as for SUWASA as a whole.

Underpinning the strategies, activities, outputs, outcomes, and impact of SUWASA is the Performance Monitoring Plan (PMP), designed to (1) inform decision making and problem solving, (2) ensure accountability and transparency for achieving subsequent results, (3) promote learning, and (4) document and promote successes.

From the point of SUWASA project design, Tetra Tech ARD has paid careful attention to developing procedures for monitoring and evaluating all project activities and determining the pace and kinds of results being achieved. The importance of SUWASA is paramount to both the development process and progress underlying the success of this undertaking. For this reason, in addition to a series of quantitative performance indicators, Tetra Tech ARD proposes the expansive use of qualitative Milestone Indices for tracking key institutional, policy reform, and partnership processes and their prospective achievements.

The PMP indicators we have identified are differentiated by causal levels, in recognition of their contribution to SUWASA. Outputs are the direct result of expenditure of resources by SUWASA, while results are contributions to the overall objectives of SUWASA, usually reflecting a permanent change in systems and institutions, behaviors, and practices accomplished by partners. Also included are the relevant US Department of State FACTS or F indicators, a mix of input, outcome, and impact indicators, which are required reporting measures.

To track success SUWASA is having on component outputs and outcomes, the M&E Specialist in collaboration with SUWASA project coordinators/team leaders must gather key baseline information for each of the SUWASA reform projects. Some baselines may already be known and thus available, while others will require baseline studies, and yet others will commence when deemed appropriate to measure change against results indicators. We have begun the process of reviewing potential baselines, based on the kinds of indicators we have identified.

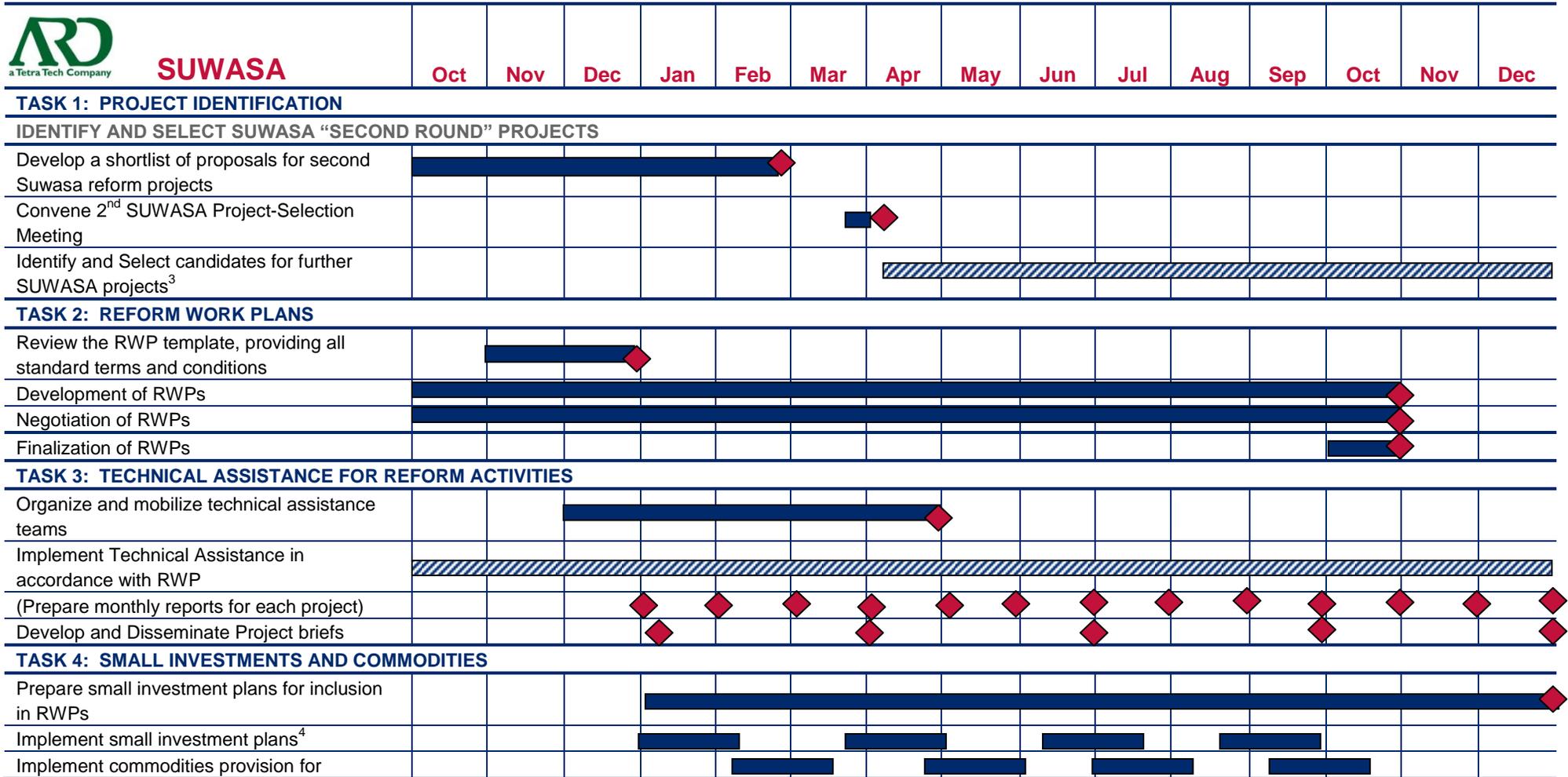
The SUWASA M&E Specialist in the Nairobi office will have overall responsibility for the management of the PMP, but ongoing data collection will be the responsibility of all staff and partners. The M&E Specialist will develop standard instruments for data collection and will train all staff and partners on definitions, methodologies, verification, and archival of original documentation. Each regional project

team will nominate a staff member to be responsible for compiling data from technical staff, conducting routine verification, and transmitting to the Nairobi office for inclusion into a quarterly and annual comprehensive PMP report. Technical specialists will be responsible for confirming data for their respective activities through oversight and inspection.

## 4.0 PROJECT SCHEDULE

Figure 4.1 provides a timeline of the activities described in this Work Plan.

**FIGURE 4.1. SUSTAINABLE WATER AND SANITATION IN AFRICA - IMPLEMENTATION SCHEDULE**



<sup>3</sup> Ongoing exercise

<sup>4</sup> Pursuant to specifications and schedules in RWPs.



**SUWASA**

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
individual projects															

**TASK 5: PROMOTE BEST PRACTICE REFORMS**

Create and maintain water and sanitation reform and stakeholder information database															
Participate in regional and international events and media opportunities															
Participate in policymaking and planning forums of SUWASA partner															
Collaborate with the media to promote SUWASA activities															
Maintain and Develop SUWASA's and online presence															

**MANAGEMENT PLAN**

**RECRUIT AND MOBILIZE PROJECT STAFF**

Communications and Outreach Specialist;															
Monitoring and Evaluation Specialist															
Complete recruitment and mobilization of administrative and support staff															

**COMMUNICATION AND REPORTING**

Weekly e-mail summaries																							
Biweekly meetings or conference calls with USAID																							
Quarterly Progress Reports																							
Quarterly Monitoring and Evaluation Reports																							

**KEY**

 = full-time activity      = intermittent/ongoing activity      = deliverable / milestone



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