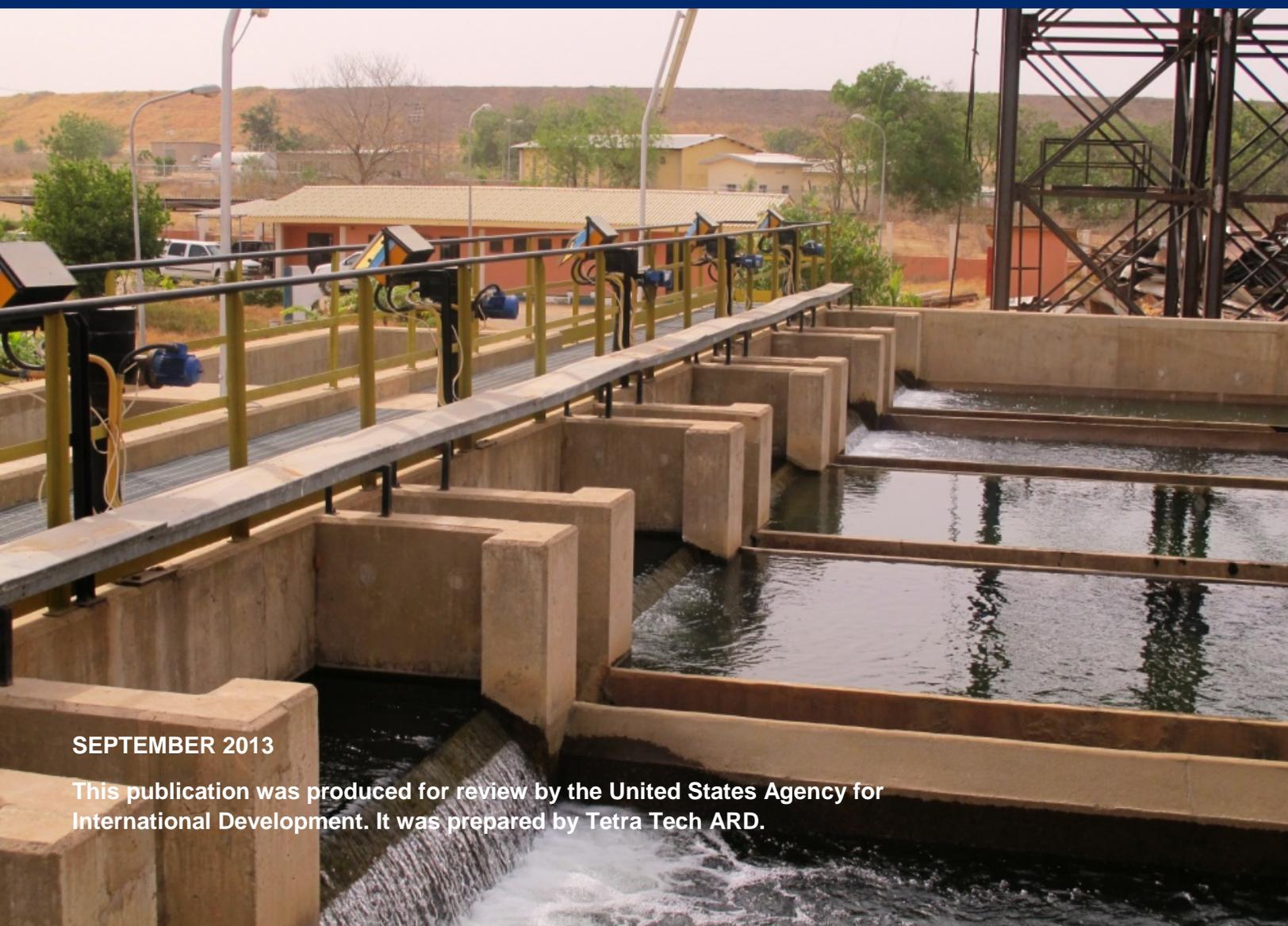




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# SUSTAINABLE WATER AND SANITATION IN AFRICA (SUWASA) YEAR 5 PROJECT WORK PLAN



SEPTEMBER 2013

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Cover Photos: By SUWASA

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September 2013

## **DISCLAIMER**

The 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

AfWA	Africa Water Association
ARA-SUL	State Agency for Water Resources Management, Mozambique
BoD	Board of Directors
BSWB	Bauchi State Water Board
COP	Chief of Party
COR	Contracting Officer's Representative
CU	Commercially Viable Water Utilities
DBO-OBA	Design Build Operate-Output Based Aid
DCA	Development Credit Authority
DCOP	Deputy Chief of Party
DIG	Development Innovations Group
DNA	National Directorate of Water
DWD	Directorate of Water Development
FMWR	Federal Ministry of Water Resources
FPA's	Private Water Service Providers
GPS	Global Positioning System
HTWSSSE	Hawassa Town Water Supply and Sanitation Services Enterprise
JICA	Japan International Co-operation Agency
KIWASCO	Kisumu Water and Sanitation Company
LGA	Local Government Authority
M&E	Monitoring and Evaluation
MFI	Micro Finance Institution
MIS	Management Information System
MoFEP	Ministry of Finance and Economic Planning
MoH	Ministry of Health
MWE	Ministry of Water and Environment

NAWASSCO	Nakuru Water and Sanitation Services Company
NWASCO	National Water and Sewerage Company
NWSC	National Water and Sewerage Company-Uganda
O&M	Operation and Maintenance
OD	Organizational Development
PMP	Performance Monitoring Plan
RCG	Reform Coordinating Group
RSS	Republic of South Sudan
RUWASS	Reform of the Urban Water and Sanitation Sector Program
RWPs	Reform Work Plan
SEO	Search Engine Optimization
SIP	Small Investment Program
SOW	Scope of Work
SSUWC	South Sudan Urban Water Corporation
STA/M	Senior Technical Advisor/Manager
SUWASA	Sustainable Water and Sanitation in Africa
SWG	State Working Group
US	United States
USAID	United States Agency for International Development
UWCs	Urban Water Corporations
UWSR	Urban Water Sector Reform
WASH	Water, Sanitation and Hygiene
WSP	Water Service Provider

## **1.0 EXECUTIVE SUMMARY**

### **KEY ACTIVITIES FOR THE YEAR**

The Year 5 work plan for the SUWASA project is based on the continued implementation of project activities and the expansion of SUWASA efforts to disseminate project learning. Over the four year life of SUWASA, 17 project activities have or are being implemented in nine countries across Africa, and during the fifth year of implementation several SUWASA project activities will be completed and closed out. The overall goal of the project continues to be focused on increasing access to safe, affordable, reliable and sustainable water and sanitation services to un-served and underserved populations. As of September 2013, SUWASA has implemented reform activities in Ethiopia, Kenya, Liberia, Mozambique, Nigeria, Senegal, Uganda, South Sudan and Zambia. The work plan for the coming year will focus on:

- Continued implementation for approved activities in Ebonyi & Rivers States of Nigeria, South Sudan, Senegal and Kenya 2;
- Wrap up and close out of activities in Bauchi State Nigeria, Liberia, Uganda, Mozambique, and Zambia.
- Continued development and sharing lessons learned from a number of projects which have yielded successes and learning experiences. Expanding promotion of lessons learnt and knowledge products will be a key focus of the project as it moves into its second to last year of implementation.

During the coming year, SUWASA will continue to gain valuable learning experiences in key program thematic areas, including institutional and policy reforms and sustainable financing. We will maximize the value of the experiences through an outreach strategy highlighting the significant results and lessons learned. The insights developed from ongoing RWPs will be documented and disseminated to stimulate further expansion and replication of SUWASA's successes. Online narrated presentations, videos, and other knowledge products will be produced for country projects to be made widely available to the public via an enhanced SUWASA website, and project staff will continue to attend sector conferences and other sector events to disseminate SUWASA learning.

### **MANAGEMENT PLAN**

SUWASA's regional office continues to provide essential technical and administrative guidance and assistance to the country project teams. To ensure enhanced coordination and monitoring of the increased project activities, and quick response to urgent project issues, regional office staff has been assigned direct responsibility for specific country projects. As a result, the COP and DCOP are kept fully informed on all matters related to country projects for timely decision making. This will also be extended to the USAID missions through the respective point of contacts (POCs) under a more structured information sharing mechanism.

The SUWASA performance monitoring plan (PMP) approved in the first quarter of Year 3 remains the yardstick for measuring program performance. Activity level M&E plans have been carefully designed to align with the overall program PMP. These, coupled with regular project

reviews, will continue to ensure proper tracking of progress of country-level activities with the view to identifying challenges that impede timely implementation and promptly taking the necessary corrective measures.

## **CONCLUSION**

The 12-month period outlined in this work plan envisions significant progress building on and communicating the knowledge base established through project implementation. Documentation and dissemination of project experience will continue to be a key feature of the plan and will grow as SUWASA mines the information and learning generated from the field. SUWASA will build on achievements to increase visibility and share best practice experiences as well as effectively implement on-going projects.

## **2.0 PLANNED ACTIVITIES**

The activities presented in this section outline Tetra Tech's work plan for SUWASA's fifth year of project implementation during the period October 1, 2013 to September 30, 2014. It builds on the tasks outlined in the program Statement of Work (SOW) and the project Reform Work Plans (RWP) implemented in the first four years of SUWASA.

During its first four years of implementation, SUWASA focused primarily on identifying, designing, and implementing activities under country-specific Reform Work Plans. SUWASA has now matured to a point where ongoing RWPs are yielding results and lessons learned that can bring value to African decision makers beyond those directly involved in these projects. Therefore, while the major priority for Year 5 will continue to be on RWP implementation, SUWASA will place a greater priority on analysis, documentation, and dissemination of lessons learned from these RWPs.

So far, two RWPs – in Ethiopia and Kenya – have been completed. Others – Liberia, Uganda, Mozambique, Zambia and Nigeria/Bauchi State - will be completed during Year 5, providing SUWASA with particularly strong opportunities to learn from these projects and conduct outreach activities to share lessons learned from the projects. In addition, we anticipate that other ongoing RWPs will yield valuable insights that SUWASA expects to exploit.

### **2.1 IMPLEMENTATION OF APPROVED ACTIVITIES**

The SUWASA program Statement of Work (SOW) requires the provision of support to “at least twelve reform activities in sub-Saharan Africa in at least five countries”. These activities are meant to support “at least twelve utilities, local service providers, or other organizations” at the regional or national level. Areas of reform include innovative institutional, service delivery, policy, and financing innovations. As of last year, SUWASA's project portfolio included seventeen reform activities in nine sub-Saharan African countries- Ethiopia, Kenya, Mozambique, Nigeria, Uganda, Senegal, South Sudan, Liberia and Zambia. The Ethiopia activity ended in May 2013 (although SIP work was extended beyond this date) while Mozambique, Uganda and Liberia are also expected to end by October 2013 and are therefore not included in this Y5 work plan. The next subsections provide a narrative on ongoing Year 5 activities with detailed activity plans for individual projects provided in Annex A. For a summary of SUWASA activities, Table 1 below provides a current overview.

**Table 1: Current and Past Project Activities by Country**

RWP Country	RWP Activities	Type of Reform(s)	Duration <sup>1</sup>
Ethiopia	Support to Hawassa Water and Sewerage Services Enterprise	Institutional and service delivery	2 years (Jun 11-Jun 13)*
Kenya	Nakuru prepaid meter pilot project	Service delivery	2 years (Dec 10-Nov 12)*
	Kisumu piped water extension pilot project	Finance	2 years (Dec10-Nov 12)*
	Innovative Utility Finance (Kenya 2)	Finance and service delivery	20 months (May 13 - Dec 14)
Liberia	Supporting Economic Regulation of Urban Water Services in Liberia	Tariff	1 year (May 13-Apr 14)
Mozambique	Development of regulatory program for small scale operators in Maputo and Matola	Regulatory	2 years (Oct 11-Oct 13)
Nigeria	Urban water sector-wide reform for Bauchi State	Policy and regulatory	3 years (May 11-May 14)
	Support to Bauchi State Water Board	Service delivery	3 years (May 11-May 14)
	Ebonyi State – Improving Water Services	Institutional reform and service delivery	27 months (Apr 13 – June 15)
	Rivers State – Improving Water Services	Institutional reform and service delivery	27 months (Apr 13 – June 15)
Senegal	Improved fecal sludge management services and oversight in selected communities	Service delivery and regulatory	2 years (Aug 12-Jul 14)
South Sudan	Urban water sector-wide reform for South Sudan	Institutional and policy	43 months (Sep 11-Mar 15)
	Support to the Wau Water Station	Service delivery	43 months (Sep 11- Mar 15)
	Support to the Maridi Water Station	Service delivery	43 months (Sep 11-Mar 15)
	Juba Sanitation Project	Institutional and investment planning	18 months (Oct 13 – Mar 15)
Uganda	Support for establishment of an autonomous regulatory framework	Regulatory	18 months (Jul 12-Dec 13)
Zambia	Support to National Water and Sewerage Commission	Regulatory	1 year (Aug 12-Jul 13)*

<sup>1</sup> Dates shown are in USAID approved RWPs. Some activities have received limited extensions by USAID for completion of specific sub-activities such as SIPs. These are indicated with asterisks.

Each country team has developed a detailed work plan through to activity completion. Country team leaders are responsible for ensuring that planned activities are implemented with technical direction and support from the SUWASA Nairobi regional office. The Chief of Party (COP) provides overall oversight and strategic leadership to the activities with support from the Deputy Chief of Party (DCOP) and other technical staff (see Section 3.1). Specialized expertise is provided by short-term consultants recruited and engaged as needed from SUWASA subcontractors, a pool of technical experts, and resource organizations.

Implementation of the small investment program (SIP) is an integral component of SUWASA's overall strategy to promote various water supply and sanitation reforms in selected countries, as detailed in RWPs i.e. for Liberia, Ethiopia, Kenya, Nigeria and South Sudan. Status updates on SUWASA activities including implementation of the SIP will continue to be provided in regular Quarterly Reports. Summary annual activity work plans for Year 5 are provided below for each activity by country.

Detailed information on the status of SUWASA activities will be provided in the July-September 2013 Quarterly Report. However, brief overviews and status of each activity, and plans for Year 5 are provided below.

### **2.1.1 KENYA 2**

Following the successful completion of the first Kenya project the Kenya 2 project has been designed to take advantage of lessons learned in the cities of Nakuru and Kisumu to expand sustainable financing to additional utilities in Kenya. During Year 5, SUWASA will target to work with at least six utilities in Kenya that have commercially viable projects in need of financing. The project has three specific objectives:

- (1) To support utilities in identifying commercially viable projects and developing bankable financing proposals;
- (2) To advise commercial banks in developing water financing products and the lending methodology for utilities; and
- (3) To assess market demand and affordability for water and sanitation services, and support community outreach and education programs related to utility investments.

The Kenya 2 project began May 2013.

#### **Key Activities for Year 5**

In the coming year, the project targets to undertake the following:

- Conduct market assessment of current water conditions, demand for water, affordability and willingness to pay;
- Identify demand driven and feasible water and sanitation financing solutions;
- Develop community outreach/education programs for understanding and buy-in;
- Support post-implementation follow up to identify outcomes;
- Advise bank partners on credit policy and product methodology for lending to utilities;
- Leverage market assessment findings to inform loan product design;
- Provide branch staff opportunity to accompany utility loan analysis;
- Develop staff training tool kit and deliver training to branch staff;

- Support bank analysis of loan applications; and
- Conduct other activities with target utilities detailed in Annex A.

### **Accomplishments to Date**

Key accomplishments so far include the finalization of the project inception report. Key project staff have continued on from the first Kenya project.

Assessments were undertaken in about ten utilities to gauge the potential for projects but also interest in obtaining loans from private banks. Out of the ten utilities, six will be selected for further activities. The two utilities that SUWASA worked with in the first project (NAWASCO and KIWASCO) have already expressed a strong interest to be part of the project.

### **2.1.2 BAUCHI STATE, NIGERIA**

The goal of the SUWASA project in Bauchi State Nigeria is to design, promote and implement urban water sector reforms leading to improved governance and access to safe, affordable and sustainable urban water services across the state. The project is designed to provide this support through implementation of two parallel activity tracks:

*Policy-level activities* - Creation of an enabling environment based on sound policies, robust, clear and acceptable institutional framework with a clear regulatory framework promoting good corporate governance and accountability of service provision; and

*Service delivery-level activities*-Supporting the Bauchi State Water Board (BSWB) in developing and implementing a performance improvement plan based on commercial practices, such as the introduction of improved billing and financial management systems, internal performance incentives, improved customer enumeration, pilot metering, and development of a strategic investment plan.

The project is in its final year of implementation as it comes to an end in the second quarter of FY14.

### **Key Activities for Year 5**

In the coming year, the project targets to undertake the following:

- Follow up on the enactment of the water reform law;
- Building organisational capacity of the utility operators as it is restructured to a corporation with full financial and operational autonomy;
- Develop a framework and strategy for private sector involvement in operations, management and billing/collection as well as management of small towns;
- Support the new regulatory unit within the Ministry of Water Resources;
- Develop framework for sanitation in the state;
- Support the formation of a customer care unit and customer care guidelines;
- Support the installation and training of SIP related elements;
- Support peer review and knowledge sharing among reforming states in Nigeria;
- Expand collaboration with NGOs; and
- Conduct public awareness campaigns.

### **Accomplishments to Date**

- The successful development and adoption of the institutional, legal and regulatory framework for urban water services.
- The Customer Enumeration Exercise which generated a robust and accurate data base, of consumers.

- Launch of the Water Operators' Partnership (WOP) between Swaziland Water and Bauchi State Water Board, providing peer learning and improving the performance of BSWB.
- The Bauchi reform success is leveraging resources of up to \$50 Million for a water infrastructure development program to be financed by the World Bank.

### **2.1.3 EBONYI STATE, NIGERIA**

The Ebonyi State project is one of the two new SUWASA initiatives in Nigeria. The activity will be implemented over a 27-month period, starting from April, 2013. The overall objective of the SUWASA Ebonyi project is to support the State to implement critical reforms in the urban water sector to assure that new water supply facilities that are coming online will be sustainable. This includes creating an institutional framework that will help clarify the overlapping mandates of different state water sector institutions and create an enabling environment for the Ebonyi State Water Corporation (EBSWC) to exercise full financial and operational autonomy to ensure increased efficiency and accountability in its operations. This will lead to increased accessibility of water supply services to the urban area residents of Ebonyi.

#### **Key Activities for Year 5**

In the coming year, the project targets to undertake the following activities:

- Review and finalize a water supply and sanitation sector state status overview;
- Develop a State Water and Sanitation Policy and Strategy to guide the provision of water and sanitation services;
- Review the existing legislative framework and support amendments as needed to define institutional arrangements for urban water service delivery;
- Review and redesign organizational structure of EBSWC;
- Develop customer-friendly commercial practices within EBSWC;
- Undertake customer enumeration to establish a reliable customer database for EBSWC;
- Re-engineer the Financial Management System;
- Support EBSWC in the development of plans, and operational policies for sustainable operations, including the development of a Water Master Plan (including water demand analysis and investment plan, financial model etc.), tariff review and support for the implementation of a new tariff model;
- Strengthen EBSWC communication and outreach capacity; and
- Design of a Small Investment Program (SIP)-to promote the reforms being undertaken in the State.

#### **Accomplishment to Date**

Key accomplishments so far include the finalization of the project inception report, accompanied by the hosting of an inception report presentation workshop. Key project staff have been identified and recruited.

### **2.1.4 RIVERS STATE, NIGERIA**

The Rivers project is the second of the new SUWASA Nigeria activities which also started in April 2013 and is expected to end by in June 2015. The overall objective of the project is to strengthen the regulatory environment and establish a regulatory commission, to enhance and

strengthen the capacity of the Port Harcourt Water Corporation (PHWC) and to support the establishment of Small Town Water Supply and Sanitation Agency (RSSTOWA). This is expected to lead to increased accessibility of water by the residents of the urban areas in Rivers State.

### **Key Activities for Year 5**

In the coming year the project plans to undertake the following activities:

- Examine appropriate legal and institutional framework in Rivers State and mainstream the findings from these frameworks into the proposed reform activities;
- Support establishment of the Rivers State Water Sector Regulatory Commission (RSWSRC);
- Develop regulatory options for consideration of RSWSRC commissioners, and provide assistance in implementation for selected options;
- Carry out institutional reform of the Port Harcourt Water Corporation (PHWC) in a pilot area (Eagle Island and Elekahia Estate), in close coordination with AfDB and the World Bank; and
- Support start-up of the Small Town Water Supply and Sanitation Agency (RSSTOWA) in close coordination with the World Bank.

**Accomplishments to Date** Accomplishments so far include the finalization of the project inception report, identification and recruitment of key staff; and development of working partnerships with the World Bank, AfDB, FMWR and other stakeholders. A Memorandum of Understanding (MoU) has also been drafted to govern the relationship between SUWASA and the Rivers State Ministry of Water Resources and Rural Development.

### **2.1.5 SENEGAL**

The SUWASA Senegal activity, which focuses on improving sanitation for the urban poor through the promotion of private sector participation in fecal sludge management (FSM) is currently being restructured. Discussions are on-going among USAID the Government of Senegal's sanitation agency, ONAS, and SUWASA to develop a revised project scope. However, it is expected that the key activities will be those outlined below.

### **Key Activities for Year 5**

In the coming year, the project targets to undertake the following:

- Complete the Tambacounda Sanitation Context Situational Analysis;
- Finalize a Tambacounda FSM strategy and policy recommendations;
- Establish a system for local government oversight of private FSM haulers in Tambacounda (including possible licensing and regulation); and
- Implement an SIP in the Dakar area to complement ONAS' private sector FSM pilot funded by the Bill and Melinda Gates Foundation.

### **2.1.6 SOUTH SUDAN**

The overall goal of SUWASA South Sudan is to improve and expand access to safe, affordable, sustainable and reliable water services to underserved populations in the urban areas of the country. The objectives of this project at the national level are to: (1) Support urban water supply institutional development; (2) Support evolution of targeted UWC operational autonomy; and (3)

Strengthen and formalize institutional relations between SSUWC and targeted UWCs. At the utility level, the project focuses on the following three key areas: operational autonomy; financial management; and investment prioritization.

Since project startup in September 2011, the SUWASA project has systematically worked toward the overall goal by focusing on the urban areas of Wau and Maridi in South Sudan. A sanitation component which focuses on Juba was kicked off with an Inception Report in February 2013, and the activity will commence with mobilization of the recently approved Urban Sanitation Development Specialist to Juba.

### **Key Activities for Year 5**

The main focus areas for the coming year will include;

- Development of a SSUWC SWOT, draft vision and mission statement and performance goals/targets;
- Development of SSUWC corporate plan;
- Development of a SSUWC business plan for sustainable financing of operations;
- Standardizing performance management contracts through the MWRI/SSUWC/UWCs;
- Drafting of an MOU outlining the roles and responsibilities of MWRI, SSUWC, Local Government and the local boards of directors for the Wau and Maridi UWCs;
- Securing government support for ring fencing revenue in Maridi and Wau;
- Formation of local UWC boards for the Wau and Maridi UWC;
- Opening of a bank account for the ring fenced Wau and Maridi UWCs;
- NWSC technical support for training on finance and commercial; and
- Completion of SIPs.

### **Accomplishments to Date**

- Appointment and inauguration of the SSUWC Board of Directors;
- Support for the BoD for startup activities, including a BoD benchmarking visit to NWSC-Uganda;
- Situational Analysis of Wau and Maridi utilities;
- On-the-job training for staff of Wau and Maridi stations by NWSC;
- Commencement of SIP activities in Wau and Maridi stations; and
- Ongoing implementation of SIPs in Wau and Maridi.

### **2.1.7 LIBERIA**

The overall goal of the SUWASA Liberia initiative which started in April, 2013, is to support the country's WASH sector institutions meet a key sector objective, to ensure sustainability of water supply access through promotion of cost recovery in the urban water sector. The project has a SIP component for pipe installation and water kiosks construction in the outstation of Robertsport.

### **Key Activities for Year 5**

In the coming year, the project targets to undertake the following:

- Finalize pipe installation and construction of kiosks;
- Workshop to present cost of service and tariff methodologies to stakeholders; and
- Finalize cost of service and tariff models based on workshop comments.

### **Accomplishments to Date**

Project Inception Report, detailing-situational analysis, draft cost-of-water and tariff models, has been produced.

### **2.1.8 UGANDA**

In Uganda, the SUWASA project is focused on the following technical interventions: (1) supporting the Ministry of Water and Environment (MWE) to design an autonomous regulatory framework; and (2) identifying and analyzing lessons learned in private sector financing of small towns water infrastructure.

#### **Key Activities for Year 5**

In the coming year, the project targets to undertake the following:

- Conduct stakeholders workshop to share lessons learned on DBO/OBA framework;
- Conduct consultative workshop for establishing a legislative framework;
- Finalize Legislative Framework Report;
- Finalize report on Autonomous Regulatory Framework;
- Develop budget for the establishment of the regulator; and
- Develop implementation plan for the regulatory framework.

#### **Accomplishments to Date**

So far, the lessons learned paper on implementation of the DBO-OBA framework has been developed; stakeholders' consultations on regulatory framework have been completed and culminated in recently concluded study tours to Zambia and Kenya for selected participants from the Ministry of Water and Environment (MWE), and other stakeholder institutions to help them improve understanding of the operations of autonomous regulators in both countries.

### **2.1.9 ZAMBIA**

The overall goal of the SUWASA Zambia initiative is to support the regulator (NWASCO) in meeting one of its key objectives - ensuring urban water service sustainability through promotion of utility cost recovery. The project is assisting NWASCO in developing a methodology to determine the optimum cost of water service and to use cost of service as a basis for making tariff adjustments. The project will also support the regulator and the Ministry of Local Government and Housing in the development of updated corporate governance guidelines for the municipal owned utilities.

#### **Key Activities for Year 5**

In the coming year, the project targets to undertake the following:

- Update and revise the corporate governance manual;
- Training and capacity building on the revised corporate governance guidelines; and
- Final workshop and final report on the cost of service and tariff models.

#### **Accomplishments to Date**

- Establishment of partnership between SUWASA and GIZ (Zambia) to provide an effective and transparent process for drafting and implementation of robust and well prepared corporate governance guidelines.
- Development of a user-friendly and robust draft cost of service model and

accompanying tariff model; and revised tariff adjustment guidelines.

- Completion of a consultative workshop to present the draft models and tariff procedures to key stakeholders
- Completion of a “hands on” training workshop to give Zambia’s 11 commercial utilities an in-depth understanding of the models and procedures

### 3.0 PROMOTING BEST PRACTICE REFORMS

An overriding objective of the SUWASA program is to promote best practice experience from reform activities in order to encourage replication and ultimately increase the number of people accessing clean and affordable water in urban areas. In addition, the activities under this component seek to increase better understanding of SUWASA activities and achievements both within USAID as well as among country governments, the donor community, the private sector, the media and the general public.

In the past year, SUWASA made presentations at various learning and networking forums including the 36<sup>th</sup> International WEDC Congress and technical water and sanitation meetings. At the Congress, held on July 1-5 2013 in Nakuru, Kenya, SUWASA held a capacity development workshop and made a plenary presentation to over 75 participants. Our objective was to promote SUWASA’s reform principles and experiences in supporting utilities to access commercial finance to extend services to the urban poor. This session generated a lot of discussion and interest with some organizations expressing their desire to replicate the model. We shared with the participants sections of the Pre-paid Meter Tool Kit, which is being finalized with the Water Services Trust Fund.

In 2012- 2013, SUWASA activities were featured in USAID’s *Global Waters*, *Frontlines* and the *Africa Water and Sanitation Magazine*. The articles featured in these publications outlined SUWASA’s reform activities in Ethiopia, Nigeria and Zambia and Kenya. SUWASA also disseminated three e-newsletters to the project’s mailing list of over 2000 subscribers. The e-newsletters provided activity updates from most of our projects.

#### Knowledge Sharing Strategy

In 2014, the communications and outreach component will focus on developing an online utility reform toolkit to promote knowledge and share tools developed from various SUWASA activities. The online platform will host a series of videos, narrated presentations, tools and templates that will be organized thematically. In Year 5, the focus will be on adapting the identified platform to suit specific user needs, populating it and disseminating to target utilities, development partners and policy makers.

Principles and tools will be presented in straight forward manner that allows decision makers and non-technical professionals to digest the key principles, learn from SUWASA’s regional experience and to take advantage of tools, models and templates which provide useful examples to those working on reforming and improving the performance of water and sanitation utilities in Africa. SUWASA plans to convey relevant information and learning through the following formats:

**Video** will be used to highlight key principles for sustainable water and sanitation service delivery. Such videos will feature SUWASA partners and regional experts that have demonstrated effective and successful leadership in advancing sustainable water and sanitation service delivery and seek to show real life examples of challenges and reform options.

**Narrated Presentations** will form the foundation of SUWASA learning and knowledge management architecture. The narrated presentations will be organized in a logical framework that takes viewers through a typical reform process by drawing on real world examples. The slides for these presentations will be downloadable and will form the foundation of the SUWASA Utility Reform Tool Box.

**Templates** will be offered to provide examples which can be adjusted to meet user needs. Possible example templates may include: Performance Contracts, Utility Business Plan, Utility Strategic Plan and a Utility Annual Performance Report.

**Tools and Models** will be available for download that will provide users with useful guides on particular technical issues and will be adaptable to user needs. Possible tools and models that could be shared include: Cost-of-Service Models, Market Assessment Tools and Tariff Models along with user Guidelines.

## **Dissemination**

**Presentations at national and regional conferences:** Results from SUWASA's innovative activities will be shared and debated at select national and regional conferences including the Scientific and Technical Council of the African Water Association, the biannual Africa Water Week and AfWA Congress. We will use these events to host seminars for sharing the outcomes from SUWASA activities and partner with others to serve on high-profile panels. Networking remains an integral part of the SUWASA strategy and every opportunity to share project knowledge will be utilized well to exhibit and share SUWASA materials too.

**Articles, snapshots, and lessons learned papers:** SUWASA will continue to produce project snapshots and seek opportunities to prepare and publish articles in prominent water and sanitation magazines and journals, and USAID publications, including USAID Frontlines and Global Waters.

In addition, the program will continue updating its stakeholder list serve to ensure that stakeholders receive information on new tools, templates and presentations on the new Utility Reform Toolkit.

**SUWASA E-Newsletter:** Our quarterly newsletter *SUWASA News* will continue to be produced to illustrate the social and economic changes brought about by USAID through SUWASA activities. The newsletter will have a focus on communicating the results and success of our program activities by highlighting significant policy and reform developments, success stories and major workshops, conferences or events to our stakeholders.

## **4.0 MONITORING AND EVALUATION**

Monitoring and evaluation systems for effective program management have been put in place based on the project specific monitoring and evaluation plans that feed into the overall program Performance Management Plan (PMP). The PMP provides the overall framework for program monitoring, reporting and evaluation. M&E Plans have been developed for all the active projects and are updated on a regular basis.

A data quality assessment (DQA) for the program was conducted in February 2013. The assessment identified key areas that require strengthening to improve on the quality of data. As

a result of the DQA, several measures have been put in place including development of an Excel based MIS to track indicator data; opening and updating of physical files for all the seven performance indicators; and sensitization of project teams on the data documentation requirements.

Regular progress reports have been generated to provide insights on the achievements of the project, challenges and lessons learned. The reports have been useful tools for management decision making on areas that require improvement and informing the project development process.

Five internal midterm reviews have been conducted since the inception of SUWASA. The reviews conducted are: Kenya, Uganda, Ethiopia, Nigeria and Mozambique. These internal midterm reviews have been useful in identifying challenges in project design and implementation and formed the basis, in some instances, for redesigning the projects for enhanced performance and putting in place corrective measures for timely accomplishment of intended results. The reviews have also generated useful qualitative data especially on the perceptions of various stakeholders on the SUWASA interventions and development/ implementation approach. Monthly internal project reviews have been conducted to assess the status of activity implementation.

### **Upcoming Priorities & Direction**

*Finalize and operationalize the post project monitoring and evaluation strategy.* The strategy will be instrumental in measuring the impact and sustainability of SUWASA interventions and documenting lessons learned and good practices for dissemination. Detailed studies on selected themes will be undertaken to obtain in-depth knowledge on the SUWASA development approach and its contribution in improving water and sanitation service delivery.

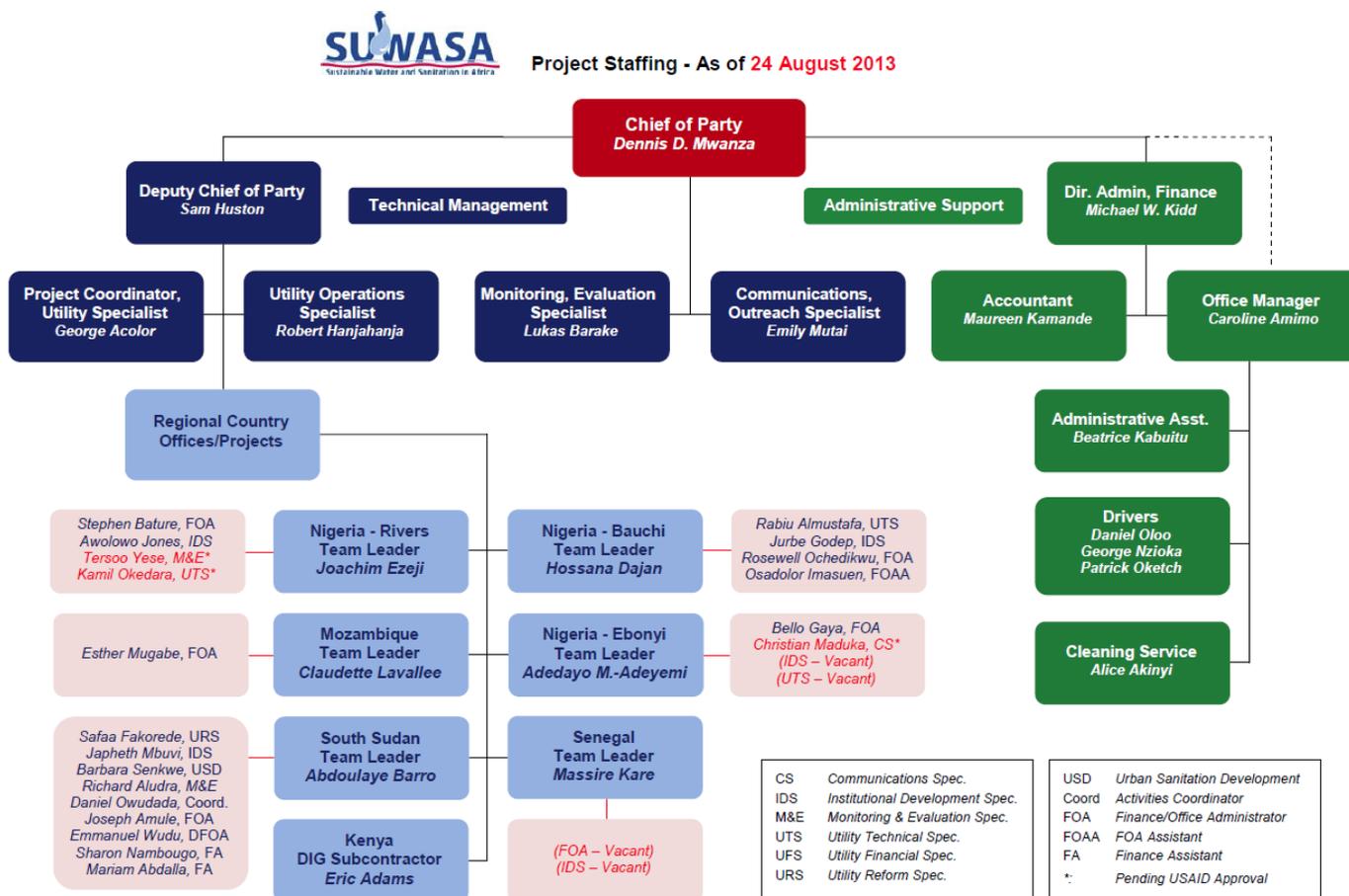
*Institute data quality improvement measures including periodic data quality assessments and reviews.* This is in line with the provisions of the SUWASA PMP and the USAID requirements for data quality improvement. In this respect, an annual internal DQA will be carried out in February 2014.

*Strengthen M&E capacity through deployment of additional staff in South Sudan and Nigeria.* The new M&E personnel will be responsible for all M&E activities in the respective countries and providing additional support to the project implementation partners in improving their M&E systems and procedures.

## 5.0 MANAGEMENT PLAN

### 5.1 ORGANIZATION AND STAFFING

As of August 2013 the organizational structure of the SUWASA team is illustrated in the organogram below.



Regional office staff have been assigned as focal persons for specific country projects to ensure the coordination and monitoring of country-specific and overall project activities and to take immediate action needed to address urgent issues (see table below). The scheduling of regular calls by the assigned focal person to their designated country Team Leaders assures that the COP and DCOP are kept fully apprised of current activities, future plans, and any significant developments, planned or unanticipated. The Regional Project Coordinator assists the DCOP in assuring that this process of regular consultation reporting continues to function effectively, and that issues arising with the country projects are promptly addressed.

### Focal Person Table

Focal Person	Projects
Robert Hanjahanja	Bauchi, Mozambique & Zambia
Lukas Barake	Kenya 2
Sam Huston	Ebonyi & South Sudan
George Acolor	Rivers, Senegal, Liberia& Uganda

Overall, the SUWASA project is nearly fully staffed at the country level, but a few professional positions remain unfilled. These positions are presented in the table below.

### Unfilled Professional Position Table

Country	Unfilled Positions
Nigeria – Ebonyi State	<ul style="list-style-type: none"> <li>• Communications and Outreach Specialist (Start date September 16)</li> <li>• Institutional Development Specialist</li> </ul>
South Sudan	<ul style="list-style-type: none"> <li>• Urban Sanitation Development Specialist (Start date October 7)</li> <li>• Water Utility and Operations Specialist</li> </ul>

## 5.2 COMMUNICATION AND REPORTING

In accordance with contractual stipulations, the SOW, and specific instructions by the COR, the main communication and reporting channels will include the following:

- Weekly e-mail summaries of activities conducted during the week. Sent to the COR, Missions and SUWASA Team Leaders.
- Bi-weekly or at least monthly meetings or conference calls with the SUWASA COR and/or other members of USAID/Washington staff; the COP and/or other members of the Nairobi project staff; the STAM and other Tetra Tech ARDhome office staff are usually in attendance at these meetings
- Quarterly Technical and Financial Reports.

In addition, SUWASA has established an Intranet (SharePoint) site to facilitate ready access to internal project information among SUWASA staff and USAID. The site contains all key project documents (e.g., RWPs, budgets, technical reports, etc.) as well as a travel/events calendar, and is continually updated to ensure that all information is up to date. The site is accessible to the USAID COR and other USAID personnel designated by the COR; and to SUWASA staff in Nairobi, the country offices, and the Home Office.

### 5.3 CURRENT BUDGET AND FINANCIAL PROJECTIONS FOR YEAR

Table 2 summarizes the current status of the SUWASA budget as of August 2013 and projected expenditures to the end Year 5, FY14. The projections include core operations and implementation of the approved projects through FY14.

**Table 2: Budget Funding Summary**

<b>Funding Projections Thru Year 5 FY 14</b>	
<b>Description</b>	<b>Amount</b>
Cumulative Expense Thru 30 August, FY13	21,615,574
Projected Expenditures Thru Sep, FY13	900,000
<b>Cumulative Expense Thru FY13</b>	<b>22,515,574</b>
Projected Expenditures Year 5, FY14	9,084,974
<b>Cumulative Expense Thru FY14*</b>	<b>30,600,548</b>
Cumulative Obligations – 03 June 2013**	28,053,619
<b>Balance/(Additional Funding Thru FY 13)</b>	<b>(3,546,929)</b>

\* Assumptions for cumulative expense thru FY14:

- Reduced scope of activity for Senegal project
- Budgeted amount Kenya II project is limited to phase 1 of 3 phases

\*\* USAID Missions buy-in funding included in cumulative obligations:

- |   |           |
|---|-----------|
| • Nigeria Bauchi, Ebonyi, Rivers States ..... | 5,500,000 |
| • South Sudan .....                           | 3,505,336 |
| • Liberia .....                               | 441,487   |

# ANNEX A: DETAILED ACTIVITY PLANS

## KENYA 2

Objectives and Activities		A	S	O	N	D	J	F	M	A	M	J	J	A	S	Responsibility
	<b>Short term projects</b> (efficient motors, pumps, lighting, power factor correction, surge suppressors, load optimizers, overhead tank installation)															
Determine investment decision based on amount, project feasibility and initial project information																DIG
Develop terms of reference and solicit quotations from suppliers																DIG
Conduct investment and cost recovery analysis																DIG
Develop the implementation and management plan																DIG
Develop financing proposal with supporting documentation																DIG
Present business case and financing proposal to board for approval, submit financing application																DIG
Bank approval and letter of offer																DIG
Tendering and selection of supplier																DIG
Procurement of equipment																DIG
Project implementation																DIG
Analysis of WSP financial impact																DIG
	<b>Medium-Term projects</b> (small scale pipe extensions, pipe rehabilitation, metering, NRW investments, pilot of pre-paid meters)															
Determine investment decision based on amount, project feasibility and initial project information																DIG
Conduct market research and/or develop technical drawings and bill of quantities																DIG
Conduct investment and cost recovery analysis																DIG
Develop the implementation and management plan																DIG
Develop financing proposal with supporting documentation																DIG
Present business case and financing proposal to board for approval, submit financing application																DIG
Bank approval and letter of offer																DIG
Tendering and selection of supplier																DIG
Procurement of equipment																DIG
Community education and outreach activities (if required)																DIG
Project implementation																DIG
Monitoring and evaluation																DIG
People with improved access to water																DIG
	<b>Long Term projects</b> (household connections and metering, large scale extension/rehabilitation, small hydro, wind energy, biogas plant, water treatment and distribution, large scale NRW and pre-paid meter projects)															
Determine investment decision based on amount, project feasibility and initial project information																DIG
Conduct market research and/or develop technical drawings and bill of quantities																DIG
Conduct investment and cost recovery analysis																DIG
Develop the implementation and management plan																DIG
Develop financing proposal with supporting documentation																DIG
Present business case and financing proposal to board for approval, submit financing application																DIG
Bank approval and letter of offer																DIG
Tendering and selection of supplier																DIG
Procurement of equipment																DIG
Community education and outreach activities (if required)																DIG
Project implementation																DIG
Monitoring and evaluation																DIG
People with improved access to water																DIG

## BAUCHI, NIGERIA

Objectives and Activities	Expected Output	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Responsibility
<b>Objective 1: Facilitate the creation of an enabling environment for WASH</b>																
<i>Activity 1: Development framework and strategy for sanitation in Bauchi State</i>																
1.1 Draft SoW and get approval	STTA															STTA
1.2 Procurement of consultant		■	■													STTA
1.3 Implementation				■	■	■	■	■								STTA
1.4 Payments					■		■		■							SUWASA
<i>Activity 2: Implement external public awareness campaign on water sector reforms</i>																
2.1 Preparation of SOW, approvals, negotiation and award of contract	PUBLIC MADE AWARE OF IMPLICATIONS OF THE WATER SECTOR REFORM															SUBS
2.2 Consultant develops communication framework		■	■													SUBS
2.3 Procure subcontracts for implementation according to framework - sow, tendering				■	■	■	■	■	■	■						SUBS
2.4 Implementation of awareness creation program					■	■	■	■	■	■	■					SUBS
2.5 Support the activities of the SWG (quarterly)				■	■	■	■	■	■	■	■					SUBS
2.6 Support Reform Champion Meetings				■	■	■	■	■	■	■	■					SUBS
2.7 Conduct Study Tour		■			■				■							SUBS
2.8 Conduct advocacy visits for enactment of the law				■		■		■		■						SUBS
<i>Activity 3: Peer Review Meetings between reforming states in Nigeria</i>																
3.1 conduct meetings	CURRENT KNOWLEDGE ON REFORMS SHARED					■			■							SUWASA
3.2 publish results						■			■							SUWASA
<b>Objective 2: Provide technical and institutional support to Bauchi State Water Board</b>																
<i>Activity 4: Clarifying Governance Issues</i>																
4.1 Support the ratification of the BOD and MD	GOVERNANCE ISSUES CLARIFIED					■										SUWASA
4.2 Support the signing of the performance contract between BSWSC and BASG							■									SUWASA
4.2 Support the formation of the PCRC								■								SUWASA
<i>Activity 5: Implement the new Organizational Structure</i>																
5.1 strategic planning and project management	ORGANIZATION STRUCTURE IMPLEMENTED AND BSWC FUNCTIONAL					■		■	■							STTA
5.2 staff orientation on newly identified positions and job descriptions								■								STTA
5.2 SoW and procurement of facilitators/trainers					■	■	■	■	■							STTA
5.4 Conduct the training/orientation				■												STTA
5.5 Capacity Building - (Tony Gregg)			■	■	■	■	■	■	■	■						STTA
5.6 Draft SOW and obtain approval																STTA
5.7 EOI, evaluation and contract award											■					STTA
5.8 Conduct trainings								■	■	■						STTA
5.9 Technical approval of reports											■					STTA
5.10 Payments											■	■				SUWASA

Objectives and Activities	Expected Output	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Responsibility
<i>Activity 6: Improve commercial performance</i>																
6.1 Training on Billing System	NEW BILLING SYSTEM IMPLEMENTED LEADING TO IMPROVED COMMERCIAL PERFORMANCE															STTA
6.2 Training on metering and meter management																STTA
6.3 Training through NWRI, including MOU, facilitators, procurement and																STTA
6.4 Payments																STTA
6.5 WOP activities																STTA
6.6 Technical approval of reports																STTA
6.7 Payments																SUWASA
<i>Activity 7: Improved Customer Orientation</i>																
7.1 Customer awareness training	IMPROVED CUSTOMER ORIENTATION															SUBS
7.2 Development of customer care guidelines																SUBS
7.3 Establish customer care units																SUBS
7.4 Establishment of customer/client associations																SUBS
<i>Activity 8: Promote private sector participation</i>																
8.1 Carry out a PSP options study on Bauchi water supply	MODEL FOR ENGAGING PRIVATE SECTOR IN SMALL TOWN OPERATIONS DEVELOPED															STTA
8.2 Develop a strategy for implementation of PSP																STTA
8.3 Support BSWB to engage appropriate private operator(s) as per strategy																STTA
8.4 develop and implement action plan for monitoring of PSP																STTA
<i>Activity 9: Project Closure</i>																
10.1 Conduct Final Summit (Wrap Up Activities)																SUWASA
Post Implementation M& E																SUWASA

## EBONYI, NIGERIA

Objectives and Activities	Expected Output	A	S	O	N	D	J	F	M	A	M	J	J	A	S	RESPONSIBILITY
<b>Objective 1: Undertake Legal and Institutional Reforms to Create Enabling Frameworks</b>																
<i>Activity 1: Develop a State policy on watsan to guide provision of watsan</i>																
1.1 Establish State Working Group and Meetings	WASH POLICY AND STRATEGY DEVELOPED															CCN/meetings
1.2 Stakeholders Workshop to review existing policies and adapt document																Travel
1.3 Develop strategy for the implementation of the policy including workshop																Meetings & workshops
1.4 Study tour																Travel/Learning
1.5 Implementation of the Policy																Meetings/Surveys
<i>Activity 2: Support Amendments to existing legislative framework</i>																
2.1 Review existing legislation and institutional framework	EXISTING LAW REVIEWIED AND AMMENDED TO REFLECT REFORM VALUE PROPOSITIONS															TCN/Meetings
2.2 Develop legislation that defines the institutional arrangement for urban water																TCN/Meetings
2.3 House committee on Water Workshop																Workshop
2.4 Full house deliberation, public presentation and passage (House of Assembly)																Workshop
<b>Objective 2: Utility Level Reforms to transform EBSWC to autonomous utility.</b>																
<i>Activity 3: Design a performance improvement plan through a WOP</i>																
3.1 Performance Improvement Program	PERFORMANCE IMPROVEMENT PROGRAM DESIGNED BASED ON WOP MODEL															Subcontract
3.2 Development of Internally Delegated Management Contracts																Subcontract
3.3 WOP activities: GIS, pipeline mangement, customer care, data base																Subcontract
<i>Activity 4: Reform EBSWC corporate processes to introduce improved commercial</i>																
4.1 Review and redesign organization structure	IMPROVED ORGANIZATIONAL STRUCTURE, COMMERCIAL AND ACCOUNTING SYSTEMS DEVELOPED															Subcontract
4.2 Conduct staff audit/assessment, training needs, manual and training program and																Subcontract
4.3 Develop a customer service policy, establish a customer care unit, corporate																STA/TCN
4.4 Undertake customer enumeration exercise to establish data base																Subcontract
4.5 Re-engineer the financial management system, accounting software, billing																Subcontract
4.6 Develop Audit Assurance and budget procedures																Subcontract
<i>Activity 5: Support EBWSC in development of plans and operational policies for</i>																
5.1 Develop water master plan, including , investment planning, financial models,	MASTER PLANS AND OPERATIONAL POLICIES DEVELOPED															Subcontract
5.2 Undertake a tariff review and develop and support the implementation of new tariff																Subcontract
5.3 Develop pipe connection policy, NRW management program and network																Subcontract
5.4 Develop a planned preventative maintenance policy, program and implement																STA/TCN
<i>Activity 6: Strengthen EBSWC communication outreach capacity/engage community</i>																
6.1 Conduct a stakeholder perception study and develop and implement	COMMS. STRATEGY DEVELOPED, CITIZEN PARTICPATION SYSTEM ESTABLISHED															STTA
6.2 Develop a communciation strategy for the reforms.																Subcontract
6.3 CPS Steering Committee quarterly survey/meet																SUWASA
<i>Activity 7: Identification and Implementation of SIP</i>																
7.1 Technical due diligence for Ezillo and Juju Hull WTP	SIP DESIGNED, APPROVED, GOODS AND WORKS COMPONENTS PROCURED AND KICKED OFF RESPECTIVELY															STA/TCN
7.2 Pilot metering program																Subcontract
7.3 Procure Computers to support commercial processes																SUWASA
7.4 Water Treatment Maintenance Support (PPMP)																
7.5 Treatment Plant Repairs																Subcontract
7.8 Purchae of tricycles with PAS for revenue generation and network surveillance																SUWASA

## RIVERS, NIGERIA

Objectives and Activities	Expected Output	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Responsibility
<b>Objective 1: Legal and Institutional Framework and Reforms</b>																
<i>Activity 1: Support New Water legislation</i>																
1.1 Conduct legal and Policy examination	NEW WATER LEGISLATION SUPPORTED															STTA
1.2 Develop Implementation Plan																STTA
1.3 Stakeholder/community engagement via public awareness on reforms																STTA
1.4 Monthly Progress Meetings																SUWASA
<i>Activity 2: Facilitate development Institutional and Organizational structuring of new Regulatory Commission</i>																
2.1 Develop Organization Structure	INSTITUTIONAL AND ORGANISATIONAL STRUCTURE OF THE REGULATORY COMMISSION DEVELOPED															STTA
2.2 Develop Operational Budget																STTA
2.3 Develop Regulatory Tools																STTA
2.4 Carry Out Capacity building for Commission Staff																SUBS
2.5 Study Tour for RSWSRC staff and commissioners																SUBS
<i>Activity 3: Develop Water Sector Development Plan for 5 LGA's</i>																
3.1 Conduct baseline assessment	WATER SECTOR DEVELOPMENT PLAN DEVELOPED FOR 5 LGAS															SUWASA
3.2 Conduct Water Source Vulnerability assessment																STTA
3.3 Prepare Investment Plan																STTA
3.4 Draft Business Plan																STTA
<b>Objective 2: Utility Level Reforms (RSSTOWA)</b>																
<i>Activity 4: Institutional &amp; Organizational Structure of the small town water supply and</i>																
4.1 Develop organizational structure and budget	INSTITUTIONAL AND ORGANISATIONAL STRUCTURE OF THE SMALL TOWN WATER SUPPLY AND SANITATION (RSSTOWA) DEVELOPED															STTA
4.2 set up 10 WCA's																SUWASA
4.3 Capacity Building for the WCA's																SUWASA
4.4 Capacity Building for RSSTOWA staff /study tour																SUBS
<i>Activity 5: Management Structure for Terabor put in place</i>																
5.1 Develop Institutional options	MANAGEMENT STRUCTURE FOR TERABOR PUT IN PLACE															SUWASA
5.2 Review world bank OBA study																STTA
5.3 Carry out community programs																SUWASA
<b>Objective 3: Utility Level Reform (PHWC)</b>																
<i>Activity 6: Develop Performance Improvement Plans for PHWC pilot area</i>																
6.1 Carry out evidence based WTP survey	PERFORMANCE IMPROVEMENT PLANS FOR PHWC PILOT AREA															STTA
6.2 Review and update existing tariff study																STTA
6.3 Draft Business plan																STTA
6.4 Workshop/ study tour.																SUBS
6.5 convene multi-stakeholder forum																SUBS
<b>Objective 4: Implementation of SIP</b>																
<i>Activity 7: Identification and Implementation of SIP</i>																
7.1 Stage meetings in support of the design stage of the SIP with PHWC	SIP NEEDS IDENTIFIED AND IMPLEMENTED															SUWASA
7.2 Field/Site visits to PHWC pilot areas																SUWASA
7.3 Procurement of equipment, software, pipes and fittings.																SUBS
7.4 Installation and commissioning																SUBS
<b>Objective 5: Incountry Peer Review</b>																
<i>Activity 8: Incountry Peer Review</i>																
7.1 Facilitate Meetings																SUWASA

## SOUTH SUDAN

Objectives and Activities	Expected Output	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Responsibility
	<b>WATER</b>															
<b>Objective 1: support urban water supply institutional development</b>	Urban Water Supply Institutional framework developed															
<b>1.1 Support for BoD activities planning and Decision-making (Continuation)</b>																TL, RO, HO
- Support to BoD for startup activities																TL, RO
- Payments made																TL, RO, HO
<b>1.2 Support for 4 BoD meetings</b>																
- BoD determines a final date for the meeting																BoD Secreteriate
- Cost estimate prepared and venue selected																TL, FOA
- RO/Nairobi approval																FOA, RO/Nairobi
- Advance payments made for reservation of venue																TL and FOA
- Meeting held																BoD and TL
- Final payment																TL and FOA
<b>1.3 Performance contracts MWRI / SSUWC (Continuation and completion)</b>																MWRI, SSUWC, TL
<b>OBJECTIVE 2: Support Evolution Of Targeted UWC Operational Autonomy</b>	Operation autonomy of Wau and Maridi UWCs is improved															
<b>2.1 Performance contracts SSUWC / UWCs - Delegation</b>																MWRI, SSUWC, TL
<b>2.2 Capacity Building Financial and Commercial Management</b>																
- Continuation (SOW finalized, contracting NWSC)																TL, RO, HO
- NWSC conducts training for the finance department in Wau and Maridi																TL, SSUWC, UWCs
- NWSC conducts training for the commercial department in Wau and Maridi																TL, SSUWC, UWCs
<b>2.3 Procurement of O&amp;M critical Equipment and Materials identified by</b>																TL, URS, UWCs
- Approval of list of equipment by USAID																TL
- Procurement (SOWs, RFQs, PO)																FOA, TL, RO, HO
<b>2.4 Support for ring fencing of revenues</b>																
- Determine a plan for ring fencing of revenues at the station level																SSUWC/BoD, TL
- Issue a concept paper for consulting meeting on UWC revenue ring fencing																SSUWC/BoD, TL
- Cost estimate prepared and venue selected for the consultation meeting																TL, Admin/Finance
- RO/Nairobi approval																TL, RO/Nairobi
- Payment venue reservation, stationaries etc.																TL, Admin/Finance
- Hold Consulting meeting: set up mechanisms for ring fencing of revenues																MWRI, SSUWC, TL
- Final Payments																TL, FOA
<b>Objective 3: Strengthen and Formalize Institutional Relations between</b>	Institutional Relations between SSUWC and UWCs (Maridi, Wau) is strengthen and formalized															
<b>3.1 Stakeholder consultation workshop to review RSS policy and legal</b>																
- Organize stakeholder conferences in Wau and Maridi																TL, IDS, FAO
- Develop cost estimate and get approvals																TL, IDS, MWRI,
- Hold the conferences at Wau and Maridi																TL, IDS
- Payments																TL, Admin/Finance
<b>3.2 Drafting of an MOU outlining the roles and responsibilities of MWRI,</b>																TL, IDS
<b>3.3 Establishment of Water and Sanitation committees under LGA</b>																
- Organize stakeholder conferences in Wau and Maridi																TL, IDS, FAO,
- Develop cost estimate and get approvals																TL, FAO, RO
- Hold the conferences at Wau and Maridi																TL, Stakeholders
- Payments																TL, Admin/Finance
- Conference Reports																TL, IDS

Objectives and Activities	Expected Output	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Responsibility
<b>4 Small Investment Projects</b>																
<b>4.1 Wau Urban Water Corporation (WUWC)</b>	SIP IMPLEMENTED															
- NRW activities (Bulk metering) for NRW control																
- NRW activities (Network repairs ) for NRW control																
- Residential metering																
<b>4.2 Maridi Urban Water Corporation (MUWC)</b>																
- MECO Power line connection finalized																
- Promotion of Individual metering																
- Network Extension (densification) constructions																
<b>4.3 Juba Urban Water Corporation (UWC)</b>																
- Network mapping activities																
- Procurement (computers, printer, softwares)																
- Capacity Building for Mapping																
	<b>SANITATION</b>															
1.1 Identification of Key Stakeholders	Assessment of institutions involved in urban sanitation finalised															
1.2 Preparation of Stakeholders report																
2.1 Review of existing Policies and Strategies	Map out roles and responsibilities of key stakeholders															
2.2 Hold Workshop on Roles and Responsibilities																
3.1 Develop the framework and undertake a KAP survey in Juba	Mapping of sanitation infrastructure and conduct a Knowledge, Attitudes and Practices (KAP) survey in Juba															
3.2 Develop the framework and undertake a GIS mapping of sanitation infrastructure																
3.3 Intergrate the results og the KAP survey and sanitation mapping in to a																
3.4 Development of a sanitation Marketing Strategy for Juba																
4.1 Development a comprehensive investment plan for both household and public	Undertake Investment Planning for urban sanitation within Juba Municipality															
4.2 Identify key investment areas and priorities																
4.3 Prepare a Small Investment Program (SIP) to leverage municipal investments in																
5.1 Prepare a case study on the waste water lagoon operations and the provision of	Undertake case studies and analysis and develop/prepare learning pieces for dissemination															
5.2 Prepare a case study fro the Juba Pay per Use Toilets developd uder the Sudan																
5.3 Develop and disseminate knowledge notes to improve understanding of urban sanitation challenges and opportunities and inform the policy development process																
6.1 Review of existing policies and strategies including the Public Health policy, Local Government Act and Physical Infrastructure and Urban Construction guidelines	Develop the framework of engagement for the development of Urban Sanitation Policy for Juba Municipality															
6.2 Hold stakeholders consultations and develop road map																

## LIBERIA

Objectives and Activities	Expected Output	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Responsibility
<b>Objective 1: Implementation of SIP</b>																
<i>Activity 1: Implementation</i>																
1.1 Complete Procurement of Commodities and construction contractor	ROBERTSPORT SIP COMPLETED															SUWASA
1.2 Finalize pipe installation and construction of kiosks																SUWASA/LWSC
<b>Objective 2: Development of Cost of Water and tariff model</b>																
<i>Activity 2: Finalization</i>																
2.1 Analyse costs and develop cost categories for Robertsport and Kakata	COST OF WATER & TARIFF MODEL COMPLETED															Sub Contractor
2.2 Develop draft cost of service calculation methodology based on Robertsport and																Sub Contractor
2.3 Develop draft cost of water and tariff models based on Robertsport and Kakata																Sub Contractor
2.4 Training of stff at LWSC and ministry on models																Sub Contractor
2.5 Workshop to present cost of service and tariff methodologies to stakeholders																Sub Contractor
2.6 Finalize cost of service and tariff models based on workshop comments																Sub Contractor
<b>Objective 3 : Conduct Ability to pay Study in Kakata</b>																
<i>Activity 3: ATP Study finalized</i>																
3.1 Conduct the ability to pay survey in Kakata and deseminare results	ATP STUDY IN KAKATA COMPLETED															Sub Contractor

## UGANDA

Objectives and Activities	Expected Output	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Responsibility
<b>Objective 1: Design an improved water services oversight/ framework</b>																
<b>Activity 1: Framework design</b>																
1.1 Finalize report on Autonomous Regulatory Framework	AUTONOMOUS REGULATORY FRAMEWORK DEVELOPED															SUWASA
1.2 Stakeholder consultation on autonomous regulatory framework																Sub-contractor
1.3 Develop budget for the establishment of the regulator																Sub-contractor
1.4 Develop implementation Plan for the regulatory framework																Sub-contractor
<b>Activity 2: Regulatory Legislation Developed</b>																
2.1 Identify items for legislative Framework	REGULATORY FRAMEWORK DRAFTED															SUWASA/Subcontractor/MWE
2.2 Consultative Workshop for Legislative Framework																Sub-contractor
2.3 Finalize Legislative Framework Report																SUWASA/Subcontractor/MWE
<b>Activity 3: To Share Knowledge on Applicability of DBO/OBA framework</b>																
3.1 Conduct stakeholders workshop to share lessons learnt on DBO/OBA framework	KNOWLEDGE ON APPLICABILITY OF DBO/OBA FRAMEWORK INCREASED															Sub-contractor

## ZAMBIA

Objectives and Activities	Expected Output	A	S	O	N	D	J	F	M	A								Responsibility
<b>Objective 1:</b> Determination of optimum cost of water																		
<b>Activity 1:</b> Finalization																		
1.1 Final Workshop to clarify glitches in the model	COST OF WATER MODEL AND USER MANUAL FINALIZED																	Sub Contractor
1.2 Final Report																		Sub Contractor
<b>Objective 2:</b> Development of tariff model																		
<b>Activity 2:</b> Finalization																		
2.1 Final Workshop to clarify glitches in the model	TARIFF MODEL AND USER MANUAL FINALIZED																	Sub Contractor
2.2 Final Report																		Sub Contractor
<b>Objective 3 :</b> Develop corporate Governance Guidelines																		
<b>Activity 5:</b> Corporate Governance																		
3.1 Analyze current corporate governance guidelines	CORPORATE GOVERNANCE GUIDELINES DEVELOPED																	Sub Contractor
3.1.1 Prepare SOW and obtain approvals for consultant																		Sub Contractor
3.1.2 Identify CVs, negotiate and issue contract																		Sub Contractor
3.1.3 Start assignment																		Sub Contractor
3.2 In consultation with NWASCO identify any gaps to be filled																		Sub Contractor
3.3 Update and revise the corporate governance manual																		Sub Contractor
3.4 Hold stakeholder workshop to present recommended updates to revised guidance																		Sub Contractor
3.5 Training and capacity building on the revised corporate governance guidelines																		Sub C/NWASCO

## KNOWLEDGE MANAGEMENT AND LEARNING

Objectives and Activities		A	S	O	N	D	J	F	M	A	M	J	J	A	S	Responsibility
1.1 Select and test online platform for SUWASA Utility Reform Toolbox	Knowledge sharing platform developed and populated			■												HO support
1.2 Design template for presentations and narration					■											Subcontract
1.3 Adapt at least six presentations to fit template and platform and add-on					■											Subcontract
1.4 Upload first batch of presentations, tools and templates						■										
1.5 Continuously adapt presentations, templates and tools to platform and add-on									■				■			Subcontract
1.6 Launch SUWASA Utility Reform Tool Box							■									Subcontract
1.7 Prepare and disseminate one project documentary /learning video on utility	SUWASA's activities, lessons learned and successes promoted			■	■	■	■	■	■							Subcontract
2.1 Participate in two international and regional meetings/conferences								■								
2.2 Conduct five sharing workshops at country level												■				STTA
2.3 Prepare and disseminate SUWASA quarterly News						■				■					■	
2.4 Update information packs						■				■					■	
2.5 Update SUWASA's website regularly					■	■	■	■	■	■	■	■	■	■	■	■





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