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SUSTAINABLE WATER AND SANITATION IN AFRICA (SUWASA) YEAR 6 PROJECT WORK PLAN



AUGUST 30, 2014

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Cover Photos: Left: U.S. Ambassador to Kenya Godec participates in laying the first pipe of a new water distribution system that will benefit 75,000 people in Embu County, Kenya. Right: A woman carries water in Maputo, Mozambique. Credit: Emily Mutai, SUWASA.

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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
BoD	Board of Directors
COP	Chief of Party
COR	Contracting Officer's Representative
CRA	<i>Conselho de Regulacao do Abastecimento de Agua</i> (Water Regulatory Council), Mozambique
DCA	Development Credit Authority
DCOP	Deputy Chief of Party
DNA	National Directorate of Water (Mozambique)
DQA	Data Quality Assessment
EBSWC	Ebonyi State Water Corporation (Nigeria)
FPA	<i>Fornecedores Privados de Agua</i> (Private Water Providers, Mozambique)
IWA	International Water Association
KM	Knowledge Management
LGA	Local Government Area
LWSC	Lusaka Water and Sewage Company (Zambia)
M&E	Monitoring and Evaluation
MIS	Management Information System
MoU	Memorandum of Understanding
MPU	Ministry of Public Utilities (Ebonyi State, Nigeria)
MWRRD	Ministry of Water Resources and Rural Development
NRW	Non-Revenue Water
PHWC	Port Harcourt Water Corporation (Nigeria)
PIP	Performance Improvement Plan
PMP	Performance Monitoring Plan
RCG	Reform Consultative Group (Mozambique)
RSSTOWA	Rivers State Small Town Water Supply and Sanitation Agency (Nigeria)
RSWSRC	Rivers State Water Sector Regulatory Commission (Nigeria)
RWP	Reform Work Plan
SIP	Small Investment Program
SOW	Statement of Work
SSUWC	South Sudan Urban Water Corporation
SUWASA	Sustainable Water and Sanitation in Africa
TA	Technical Assistance
USAID	United States Agency for International Development
UWC	Urban Water Corporation (South Sudan)
WASH	Water, Sanitation, and Hygiene
WOP	Water Operators Partnership
WSP	Water Service Provider
WSTF	Water Services Trust Fund (Kenya)

1.0 INTRODUCTION

1.1 FOCUS OF ACTIVITIES FOR YEAR 6

The Year 6 Work Plan for the Sustainable Water and Sanitation in Africa (SUWASA) project is based on the continued implementation of project activities and the expansion of SUWASA efforts to implement a robust knowledge management strategy. Over the five years of SUWASA, 17 project activities have been or are being implemented in nine countries in sub-Saharan Africa. During the sixth and final year of implementation, all SUWASA project activities will be completed. 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 2014, SUWASA has implemented reform activities in Ethiopia, Kenya, Liberia, Mozambique, Nigeria, Senegal, Uganda, South Sudan, and Zambia. This work plan for the final year focuses on:

- Completing implementation of approved activities in Ebonyi and Rivers States of Nigeria, South Sudan, Mozambique, and Kenya 2; and
- Continued development and sharing lessons learned from reform activities that have yielded successes and learning experiences. Expanding promotion of lessons learned and developing knowledge products will be a key focus of the project.

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 implementation of a comprehensive knowledge management strategy that identifies target audiences, develops applicable knowledge products, and disseminates products through appropriate knowledge platforms. In addition, we plan to hold a knowledge conference to present the overall SUWASA program contribution to the sector and provide a forum to promote the importance of moving reforms forward long after SUWASA closes.

1.2 MANAGEMENT PLAN

SUWASA's regional office in Nairobi 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 have been assigned direct responsibility for specific country projects. As a result, the Chief of Party (COP) and Deputy Chief of Party (DCOP) are kept fully informed on all matters related to country projects for timely decision making. The USAID Missions through the respective points of contact are regularly updated by the Team Leaders or the COP via regular meetings and SUWASA weekly update emails.

The SUWASA performance monitoring plan (PMP) approved in the first quarter of Year 3 remains the yardstick for measuring program performance. However, SUWASA has submitted a request to change some of the targets, and this was by USAID with some observations made to the indicators. Activity-level Monitoring and Evaluation (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.

2.0 PLANNED ACTIVITIES

The activities presented in this section outline Tetra Tech ARD’s work plan for SUWASA’s sixth and final year of project implementation during the period October 1, 2014, to September 30, 2015. It builds on the tasks outlined in the program Statement of Work (SOW) and the project Reform Work Plans (RWPs) implemented in the first five years of SUWASA.

During the past five years, SUWASA focused primarily on identifying, designing, and implementing activities under country-specific RWPs. With the completion of some country projects and maturity of ongoing ones, SUWASA has accumulated results and lessons learned that can bring value to African decision makers beyond those directly involved in these projects. Therefore, while the priority for Year 6 will continue to be on RWP implementation, SUWASA will put emphasis on analysis, documentation, and dissemination of lessons learned from these RWPs.

The SUWASA SOW requires the provision of support to “at least 12 reform activities in sub-Saharan Africa in at least five countries.” These activities are meant to support “at least 12 utilities, local service providers, or other organizations” at the regional or national level. Areas of reform include institutional, service delivery, policy, and financing innovations. As of last year, SUWASA’s project portfolio included 17 reform activities in nine sub-Saharan African countries: Ethiopia, Kenya, Liberia, Mozambique, Nigeria, Senegal, South Sudan, Uganda, and Zambia. So far, several RWPs—Ethiopia, Kenya 1, Zambia, Uganda, Liberia, Senegal, and Nigeria/Bauchi State—have been completed. Others—Mozambique, Kenya 2, Nigeria/Ebonyi, Nigeria/Rivers, and South Sudan—will be completed during Year 6, providing SUWASA with particularly strong opportunities to learn from these projects and conduct outreach activities to share lessons learned from the projects.

A summary of SUWASA activities is provided in Table 2.1.

TABLE 2.1: STATUS OF SUWASA ACTIVITIES BY COUNTRY

RWP Country	RWP Activities	Type of Reform(s)	Status	Duration ¹
Ethiopia	Support to Hawassa Water and Sewerage Services Enterprise	Institutional and service delivery	Closed	2 years (Jun 11–Jun 13)*
Kenya	Nakuru Prepaid Meter Pilot Project	Service delivery	Closed	2 years (Dec 10–Nov 12)*
	Kisumu Piped Water Extension Pilot Project	Finance	Closed	2 years (Dec 10–Nov 12)*
	Innovative Utility Finance (Kenya 2)	Finance and service delivery	Ongoing	26 months (May 13–June 15)
Liberia	Supporting Economic Regulation of Urban Water Services in Liberia	Tariff	Closed (SIP & Final Workshop Ongoing)	1 year (May 13–Apr 14)*

¹ Dates shown are in USAID approved RWPs. Some activities have received limited extensions by USAID for completion of specific sub-activities such as Small Investment Programs (SIPs). These are indicated with asterisks.

RWP Country	RWP Activities	Type of Reform(s)	Status	Duration ¹
Mozambique	Development of Licensing and Regulatory Framework for Private Water Operators in Maputo and Matola	Regulatory	Ongoing	2 years (Oct 11–Oct 13) Extended Feb 15
Nigeria	Urban Water Sector-Wide Reform for Bauchi State	Policy and regulatory	Closed	3.5 years (May 11–Sept 14)
	Support to Bauchi State Water Board	Service delivery	Closed	3.5 years (May 11–Sept 14)
	Ebonyi State – Improving Water Services	Institutional reform and service delivery	Ongoing	26 months (Apr 13–May 15)
	Rivers State – Improving Water Services	Institutional reform and service delivery	Ongoing	26 months (Apr 13–May 15)
Senegal	Improved Fecal Sludge Management Services and Oversight in Selected Communities	Service delivery and regulatory	Closed	2 years 2 months (Aug 12–Sept 14)
South Sudan	Urban Water Sector-Wide Reform for South Sudan	Institutional and policy	Ongoing	43 months (Sep 11–Mar 15)
	Support to the Wau Water Station	Service delivery	Ongoing	43 months (Sep 11–Mar 15)
	Support to the Maridi Water Station	Service delivery	Ongoing	43 months (Sep 11–Mar 15)
	Juba Sanitation Project	Institutional	Ongoing	18 months (Oct 13–Mar 15)
Uganda	Support for Establishment of an Autonomous Regulatory Framework	Regulatory	Closed	18 months (Jul 12–Dec 13)
Zambia	Support to National Water and Sewerage Commission	Regulatory	Closed	1 year (Aug 12–Jul 13)*

Each country team 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 COP provides overall oversight and strategic leadership to the activities with support from the DCOP and other technical staff (see Section 5.1). Specialized expertise is provided by short-term consultants engaged as needed from SUWASA subcontractors, a pool of technical experts, and resource organizations.

Implementation of the 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 for Liberia, Ethiopia, Kenya, Nigeria, and South Sudan. Status updates on SUWASA activities including implementation of the SIPs will continue to be provided through quarterly reports.

Detailed information on the status of SUWASA activities will be provided in the July–September 2014 Quarterly Report. However, brief overviews and status of each activity and plans for Year 6 are provided below.

The following sections provide a narrative of Year 6 activities by RWP. Detailed activity plans for individual projects are provided in Annex 1.

2.1 KENYA 2

The SUWASA Kenya 2 program supports a sustainable transformation in the water sector from a purely donor-based investment strategy by utilities to one that integrates commercially financed investments that adhere to the core business principles of market responsiveness, service delivery, and return on investment. Building on the success of the Kenya 1 program, Kenya 2 is institutionalizing this commercial approach among utilities, commercial banks, and the Kenyan government, building their capacity to continue the program after the end of the SUWASA program. The program aligns the financial incentives of the utility, bank, and consumer to drive a financially sustainable model that increases first-time and improved access to water, reduces the cost of water to the end user, and increases profitability of the utilities and the banks. The program does this by:

1. Supporting utilities in identifying commercially viable investments and developing bankable financing proposals.
2. Advising commercial banks in developing new water financing products and appropriate lending methodologies for utilities.
3. Assessing market demand and affordability for water and sanitation services among the poor, and supporting community outreach and education programs related to utility investments.
4. Advising the Water Services Trust Fund (WSTF) on initiatives to promote commercial financing and gender inclusiveness with utilities in Kenya.

The Kenya 2 project began on June 1, 2013, and will be completed in June 30, 2015.

Accomplishments to Date

SUWASA is supporting investments with 10 utility partners and has three bank partners (Housing Finance, K-Rep, and Kenya Commercial Bank). The project has a partner agreement with the WSTF to support commercial financing activities. Kenya 2 has developed a gender tool kit and training program to help utilities integrate gender in program design and approach. A bank partner toolkit was also developed to help commercial banks lend to water service providers in Kenya.

Objectives and Activities for Year 6

In the coming year, the project will undertake the following activities (in addition to the work plan provided in Annex 1, please see Annex 2 for details on SUWASA support to individual utility partners). SUWASA will provide hands-on technical assistance (TA) to plan, access finance, and monitor commercially viable investments. TA support will include market analysis, debt service capacity analysis, investment planning, bank proposal development, community outreach and education, and M&E.

Objective 1: Support utilities in identifying commercially viable projects and developing bankable financing proposals

- 1.1. Assess challenges to improved financial performance and expanded service delivery to the urban poor
- 1.2. Analyze utility financials, management information system (MIS) reports, debt service capacity, and profitability
- 1.3. Identify commercially viable financing solutions based on market research, financial analysis, cost-benefit analysis, and financing terms, among others
- 1.4. Develop business plans with utility management and support presentations to the utility board of directors, integrate gender sensitivity in design and approach

- 1.5. Link the utility with sources of financial, commercial, and technical assistance with complementary sector actors
- 1.6. Develop infrastructure financing proposals to banks with utility management
- 1.7. Assist utilities in developing community outreach/education programs
- 1.8. Support post-implementation follow up to identify outcomes.

Objective 2: Advise commercial banks in developing water financing products and the lending methodology for utilities

SUWASA will support commercial financing to the sector through TA to banks on the legal framework for lending to utilities; sector-specific information on investments, risk analysis, and due diligence; financial benchmarks to determine utility credit worthiness; and loan structuring. The project will deliver and refine the utility financing tool kit and staff training program with bank partners. Specific activities with banks in the coming year will include:

- 1.1. Deliver water financing toolkit training and field accompaniment and provide follow-up
- 1.2. Support bank monitoring of critical risk factors affecting loan repayment
- 1.3. Link banks to financial opportunities that improve security (e.g. USAID's Development Credit Authority [DCA]) and project incentives (e.g., Water Services Trust Fund Output Based Aid [OBA] and Aid on Delivery [AOD]).

Objective 3: Advise the WSTF on initiatives to promote commercial financing and gender inclusiveness among utilities in Kenya

SUWASA will continue to advise the WSTF on their programs to incentivize commercial financing in the sector. TA support will include developing a commercial financing guide for utilities in the country. Specific activities with WSTF in the coming year will include:

- 1.1. Support and advise WSTF on the guide to commercial financing for utilities, which explains the bank requirements and necessary preparations when considering commercial financing as an option for investments
- 1.2. Deliver a gender training to the WSTF gender committee
- 1.3. Review existing WSF tool kit and provide recommendations for gender inclusiveness and indicators.

Expected Outcomes Year 6

As a result of the activities above, SUWASA Kenya will deliver in the following this year:

- Business plans developed for all the ten utilities
- Bank applications submitted by utility partners.
- Infrastructure installation/construction started by all utility partners
- Water utility financing tool kit and manual developed
- Bank financing disbursed by bank partner to utilities
- Training facilitated by SUWASA Kenya for all bank partners on the utility finance toolkit, and training reports developed
- Market assessments conducted in Embu, Murang'a, Meru, and Kisumu and Eldoret; market assessment reports developed
- Launch events held for utility projects

- Community outreach and education plans developed in Embu, Murang'a, Meru, and Kisumu and/or Eldoret.
- Guide to commercial financing for Kenya water utilities developed with the WSTF
- Gender inclusiveness recommendations provided to WSTF tool kit for utilities.

Risks and Assumptions

SUWASA proposes to develop and implement water financing products in a relatively new market. The target market, in this case water service providers (WSPs), is distinct from traditional borrowers as they provide a public good and have additional regulations placed on them. While no destabilizing changes are expected under the transition to the new Kenya constitution, this fluid regulatory environment is also a factor to consider. In this context, the key assumptions for the project are a relatively stable economic environment and regulatory environment that are conducive to financing and that reduce risks associated with the introduction of new financing products.

Regulatory Risk: As a program focused on a sector in transition under devolution, there is a degree of regulatory risk as national and county governments move through the process of delegating assets and responsibility for water service provision to county governments.

Financial Risks: The financial risks for the project are macroeconomic in nature. Inflation, currency fluctuations, and interest rates charged by banks impact the implementation costs of projects, project feasibility, and business planning.

Institutional Risks: As with any financial product, there are factors that may affect the financial institution's priorities and decisions. External factors include macroeconomic fluctuations, market demand, and regulatory changes, and internal factors include strategy, product line decisions, liquidity, and risk thresholds.

Capacity-Related Risks: The risks associated with capacity lie primarily with the water service providers and include implementation risks associated with misdirection or inefficient use of loan funds, poor project management skills leading to delays, and a general lack of communication between departments and staff that can lead to a lack of coordination of tasks.

2.2 MOZAMBIQUE

SUWASA is supporting the Government of Mozambique to develop and implement a strategy of formalizing the provision of water services by private water providers, or *Fornecedores Privados de Agua* (FPAs), under a clear licensing and regulatory framework. The two-year project was launched on October 17, 2011, and was originally scheduled to end on October 16, 2013. Though a significant number of key activities in the original work plan have been implemented, several could not be completed due to slow movement on the part of the Mozambican government. The Government of Mozambique, through the main implementing agency, the National Directorate of Water (DNA), requested that USAID to consider extending the project for an additional year to allow for a smooth completion and transitioning into the formalized FPA licensing and regulatory frameworks developed under the SUWASA activity during its first two years. In March 2014, USAID/Mozambique approved additional funding to extend the project for one year.

Accomplishments to Date

- **Successful consensus building.**

After one year of technical assistance, the project was able to secure consensus of all stakeholders who originally held divergent views on the subject of licensing and regulating FPAs. Several key stakeholders were opposed to the idea of formalizing the

role of FPAs through licensing and regulation. Several previous government initiatives to bring the FPAs into a formalized environment did not succeed due, in part, to a lack of a clear understanding of the dynamics of the FPAs. After SUWASA established a full stakeholder committee called the Regulatory Consultative Group (RCG), support grew for the development of the licensing and regulatory framework.

- **Regulatory and licensing options developed.**

Through a sustained consultative process of all key actors in the urban water sector and the FPAs, a clear licensing and regulatory framework for FPAs was developed and agreed on. Based on the agreed framework, DNA issued a draft decree in August 2013 that established a new licensing mechanism that will be finalized after public consultation. The decree provides details on the mechanisms for licensing FPAs and incorporates elements that will ensure a fair playing field for anyone wanting to enter into the field of private provision of water services. The regulatory framework provides for the protection of the consumers, fairness in tariff setting, and safeguarding drinking water quality and service quality.

- **Inventory of existing FPAs.**

An inventory of the existing FPAs undertaken by SUWASA captured 811 FPA systems, including water pipe reticulation networks, technical details and economic information on the number of connections, price of water, number of installations, and amount of money invested in the infrastructure. This information shows that original estimates of 500 FPAs was grossly understated.

Objectives and Activities for Year 6

In Year 6, SUWASA will undertake the following activities:

Objective 1: Support DNA in finalizing the Ministerial Decree for licensing

- 1.1. Support DNA in finalizing a ministerial decree for licensing, revise the implementation plan to correspond with the approved decree, promote the adoption of the ministerial decree, and put in place structures for the implementation of the decree
- 1.2. Make revision to regulation document with the *Conselho de Regulacao do Abastecimento de Agua* (Water Regulatory Council, CRA) to assure compatibility with the approved decree
- 1.3. Carry out a mapping exercise for greater Maputo focusing on areas included in the *Fundo de Investimento e Património do Abastecimento de Água* (Water Supply Asset Holding and Investment Funds)/municipality development plans

Objective 2: Communication strategy developed and implemented

- 1.1. Develop a communication strategy to support implementation of the regulatory and licensing framework, and support DNA in conducting a public awareness campaign
- 1.2. Convene and conduct regular RCG meetings to maintain momentum for reforms
- 1.3. Implement a communications strategy on the new regulatory and licensing framework.

Risks and Assumptions

SUWASA identified the uncertainties associated with political elections in October as a key risk to successful implementation of planned activities. This is largely due to the long-standing political sensitivities associated with the FPA issues in Mozambique. The key assumption here is that due to the level of awareness/understanding created through the earlier SUWASA activities, negative impacts of electoral activities will be minimal and will not

affect activity implementation. Such impacts may include change in political leadership and changes in key government leaders. This will require more stakeholder consultations to ensure buy-in from new leaders.

On the other hand, assuming a significant change in government, there will be need for consensus building at strategic political levels. This could potentially lead to delays in getting the decree approved, and critically, this may extend beyond the life of the SUWASA project.

2.3 EBONYI STATE, NIGERIA

In Ebonyi State, Nigeria, SUWASA is implementing a 26-month project that started in April 2013. The project focuses on critical reforms in the urban water sector to ensure sustainable operation of newly built water facilities in the state. These reforms include creating an institutional framework to help clarify the overlapping mandates of different sector institutions and to create an enabling environment for the Ebonyi State Water Corporation (EBSWC) to exercise full financial and operational autonomy and ensure increased efficiency and accountability in its operations.

Accomplishments to Date

SUWASA Ebonyi accomplishments include:

- Development of a Draft Water, Sanitation, and Hygiene (WASH) policy that is awaiting adoption by the state government
- Completion of Customer Enumeration Exercise for Abakaliki, the state capital. The exercise was conducted with Android tablets and captured 16,500 properties of existing and potential customers.
- Increased commitment of state and non-state actors to water sector reform; the Governor and Commissioners of line ministries have expressed support for the reform process. SUWASA has also secured the buy-in of the management and staff of the EBSWC. SUWASA has very cordial relations with the staff of the corporation and other partners in the state.
- Commencement of a Water Operator Partnership (WOP). A mentorship relationship has been facilitated between EBSWC and Lusaka Water Corporation (LWSC) under WOP. A diagnostic visit has been undertaken by the mentor.

Objective and Activities for Year 6

Objective 1: Undertake legal and institutional reforms to create an enabling environment for better water service provision in Ebonyi State

1.1. Promote and support endorsement of the State Executive Council for the final draft State Water and Sanitation Policy

SUWASA facilitated the development of the final draft of the State Water Supply and Sanitation Policy with extensive involvement of all stakeholders. The document has been presented to the Ebonyi State Executive Council for endorsement. SUWASA will promote the draft policy to the attention of the State Governor and Commissioners of WASH line ministries to ensure it is approved.

1.2. Develop state water and sanitation policy implementation guidelines

SUWASA will develop implementation guidelines for the WASH Policy document as soon as State Executive Council endorses it. The strategy will incorporate procedures, roles, responsibilities, and issues in water supply and sanitation sector in Ebonyi State, timelines,

tasks, and personnel to be in charge of each task. Indicators to ensure tasks are completed will also be outlined in the WASH Performance Improvement Plan (PIP).

1.3. Establish a M&E reporting mechanism

Capacity building for M&E staff of the Ministry of Public Utilities (MPU) on urban water performance M&E will be implemented because MPU lacks the capacity to obtain performance information from EBSWC.

Objective 2: Undertake utility level reforms to transform the EBSWC into an autonomous efficient and financially viable utility

1.4. Design a PIP using the WOP model

SUWASA has identified the Lusaka Water and Sewerage Company (LWSC) as a suitable mentor for EBSWC under the WOP arrangement. LWSC has conducted a diagnostic survey of EBSWC to be followed by performance improvement activities. Training programs for EBSWC middle management staff in commercial, distribution, and production will also be implemented through exchange visits.

1.5. Reform EBSWC corporate processes and introduce improved commercial and accounting process

A consultant has been contracted to design a new organizational structure for the EBSWC. A restructured organizational plan for the corporation, new human resources strategy, and training needs and change management strategy will be executed. An improved billing system will be introduced and data from the customer enumeration exercise facilitated by SUWASA in the past year will be used. The billing system will be linked to an accounting system and corresponding training will be given to the corporation staff.

1.6. Develop operational policies and codes of practice to ensure quality management of EBSWC

Operational policies and plans on customer service, non-revenue water (NRW), and planned preventive maintenance will be developed by SUWASA. These will help address operational issues such as customer connections and water supply standards, among others. The NRW program will support EBSWC to minimize leakage through prompt leak detection and repair. The project will also develop a staff incentive framework and an M&E system.

1.7. Strengthen EBSWC communication and outreach capacity

SUWASA plans to sustain gains of the reforms with the formation of Ebonyi State WASH Stakeholders Forum as a platform to engage civil society in the reform process. This group will work independently from state actors to accelerate and sustain the water sector reforms in the state. SUWASA has assisted EBSWC to establish Communication and Customer Care unit.

1.8. Small Investments Program

Under the Small Investments Program (SIP), SUWASA will improve EBSWC capacity to generate more revenue, improve operations and maintenance, and reduce physical and commercial losses. SUWASA will procure and install bulk meters and boundary valves, and computerize EBSWC billing and financial management systems. EBSWC will also be supported to develop network maps and plans for network expansion and repairs.

Risks and Assumptions

Political Commitment: It is assumed that the Ebonyi State Government will remain committed to the reform process and to the development of the water sector. The signing of the Memorandum of Understanding (MoU) between the USAID and the Ebonyi state

government illustrates the commitment of the latter. The successful commissioning of the new Oferekpe Water Treatment Plant will boost access to water supply and justify the relevance of SUWASA reforms.

Stable Political Environment: The four-year general elections for executive and legislative offices are planned for February 2015, ushering in new political leaders by May 2015. This poses various challenges such as increased political activity and campaigns that may divert the attention of political leaders from development programs, while a new government not committed to reform may send negative signals.

2.4 RIVERS STATE, NIGERIA

In Rivers State, Nigeria, SUWASA reform activity focuses on strengthening the regulatory environment by supporting the establishment a regulatory commission, strengthening the capacity of the Port Harcourt Water Corporation (PHWC), and supporting the establishment of Rivers State 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 River State. The project duration is 26 months and is expected to close by May 2015.

Accomplishments to Date

- Institutional accomplishments include:
 - Development of a business plan and budget for the Rivers State Water Services Regulatory Commission (RSWSRC)
 - Support for the appointment of heads of newly created water agencies—PHWC, RSSTOWA, and RSWSRC by the Rivers State Government
 - Completion of a willingness-to-pay survey in the selected customer service areas of Eagle Island, Eleme, and Terabor
 - Completion of a capacity and training needs assessment for PHWC.
- Utility-level accomplishments include:
 - Commencement of 499 household meters installations, for the Eagle Island SIP pilot.

Since project inception in April 2013, other basic but important milestones were also recorded such as development of working partnerships with the World Bank, African Development Bank, Federal Ministry of Water Resources, and other stakeholders. An MoU has also been drafted to govern the relationship between SUWASA and the Rivers State Ministry of Water Resources and Rural Development (MWRRD).

Objectives and Activities for Year 6

In the coming year, the project will undertake the following activities:

Objective 1: Support implementation of Rivers State Water Law and development of a regulatory framework for autonomous regulatory commission

- 1.1. Support the development of a sector-wide Development and Investment Plan for five local government areas, or LGAs, (Oyigbo, Abua Odua, Etche, Ahoda, and Ogba/Egbema/Andoni) in Rivers State.

The activity involves provision of TA in resource and infrastructure baseline assessment, investment planning, and recommendations for cost recovery and management for sustainability.

1.2. Set up the RSWSRC

This activity is ongoing, and some sub-activities have been completed such as the RSWSRC business plan and budget and a report on a proposed organizational structure (already submitted to the MWRRD). The remaining sub-activities to be completed in Year 6 include development of regulatory tools, tariff methodologies, and training for regulatory commission staff.

Objective 2: Enhance the functions of PHWC and RSSTOWA to be fully operational and have financial autonomy, accountability, and attain efficiency in its operations

2.1. Support set up of the RSSTOWA

SUWASA is providing TA in the following key areas: development of a business model for RSSTOWA, development of job statement/descriptions for various positions in RSSTOWA, training for RSSTOWA staff, and development of a stakeholder engagement strategy.

2.2. SIP-PHWC pilot service improvements in Eagle Island

SUWASA is supporting PHWC in improving its capacity to generate revenue for operations and maintenance in the Eagle Island pilot area. The support involves installation of consumer meters and financial software, development of operating manuals, repair of network pressure system on Eagle Island, and staff training.

2.3. Design and implement a stakeholder engagement/public awareness campaign of the reforms

SUWASA will support MWRRD in disseminating key information to the residents of Rivers State and employees in the various agencies on the reforms to keep them apprised of expected changes.

Risks and Assumptions

Stable Political Environment: As the country will be undergoing elections in February 2015, thereby ushering in new political leaders by May 2015. This poses challenges such as increased political activity and campaigns that may divert the attention of political leaders from development programs, while a new government not committed to reform may send negative signals.

State Government contribution to work on emergency activities: One critical risk to project implementation in Port Harcourt is that most of the activities listed in support of the PIP for the PHWC in the pilot area (Eagle Island) are dependent on the commencement of the planned emergency works of the Rivers State Government. The delay in starting this work by the government makes the realization of the PIP objectives very uncertain.

2.5 SOUTH SUDAN

The goal of the South Sudan activity is to improve and expand access to safe, affordable, sustainable, and reliable water and sanitation services to underserved populations in selected urban areas of the country that have now been impacted by the recent conflict. Since September 2011, SUWASA has engaged in four key areas to achieve this goal: 1) supporting urban water supply institutional development; 2) supporting the evolution of three targeted urban water corporation (UWC) operational stations by providing support for operational autonomy, reliable financial management, and relevant investment prioritization; 3) strengthening and formalizing institutional relations between the South Sudan Urban Water Corporation (SSUWC) and targeted UWC stations; and 4) expanding sustainable sanitation services in Juba.

Accomplishments to Date

Major achievements of the project to date include:

- Establishment of a functional SSUWC Board of Directors (BoD) and definition of their vision/mission statement
- Completion of a key household sanitation survey for Juba City
- Completion of Maridi Electrical Corporation power connection to the Maridi Water Treatment Plant.

However, in December 2014, project implementation was seriously impacted by the outbreak of violence resulting from the civil unrest in South Sudan. International staff were evacuated for about five months. During this time, project decision making and authorization of financial transactions were severely hindered, leaving the project six months behind RWP implementation schedules. The water utility institutional capacity development and water sector reforms activities as well as sanitation improvement activities were all affected. During this period, the SIP activities in Maridi and Wau made reasonable progress with the completion of tasks under pilot metering, NRW control, and improved revenue collection efficiency.

Objectives and Activities for Year 6

As relative calm is returning to most parts of the country, including the capital Juba (which was the epicenter of the initial fighting), USAID authorized the remobilization of project expatriate staff. USAID also recommended that the project change focus from reform to assistance. The main activities under the revised plan will be:

Objective 1: Support urban water supply institutional development

1.1. Providing technical assistance and guidance for the urban water and sanitation sector

Due to an outbreak of cholera in May 2014 and the emergency situation resulting from the civil war, the SSUWC will need to strengthen and refocus its efforts to ensure better coverage and access to water to the population, especially in Juba. To achieve this, SUWASA will support the SSUWC BoD to continue giving oversight to the sector and support the development of a management system for water truck filling stations. This will ensure that the distribution and selling of water to private tankers follow hygienic practices at the water filling stations and meet water quality safety standards. Standards to govern the quality of the water tankers and daily practices observed by the operators will be developed.

Objective 2: Support evolution of targeted UWC operational autonomy

1.2. Strengthening the capacity of local governments to manage the urban water stations in Wau and Maridi

SUWASA will engage the local governments and other stakeholders in Maridi and Wau in the development of management arrangements for sustainability of local urban water utilities based on the present Local Government Act. The Local Government Act of 2009 gives the responsibility for the provision of all water supply and sanitation services within their jurisdiction to local governments. SUWASA will determine the degree of preparedness at the state, municipal, and local government levels to assume the responsibility for the management of water supply service provision.

1.3. Strengthening operational and commercial capacity of Wau and Maridi water stations

SUWASA employed innovative and concerted approaches to support the urban water utilities in Wau and Maridi to provide safe, reliable, and affordable water to residents of the two cities over the last year. Building on the past successes and mindful of the challenges on

the ground, SUWASA will focus on strengthening capacity to manage these urban water utilities, complete pilot metering works and extension of water distribution lines to underserved populations in the two cities under the SIP.

The project will also train staff of the two stations on revenue collection, customer care, financial management, and revenue ring fencing in order to improve their revenue generation and management.

Leakage repairs to reduce NRW which contributes to significant water losses to the stations will be carried out. This will not only raise the number of people having access to clean water, but also boost revenue to the utilities, which is critical for sustainable water supply.

In addition, for this transition period, the emphasis will also be on supporting evolution of SSUWC operational autonomy by helping develop their financial management capacity and increase their financial viability (create instruments required to build transparency, set up efficient revenue collection and procurement systems, and create a local management committee).

Objective 3: Expand urban sanitation access in a safe, affordable and sustainable manner

Prior to the political violence in December 2013, SUWASA had completed a household sanitation baseline and mapping survey. In addition, data was collected for the survey of public toilets and private exhauster tanker businesses. Data was also collected on key aspects of the Roton wastewater lagoon including conducting chemical analyses of the influent and effluent. SUWASA has also been able to collect sufficient information to carry out a basic assessment of the design and operational functionality of the lagoon. SUWASA will complete these studies to feed into the process of developing a sanitation investment plan for the city of Juba, to set out key priority areas for intervention by the municipality and potential cooperating partners. Detailed activities under this will include:

- 1.4. Complete studies on public toilets, exhauster tanker businesses, roton wastewater lagoon, and institutional arrangements. This activity will involve completing analyses of data already collected, completing data collection and analyses where there are still gaps, particularly on the institutional assessment survey, and drafting the study reports.
- 1.5. Conduct workshops with all stakeholders to validate the studies and thereafter finalize the study reports
- 1.6. Develop a draft investment plan for sanitation in Juba by building from the studies done and collection of relevant additional information
- 1.7. Conduct workshop with all stakeholder to validate and thereafter finalize the investment plan.

Objective 4: Develop fecal sludge management strategy and SIP project for Juba

Given the almost non-existent sewerage network in Juba, fecal sludge management will remain a key part of the sanitation solution in Juba. The SIP has therefore been designed to assist the Juba municipality to strengthen the fecal sludge management system by developing a fecal sludge management strategy. This component has four subcomponents that capture the fecal sludge management system from generation of the sludge to final disposal and treatment. Development of a fecal sludge management strategy will seek to guide and streamline activities of all key actors within the local government.

Risks and Assumptions

Based on the current situation in South Sudan, the following assumption/risks are made with regard to the activities implementation.

- The political situation and security situation improves or at least remains stable. If fighting resumes, it will likely require that SUWASA is forced to evacuate once again.
- The current security situation in Wau and Maridi is preserved.

3.0 COMMUNICATIONS PLAN

3.1 INTRODUCTION

In fulfilling one of its key mandates of promoting best practices in reform and enabling water utilities to achieve commercial viability, autonomy and effective institutional arrangements, SUWASA has developed a knowledge management strategy (Annex 2). The strategy advances SUWASA's knowledge agenda by maximizing on effective delivery and sharing of the knowledge produced, and ensuring an enduring legacy beyond the end of the project. It provides a mix of appropriate dissemination channels, communications products, and materials needed to disseminate SUWASA's knowledge products to target audiences effectively.

3.2 HIGHLIGHTS OF THE PAST YEAR

During the past year, various learning and sharing activities were implemented as the program continued to identify opportunities to share best practices and enabling policies to help meet water and sanitation challenges in sub-Saharan Africa. The project was able to communicate with sector stakeholders through technical sessions and paper presentations at three key regional conferences, the SUWASA website, project newsletter, national water sector events, and specific promotion materials.

Some key themes presented during the 3rd International Water Association (IWA) Development Congress, the 17th Africa Water Association (AfWA) Congress, and the 5th Africa Water Week included:

- A three-hour workshop, entitled *Accessing Commercial Bank Financing to Deliver Services to All – What Utilities Need to Know and Do*, provided a platform to highlight the substantial potential impact of USAID's work in Kenya. Over 100 representatives from many countries expressed interest in learning and replicating the SUWASA Kenya utility financing model.
- A presentation on fecal sludge management in South Sudan, entitled *Opportunities for Fecal Sludge Management in a Post-Conflict Situation*, presented a case study of Juba.
- The presentation on *Regulatory Reforms in Uganda and the Potential of Improving and Expanding Water and Sanitation Services through Regulation and Benchmarking in the Sector*, was given at the 17th AfWA Congress in Abidjan, Cote D'Ivoire.
- *WASH Finance Mobilization: What Are the Opportunities Beyond Public Finance?*, a technical session, was held at the 5th Africa Water Week in Dakar, Senegal in May 2014.
- Other papers presented at various venues during the past year include:
 - *Financing Utilities to Deliver Services to the Urban Poor at Scale;*
 - *Public Pre-Paid Meters – A Viable Service Option for Low-Income Areas? The Nakuru Experience;*
 - *Water Utility Management in Fragile Environments;*
 - *Are Cost-Reflective Tariffs a Panacea to Utility Financial Challenges? Lessons from Hawassa, Ethiopia;*

- *Metafinance, Financing Utilities to Deliver Services to the Urban Poor at Scale; and*
- *Private Network Water Service Providers – Competitors or Partners for Water Utilities.*

3.3 KEY ACTIVITIES FOR YEAR 6

Objective: Promotion of best practice reforms

1.1. Continued production and dissemination of communication products

1.1.1. Promotion materials

SUWASA will continue to prepare promotional materials for each project activity and for specific project results. These materials will include the one-page fact sheets, four-page documents that provide more details on the activities, articles, and snapshots. These materials will be translated to French to reach a wider audience in SUWASA client countries. SUWASA will continue to seek opportunities to publish articles in prominent water and sanitation magazines and journals, and USAID publications, including USAID Frontlines and Global Waters. The *SUWASA News* newsletter will continue to be produced with a focus on communicating the results and success of activities including highlighting significant policy and reform developments.

1.1.2. Package and disseminate specific technical reports

The sanitation baseline survey, fecal sludge study report, and lagoon study report prepared by the South Sudan project will be prepared for dissemination to stakeholders in South Sudan. Other technical reports will be assessed according to their relevance for a wider audience that is beyond SUWASA's key implementing partners.

1.2. Knowledge Management (KM) Strategy developed, approved, and implemented

1.2.1. Finalize KM Strategy

At the request of the Contracting Officer's Representative (COR), SUWASA has procured the services of a consultant to prepare and support the development and implementation of a KM strategy that will include an identification of the target audience, their KM needs, the types of KM products that would be most useful to them to fill these needs, and the appropriate platform(s) for providing products to them. SUWASA's proposed strategy is provided in Annex 2. With USAID approval of the strategy, the consultant will conduct a survey of potential SUWASA "customers" for KM products, using a Survey Monkey questionnaire distributed to SUWASA partners, beneficiaries, and our mailing lists drawn from our newsletter subscribers and participants at recent conferences in which SUWASA has participated.

1.2.2. Identify and Procure Technical Support

SUWASA will rely on in-house staff and subcontractors, as well as short-term technical assistance consultants, to finalize the KM products defined in the strategy, and to provide information and communications technology support as may be required to develop and operationalize the KM strategy. SUWASA has already subcontracted the services of Aquaya, and anticipates that additional expertise will be required of other SUWASA subcontractors and consultants.

1.2.3. Implement KM Strategy

As guided by the strategy, SUWASA will develop the products and platform. KM products will be based on tools, reports, and data developed under our RWPs and then adapted to meet the formats and content defined in the strategy. Immediately upon COR approval of the strategy, we will initiate development of KM products for RWPs that have been completed

and for ongoing RWPs that have completed useful tools and products, e.g., the gender mainstreaming guidance document and finance guidance document prepared under Kenya 2 and the tariff adjustment guidelines and cost of service model developed under the Zambia RWP.

1.3. Knowledge Forum Conference

Sharing the lessons of reform initiatives undertaken by SUWASA will be a key activity in the final year. Pending identification of key sector organizations to partner with in this activity, SUWASA will prepare a concept note for this closeout event and seek approval from USAID. An expert in organizing similar events will be contracted to develop a conference agenda in consultation with partners, identify key speakers and conference themes, and manage logistics associated with this kind of event. This event will target representatives from the African and the international water and sanitation sector.

1.4. Final report written

A report that highlights SUWASA's key results, lessons learned, and challenges encountered will be prepared and shared with USAID and Missions and a wider audience of interested parties. A structure for this report was discussed in the past year with the COR and approval was provided. The report will capture success stories, brief case studies, and the impact of activities where possible.

4.0 MONITORING AND EVALUATION PLAN

M&E systems for effective program management have been put in place based on the project-specific M&E Plans that feed into the SUWASA PMP. The PMP provides the overall framework for program monitoring, reporting, evaluation, and learning. M&E Plans have been developed for all the projects.

As part of effective capture and reporting of quality data, the program has put several measures in place, including the establishment of an Excel-based MIS to track indicator data. The MIS is backed up with a physical filing system for each of the seven program performance indicators.

The project teams have been sensitized on data documentation requirements. To improve on data quality further, the program regularly conducts data quality assessments (DQAs) to ensure that the program teams are aware of the strengths and weaknesses of data generated based on the five data quality standards criteria, i.e., validity, reliability, precision, integrity, and timeliness. Following a DQA carried out in February 2013, the M&E Specialists identified key areas that require strengthening for quality of data. The next DQA in 2014/2015 will build on this knowledge to improve on data capturing, reporting, and documentation.

Regular progress reports have been generated to provide insight on the achievements of the program, challenges, and lessons learned. The reports have been useful tools for management decision making in areas that require improvement and informing the program development process. Internal midterm reviews have been conducted since the inception of SUWASA. The reviews that have been conducted are: Kenya 1, Uganda, Ethiopia, Nigeria (Bauchi project), 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.

4.1 KEY ACTIVITIES IN YEAR 6

Objective: Revision of PMP and Validation/Confirmation of Results

1.1. Revise the program PMP and updating M&E plans

A proposed revision to the SUWASA PMP was submitted for USAID approval in March 2014 and is pending COR approval. For South Sudan, the original RWP was designed to address the reform agenda in the water and sanitation sector but at the USAID Mission's request, we are now focusing on water service improvements. Consequently, the project M&E Plan will be updated to reflect these changes. The Regional Monitoring, Evaluation, and Learning Specialist and country M&E Specialist will take the lead in updating the M&E Plan.

1.2. Institute data quality improvement measures including periodic DQAs and reviews

This is in line with the provisions of the SUWASA PMP and the USAID requirements for data quality improvement. DQAs were conducted in July 2014 for Ebonyi and Rivers projects, and plans are underway to conduct the exercise in South Sudan and Kenya between September

2014 and February 2015. The DQA will build on the knowledge gained from the Nigeria projects to improve on data capture, documentation, and reporting. The focus will be on strengthening key areas to improve data quality such as data completeness, consistency, accuracy, and timeliness so as to generate quality products for sharing and/or replication.

1.3. Conduct end-of-project evaluations

To assess the results of the program, end-of-project evaluations will be carried out for completed projects, including: (a) Senegal: sanitation for the urban poor; (b) Zambia: support economic regulation of urban water services; (c) Kisumu, Kenya: micro-financing for house connections; (d) Bauchi State: reform of the urban water sector; and (e) Nakuru: pre-paid meter pilot project.² The focus of the end-of-project evaluations will be a careful analysis of the projects' relevance, effectiveness, efficiency, and sustainability. The impact evaluation for the Nakuru pre-paid meter pilot project will entail an analysis of the changes that could be attributed to the project. The end-of-project evaluation reports will generate valuable lessons that will contribute to the SUWASA knowledge repository and drafting the final SUWASA end-of-program report.

1.4. Conduct monitoring, learning, and reporting

SUWASA will continue to conduct routine monthly and quarterly reporting. To carry out this duty effectively and add value to the reports, the team will enhance the capacity of project staff in Nigeria and South Sudan on report writing and documentation. As a follow-up on capacity building, the team will conduct quarterly M&E technical support visits to project sites to assist staff on data capture, documentation, and reporting.

1.5. Carry out case studies to generate good practices and lessons learned

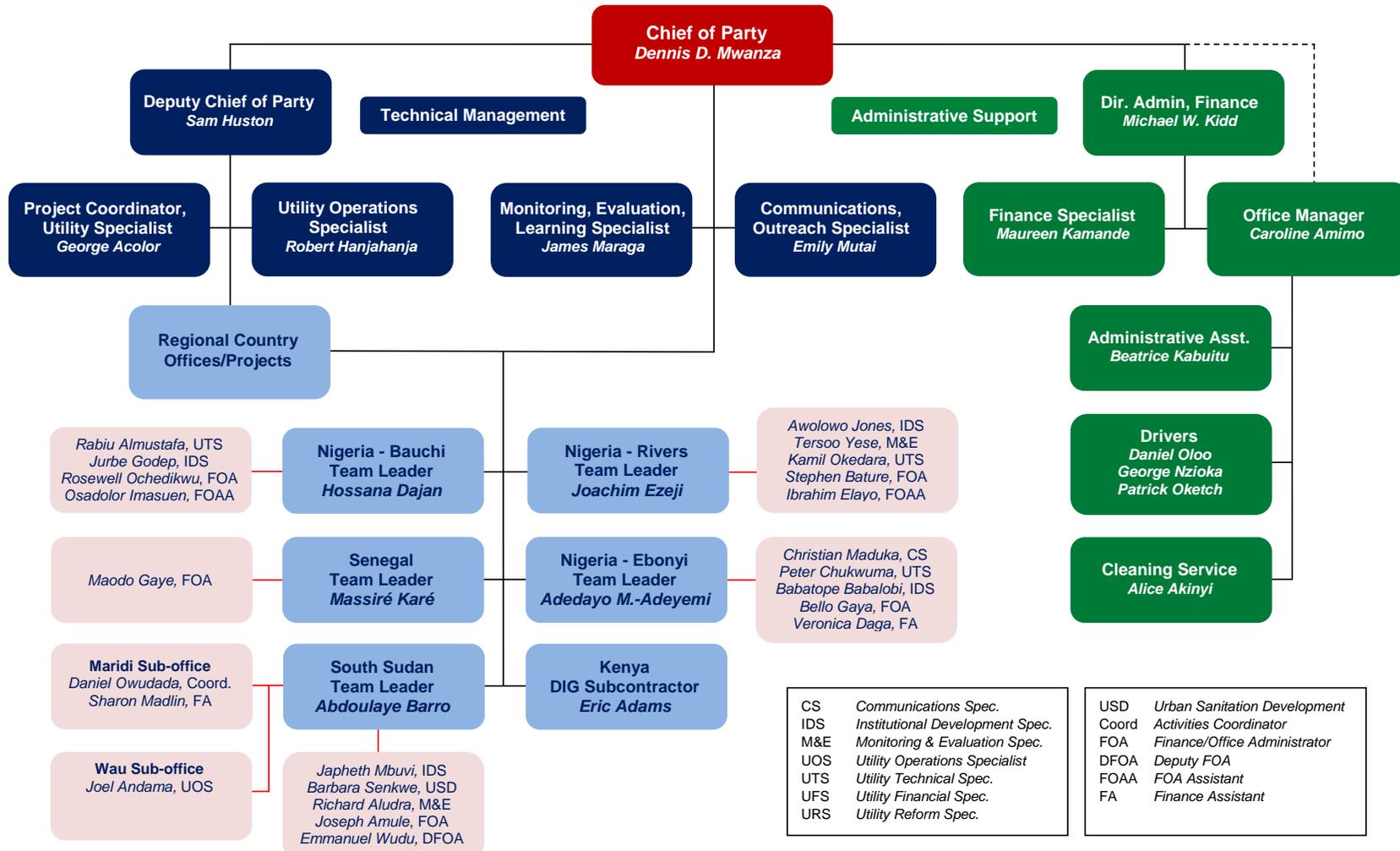
The M&E and Communications teams will conduct case studies for completed and ongoing projects so as to generate good practices and lessons learned for dissemination and sharing/replication.

² The Nakuru pre-paid meter pilot project will be an impact evaluation since the project was completed in 2012.

5.0 MANAGEMENT PLAN

5.1 ORGANIZATION AND STAFFING

The organizational structure of the SUWASA team as of August 30, 2014, 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 5.1 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.

TABLE 5.1: FOCAL PERSON TABLE

Focal Person	Projects
Robert Hanjahanja	Mozambique, Kenya 2
Sam Huston	Ebonyi, South Sudan
George Acolor	Rivers

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 technical team members.
- Bi-weekly or at least monthly meetings or conference calls are usually attended by the SUWASA COR and/or other members of USAID/Washington staff; the COP and/or other members of the Nairobi project staff, and the Senior Technical Advisor/Manager and other Tetra Tech home office staff.
- 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, and technical reports) as well as a travel/events calendar. It is continually updated to ensure that all information is current. 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 BUDGET AND EXPENDITURE PROJECTIONS

Table 5.2 summarizes SUWASA program cumulative expenditures through August 2014, projected expenditures for the last quarter of Fiscal Year (FY) 2014, and projected expenditures for Year 6 FY15, October 2014–September 2015.

TABLE 5.2: BUDGET FUNDING SUMMARY

Funding Projections Thru 6 FY15	
Description	Amount
Cumulative Expense Thru 22 August, FY14	\$32,142,451
Projected Expenditures Thru Sep, 2014	\$1,096,328
Cumulative Expense Thru FY14	\$33,238,779
Projected Expenditures Year 6, FY15	\$ 7,699,496
Cumulative Expense Thru FY15	\$40,938,275
Cumulative Obligations - 26 Aug 2014	\$40,293,449
Balance (Additional Funding Required Thru FY15)	\$(644,826)

As indicated in the table, under current projections, SUWASA expenditures through the end of project will be \$523,237 below the contract ceiling. The projections reflect current best estimates of expenditures to complete all planned activities in the remaining RWPs, communications and outreach activities, project closeout, and a baseline set of activities to implement the KM Strategy provided in Annex 2. As outlined in the KM Strategy, SUWASA is currently conducting a number of tasks to more fully assess alternatives for implementation, including an audience mapping exercise, review of SUWASA knowledge assets, and identification of critical knowledge gaps based on the audience mapping and asset review. Based on this assessment, we will develop knowledge management implementation options and cost estimates beyond the current baseline as may be needed to meet critical information gaps that may require additional funding beyond the projections in Table 5.2, but within the contract ceiling.

ANNEX 1: DETAILED ACTIVITY PLANS

TABLE A1.1: KENYA 2

Objectives and Activities	2014			2015								
	O	N	D	J	F	M	A	M	J	J	A	S
Objective 1: Support utilities in identifying commercially viable projects and developing bankable financing proposals												
Activity 1: Assess challenges to improved financial performance and expanded service delivery to the urban poor												
Activity 2: Analyze utility financials, MIS reports, debt service capacity, and profitability												
Activity 3: Identify commercially viable financing solutions based on market research, financial analysis, cost-benefit analysis and financing terms, among others												
Activity 4: Develop business plans with utility management and support presentations to the utility board of directors, integrate gender sensitivity in design and approach												
Activity 5: Link the utility with sources of financial, commercial and technical assistance with complementary sector actors												
Activity 6: Develop infrastructure financing proposals to banks with utility management;												
Activity 7: Train utility staff in gender sensitive approaches												
Activity 8: Monitor and evaluate project outcomes and gender inclusiveness in project implementation												
Activity 9: Update gender mainstreaming toolkit based on lessons learned												
Activity 10: Monitor outputs to meet debt obligations												
Objective 2: To advise commercial banks in developing water financing products and the lending methodology for utilities												
Activity 1: Deliver water financing toolkit training, field accompaniment, follow-up												
Activity 2: Update water financing toolkit for utilities based on lessons learned												
Activity 3: Support bank monitoring of critical risk factors affecting loan repayment												
Activity 4: Link banks to financial opportunities that improve security (e.g. DCA), and project incentives												
Objective 3: To assess market demand and affordability for water and sanitation services, and support community outreach and education programs related to utility investments												
Activity 1: Conduct market assessment of current water conditions, demand for water, willingness to pay and affordability												
Activity 2: Identify demand driven and feasible water financing solutions												
Activity 3: Develop community outreach/education programs												
Activity 4: Support post implementation follow-up to identify impact												
Objective 4: To advise the Government of Kenya Water Services Trust Fund on initiatives to promote commercial financing and gender inclusiveness among utilities in Kenya												
Activity 1: Help develop utility guide to commercial financing for Kenya water utilities												
Activity 2: Provide gender inclusiveness recommendations to WSTF tool kit for utilities												
End of project report												

TABLE A 1.2: MOZAMBIQUE

Objectives and Activities	2014			2015								
	O	N	D	J	F	M	A	M	J	J	A	S
Objective 1: Licensing and regulatory framework implemented												
Activity 1.1: Support DNA in Finalizing the Ministerial Decree for licensing												
Activity 1.2: Make revision to regulation document with CRA to assure compatibility with approved decree												
Activity 1.3: Revise implementation plan according to approved decree.												
Activity 1.4: Lobby for the adoption of the ministerial decree												
Objective 2: Communication strategy developed and implemented												
Activity 2.1: Convene, conduct regular RCG meetings												
Activity 2.2: Develop the communication strategy.												
Activity 2.3: Support Government in the public awareness campaign.												

TABLE A1.3: EBONYI STATE, NIGERIA

Objectives and Activities	2014			2015								
	O	N	D	J	F	M	A	M	J	J	A	S
Objective 1: Undertake legal and institutional reforms to create an enabling environment for better water service provision in Ebonyi State												
Activity 1: Develop a State Water and Sanitation Policy and Strategy to guide provision of water and sanitation services for urban												
1.1 Develop of policy implementation guideline												
Activity 2: Establish M&E reporting mechanism												
2.1 Capacity building for M&E staff of the MPU on urban water performance monitoring and evaluation												
Objective 2: Undertake Utility Level Reforms to transform the EBSWC into an autonomous efficient and financially viable utility												
Activity 3: Design a Performance Improvement Program using WOP model												
3.1 Implementation of the Performance Improvement Program												
3.2 Staff training by WOP mentor												
Activity 4: Reform EBSWC corporate processes and introduce improved commercial and accounting process												
4.1 Establish customer care center with GIS support												
4.2 Implement computerized financial management and billing system												
4.3 Implement communication programs and stakeholder forum												
Activity 5: Develop operational policies and codes of practices to ensure quality management system for EBSWC												
5.1 Develop a customer connection and service policy and train staff												
5.2 Introduce non-revenue water management program and train staff												
5.3 Develop a planned preventive maintenance policy and program and train staff												
Activity 6: Trainings on regulation, cost recovery and institutional reform												
6.1 Cost Recovery Training												
6.2 Institutional reform training												
Activity 7: Closeout conference												
7.1 Project closeout conference												
Objective 3: Implement a Small Investment Program (SIP)												
1. Supply of non-revenue water management equipment												
2. Supply of valves and meters												
3. Installation of Meters and Valves												

TABLE A1.4: RIVERS STATE, NIGERIA

Objectives and Activities	2014			2015								
	O	N	D	J	F	M	A	M	J	J	A	S
Objective 1: Support implementation of Rivers State Water law, development of a regulatory framework for autonomous regulatory commission												
Activity 1: Support the development of a sector-wide Development and Investment Plan for 5 LGAs												
1.1 Assessment and update of existing baseline for the sector-wide overview for the selected 5 LGAs												
1.2 Hold one day multi-stakeholder meeting for validation of the Developed State Wide Development and Investment plan												
1.3 Publish, disseminate final copy of the statewide Investment Plan												
Activity 2: Set up the RSWSRC												
2.1 Assist the Commission to design and build up appropriate knowledge resources												
2.2 Support the Commission to organize a multi-stakeholder workshop												
2.3 Capacity building of commission staff												
Objective 2: Enhance the functions of PHWC and RSSTOWA to be fully operational and have financial autonomy, accountability and attain efficiency in its operations												
Activity 3: Support the set-up of the RSSTOWA												
Activity 4: PHWC Pilot service improvement (SIP) Eagle Island												
4.1 Capacity building on SIP related activities												
4.2 Installation of 499 Analogue meters												
4.3 Production of operations/ procedure manuals												
4.4 Procurement and installation of customer toll free lines												
4.5 Procurement and installation of public prepaid meters												
4.6 Repair of Eagle Island Pressure System												
4.7 Monitoring & Evaluation												
Activity 5: Design and Implement a stakeholder engagement/public awareness campaign of the reforms												
5.1 Design and Produce Jingles/Radio Program /media visits												

TABLE A1.5: SOUTH SUDAN

Objectives and Activities	2014			2015								
	O	N	D	J	F	M	A	M	J	J	A	S
Objective 1: Support urban water supply institutional development												
Activity 1.1: Develop the capacity and support SSUWC BoD meetings												
1.1.1 Organize regular meeting of the BOD of the SSUWC												
1.1.2 Organize regular inspections and field visits by the management staff												
Activity 1.2: Develop operational management system, water quality, safety protocol for water truck filling stations and privately operated water tankers												
1.2.1 Prepare the technical operational manuals for the SSUWC staff at the filling stations; prepare water quality and safety plan; train staff and water tank operators												
Objective 2: Support evolution of targeted UWC operational autonomy												
Activity 2.1: Organize consultative stakeholder forums in Wau and Maridi												
2.1.1. Identify and hold consultative meeting with stakeholders												
Activity 2.2: Develop management structure for local government oversight including guidelines												
Activity 2.3: Define roles and responsibilities and corporate governance framework for management committees												
2.3.1.Hold meeting with stakeholders to define their roles												
Activity 2.4 Training, inauguration and capacity building of the management committees												
2.4.1. Formation and inauguration of the management committees												
Activity 3.1: Training of UWC staff on financial management, customer care revenue management and ring fencing												
3.1.1. Identification of facilitators, logistics and conducting trainings												
Activity 3.2: Repair of leakages on the network (Wau/Maridi) and improvement of water storage tank in Wau												
3.2.1. RFQ preparations and approvals and selection of vendor and mobilization of materials												
3.2.2. Repair of leakages on network, reservoir tanks and fencing work begins in Wau and Maridi; supervision and monitoring of the works												
Objective 3: Strengthen and formalize institutional relations between SSUWC and targeted UWCs												
Objective 4: Expand Urban sanitation access in a safe, affordable and sustainable manner												
Activity 4.1: Urban Sanitation institutional mapping												
4.1.1. Data collection, compiling of draft report, conducting validation workshop and finalizing/publishing the report												
Activity 4.2: Sanitation investment plan for Juba City Council developed and adopted												
4.2.1. Hire ARD Consultant, hold inception consultative meeting, draft investment plan, hold validation workshop and finalize/hand over plan to City Authority												
Activity 4.3: Urban sanitation advocacy												

Objectives and Activities	2014			2015								
	O	N	D	J	F	M	A	M	J	J	A	S
4.3.1. Facilitate program to advocate urban sanitation												
Activity 4.4: Public toilets survey												
Activity 4.5: Septic exhauster tankers survey												
Activity 4.6: Wastewater lagoon study												
4.6.1. Complete data collection, compile draft report, hold validation workshop, finalize ad publish reports												

TABLE A1.6: COMMUNICATIONS – NAIROBI REGIONAL OFFICE

Objectives and Activities	2014			2015								
	O	N	D	J	F	M	A	M	J	J	A	S
Objective 1: Promotion of best practice reforms												
Activity 1: Continued production and dissemination of communication products												
1.1 Prepare weekly updates												
1.2 Update the website regularly												
1.3 Write and disseminate the SUWASA newsletter												
1.4 Prepare promotion materials												
1.5 Select, print and disseminate some technical documents (lagoon study, fecal sludge and sanitation baseline)												
Activity 2: KM Strategy developed, approved and implemented												
2.1 Implement KM Strategy												
Activity 3: Final workshop												
3.1 Develop concept note and seek USAID approval												
3.2 Hire technical events planner												
3.3 Work on logistics, date, location, agenda												
3.4 Hold regional learning event												
Activity 4: Final report writing												
4.1 Draft other sections for completed RWPs												
4.2 Draft other sections for ongoing RWPs												
4.3 Peer review and submit draft report												
4.4 Submit final report incorporating USAID comments												

TABLE A1.7: MONITORING AND EVALUATION – NAIROBI REGIONAL OFFICE

Objectives and Activities	2014			2015								
	O	N	D	J	F	M	A	M	J	J	A	S
Objective 1: Revision of PMP and Validation/Confirmation of Results												
Activity 1: Revision of PMP												
Activity 2: Update Monitoring and Evaluation Plans												
Activity 3: Data Quality Assessment												
3.1 Conduct Data Quality Assessment for Kenya II (Innovative financing for water and sanitation) project												
Activity 4: Conduct End of Project Evaluations and Reviews												
4.1 Conduct end of project evaluation for Zambia (Support to economic regulation of urban water services) project												
4.2 Conduct impact evaluation for Nakuru project (Nakuru prepaid meter pilot project)												
4.3 Conduct end of project evaluation for Senegal (Sanitation for the urban poor in Senegal) project												
4.4. Conduct end of project evaluation for Liberia (Support for regulation for urban water sector) project												
4.5 Mid-Term review of Kenya II Project(Innovative financing for water and sanitation) project												
Activity 5: Monitoring, Learning and Reporting												
5.1 Enhance capacity of project staff on report writing and documentation of project activities (Nigeria)												
5.2 Carryout quarterly M&E technical support visits to project sites to assist staff on reporting, data capturing, documentation and generation of project milestones to update indicator performance data												
5.3 Conduct routine reporting (monthly and quarterly)												
5.7 Strengthening capacity of supported water utilities M&E personnel to generate and manage performance indicator data (South Sudan)												
Activity 6: Carry out Case Studies to Generate Good Practices and Lessons Learned												
6.1 Carry out a case study for the South Sudan projects												
6.2 Carry out a case study for the Kisumu project												
6.3 Carry out a case study for the Ethiopia project												
6.4 Carry out a case study for the Embu project												
6.5 Carry out a case study for the Nigerian projects												

ANNEX 2: KNOWLEDGE MANAGEMENT STRATEGY

BACKGROUND

SUWASA is a six-year USAID regional initiative implemented by Tetra Tech ARD - to promote innovative reforms for sustainable urban water and sanitation services in Africa. Since 2009, SUWASA has supported seventeen urban water sector reform initiatives in nine sub-Saharan African countries: Ethiopia, Kenya, Liberia, Mozambique, Nigeria, Senegal, South Sudan, Uganda and Zambia. SUWASA's work program is now approaching the end-phase when all Reform Work Plan (RWP) projects will close-out by mid-2015. The regional program will close by September 30, 2015.

Knowledge, policy and action underpin all of SUWASA's work. Maturity of SUWASA's work programs presents an opportunity to make critical contributions to questions over how innovative reforms can enhance delivery of sustainable urban water and sanitation services in challenging country contexts.

This document outlines a strategy for advancing SUWASA's knowledge agenda by maximizing on effective delivery and sharing of the knowledge produced, and ensuring an enduring legacy beyond the end of the project. Although its scope is limited to the remaining period of the SUWASA project, the strategy seeks to:

- Enable SUWASA to catalyze a robust knowledge management platform that will be a valuable resource of tools and information for urban water and sanitation practitioners and policy makers in Africa, and sustained and updated by an African organization or multiple organizations after SUWASA closes.
- Focus SUWASA resources on developing a portfolio of knowledge products and services that maximizes impact by improving flexibility, strengthening strategic focus, identifying synergies, and leveraging external knowledge.

The Development Context

SUWASA was designed against a background of a sub-continent struggling to meet the Millennium Development Goal (MDG) target of halving the proportion of people living without sustainable access to safe drinking water and basic sanitation by 2015. Sub-Saharan Africa continues to experience the highest rates of urban growth in the world with most of that growth occurring in slums with limited access to basic water and sanitation services. A burgeoning population, limited financing and institutional capacity at the national and local levels combined with conflicts throughout the region are stressing already weak systems.

SUWASA's interventions are focused on developing commercial viability for water and sanitation services by promoting innovative reforms and sustainable financing in sub-Saharan Africa. These include:

- Sector reforms (including policy, institutional and legislative reforms) that promote increased autonomy and accountability; promotion of tariffs that are built on cost recovery principles; and, improved performance leading to increased access to water services.
- Utility reforms to increase performance, improve customer orientation and better management by strengthening institutional systems and use of commercial

management and practices; and, cost recovery as a foundation of sustainable urban water services.

- Innovative financing to build linkages for innovative capital finance mechanisms
- Market based solutions for the expansion of sanitation services
- Regulatory reforms by establishing and strengthening regulatory agencies

ASSESSING SUWASA'S KNOWLEDGE BASE

Lessons Learned

Some critical lessons emerge from SUWASA's previous efforts in knowledge management and provide guidance for the current effort:

- As SUWASA is approaching its final year of implementation, a need to develop a clearly articulated knowledge management strategy has been identified.
- The emphasis of the strategy should be on building a strong internal culture of learning and sharing knowledge among our target knowledge users, and getting the right messages to the right audiences.
- The roles of producing, customizing and connecting knowledge should be driven by the motivations of SUWASA's core audiences.
- A carefully constructed and valued inventory of knowledge assets is essential for improving institutional capabilities and performance in knowledge management.
- The strategy should build on and complement SUWASA's ongoing initiatives to manage knowledge resources.
- Clarity is required on measuring the impacts of SUWASA knowledge products and services.
- SUWASA's contributions to WSS sector knowledge should be sustained beyond the project's period of performance.

SUWASA's Knowledge Assets

- A wealth of knowledge already exists, accumulated through SUWASA's work programs in advancing urban water sector reforms in Africa. However, most of this knowledge is tacit and needs to be systematically captured and shared.
- SUWASA is keenly aware of the importance of enhanced knowledge management for development effectiveness. Internal awareness is reinforced by strong senior management commitment and leadership buy-in.
- Strategic partnerships with acknowledged knowledge centers in the water and sanitation sectors have been established, i.e, with WOP, IWA, AfWA, WSP, etc. The challenge is to further harness the synergies focused on learning and sharing knowledge.
- The SUWASA website and other online knowledge products have significantly expanded reach and presence. To achieve full potential, there is need to ensure that these knowledge resources are accessible and relevant beyond the end of the project.

- SUWASA has built a strong institutional knowledge through our work over the past five years in supporting a range of water and sanitation reforms.
- SUWASA has built up a wide range of knowledge products – such as reports, mid-term reviews, monitoring and evaluation (M&E) and project completion reports – all of which provide valuable references for systemic learning and sharing. The challenge is to achieve connectivity among them.
- SUWASA regularly organizes and participates in informal and formal sessions around urban water reform issues, with contributions by top experts and specialists from peer organizations. It also produces publications to share knowledge and research findings, some of which have been widely disseminated and recognized across the development community.

KNOWLEDGE STRATEGY

The knowledge strategy presented below aims to facilitate progress in knowledge-sharing and learning, both within SUWASA and with its partners, through pragmatic, focused, selective and incremental measures.

Key Activities

- Undertake a rapid survey among SUWASA's stakeholders to validate understanding of who our core audiences are, and how to respond to their knowledge demands.
- Undertake a rapid baseline of SUWASA's current knowledge activities and products to identify and prioritize knowledge topics to be addressed across country-specific and thematic work programs.
- Proactively engage in learning events, such as conferences, seminars and workshops to share lessons from SUWASA's experience in supporting reforms.
- Employ an online platform to engage interactively with core audiences and to stimulate discourse on pertinent issues around urban water sector reforms. These may involve convening online discussions with the participation of a moderator and topic specialists from which the outputs will feed into the SUWASA learning forum to be convened in mid-2015 as part of SUWASA closeout activities.
- Tailor knowledge products based on the experience, tools and technical data/reports that SUWASA has developed under its Reform Work Plans, as guided by the results of the rapid analysis and baseline. This includes developing a scheduling process that assures timely production and dissemination of high quality knowledge products.
- Explore opportunities for co-branded publications with other partner organizations.
- Foster partnerships for broader knowledge-sharing and learning.
- Ensure regular monitoring and feedback mechanisms as the process evolves.

Costs and Risks

SUWASA is currently developing cost estimates for knowledge management activities to be implemented through the close of the project. This will include a baseline option consisting of activities that can be completed with funds already obligated by USAID and alternatives that would require additional USAID funding in Year 6 (within the remaining SUWASA contract ceiling level). Whether SUWASA's knowledge agenda will continue to have an impact

beyond the project's life span is a real concern. This can be mitigated by forging strong partnerships that can sustain the knowledge management foundation laid by SUWASA.

Roles and Responsibilities

- Implementation will require strong and visible leadership from the SUWASA senior management team.
- It will be necessary to appoint a dedicated team within SUWASA to spearhead the knowledge management process and report on implementation of this strategy.
- It will also require strong partnerships within the scope of the country programs (for example, with utilities, regulators, private sector, local partner agencies, etc) and with regional and global partners (who can contribute through peer views, panel discussions, co-branded products, etc).

Expected Results

- Systematic knowledge-sharing and learning within the country programs. Knowledge gained from implementation shared to improve program effectiveness and influence policies
- Established and structured thematic learning networks to share knowledge, connecting SUWASA staff to partners (through country teams, regional networks, knowledge centers, stakeholder organizations, etc.)
- Learning events are systematically planned and implemented
- Knowledge products are systematically planned, prepared and disseminated
- Information technology platforms to enable communication and knowledge
- Improved information management standards, rules, procedures and tools
- Strategic partnerships for knowledge sharing and learning

Proposed Activities and Tasks

1. Audience mapping (are we targeting the right audience?)

- Map out the audience by reviewing and updating the SUWASA contacts database. Aim is to develop an up-to-date contacts database that covers all the key audience categories relevant to SUWASA, i.e. service providers, regulatory and oversight bodies, development agencies, etc.

Key tasks:

- Undertake database cleanup. This is an in-house task and is already underway.
- Engage SUWASA RWP teams to update and to expand critical audience contacts

2. Inventory of existing knowledge assets (what do we already know?)

- Undertake a rapid inventory of existing knowledge assets (including reports, evaluations, success stories, etc) to determine which products are suitable for inputs to knowledge management products, and the effort needed to take full advantage of those promising assets. This effort is also underway.

Key tasks:

- Identify those products that can be repackaged into project profiles, lessons learned series, or as background notes for webinars and online discussion forums – SUWASA KM team

3. Prioritize knowledge gaps (what knowledge do we have?)

- Prioritize the top topic areas for which SUWASA has most leverage (see table in annex).
- Undertake online stakeholder survey to validate topic areas and to gauge audience participation

Key tasks:

- Undertake Survey Monkey to validate identified knowledge areas
- Continuous revalidation of knowledge areas through feedback from dialogues, interviews, consultations with key audiences
- Prioritize topic areas for knowledge products
- Identify and collaborate with like-minded agencies with comparative advantage on specific topic areas

4. SUWASA country project profiles

- Consolidate 2-4 page profiles on SUWASA operations into country briefs, focusing on overview and context; project description; interventions; SUWASA role; impact/results.

Key tasks:

- Develop format/template for 2-4 page profiles
- Engage respective SUWASA country teams to develop profiles
- Edit and repackage profiles into publishable formats
- Disseminate 3 country profiles on websites

5. SUWASA publication series on lessons learned

- Develop knowledge product series to document lessons emerging from SUWASA's country projects

Key tasks:

- Develop format/template for capturing project lessons: overview and context; challenges; interventions; SUWASA role; impact; results; lessons learned; process, client focus, innovations, sustainability
- Engage project teams to capture knowledge from ongoing projects
- Develop lessons-learned templates for publication series
- Repurpose those products into learning notes
- Explore opportunities for co-branding
- Quality control: identify peer-reviewers for each publication
- Engage editorial team to facilitate editing and repackaging of publications

6. SUWASA webinar series

- Develop series of interactive webinars focused on specific topics areas addressing delivery of sustainable of urban water and sanitation services

Key tasks:

- Identify and collaborate with like-minded agencies willing to partner on the webinar series
- Identify experts and thought leaders with specialization on respective topics
- Identify and engage a moderator for the webinar series
- Identify appropriate online platform to host the webinar series
- Develop session formats, and identify topics/learning questions to guide webinar sessions
- Prepare schedule of webinars
- Regular email blasts to engage participants
- Document outputs from webinar sessions to link to online discussion forums

7. Moderated online discussion forum

- Develop platform to engage with sector community through an online environment

Key tasks:

- Identify appropriate online platform to host the online discussions
- Prepare schedule of online discussions to be aligned with schedules of webinar series
- Identify a moderator to guide and moderate the discussions to support meaningful discourse
- Develop learning questions to stimulate effective discussions in an online learning environment
- Send out regular email blasts to keep brief participants and keep them continuously engaged

8. SUWASA knowledge forum conference

- All the above knowledge products should be aligned to the SUWASA knowledge forum planned for mid-2015
- Implementation of the knowledge strategy should feed into and be aligned to the objectives of the SUWASA knowledge forum

9. Proposed timeline

SUWASA KM Implementation Timeline	S	O	N	D	J	F	M	A	M	J	J	A	S
Audience mapping	■	■	■	■									
Knowledge assets	■	■	■	■									
Knowledge gaps	■	■	■	■									
SUWASA country project profiles	■	■	■	■									
SUWASA publication series				■	■		■	■		■	■		
SUWASA webinar series					■		■			■			
Moderated online discussion forum					■	■		■	■		■	■	
SUWASA knowledge forum conference									■				

Primary Audience Categories

- Sub-national level
 - Service level operators, including utilities and private operators
 - Local or sub-national institutions (water service boards, municipalities, etc)
- National level
 - National institutions regulatory agencies and other public sector agencies
 - Domestic private sector, including financial institutions (commercial banks, micro-finance and entrepreneurs)
 - Civil society institutions/NGOs
- Regional/Global
 - Thematic networks, communities of practice and professional associations
 - Development agencies
 - Global and regional sector initiatives, such as AMCOW, AfricaSan, SWA
 - Multilaterals, bilateral agencies and foundations
- USAID, Tetra Tech ARD

ANNEX : ILLUSTRATIVE EXAMPLES OF SUGGESTED KNOWLEDGE THEMES, PARTNERS AND PARTICIPANTS

Example of key thematic areas, products to be focus of webinars and online discussions

Thematic Areas	Country lessons	Potential partners	Products/ dissemination channel	Core audience
1. Accessing Commercial Financing	Kenya	DIG, WSP, WSTF	Webinar, learning note, background paper	Regional water utility managers, and financial institutions, policy makers and planners
2. Pre-paid Public Water Meters	Kenya	WSTF, WSP & AfWA	Webinar, learning note, background paper, toolkit	
3. Water Utility Management in Fragile Environments	South Sudan, Nigeria, Liberia	WSP	Webinar, learning note, background paper	
4. Information and Communications Technology (ICT)	South Sudan, Ebonyi, Mozambique		Online discussion forum, think piece	
5. Water Operator Partnerships and Twinning	Bauchi, Ebonyi, Rivers and South Sudan	AfWA & WOP Africa	Online discussion forum	
6. Urban Fecal Sludge Management (FSM) Mapping and Analysis	Senegal, South Sudan			
7. Increasing Cost Recovery and Commercial Viability	Nigeria, Ethiopia, South Sudan, Liberia, Zambia			

Sample of suggested partner institutions

- Nakuru Water and Sewerage Company (Kenya)
- Water Service Trust Fund (Kenya)
- National Office for Sanitation in Senegal (Senegal)
- South Sudan Urban Water Corporation (South Sudan)
- Bauchi State Water and Sewerage Corporation (Nigeria)
- National Directorate of Water (Mozambique)
- World Bank's Water and Sanitation Project (WSP)
- African Water Association (AfWA)

Sample of suggested experts and thought leaders

- Eng. David Onyango – KIWASCO (on delegated management models)
- Chris Heymans – WSP (on pre-paid metering systems)
- Dominic de Waal – WSP (on delivering WSS services in fragile contexts)
- Patrick Mwangi – WSP (on delivering WSS services to the urban poor)
- Sylvan Usher – AfWA (on benchmarking of utilities)

Illustrative example of SUWASA out webinar/online discussion

Length: Not to exceed one and a half hours

Language: English

Topic: Do pre-paid water meter systems really work for utilities? (Provocative title)

Panelist: Chris Heymans, WSP

SUWASA knowledge: Nakuru project

Other knowledge: WSP study

Key messages:

- Pre-paid water is not a miracle cure, cannot fix revenue problems, only works if system is adequate
- Most poor customers like prepaid meters; some maybe frustrated with the technology, but by and large they like them. They allow customers to manage their accounts more directly, with clear information on where they stand. This is in contrast to conventional systems which are accompanied by risks of inaccurate billing/surprises in amounts, leaving customers in debt.
- Prepaid meters are not intrinsically anti-poor. While critics equate prepaid water with exclusion of the poor from services, the technology is a tool of policy and as such the way it gets deployed can be managed by governments, regulators, and service providers who can put in place appropriate policy and regulatory frameworks and work closely with customers in rolling out technology.

Audiences:

- Utility managers: Expectations have been that prepaid water will offer a miracle cure. Utilities need a nuanced message about the need for due diligence.
- Regulatory agencies: Regulators don't take prepaid meters seriously. They see it as an experiment that utilities are playing with. Message needs to be clear about why this helps poor customers.
- Civil society/academia: Generally critical of prepaid water and as such would benefit from the in-depth research and nuance of the study findings.
- Larger water community: This information is useful for the sector at-large given the depth and breadth of the study and its implications for other regions.
- Other audience (such as the energy sector): Some lessons/overlap from the experience of the energy sector and how standards became regulated – similar kind of regulation could be helpful for prepaid water systems

Illustrative example of discussion issues for online discussion forum

Is pre-paid meter technology pro-poor? Some critics equate prepaid water with exclusion of the poor from services. They fear that prepaid systems make it too easy for service providers to simply close off water supplies where people cannot afford advance payment, and when credit is exhausted. The technology is a tool of policy, and subordinate to it. The way it gets deployed can be managed by governments, regulators and service providers putting in place appropriate policy and regulatory frameworks, and working closely with customers in rolling out the technology.

ANNEX 3: FINAL REPORT STRUCTURE

MAJOR RESULTS OF SUSTAINABLE WATER AND SANITATION IN AFRICA PROGRAM

(This section can serve as the executive summary and can be reported thematically)

1.0 BACKGROUND: OBJECTIVES AND APPROACH

1.1 Challenges in Sub-Saharan Africa

1.2 Overall SUWASA Objectives and Principles

1.3 Implementation Approach

1.4 Project Selection Criteria

1.5 Key Partners and Staffing

2.0 REFORM PROJECTS

2.1 Ethiopia

Background

Objectives

Approach

Results and Challenges

Lessons Learned

2.2 Kenya

Background

Objectives

Approach

Results and Challenges

Lessons Learned

3.0 LESSONS LEARNED

4.0 PROMOTION OF BEST PRACTICES

4.1 Knowledge Products and Sharing

4.2 Replication

5.0 M&E INDICATORS AND TARGETS

6.0 FINANCIAL SUMMARY



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