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IMPROVED ACCESS TO SAFE DRINKING WATER IN LIBERIA ACTIVITY YEAR 2 ANNUAL WORK PLAN

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IMPROVED ACCESS TO SAFE DRINKING WATER IN
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ACRONYMS

AGILE	Analytics, Gender, Inclusion, Learning, and Evaluation
AMELP	Activity Monitoring, Evaluation, and Learning Plan
APS	Annual Program Statement
BCD	Behavior-Centered Design
BoQ	Bill of Quantities
CHW	Community Health Worker
CLA	Collaboration, Learning, and Adapting
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
CSO	Civil Society Organization
CWC	Community WASH Committee
CWT	County WASH Team
CDPUP	County Development Planning Unit
DCOP	Deputy Chief of Party
EHT	Environmental Health Technician
EMMP	Environmental Monitoring and Mitigation Plan
EPA	Environmental Protection Agency
ESIA	Environmental and Social Impact Assessment
GESI	Gender, Equity, and Social Inclusion
GOL	Government of Liberia
GUC	Grants Under Contract Manual
HH	Households
HO	Winrock Home Office
LGIs	Local Government Institutions
LWSC	Liberia Water and Sewer Corporation
LTTA	Long-Term Technical Assistance
MEL	Monitoring, Evaluation, and learning
MIA	Ministry of Internal Affairs
MIS	Management Information System
MOH	Ministry of Health
MOPW	Ministry of Public Works
MFDP	Ministry of Finance and Development Planning
NGO	Non-Governmental Organization
NWRSB	National Water Resources and Sanitation Board
NWASHC	National WASH Commission
NPHIL	National Public Health Institute of Liberia
O&M	Operation and Maintenance
PIRS	Performance Indicator Reference Sheets
PPPs	Public-Private Partnerships
Q	Quarter
QASP	Quality Assurance Surveillance Plan
QC	Quality Control

RFP	Request for Proposal
SA	Situational Analysis
SBC	Social Behavior Change Communication
TBD	To be determined
TOR	Terms of Reference
TWG	Thematic Working Group
USAID	United States Agency for International Development
USG	United States Government
VSLA	Village Savings and Loans Association
WASH	Water, Sanitation, and Hygiene
WPdx	Water Point Data Exchange
WQAP	Water Quality Assurance Plan
WSP	Water Service Provider

1. INTRODUCTION

The Government of Liberia (GOL) committed to increasing access to water and sanitation services in the country’s [2018-2023 pro-poor Agenda for prosperity and development](#), which states that “by 2023, the Government aims to have equitable, safe, affordable and sustainable water supply and sanitation for all Liberians.” The water sector governance in Liberia is still centralized and needs to be strengthened. Although the [local Government Act of 2018](#) attempts to support the decentralization of power and resources by assigning the responsibility of the provision of public goods and services to counties, city councils, and townships, the planning, budgeting, and management of water services is still centralized at the national level. The GOL has various laws that support centralized water service delivery, including the [Water and Sewer Cooperation \(LWSC\) Act \(1973\)](#), the [Public Health Law Act \(1976\)](#), the [Integrated Water Resource Management Policy \(2007\)](#), and the [Water and Sanitation Policy \(2009\)](#). The GOL constitution assigns LWSC the responsibility to provide safe drinking water to urban centers, while the rural water service provision is under the authority of the Ministry of Public Works.

Liberia is one of the [22 United States Government \(USG\) Global Water Strategy](#) high-priority countries. USAID has made significant investments in the water sector in Liberia, such as developing solar-powered water treatment plants in Robertsport, Sanniquellie, and Voinjama. A key lesson learned from these past USAID investments calls for the need to consult the end users and co-create solutions with the local government institutions (LGIs) for ownership and sustainability that will ultimately lead to transformative impact. The second key lesson is the need to support the governance frameworks and institutional arrangements to manage and sustain the infrastructure while supporting financial sustainability. The third key lesson learned is the need for a strong, focused, transparent private sector engagement process. The process for tendering and selection criteria of private firms should be agreed upon by all stakeholders. Based on this experience, USAID is implementing a sustainable approach by prioritizing the improvement of local governance capacity, improved water service delivery, and improved behaviors around water use.

A. AUTHORIZATION

To support the GOL in improving the delivery of good quality, reliable, and safe water services to urban, peri-urban, and rural populations in alignment with the established GOL frameworks, USAID/Liberia awarded the five-year (November 2022 – October 2027) \$17.9 million cost-plus-fixed-fee contract #72066923C00001 Improved Access to Safe Drinking Water in Liberia Activity to **Winrock International**, in partnership with **WaterAid** and **FEI Consulting**. This document is the second Annual Work Plan covering the period from October 1st, 2023, to September 30th, 2024, per Contract No. 72066923C00001 from USAID/Liberia.

B. ACTIVITY GOAL AND OBJECTIVES

The project aims to move Liberians in rural Montserrado and Margibi Counties to at least a basic level of water services by strengthening water sector governance, creating scalable models for equitable water service delivery, and promoting and adopting key water use behaviors among the target households (HHs). Winrock and its partners will collaborate with Liberian government institutions at the national, county, and local levels to implement a vision where all Liberians access, use, and demand safe, sustainable water services. The project will also collaborate with the private sector and civil society to address challenges preventing Liberia from achieving its goal of providing sustainable water for all.

The project has **3 Key objectives**:

- Local government institutions effectively plan, budget, and oversee water service delivery.
- Equitable and inclusive water service delivery improved and expanded.
- Uptake and maintenance of key water use behaviors among households increased.

C. OVERVIEW OF YEAR 2 ANNUAL WORK PLAN

In Year 1, the Activity completed start-up, including hiring and onboarding all staff and major sub-contractors WaterAid and FEI, and established its office. The Activity also conducted several assessments, including the baseline, community diagnostics, and formative research to lay a foundation of information on specific contexts in which the Activity will operate to inform design and interventions. One area of focus of Year 1 was building relationships with key stakeholders, including NWASHC, MIA, County Officials, and other LGIs. Supporting the Cape Mount, Voinjama, and Nimba counties in the transition of the water treatment plants to private water service providers was another area of focus in the year. Through the first Activity Advisory Committee meetings, private sector workshops, and other consultations and events, the Activity established a foundation on which Year 2 will build. As a result of Year 1 engagement, the Activity strengthened three WASH institutions, supported the development/improvement of two policies/regulations, and supported LGIs to establish CWCs in four communities where the construction of water supply systems is being assessed. 48% of CWC members elected were women.

Year 2 will build on the foundation of information and engagement that the Activity established in its first year to design and pilot service delivery models, strengthen the sub-national GOL institutions in the decentralization process, and engage and educate communities through SBC campaigns. Under Objective 1, the Activity will implement the capacity development plan for the LGIs to ensure that the LGIs have sustainable capacity to plan, budget, and oversee the water

sector within the county. The Activity will facilitate decentralization by supporting MIA in operationalizing the County Development Planning Unit (CDPUCDPU) and developing policy/regulatory frameworks to design service delivery management models. The Activity will establish ten new CWCs and empower the existing four CWCs in collaboration with LGIs and MPW at the county level while working with LGIs to create awareness about CWC roles and responsibilities. On the private sector side, the Activity will support the private sector actors and the Liberia-based WSP to develop and pilot three water service delivery models, including the community-managed/led service delivery model, delegated model, and professionalize the O&M service contracts through individual entrepreneurs and community-based enterprises. The Activity will issue grants to private sector actors to pilot selected models tailored to the communities and infrastructure.

Under Objective 2, the Activity will support the CDPUCDPU to professionalize water service delivery by designing and piloting water service delivery models. Additionally, the Activity will construct and/or rehabilitate water supply systems in four selected intervention sites, then pilot the selected service delivery models through grants to private sector actors. Grants to private sector actors will be accompanied by capacity building to support sustainable management of these systems. The Activity will conduct capacity assessments of the WSPs to identify their capacity gaps and develop a business capacity improvement plan for each water service provider. To support the general enabling environment for these models, the Activity will ensure policies and regulations at the national and county levels translate to increased incentives for WSPs and CWCs to adopt inclusive practices in the operation and management of community water systems. To drive financial incentives for inclusivity, the Activity will engage with the government, donors, and commercial financing sources for water infrastructure to encourage them to incorporate inclusivity metrics into funding decisions. The Activity will work with MIA, NWASHC, and the relevant GOL entities at the national level to establish a sub-national tariff policy for low-income households toward water service delivery.

Finally, under Objective 3, the Activity will, along with partners, CSOs, and LGIs, develop context-specific SBC campaign messages to increase pay-for-use service and safe water habits. The Activity will ensure that messages are vetted and approved by LGI before rolling out within the community. To ensure the application of solutions within the community, the Activity, through the selected CSO, will organize training for SBC champions of change, CWCs, and WSPs on the barriers, gaps, and solutions to increase their knowledge on how to create awareness and apply solutions within the communities.

By the end of Year 2, the Activity will construct/rehabilitate four water systems, pilot three service delivery models that will benefit 16,000 people, improve existing water systems to increase access for 30,000 people, develop and integrate SBC approaches in target communities through participatory design of their water service delivery models and infrastructure, and support MIA to fully operationalize the CDPUCDPU and Public Work and Utility departments in the counties to initiate the planning, budgeting, and oversight roles over water service delivery function at the sub-national level.

D. COUNTRY CONTEXT

The Local Government Act (LGA) in Liberia has mandated the LGIs to take full responsibility for water service delivery, but capacity challenges remain a significant limitation for the county

authorities. These challenges include planning, funding constraints, and insufficient sub-national (county and district) technical expertise. Consequently, an overreliance on donors and NGOs for most water service delivery systems is common in the target counties. There is limited private sector involvement in the water sector, particularly operations and maintenance for water service delivery within communities across Margibi and rural Montserrado, leaving communities to manage their water systems in rural communities directly. Only a few community members in the target counties are paying for water maintenance, which compounds the governance and capacity-related challenges. With these limitations, lessons learned in Year 1 show that communities are willing to pay for better water services; however, they are currently only paying for repairs after the water system breaks down or is damaged, which results in their water being cut off. Most communities are willing to pay in advance for repairs, but the lack of a professional and transparent service model to manage the water points affects their willingness to pay. In Year 2, the Activity will tailor the designs of water systems and service delivery models to the communities to match their capacity and willingness to pay, as this will vary between communities. The fact that there is a willingness to pay across different communities means there are opportunities to explore and expand water service provision through a private sector management model.

With the understanding that there is little or no evidence of the LGIs having the capacity to plan, budget, and manage water service delivery within the county, the Activity remains committed to applying the phased capacity-building approach to enhance and strengthen the existing capacity while building a system where LGIs take the lead in developing the required regulatory framework to manage water service delivery at the local level sustainably. The Activity will jointly work with the LGIs to develop a capacity improvement plan to guide the capacity-building intervention for the LGIs in Margibi and Montserrado.

Most locations in Margibi and rural Montserrado have a predominantly patriarchal social system. Many women in leadership positions are willing to participate in water management leadership within their communities. Lessons learned in Year 1 show that women spend more time in the community taking care of their families and consistently use the water facilities more than men, given their role in the household. Given their familiarity and consistent use and proximity, this puts them in a position to contribute insights to the design of service delivery models and the management of those water systems. Given women's key role in water collection in households and as influencers within communities, there seem to be opportunities to engage women leaders and leverage their influence to explore and expand water service delivery. The Activity will engage women as champions to help promote social behavior change activities on water service within their communities.

In Margibi and rural Montserrado, smaller communities tend to have more limited water services and capacity to maintain water systems, while larger communities have more availability of water points (handpumps). Though access to water has improved in recent years, the improvement has been focused on larger communities, leaving smaller, rural communities with lower population density without access to water. Using data-driven decision-making, the Activity will support the county authorities and target communities to utilize findings from the household baseline report, community diagnostics, formative research, Gender, Equity and Inclusion (GESI) analysis, and other existing data to discuss, select, and design context-specific approaches for infrastructure improvement and management models that will be customized for smaller communities and implemented based on the situation on the ground. These reports and diagnostics will help inform

strategic decisions on the nature and type of water point rehabilitation and construction and where to focus different capacity-building efforts.

2. TECHNICAL APPROACH

OVERALL TECHNICAL APPROACH FOR YEAR 2

The Improved Access to Safe Drinking Water in Liberia Activity will move all Liberians in rural Montserrado and Margibi Counties to a basic level of water services by strengthening sector governance and creating scalable models for water service delivery that will provide access to trustworthy, reliable, clean, and convenient water services—increasing willingness to pay for drinking water. The Activity will work in partnership with local governments, the private sector, and civil society to address challenges preventing Liberia from achieving its goal of providing sustainable water for all.

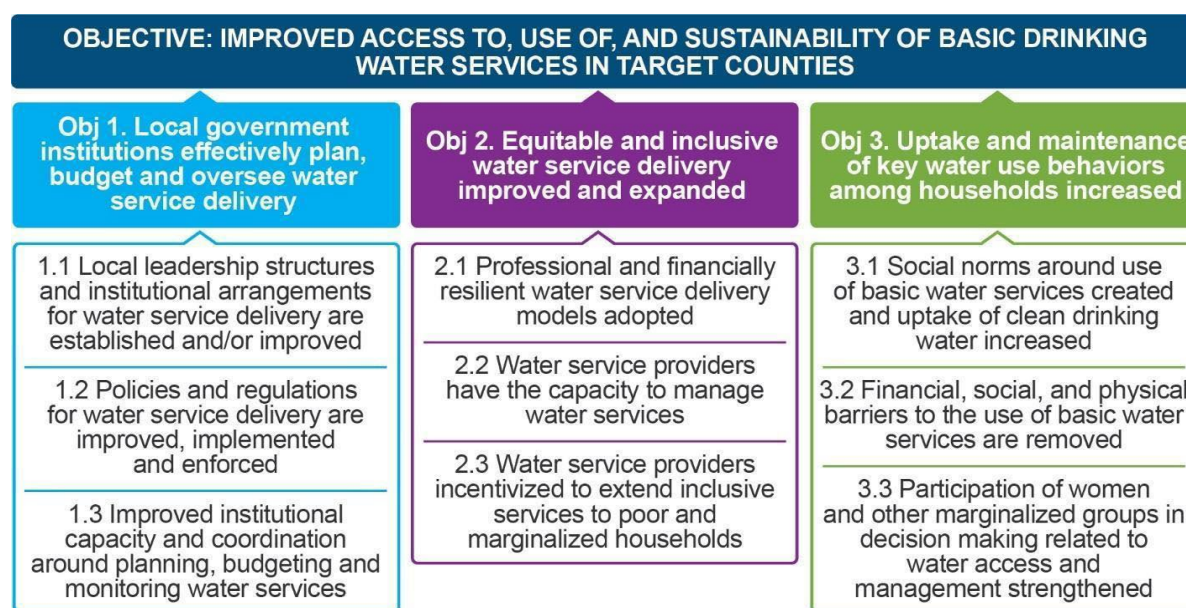


Figure 3: Activity Results Framework

The Activity will continue implementing interventions through key pillars established in Year 1. Building on the **partnership with GOL**, the Activity will empower national and county-level institutions to help guide interventions to foster ownership, sustainability, and scalable service delivery models. **Stakeholder engagement** throughout the Objectives will be vital in Year 2 as we work with public, private, and community actors to design, implement, and expand water service delivery to ensure activities are properly tailored and aligned with national and local priorities and needs. In Year 2, the Activity will **support decentralization oversight** by working with the MIA to operationalize the County Development Planning Unit (CDPU) and Public Works and Utility Department (PWU) at the county level, which will lead the planning, budgeting and oversight of the water services delivery within communities.

As part of the **phased capacity-building approach**, the Activity co-located all field staff members in county administration offices. In Year 2, the Activity will use this proximity to strengthen capacity and mentor staff in real-time. Year 2 will mainly focus on developing and implementing the county capacity-building plan based on the approved institutional capacity assessment report

and priorities set jointly with the LGIs. Additionally, the Activity will center around building systems/joint co-creation of planning, budgeting, and monitoring tools.

Another key aspect of the implementation approach is **systems strengthening**, in which the Activity works with public, private, and community actors as part of a holistic process. In Year 2, this approach is bolstered by empowering LGIs as decision-makers and operationalizing the CDPU. The Activity will **engage the private sector** to design and pilot service delivery models in medium and large communities, including tariff structures and pay-for-use mechanisms. Through the **community-first approach**, the Activity will work with community leaders, representatives of women and youth, CSOs, and others to get their input on the design of these service delivery models to ensure they are properly tailored to meet the needs of the communities.

3. DETAILED ACTIVITIES

A. OBJECTIVE 1: LOCAL GOVERNMENT INSTITUTIONS EFFECTIVELY PLAN, BUDGET, AND OVERSEE WATER SERVICE DELIVERY

SUB-OBJECTIVE 1.1: LOCAL LEADERSHIP STRUCTURES AND INSTITUTIONAL ARRANGEMENTS FOR WATER SERVICE DELIVERY ARE ESTABLISHED AND/OR IMPROVED

Building on the gains achieved in year one based on the rollout/ awareness creation of the Local Government Act 2018 and the participatory workshop on developing a sub-national framework for water service delivery. The Activity will continue to support and strengthen the sub-national GOL structures (County Development Planning Unit, CDPU) in decentralizing the governance system to effectively roll out public services, including full implementation of water service delivery. Year 2 will support MIA in fully operationalizing the CDPU and PWU to initiate the planning, budgeting, and oversight roles over the water service delivery function at the sub-national level. This will be achieved by developing policy and regulatory frameworks to design service delivery management models effectively, including building their capacity to regulate¹ and manage water service providers at the county level.

The Activity will support the sub-national authorities in collaboration with national institutions to develop PPP models and/or service delivery management models that align with their mandate in water service delivery at the county level. The Activity will use in-kind grants to national and subnational government institutions to build their capacity to implement and manage Private-Public Partnerships in water service delivery. The Activity will organize and execute local exchange visits for national and sub-national government officials to facilities operated under PPP arrangements while sub-national authorities provide oversight management. The visits' objective

¹ The Activity acknowledges the role of NWASHC as a regulator in Liberia. In the absence of NWASHC at the Sub-national/ local level, the County Authorities who are currently at different levels (County, District, Cities and Town administration) will be trained to regulate the performance of WSPs and report to NWASHC as necessary. This will not devolve NWASHC's mandate instead it will complement by facilitating immediate feedback and support to the WSPs.

is for national and sub-national government authorities to share lessons learned, deep dive into challenges encountered, and develop context-specific service delivery models suitable for Liberia, including developing strategies to mitigate potential challenges. This will create an environment for the sub-national authorities to integrate lessons into managing and regulating PPPs in water service delivery at county and community levels.

Task 1.1.1: Build the case for LGI-managed PPPs for water services.

In a bid to establish a solid foundation to support and strengthen sub-national level GOL structures to effectively undertake decentralized government services that regulate and manage water service delivery, the Activity supported MIA and LGIs to undertake the rollout of the LGA Act, in collaboration with NWAASH Commission and MOPW. The one-day rollout held in Year 1 in Kakata (Margibi) and Bentol (Rural Montserrado) created awareness of the provisions of the Local Government Act 2018, including elaborating on the roles and responsibilities of the County Development Planning Unit (CDPU)².

As a key preparatory step for the design of context-specific private sector service delivery/management models for rural water systems under task 2.1.2, in Year 1, the Activity started exploration and completed the selection of potential sites for an exchange visit that will be conducted in Year 2 both virtually and in person for national- and county-level institutions as well as key stakeholders to discover, assess and gain knowledge on existing innovative professional models for water service delivery that have been piloted in west Africa and Africa Continent. The exchange visits will offer the Liberian stakeholders (National and sub-national level), government officials, and potential private sector actors an opportunity to learn from other communities, water service providers in and out of Liberia, and other government officials about successes and challenges faced while implementing the private sector led service delivery models for rural water systems. The reconnaissance visit to Peace Island, Dolo town, and Zinc Camp to learn about the community-based enterprises (CBE) model and community-led/managed management model provided a good starting point for the Activity technical team to see what exists in Liberia ahead of the planned engagement of Private sector actors and CDPU members to assess suitability and replicability in Margibi and rural Montserrado Counties. While the potential virtual exchange visit site will include a community in Mozambique, Kenya, Ghana, and Sierra Leone where they will learn from communities and the private sector, the County Government, in collaboration with private sector actors, will use the exchange visit as an opportunity to jointly explore, design and pilot new models that will sustainably and reliably be used to manage water service delivery in Margibi and Montserrado under task 2.1.2.

In Year 2, the Activity will conduct a joint visioning workshop that will put together private sector actors, stakeholders within the water sector, and the government to initiate the development of a sub-national framework for public-private water service delivery using case studies and learning from the exchange visits. The Activity will use the outcome from the Virtual and in-person exchange visits and existing literature from case studies in Mozambique, Kenya, Uganda, Ghana, Sierra Leone, etc, to guide the LGIs in assessing the suitability of different approaches, identifying

² The Local Government Act Chapter 5.1 creates a County Development Planning Unit (CDPU), where counties are mandated to establish a development planning unit headed by the county development officer. The Act elaborates that the unit will be responsible for development planning, which shall be linked to central government development planning and aid coordination entities and shall coordinate development planning units to be established in administrative districts.

adaptations and refinements to the local context, and exploring new models to manage water service delivery—leading to sustainable and scalable PPPs.

The Activity will work with relevant GOL institutions and professional legal service providers to explore and document existing legal frameworks allowing and enabling PPP in the water sector and any other public services in Liberia by the end of January 2024. In Quarter 2, the Activity will hire a legal firm and obtain legal opinion on existing PPP legal frameworks in Liberia. It is anticipated that by the end of Year 2, and building on the outcome of legal opinion, a PPP framework will be designed and operationalized by developing county-specific guidelines for private sector investment in water service delivery at the sub-national level. The guidelines will cover a comprehensive (how-to toolkit) for counties to procure, regulate, and manage water service providers through service or management contracts in partnership with CWCs³.

Summary activities

- Conduct a visioning workshop to discuss lessons learned from the in-person and virtual exchange visit and other case studies to guide the discussion on the process/roadmap for developing sub-national frameworks for PPPs.
- Explore and document existing legal frameworks allowing and enabling PPP in the water sector and any other public services in Liberia by the end of January 2024.
- Jointly design sub-national PPPs framework with LGIs that serves as guidelines for private sector investment in water service delivery at the county level and a guideline for CDPU to procure, regulate, and manage the private sector enterprises/water service providers.
- Strengthen the capacity of CDPU to localize the implementation of the PPP framework approach at the county level by developing result/deliverable-based tools and performance matrixes.

Benchmarks	1 PPP guideline developed at the sub-national level
Indicator	W4: Number of policies and regulations for water service delivery developed or improved and implemented
Resources	Staff, STTA, Meetings, Field Trips, and Workshops
Collaborative partners	NWASHC, WASH Legislative Caucus, MIA, MPW, Private Sector, LWSC, MME, LGIs, and CSOs
Timing	Quarters 1 - 3

³ The legal foundation for PPP comes from “The Republic of Liberia Water and Sanitation Policy, 2009). Article 1.1.3 Guiding Principles #12 states that the private sector has an important role in water and sanitation service provision. Article 1.2.1.4, statement 4, subsection b) also states that “Private sector development in service delivery and maintenance will be facilitated...” giving the government the responsibility to facilitate the creation of PPPs. Though the copy of the same policy documents we have access to refers to a non-existing commission (National Water Supply and Sanitation Commission), our understanding is that the policy refers to the NWASHC. NWASHC Act of 2017 also gives NWASHC the mandate “to be solely responsible for issuance of WSS service and development licenses to all stakeholders, in the interest of promoting private-public partnership.”

Task 1.1.2: Develop a sub-national framework for water service delivery.

In Year 1, the Activity completed the sector-wide institutional and socio-economic analysis. This key foundational Activity has helped the Activity understand the existing policies and institutional arrangements for water service delivery in Liberia.

Additionally, the Activity conducted a participatory workshop that brought together stakeholders from national and sub-national levels to discuss the needs and critical elements/components to be considered in the development of a framework for processes required for local governance of water systems and water points in Margibi and Montserrado Counties. In Year 2, the Activity plans to offer technical support to NASHC in leading a working group. This group will include representatives from MIA, MPW, LWSC, LGIs (CDPU members), district commissioners, town chiefs, and private sector actors (water service providers). Their goal is to develop a sub-national framework for water services delivery. This framework will be based on a sector-wide institutional and socio-economic analysis, considering the implications of decentralization for the WASH Sector. It will involve policy discussion papers, an understanding of profitability drivers and investments in Liberia's drinking water industry, and using regulations from the LEPDA project. This process will be guided by the roadmap outlined in task 1.1.1 for developing a sub-national framework for public-private water service delivery.

Based on the LEPDA policy discussion paper “Implications of Decentralization for the WASH Sector,” the NASHC Policy Unit recommends two critical next steps that are foundational for the sustainability of rural water systems at the sub-national level:

- a. The WASH sector should partner with the Ministry of Internal Affairs to build the capacity of the local governments/authorities, especially at the county and city level, in all aspects of WASH service delivery. The policy brief emphasizes the necessity of incorporating technical WASH subject matter experts, development planning professionals, and procurement specialists to enhance the capacity of local governments in planning and delivering WASH services.
- b. Emphasizes the need for the GOL and its partners to prioritize activating their own source of revenue generation by local Governments. To build, leverage, and sequence from achievements of LEPDA and based on the recommendations from the participatory workshop, the Activity, using GUC, will support MOPW, LWSC, MIA, and NASHC to build the capacity of CDPU in policy development and facilitate the establishment of three key administrative departments (Department of planning, revenue, and budget, department of public works and utilities and Community Enterprise Development Agency)^{4, 5}

⁴ LGA Chapter 2.14F on **Establishment of County Administrative Departments**, upon coming into force of the act, each county may gradually establish administrative departments to implement devolved and delegated function depending upon individual county needs, capabilities and local financial resources to sustain institutions such as; i) Department of planning, revenue and Budget ii) Department of Land, Environment and Natural Resource Management, iii) Department of administration and personnel iv) Department of Public Works and Utilities V) Department of health and social warfare Vi department of Agriculture and commerce, department of Education and sports, viii) Department of Information, Culture and Tourism ix) Community Enterprise Development Agency

⁵ Outcome 3 of the Local Government Implementation Plan, envisions that “Ministry of Local Government Act (MLGA) is passed and Ministry restructured and strengthened to support decentralization”. In the transition period before this act is enacted into Law, the Activity will continue to engage MIA as the ministry responsible for local Government.

Additionally, the sub-national framework will include the development of policies/regulations /guidelines/bylaws and standards such as i) 4 year WASH Plans in Margibi County and (in Montserrado County in close coordination with CWSP and Breakthrough Action)⁶; ii) Local water services financing policy including detailed resource mobilization plan with clear own source revenue plan and administrative procedures ; iii) By-laws and guidelines for establishment and management of CWC; iv) Documented community-led bylaws and community-specific water safety plans clarifying water quality standards and management measures in coordination with Task 3.1.3 guided by NPHIL, EPA, and draft NWASHC regulations on water safety; v) Tariff guidelines; vi) PPP framework under task 1.1.3; vii) Cross-subsidies; viii) Asset ownership/maintenance plan and ix) Comprehensive water infrastructure design guidelines with provisions for the poor and marginalized. (vii, viii, and ix) are expected to be addressed in subsequent years of the Activity). Upon the completion of the development of the sub-national framework, the Activity will conduct mentorship and coaching to sub-national authorities to implement specific policies and guidelines and enforce bylaws under task 1.2.1 using a phased capacity-building approach.

To ensure full realization and operationalization of the policy framework, the Activity will support the CDPU to develop the following policies/guidelines/by-laws: the joint-visioning process (1.1.1). The sub-national framework will outline the institutional framework, policies, and processes required for local governance of water systems and water points. (At the end of the process—and guided by the steering committee—a formal framework will be outlined for implementation in Margibi and Montserrado Counties, supported by policies and regulations developed/strengthened under sub-objective 1.2 and implemented through capacity building and a continuous improvement process under sub-objective 1.3.

Summary activities

- Provide technical assistance and in-kind grants to NWASHC to form a technical working group comprising LWSC, MOPW, LGI representatives from county, district levels, and private sector actors) to develop a sub-national framework for water service delivery based on the sector-wide institutional and socio-economic analysis, participatory workshop and LEPDA WASH regulation, NWASHC Policy Unit Team (PUT) policy discussion paper on the implication of decentralization for the water sector, etc.
- Provide technical support and in-kind grants to LGIs (CDPU), NWASHC, LWSC, and MOPW to develop tariff guidelines, cross-subsidies, asset ownership/maintenance plans, and comprehensive water infrastructure design guidelines with provisions for the poor and marginalized. Activity will support workshops by engaging an STTA to develop the technical documents, hiring the venue, drafting the agenda and working document templates, and taking notes to consolidate workshop reports.
- Provide technical and in-kind grant support to LGI to set up two steering committees to spearhead the roadmap implementation to operationalize the sub-national framework for water service delivery in Montserrado and Margibi counties. The TA will include the development of TOR for the committee. Conduct stakeholder consultation/engagement

⁶ As Part of Global Health Security, Breakthrough Action is supporting Local Governments to develop comprehensive annual work plans. To ensure multisectoral integration at the sub national level, the activity will continue to coordinate with Break through Action in development of the SBC strategy and ensure that the activities are captured in the county annual work planning process.

meetings that will include the communities, LGIs, CSOs, private sectors, and national government to identify priorities for water service delivery that will inform the sub-national framework development.

- Develop context-specific service delivery models using the lessons learned from virtual and in-person exchange visit(s) for LGIs, National Government (NASHC, MIA), private sectors, and stakeholders to assess the successes and challenges of innovative professional PPP models within Liberia and other countries.
- Provide technical support to LGIs in implementing the road map to develop a sub-national framework for public-private water service delivery.
- Draft a strategy for implementing the sub-national framework in Margibi and Montserrado.

Benchmarks	6 Policies developed
Indicator	W4: Number of policies and regulations for water service delivery developed or improved and implemented
Resources	Staff, STTA, Meetings, Field Trips, and Workshops
Collaborative partners	NASHC, WASH Legislative Caucus, MIA, MPW, Private Sector, LWSC, MME, LGIs, and CSOs
Timing	Quarters 1 – 4

Task 1.1.3 Define framework for PPPs for water services at the local level.

To contribute towards the achievement of effective governance for water systems and building on the awareness creation of the Local Government Act that started in Year 1, the Activity will empower LGIs in the county, district, municipal, and local communities to take ownership of their roles to strengthen the monitoring and institutional mandates of the LGIs in line with the sub-national framework developed under task 1.1.2. This will be done in consultation with NASHC to ensure that existing lessons are captured, and good practices are scaled up. The Activity will closely work with the NASHC, MPW, and LWSC to support the local authorities at the county, district, and local governments to test/pilot the service delivery models that will be developed under Objective 2 task 2.1.2 and document lessons learned that will inform context-specific adjustment of the service delivery models to ensure it is effective and appropriate to the community and county needs.

The Activity will enhance the capacity of NASHC in its mandate to develop an approach, regulatory briefs, and implementation guidelines for local bylaws, regulations, and enforcement measures to support LGI in implementing the sub-national framework⁷.

Summary activities

⁷ The Activity is cognizant of the supports provided to the PUT. Activity is proposing a specific support for a specific purpose. i.e., build the NASHC’s capacity to support LGIs in implementing the sub-national framework. The team will work with NASHC to identify specific capacity gaps in NASHC’s role in supporting the LGIs. The capacity-building activity will be tailored to the need.

- Provide technical support to the NWASHC to create awareness of the role of the LGIs at all levels (county, district, municipal, and local communities) in managing and enforcing the sub-national framework for water service delivery.
- Testing and learning from the implementation of the PPP models under task 2.1.2.
- Adopt the PPP model based on lessons learned from testing under Task 2.1.2.

Benchmarks	1 PPP guideline implemented at the sub-national level
Indicator	W4: Number of policies and regulations for water service delivery developed or improved and implemented
Resources	Staff and workshops
Collaborative partners	LGIs, WSPs, CWCs, CSOs, NWASHC and MIA
Timing	Quarters 3 - 4

SUB-OBJECTIVE 1.2: POLICIES AND REGULATIONS FOR WATER SERVICE DELIVERY ARE IMPROVED, IMPLEMENTED, AND ENFORCED

The Activity will continue to support the sub-national authorities in drafting new policies or regulatory frameworks that will strengthen the sub-national authorities to manage PPPs in water service delivery at the county level, in collaboration with MIA, NAWASH Commission, and other national institutions such as NPHIL, Ministry of Finance and Development Planning, Ministry of Public Works (MoPW), LWSC, etc. The Activity will mentor sub-national authorities on implementing a regulatory framework at the sub-national level that will create an enabling environment for private actors to partner with sub-national authorities to establish a vibrant and functioning PPP in water service delivery.

The Activity will continue to create awareness about the need to implement policies, guidelines, and regulations that will lead to the effective management of water service delivery and the involvement of PPP for adequate and affordable water service delivery for all.

The Activity will continue to mentor other sub-national institutions at the county level in Margibi and Mointserado, and district level (Caresyburg, St Paul River, and Todee districts) in Montserado, and (Kakata and Mamba Kaba districts) in Margibi County. The activity will also work with cities such as Unification City, including the County Planning Development Unit, and the district involved in water service to perform their respective tasks effectively, leading to increased access to basic water service delivery at local levels. The Activity will collaborate with key GOL national institutions to create awareness about applying existing guidelines, policies, and regulatory frameworks at the county and local levels.

Finally, in collaboration with national GOL institutions and sub-national authorities, the Activity will plan and execute policy training sessions for private sector actors. The training sessions will also include the roles and responsibilities of the sub-national-level departments (CDPU and PWU) that will take on the devolved water service delivery in the decentralized system as proposed in the Local Government Act of 2018.

Task 1.2.1: Support the application of policy frameworks.

The Activity will use the preliminary analysis developed in Year 1 to continue to critically map and develop the county and national level policy, regulatory gaps, and overlap to enhance the capacity of NWASHC in their mandate to develop an approach, regulatory briefs, and implementation guidelines for local bylaws, regulations, and enforcement measures. This will be done by conducting stakeholder consultation meetings to discuss mechanisms and modalities for creating an enabling environment for water service delivery. The Activity will propose recommendations and improvements to support the two target counties in drafting new bills, policies, and regulations under task 1.1.2. The Activity will document water safety management measures in community-led bylaws and develop a community-specific water safety plan. In coordination with Task 3.1.3 and 1.1.2, the selected CSO, WSP, and private operators will ensure that by-laws and local laws will include water safety management guided by NPHIL, EPA, and NWASHC regulations on water safety. This will be a critical step to improve the counties’ water governance, regulatory, and monitoring capacity to enable the LGIs to execute their mandate. This will be done in consultation with MIA and NWASHC to ensure that existing lessons are captured and good practices are scaled up.

The Activity will develop training and guidelines for county-led implementation of water service delivery that complies with national policy and the sub-national framework and continue with adaptations throughout the project's life. The project will support MIA and NWASHC in developing terms of reference for CWTs and CWCs. This will ensure the CWTs and CWCs understand their responsibilities for implementing county-level water service delivery. NWASHC will be supported to facilitate the development of a roadmap for refining regulatory framework and institutional arrangements that support the PPPs management models (define clear roles and responsibilities).

Summary activities

- Provide Technical Assistance to LGIs to develop policy briefs, new policies, and regulatory guidelines for decentralized water service delivery for use by CWCs.
- Implement stakeholder consultation to discuss mechanisms and modalities for creating an enabling environment for water service delivery.
- Support the two counties in developing local bylaws, regulations, and enforcement measures to sustain pay-for-use services.
- Provide technical assistance to NWASHC to work with specialized institutions to develop training materials and implementation guidelines for implementing policies and regulations.

Benchmarks	4 policies will be implemented through the development of policy implementation action plans and briefs
Indicator	W4: Number of policies and regulations for water service delivery developed or improved and implemented
Resources	Staff and workshops
Collaborative partners	LGIs, WSPs, CWCs, CSOs, NWASHC
Timing	Quarters 2 – 4

Task 1.2.2: Strengthen county-level monitoring and enforcement.

The Activity completed the institution capacity assessment in Year 1. It will work with the LGIs in Year 2 to roll out the capacity-building activities by providing coaching and mentoring to strengthen the national (NASHC, MPW, and NPHIL) and county government (LGIs) to conduct and enforce regulation at the county and local level. This will ensure that monitoring systems and tools are developed, and LGIs are effectively trained on using those tools (Water access, reliability, water quality, Cost recovery matrix, CWC governance, financial revenue collection, etc.). The Activity will support the LGIs in facilitating joint monitoring in communities across the counties, and a technical working group on water governance and management will be formed at the county level involving CDPU and CWT members to provide updates on lessons learned from the monitoring visit. The CDPU will assume the overall responsibility for supporting the superintendent in monitoring the implementation of the approved policies on water governance by ensuring that each stakeholder executes their mandate per the constitutional mandate in Liberia. The Activity will use the feedback loops and communication channels developed in Objective 3 between the LGIs, water users, and other stakeholders to inform strategic engagement for enforcing policies.

The Activity co-located staff will continue to provide on-the-job coaching and mentorship to the CDPU Public Works and Utilities departmental staff and CWT with support from the Institutional Development Manager. The Activity co-located staff will orient the CWT on reporting and provide technical support in conducting meetings with the superintendent to report Activity progress and highlight monitoring issues that require senior county-level intervention.

Summary activities

- Develop monitoring tools and guidelines for county-level monitoring of water service delivery and build the LGI's capacity to use the monitoring tools.
- Pilot tests the tools and facilitates semi-annual joint monitoring visits in communities across the counties to follow up and monitor the monitoring and regulatory system implementation.
- Support the WASH technical working group meeting to discuss findings from the monitoring conducted across the counties.

Benchmarks	2 CDPU (Margibi and Montserrado)
Indicator	HL.8.3-3: Number of water and sanitation sector institutions strengthened to manage water resources or improve water supply and sanitation services as a result of U.S. Government (USG) assistance
Resources	Staff, meetings, field trips, mentoring and coaching
Collaborative partners	LGIs, WSPs, CWCs, CSOs, NASHC
Timing	Quarter 2 – 4

Task 1.2.3: Train CWCs in policies and regulations

To ensure a clear understanding of county-level water governance and management policies and regulations, the Activity will work with the LGIs to identify potential trainers trained by Training

of Trainers (TOT) at the county level. It will work with the national government (NASHC, MPW, and MIA) and engage specialized national institutions to provide training on policies and regulations listed under 1.1.2 on water governance and management for the TOTs, which in return will be responsible for providing training and awareness on water governance and management policies and regulations at the county, district, and community levels in line with the Local Government Act 2018. Engaging national ministries will help the Activity leverage the expertise and experience in these institutions, enhancing capacities at both levels for long-term sustainability. To address potential limitations in the national ministries' staff, the Activity will actively support developing and delivering training materials to enhance the capacity-building process.

The Activity will provide support (workshop venue, transport reimbursements, etc.) to the TOTs training and CWCs to facilitate policies and regulations awareness events to educate communities, households, marginalized groups, and WSPs on policies and regulations on water and the provisions of the Local Government Act 2018 that states that water service delivery should be managed at the local level by LGIs and the roles and responsibilities of each stakeholder. This will be done by using STTA and/or engaging specialized national institutions to design and develop training materials summarizing policy briefs and regulatory guidelines from task 1.2.1 for decentralized water service delivery by CWCs, WSPs, and key district authorities.

Summary activities

- Provide technical support to LGIs through STTA and/or specialized national institutions to design training materials on policies and regulations for CWCs, WSPs, and key district authorities.
- Identify TOT that will facilitate the awareness of policies and regulations on water governance and management within the counties.
- Provide technical support to the NASHC, MPW, and MIA to increase the capacity of the selected TOTs to facilitate awareness of policies and regulations on water governance and management.
- Provide technical support to the TOTs to design and deliver awareness activities to the communities, households, marginalized groups, CWCs, and WSPs to socialize water governance and management policies.
- Provide technical assistance and mentorship (along with task 3.3.3) to LGIs to work with CWCs, WSPs, and District Authorities to socialize policies and regulations and provide stakeholders with information on their performance and an opportunity for communities to discuss barriers to adoption and solutions.

Benchmarks	14 CWCs
Indicator	HL.8.3-3: Number of water and sanitation sector institutions strengthened to manage water resources or improve water supply and sanitation services as a result of U.S. Government (USG) assistance
Resources	Staff, field trips, Workshops
Collaborative partners	LGIs, WSPs, CWCs, CSOs, NASHC, County Attorney

Timing	Quarter 2 – 3
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SUB-OBJECTIVE 1.3: IMPROVED INSTITUTIONAL CAPACITY AND COORDINATION AROUND PLANNING, BUDGETING, AND MONITORING WATER SERVICES

The Activity will build on the outcome of the Institutional Capacity assessment conducted in Year 1 to assess the capacities of CDPU and the overall status of County involvement in executing the decentralized water service delivery function. In Year 2, the Activity will continue to strengthen the capacity of the sub-national level to lead effective coordination in a decentralized governance system for effective water service delivery. The local government institutions responsible for water service delivery will play a key role in sector coordination at the county level. Additionally, the Activity will jointly develop the county capacity development plan for the CDPU, including a performance matrix to measure progress on the CDPU's ability to plan, budget, and provide service oversight and management of water service delivery within the county .

The Activity will engage national institutions to design and execute capacity building for the sub-national institutions to become more effective in managing and regulating sub-national water service delivery. The Activity will offer technical assistance and ongoing supervision to national institutions. This aims to utilize the capacity assessment results, identify their expertise, and mandate their involvement in strengthening capacities at the sub-national level. It will involve creating a capacity development plan and performance scorecards, developing materials and activities for capacity building, and executing the activities. To ensure that priorities, lessons, and challenges at the sub-national level are communicated to water sector stakeholders, the Activity will assist the CDPU in participating in the sectoral annual event, the Joint Sector Review (JSR). This support includes enhancing their ability to prepare documents, success stories, and logistical aspects such as transport, accommodation, and DSAs. The GUC will be used to back institutional capacity improvement plans.

Task 1.3.1: Build the capacity of national ministries to support LGIs.

Building on the momentum created in year 1 to establish working relationships between national-level institutions and LGIs, in year 2, the Activity will hire an STTA to assess the capacity of national institutions (NWASHC, MPW, MIA, NPHIL) in their ability to build the capacity of sub-national institutions in planning, budgeting, and monitoring water sector activities—including soliciting, contracting, and overseeing WSPs. Based on the outcome of the capacity assessment, the Activity will provide technical assistance and/or in-kind grants to NWASHC and MPW and assist in developing a capacity improvement plan, set key performance matrices and capacity scorecards for measuring their capacity building efforts and performances in supporting LGIs.

Utilizing a combination of in-kind grants and STTAs, the Activity will work with specialized national institutions to design and develop training materials and deliver capacity development trainings to the national institutions based on the institutional capacity improvement plans.

In Year 1, the Activity supported NWASHC and MPW in re-activating the sector's monthly coordination meetings in Monrovia and the target counties. In Year 2, the Activity will continue to involve national institutions by strengthening the MIA's capacity to lead and coordinate the decentralization process for water service delivery with NWASHC, MPW, NPHIL, and LWSC at the local level. The Activity will provide logistical support to the sub-national level institutions to

participate in the annual joint sector review meeting. Under the leadership of NWASHC, the Activity will facilitate the CDPU in preparing technical documents and presenting priorities, challenges, and lessons learned from their counties to strengthen coordination and accountability between the sub-national and county leadership on water service delivery.

The Activity will work with the LGIs to ensure that their presentation during the annual joint sector review meetings is data-driven, providing evidence that the national leadership (NWASHC, MIA, and MPW) can use to advocate for increased funding in the sector. The Activity will work with the NWASHC during advocacy events with the legislative caucus and budget committee to ensure that LGIs are involved. This will allow lawmakers and sector coordination mechanisms to hear from the county and for LGIs to build their capacity to lead advocacy campaigns within the sector.

Based on the policies to be developed under Task 1.1.2, and based on the sub-national framework indicated under Task 1.1.1, work with relevant national and sub-national institutions to create budgeting structure, formulate budgeting standard operating procedures, including developing and customizing budgeting templates and supporting the county level planning, revenue and budgeting department to contribute to and develop a water budget in alignment with four year WASH plan and own source revenue administrative procedures developed under task 1,1.2.

At the national level, the Activity will provide technical support during advocacy meetings and campaigns with the legislators’ WASH Caucus and Budget committee to influence the 2024/2025 budget cycle to advocate for an increased budget for WASH. Given the outcome of the elections whereby over 90% of the membership of the legislative caucus lost the elections, through the support of the WaterAid advocacy manager, new membership of the Caucus will be oriented on the water budget-making process and priorities; hence, it will be necessary to lobby and re-introduce the water sector budget priorities.

The Activity will provide technical and in-kind grant support to the NWASHC to provide training on Management Information Systems for the LGIs to ensure they can collect, interpret, and use water service delivery data to inform planning, budgeting, and oversight of the water sector within the county.

Summary activities

- Assess the capacity of national institutions (NWASHC, MPW, MIA, NPHIL) in their ability to build the capacity of sub-national institutions, develop improvement plans, performance matrices, and capacity scorecards, and work with specialized national institutions to design and implement capacity-building activities.
- Support the annual sector review meeting, co-organize advocacy events with the WASH Legislative Caucus, and conduct budget committee meetings under the leadership of NWASHC by ensuring that LGIs participate and present priorities, challenges, and lessons learned from their county.
- Provide technical support to MPW (Bureau of rural water) to develop and implement the annual backstopping plan/schedule for supporting county WASH coordinators and the Department of Public Works and Utilities once it is created.

Benchmarks	4 (MIA, MPW, NPHIL and NWASHC)
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Indicator	HL.8.3-3: Number of water and sanitation sector institutions strengthened to manage water resources or improve water supply and sanitation services as a result of U.S. Government (USG) assistance
Resources	Staff, mentorship and coaching, advocacies, workshops
Collaborative partners	CWTs, CSOs, Partners, LGIs, CWCs, NWASHC
Timing	Quarters 2 – 4

Task 1.3.2: Build County Capacity

In Year 1, the Activity conducted a baseline institution capacity assessment in Montserrado and Margibi Counties and drafted the capacity development matrix that is ranked high, low, and medium to develop a capacity development plan using scorecards to document progress. To position LGIs as drivers for the sustainable provision of water services, in Year 2, quarter 1, the Activity will engage the LGIs to discuss the capacity building matrix to agree on priorities for addressing capacity gaps that will inform the drafting of the capacity development plan and scorecard's development. By the end of Year 2, quarter 22, the Activity will begin rolling out capacity-building activities for LGIs by:

1. Developing clear roles and responsibilities for governance structures on water management;
2. Increasing inter-agency coordination;
3. Developing data collection and analytics systems on water service delivery within the LGI;
4. Increasing LGI skills and technical capacity to perform tasks and fulfill responsibilities and;
5. Strengthening LGIs to monitor and enforce water quality standards.

The Activity will support the LGI in developing a new MIS or utilizing NWASHC MIS, if available, to monitor water access/system functionality and efficiently manage assets through feedback loops with communities and will build the capacity of LGIs to implement sector-wide learning within their counties by using data from the MIS.

The Activity will build the capacity of the LGIs to develop annual work plans, review progress, and advocate for policy and regulatory improvements based on evidence from the LGIs' monitoring systems. Based on the policies developed under Task 1.2.1 and with specific reference to local water services financing policy that details the resource mobilization plan, including on-source revenue plan and administrative procedures, the Activity will work with relevant national and sub-level institutions to develop and customize the budgeting templates and methodology for water service delivery activity budgeting. Identification of budget structure and the standard operating procedure will also be done. Through in-kind grants, the Activity will support equipment procurement and train the relevant budget team members on utilizing the agreed templates.

The Activity will provide technical support to the WASH Coordinators in each target county to conduct monthly WASH coordination meetings to review data on the county's WASH status and presentations of NGO and CSO activities for improved coordination. This will be done by using the co-located staff at the county level to mentor and coach the WASH coordinators in developing an agenda for the meeting, reviewing the list of attendees/participants to invite, and preparing presentations and requests for information. Additionally, the Senior Capacity Building Officers will brief the WASH coordinators on the facilitation of meetings. They will debrief after each

session to review what went well and what needs to be reviewed. The debriefing meeting will allow the WASH coordinators to review minutes, action points, etc.

Summary activities

- Develop the capacity development plan and scorecard/performance improvement matrix to guide the implementation of capacity development activities.
- Facilitate the capacity development interventions for LGIs by providing training, mentorship, and coaching. In-kind grants will be awarded to work with specialized national institutions to design and implement capacity-building activities in coordination with task 1.3.1
- Develop an easily accessible open-source water delivery MIS for LGIs to gather, analyze, store, report, and monitor water access/system functionality, efficiently manage assets, and track costs/revenue and service levels.
- Provide technical support to the WASH technical working group meeting for sector-wide coordination and learning across partners, including institutionalizing monthly coordination meetings.

Benchmarks	HL.8.3-3: 2 CDPU W5: 50%
Indicator	HL.8.3-3: Number of water and sanitation sector institutions strengthened to manage water resources or improve water supply and sanitation services due to U.S. Government (USG) assistance. W5: Percent of planning, budgeting, and service oversight targets set in the performance improvement plan of CWTs that are achieved.
Resources	Staff, meetings, workshops, field trips
Collaborative partners	CDPUs, LGIs, CSOs, CWCs, NWASHC
Timing	Quarter 2 - 4

Task 1.3.3: Develop and strengthen the capacity of CWCs to monitor and regulate the water services.

In Year 1, the Activity supported LGIs in establishing CWCs in four communities across Margibi and Montserrado Counties. To ensure CWCs are available to support the management of water service delivery models, the Activity in Year 2 will continue to establish new CWCs and empower existing CWCs in collaboration with LGIs at the county level. The Activity will establish CWCs in the remaining ten (#10) additional intervention sites in the targeted counties using the roadmap used in Year 1 to support the formation of the remaining CWCs. The Activity will support the LGIs in developing a capacity improvement plan for CWCs and a scorecard for measuring overtime progress. The Activity will work with the LGIs to create awareness of the CWC's role, responsibilities, and bylaws.

The Activity will ensure that the LGIs use a learning-by-doing approach to increase the CWCs' capacity in asset management, monitoring, and regulating water services. The CWCs capacity

improvement plan will prioritize several elements, including governance, by supporting the development of clear job descriptions, bylaws, contract management, procurement, financial management, service provision, conflict resolution, and community consultations and mechanisms for supporting inclusivity, including promoting women's participation in decision-making.

CWCs currently undertake their work as volunteers. To move away from this practice, the Activity in Year 2 will continue to work with the county authorities to draw a roadmap for professionalizing CWCs services under a pay-for-use service model. The Activity will formulate an advocacy plan for the local county governments to allocate funds to train CWCs and normalize CWCs stipends by incorporating them into service provision agreements. The Activity will develop a mentorship program for CWCs with a clearly elaborated long-term training curriculum instead of one-off training.

Summary activities

- Jointly work with the LGIs to establish CWCs in an additional ten communities across Margibi and Montserrado Counties.
- Provide technical support to the LGIs in developing capacity improvement plans and monitoring scorecards for CWCs.
- Support the LGIs in implementing and monitoring progress toward CWCs capacity improvement.
- Support the LGIs in developing a roadmap for professionalizing CWCs services under a pay-for-use service model.

Benchmarks	HL.8.3-3: 14 CWCs W7: 50%
Indicator	HL.8.3-3: Number of water and sanitation sector institutions strengthened to manage water resources or improve water supply and sanitation services as a result of U.S. Government (USG) assistance. W7: Percent of WSPs and CWCs that report receiving adequate monitoring support from the CWT
Resources	Staff, consultative meetings
Collaborative partners	LGIs, CWCs, CWTs, CSOs, Women and marginalized Groups
Timing	Quarter 2 - 4

E. OBJECTIVE 2: EQUITABLE AND INCLUSIVE WATER SERVICE DELIVERY IMPROVED AND EXPANDED

SUB-OBJECTIVE 2.1: PROFESSIONAL AND FINANCIALLY RESILIENT WATER SERVICE DELIVERY MODELS ADOPTED

The Activity will continue to guide LGIs and CWCs to facilitate a community-driven process for designing and adopting customer-centered water service delivery models in target areas. In all target intervention communities and through GUC, the Activity will support the CDPU in professionalizing water service delivery by designing and piloting appropriate rural water service

delivery models. Through applying for the grant, LGIs will be supported in developing implementation plans (including budget) and designing and piloting service delivery models in selected communities. The CDPUs will practice the process of planning and implementing projects. They will also be able to solicit funding from their own or other resources that can be matched with the in-kind support from the Activity. The Activity will provide phasing technical and in-kind assistance and help with the co-creation. This may require significant handholding in the initial stages. Specifically, in coordination with Task 1.1.1 on the findings/lessons learned and experience gained from the in-person and virtual exchange visit combined with the outcome of the visioning workshop, the Activity will accelerate the actual implementation in Year 2 by facilitating the LGIs and the potential private sector actors to contextualize different models to Liberia situation as referenced in Annex VI.

The Activity will implement the construction of water supply systems by utilizing local construction firms through a competitive procurement process for the four selected intervention sites and pilot the service delivery management models. The Activity will utilize in-kind grants to LGIs to support refurbishment and expansion of existing water delivery systems. The Activity will utilize a construction fund to construct new systems and small/medium-scale infrastructure improvements or repairs.

Evidence of change stories will be documented within the four intervention communities by monitoring changes in the documented situation of the communities, including women and vulnerable populations. By the end of Year 2, the Activity will construct four (4) new water systems and pilot the service delivery models to benefit 16,000 people, improve existing water systems in twenty (20) communities to increase access for 30,000 people and organize a learning session to celebrate and recognize water service providers that are positively performing and are meeting their parameter benchmarks within the communities.

Task 2.1.1: Design pay-for-use water services in target communities and towns.

In Year 1, the Activity initiated engineering and feasibility studies in four intervention communities by hiring the services of an A&E firm. In Year 2, the A&E firm will primarily focus on finalizing the designs and BOQs (cost estimates) for the water supply systems, provide technical assistance in developing bid documents for construction subcontracts, and provide construction supervision and oversight for the construction and rehabilitation of water delivery systems. The Activity will jointly work with the LGIs and CWCs to analyze and select a suitable water service delivery model based on the context at the local level (see Annex VI). The Activity will leverage the knowledge gained from the exchange virtual visit conducted in Task 1.1.1 to promote context-specific water service delivery models. The Activity will support the design of the contractual agreement between WSPs and relevant institutions within the county. The Signer(s) to the contract representing the Government of Liberia will be determined through consultation with a law firm. The Activity will outline the roles and responsibilities of the WSP and CWC in managing and overseeing the water systems and set terms for establishing user fee structures. The Activity will implement coaching and mentoring to enhance the CWCs' and LGIs' capacities to evaluate, negotiate, and manage formal contractual arrangements with WSPs that define clear lines of responsibility and accountability in service delivery (task 2.2.1).

The Activity will continue with the joint identification (scoping visit) and assessment (situation analysis) of the remaining ten potential communities in collaboration with LGIs to identify communities for water improvement based on population size, technical criteria, and consultation

with the communities and validation by AAC. This will inform the development of the service improvement plans for the existing water systems. The final selection of intervention communities for water improvements will be jointly conducted with LGIs in both counties with approval from USAID. The feasibility and engineering studies (system improvement designs and BOQs) for phase 2 communities will be done in the second phase of the contract with the A and E firm by May 31, 2024. The mapping of WSP that started in Year 1 will continue in Year 2 as more service delivery management models are piloted in intervention communities for basic and improved water supply systems.

Summary activities

- Finalize feasibility/engineering studies and designs for water supply systems for the 14 intervention communities (including shop drawings and cost estimates) and share with USAID for approval.
- Analyze existing water infrastructure and design water service improvement plans for existing water systems in 20 communities.
- Through GUC, identify or assist with the formation of WSPs for the intervention communities.
- Develop and select water service delivery/management models jointly with the WSPs, CWCs, and LGIs.
- Support the designing of contracts that will outline the roles & responsibilities of WSPs and CWCs in water service operations within intervention communities.

Benchmarks	4 PPP established
Indicator	W11: Number of PPPs established for water services provision
Resources	Engagement meetings, workshops, and Field trip
Collaborative partners	LGIs, WSPs, CWCs, and MPW
Timing	Quarter 3 – 4

Task 2.1.2: Implement service provision improvements and management models.

In Year 1, the architectural and engineering (A&E) firm started the design of various water supply systems suitable for the selected intervention communities in Margibi and Montserrado counties. The engineering and feasibility studies will continue in Year 2 as the designed water system is constructed and piloted in the selected intervention communities.

Technical approval will be obtained from USAID, while the Activity will also solicit buy-in from MPW, MOH/NPHIL, and EPA based on agreed timelines and procedures, with technical guidance from the A&E firm. The Activity will implement the construction of large-scale works by utilizing local construction firms. The Activity will use in-kind grants to improve/repair existing infrastructures and construct/rehabilitate small systems in the intervention sites. The Activity will utilize the construction fund to construct four (4) new water supply systems to benefit 16,000 people and implement small-scale infrastructure improvements or repairs in 20 communities to benefit about 30,000 people. In-kind contributions of materials and/or technical/other support will be utilized to support communities to undertake repairs and improvements. The LOE by the

Activity staff will be limited to providing the technical assistance to undertake repair works, especially when there are functional CWCs and where facilities are working, for those smaller facilities that require improvements. The Activity team will support the local authorities in working with the Ministry of Public Works and lead the implementation of this activity.

Before the water supply systems are completed, the Activity will support LGIs in procuring the services of professional water service providers through a competitive bidding process to jointly design and pilot the service delivery models with LGIs and CWCs in the four selected intervention sites. Specifically, in year 2, the Activity will design, pilot/implement (Community Led Management Model (with professionalized service contracting for O and M), Delegated Model (with Management Contracting for preventive maintenance, O and M, and revenue collection), Public Private Partnership model, and Private sector led Model- Build Operate and Own (BOO) or Build, Operate and Transfer (BOT) depending on the appetite from existing Private sector actors in Liberia, business case in the selected four Intervention communities and supportive enabling environment to facilitate private entrepreneurs to start a business or build on an existing business venture. By the end of quarter 2, the Activity will work with relevant stakeholders and define the institutional arrangements and legal framework for the Build and Operate and other models considered. From existing literature and undocumented evidence from other pilots that have been tried in East Africa with a strong national-level PPP Act and non-existent regulation for PPP arrangements in the rural settings, defining the institutional arrangements and legal framework for BOO and BOT can take between 6- 12 months Mentorship and coaching will be provided to ensure that the requisite capacity is built for WSPs selected to receive the financial resources to implement the pilots developed under task 2.1.1.

Summary activities

- Procure the services of local construction firms to construct the water supply systems and identify water service providers to pilot the service delivery models. Depending on the model chosen and compliant with WI procurement policies and procedures and USAID rules and regulations, the Activity may involve the WSPs, LGIs & CWCs in the process.
- Construct four new water supply systems in selected communities to benefit 16,000 people.
- Improve existing water systems in twenty (20) communities for small-scale infrastructure improvements or repairs to benefit about 30,000 people.
- Jointly implement water service delivery management models with the WSPs, CWC, CBEs, and LGIs (CWT, LWSC, and MIA).
- Implement foundational activities that contribute to designing larger-scale business cases, introduce technologies to improve revenue collection, and introduce and conduct sustainability check-ins that will be fully implemented in year 3.

Benchmarks	HL.8.1-1: 16,000 basic water service HL.8.1-3: 30,000 improved water service
Indicator	HL.8.1-1: Number of people gaining access to basic drinking water services as a result of USG assistance.

	HL.8.1-3: Number of people receiving improved service quality from an existing basic or safely managed drinking water service as a result of USG assistance
Resources	Engagement Meetings, Field Trips, GUCs, and construction funds.
Collaborative partners	LGIs, CWCs, WSPs, NWASHC, and MPW
Timing	Quarter 1 – 4

Task 2.1.3: Recognize and celebrate successes.

The Activity will design parameters with benchmarks that will set the foundation for successful recognition of water service providers' performance in water service delivery and management within the selected (approved) four communities. Some of the parameters that will be considered in the design are evidence of inclusive access of the service delivery model to marginalized groups, reliability and consistency of the service delivery, evidence of customer satisfaction with the service delivery, effective monitoring of the WSPs by the CWCs, successful tariff collection by WSPs, Non-Revenue Water, etc.

Summary activities

- Design parameters with clear benchmarks that will be used to recognize and measure successes among WSPs piloting the service delivery models in the intervention communities.

Benchmarks	N/A
Indicator	N/A
Resources	Engagement Meetings, Field Trips, and STTA
Collaborative partners	LGIs, CWCs, and WSPs
Timing	Quarter 1 – 4

SUB-OBJECTIVE 2.2: WATER SERVICE PROVIDERS HAVE THE CAPACITY TO MANAGE WATER SERVICES

The Activity will build the capacity of LGIs, CWCs, and WSPs to ensure that they conduct their affairs to enable the water system to achieve and maintain compliance and sustainability. This will be done by developing a monitoring system and tools. The Activity will ensure the implementation of pay-for-use water services by working with LGIs to design and institutionalize performance-based monitoring systems and processes to enhance the capacity of LGIs to monitor and backstop the CWCs and WSPs in counties. This and other capacity-building activities will be accomplished through training, mentorship, and coaching for LGIs to effectively monitor and backstop the CWCs and WSPs. The Activity will leverage the knowledge and experience gained through the virtual exchange visit in Year 1 to conduct a cost-effective capacity assessment for each WSP to identify their capacity gaps and develop a business capacity improvement plan. Specifically, the activity will design tools to collect information on water service provider capacity gaps (baseline), and these tools will be integrated during the procurement and due diligence process for the hiring

of the WSPs. The idea is to combine multiple activities during the WSPs recruitment process to reduce costs. To collect information on the capacity gaps for WSPs, the activity will review documentation from the WSPs procurement and due diligence processes and conduct an in-person interview at the WSPs office to validate and verify capacity gap information to establish a clear capacity benchmark to inform capacity improvement support for the WSPs. This activity may also be synchronized with the GUC pre-award survey process to minimize duplication.

The focus of capacity building for WSPs will include operation and maintenance, life-cycle costing, water safety planning, understanding contracting engagements, accessing finance, inclusivity, tariff collections, MIS, and business development training with a business capacity performance improvement plan jointly developed with WSPs.

The Activity will continue to provide oversight and technical support to the LWSC in three cities (Robertsport, Voinjama, and Sanniquellie) by hiring a Water Utility Service Procurement/Capacity Building Training Specialist (STTA), who will support the Activity in working with the GOL in reviewing and concluding the contractual agreement with the selected private operators in the three cities. Building on USAID's experience supporting PPP in other sectors, the Activity will support the LWSC, county superintendents, and representatives of Local Steering Committees (LSCs) to review the management structure, business plan, and finances of the WSPs to determine the requisite capacity needs for WSPs in providing smooth operation and management of the water supply systems for sustainability while keeping the private operators in compliance.

Task 2.2.1: Build County capacity to monitor and backstop CWCs and WSPs.

The Activity will work with LGIs to design and institutionalize performance-based monitoring systems and processes to enhance the capacity of the county government to monitor and backstop the CWCs and WSPs in implementing pay-for-use water services. The Activity will develop capacity-building plans (Task 1.3.2) and provide training, mentorship, and coaching for LGIs to effectively monitor and backstop the CWCs and WSPs. When not available, the Activity will systematize, develop, and use an MIS platform (open source for updates and sustainability) for CWCs and WSPs to upload water system performance metrics (revenue, operation costs, functionality, inclusivity) and train the CDPU and PWU to analyze the data and develop monthly progress reports for the county leadership. To avoid duplications, the activity will consult and ensure that any introduction of MIS is harmonized with other similar efforts by USAID. While the Department of Public Works and Utilities is being created during the transition period, the Activity will coach the County Authorities in diagnosing and troubleshooting performance issues and challenges, such as disputes between water users and service providers, system breakdowns, and tariff collection. The Activity will support LGIs in monitoring CWCs and WSPs on the O&M of water service delivery in targeted communities by conducting joint visits to WSPs and interviewing water users on the service provided by WSPs within the community. The Activity will continue to implement more robust stakeholder engagements to deepen their understanding of existing data-driven decision-making tools to be utilized by the county government.

Summary activities

- Develop monitoring tools and systems for LGIs to monitor CWCs and WSPs
- Develop a capacity improvement plan and implement capacity-building activities to improve LGIs ability to manage WSPs and CWCs

- Facilitate joint monitoring visits with LGIs to back-stop CWCs and WSPs on the O&M of water services delivery in targeted communities.

Benchmarks	W7: 50% HL.8.3-3: 2
Indicator	W7: Percent of WSPs and CWCs that report receiving adequate monitoring support from the CWT HL.8.3-3: Number of water and sanitation sector institutions strengthened to manage water resources or improve water supply and sanitation services due to U.S. Government (USG) assistance.
Resources	Engagement meetings, Field trips, Workshop/training
Collaborative partners	LGIs, CWC, and WSP
Timing	Quarter 2 — 4

Task 2.2.2: Build private sector service provision capacity.

Learning from other water service providers' capacity-building models from the exchange visit conducted under objective 1, the Activity will conduct a cost-effective capacity assessment for each WSP to identify their capacity gaps and develop a business capacity improvement plan for each water service provider. The Activity will assist the WSPs in assessing their capacities, developing capacity improvement plan(s), and budgeting for implementation. To encourage the service providers to invest in their own capacity building, the Activity, through GUC, may (on a case-by-case basis) contribute to the investment. The contribution can be in the form of TA provided by internal resources, STTA, BDS, or other institutions. In providing capacity-building activities for WSPs, the Activity will focus on mentoring, coaching, and on-the-job training that will enhance the capacity of WSPs to conduct their affairs in a manner that will enable the water system and operation to achieve and maintain compliance and efficiency that will lead to sustainability. The capacity building model for WSPs will include topics such as operation and maintenance, life-cycle costing, water safety planning, understanding contracting engagements, accessing finance, MIS to refine and improve service delivery, and business development training so WSP enterprises can improve their business efficiency and quality of service delivery to communities, aligned with national and county regulations and plans. The business capacity performance improvement plans will be jointly developed with the WSPs, and the Activity will discuss with the WSPs to identify areas of improvement that the WSPs will be enabled to finance themselves through a cost-sharing approach. The Activity will focus on monitoring the improvement over time. The Activity plans to leverage STTA to spearhead the business capacity development of WSPs. To ensure long-term sustainability, the Activity will utilize the GUC mechanism to seek capable organizations or institutions interested in enhancing the capacity of WSPs. This dual approach contributes to the intervention's sustainability and stimulates investment in the sector. Beyond enhancing capacity in water delivery services, WSPs will gain insights into assessing, developing, and implementing capacity improvement plans. This holistic understanding promises enduring benefits from their investment in capacity-building activities.

Summary activities

- Develop capacity improvement plans for WSPs in business management, operation and maintenance, life-cycle costing, water safety planning, and accessing finance.
- Work with specialized national institutions or business development service providers (BDSP) to design and develop training materials for the WSPs.
- Finalize preparation to implement training, mentoring, and coaching activities to address capacity gaps for WSPs to provide equitable water supply services within the intervention communities in year 3.

Benchmarks	W10: 7
Indicator	W10: Number of WSPs assisted with technical, business capacity, or access to finance.
Resources	Engagement meetings, Workshops, Field trips, and STTA
Collaborative partners	LGIs, CWCs, and WSPs
Timing	Quarter 2 - 4

Task 2.2.3: Provide capacity-building services to LWSC and WSPs in Robertsport, Sanniquellie, and Voinjama

The Activity will finalize the support to MIA and LWSC in transitioning water supply systems to private water service providers in the three cities. It will hire the services of a Water Utility Service Procurement/Capacity Building Training Specialist (STTA), who will support the Activity in working with the GOL in reviewing and concluding the contractual agreement with the selected private operators in the three cities to operate and manage the existing Water Treatment Plants (WTPs). The Activity will work with the LWSC, county superintendents, and representatives of Local Steering Committees (LSC) to review the management structure, business plan, and finances of the WSPs to determine the requisite capacity needs for WSPs in providing smooth operation and management of the water supply system. In line with the WSPs contract, the Activity will build on previous USAID efforts to sustain the facilities through capacity-building activities. The Activity will provide capacity-building support to the private firms to help them remain compliant with the local regulatory framework and enforcement and provide technical assistance to the WSP in the operations and establishment of effective customer service, financial management, and MIS system for the three cities.

Summary activities

- Provide technical support to the LGIs to finalize contractual agreements with private operators in the three cities to operate and manage the water treatment plants (WTPs).
- Conduct capacity assessments, develop capacity improvement plans, and implement capacity-building activities for the LGIs and private operators for the smooth operation and management of the water supply systems in the three cities.
- Provide technical assistance and logistical support to LWSC and MIA to identify roles and responsibilities and implementation plan of the LWSC in providing continuous high-level technical support to the LGIs and the private water service providers. If required,

implement GUC activities to enhance the use of MIS, water service quality, and coverage in the three cities.

Benchmarks	W10: 3 (WTP in the three cities) HL.8.3-3: 1
Indicator	W10: Number of WSPs assisted with technical, business capacity, or access to finance. HL.8.3-3: Number of water and sanitation sector institutions strengthened to manage water resources or improve water supply and sanitation services due to U.S. Government (USG) assistance.
Resources	Field trips, Engagement meetings, STTA
Collaborative partners	Private operator, LWSC, LGIs, LSC, MIA
Timing	Quarter 2 - 4

SUB-OBJECTIVE 2.3: WATER SERVICE PROVIDERS INCENTIVIZED TO EXTEND INCLUSIVE SERVICES TO POOR AND MARGINALIZED HOUSEHOLDS

Continuous collaboration with the NWASHC will be maintained throughout Year 2 to ensure that regulations, monitoring, and enforcement frameworks and processes are systematized to support and promote inclusive service delivery. This will be done by working with NWASHC to provide guidelines for LGIs, LWSC, and NGOs to identify and put into practice locally relevant solutions for balancing the cost recovery of water systems with equitable access.

The Activity will work with LGIs to evaluate and implement locally relevant solutions responsive to localized water access barriers and provide technical support to the LGIs to implement tariff policies, beginning with the selected intervention communities and expanding to additional locations on a rolling basis. CWCs will be capacitated to monitor and report on WSPs' lack of compliance with LGIs in implementing tariff policies within the community.

The Activity will ensure that national and local-level policies and regulations reflect increased incentives for WSPs and CWCs to adopt inclusive practices in the operation and management of community water systems. The Activity will further advocate for financial incentives for inclusivity with the government, donors, and commercial financing sources for water infrastructure to encourage them to incorporate inclusivity metrics into funding decisions. In collaboration with LGIs, CWCs, and WSPs, the Activity will ensure that tariff collection is embedded into the CWC/WSP water service delivery agreements. Support will be provided to the MIA, NWASHC, and the relevant GOL entities at the national level to support LGIs in establishing a sub-national tariff policy for low-income households towards water service delivery. GUC will also support WSP in developing and implementing mechanisms to improve poor and marginalized groups' access to safe drinking water.

Task 2.3.1: Engage at national level to establish policies responsive to barriers to water access for poor households.

The Activity will continue collaborating with NASHC to ensure that regulations, monitoring, and enforcement frameworks and processes are systematized to support and promote inclusive service delivery. This will involve working with NASHC to develop and provide guidelines for LGIs, LWSC, and NGOs on identifying and implementing locally relevant solutions for balancing the cost recovery of water systems with equitable access. The Activity will support the NASHC in identifying and documenting inclusive policy gaps and developing a detailed policy brief. Stakeholder validation will be conducted to ensure completeness and acceptance. The final document will be printed and presented to the NASHC and LGIs for implementation. The Activity will work with NASHC to build and document evidence of successful approaches to subsidization, including learning generated from LGIs in Montserrado and Margibi. This learning will inform advocacy campaigns and the design or adaptation of national inclusion policies.

Implementing activities under this task will be harmonized with other policy development activities under Task 1.2.1.

Summary activities

- Following the policy development/improvement processes indicated under Task 1.1.2, provide NASHC technical and logistical support to incorporate inclusivity guidelines responsive to barriers.
- Work with national and sub-national government institutions to implement activities to remove barriers as indicated under Task 3.2.2 and include barriers related to regulations, monitoring, and enforcement activities into the overall monitoring and support systems discussed under Task 1.2.2.

Benchmarks	1
Indicator	W4: Number of policies and regulations for water service delivery developed or improved and implemented.
Resources	Engagement meetings, Field trips
Collaborative partners	NASHC, LGIs, CWCs, WSPs
Timing	Quarter 2 — 4

Task 2.3.2: Build County level capacity to monitor & enforce equitable service delivery

Building on national policy guidelines for equitable water service delivery developed in Task 2.3.1, the Activity will work with LGIs to evaluate and implement solutions responsive to localized water access barriers. The Activity will provide technical support to the LGIs to implement tariff policies, beginning with the selected intervention communities and expanding to additional locations on a rolling basis. This will be done by providing technical assistance to establish, monitor, and enforce tariff policies jointly with the LGI staff to ensure WSPs implement the tariff policies within the communities.

The Activity will also build the CWC's capacity to monitor and report on LGI's lack of compliance with WSPs in implementing tariff structure within the community.

Summary activities

- Provide technical and logistical support to the counties to identify and evaluate county level solutions to water access barriers, develop tariff guidelines (“how to” flexible tariff guides) as indicated under Task 1.1.2 and implementation strategies and action plans to introduce and implement solutions responsive to localized water access barriers.
- Provide technical support to LGIs to rearrange and implement the national tariff structure, beginning with a pilot in the four communities.
- Build the capacity of LGIs, CWCs, and WSPs in enforcement, monitoring, and execution of the tariff structure.

Benchmarks	W7: 50% HL.8.3-3: 2
Indicator	W7: Percent of WSPs and CWCs that report receiving adequate monitoring support from the CWT HL.8.3-3: Number of water and sanitation sector institutions strengthened to manage water resources or improve water supply and sanitation services due to U.S. Government (USG) assistance.
Resources	Engagement meetings, Field trips,
Collaborative partners	LGIs, NWASHC
Timing	Quarter 2 – 4

Task 2.3.3: Support LWSC, CWCs, and WSPs to adopt equity solutions and to set and manage tariffs transparently.

The Activity will ensure policies and regulations at the national and county levels translate to increased incentives for WSPs and CWCs to adopt inclusive practices in the operation and management of community water systems. To drive financial incentives for inclusivity, the Activity will engage with the government, donors, and commercial financing sources for water infrastructure to encourage them to incorporate inclusivity metrics or adopt financial performance metrics to include return on investment (ROI), cash flow, net income, and debt-to-equity ratio in making financial decisions using an inclusive approach. A streamlined administrative process will be complemented by strengthening (through technical and GUC support) WSPs, as needed, in planning, budgeting, tariff setting, business management, and customer feedback mechanisms to inform adaptations.

The Activity will work with LGIs, CWCs, and WSPs to embed tariff collection into the CWC/WSP water service delivery contract and obligate the WSPs to collect revenue as appropriate. Based on the result from the formative research conducted under Task 3.1.1 in Year 1, willingness and ability to pay will inform the tariff setting and recommendation for payment schemes. The Activity will work between the national, county, and community levels to analyze appropriate tariff fee structures and establish the water tariffs and payment schemes required for sustainable management and adequate water supply services based on the ability or capacity to pay and affordable for low-income households. Technical support will be provided to the LGIs to

implement tariff policies and train CWCs and WSPs in tariff policies and conflict resolution when tariffs are not being paid.

The Activity will work with MIA, NWASHC, and the relevant GOL entities at the national level to establish a sub-national tariff policy for low-income households toward water service delivery. The Activity will work with civil society organizations to design advocacy campaigns for tariff policy and other relevant regulatory or technical changes to address water service delivery challenges and promote inclusive service delivery. In collaboration with civil society organizations, the Activity will implement advocacy campaigns to influence key decision-makers in the water sector at the national level (national institutions, lawmakers, or donors).

Summary activities

- Build the capacity of the LGIs to perform regulatory functions at the sub-national level and monitor and enforce the implementation of inclusive practices.
- Ensure that policies/regulations at the national and county levels translate to increased incentives for WSPs and CWCs to adopt inclusive practices in O&M of community water systems.
- Provide technical assistance to strengthen WSPs’ management structure to plan and design customer feedback mechanisms.
- Provide technical support to LWSC local staff to effectively monitor WSPs in the execution of tariffs at the county level.
- Build the capacity of LGIs and WSPs to execute tariff structure effectively and transparently.

Benchmarks	1
Indicator	W4: Number of policies and regulations for water service delivery developed or improved and implemented
Resources	Engagement meetings, Field trips, workshops/ trainings
Collaborative partners	NWASHC, Commercial Financing sources, Donors, LWSC
Timing	Quarter 3 – 4

F. OBJECTIVE 3: UPTAKE AND MAINTENANCE OF KEY WATER USE BEHAVIORS AMONG HOUSEHOLDS INCREASED

SUB-OBJECTIVE 3.1: SOCIAL NORMS AROUND USE OF BASIC WATER SERVICES CREATED AND UPTAKE OF CLEAN DRINKING WATER INCREASED

In Year 2, the Activity will develop and integrate SBC approaches in target communities through participatory design of their water service delivery models and infrastructure, starting with social norms and barriers to positive water use behaviors. LGIs and WSP feedback will be integrated for current and future users. All community members, including women and other traditionally underrepresented groups, will be part of the decision-making processes. Through GUC, the

Activity will work with the CSOs to develop and implement SBC approaches to enable GOL entities to sustain outreach and SBC activities to drive demand post-project.

Task 3.1.1: Conduct formative research on water behaviors.

Based on findings from the formative research conducted in Year 1, which highlighted willingness to pay for water service, lack of effectiveness of CWCs to implement their role and responsibility within the community, and considering the need to increase drinking water uptake by developing messages to support positive behavior changes, the Activity will leverage on in-country experience and establish a technical working group that will include CSOs and national and county governments, guided by the Activity team, that will lead the development of the SBC strategy through working sections in the form of workshops. The Activity will conduct co-creation and design workshops involving a creative team to develop campaign messages and actions jointly with relevant stakeholders, which include communities, the creative team (scriptwriter, designer, artist), community members (CWCs), MOH, NPHIL, LGIs, Breakthrough Action, and Countywide Sanitation Activity to ensure local stakeholders are well represented, CSOs will be invited to participate in the design workshop. The Activity, partners, and CSOs will support the LGIs in developing context-specific SBC campaign messages to increase pay-for-use service and safe water habits. The Activity will work with county authorities at all local Government levels to ensure that messages are vetted and approved by the MOH (Health Promotion Division) before rollout within the community is initiated. Ultimately, the Activity envisions a situation where communities will actualize their desired positive change by adopting positive social norms around water use behaviors, including sustained payment for water habits.

Summary activities

- Establish a technical working group that will lead the development of the SBC strategy through working sections in the form of workshops.
- Organize core-creation and design workshop to design SBC campaign messages using a human-centered design.
- Develop an SBC strategy plan and SBC messages to drive sustainability of the water system within the communities.

Benchmarks	10%
Indicator	W12: Percent of the targeted population reporting paying regularly for basic water services
Resources	Workshops, STTA support, and GUC
Collaborative partners	MOH, PSI, Breakthrough action, LGIs
Timing	Quarter 3 – 4

Task 3.1.2: Implement SBC and marketing activities with partners through an adaptive, learning-by-doing approach.

In Year 2, the Activity will focus on the implementation of the SBC scope of work developed in Year 1, roll out and implement SBC communication & strategy using locally designed campaign messages designed under task 3.1.1

The Activity, through the competitively selected CSO under the GUC APS, will work with the LGIs and CWCs to identify Community-Based Organizations (CBO), prioritizing women and youth groups within the communities, facilitate recruitment of SBC champions for change (C4C), which will include town criers or individuals with strong leadership skills, entrepreneurs, and train them to create awareness in the communities (door-to-door, town hall sessions, and other innovative community-level engagement) using approved SBC campaign messages designed through the creative workshop. Through GUC, the CSO will work with the CWCs, CBOs, and CHA and establish local SBC mechanisms (including door-to-door, town hall sessions, and other innovative community-level engagement), conduct capacity-building trainings and workshops, organize town hall meetings in collaboration with the CWCs, and implement community-led SBC communication activities using locally designed messages in English and local vernaculars. The sustainability strategy is the approach of working with CWCs, CHAs, and CBOs. The key element of the approach is that CWCs, CHAs, and CBOs will serve as champions of change as part of their roles and responsibilities. The CSOs must work with the Community Health Assistants (CHA) to include the water SBC materials in the health promotion package. CHAs will carry on the messages after the end of the Activity as part of their regular activities in the respective communities. Additionally, the CSOs will work with CWCs and CBOs from within the community to build their awareness and capacity of water-related SBC to continue their participation after the activity phases out.

The Activity will work with the CSOs through GUC to jointly work with the community to develop a community action plan and work with champions for change to mentor and coach the CWCs in monitoring the implementation of the community action plan. The Community action plan will capture consensus on beneficial water uses, preferred infrastructure decisions based on the context of equitable extension of services that considers the marginalized groups, citizen behaviors, water pricing/tariffs based on the ability and willingness to pay study, and enforcement mechanisms for user fees. Over the life of the Activity, the participation of women and marginalized groups in every stage of implementation will be prioritized, and water users will be encouraged to analyze accessibility, women's and girls' safety, and inclusion from multiple perspectives.

Summary activities

- Conduct training workshops for the selected CSO (through GUC APS) under the leadership of NPHIL and the Health Promotion team to equip them with the knowledge and skills needed to create awareness in the communities using a mix of approaches (door-to-door, town hall sessions, and other innovative community-level engagement) using approved SBC campaign messages designed through the creative workshop.
- Facilitate the selected CSO to identify and train SBC Champions for Change (individuals, entrepreneurs, women groups/youth groups) to raise community awareness using the approved SBC messages.
- Facilitate the CSOs through GUC to jointly work with the community to support the development of a **community action plan** and work with champions for change to mentor and coach the CWCs to monitor the implementation of the community action plan.
- Roll out awareness campaigns within the communities using approved SBC messages and guided by the community's action plan.

Benchmarks	10%
Indicator	W12: Percent of the targeted population reporting paying regularly for basic water services
Resources	Workshops, STTA support, and GUC
Collaborative partners	MOH, PSI, Breakthrough action, LGIs
Timing	Quarter 3 – 4

Task 3.1.3: Increase water quality awareness.

Through the GUC, the Activity will work with WSPs/private sector-led operators and CWCs under Task 2.1.2 and CSOs selected under Task 3.1.2 to support the decentralization of water safety management. On a case-by-case basis and depending on the size and nature of the community, the Activity will engage WSPs, private sector-led operators, and CWCs to take ownership and accountability for their water point hygiene by documenting water safety management measures in community-led bylaws and developing a community-specific water safety plan. In coordination with Task 1.1 and 1.2.1, the selected CSO, WSP, and private operators will ensure that by-laws and local laws will include water safety management guided by NPHIL, EPA, and NASHC regulations on water safety. This will be done by organizing policy brief discussions between the CSO and NPHIL, EPA, and NASHC to increase the WSPs’, CSOs,’ and local operators’ understanding of government regulations on water safety management for the community.

In collaboration with the selected CSO, the Activity will support the local authorities in building the capacity of WSPs, private operators, CWCs, and C4C on SBC campaigns and messaging. This capacity-building process will equip them with the knowledge and skills to identify and develop solutions to address community water quality risks and conduct water quality awareness events. These events will increase community members' awareness of water quality and provide opportunities for SBC campaigns of change and CWCs to monitor progress on water quality gaps within the community.

Summary activities

- Develop community-specific water safety plans in alignment with water safety management measures incorporated into local by-laws under task 1.1.2 and implemented under task 1.2.1
- Build the capacity of WSPs, local private sector operators, SBC champions, and CWCs through targeted training workshops to address water quality risks within the communities.
- Implement water quality awareness events within the community based on the approved Water safety plan.

Benchmarks	10%
Indicator	W12: Percent of the targeted population reporting regularly paying for basic water services and # of Policies/regulations and bylaws developed under task 1.1.2
Resources	GUC
Collaborative partners	MOH, PSI, Breakthrough action, LGI
Timing	Quarter 3 – 4

SUB-OBJECTIVE 3.2: FINANCIAL, SOCIAL, AND PHYSICAL BARRIERS TO THE USE OF BASIC WATER SERVICES ARE REMOVED

Building on the findings of the GESI analysis and formative research conducted in Year 1, the Activity will embark on supporting the local authorities to build community consensus on appropriate approaches for addressing physical, financial, and social barriers through the use of a participatory process that promotes inclusive and evidence-based inclusive decision making for marginalized communities. In Year 2, the Activity will consolidate a comprehensive report from the findings and recommendations from all foundational research (GESI Analysis, Formative Research, Household Survey, Community Diagnostics, etc.) conducted in Year One on the willingness and ability of communities to pay for water. The report will be delivered to the NWASH Commission, county Authorities, and AAC in a workshop highlighting financial, social, and physical barriers related to the payment of water. For example, the formative research identifies distance (travel time to a water point), water treatment, and financial

constraints as barriers to accessing safe drinking water. In coordination with Task 2.1.2, the Activity will support the county authorities to jointly work with beneficiary communities in rural Montserrado and Margibi Counties to develop and implement water service delivery improvement plans (Task 2.1.2). The plans will use actual costs and revenues to build system viability over time and address existing barriers (e.g., water quality, access/distance, and service cost).

Task 3.2.1: Develop approaches for inclusive local investment decisions

In Year 2, a comprehensive meta-analysis report on the ability and willingness to pay for water will be developed using information from the formative research, GESI analysis, household survey, community diagnostics, and other foundational research reports on the ability and willingness to pay for water. It will include an analysis of demand, supply chain issues, the financial capacity of community members, and social and physical barriers related to the water service payment within the communities. The report on willingness to pay will be delivered to the NWASH Commission, County Authorities, and AAC members during a consultative meeting in quarter 2. During the session, the report will guide and inform discussion around developing a water service improvement plan to leverage local investment and design solutions to address barriers to water service payment. Activity will then work with target communities to develop water service delivery improvement plans (2.1.2) using actual costs and revenues to build system viability over time and address existing barriers (e.g., water quality, access/distance, cost of services).

Summary activities

- Develop a willingness-to-pay meta-analysis using the formative research, GESI analysis, household survey, and other foundational research reports conducted in Year 1.
- Deliver a report on willingness to pay and conduct a workshop with NAWASHC, County Authorities, and AAC members to present the findings to guide and inform the development of a water service improvement plan.
- Incorporate findings from willingness to pay as a guide in developing the water service improvement plan under task (2.1.2)

Benchmarks	10%
Indicator	W12: Percent of the targeted population reporting paying regularly for basic water services
Resources	STTA and Workshops
Collaborative partners	MOH, PSI, Breakthrough action, LGI
Timing	Quarter 1 – 4

Task 3.2.2: Assist CWCs and WSPs to monitor and address barriers.

Most of the activities under this task are pushed to year 3. However, the activity will provide technical assistance to the LGIs and CWCs to set criteria, identify persons having financial, social, and physical barriers to access pay-for-use water in their respective communities, and develop eligibility matrix.

Task 3.2.3: Implement advocacy campaigns.

The Activity will identify and work with CSOs using the GUC to advocate for increased service quality within the water sector, guided by the identified barriers from task 3.2.2 and the need to increase funding to support the water sector's operation and sustainability. Through the advocacy group/ CSO, the Activity will work with LGIs and communities to design a national advocacy campaign strategy to engage the national institution and legislators. These engagements at the national level will be jointly conducted with the participation of community representatives to provide an opportunity for local voices to be heard. Advocacy campaigns will be limited to increasing sector financing and include other relevant regulatory or technical changes to address water service gaps. The Activity will support advocacy to increase allocations to the national budget for the water sector. It will advocate to ensure that the allocated funds are used at the community level to provide system service to the communities.

Summary activities

- Identify a CSO using the GUC to lead national advocacy campaign strategy development and implementation.
- Implement national campaigns to address gaps in water service delivery.

Benchmarks	W14: 20% W12: 10%
Indicator	W14: Percent of water users' concerns and feedback recorded through participation mechanisms (town halls, coordination meetings, consultation panels) that are acted upon by the LGI, CWC, or WSP W12: Percent of the targeted population reporting paying regularly for basic water services
Resources	STTA, Training/Workshops, field trips,
Collaborative partners	CWC and LGI
Timing	Quarter 3 - 4

SUB-OBJECTIVE 3.3: PARTICIPATION OF WOMEN AND OTHER MARGINALIZED GROUPS IN DECISION MAKING RELATED TO WATER ACCESS AND MANAGEMENT STRENGTHENED

In Year 2, the Activity will identify and map decision-making pathways in the water sector at county and community levels and analyze the participation of stakeholders at each step, with a particular focus on the participation of women and marginalized groups. Part of the analysis will include leadership beliefs and social norms around the inclusion of women and marginalized groups that hinder participation or consideration. The Activity will use results to support the development, review, and promotion of policies, bylaws, training manuals, and guidelines that ensure the active participation of all stakeholders.

Task 3.3.1: Understand decision-making systems and address barriers to women and marginalized groups' participation.

In Year 1, the Activity conducted the GESI analysis to understand GESI-related issues at the county and community levels. In Year 2, the Activity will use the GESI report as a guide to working with the county and community to map decision-making pathways in the water sector and analyze the participation of stakeholders at each step, especially focusing on the participation of women and marginalized groups in decision-making. The analysis will include leadership beliefs and social norms around women and marginalized groups that hinder their participation in leadership and decision-making. This will require field visits to the counties and communities to validate the pathways and ensure the local community's willingness to adapt to the agreed pathways. The result of the pathway will lead to developing strategies that involve women in decision-making, and a roadmap will be developed for documenting community norms and laws to inform decision-making at the county and community levels. The Activity will use results guided by the pathway to support the development, review, and promotion of policies, bylaws, training manuals, and guidelines that ensure the active participation of women and marginalized groups.

The Activity will work with the CSO to monitor the practice and adaptation of the decision-making pathway at the county and community level. For example, are women and marginalized groups consulted before decisions on water service delivery, and did the consultation follow the decision-making pathways? Lessons learned from communities applying and adopting the decision-making pathway will be documented and used to improve other communities that are not progressing toward the effective involvement of women and marginalized groups in the water service delivery decision-making process.

Summary activities

- Identify and map decision-making pathways in the county and community-level water sector.
- Develop and implement strategies that involve women in decision-making processes based on analysis from institutional assessment, formative research, and barrier analysis at the county level.
- Develop and implement a roadmap for documenting community norms and laws to guide activity implementation.

Benchmarks	40%
Indicator	W13: Percent of members of CWCs involved in decision-making related to water access and management who are women or from other marginalized groups
Resources	Staff, Training/Workshops, field trips,
Collaborative partners	LGI and CWC
Timing	Quarter 1 – 4

Task 3.3.2: Form partnerships with pro-women organizations to identify pathways to improve participation of women and marginalized groups

In Year 1, the Activity mapped out the existing pro-women organizations in four intervention communities (Baypolu Community, Yarnwuellie Community, Sarah Junction Quarter-Gate 15, and Dolo Town Community). The Activity will engage and form partnerships with pro-women organizations through the GUC to address women's issues and improve systems for vulnerable populations by conducting consultative meetings with pro-women organizations to ensure responsive water governance and measurable changes in behaviors and access for women and marginalized groups, considering their experience and success in giving voice to women's issues and changing systems to better address the needs of women and vulnerable populations through a community-led process.

The identified CSO will promote payment for water on the "WASH Hour," a weekly radio program highlighting WASH issues in Liberia (supported by WaterAid), and create awareness at the community level to ensure the decision-making pathway developed from task 3.3.1 is implemented at the county and community levels.

Summary activities

- Identify pro-women organizations/CSOs to create awareness of the participation of women and marginalized groups in decision-making and promote payment for water.
- Form partnerships with pro-women organizations to identify and monitor pathways to improve the participation of women and marginalized groups.
- Implement monthly WASH Hour on the radio and implement community awareness activities.

Benchmarks	40%
Indicator	W13: Percent of members of CWCs involved in decision-making related to water access and management who are women or from other marginalized groups
Resources	Staff, Training/Workshops, field trips,
Collaborative partners	LGI and CWC
Timing	Quarter 1 – 4

Task 3.3.3: Amplify women’s voices on issues related to water services, women, and vulnerable populations.

In Year 1, the Activity drafted complaint mechanisms and feedback loop pathways to guide water users, CWCs, and LGI in collecting, managing, and addressing complaints about water service delivery from the community. In Year 2, the Activity will work with CSOs (Pro-Women CSOs) to create awareness of the mechanism and feedback loop pathways by mentoring and coaching CWCs on how to collect and manage complaints and working with the communities to kickstart the implementation of the complaint mechanism and feedback loop pathways. The Activity will promote quarterly townhall meetings organized by CWC, introduce an LGI phone hotline for water users to share their complaints, and make a monthly face-to-face visit to the community to collect complaints from water users on issues related to water services, which will also include women's and vulnerable people's complaints as it relates to the water system within the community. Upon collecting feedback from the community, the Activity will work closely with the CWCs, LGIs, and WSPs to ensure that complaints are addressed by the rightful institution or body to which such a complaint is related and that timely feedback is provided to the source of the complaint.

The Activity will work with the LGIs quarterly to analyze the type of complaint to understand complaints related to women and vulnerable people by monitoring and tracking speaking time during town hall meetings to ensure that women are allowed to share their issues and that the Activity designs and introduces sustainable solutions to address women's and vulnerable people's water-related issues. The Activity will develop and implement the requisite campaign plan to amplify women’s voices on issues related to water services, i.e., giving voice to women’s issues and changing systems to better address the needs of women and vulnerable populations.

Summary activities

- Create awareness about complaint mechanisms and feedback loop pathways on issues related to water services, women, and vulnerable populations.
- Mentor and coach CWCs, LGIs, and WSPs to manage complaints and provide feedback to water users.
- Implement the complaint mechanism and feedback loop pathways within the communities by promoting quarterly town hall meetings, introducing a phone hotline, and conducting face-to-face visits to the community.

Benchmarks	W14: 20% W13: 40%
Indicator	W14: Percent of water users’ concerns and feedback recorded through participation mechanisms (town halls, coordination meetings, consultation panels) that are acted upon by the LGI, CWC, or WSP W13: Percent of members of CWCs involved in decision-making related to water access and management who are women or from other marginalized groups
Resources	Staff, STTA, Training/Workshops, field trips
Collaborative partners	CSO, LGI, and CWC
Timing	Quarter 1 – 2

4. CROSS-CUTTING ACTIVITIES

A. MONITORING AND EVALUATION

The Activity MEL system will use the lessons learned from the first year of implementation and monitoring to revise and improve the monitoring system for Year 2. The two major lessons learned related to MEL are the absence of adequate process/output level indicators and mechanisms to obtain and implement lessons learned at a grassroots level. The absence of adequate output/process level indicators that will enable the team to demonstrate achievements will be proposed in year 2. The absence of approaches for obtaining grassroots-level lessons learned, as indicated below, has prompted the introduction of field-level learning leaders who will be tasked to promote the integration of learning activities into their implementation at the field level.

To improve the overall efficiency of data collection, by the end of November 2023, the Activity will update the AMELP, develop a performance management task schedule for implementing MEL activities and reporting, and share the updated MEL data collection guide with all the processes, forms, and procedures with all technical staff. The Activity will hold quarterly M&E sessions to ensure greater collaboration and provide targeted MEL professional development to technical team members.

The Activity will conduct quarterly monitoring visits to collect quality data from implemented activities. The quarterly monitoring aims to track progress, identify challenges and opportunities, analyze lessons, and provide timely feedback to ensure that the Activity is meeting targets. The outcome of the quarterly monitoring visits will be shared with technical staff and senior management team to guide programmatic decision-making within Year 2 of the Activity implementation.

G. LEARNING AND ADAPTATION

In Year 1, the Activity conducted a pause and reflect meeting to take stock of achievements, lessons learned, and key challenges faced during implementation. In Year 2, the Activity learning and adaptation approach will be a systematic and deliberate process that dedicates time for quarterly internal pause and reflect sessions on program effectiveness and craft strategies to adapt activities to improve effectiveness.

To optimize team efforts, the Activity will appoint learning leaders from among the program staff, LGIs, and CWCs. The MEL team will work with the learning leaders to integrate internal learning at their level and facilitate monthly learning discussions that will inform the quarterly and annual learning activities.

The Activity will design and formalize learning and adaptive management for the Activity Advisory Committee (AAC), which will be conducted semi-annually. The committee will meet semiannually and review the Activity's progress and challenges. It will include representatives from the private sector, civil society, national ministries, and county LGIs' input to the Activity intervention. The MEL team will develop checklists for these reviews to guide the AAC meeting. The Activity will conduct one annual pause and reflect meeting. The pause and reflect will examine learning topics against data in the Activity quarterly reports.

A learning and research agenda will be established to ensure a continuous flow of information to Activity management, staff, partners, and other key stakeholders. The information will be used for adaptive management and to build an evidence base to improve understanding of the key factors of sustainability, local engagement, and long-term resilience. The learning agenda will be finalized through a collaborative process and guided by the learning questions in the AMELP.

H. COLLABORATION

COLLABORATION WITH OTHER USAID-FUNDED PROGRAMS AND OTHER WASH PARTNERS IN LIBERIA

Winrock will continue to support CLA by engaging other USAID/donor-funded projects working in relevant or complementary sectors, such as the Countywide Sanitation Activity and Breakthrough Action, to improve efficiencies and reduce duplication of efforts. Winrock will continue to deep-dive with discussions and mapping of geographical and thematic overlap between the two programs to establish clear areas of collaboration and synergies. Winrock will collaborate with Countywide Sanitation to develop common approaches for governance, policies, and private sector-led interventions, particularly in Montserrado County. Similarly, the project will collaborate with LEPDA on draft WASH policies produced by that project and engage the relevant GOL entity to implement those policies after the LEPDA program ends. The project will support NWASHC in adapting the draft LEPDA-supported policies to implement them with the LGIs in the counties jointly⁸.

The project will build on the findings from the Social Behavior Change (SBC) Technical Working Group (TWG) forum strategies on SBC best practices and experiences, mobilize social and technical resources to position SBC as a core component of the project and promote the development of the theory-based SBC strategy. The project aims to provide an opportunity for women and other marginalized groups in its intervention communities to receive equal opportunities, i.e., by ensuring the full participation of women, marginalized populations, and persons living with special needs in the selection process of CWC members at the community level. This approach aligns with the USAID Gender Equality and Female Empowerment Policy. It aims for a state where men and women have equal opportunities to contribute to economic, social, cultural, and political development, enjoy socially valued resources, and realize their full human rights.

The project will also collaborate with other WASH sector partners, including Liberia WASH Consortium members, UNICEF, Catholic Relief Services, and other donor-funded projects (e.g., World Bank). The project will also collaborate with the private sector to develop professionalized service delivery models.

COLLABORATION WITH GOL

Winrock will continue collaborating with WASH partners in Margibi and Montserrado Counties to adopt the project's best practices within the country's water sector. The objective of this collaboration is to harmonize approaches and strategies that will support the LGIs (County Superintendent, City Mayor, County Resident Engineer, County WASH Coordinator, etc.) to execute their respective mandates for the provision of reliable and sustainable WASH services at the county, municipal and community levels.

⁸ Examples of policies supported by LEPDA that needs to be approved and operationalized include: a) National WASH regulation; b) policy discussion paper on Implications of Decentralization for the WASH Sector

In Year 2, the project will support the County Superintendent/Development Superintendent to actively participate in the planning of the Joint Sector Review meeting and also participate in the meeting and make presentations on progress, lessons learned, and challenges from the county. The project will provide technical support to the County WASH focal person to actively participate in County WASH Monthly Coordination meetings at the county level. The County WASH focal person will serve as the direct representative of the County Superintendent or development superintendent.

The project will build on the effort made in Year 1 that reactivated the County WASH Coordination meetings in Margibi and Montserrado Counties by providing technical support on planning meeting agendas and invitations and taking minutes. The project team will continue to support the County WASH Coordinator to enable the coordinator to follow up with partners on action points from meetings that require the involvement of the WASH Coordinator within the county. The project will empower the County WASH Coordinator to organize Monthly WASH Meetings regularly. This will enable the project team to provide regular updates on the progress, challenges, and lessons learned to other partners working in the project locations. The project team will use the platform to create wider project visibility to stakeholders, including civil society organizations, GOL entities, and partners within Margibi and Montserrado Counties.

In Year 2, the project will continue to adopt a strong Liberia-led county-owned learning process. This will be achieved through engagement and coaching in line with the principles of learning among the county officials and ensure that the learning agenda introduced in Year 1 is integrated as part of the county-led M&E Plan. In Year 1, the project, in collaboration with the county officials, developed and structured Learning Questions guided by the CLA principles. The findings will be shared, and inputs incorporated into the Project will benefit Liberia-wide sector planning processes.

The project MEL Director will continue to provide oversight on the CLA process and the established learning principles adopted by the Project team and develop new informal and formal feedback mechanisms for continuous engagement in learning, documenting findings, and adapting new plans based on data evidence. As was done in Year I, the project in Year 2 will conduct a pause and reflect session with stakeholders and USAID. The project will continue to hold formal and informal discussions with stakeholders within rural Margibi and Montserrado Counties on water service delivery models introduced in the project communities.

I. SUSTAINABILITY

In Year 1, the Activity developed a comprehensive Sustainability Plan to inform the strategy for sustainability in consultation with USAID, national- and county-level leadership, communities, and other stakeholders to gather their input on sustainable water service delivery strategies in the two target counties. The goal is that any water infrastructure built, rehabilitated, or repaired during the life of the project has a system to sustainably maintain it without further USAID support.

In Year 2, the Activity will strengthen LGI's capacities to plan and budget for development activities at the local level through the legally recognized County Development Planning Unit (CDPUCP) per the LGA Act of 2018. To achieve this, the Activity will benchmark the capacity of target CDPUCP, County WASH Teams (CWT), and Community WASH Committees (CWCs), develop and implement capacity improvement plans accordingly, and monitor and measure improvements. The Activity will co-locate staff at the county LGI to coach and mentor on

planning, budgeting, and execution of plans. A key critical assumption is that the financial resources to implement decentralized services such as water will also be devolved from the national to the local level, requiring advocacy at the national level and support from political leaders. If the devolution of resources doesn't materialize within the year, the Activity will mentor counties to utilize their source revenue to implement a capacity development plan.

To provide sustainable access to reliable water service delivery for residents, the Activity will work with private sector actors to design pay-for-use systems in consultation with communities. This includes developing innovative technologies/practices to improve revenue collection, financial transparency, and accountability. It is anticipated that once revenue collection efficiency is improved, reinvesting the funds for O&M will support the reliability and sustainability of water services. The Activity will provide technical assistance to WSPs to develop business and performance improvement plans. This will improve their business efficiency and quality of service delivery to communities, generating demand for quality services. Maximizing their profit margin while ensuring customer satisfaction is critical to sustainability. The Activity will facilitate linkages between the different levels of the water service delivery system (community, WSPs, LGIs) and an information flow so that WSPs and LGIs can adapt and improve services to meet community needs and provide important information regarding services, costs, etc. to communities. This will ensure that WSPs have sufficient information to determine appropriate pricing structures at the county level that ensure long-term profitability and affordability for poor households.

Active participation of women in the water service delivery system is vital for sustainability, given their roles in families and communities, often having primary responsibility for water collection. The Activity will support the LGIs in setting up gender benchmarks in all institutional arrangements that lay the foundation for inclusivity criteria in water investments. Empowering women in roles other than water users within this system is vital. The Activity will work with LGIs and WSPs to set up transparent and effective mechanisms to facilitate, enhance, support, and strengthen women's participation in water service delivery decision-making. To magnify women's role in decision-making, the Activity will conduct empowerment training for women, support female influencers in communities, and provide mentorship to women (and youth) champions to strengthen their leadership and advocacy skills.

J. GRANTS UNDER CONTRACT

In Year 1, the Activity developed the Grants Under Contracts Manual and submitted it to USAID for review and approval. Pending approval of the GUC Manual, the team has also developed a thorough grants schedule to operationalize the Manual. It has identified tasks that can be implemented through the GUC and is developing an Annual Program Statement (APS). In Year 2, the team will announce the APS and identify grantees (local private for-profit, local CSOs, National and Local Government Institutions) and award up to twelve small and medium grants to incentivize improved water sector governance and service provision and leverage local organizations for SBC campaigns and advocacy.

Year 2 grants will focus on supporting the implementation of activities across the three objectives. Under objective 1, the GUC will issue In-Kind Grants to support national and local government institutions interested in improving institutional capacity to effectively plan, budget, and oversee water service delivery. Through the Annual Program Statement, institutions will be made/encouraged to express their interest by submitting concept notes. The activity will support

national and local government institutions in identifying tasks they can implement in the year and may apply for the GUC to leverage their existing capacity to set up systems required for success. They will also be supported in assessing their current capacity, planning for improvements, and co-designing a simple Management Information System (MIS) to help them track performance-based metrics from the community to the county level. The provision of in-kind grants will be based on a thorough needs assessment and will only focus on the tools and technical assistance needed to implement the following tasks in the implementation plan.

- Develop and implement policy and regulatory briefs and implementation guidelines (Task 1.1.3).
- Develop and implement monitoring and regulatory systems (Task 1.2.2).
- Facilitate sector coordination and implement a data-driven advocacy campaign to mobilize funding and allocate budget to the water sector (Task 1.3.1).
- Develop methodologies for budgeting and allocating funding and apply the methodologies (Task 1.3.2).
- Support the counties to invest in monitoring equipment, tools, meters, pipes and fittings, and other water system rehabilitation and extension materials to further improve services Task 1.3.2
- support CSOs to conduct budget tracking at the county level
- Support and backstop County WASH Coordinators (Task 1.3.1).

For Objective 2, the GUC will incentivize existing and potential water service providers to introduce new and improved water service delivery systems and expand the services to women and marginalized groups. It will also be used to catalyze innovative water service delivery models. Under this Objective, the GUC will aim to increase the availability and quality of private sector services capable of introducing, operating, and/or owning sustainable water delivery services. Existing and aspirant repair and maintenance service providers and masons, pump spare parts retail outlets, construction material suppliers, existing and aspirant Water Service Providers (WSP), and budding community-based enterprises will be supported to improve their water delivery capacity. Service providers will be supported to introduce new or improve existing water delivery systems, introduce and test sustainable water delivery business models, expand their services to reach women and marginalized groups, and introduce cross-subsidization. Under this objective, GUC will also be used to catalyze innovation, introduction, and implementation of innovative water service delivery models and technologies to enhance water delivery services. The GUC will generally enable the Activity to implement the following task in the annual work plan.

- Undertake small-scale infrastructure improvements or repairs and introduce new infrastructure (Task 2.1.2).
- Expand/extend water delivery service to poor and marginalized communities (Task 2.3.3).
- Build capacity for water-related maintenance and repair, masons, spare parts, construction material suppliers, and other private sector players in the water delivery value chain (Task 2.2.2).
- Build capacity of WSP aspirants and nascent community-based enterprises (Task 2.2.2)

Under Objective 3, the GUC will engage local CSOs and pro-women organizations in SBC campaigns and advocacy-related activities. The SBC activities will focus on improving the uptake and pay-for-use of safe drinking water and supporting and empowering women and marginalized groups. The advocacy will support CSOs and other institutions to promote increased government budget to improve access to safe drinking water and the enabling environment for the overall safe drinking water delivery ecosystem. Under this objective, the GUC will be utilized to implement the following activities.

- Design and deliver locally designed messages on the uptake of safe drinking water and pay-for-use (Task 3.1.2)
- Implement advocacy campaigns and promote increased sector financing and introduction of enabling legislation and regulations (Task 3.2.3).
- Organizing empowerment trainings and providing mentorship/support to women and marginalized groups (Task 3.3.2)

Each GUC will be designed to meet specific indicator(s) in the AMELP and will be managed according to the approved GUC Manual and by a team of three Activity staff. Members of the Grants and Procurement Team will manage the contracts aspect of the award. The Technical Team will provide technical oversight of each grant, and the Monitoring and Evaluation Team will provide independent monitoring of the implementation of activities and deliverables.

K. CONSTRUCTION

In Year 1, the construction preparation commenced, such as site selection, feasibility studies, and engineering designs were initiated. In Year 2, the engineering and feasibility studies led by the hired A/E firm will form the foundation for developing environmental requirements (ESIA), producing tender documents (Bidding process), and soliciting qualified local subcontractors through a competitive process.

In Year 2, the water service delivery models' designs and Bill of Quantities (BOQs) will be developed by the A/E firm through detailed engineering and feasibility studies conducted in the selected intervention communities. These documents and the draft Construction Quality Assurance Plan (developed in Year 1) will be submitted to USAID in compliance with the contractual requirements.

In Year 2, the project will start the construction of the approved water service delivery models in the intervention communities utilizing local subcontractors. The construction timing will align with the best period for sustainable and year-long water access and to avoid the peak of the rainy season. The process will entail feasibility and engineering studies, procurement process, environmental approvals, and USAID approvals and timelines. It may also include the prequalification of local construction contractors (Bidding process). To minimize delays due to bottleneck activities, the team will identify activities that can be implemented concurrently and will sequence activities using implementation roadmaps and critical paths. Construction activities will be continued in Year 3 as the service models are piloted in selected intervention communities.

ANNEX II. GANTT CHART

#	Activity Description	O	N	D	J	F	M	A	M	J	J	A	S
		c	o	e	a	e	a	p	a	u	u	u	e
		t	v	c	n	b	r	r	y	n	l	g	p
	OBJECTIVE 1: LOCAL GOVERNMENT INSTITUTIONS EFFECTIVELY PLAN, BUDGET, AND OVERSEE WATER SERVICE DELIVERY												
	SUB-OBJECTIVE 1.1: LOCAL LEADERSHIP STRUCTURES AND INSTITUTIONAL ARRANGEMENTS FOR WATER SERVICE DELIVERY ARE ESTABLISHED AND/OR IMPROVED												
	Task 1.1.1: Build the case for LGI managed PPPs for water services.												
	Output: Private Sector actors in the water sector mapped out.												
1	Organize consultative meeting with LEPDA COP and discuss the need for partners' collaboration on the Enabling Environment for Private Sector Study.												
2	Participate and learn from LEPDA final presentation of the Private Sector study with key recommendations for implementation.												
3	Output: PPP policies gaps and overlaps identified; existing PPP legal framework analyzed.												
4	Hire a law firm and obtain legal opinion on existing PPP legal framework.												
5	Conduct consultative meeting with NWASHC Policy Unit Team (PUT) and explain the relevance of the engagement with the NWASHC on the activity.												
6	Conduct one high-level meeting with the NWASHC and discuss the findings of the desk review with the PUT.												
7	Develop policy brief on the gaps and overlaps at local level												
8	Submit policy brief to NWASHC, MIA and MPW												
9	Output: County-level PPPs partners policies and priorities identified for the two counties.												
10	Discussion meeting held with the LGIs in Montserratado and Margibi County and identify gaps in county level policy and governance.												
11	Share the outcome of the meetings with the LGIs in the two locations of the Activity intervention for feedback.												
12	Output: LGIs introduced to existing PPP models and able to envision working models for intervention communities												
13	Conduct a visioning workshop to identify gaps and initiate the process for development of sub- national frameworks for PPPs.												
14	Identify existing local and international PPPs models and develop site visits schedules for LGIs and national stakeholders.												
15	Conduct assessment to identify the existing PPPs models legal instruments (Agreements, MOU, etc.)..												
16	Share findings of the PPPs models assessment with the LGIs for review and feedback.												
17	Plan and share site visits schedule with LGIs and other stakeholders (Private actors, water users, etc.) in collaboration with Objective 2.												
18	Hold in-person and virtual exchange visits and conduct visioning workshop.												
19	Task 1.1.2: Develop a sub-national framework for water service delivery.												
20	Output: Sub-national level framework gaps identified												
21	Desk review of LGA Act 2018 to identify proposed sub-national level frameworks (structure and mandate).												
22	Desk review of existing WASH policies and processes.												
23	Output: Required sub-national level structures, policies, and processes developed												

#	Activity Description	O	N	D	J	F	M	A	M	J	J	A	S
		c	o	e	a	e	a	p	a	u	u	u	e
		t	v	c	n	b	r	r	y	n	l	g	p
24	Conduct participatory workshops and work with the LGIs and NWASHC to draft a sub-national water service delivery framework (draft sub-national level policies and processes) to be coordinate with Task 1.1.1												
25	Organize county level stakeholders meeting to discuss and and agree on required sub-national level structures (positions and departments).												
26	Organize national level workshop(s) to introduce and validate proposed sub-national level policies and processes.												
27	Work with AAC and national level policy holders and have the policies approved by the relevant approving authority.												
28	Output: AAC established and Functionalized												
29	Hold Quarterly AAC meetings												
30	Task 1.1.3: Define Framework for PPPs for water services at the local level.												
31	PPPs framework defined												
32	Assist NWASHC in developing a framework for water service delivery PPPs managed by LGIs.												
33	Desk review of international best practices to inform the development of PPP framework (guidelines, contractual agreements, financing mechanism, implementation arrangement, and institutional set-up) for water service delivery.												
34	Organize planning meeting with working group) NWASHC, MIA, MPW, Private Sector, CSOs, and LGIs) to review the outcome of the international best practices desk review.												
35	Conduct working sessions with NWASHC, MIA, MPW, Private Sector, CSOs, and LGIs (LGA 2018; Chapter 2, Section 2.14F) and draft PPP framework for water service delivery.												
36	Conduct validation workshop with National and Sub-national stakeholders to review and finalize the draft PPP framework.												
37	Sub-Objective 1.2: Policies and Regulations for water service delivery are improved, implemented and enforced												
38	Task 1.2.1: Support the application of policy frameworks.												
39	Output: Policy and regulatory briefs and implementation guidelines developed												
40	Provide technical support through an STTA to NWASHC, MIA, MPW, and other relevant national policy holders to develop policy and regulatory briefs and implementation guidelines.												
41	Hold technical working sessions with NWASHC, MIA, MPW, LGIs, and LWSC to review policy and regulatory briefs implementation guidelines.												
42	Training and guidelines for county-level implementation developed												
43	Provide technical assistance to NWASHC to work with specialized institutions to develop training materials and implementation guidelines for implementing policies and regulations.												
44	Provide technical assistance and in-kind grant to NWASHC to conduct consultative workshop and validate training materials.												
45	Digitalize and document training materials and implementation guidelines for scaling and future use.												
46	Policies and regulatory implemented in the two counties.												
47	Conduct annual trainings to LGIs on policy and regulatory frameworks.												

#	Activity Description	O	N	D	J	F	M	A	M	J	J	A	S
		c	o	e	a	e	a	p	a	u	u	u	e
		t	v	c	n	b	r	r	y	n	l	g	p
48	Provide technical assistance to the counties to develop policy implementation action plan.												
49	Conduct semi-annual joint monitor visits to follow up and determine implementation progress of the policy and regulatory guidelines.												
50	Task 1.2.2: Strengthen County level monitoring and enforcement												
51	County level monitoring and regulatory systems developed and implemented												
52	Working with NWASHC, MOPW, and NPHIL, and provide technical support to LGIs to develop monitoring and regulatory systems that create feedback loops between LGI officials, WSPs, and water users.												
53	Provide technical assistance to LGIs to support them develop an action plan to introduce and implement monitoring and regulatory systems.												
54	Provide technical assistance to LGIs to roll out and implement the monitoring and regulatory systems.												
55	Conduct semi-annual joint monitoring field visits to follow up and monitor implementation of the monitoring and regulatory systems.												
56	Sub-national level reporting and compliance structures developed												
57	Provide technical assistance to LGIs to develop a clear compliance reporting structure and guidelines for LGIs to inform relevant national stakeholders of violations, lapses, and corrective actions.												
58	Provide technical assistance to LGIs to pilot the compliance reporting structure and guidelines.												
59	Provide technical support to LGIs to refine the compliance structure and guidelines based on piloting.												
60	Task 1.2.3: Train CWCs in policies and regulations												
61	CWCs and WSPs training materials on policies and regulations designed												
62	Provide technical support through STTA and or Specialized national institutions to LGIs to design training materials on policies and regulations for CWCs, WSPs, and key District Authorities.												
63	Digitalize and document training materials for scaling and future use.												
64	14 CWCs (12 members per group) and 40 WSPs (1 per WSP) trained in policies and regulations												
65	Provide technical assistance and mentorship to LGIs to develop CWCs, WSPs, and District Authorities trainings action plan.												
66	Provide technical assistance and mentorship to LGIs to conduct trainings for CWCs, WSPs, and District Authorities.												
67	Semi-annual awareness creation townhall meetings conducted in 14 communities												
68	Provide technical assistance and mentorship (along with task 3.3.3) to LGIs to work with CWCs, WSPs, and District Authorities to socialize policies and regulations and provide stakeholders with information on their performance and an opportunity for communities to discuss barriers to adoption and solutions.												
69	LGIs to work independently with CWCs, WSPs, and District Authorities to socialize policies and regulations and provide stakeholders with information on their performance and an opportunity for communities to discuss barriers to adoption and solutions.												
70	Sub-Objective 1.3 Improved institutional capacity and coordination around planning, budgeting and monitoring water service												
71	Task 1.3.1: Build the capacity of national ministries to support LGIs												
72	Key performance metrics and capacity scorecards developed.												

#	Activity Description	O	N	D	J	F	M	A	M	J	J	A	S
		c	o	e	a	e	a	p	a	u	u	u	e
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73	Provide technical assistance and or in-kind grant to NWASHC and MPW and assist to develop Key performance matrices and capacity scorecards for measuring their capacity building efforts and performances in supporting LGIs.												
74	Capacity of the national institutions assessed												
75	Hire an STTA to assess the capacity of national institutions (NWASHC, MPW, MIA, NPHIL) in their ability to build the capacity of sub-national institutions in planning, budgeting, and monitoring water sector activities—including soliciting, contracting, and overseeing WSPs.												
76	Work with the national institutions based upon the capacity assessment to develop capacity improvement plan and set performance and capacity building benchmarks.												
77	National institutions capacity built												
78	Provide technical support and in-kind grant to specialized national institutions to design and develop training materials.												
79	Provide technical support and in-kind grant to specialized national institutions to deliver capacity development trainings to the national institutions.												
80	Based on the assessment, procure and provide necessary office equipment and tools to the national institutions through in-kind grant to develop institutional capacity to provide support to sub-national institutions.												
81	Digitalized and document training materials and implementation guidelines for scaling and future use.												
82	Monthly sector coordination meetings conducted												
83	Provide technical assistance and in-kind grant to NWASHC to organize and conduct monthly sector coordination meetings.												
84	Provide technical assistance and in-kind grant to NWASHC to organize and conduct annual Joint Sector Review (JSR) conferences.												
85	Number of backstopping calls and field trips made by MPW												
86	Support the Bureau of Rural Water at MOPW to develop annual backstop plan/schedule (includes regular calls and field visits) for supporting County WASH Coordinators and, when formed, the Department of Public Works and Utilities at county level.												
87	Provide technical assistance to MPW to develop/improve and implement monitoring tools/checklist for rural water services.												
88	Provide technical support to MPW to implement the backstopping plan by working with the county officials in developing and implementing county level water delivery annual work plan.												
89	Task 1.3.2: Build County capacity												
90	Key performance metrics and capacity scorecards developed.												
91	Work with relevant national institutions and assist the LGIs to develop Key performance matrices and capacity scorecards for measuring capacity building efforts and Performances improvement plans.												
92	LGIs capacity development plan developed												
93	Conduct a working session with national and sub-national institutions to review institutional capacity assessment results and outline capacity development priorities.												

#	Activity Description	O	N	D	J	F	M	A	M	J	J	A	S
		c	o	e	a	e	a	p	a	u	u	u	e
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94	Work with the national institutions and the LGIs, and based upon the capacity assessment, develop capacity development plan.												
95	Performance improvement plans for the two counties developed												
96	Work with the national institutions and the LGIs, and based upon the capacity assessment, set performance and capacity building benchmarks and develop performance improvement plans.												
97	County capacity building training materials developed and implemented												
98	Provide technical support and in-kind grant to NWASHC, MPW, MIA, and NPHIL and work with specialized national institutions to design and develop training materials for sub-national institutions.												
99	Provide technical support and in-kind grant to NWASHC, MPW, MIA, and NPHIL and work with specialized national institutions to deliver capacity development trainings to the sub-national institutions.												
100	Based on the assessment, procure and provide necessary office equipment and tools to the sub-national institutions through in-kind grant to develop institutional capacity to provide support to sub-national institutions.												
101	Digitalize and document training materials and implementation guidelines for scaling and future use.												
102	Performance improvement plans implemented												
103	Work with LGIs to develop an annual action plan for the implementation of the performance improvement plan.												
104	Provide technical assistance and assist LGIs to use the Key performance matrices for measuring their performances in setting annual plans, and estimating budgets, using an easily accessible MIS, conducting water point inventory and water services management functions, and tracking costs, revenue, and service levels.												
105	Co-located staff provide technical support (mentoring and coaching) to sub-national level institutions in implementing the performance improvement plans and executing routine water delivery service management and monitoring activities.												
106	An easily accessible open source MIS developed and implemented												
107	Work with national and sub-national institutions and identify water delivery service information needs that support sub-national institutions to gather, analyze, store, and report on water point inventory and water services management functions, and tracking costs, revenue, and service levels.												
108	Use in-kind grant to support the development of open source water delivery Management Information System.												
109	Use in-kind grant to develop water delivery Management Information System training and user manual.												
110	Work with sub-national institutions to develop standard operating procedures (SOPs) that will clearly project gathering, entering, analyzing, and storing data and publishing information.												
111	Work in collaboration with LGIs and the MIS developer, to provide training to relevant sub-national government staff on the use and management of the MIS.												
112	Based on the capacity assessment, procure and provide necessary office equipment and tools to the sub-national institutions through in-kind grant to support the implementation of water delivery MIS.												

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113	The co-located staff will provide continuous technical and monitoring support to ensure effective and efficient implementation of the system.												
114	Work with national and sub-national institutions and set up and implement a data validation and quality control mechanism.												
115	Methodologies for budgeting and allocation of funds developed												
116	Based on the policies to be developed under Task 1.1.2, and based on the sub-national framework indicated under Task 1.1.1 work with relevant national and sub-national institutions to create budgeting structure that names positions and units at the county level responsible for contributing to and developing the budget.												
117	Work with relevant national and sub-national institutions to set budgeting standard operating procedures and processes for water services extension and major rehabilitation, technical assistance to communities and WSPs, and contract oversight/enforcement at the county level.												
118	Work with relevant national and sub-national institutions to develop/customize and agree upon budgeting templates and budget method (like activity based costing) for water services delivery.												
119	Based on the outcome of the capacity assessment, work with relevant national and sub-national institutions to identify and, through in-kind grant procure equipment required for the budget development process.												
120	Provide technical support and in-kind grant and work with specialized national institutions to design and develop training materials on planning and budgeting for sub-national institutions.												
121	Provide technical support and in-kind grant to NASHC, MPW, MIA, and MODPF and work with specialized national institutions to deliver capacity development trainings to the sub-national institutions on planning and budgeting.												
122	Digitalize and document training materials and implementation guidelines for scaling and future use.												
123	County level planning and budgeting methodologies implemented												
124	The co-located staff will provide continuous technical and monitoring support to ensure effective and efficient implementation of the budget methodologies.												
125	As part of the joint monitoring activity under (Task 1.3.1: Build the capacity of national ministries to support LGIs), support the national institutions to include planning and budgeting in their monitoring checklist and follow up and monitor the implementation.												
126	In-kind GUCs to incentivize progress and leverage county investments implemented												
127	Based on and using systems and budgeting methodologies developed under this Activity, support counties to write concept notes, develop workplan, and budget to apply for the in-kind grants from the Activity to invest on monitoring equipment, tools, and meters; pipes and fittings; and other water system rehabilitation and extension materials to further improve services.												
128	Work with the counties, CSOs (Task 3.2.3), and national institutions to support the counties allocate budget from own source for the water delivery activities indicated above.												
129	Through the co-located staff, support the counties to implement their work plans using the in-kind grant provided by the Activity and from own resources												

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130	Using in-kind grant support mechanisms, assist counties to develop and implement budget monitoring/tracking tools.												
131	Using in-kind grant support mechanisms, assist counties to publish budget implementation reports and share the information to the public including CSOs.												
132	Through grant under contract mechanisms, support CSOs to conduct budget tracking, create a feedback loop to inform the public, government, and development partners on water delivery budget performance at county level.												
133	Monthly County WASH coordination meetings institutionalized												
134	Provide technical assistance to the county to work with the county WASH coordinator to develop Terms of Reference for the monthly meetings. The TOR will define the county WASH coordination secretariat responsible for planning and implementation, procedures for documenting minutes and action points, membership, purpose, dates, and associated budget.												
135	Provide technical assistance to the County WASH coordinators to map and identify all county level partners (CSOs, INGOs, WSPs, LNGOs) in the counties.												
136	Provide technical assistance and in-kind grant to the county authority to organize and conduct monthly WASH coordination meetings. Provide mentoring, coaching, and hand-holding for staff identified for planning and holding meetings.												
137	Task 1.3.3: Develop and strengthen CWC capacity to monitor and regulate water services.												
138	34 CWCs established/reactivated												
139	Provide technical assistance to the LGs to work with the communities and select members of the CWCs based on the selection criteria developed in year 1.												
140	Provide technical assistance to develop the bylaws and roles and responsibilities for the CWCs.												
141	Provide technical assistance to the LGs to organize townhall meetings to create awareness on the CWCs bylaws, roles, and responsibilities.												
142	Provide technical assistance and financial support to the LGs to work with the members of the CWCs to elect their leaderships.												
143	Co-located staff work with the LGs, communities, and CWCs to review and sign CWCs bylaws.												
144	CWCs baseline organizational capacity assessment completed												
145	Provide technical assistance to the LGs to develop CWCs baseline organizational capacity assessment tools.												
146	Provide technical assistance and travel related logistical support to the LGs to conduct the CWCs baseline organizational capacity assessment												
147	Provide technical assistance to LGs to develop CWCs baseline organizational capacity assessment work plan.												
148	CWCs capacity building plan developed												
149	Conduct a working session with LGs and selected communities to review the CWCs baseline organizational capacity assessment results and outline capacity development priorities.												
150	Conduct a working session with LGs and selected communities and based on the CWCs baseline organizational capacity assessment results develop CWCs capacity development plan.												
151	CWCs capacity building training materials developed and implemented												

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152	Provide technical support and in-kind grant to LGIs and work with specialized national institutions to design and develop training materials for the CWCs.												
153	Provide technical support and in-kind grant to LGIs and work with specialized national institutions to deliver capacity development trainings to the CWCs.												
154	Based on the assessment, procure and provide necessary communication appliances, reporting forms, meeting and visitor logs to CWCs through in-kind grant to improve their capacity in asset management, monitoring, and regulating water services.												
155	Digitalize and document training materials and implementation guidelines for scaling and future use.												
156	CWCs backstopped by LGIs												
157	Provide technical assistance to LGIs to develop annual backstop plan/schedule (includes regular calls and field visits) for supporting CWCs.												
158	Provide technical assistance to LGIs to develop/improve and implement monitoring tools/checklist for supporting and monitoring CWCs.												
159	Provide technical support and travel related logistical support to LGIs to implement the backstopping plan by working with the CWCs in the communities in implementing community level water service delivery activities.												
160	CWCs professionalized												
161	Provide technical support to LGIs and WSPs to incorporate CWCs roles and responsibilities, accountability, and remuneration/stipend into the service provision contracts for the operation and management of community water delivery systems.												
162	Provide technical support to LGIs to include CWCs stipends/remunerations into the county budget to pay CWCs from the revenues earned from the pay-for-use service.												
163	OBJECTIVE 2: EQUITABLE AND INCLUSIVE WATER SERVICE DELIVERY IMPROVED AND EXPANDED												
164	Sub-Objective 2.1: Professional and financially resilient water service delivery models adopted												
165	Task 2.1.I Design pay-for-use water services in target communities and towns.												
166	14 intervention communities selected												
167	Conduct joint detailed assessments of potential communities to select 10 communities in Rural Montserrado and Margibi counties.												
168	Select 10 communities (Phase Two) from pre-selected communities.												
169	Work with LGIs and have the A & E Firm conduct detailed engineering and feasibility studies in the 14 intervention communities.												
170	Finalize engineering designs and BOQs for the water supply schemes for the 14 intervention communities and submit to USAID for review and approval and obtain required GOL approval and permits.												
171	14 WSPs identified and deployed												
172	Using the Annual Program Statement (APS), and in collaboration with Business Development Service providers (BDS), identify, scout, encourage or support formation of WSPs (at least 4 for Phase I communities in the first round and 10 towards the end of the year) to apply for grants to enter into management contract to provide water service delivery operations and maintenance and/or provide water service related goods and services across the water value chain.												

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173	In collaboration with Business Development Service Providers, support interested aspirant WSPs, to co-create, write, and submit concept notes, business plans/proposals, and/or grant applications.												
174	Following the grants under contract manual, finalize the selection, approval, awards, and onboarding of the WSPs (at least 4) interested and capable of providing water service delivery operations and maintenance and/or provide water service related goods and services across the water value chain.												
175	Introduce potential water service delivery models to interested potential private WSPs for each target community.												
176	Customer-centered water service delivery models designed												
177	Provide technical assistance and logistical support to the LGs to organize townhall meetings with CWCs and members of communities and brief options about potential water service delivery models envisioned through the outcome of virtual and in-person visits and the visioning workshop under Task 1.1.1.												
178	Provide technical assistance and logistical support to LGs and CWCs to facilitate discussions between the communities and private WSPs and using the community-driven process, select customer-centered water service delivery models for each target community.												
179	Provide technical assistance to LGs to describe and document each selected water service deliver model detailing the nature of the model, institutional and financial arrangement, legal framework, ownership of assets, roles and responsibilities of the CWCs, communities, LGs, and WSPs, and others. This will be used as an input to the tailored management contract between LGs and WSPs.												
180	Water service delivery improvement plans designed for 20 communities.												
181	Provide technical assistance and logistical support through in-kind grant to LGs for them to map, identify, and select potential communities for water service delivery improvements that will contribute to the target of 20,000 people (Year 2).												
182	Provide technical assistance and logistical support through in-kind grant to LGs for them to identify and select interested and capable water service providers for each selected improvement community.												
183	Provide technical assistance and logistical support to, and guide LGs and CWCs to work with selected private WSPs to assess current water services in selected improvement communities.												
184	Provide technical assistance and logistical support to LGs and CWCs to work with selected private WSPs to use the current water service assessment results to develop water service delivery improvement plans for each selected community.												
185	Water supply schemes improvement designed for 40 communities.												
186	Depending on the nature of anticipated improvement, provide technical assistance and in-kind grant to LGs to solicit and work with MPV, EPA or an A & E Firm to conduct feasibility/engineering studies; ESIA; and design water supply systems (including shop drawings, and cost estimates) for the selected 20 communities (Year 2).												
187	Depending on the nature of anticipated improvement, provide technical assistance and in-kind grant to LGs to finalize engineering designs and BOQs for the 20 selected improvement communities. The Activity will submit the design and BOQs to USAID for review and approval.												

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188	Tailored implementation support/coaching provided												
189	Building on the capacity building activities for CWCs and LGIs under Objective I, and based on the selected service delivery models, provide technical assistance to CWCs and LGIs to develop an implementation plan on contract designing, review, signing, and implementation.												
190	Through in-kind grant to the LGIs, hire an STTA/Law Firm to assist LGIs and CWCs to draft service delivery contracts that outline the roles & responsibilities of WSPs and CWCs.												
191	Provide technical assistance and logistical support to LGIs and CWCs to evaluate, negotiate, and manage formal contractual arrangements with the WSP that define clear lines of responsibility and accountability in service delivery												
192	Task 2.1.2: Implement service provision improvements and management models												
193	Grant funds for service delivery improvements implemented												
194	Using the Annual Program Statement (APS), and in collaboration with Business Development Service providers (BDS), identify, scout, encourage or support formation of WSPs, CSOs, LGIs, CWCs to apply for grants and undertake water service delivery improvements in 20 selected communities.												
195	In collaboration with Business Development Service Providers, support interested aspirant WSPs, CSOs, LGIs, CWCs to co-create and write concept notes, business plans, and or grant applications.												
196	Following the grants under contract manual, finalize the selection, approval, awards, and onboarding of the WSPs, CSOs, LGIs, CWCs interested and capable of undertaking water service delivery improvements. .												
197	Depending on the type of grant, support the selected grantee to use the approved designs and BOQs, prepare and announce Request for Proposals (RFPs) documents to solicit construction companies to undertake improvements to existing water schemes in the intervention communities.												
198	Support the grantee to work with MPW and LGIs to evaluate sealed bids and select the most responsive construction companies.												
199	Provide technical assistance and logistical support to the grantee, LGIs, and CWCs to obtain land deeds and other legal documents required for commencing construction activities.												
200	Provide technical assistance and logistical support to the grantee, LGIs, and CWCs to authorize Winrock International and/or the grantee through MOU to undertake constructions in public properties.												
201	Obtain approvals to sub-contract from USAID and conclude construction contracts with the selected construction companies.												
202	Provide technical assistance, monitoring, and mentorship support to the grantee, LGIs, and CWCs and undertake improvements/construction activities in the intervention communities.												
203	Dedicate and hand over completed water systems to the LGIs and facilitate the transition of operations and maintenance to the WSPs and hand over the water systems.												
204	Construction funds implemented												

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205	Based on the approved designs and BOQs, prepare and announce Request for Proposals (RFPs) documents to solicit construction companies to construct water schemes in 4 communities to be determined based on the BOQs and available construction funds.												
206	Work with MPW and LGIs to evaluate sealed bids and select the most responsive construction companies.												
207	Provide technical assistance and logistical support to the LGIs and CWCs to obtain land deeds and other legal documents required for commencing construction activities.												
208	Provide technical assistance and logistical support to LGIs and CWCs to authorize Winrock International through MOU to undertake constructions in public properties.												
209	Obtain approvals to sub-contract from USAID and conclude construction contracts with the selected construction companies for the limited number of communities.												
210	Work with LGIs and CWCs and construct new water systems in the intervention communities												
211	Dedicate and hand over completed water systems to the LGIs and facilitate the procurement of WSPs and hand over the water systems.												
212	Business cases for larger-scale designed												
213	Based on the community-specific improvement plans and approved designs and BOQs, work with LGIs and CWCs and determine if the plan requires large scale investment.												
214	Innovative technologies to improve revenue collection introduced												
215	Explore existing context specific revenue collection technologies for financial transparency and accountability in rural communities.												
216	Conduct cost benefit analysis and determine financial viability and scalability.												
217	Sustainability check-ins conducted												
218	Provide technical assistance to the county to work with the WSPs and CWCs to develop Terms of Reference for quarterly sustainability check-ins meetings.												
219	Task 2.1.3: Recognize and celebrate successes.												
220	Data, successes, and challenges of the models documented												
221	Design parameters with clear benchmarks that will be used to recognize and measure successes among WSPs piloting the service delivery models in the intervention communities. Documentation to start in year 3.												
222	Sub-Objective 2.2: Water service providers have the capacity to manage water services												
223	Task 2.2.1: Build County capacity to monitor and backstop CWCs and WSPs.												
224	Performance-based monitoring systems/processes instituted												
225	Provide technical support to LGIs to use the monitoring tools, data collection protocol and system developed under Task 1.3.2 to monitor CWCs and WSPs in the intervention communities. Monitoring activities to start in year 3.												
226	Use of the MIS platform (1.3.2) by CWCs and WSPs Systemized												
227	Provide technical support to CWCs and WSPs to use the MIS developed under Task 1.3.2 to collect and upload water system performance metrics (revenue, operation costs, functionality, inclusivity).												

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228	Provide technical support to the LGIs as part of the activities under Task 1.3.2 and Task 1.3.3, to monitor CWCs and WSPs and ensure water systems related data is regularly (monthly) entered.												
229	County WASH Coordinator trained to analyze the data and develop monthly progress reports												
230	Work with the system developer and train the County WASH Coordinators as part of the MIS training under Task 1.3.2.												
231	CWTs coached in diagnosing/troubleshooting performance issues and challenges												
232	Based on knowledge gained from training on use and management of the MIS under Task 1.3.2, provide technical assistance to the LGIs to analyze data from the MIS.												
233	Facilitate joint monitoring visits with LGIs to backstop CWCs and WSPs on the O&M of water services delivery in targeted communities.												
234	Mentorship provided to LGIs to use the MIS												
235	Co-located staff provide technical support (mentoring and coaching) to sub-national level institutions in implementing the MIS and using it to measure performance improvement plans and routine water delivery service management and monitoring activities and to enforce contracts and identify opportunities for service improvement and expansion based on WSP business.												
236	Task 2.2.2: Build private sector service provision capacity.												
237	Private sector mapped - product and services and WSPs												
238	Based on the consolidated list of mapped private sector actors in Task 2.1.1, WSPs will be segmented into "product" and "services" providers												
239	Organize a 1-day private sector engagement on the segmentation to begin the process of building synergies, collaborations, resource mobilization, networking, etc.												
240	Availability and quality of private sector services increased												
241	Availability and quality of private sector services will be increased through implementation of activities under Task 2.1.1.												
242	Capacity building support to enterprises tailored												
243	Develop WSPs baseline organizational capacity assessment tools and develop assessment work plan.												
244	Work with the LGIs to conduct the WSPs baseline organizational capacity assessment for WSPs identified through the grants mechanism (4 for Phase I intervention communities and 20 for the improvement communities) to work in the intervention communities.												
245	Work with the LGIs, CWCs, and the WSPs and based on the baseline organizational capacity assessment results develop WSPs capacity development plan.												
246	Work with specialized national institutions or business development service providers (BDSP) to design and develop training materials for the WSPs.												
247	Task 2.2.3: Provide capacity-building services to LWSC's local team, LGIs and WSPs in Robertsport, Sanniquellie, and Voinjama.												
248	Management structure, business plan, and finances of the WSPs reviewed												
249	Work with the LGIs and using the mechanisms under Task 2.2.1 and Task 2.2.2, conduct the capacity assessment of the WSPs in the 3 cities.												

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250	Work with the LGIs and the WSPs to develop capacity improvement plan for the WSPs.												
251	Provide technical assistance and logistical support to LGIs to draft and finalize a management contract template for the selected WSPs in the three cities.												
252	Provide technical assistance and logistical support to MIA, LWSC, and the LGIs to develop checklist and conduct due diligence inspection for selected WSPs in the three cities.												
253	Provide technical assistance and logistical support to LGIs to negotiate and finalize the management contract agreement with the selected WSPs in the three cities.												
254	Provide technical assistance and logistical support to LGIs and LWSC to transition and turn over the water supply systems to private service providers.												
255	LWSC role in management reinforced												
256	Provide technical assistance and logistical support to LWSC and MIA to identify roles and responsibilities and implementation plan of the LWSC in providing continuous high level technical support to the LGIs and the private water service providers.												
257	Provide monitoring support to LWSC to ensure successful execution of the support implementation plan to the WSPs.												
258	Oversight and management of contracts delegated to LGIs												
259	Provide technical assistance and logistical support to MIA, LWSC, and the LGIs to develop MOU that allows LWSC to delegate oversight and management of the water supply systems to the LGIs.												
260	LGIs supported to take an active role in management												
261	Using the LGIs' capacity building approach and activities under Task 1.3.2., support the 3 counties LGIs and assess capacity, develop and implement capacity improvement plans to improve their contract management capacity.												
262	Use of MIS by LGI and WSP continued												
263	Provide technical and limited logistical support to the LGIs and the WSPs to continue using the MIS.												
264	Performance-based metrics on service delivery reported												
265	Based on the capacity development activities and the improvement plan, develop a performance metrics to monitor and evaluate the performance of the LGIs and WSPs in providing O&M for the water system in the three cities												
266	Based on the performance metrics developed and using the existing MIS, monitor and evaluate the performance of the LGIs and the WSPs to provide O&M of the water system in the three cities												
267	Sub-Objective 2.3: Water service providers incentivized to extend inclusive services to poor and marginalized households												
268	Task 2.3.1: Engage at national level to establish policies responsive to barriers to water access for poor households.												
269	Inclusivity Guidelines for CWTs, LWSC, and NGOs developed												
270	Following the policy development/improvement processes indicated under Task 1.1.2, provide NWASHC technical and logistical support to incorporate inclusivity guidelines responsive to barriers into the policies.												
271	Regulations, monitoring, and enforcement frameworks and processes are Systemized												

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272	Work with national and sub-national government institutions to implement activities aiming in removing barriers as indicated under Task 3.2.2 and include barriers related regulations monitoring and enforcement activities into the overall monitoring and support systems discussed under Task 1.2.2.												
273	Task 2.3.2: Build County level capacity to monitor & enforce equitable service delivery												
274	Solutions responsive to localized water access barriers evaluated and implemented												
275	Provide technical support to the counties and identify and evaluate county level solutions to water access barriers.												
276	Based on the solutions identified, provide technical and logistical support to the counties to develop tariff guidelines (“how to” flexible tariff guides) as indicated under Task 1.1.2, implementation strategies and action plans to introduce and implement solutions responsive to localized water access barriers												
277	Provide technical assistance to the counties to include tariff policies and guidelines in the overall policies monitoring and enforcement activities indicated under Task 1.2.2.												
278	CWT supported to implement tariff policies												
279	Provide technical assistance and logistical support to LGIs to include tariff policies related capacity building, implementation, and monitoring activities under Task 1.2.2, Task 1.2.3, and Task 1.3.2												
280	The collection and monitoring of measurable inclusion indicators systematized												
281	Provide technical assistance to the LGIs and ensure inclusion indicators are included in the MIS and the performance metrics for WSPs (Task 2.2.2), CWCs (Task 1.2.3), and LGIs (Tasks 1.2.2)												
282	Task 2.3.3: Support LWSC, CWCs, and WSPs to adopt equity solution and to set and manage tariffs transparently.												
283	WSPs and CWCs supported to embed tariff collection into their service agreements												
284	Provide technical and capacity building support to WSPs and CWCs and embed tariff collection as part of the capacity building activities indicated under Task 2.2.1 (CWC) and Task 2.2.2 (WSPs).												
285	Stakeholders engaged and encouraged to incorporate inclusivity metrics into funding decisions												
286	Along with the implementation of advocacy campaigns under Task 3.2.3, work with the CSOs (responsible for advocacy) to identify key stakeholders and organize advocacy activities aiming at encouraging stakeholders to include/incorporate inclusivity metrics into funding decisions.												
287	WSPs strengthened in planning, budgeting, tariff setting												
288	To be implemented in Synchronization with activities under Task 2.2.2.												
289	Business models reaching poor and marginalized communities tested, documented, and promoted												
290	Following the procedures and the activities indicated under Task 2.1.1, incorporate inclusivity into the customer-centered water service delivery models. Testing, documentation and promotion to take place in year 3 onward.												
291	Technical assistance in packaging inclusive funding proposals or loan applications provided												
292	As part of the business proposal development process under Task 2.1.1, collaborate with Business Development Service Providers to support interested aspirant WSPs, to incorporate inclusivity in the business proposals and grant applications.												
293	OBJECTIVE 3: UPTAKE AND MAINTENANCE OF KEY WATER USE BEHAVIORS AMONG HOUSEHOLDS INCREASED												

#	Activity Description	O	N	D	J	F	M	A	M	J	J	A	S
		c	o	e	a	e	a	r	y	a	u	u	e
		t	v	c	n	b	r	p	r	n	l	g	p
294	Sub-Objective 3.1: Social norms around use of basic water services created and uptake of clean drinking water increased												
295	Task 3.1.1: Conduct formative research on water use behaviors.												
296	Partnerships with local community groups and CSOs formed												
297	Work with the LGIs to develop template to document the relationship between the Activity and the communities, and CSOs in the intervention communities. This activity is a pre-requisite for all activities requiring communities involvement.												
298	Work with the LGIs and the communities to form the relationship and sign and document the relationship MOU.												
299	SBC Intervention package developed												
300	Develop SBC co-creation and design scope of work, creative brief, and TOR for the creative team and SBC strategy plan to inform SBC intervention												
301	Work with Partners (MOH, NPHIL, MPW, LGIs, CWCs, Break Through Action, CWSA, CSOs) and conduct a co-creation and design workshop to design SBC messages based on the outcomes of the formative research.												
302	In partnership with the stakeholders, develop, pilot test, and validate SBC intervention packages to drive sustainability of the water system within the communities.												
303	Task 3.1.2: Implement SBC and marketing activities with partners through an adaptive, learning-by-doing approach.												
304	SBC communication and marketing implemented												
305	Based on the GUC manual and the Annual Program Statement (APS), scout and encourage competent CSO's to write concept notes and apply for grants under contracts.												
306	Based on the GUC manual and the APS and on case by case basis, work with potential CSO's to co-create activities and improve grant applications.												
307	Provide technical assistance and grants to CSO's awarded through the GUC to conduct stakeholders engagements sessions within the intervention communities to develop community SBC action plan.												
308	Provide technical assistance and grants to CSO's to organize a townhall meeting for 25 participants per community to validate and finalize the community SBC action plan.												
309	Provide technical assistance and grants to CSO's to produce and print SBC campaign messages materials (audio and hardcopies materials)												
310	Provide technical assistance and grants to CSO's awarded through the GUC to identify and train 16 SBC champions of change (women group/youths' groups/CHW) to raise awareness in the 4 intervention communities												
311	Provide technical assistance and grants to CSO's awarded through the GUC to roll out awareness campaigns within the communities using approved SBC messages and guided by the community's action plan.												
312	Task 3.1.3: Increase water quality awareness												
313	Water safety management, ownership and accountability Decentralized												
314	Conduct a working session with EPA, NPHIL, LGIs and NWSH to identify aspects of water safety management activities for decentralization and incorporate into the CWC bylaws developed under Objective 1.												

#	Activity Description	O	N	D	J	F	M	A	M	J	J	A	S
		c	o	e	a	e	a	p	a	u	u	u	e
		t	v	c	n	b	r	r	y	n	l	g	p
315	As part of the working session above, identify aspects of water safety management activities that can be managed by WSPs.												
316	Along with Task 2.1.1, incorporate water safety management related clauses into the management contract between LGIs and WSPs.												
317	Work with EPA, NPHIL, LGIs and the CSOs identified through GUC to develop training material on community water quality risk for SBC champions of change (CBOs and CWC) and conduct TOT												
318	Provide technical assistance and grants to CSOs to conduct training for SBC champions of change (CBOs), CWC, and WSPs in the intervention communities to address water quality risk within the community												
319	Provide technical assistance and grant to CSO to conduct water quality awareness events within the community												
320	Provide technical assistance and mentorship to WSPs to develop water safety management plan based on the terms and conditions in the management contract.												
321	Provide technical assistance and mentorship through LGIs and CWCs and assist the WSPs to conduct water safety management activities regularly and report outcomes in townhall meetings organized by CWCs under Objective 1.												
322	Sub-Objective 3.2: Financial, social, and physical barriers to the use of basic water services are removed												
323	Task 3.2.1: Develop approaches for inclusive local investment decisions.												
324	Ability and willingness to pay findings incorporated into water service improvement plan.												
325	Consolidate willingness to pay conclusions and recommendations using the formative research, GESI, household survey, and other foundational research report conducted in year 1.												
326	Share the summary of conclusions and recommendations of the baseline assessment, community diagnostics, formative research, GESI analysis, to the AAC and the LGIs to present key findings from the willingness to pay reports and develop a guide to inform the development of a water service improvement plan.												
327	Using the baseline assessment and the other analyses, and based on community-specific ability and willingness to pay data, provide technical support and mentorship to LGIs and CWCs to develop water service delivery improvement plan that builds system viability over time and address existing barriers.												
328	Incorporate findings from willingness to pay as a guide to develop water service improvement plan (2.1.2)												
329	Task 3.2.3: implement advocacy campaigns												
330	Advocacy campaigns implemented												
331	Through the GUC mechanism, identify and deploy a CSO for advocacy campaigns.												

#	Activity Description	O	N	D	J	F	M	A	M	J	J	A	S
		c	o	e	a	e	a	p	a	u	u	u	e
		t	v	c	n	b	r	r	y	n	l	g	p
332	Work with the CSO to develop national advocacy campaign strategy and implementation plan (include inclusivity). The plan will provide details on key decision makers (advocacy targets), key collaborators (CSOs, local communities, MACs, media), key champions and will outline key milestones, deliverables and due dates.												
333	Based on the advocacy implementation plan, support and monitor the CSO to undertake advocacy campaigns.												
334	Task 3.2.2: Assist CWCs and WSPs to monitor and address barriers												
335	Financial barriers addressed												
336	Provide technical assistance to LGIS and CWCs to set criteria, identify persons having financial difficulties to pay-for-use water in their respective communities and develop eligibility matrix.												
337	Social barriers addressed												
338	Provide technical and logistical support to LGIs to work with CWCs to identify community-specific social barriers in selected communities.												
339	Provide technical and logistical support to LGIs to work with CWCs and develop an action plan addressing community-specific social barriers in selected communities.												
340	Physical barriers addressed												
341	Provide technical assistance to CWCs to set criteria and identify persons having physical difficulties to access water service facilities in their respective communities.												
342	Sub-Objective 3.3: Participation of women and other marginalized groups in decision making related to water access and management strengthened												
343	Task 3.3.1: Understand decision-making systems and address barriers to women and marginalized groups' participation.												
344	Decision-making pathway identified												
345	Identify, map, and validate decision-making pathway in the water sector at the county and community level and document community social norms and bylaws.												
346	Women and marginalized groups participation into policies, by-laws, training manuals, and guidelines incorporated.												
347	Based on policy gaps analysis in Objective 1, support the development, review, and promotion of policies, by-laws, training manuals, and guidelines that ensure active participation of women and marginalized groups.												
348	Provide technical and logistical assistance to the LGIs to develop and implement strategies that will promote and involve women in decision making processes at the county and community level.												
349	Task 3.3.2: Form partnerships with pro-women organizations to identify pathways to improve participation of women and marginalized groups												
350	Pro-women organizations engaged												
351	Provide technical assistance and grant to CSO to establish and support pro-women organization network/technical working group to advocate and create awareness of the participation of women and marginalized group in decision making and promote payment for water												

#	Activity Description	O	N	D	J	F	M	A	M	J	J	A	S
		c	o	e	a	e	a	p	a	u	u	u	e
		t	v	c	n	b	r	r	y	n	l	g	p
352	Support pro-women organization network/technical working group meetings and engagements at the community level through the selected CSO (GUC) to identify and monitor pathway to improve the participation of women and marginalized groups and promote payment for water												
353	Work with CSOs to organize and conduct empowerment trainings for women, female influencers, and provide mentorship/support to youth champions to develop their leadership and advocacy skills.												
354	Monthly WASH hours radio program promoted												
355	Provide technical assistance and grant to CSO to conduct monthly WASH hour on the radio through the selected CSO (GUC) to advocate and create awareness of the participation of women and marginalized groups in decision making and promote payment for water.												
356	Task 3.3.3: Amplify women's voices on issues related to water services, women and vulnerable groups												
357	Complaints and Feedback mechanisms developed and institutionalized.												
358	In collaboration with the LGIs and CWCs, develop complaints and feedback pathways for water service users and tools for tracking and documenting complaints and feedback.												
359	Provide technical assistance and grant to CSOs to create awareness about complaint mechanisms and feedback loop pathways on issues related to water services, women, and marginalized groups.												
360	Work with the LGIs to introduce a phone hotline to collect water user complaints from the community guided by the complaint mechanisms and feedback loop pathways												
361	Conduct quarterly townhall meetings to document and track complaints from community water users (in collaboration with Objective I Task I.2.3)												
362	Provide technical and logistical assistance to the LGIs to conduct quarterly in-person visits to the community to monitor and establish whether the complaints and feedback have been addressed and solutions have been communicated to the community.												
363	Townhall facilitators mentored												
364	Mentor and coach facilitators, CWCs, LGIs, and WSPs to manage complaints and provide feedback to water users.												

ANNEX VI. WATER SERVICE DELIVERY MODELS

The "Improved Access to Safe Drinking Water Activity" in Liberia aims to develop custom water service models. Initiated in Q2 FY2023, they held private sector meetings to propose Public-Private Partnerships (PPP) for LGIs in rural Montserrado and Margibi counties. Challenges like underfunding and lack of regulation were highlighted, but private sector interest remained.

Simultaneously, the Activity engaged LGIs to explore sustainable water service delivery models. LGIs in Liberia's rural communities already contribute to their water supply. Collaborating with USAID and Winrock International Home Office, the Activity selected four models for Year 2 pilot programs.

PROFESSIONALIZED COMMUNITY-LED MANAGEMENT:

This model aims to professionalize community-led water point management, enhancing performance, efficiency, and transparency. It focuses on shared ownership by the Community WASH Committee (CWC) and the delegation of preventive maintenance and repair to professionalized local water service providers. Planning responsibilities can be led by LGI or Civil Society Organizations (CSOs)/donors, with collaboration from the county public works unit (CPWU).

DELEGATED SERVICE DELIVERY (DSD) MANAGEMENT:

The DSD model targets local entrepreneurs and community-based enterprises (CBEs) to invest in and operate community water supply systems. It features LGI-sub-county ownership and two approaches to planning: LGIs or CSOs/donors. CBEs/Individual Entrepreneurs manage operations, while routine/minor repairs and maintenance are delegated to professionalized local service providers.

PUBLIC PRIVATE PARTNERSHIP (PPP) LED:

Focusing on collaboration between the private sector and LGIs, this model aims to drive efficient and cost-effective water service delivery. Ownership rests at the sub-national level, with LGI oversight. The Civil Society Organization (CSO) takes the lead in planning, budgeting, and financing, while water service providers manage operations, revenue, and administration, along with routine/minor repairs and maintenance.

PRIVATE (DESIGN, BUILT OPERATE – DBO OR DESIGN, BUILT TRANSFER - DBT):

This model engages a private firm to design, build, operate, or transfer water supply systems in the communities. The private operator assumes responsibility for planning, budgeting, and financing, working in collaboration with the LGI. It also manages system operations, revenue, and administration, along with routine/minor repairs and maintenance.

Drawing from insights and best practices learned during virtual exchange visits and meetings with international organizations, these models have the potential to significantly enhance water service management in rural Montserrado and Margibi counties. The Activity aims to construct a compelling case for national adoption, encouraging the implementation of these models in other regions of Liberia to improve access to clean drinking water in underserved communities.