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# IMPROVED ACCESS TO SAFE DRINKING WATER IN LIBERIA ACTIVITY

## FY2024 Quarter One Report

October 01 to December 31, 2023

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Contract Number: 72066923C00001

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# Content

1. Acronyms.....	3
2. PROGRAM OVERVIEW/SUMMARY.....	5
A. Authorization .....	5
B. Activity Goal and Objectives.....	5
3. ACTIVITY IMPLEMENTATION PROGRESS .....	8
4. INTEGRATION OF CROSSCUTTING ISSUES.....	21
5. MANAGEMENT AND ADMINISTRATION.....	23
6. LESSONS LEARNED .....	23
7. PLANNED ACTIVITIES FOR NEXT QUARTER INCLUDING UPCOMING EVENTS.....	23
8. HOW IMPLEMENTING PARTNER HAS ADDRESSED COR COMMENTS FROM THE LAST QUARTERLY OR SEMI-ANNUAL REPORT.....	26
ANNEX A. PROGRESS SUMMARY .....	27
ANNEX B. SBC Training and Co-creation Design Workshop Participants List.....	31
ANNEX C. DELIVERABLE SCHEDULE .....	32
ANNEX D. STAKEHOLDERS CONSULTED DURING THE QUARTER.....	33
ANNEX E. POTENTIAL WATER SUPPLY SERVICE DELIVERY MODELS.....	36
ANNEX F. Visioning Workshop Questions and Responses by LGIs and Private Sector Actors .....	38
ANNEX E. Success Story .....	40

# 1. Acronyms

AGILE	Analytics, Gender, Inclusion, Learning, and Evaluation
AMELP	Activity Monitoring, Evaluation, and Learning Plan
BOQ	Bill of Quantity
CLA	Collaboration, Learning, and Adapting
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
CSO	Civil Society Organization
CBE	Community Based Enterprise
CWC	Community WASH Committee
CWT	County WASH Team
DCOP	Deputy Chief of Party
DELTA	USAID Data Evaluation and Technical Assistance
EMMP	Environmental Monitoring and Mitigation Plan
FY	Fiscal Year
GESI	Gender, Equity, and Social Inclusion
GOL	Government of Liberia
GUC	Grants Under Contract
HO	Winrock Home Office
IDIQ	Indefinite Delivery Indefinite Quantity
IP	Implementing Partner
IT	Information Technology
KII	Key Informant Interviews
LEGIS	Liberia Institute of Statistics and Geoinformation services
LEPDA	Liberia Economic Policy Dialogue Activity
LGIs	Local Government Institutions
LTTA	Long-Term Technical Assistance
LWSC	Liberia Water and Sewer Corporation
MEL	Monitoring, Evaluation, and Learning
MIA	Ministry of Internal Affairs
MIS	Management Information System
MOH	Ministry of Health
MPW	Ministry of Public Works
NGO	Non-Governmental Organization
NPHIL	National Public Health Institute of Liberia

NWASHC	National WASH Commission
NWRSB	National Water Resources and Sanitation Board
PIRS	Performance Indicator Reference Sheets
PPPs	Public-Private Partnerships
Q	Quarter
QASP	Quality Assurance Surveillance Plan
RFP	Request for Proposal
SA	Situational Analysis
SBC	Social Behavior Change Communication
SGBV	Sexual and Gender Based Violence
STTA	Short term Technical Assistance
TBD	To be determined
TOR	Terms of Reference
TWG	Thematic Working Group
USAID	United States Agency for International Development
USG	United States Government
WASH	Water, Sanitation, and Hygiene
WQAP	Water Quality Assurance Plan
WSP	Water Service Provider

## 2. PROGRAM OVERVIEW/SUMMARY

<b>Program Name:</b>	Improved Access To Safe Drinking Water In Liberia Activity
<b>Activity Start Date And End Date:</b>	November 1, 2022 to October 31, 2027
<b>Name of Prime Implementing Partner:</b>	Winrock International
<b>[Contract/Agreement] Number:</b>	72066923C00001
<b>Name of Subcontractors/Subawardees:</b>	FEI Consulting and WaterAid
<b>Major Counterpart Organizations</b>	Local Government Institutions (LGIs)(Margibi and Rural Montserrado Counties), MIA, NWASHC, MPW.
<b>Geographic Coverage (cities and or countries)</b>	Rural Montserrado and Margibi Counties in Liberia, three Water Treatment Plants in Robertsport, Voinjama, and Sanniquellie
<b>Reporting Period:</b>	October 01 to December 31, 2023

### 1.1 Program Description/Introduction

#### A. Authorization

To support the Government of Liberia (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.

#### B. Activity Goal and Objectives

The Activity aims to move Liberians in Montserrado and Margibi Counties to 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. 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 Activity 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 Activity has 3 key objectives:

- Local government institutions (LGIs) 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.

### **Highlights of Major Accomplishments in FY24Q1:**

- Finalized the engineering designs and BoQs for the water supply schemes in the Activity's four Phase One intervention communities.
- Through consultation with national and regional colleagues, and guidance from USAID Liberia/Washington and Winrock International teams, developed four potential water supply service delivery/management models for implementation in the Activity's intervention communities.
- Submitted to USAID a report on the selection of the 10 Phase Two intervention communities in the targeted counties.
- Conducted the joint in-person visit, virtual exchange visit, and visioning workshop with LGIs and other stakeholders (private actors, sector institutions, etc.) to begin making the case for LGIs to manage PPP for water service provision in Liberia and Africa.
- Provided technical assistance and logistical support to MIA, LWSC, and the LGIs to develop checklists and conduct due diligence inspections for selected WSPs in the three cities.
- Provided technical assistance and logistical support to LGIs to negotiate and finalize the management contract agreement with the selected WSPs in the three cities. Also, the MoU to turnover the management of the facilities to the local governments in the three counties (Grand Cape Mount, Lofa, and Nimba) was concluded.
- Provided technical assistance and logistical support to MIA, LWSC, and the LGIs to finalize the MOU, allowing LWSC to delegate oversight and management of the water supply systems to the LGIs in the three cities.
- Completed signing the Community WASH Committees (CWCs) bylaws in Sarah Johnson Quarter- 15 Gate, Yarnwuellie, Baypolu, and Dolo's Town.
- The Formative Research findings were consolidated, and the final report was shared with USAID.
- The decision-making pathways report was developed, and the social norms/laws that create barriers to the marginalized sections of the communities were documented.
- Completed the five-day SBC creative workshop in December 2023 that increased stakeholders understanding on global behavior change approaches/theories, how to develop context approach formative research strategy for exploring behavior change, and the setting up of the creative team to develop the campaign messages.
- Published the Grants Under Contract Annual Program Statement (APS) on the Winrock and Hrjobsliberia websites with applications received from over 80 applicants from various sectors (NGOs, construction, manufacturers, drilling, government institutions, etc.) and began collecting packages by the end of December 2023.

1.2 Table 1: Summary of F-Indicators Results for FY2024

N/A, no data collected yet in FY2024 Q1.

Standard Indicators	Baseline FY 2024	Annual Target	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24	Annual Performance Achieved to the End of Reporting Period	On Target Y/N
<i>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</i>	2022	13	6	N/A	N/A	N/A	6	Y
<i>HL.8.4-1: Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance</i>	2022	\$ 20,000	\$ 4,140.40	N/A	N/A	N/A	\$ 4,140.40	Y
<i>CBLD-9: Percent of USG assisted organizations with improved performance</i>	2022	54%	N/A	N/A	N/A	N/A	0	Y
<i>HL.8.1-1: Number of people gaining access to basic drinking water service as a result of USG assistance</i>	2022	16,000	N/A	N/A	N/A	N/A	0	Y
<i>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</i>	2022	30,000	N/A	N/A	N/A	N/A	0	Y
<i>PSE2: Number of private sector enterprises that engaged with the USG to support U.S. Foreign Assistance objectives</i>	2023	17	12	N/A	N/A	N/A	12	Y
<i>GNDR-8: Number of persons trained to advance outcomes consistent with gender equality or female empowerment through their roles public or private sector institutions or organizations</i>	2023	64	0	N/A	N/A	N/A	0	Y

Note: Note: This table only includes a list of F indicators; data for custom indicators can be seen in Annex A. PSE2 and GNDR-8 are new indicators that were introduced in FY2024. The figures reported for PSE2 are all for-profit commercial entities.

### 3. ACTIVITY IMPLEMENTATION PROGRESS

#### 1.1 Progress Narrative

The FY2024 Quarter 1 (Q1) Report for the Improved Access to Safe Drinking Water in Liberia Activity highlights accomplishments from October 1 to December 31, 2023. Throughout this period, the Activity continued its engagements with national and sub-national government institutions, emphasizing collaboration with officials at both levels, the private sector, and other stakeholders for effective activity implementation. The Activity had to adapt to the political situation in October and November, and planned several activities for later in the quarter.

Under Objective 1, the Activity completed the signing of the CWCs' bylaws and Terms of Reference (ToRs) in the Phase One intervention communities, namely Sarah Johnson Quarter- 15 Gate, Yarnwuellie, Baypolu, and Dolo's Town. This collaborative effort with LGIs in rural Montserrado and Margibi counties laid the foundation to ensure sustainable planning, budgeting, and oversight of CWCs and potential Water Service Providers (WSPs). The reporting period culminated with a final capacity development plan by the LGIs and Activity, outlining clear timelines for training and mentorship priorities. The plan will continue to be implemented and rolled out in FY24Q2. Additionally, during the reporting period, the Activity prioritized efforts to decentralize water service delivery efforts. Technical support was provided for drafting the WASH decentralization policy framework document in collaboration with the National WASH Commission (NWASHC) Policy Unit Team (PUT). Discussions were focused on establishing three administrative departments (the Department of Public Works and Utilities, the Department of Planning, Budgeting, and Revenue, and the Community Enterprise Development Agency) as proposed in the 2018 Local Governance Act. The consensus was to prioritize the Department of Public Works and Utilities as the lead department. The draft ToR was developed with plans to finalize and operationalize in FY24Q2.

Under Objective 2, the architecture and engineering (A&E) firm finalized the technical designs and BOQs for four water supply systems to pilot in the four Phase One intervention communities. Concurrently, water quality testing in each community assessed the indicative quality of groundwater. Also, the Activity finalized the selection of the ten intervention communities anticipated for a second phase in rural Montserrado and Margibi counties, in collaboration with the LGIs. Through consultation with national and regional private sector experts and guidance from USAID Liberia/Washington, the Activity developed four potential water supply service delivery/management models for piloting in the intervention communities. The models were presented and validated by the LGIs during the Public-Private Partnership (PPP) visioning workshop. With support from the private sector STTA, these potential service delivery models will be contextualized to each intervention community before final selection and adoption. During the reporting period, the Activity started advocating for LGIs-managed water service delivery under a PPP arrangement by collaborating with the LGIs, the private sector, and other national sector actors like the NWASHC, Liberia Water and Sewer Corporation (LWSC) and National Public Health Institution of Liberia (NPHIL) among others. The Activity conducted on-site visits to the existing water supply systems in Peace Island and Zinc Camp (Montserrado), Benville (Kakata, Margibi), and Dolo's Town (Margibi). A virtual exchange visit with FundiFix Kenya, at the Activity's office in Monrovia was conducted as part of the PPP visioning process. FundiFix shared insights into managing rural water service systems in Kenya (East and South Kitui), covering successes, challenges, innovations, and opportunities. Key lessons learned by stakeholders from



the FundiFix experience were the need for centralizing supply (spare parts) for easy access, importance of various management contracts, and the benefits of private firms conducting water quality tests. These information proved crucial to the stakeholders' PPP visioning workshop, especially the LGIs and private sector participants.

The Activity also continued its technical support to the three cities (Robertsport, Voinjama, and Sanniquellie) water treatment plants (WTPs). Support was provided to the Ministry of Internal Affairs (MIA), LWSC, and the LGIs to develop checklists and conduct due diligence inspections for the selected WSPs. The Activity provided technical assistance and logistical support to LGIs in the three cities to negotiate and finalize management contract agreements with the selected WSPs, with document signing scheduled for early FY24Q2. Also, legal support as well as technical and logistical assistance were provided to MIA, LWSC, and the LGIs to finalize the MOU that allows LWSC to delegate oversight and management of the WTPs to the LGIs in the three cities.

Under Objective 3, the Activity worked with a research firm to finalize the Formative Research findings, and a report was submitted to USAID. During the reporting period, the Activity documented decision-making pathways in the water sector at the county and community levels and identified leadership beliefs and social norms around the inclusion of women and marginalized groups that create barriers to their participation in decision-making in the communities. Also, the Activity conducted a 5-day creative workshop from December 11<sup>th</sup> – 15<sup>th</sup>, 2023, at Corina Hotel, Sinkor, Monrovia. Major participants included MOH, NPHIL, MPW, LGIs, CWCs, CSOs, Breakthrough Action, CWSA including LGIs (Bentol, Kakata), community members, etc. The workshop allowed stakeholders to review and finalize the draft SBC strategy and plan. All inputs required for drafting the social behavior change intervention package were obtained. The creative team was set up to design and develop the SBC intervention packages in FY24Q2.

FY24 Q1 ended with the publishing of the Annual Program Statement (APS) in the print media and online website for all national and international firms and institutions to apply for any of the grant opportunities outlined in the document. Sufficient awareness was created among stakeholders, with about a hundred requests recorded from interested applicants by December 31, 2023. The first APS pre-applicant conference is scheduled for early FY24Q2.

## 2.2.1 Objective 1: Local Government Institutions Effectively Plan, Budget, and oversee Water Service Delivery

**Sub-Objective 1.1: local leadership structures and institutional arrangement for water service delivery are established and /or improved.**

### ***Task 1.1.1: Build the case for LGI-managed PPPs for Water Services***

On Friday, December 1, 2023, the Activity met with NWASHC PUT to lay out the steps leading to either drafting a new WASH policy for implementation in rural water service delivery or cascading the existing national WASH policies for implementation at the rural level. Six members of the NWASHC PUT attended the meeting at the Activity's office. Key actions that came out of the meeting were:

- a). A copy of the CWCs Bylaws was shared with participants for review and familiarization.
- b). Set up a Policy drafting and review Working Group to be headed by the Director for

Decentralization.

- c). A monthly working session to discuss and finalize the policies was agreed upon, with the first meeting being held on Wednesday, December 13, 2023, at the Activity's offices.
- d). Activity agreed to serve as a Secretariat to the Working Group.

Given the changes in the membership of WASH Legislative Caucus after the elections, the Director for Decentralization committed to leading the efforts to compile a list of potential legislators who were newly elected and interested in promoting WASH at the higher policy-making level.

In FY24Q1, the activity worked with LGIs and other stakeholders, including national entities, to draft and discuss the functions of the proposed department of Public Works and Utilities. During the reporting period, the activity also identified the Department of Planning, Budgeting and Revenue and the Community Enterprise Development Agency as key departments that will support the LGIs managed PPP in water service delivery at the county level. These departments are proposed in the Local Government Act of 2018 for the counties to establish based on need and available resources. Also, on December 7, 2023, the Activity concluded the draft WASH Policy Brief and shared it with the NWASHC, LGIs, MOPW, and MIA to review. The NWASHC provided feedback on the draft WASH Policy Brief during the consultative meeting between the Activity and NWASHC PUT, which was held on December 13, 2023, and committed to working with the Activity in rolling out and implementing the WASH decentralization policy framework at the sub-national level.

**Organized and executed exchange visits (in-person/virtual) for LGIs and national stakeholders to assess innovative professional models in Liberia and other countries.**

In FY2024Q1, the Activity continued to make the case for the LGIs in Rural Montserrado and Margibi Counties to manage water services provision under a PPP arrangement at the county level. The Activity conducted a two-day in-person and one-day virtual exchange visits for the LGIs and private sector actors along with other sector actors (LWSC, NWASHC, and NPHIL). The visits to the four existing water supply systems were conducted on the 4<sup>th</sup> and 5<sup>th</sup> of December, 2023 at Peace Island and Zinc Camp in Montserrado and to Bensville (Kakata) and Dolo's Town in Margibi County, respectively. Additionally, on December 7, 2023, the Virtual Exchange visit with FundiFix Kenya was held at the Activity's office in Fish Market, Sinkor for the LGIs, private sector, and other sector actors (LWSC, NWASHC, and NPHIL). Following these visits, a one-day Visioning Workshop was held on December 15, 2023 at Corina Hotel, Sinkor, Monrovia.



*Cross section of stakeholders inspecting a kiosk on Peace Island. Photo: WI*

The in-person and virtual exchange visits provided learning opportunities for stakeholders to envision an LGI-managed PPP arrangement for water service delivery at the sub-national level. The trips allowed participants to interact with the operators/management of the systems, community leaders, and water users to discuss systems successes, challenges, innovations, and failures. The participants and the members of the communities were exposed to the existing service delivery models and had an opportunity to explore possible business opportunities for private-sector investments. The virtual exchange visit gave the stakeholders the opportunity to learn from

FundiFix operations in East and South Kitui, Kenya, where they are working with the local government and communities to provide operation and management (O&M), community development, finance, and administration functions, etc. for sustainable and affordable water supply to rural communities. Following the visits, the visioning workshop brought together stakeholders to document lessons learned from the in-person and virtual exchange visits and to agree on an appropriate PPP approach/lesson that could be replicated in the intervention communities. Also, the potential management/service delivery models were presented to the stakeholders in a separate session.

The virtual exchange visit was held at the Activity’s office on December 7, 2023. Participants included the LGIs from Rural Montserrado and Margibi counties, private sector actors, and representatives from various sector institutions like LWSC, NPHIL, and NWASHC. This was a continuation of the learning and experience sharing for LGIs and private sector actors to begin envisioning a public-private partnership (PPP) concept following the in-person visits to the four existing water supply systems mentioned above. The Activity worked with partners and experts in the region to identify communities with similar characteristics to those of its intervention communities to conduct a virtual exchange visit for sector actors within the targeted counties to begin making a case for LGIs to manage PPP for water service delivery.



*Inspection of borehole at Benville mini water supply system. Photo: WI*

During the virtual exchange visit, FundiFix presented various service coverage models they apply in Kenya (East and South Kitui), indicating that they provide operation and management (O&M), management contracts, finance, administration functions, etc., for sustainable and affordable water supply to rural communities. Example of models discussed included:



*Participants of the virtual exchange visits. Photo: WI*

**1. Maintenance Service Contract (Pipe Schemes):**

Under this arrangement, a maintenance service contract is entered with the communities, the national and regional line institutions to maintain the agreed water points in the communities efficiently.

**2. Management Contract:** Under this arrangement, Fundifix enters into a contract with the communities, the Ministry of Agriculture, Water and Livestock Development, and the County Government to manage selected water points in the communities.

**3. Water Quality Monitoring and Treatment:** this arrangement include the following services for all contracted water points and schemes in rural areas:

- Water Quality sampling and Sanitary Inspections at drinking water sources.
- Chlorination at selected water schemes.
- Compliance, Opportunities for Revenue Based Finance (RBF) linked to Water Quality.

At the end of the virtual exchange visit, stakeholders expressed their appreciation for the commitment and innovation shared by FundiFix and proposed future partnership possibilities, especially from the private sector.

## **Visioning workshop to identify gaps and initiate the process for development of subnational frameworks for PPPs.**

The Activity conducted a Visioning Workshop on December 15, 2023, at the Corina Hotel, Sinkor, Monrovia. Participants were the LGIs from rural Montserrado and Margibi counties, private sector actors identified during previous quarters, and other sector stakeholders' institutions (LWSC, NASHC, and NPHIL) that attended the exchange visits described above. The workshop brought sector stakeholders together to consolidate lessons learned from the visits and discuss how to build on those experiences to validate the potential service delivery/management models that can be rolled out in the Activity's intervention communities and replicated in other parts of Liberia.



*LGIs and Private Sector reps at the Visioning Workshop. Photo: WI*

A set of leading questions was administered to guide the visioning process, and responses were obtained and documented from the LGIs and private sector representatives. Annex F provides a table with the questions and responses.

Key lessons learned from the visits (In-person and Virtual Exchange) according to the LGIs were:

1. PPP is workable once led by the community.
2. Pay-for-use is accepted by many of the residents.
3. Transparency and accountability are key to the sustainability of water systems, as seen in Zinc Camp.
4. Free water to landowners/communities (for a period) should be discouraged.
5. Land for water systems construction/repairs should be properly negotiated and identified.

Annex E shows the diagrams of the four potential water supply service delivery/management models presented and vetted by the LGIs and the private sector actors. They are:

1. **Community-Led Model** –In this type of model the community will exercise ownership of the system. The CWC oversees the day-to-day running of the system and supervises its operation (revenue, administration, spending, and some level of expansion). Routine/minor system repairs and maintenance will be provided by professionalized local service providers-Community Based Enterprises (CBE)/individuals, and high-level technical service repair and maintenance will be provided by cluster/centralized private technical service providers.
2. **Delegated Model** - This model is contrasted with the community-led by 1) the LGI ownership and 2) operations (revenue, administration, spending, and some level of expansion) implemented by the CBE/Individual Entrepreneurs. Professionalized local service providers will provide routine/minor repairs and system maintenance-CBE/individuals. Cluster/centralized private technical service providers will provide high-level technical service repair and maintenance. Also, the design, build, and expansion functions will be led by LGIs/the county planning and development unit (CPDU) in collaboration with the county public works unit (CPWU). These functions will be performed in consultation with the CWC, while LGI will provide oversight.

3. **Public-Private Partnership Model** - The LGIs will lead the model’s planning, budgeting, and financing functions in collaboration with the CPWU. This function will be performed in consultation with the CWC. Like the delegated model, ownership will be at the sub-national level with LGI oversight. Operations (revenue, administration, spending, and expansion) are implemented by the water service provider (WSP) along with routine/minor repairs and system maintenance. Cluster/centralized private technical service providers will provide high-level technical service repair and maintenance.
4. **Private (Design, Build, operate – DBO & Design, Build Transfer – DBT) Model** - This model presents two scenarios showing, on the one hand, a private firm being contracted to combine design, build, and operate (DBO) the water supply systems and on the other hand the firm only design, build, and transfer (DBT) the system. Usually, in the first scenario, DBO, the firm will be allowed to manage/operate the system for an agreed period, while the second will require the firm to turn the system over to the LGI upon completion. Under this model, the private operator will lead the planning, budgeting, and financing functions in collaboration with LGIs. This function will be performed in consultation with the CWC. The system’s ownership and operations (revenue, administration, spending, expansion) functions will be the private firm overseeing the LGI. Routine/minor repair and maintenance, as well as high-level technical service repairs and maintenance of the system, will be provided by private firms/professionalized local service providers-CBE/individuals.



*Cross section of participants at the Participatory Workshop at CynTheo Hall, Kakata, Margibi County. Photo WI*

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

In FY2024Q1, the Activity supported the Nwashc in leading a two-day participatory workshop with the Ministry of Public Works (MPW), Ministry of Internal Affairs (MIA), LGIs from rural Montserrado and Margibi counties, resident engineers in both counties, private sector actors, etc. in Bentol City, Montserrado County and Kakata City, Margibi

County. Based on the sector-wide institutional and socio-economic analysis completed under Foundational Activities in Year 1, the working sessions discussed the steps that will lead to developing a framework that will support the LGI in managing and providing oversight for water service delivery at the county level.

During the workshop, the Activity informed the LGIs of the provisions of the Local Government Act of 2018, creating a Department of Public Works and Utilities (chapter 2.14f) at the county level that will function as a technical WASH department.

The items below were proposed to be included in the ToRs for the Department of Public Works and Utilities during the participatory workshop:

- Design a water service delivery plan for the county.
- Serve as the lead department or technical authority on water service delivery in the county.
- Support the LGIs in developing PPP models and ensure the models are effective.
- Provide guidelines and operational permits to operators for water service delivery at the

county level.

- Serve as the lead local department on county water development planning.
- Set standards for LGIs-managed PPPs in water service delivery.
- Coordinate partners for WASH activities in the county.

Additionally, the Activity conducted engagement meetings with the LGIs in rural Montserrado and Margibi to discuss the TOR for the Department of Planning, Budgeting, and Revenue and the Community Enterprise Development Agency and expectations for the operationalization of the departments. The draft TORs will be validated and approved by the LGIs in Q2.

During the reporting period, the Activity conducted a desk review of some WASH policies to identify gaps and overlaps at the national and local levels for developing a policy brief that will inform the development of a sub-national framework for water service delivery. A key gap identified was the lack



LGIs in Margibi discussing the LGA 2018. Photo: WI

of policy at the sub-national levels for LGIs to manage and implement water service, while overlaps were identified where multiple national-level institutions have WASH policy mandates with some staff seconded at the county level. The Activity developed and submitted the policy brief to the major government WASH institutions (NWASHC, MIA, and MPW) to provide feedback to begin the rollout in FY24Q2.

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

In FY24Q1, the Activity conducted an assessment to identify PPP models' legal instruments (Agreements, MOU, etc.) at the two assessed existing PPP water supply systems on Peace Island in Montserrado County and Benville in Kakata, Margibi County.



LGIs discuss possible PPP models to scale up. Photo: WI

Discussions were held in both counties on the findings from the two water systems with the LGI through an engagement meeting. The LGIs were informed about the operation and management procedures for the two water systems, focusing on the potential to scale up. Hard Copies of documents for the two models (MOU and Assessment Reports) from Peace Island and Benville were shared with the LGIs. The Peace Island is a more structured and expanded model that is managed under a PPP arrangement while Benville is a smaller system that is managed under the community management model. The key members of the county authorities reviewed the models to decide on possible model(s) that can be replicated and begin the visioning process where LGIs will manage water systems under a PPP arrangement. At the end of the discussion, the LGIs preferred the Peace Island water system model. They believe it is much more suitable for communities in the county, especially those with large populations above 5,000 residents, while the Benville system was considered for communities with populations ranging between 1,500 and 4,000 residents.

### **Sub-Objective 1.2: Policies and Regulations for water service delivery are improved,**

**implemented, and enforced.**

***Task 1.2.1: Support the application of policy frameworks.***

Activities under this task will be implemented beginning Quarter 2 per the approved Workplan.

***Task 1.2.2: Strengthen County level monitoring and enforcement.***

Activities under this task will be implemented in Quarter 2 per the approved Workplan.

***Task 1.2.3: Train CWCs in policies and regulations.***

Activities under this task will be implemented beginning Quarter 2 per the approved Workplan.

**Sub-Objective 1.3: Improved Institutional Capacity and Coordination Around Planning, Budgeting, and Monitoring Water Service**

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

In FY24Q1, the activity continued to build on the relationship established in Year 1 between national-level institutions and LGIs by working closely with the NWASHC to strengthen its PUT to continue to support LGIs to formulate rural water supply regulations that will support LGIs in rural Montserrado and Margibi counties to plan, budget, and oversee water service delivery at the county level. The activity supported the PUT and set up a policy working group to discuss how sub-national frameworks such as the administrative departments (Department of Public Works, the Department of Planning, Budgeting, and Revenue, and the Community Enterprise Development Agency) proposed by the Local Government Act of 2018 (LGA 2018) to support the LGIs managed PPP in water service delivery at the county and community levels. Two meetings were held, during which a draft function of the Department of Public Works and Utilities, one of the sub-national frameworks identified by the LGIs, was reviewed by NWASHC PUT.

***Task 1.3.2: Build county capacity.***

During the period under review, the Activity continued building the county capacity by developing the capacity development matrix based on the Institution Capacity Assessment (ICA) conducted in Year 1. A day-long working session with each sub-national institution was organized to review the matrix and the ICA findings to outline capacity development priorities. The ICA findings focused on three key areas: planning, budgeting, and oversight management. At the end of the sessions, a draft capacity improvement plan stating a clear timeline for training and mentoring was developed by the LGIs and the Activity.

During the quarter under review, the capacity development plan was finalized, with plans to begin training the LGIs in FY24Q2.



*LGIs in Margibi County at the capacity building working session at CynTheo Hall, Kakata city. Photo: WI*

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

To monitor the activities of the CWCs, the Activity introduced a recording system by distributing ledgers to each CWC to begin logging visitors. This is intended to monitor site visitors and the purpose of the visits. The CWCs leadership was mentored on setting up the ledgers and the significance of the requested information. The ledger will also serve as a recording mechanism for water users feedback and a reference for the CWCs to prepare reports.



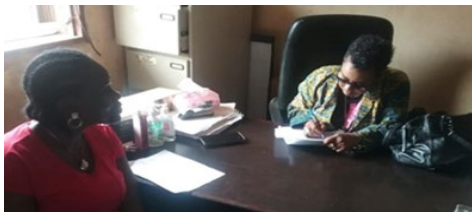
*CWC in Dolo's Town taken through the ledger system and its importance. Photo: WI*

During the reporting period, the bylaws and ToRs for CWCs in four intervention communities, namely Sarah Johnson Quarter – Gate 15, Yarnwuelleie, Baypolu, and Dolos' Town, were reviewed, validated, approved, and signed by the LGIs in the two counties. In Margibi County, the bylaws and ToRs for the CWCs were signed by Margibi County Attorney as a legal representative of the county, and the Kakata City Mayor signed on behalf of Margibi County. While in Montserrado County, the two instruments were signed by the County Development Superintendent, CWC chairman, and Sarah Johnson Quarter Town Chief. The Activity is working with the LGI to get the County Attorney to sign.

Prior to the signing of the CWC bylaws by the LGIs in the two locations, the Activity carried out a series of awareness both in the CWC communities and in the county administrative offices on the roles and responsibilities of the CWCs in the communities. To contribute towards the sustainability of WASH infrastructures in rural Montserrado and Margibi Counties, the Activity will provide continuous mentorship and coaching of the CWCs to make them more professional in WASH service regulation and monitoring in rural communities. Awareness creation meetings on CWC roles and responsibilities continued in the intervention communities. The four CWCs have a membership of 48 people (12 per community), and during this period, all the CWCs had regular scheduled meetings. The membership consists of women, youth representatives, and persons with special needs living in the four communities.

## 2.2.2 Objective 2: Equitable and Inclusive Water Service Delivery Improved and Expanded

### Sub-Objective 2.1: Professional and financially resilient water service delivery models adopted



*Margibi County Attorney signs CWC By-laws TOR. Photo: WI*

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

In FY24Q1, the Activity continued its engagements with the LGIs (Project Planners and WASH Coordinators) in both counties to jointly conduct a revalidation assessment of the previously selected communities and identify potential communities for the remaining 10 Phase two

intervention communities.

The selection of the 10 Phase Two communities was successfully completed, and the list was



submitted to USAID for review. The 10 Phase Two intervention communities in Montserrado are Morris's farm, Koons Town, Fendell Junction, Bassa Town community, Jah-Tondo town, and Worlakor. In Margibi, the intervention communities are Unification Town, Barclay farm, Needowein, Gwekpolosue, and Barclay Farm Community.



Water samples collected for testing from existing hand pump in Baypolu, Margibi County by the A-E firm. Photo: WI

The Activity through the A-E firm completed the feasibility and engineering studies in the four intervention communities. The Activity also conducted the Water Quality test for existing water systems (wells, handpumps, and borehole wells) in the four intervention communities to get some hands-on information on the contaminants found in those water systems at the proposed borehole locations. The detailed technical designs and BOQs for the proposed water supply systems in Phase One four intervention communities were concluded and submitted to USAID for review and approval.

### ***Task 2.1.2: Implement service provision improvement and management models***

To begin improved service provision and management, the Activity began working with the LGIs in both counties to negotiate for lands within the four intervention communities to construct the water supply systems as designed by the A&E Firm. The draft land waiver consent form was developed and shared with a legal law firm to review and make the necessary adjustments to provide a revised version to be used in the land negotiation for the water system in the four intervention communities.

The Activity plans to facilitate the LGIs to finalize the signing of the revised Land Consent Agreement with the landowners and community leaders within the four intervention communities in FY2024Q2.

### ***Task 2.1.3: Recognize and celebrate successes.***

*Activities under this task will be implemented beginning Quarter 4 per the approved Workplan.*

### **Sub-Objective 2.2: Water service providers have the capacity to manage water services**

#### ***Task 2.2.1: Build county capacity to monitor and backstop CWCs and WSPs***

*Activities under this task will be implemented in Quarter 4 per the approved Workplan.*

#### ***Task 2.2.2: Build private sector service provision capacity***

*Activities under this task will be implemented in Quarter 3 per the approved Workplan.*

#### ***Task 2.2.3: Provide capacity-building services to LWSC's local team, LGIs and WSPs in Robertsport, Sanniquellie, and Voinjama.***

During the reporting period, the Activity supported the LGIs (MIA, LWSC, and the County leadership) to hire the services of a legal law firm (Heritage Partner & Associates – HPA) to review and revise the draft O&M contract between the three LGIs and the private service providers. The LGIs jointly reviewed and provided feedback/comments on the draft O&M contract and MOU for all parties in the three cities (Sanniquellie, Robertsport, and Voinjama).

The Activity provided logistical support to the LGIs (MIA) to conduct a due diligence review of the potential WSPs in the three cities. The LGIs compiled the due diligence review report and submitted it to the Activity, which was reviewed, and feedback was provided to the LGIs.

The Activity provided logistical support to the LGIs (MIA) to share the draft management contract with the three counties and the private operators for review, after which it was submitted to the Public Procurement Concession Committee (PPCC) for final review and approval. The Activity further supported the LGIs (MIA) by hiring the services of an expeditor to obtain approvals from the Ministry of Justice (MOJ) and Ministry of Finance for these documents. Approvals were received, and the documents are expected to be signed in FY2024Q2.

### **Sub-Objective 2.3: Water Service Providers Incentivized to Extend Inclusive Services to Poor and Marginalized Households**

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

*Activities under this task will be implemented beginning Quarter 3 per the approved Workplan.*

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

*Activities under this task will be implemented beginning Quarter 3 per the approved Workplan.*

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

*Activities under this task will be implemented beginning Quarter 3 per the approved Workplan.*

### **2.2.3 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.**

***Task 3.1.1: Conduct formative research on water use behaviors.***

In FY24Q1, the Activity reviewed the key findings of the formative research report conducted by consultancy firm Melvin and Joel Group (M&J Group) to understand the determinants, motives, barriers to accessing safe drinking water, and touch points related to uptake and maintenance of key water use behaviors within the rural communities. The purpose of the review was to acquaint the Activity with the findings and solicit inputs, which further enriched the report's overall quality. The report findings on current water use behaviors in selected rural communities in Montserrado and Margibi counties were validated by partners, CSOs, government entities, and the LGIs.



*M&J presents Formative Research findings to the Activity team. Photo: WI*



Dr. Gautam facilitates the co-creation workshop at Corina Hotel. Photo: WI

A result of the Formative Research report was developing SBC's core creation and design scope of work, creative brief, and TOR for the creative team and SBC's strategy plan to inform SBC intervention. During the reporting period, the Activity held a 5-day co-creation workshop to design an evidence-based behavior change strategy and intervention

package to create social norms and promote behavior change on water use among the targeted population. WaterAid developed the Scope of Work for the workshop, a creative brief with a summary of the formative research findings, and the TOR for the creative team's work. Dr. Om Prasad Gautam, WaterAid's Senior WASH Manager – Hygiene, traveled to Liberia to co-facilitate the workshop with WaterAid Program Advisor, Ms. Babazile Bhembe, from December 11-15, 2023, at the Corina Hotel, Sinkor, Monrovia.

The workshop brought 35 participants from various ministries, agencies, and other sector stakeholders. Institutions that participated included the Ministry of Health (MOH), NPHIL, MPW, LGIs, CWCs, Breakthrough Action, Countywide Sanitation Activity (CWSA), Civil Society Organizations (CSOs). The two-phased workshop focused during the first two days on a SBC technical training, and the last three days centered on the creative process to design behavior change intervention package. Annex B provides the SBC Training and Co-creation Design Workshop Participant list.

To design an SBC strategy and campaign package, the Activity facilitated the hiring of professionals to augment the capacity of the MoH communication team to form an SBC creative team. The creative team members include three MoH personnel, a social designer, a scriptwriter, a graphic design artist, and the WaterAid SBC Specialist. The Activity will apply the knowledge gained from the workshop to complete the SBC strategies and campaign packages in FY24Q2.

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

*Activities under this task will be implemented in Quarter 2 per the approved Workplan.*

***Task 3.1.3: Increase water quality awareness.***

*Activities under this task will be implemented in Quarter 2 per the approved Workplan.*

**Sub-Objective 3.2: Financial, Social, And Physical Barriers to The Use of Basic Water Services Are Removed**

***Task 3.2.1: Develop approaches for inclusive local investment decisions.***

During the reporting period under review, the Activity drafted a willingness to pay for water service report using information from the formative research, household survey, GESI analysis, and other secondary reports focusing on Margibi and rural Montserrado water system user payment behavior. The draft report on the willingness to pay for water will be completed in quarter 2, and it will be used as guiding documentation to inform the setting of tariff structures for water within the target communities. The activity is key to ensuring inclusive water for all while at the same time ensuring that the water system will be self-sustainable and that WSPs will be able to generate revenue to operate the water system within the community.

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

*Activities under this task will be implemented in Quarter 4 per the approved Workplan.*

***Task 3.2.3: Implement advocacy campaigns.***

*Activities under this task will be implemented in Quarter 3 per the approved Workplan.*

**Sub-Objective 3.3: Participation of Women and Other Marginalized Groups in Decision Making Related To Water Access And Management Strengthened**

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

In Year 1, the Activity visited the intervention communities in the targeted counties (Montserrado and Margibi). One community in Montserrado County and two in Margibi County will be used to identify and map decision-making pathways and document community social norms and bylaws. During the reporting period, the Activity visited the remaining community (Yarnwuellie) on November 8, 2023.

During these visits, the Activity organized two focus group discussions with women groups and the CWC and interviewed a local leader. The exploration tool was administered to collect data through a mixed method involving respondents' views, reference group opinions, and their community perspective on cultural and social norms. The information collected will inform the development of strategies to increase women and marginalized people's participation in decision-making and advocate for improved water service delivery.



*Focus group discussion with women group in Baypolu town, Margibi*

In Yarnwuellie, it was documented that women are part of the elder board and occupy key positions such as chairlady, traditional midwives, and heads of women's associations. Women are also in decision-making roles relating to community laws, such as developing community rules and regulations around abusive language and conflicts.

The Activity also identified and mapped decision-making pathways in the water sector at county and community levels and identified leadership beliefs and social norms around the inclusion of women and marginalized groups that hinder participation. This work contributed to developing a roadmap for documenting social norms and laws, which will serve as guidance to operationalize and measure social norms as they relate to women's economic empowerment.

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

*Activities under this task will be implemented beginning Quarter 3 per the approved Workplan.*

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

*Activities under this task will be implemented in Quarter 2 per the approved Workplan.*

## 1.2 Implementation challenges

A major challenge during FY24Q1 implementation was the general and presidential elections followed by the run-off election that took place between October-November 2023. Many of the key Government officials were fully engaged with the political activities which made it almost impossible to get them to commit for meetings or activities implementation. Also, the anticipated transition of the entire governing structure after declaration of the election results impacted activities implementation.

## 1.3 Monitoring, Evaluation, and Learning Update

In year 2, the Activity introduced three new indicators, which include two F-indicators and one custom indicator, which will be reported quarterly, pending their approval.

- **GNDR-8:** “Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations.” This indicator will help the activity report on the training effort conducted for CWCs, LGIs, and the private sector as it relates to gender equality and female empowerment to ensure that the capacity of CWCs, LGIs, and the private sector is built for inclusive water service delivery.
- **PSE2:** “Number of private sector enterprises that engaged with the USG to support US Foreign Assistance objectives.” Considering that the activities will work greatly with the private sector, this indicator will clearly tell how the activity works with the private sector to support US Foreign Assistance objectives.
- **W16:** “Number of water service providers reporting downtime of water systems of less than 72 hours per incident within the activity intervention communities.” The idea behind this indicator is to ensure the Activity is monitoring and supporting WSPs to improve the water supply system within the community.

These indicators have been introduced to complement existing indicators and to help tell the story of how the Activity will support capacity building for inclusive water service delivery and private sector empowerment.

In addition to the indicators introduced, the Activity has also introduced routine site visit data collection tools that will be conducted during field visits by the MEL and Technical team to generate data to inform activity improvement. Data from the site visit will be discussed during monthly data review sessions, and findings will be shared in the quarterly report with the mission.

The Activity has also updated the AMELP to measure achievable output and outcomes for Year 2 implementation. Targets in the AMELP reflect activities in the Year 2 workplan.

# 4. INTEGRATION OF CROSSCUTTING ISSUES

## 2.1 Grants Under Contract

Following the approval of the Grants Under Contract Manual in October 2023, the Activity finalized the preparations for the first Annual Program Statement (APS) and obtained USAID’s

approval in the quarter. The APS was published in December 2023 and has attracted a significant number of interested organizations. By the end of December 2023, the Activity received more than 100 emails from interested applicants requesting the full APS package, and all have been provided with the full APS package. Two concept notes have been received by the end of the reporting quarter. The APS01 aimed to attract national and sub-national government institutions, CSOs, and for-profit organizations interested in implementing activities related to the three objectives of the Activity.

In the reporting quarter, the Activity has finalized preparations to conduct a pre-application conference that will take place on January 16, 2024.

## 2.2 Gender Equality and Female Empowerment

Building on the foundational activities in Year 1, the Activity worked with the LGIs to mainstream gender at the sub-national and community levels. The Activity worked with the LGIs and community to maintain 48% (female) to 52% (male) for membership of the CWCs within the four communities that were set up in Year 1. Except for Sarah Johnson Quarter—15 Gate, all the other communities have 50-50 representation. Extensive community engagements were conducted during the reporting period to document social norms and practices that serve as barriers to service delivery and the participation of women in decision-making at meetings and forums within the community. The Activity also ensures that other marginalized groups within the community are encouraged to participate in decision-making around water system management within the communities.

Also, the Activity participated in USAID’s Learning Event on Gender Equality and Women’s Empowerment as part of the 16 Days of Activism Against Gender-Based Violence campaign. Experts from the Ministry of Gender, Children, and Social Protection (MoGCSP), Liberia National Police/Women, and Children Protection Section, and the CSO working group on Gender-Based Violence all participated, and views were solicited to inform gender integration across USAID projects/activities.

## 2.3 Sustainability Mechanisms

At the heart of the Activity’s sustainability approach is the inclusion of LGIs and communities in implementing activities and the phase capacity-building approach that guides implementation. During the reporting period, the Activity continued its work with national and sub-national officials to lead/support the implementation of key activities like the participatory workshop, which identifies local structures for the implementation of water service delivery, the SBC co-creation workshop that reviewed findings from the formative research for the development of inclusive SBC packages. The national and sub-national level officials played a key role in the in-person and virtual exchange visits and the visioning workshop. These are the foundational activities for LGIs to envision water service delivery under a PPP arrangement.

The Activity will continue to work with national and sub-national officials by placing them in the driver’s seat in the implementation of activities over the next three years. This will be crucial for the sustainability of the gains that will be made beyond the life of the Activity.

## 2.4 Environmental Compliance

During the reporting period, the Activity, through the A-E firm, conducted the Environmental Social Impact Assessment (ESIA) in the Activity’s four (4) intervention communities. The ESIA report provides a detailed analysis of the proposed water system for the intervention communities related to the environmental, social, and health benefits that residents will experience. The report further provides an overview of the characteristics of the project area and activities to be undertaken, including the environmental compliance-related contractual requirements, and defines environmental mitigation and monitoring strategies.

## 6. LESSONS LEARNED

- Fostering collaboration and positive working relationship between Government institutions at national (e.g with LWSC, MIA and PPPC) and sub national level (County authorities) has the potential to build synergies and achieve the intended results in a cost effective way. The procurement of the new private sector operators to manage the three water treatment plants was a collaborative effort.
- Inclusion of key community members including elders, town-crier, landowners, influential persons, etc. in all discussions/decision-making at the community level is a critical success factor towards the sustainability of the interventions.

## 7. PLANNED ACTIVITIES FOR NEXT QUARTER INCLUDING UPCOMING EVENTS

Table 3: Priorities for Next Quarter (FY2024Q2)

Component	Key Priorities
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Objective 1	<ul style="list-style-type: none"> <li>● Support (through an STTA) NWASHC, MIA, MPW, and other relevant national policy holders to develop policy and regulatory briefs and implementation guidelines.</li> <li>● Through a PPP expert, review and provide recommendations on the existing PPP legal framework.</li> <li>● Provide technical assistance and in-kind grant to NWASHC to organize and conduct monthly sector coordination meetings.</li> <li>● Support the Bureau of Rural Water at MOPW to develop an annual backstop plan/schedule (includes regular calls and field visits) for supporting CWC and, when operationalized, the Department of Public Works and Utilities at the county level.</li> <li>● Work 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.</li> <li>● Provide technical assistance to the county to work with the county WASH coordinator to develop ToRs for the monthly meetings.</li> </ul>
Objective 2	<ul style="list-style-type: none"> <li>● Provide technical assistance and logistical support through in-kind grants to LGIs to map, identify, and select potential communities for water service delivery improvements.</li> <li>● Provide technical assistance and logistical support to the LGIs and CWCs to work with the community leaders in the Phase One intervention communities to sign consent forms, land use agreements, and other legal documents required for commencing construction activities.</li> <li>● Provide technical and logistical support to LGIs to negotiate and finalize the management contract agreement with the selected WSPs in the three cities.</li> <li>● Provide technical and logistical support to LGIs and LWSC to transition and turn over the water supply systems to private service providers.</li> <li>● Develop capacity of three counties' LGIs to assess capacity, develop, and implement capacity improvement plans to improve their contract management capacity.</li> <li>● Collaborate with business development service providers to support interested aspiring WSPs and incorporate inclusivity in business proposals and grant applications.</li> </ul>
Objective 3	<ul style="list-style-type: none"> <li>● Work with the LGIs to develop an MOU to document the relationship between the Activity, communities, and CSOs in the intervention communities.</li> <li>● Partner with stakeholders to develop, pilot test, and validate SBC intervention packages to drive water system sustainability within the intervention communities.</li> <li>● Support potential CSOs to co-create activities and improve grant applications.</li> <li>● Consolidate willingness to pay conclusions and recommendations from various Year 1 foundational research reports and present them to the AAC and LGIs.</li> <li>● Validate decision-making pathways in the water sector at the county and community levels and document community social norms and bylaws.</li> </ul>



	<ul style="list-style-type: none"> <li>• Provide technical and logistical support to the LGIs to develop and implement strategies to promote and involve women in decision-making processes at the county and community levels.</li> <li>• Collaborate with the LGIs and CWCs to develop complaints and feedback pathways for water service users and tools for tracking and documenting complaints and feedback.</li> </ul>
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Table 4: Events for Next Quarter

Event	Anticipated Date	Participants	Press Involvement (Yes/No)	USAID Representation (Yes/No)	Additional Information
Townhall meetings to validate potential water service delivery models by the community leadership, CWCs and water users in Phase One communities.	January 2024	LGIs, CWCs, community leadership, resident	No	Yes	
Conduct the Activity Advisory Committee (AAC) Quarterly Meeting for FY24Q1	February 2024	NWASHC, MIA, MPW, MOH, NPHIL, EPA, MME, LWSC, WASH Media Network, Private Sector	No	Yes	
Stakeholder engagement meetings.	January 2024	NWASHC, LGIs, CWCs, Community Leaders, Residents, CSOs, private sector, etc.	No	No	
SBC intervention package review meeting	February 2024		No	No	
Empowerment training with CWC on gender	March 2024		No	No	

**8. HOW IMPLEMENTING PARTNER HAS  
ADDRESSED COR COMMENTS FROM THE LAST  
QUARTERLY OR SEMI-ANNUAL REPORT**

*No outstanding COR comments from last quarterly report.*

# ANNEX A. PROGRESS SUMMARY

## PMP Indicator progress - USAID Standard Indicators and Project Custom Indicators

Indicator	Data Source (Reporting Frequency)	Baseline data		FY 2024		Quarterly Status – FY 2024				Annual Performance Achieved to Date	Comment(s)
		Year	Value	Annual Cumulative Planned target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
<b>Goal: Improved access to, use of, and sustainability of basic drinking water services in target counties</b>											
<b>W1:</b> Percent of targeted population with access to basic water services in target counties	Survey (Annually)	2023	Marg. 63% Mont. 42%	65%	0%	0	N/A	N/A	N/A	0%	W1 and W2 are annual indicators and will be measured during the annual household survey.
<b>W2:</b> Percent of households using basic water services	Survey (Annually)	2023	Marg. 46% Mont. 40%	48%	0%	0	N/A	N/A	N/A	0%	
<b>W3:</b> Percent of cost recovered for target WSPs	WSP records (Annually)	2022	0%	0%	0%	0	N/A	N/A	N/A	0%	No target was set for year 2. The target for this indicator will be set after the WSPs are onboarded and will be updated in the AMELP for year 3
<b>W15:</b> Collection-to-Operational Expenses (OpEx) Ratio for target WSPs	WSP records (Quarterly)	2022	0	0	0	0	N/A	N/A	N/A	0	
<b>Intermediate Result 1: Local government institutions to effectively plan, budget, and oversee water service delivery</b>											
<b>HL.8.3-3:</b> 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	OCA Scorecard, and records of improvement plan	2022	0	13	6	6	N/A	N/A	N/A	6	The activity provided capacity-building activities for the 2 LGs in Margibi and Montserrado counties and 4 CWCs, which include CWCs from Sarah Johnson Quarter, Yarnwuellie, Baypolu, and Dolos.
<b>W4:</b> Number of policies and regulations for water service delivery developed or improved and implemented	Local and national government, civil society, and private sector records	2022	0	20	4	4	N/A	N/A	N/A	4	During the reporting period the Activity develop bylaw for CWCs in 4 intervention community.
<b>HL.8.4-1:</b> Value of new funding mobilized to the water and sanitation sectors as a	Funders, and secondary sources such as internal	2022	0	\$ 20,000	\$ 4,140.40	\$ 4,140.	N/A	N/A	N/A	\$ 4,140.40	\$4,140.40 was mobilized to the water sector in the

result of USG assistance	Activity documentation, public and private sector financial records, media reports, and other sources.					40					3 cities through user fees / revenue generation.
<b>CBLD-9:</b> Percent of USG-assisted organizations with improved performance	Organizational Capacity Assessment; records of improvement plan	2022	0%	54%	0	0	N/A	N/A	N/A	0%	CBLD-9 is an annual indicator. At the end of year 2, the activity is projecting that 7 of the 13 institutions will experience capacity improvement in specific areas of their capacity support.
<b>W5:</b> Percent of planning, budgeting, and service oversight targets set in the performance improvement plan of CWTs that is achieved	Organizational Capacity Assessment Scorecard and records of improvement plan	2022	0%	30%	7%	7%	N/A	N/A	N/A	7%	The activity has started implementing the capacity improvement plan for LGIs in Margibi and Montserrado counties. 4 tasks out of 56, which account for 7%, were achieved from the plan implementation.
<b>W6:</b> Percent of County budget allocated to water services and infrastructure by LGIs in the targeted counties	Local government records and documentation	2022	0%	2%	0	0	N/A	N/A	N/A	0%	The activity is targeting that the LGIs will allocate 2% of its budget to water services and infrastructure.
<b>W7:</b> Percent of WSPs and CWCs that report receiving adequate monitoring support from the CWT	WSPs and CWCs Report	2022	0%	50%	0	0	N/A	N/A	N/A	0%	The activity is targeting 50% of the WSPs and CWCs will be effectively monitored by the CWT/LGIs during the reporting period.
<b>Intermediate Result 2: Equitable and inclusive water service delivery improved and expanded</b>											
<b>HL.8.1-1:</b> Number of people gaining access to basic drinking water service as a result of USG assistance	Construction report, Utility records and CWC, WSP Data, and surveys of households	2022	0	16,000	0	0	N/A	N/A	N/A	0	The activity will be constructing water systems in the 4 sites identified in year 1 of the project implementation which will provide access to basics water for about 16,000 people in the targeted intervention

											area.
<b>HL.8.1-3:</b> Number of people receiving improved service quality from an existing basic or safely managed drinking water service as a result of USG assistance	Utility records, Survey, and WSP Data	2022	0	30,000	0	0	N/A	N/A	N/A	0	The activity will be improving water systems for over 30,000 people in the 2 targeted counties. This improvement will be done under the GUC which is planned to start in FY2024Q3.
<b>W8:</b> Percent of users who are female or from marginalized groups reporting year-round reliable access to basic services	Water users in targeted communities.	2022	0%	40%	0	0	N/A	N/A	N/A	0%	W8 is an annual indicator and will be measured during the annual household survey.
<b>W9:</b> Percent of water users reporting year-round reliable access to basic water services, with a downtime of water systems of less than 30 days	Water users in targeted communities	2022	33%	41%	0	0	N/A	N/A	N/A	0%	W9 is an annual indicator and will be measured during the annual household survey
<b>W10:</b> Number of WSPs assisted with technical, business capacity, or access to finance	Activity records	2022	0	7	0	0	N/A	N/A	N/A	0	The activity will provide technical, business capacity, or access to finance support to 7 WSPs which include the WSPs that will be managing the water system in the 4-intervention site, and the 3 that will be managing the water system in the 3 cities.
<b>W11:</b> Number of PPPs established for water services provision	WSP and Activity records	2022	0	7	0	0	N/A	N/A	N/A	0	The activity will establish 4 PPPs in Margibi and rural Montserrado and 3 PPPs in the three cities. The PPPs in the 3 cities will be reported as completed after the signing of the MOU in quarter 2, and addition 4 will be reported after the construction of the water systems in communities

												that were identified in year one and the onboarding of the WSPs.
<b>PSE2:</b> Number of private sector enterprises that engaged with the USG to support U.S. Foreign Assistance objectives		2024	0	17	12	12	N/A	N/A	N/A	12		The activity engaged with 9 private sector enterprise in an in-person and virtual exchange visit and PPP visioning workshop to recommend and design a PPPs service delivery model
<b>WI6:</b> Number of water service providers reporting downtime of water systems of less than 72 hours per incident within the activity intervention communities.		2024	0	4	0	0	N/A	N/A	N/A	0		The activity will monitor the downtime of water system for less than 72 hours per incident in the 4-intervention site. This indicator will be reported after the water system is constructed in the 4 sites identified in year 1.
<b>Intermediate Result 3: Uptake and maintenance of key water use behaviors among households increased</b>												
<b>WI2:</b> Percent of targeted population reporting paying regularly for basic water services	Targeted population	2022	13%	10%	0	0	N/A	N/A	N/A	0		WI2 is an annual indicator and will be measured during the annual household survey.
<b>WI3:</b> Percent of members of CWCs involved in decision-making related to water access and management who are women or from other marginalized groups	Attendance records	2022	0%	40%	48%	48%	N/A	N/A	N/A	48%		During the reporting period, 48% of CWCs are involved in decision-making related to water access and management who are women..
<b>WI4:</b> 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	Compliant form, public records and meeting registers	2022	0%	20%	0	0	N/A	N/A	N/A	0%		This indicator will be reported before and after the construction of water system in the 4 sites identified in year 1 of the project implementation.
<b>GNDR-8:</b> Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations	Attendance records	2023	0	64	0	0	N/A	N/A	N/A	0		

## ANNEX F. Visioning Workshop Questions and Responses by LGIs and Private Sector Actors

No.	Questions & Responses
<b>Local Government Institutions (LGIs) from Rural Montserrado &amp; Margibi Counties</b>	
1.	<p>What have you learned from the In-person site visit and the virtual exchange visit?</p> <ul style="list-style-type: none"> <li>• During our visit to the Peace Island community, we observed that the Public Private Partnership is workable.</li> <li>• We also observed that the introduction of the coins/tokens made the system more reliable.</li> <li>• Local communities are taking ownership of the facilities.</li> <li>• Places where the local leadership in the communities took ownership and set up systems are up and running (functional).</li> </ul>
2.	<p>Which site/model do you think is successful and can be replicable in Liberia, and why?</p> <ul style="list-style-type: none"> <li>• The Peace Island model is the most successful system.</li> <li>• There is a structure put in place at the community leadership to the Project Management Committee (PMC) and the Community Based Enterprise (CBE).</li> <li>• Household connection has proven to be the easiest way of revenue generation due to the introduction of the meter system.</li> </ul>
3.	<p>For the Unsuccessful site/model (Like Dolo's Town), what do you think went wrong?</p> <ul style="list-style-type: none"> <li>• The local leadership and community did not take ownership of the water system.</li> <li>• The one-year and six-month free water service that OXFAM provided to the community dwellers was a major cause of the water system failure.</li> <li>• There was no managerial and operational system put in place by the operators or CBEs.</li> </ul>
4.	<p>What do you think could be done differently to avoid system failure?</p> <ul style="list-style-type: none"> <li>• There's a need to put a proper system in place and the community leadership and dwellers need to take ownership of the water facility.</li> <li>• A structured policy system needs to be put in place for the sustainability of the water system.</li> <li>• Introduction of household connection to increase revenue generation.</li> </ul>
<b>Private Sector Institutions</b>	
1.	<p>What have you learned from the In-person site visit and the virtual exchange visit?</p> <ul style="list-style-type: none"> <li>• Poor maintenance of water facilities</li> <li>• Community dwellers/residents have the mindset that water should be provided for free.</li> <li>• Low water sales due to free water given to landowners at the water points (kiosks).</li> <li>• Lack of accountability from the managers of the system (sales and expenditure)</li> <li>• Well-organized financial (management structure)</li> <li>• Government intervention (Subsidies)</li> <li>• Provided insight into community behavior, government responsibility and existing structure of management.</li> </ul>
2.	<p>Which site/model do you think is successful and can be replicable in Liberia, and why?</p> <ul style="list-style-type: none"> <li>• Benville community in Kakata city has a good water system, but the community management lacks accountability and proper administrative ability.</li> <li>• Public Private Partnership (PPP) to ensure adequate maintenance and sustainability.</li> </ul>

3.	For the Unsuccessful site/model (Like Dolo's Town), what do you think went wrong?
	<ul style="list-style-type: none"> <li>• Their procurement process was not transparent and well organized.</li> <li>• The operators could not properly manage the water system.</li> <li>• Poor infrastructure</li> <li>• Poor financial management system</li> <li>• Sustainability of the land and local government overshadowed (PPP) team to take ownership.</li> </ul>
4.	What do you think could be done differently to avoid system failure?
	<ul style="list-style-type: none"> <li>• Adequate, transparent and a well-organized procurement process.</li> <li>• Good structured financial management framework.</li> <li>• Well defined policy and prioritize PPP.</li> <li>• Outsource the management and operation of the water system/facility to a reputable and professional business/operator.</li> </ul>



## ANNEX E. Success Story

### Increase Local Government Capacity in Procurement Management for Water Service

In Year One, the USAID Improved Access to Safe Drinking Water in Liberia Activity (The Activity) encountered a growing necessity to shift the management of the three cities' water treatment plants (WTPs) from interim government control to private operators. In response to a request from local governments in Grand Cape Mount, Lofa, and Nimba counties, The Activity embarked on capacity-building initiatives to enhance the counties' proficiency in bid evaluation and procurement processes for water service provision. These counties identified a notable



capacity gap, recognizing that it could impede their ability to thoroughly assess bid documents and choose suitable private operators to efficiently manage the three cities' WTPs. Superintendent William Tamba Kamba of Lofa County emphasized this need, stating, "We are advocating for the involvement of private companies to come in and manage these systems, but we need training in the procurement process for water service provision."

To address this challenge, the Activity collaborated closely with the Ministry of Internal Affairs (MIA) and played a key role in formulating the Request for Proposals (RFPs). These RFPs served as instrumental tools in mentoring and coaching county officials, offering guidance in proposal development and best practices in evaluation, marking a significant step in the phased capacity-building approach. Following this capacity-building initiative, a learning tour was organized, bringing together 12 local government officials and potential bidders to visit the three WTPs. The tour aimed to provide firsthand exposure to the technical components outlined in the RFP, fostering a clearer understanding among participants. Supported by the Activity, the local government officials,



Figure 1 Pre Bid meeting and Training of the Procurement Management Committee team members in Sanniquellie

particularly the procurement committees of the three counties, led the tour, delving into discussions about the various system components and their relevance to proposal development. This interactive session allowed them to address concerns and respond to inquiries from potential bidders. Expressing appreciation during the tour, the Nimba County Procurement Director remarked, "Providing us with these procurement skills for water service provision is an added knowledge for me as a person because it will put me in the position to serve as a reference when water service

delivery is extended to other counties...”

As FY2024 Q1 concluded, the procurement committees of the three counties achieved a milestone by effectively scrutinizing and identifying the three most qualified and responsive bidders for each of the three cities (Robertsport, Voinjama, and Sanniquellie) to serve as private operators of the WTP. This successful vetting process represents a significant progression in the journey to transition the management of the three WTPs from the interim county management team to competent private operators, ensuring these systems’ sustainable operation and management.