

**The European Union's Water Supply and Sanitation Sector Reform
Programme Phase II for the Federal Republic of Nigeria**

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TA for Implementation of the
Water Supply and Sanitation Sector Reform
Programme,
Phase II (WSSSRP II)**

Final Report

September 2017



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Acronyms used in this report.

AFD	Agence Française de Développement
CA	Contracting Authority
CLTS	Community Led Total Sanitation
CSF	Catchment Stakeholder Forum
CSP	Country Support Programme (EU)
DfID	Department for International Development
EDF	European Development Fund
EPA	Environmental Protection Agency
EU	European Union
FEC	Federal Executive Council (Nigeria)
FGN	Federal Government of Nigeria
FMWR	Federal Ministry of Water Resources (Nigeria)
HJKY	Hadejia Jama'are Komadugu Yobe
HoA	House of Assembly (Nigeria)
IAWG	Inter Agency Working Group
IDB	Islamic Development Bank
IEC	Information Education Communication
IPE	Institutional and Policy Expert
IWRM	Integrated Water Resource Management
JV	Joint Venture
LGA	Local Government Area
LGTF	Local Government Task Force on Sanitation
LogFrame	Logical Framework Matrix
M&E	Monitoring and Evaluation
MBNP	Ministry of Budget And National Planning
MDA	Ministry Department and Agency
MDG	Millennium Development Goal
MTEF	Medium Term Expenditure Framework
MTR	Mid-term Review
MTSS	Medium Term Sector Strategy
NAO	National Authorising Officer
NDSP	Niger Delta support Programme
NGO	Non-Government Organisation
NIP	National Indicative Programme (EU)
NIWRMC	Nigerian Integrated Water Resource Management Commission
ODF	Open Defecation Free
PIA	Programme Implementing Agency
PRA	Programme Recipient Agency
PRS	Planning Research and Statistics
PSP	Private Sector Participation
ROM	Results Oriented Monitoring
RUWASA	Rural Water and Sanitation Agency
RUWESA	Rural Water and Environmental Sanitation Agency
SCMO	State Community Management Organisation
SPARC	State Partnership for Accountability, Responsiveness and Capability
STOWA	Small Town Water & Sanitation Agency
STU	Small Towns Unit
SWAp	Sector-Wide Approach
TAT	Technical Assistance Team
TATL	Technical Assistance Team Leader

UNICEF	United Nations Children's Fund
UWAHC	Urban Water Asset Holding Corporation
VHP	Village Health Practitioner
WASH	Water, Sanitation and Hygiene
WASHIMS	Water Sanitation and Hygiene Information Management System
WCCF	Water Consumer Consultative Forum
WCA	Water Consumer Association
WSPSPN	Water and Sanitation Private Service Provider Network
WSSRP	Water and Sanitation Sector Reform Programme
YSWC	Yobe State Water Corporation

Executive Summary

WSSSRP II Background

The first Water and Sanitation Sector Reform Programme (WSSSRP I) ran from 2005 to 2011 and was funded to a total value of €121.4 million with €87million provided by the European Development Fund.

WSSSRP II started in March 2013 and the reform component was completed in May 2017. The total funding commitment was €94million of which €80million was provided as a grant from the EDF. A Mid-Term Review reported in July 2014 and as a result a two year extension was given to the TA contract up to May 2017. A two month no-cost extension was agreed to allow supervision support only to be provided to the PIAs so the final date for the Atkins JV contract closure was 17th July 2017. A contract for works supervision only, was then let to another contractor to allow works to be completed. WSSSRP II is expected to fully complete in late 2018.

Implementation

WSSSRP II was implemented through a service contract let by the Ministry of Budget and National Planning (MBNP – formerly the National Planning Commission (NPC)) to a WS Atkins International led JV with UK partners ITAD and Nigerian partners Enplan. The rural component of the programme was implemented by UNICEF through a contribution agreement.

A team of 16 key experts were engaged and embedded in the state water departments and in the Federal Ministry of Water Resources together with the TA Team Leader. Short-term technical support was provided in a range of disciplines by a team of international and national experts. Support to beneficiary communities was provided by a team of Community Mobilisers. A co-ordinating office was established in Abuja for the duration of the Programme.

Facilitation of the water and sanitation sector reform process was at the heart of the Programme and supported the establishment of appropriate financial and technical components of the sector.

The NAO and state PIAs were assisted with the procurement of works contracts for small-town water supply rehabilitation and improvement works as well as improvements to operation and maintenance systems. There was strong emphasis on community involvement through the establishment of WCAs and the adoption of CLTS.

Regular contact was maintained with the Contracting Authority and EU Delegation mainly through the TATL and also through backstopping activities from the Atkins PM. The TATL also made regular visits to the participating states so far as security concerns permitted.

Objectives and Achievements

The overall objective of WSSSRP II was to contribute to poverty reduction, sustainable development and the achievement of water-related Millennium Development Goals.

The specific objectives were to increase access to safe, adequate and sustainable water, sanitation and hygiene services delivery in the urban and small towns of six participating states. The specific objectives were sub-divided into four Programme Objectives with a number of results expected under each objective. These are shown below with a summary of achievements in italics under each expected result

- 1) To improve water policy and institutional framework at federal level.
 - 1a) National Water Resources Bill is enacted and implemented.
 - *Draft bill delivered in 2016*
 - *Approval by the Federal Executive Council (FEC). Awaiting its turn in the enactment queue*
 - 1b) Water resources are managed in accordance with integrated water resources management principles.
 - *Development of an IWRM based policy document*
 - *Support to the development of a Catchment Stakeholder Forum, National Water Resources Policy Dialogue*
 - *Support to the development of the Western Littoral Catchment Management Office*
 - *Support to development of NIWRMC strategy*
 - 1c) A national monitoring and evaluation system is established in the FMWR.
 - *Development of a national M&E framework*
 - *M&E indicators incorporated into WASHIMS*
 - *New M&E processes institutionalised in FMWR and sister EU funded projects NDSP and WSSSRP III.*
- 2) To improve the water policy and institutional framework in six states.
 - 2a) State water law is enacted and implemented.
 - *State water laws signed in Anambra and Osun while the process is well advanced in the remaining four states*
 - 2b) Sector institutions are structured in accordance with the state water law.
 - *Considerable progress in all six states on institutional structures consistent with the new water legislation*
 - 2c) Budget for sector institutions to fulfil their mandate is secured
 - *Variable progress according to political constraints*
 - *MTEF development in three states.*
 - *SWAp strategy development in one state.*
 - *Development of ten year water masterplan in one state.*
 - 2d) States adopt IWRM principles in water resources management
 - *Considerable progress in all states*
 - *IWRM coalitions and committees established in five states*
 - 2e) Strategy for PSP in WSSS service delivery is developed and implemented
 - *Detailed review of PSP prospects for all states.*
 - *PSP strategies developed in two states and PSP model in one state.*
 - *PSP network developed in one state.*
 - 2f) Regular sector monitoring and review is institutionalised
 - *Considerable improvement across all states with institutionalisation of M&E.*

3) To support urban and small towns water institutions on the six states to deliver sustainable water supply service

3a) Management and financial viability of urban institutions is improved

- *Creation of an enabling environment in all states.*
- *Variable success between states with financial modelling developed in two states and progress in the other four states.*

3b) Urban waterworks are rehabilitated and improved

- *Schemes identified and tender documents prepared for all states.*
- *Works contracts launched in two states and four others imminent at the end of the contract period.*
- *Successful transfer of supervision support responsibilities to new TA service contract provider.*

3c) Existing non-functional water supply schemes in small towns are rehabilitated and new water supply schemes constructed

- *As for 3b*

3d) Strategy for community management of water supply facilities in small towns is developed and implemented

- *Good progress in all states.*
- *WCAs formed in all states equipped to take on management of schemes.*
- *Extensive WCA training delivered.*

3e) CLTS piloted and implemented in small towns and urban areas

- *Extensive CLTS preparatory work in communities*
- *CLTS introduced in five states to a variable extent*

4) To support rural water and sanitation institutions in the six states to deliver sustainable water supply and sanitation services. (UNICEF in rural areas)

4a) LGA WASH units are upgraded as departments and strengthened to implement rural WSS programmes.

- *Assisted UNICEF to develop WASH in all states.*

4b) Existing non-functional water schemes are rehabilitated and new ones constructed in rural communities.

- *Exclusively UNICEF*

4c) Access to improved sanitation and hygiene promotion services in small towns and rural communities is increased.

- *Exclusively UNICEF*

4d) A state level M&E system linked to the national systems is established

- *Implemented under Objective 1c above.*

Achievements in Relation to Service

Service 1 Programme Management

- Provision of fully staffed TAT in accordance with the ToR as shown below.

Position	Budget months	Utilised months	% used
Team Co-ordinator	834	814	98%
Institutional and Policy Experts	7411	7217	97%
Water and Sanitation Experts	5540	5540	100%
Short Term International Level 1	987	682	69%
Short Term National Level 1	2774	2089	75%
Short Term National Level 2	4609	4216	91%

- Inputs were fully reported and covered a) knowledge transfer and capacity building to government staff, b) introduction of new procedures c) support to communities and establishment of WCAs in all states d) support to the CA on tender documentation and letting of contracts e) promotion of programme visibility at both state and national level.
- Provision of secretariat and administrative support through Enplan Abuja office.

Service 2 Facilitation of the Water Supply and Sanitation Sector Reform Process

- National Water Resources Bill ready for enactment by the National Assembly.
- The National Water Resources Policy was rewritten and adopted by FMWR.
- Federal M&E framework finalised.
- Assisted states in reviewing state water laws, policies and institutional needs.
- Assisted states in preparing MTEF budgets multi-year action plans.
- Supported PSP in state water sector activities.
- Promoted SWAp in state WSS planning, resourcing and governance.
- Supported state WSS stakeholders to expand and enhance their technical and administrative skills through training and capacity building.

Service 3 Implementation of Projects in Urban Areas and Small Towns

- Assisted WSS agencies identify schemes and prepared tender documents.
- Supported the NAO and PIAs to procure works contracts.
- Supervision support services for those contracts.
- Community sensitisation and mobilisation in all states.
- Established and trained WCAs in WSS management and works programmes.
- Promoted CLTS and supported communities towards ODF certification.
- Supported PIAs to complete asset registers for water and sanitation facilities.
- Produced and disseminated guidelines and training manuals for WCAs.

Service 4 Information Processing and Monitoring

- Updated the Logical Framework Matrix.
- Supported implement benchmarking system to improve service delivery.
- Liaised regularly with UNICEF to ensure consistency across WSSSRP II.
- Provided support requested by the NAO and the EU Delegation.
- Provided regular progress reports to the NAO and EUD.
- Facilitated and participated in both state and national stakeholder forums.
- Maintained detailed records of all programme activities.
- Established and maintained a [programme website](#).
- Supported the national and state M&E framework activities.

Service 5 Co-ordination

- Close liaison with UNICEF for community mobilisation and WASH activities.

- Coordinated all state activities with stakeholders.
- Participated in and contributed to all relevant WSS stakeholder forums.

1 Introduction and Background

1.1 Introduction

This Final Report for the reform activities of WSSSRP II is prescribed in the ToR to be a short description of achievements including problems encountered and recommendations.

Immediately following this introduction the background to the Programme is shown in Section 1.2.

Section 2 describes Programme implementation under the headings:

- Main activities
- Programme management
- Technical management
- Exit strategy
- Problems encountered.

Section 3 discusses the Programme's objectives and achievements under each of the four objectives provided in the ToR.

- Objective 1: To improve water policy and institutional framework at federal level.
- Objective 2: To improve the water policy and institutional framework in six states.
- Objective 3: To support urban and small towns water institutions on the six states to deliver sustainable water supply service
- Objective 4: To support rural water and sanitation institutions in the six states to deliver sustainable water supply and sanitation services. (UNICEF in rural areas)

Section 4 discusses achievements under the five services specified in the ToR.

These are:

- Service 1: Project Management
- Service 2: Facilitation of the Water Supply and Sanitation Sector Reform Process
- Service 3: Implementation of Projects in Urban Areas and Small Towns
- Service 4: Information Processing and Monitoring
- Service 5: Co-ordination

The Logical Framework for the Programme appears in the Appendix.

A principle focus of the report is to show the achievements that have been made during the 52 months of activity. The EU has requested that these should be shown under both the Programme's four main objectives as well as under the five main services provided. While this is a useful approach for assessing the effectiveness of the Programme it results in a certain amount of repetition of achievements in Section 4 which may have already been mentioned in Section 3.

1.2 Programme Background

In December 2004, the European Union Nigeria Delegation agreed with the Federal Government of Nigeria to launch WSSSRP I at a total cost of €119.63 million with the EDF (EU) providing €87 million. The Financing Agreement was signed in December 2004 and the programme started in June 2005. The operational phase was originally intended to be complete by July 2010 but was eventually extended to July 2011.

The final evaluation report of WSSSRP I was produced nearly two years later in April 2013 and it identified the organisational and management structures of the Programme as having considerably reduced the efficiency of the first phase of WSSSRP. The Programme Estimate modality was considered problematic at all levels of the Programme and not well suited to the Nigerian context. It was also noted that the EUD and NAO appeared to have been under-staffed in relation to the administrative, technical and financial management demands of the substantial CSP/NIP water sector interventions under the 9th and 10th EDF.

WSSSRP II was originally formulated in March 2011 (before the final evaluation of WSSSRP I) but the Financing Agreement was only signed in June 2013. The formulation exercise considered that to improve the efficiency, and ultimately the effectiveness of donor intervention at the State and Federal levels, a delegation agreement should be concluded with Agence Française de Développement (AFD). A total budget of €47.7M was proposed for a service delivery package including both short and long term technical assistance, material and technical equipment procurement and the awarding of grants to the state water agencies for the contracting of water and sanitation works as necessary. AFD had an existing presence in Nigeria with numerous projects including several in the water sector. Being a not-for-profit organisation AFD would have been able to allocate more funds to the service delivery component of the programme than a commercial operator who would need to retain a profit margin.

Between March 2011 and June 2013, the decision was made to eschew the AFD option and to replicate the management system used for WSSSRP I for the implementation of WSSSRP II with only a few changes. The major change from WSSSRP I was that the TAT was embedded in the state and federal institutions to enhance ownership and sustainability of the reform process.

Preparation for WSSSRP II commenced in October 2012 with an Interim Technical Assistance team engaged to reactivate the original programme structure in the six focal States. Due to the hiatus in implementation between the end of WSSSRP I and the commencement of WSSSRP II it was discovered that the new programme would have to establish itself largely from scratch due to the dispersal of original programme staff and a significant loss of continuity in technical and administrative expertise.

WSSSRP II commenced in March 2013 with a two-year Service Contract for the Technical Assistance component of the programme. A two-month interim extension was agreed in 2015 and subsequently, following the recommendations of the Mid-Term Review (and as envisaged in the ToR), a two-year extension to the Service Contract was concluded for completion in May 2017. The full duration of the reform programme was therefore fifty months concluding on 17 May 2017. The contract was further extended to 17 July 2017 to facilitate handover to the works supervision consultants appointed under a separate contract in June 2017.

As mentioned above a Mid-Term Review reported in July 2014 and a ROM report was prepared in March 2016. All observations from these external reviews were noted and recommendations accepted.

During the tenure of the Programme significant changes have taken place in the staffing and organisation of the government departments involved in implementation. These changes have had mixed effects on the achievement of the overall Programme goals. Both the economic and political environments have undergone significant changes which have affected the implementation of the original work programme.

2 Implementation

2.1 Main Activities

The WSSSRP II contract was implemented in accordance with the ToR and consultants' methodology proposed at tendering. These had been developed from the WSSSRPI programme and the recommendations of the subsequent Final Evaluation.

Sixteen Key Experts were deployed on a full-time basis and comprising a TA Team Leader (TATL), two Institutional and Policy (IPEs) experts based in the FMWR in Abuja and one IPE and one Water and Sanitation Engineer in each of six states. The Key Experts were embedded in the state and national water organisations.

A team of short-term experts covering a range of disciplines were fielded during the programme usually with an international expert providing guidance and direction during short visits to Nigeria while field work was undertaken by the national experts. Most of the Key Experts and the majority of the short-term TA had had at least some involvement in WSSSRP I. State community mobilisers also engaged on a one per state basis. Despite the recommendations of the MTR that these inputs should be on a full-time basis the contracting authority was not prepared to approve the inputs for these staff on anything other than an intermittent basis.

Project management focused on establishing an enabling and encouraging environment for the reforms to take place at all levels. IPEs established strong working relationships with the Programme Implementing Agencies (PIAs) to encourage active ownership and commitment to the sustainability of the reform process.

Facilitation of the water and sanitation sector reform process was at the heart of the project and was focused on the promotion of the legislative process (water laws and policy) and support to the establishment of appropriate financial and technical aspects of the sector. These institutional components included promoting sound IWRM and M&E principals, improving planning and budgeting through the development of MTEF and action plans as well as addressing issues such as private sector involvement and WSS investment planning.

The Programme assisted the NAO and the State PIAs to procure works contracts for small-town water rehabilitation and improvement works and some works supervision support was provided to the PIAs although this aspect of the programme was largely covered by a subsequent independent TA contract let after the completion of the reform programme.

Additionally, the State TATs supported the relevant organisations in improving the operation and maintenance of water and sanitation facilities through study and training courses. An important aspect of this work enabled communities to be more effective in their involvement with water and sanitation facilities through the establishment of WCAs and the adoption of CLTS in the LGAs. Community mobilisation and capacity building were identified as critical aspects for the long-term sustainability of water and sanitation infrastructures throughout the target areas.

Regular contact with the Contracting Authority and the EU Delegation maintained strong lines of communication and provided a clear path for interaction and dialogue. As mentioned above adjustments were made to the programme as a result of the MTR and ROM reports produced during the Programme. Significant amongst was a slight modification to the original Logical Framework which was intended to improve programme management through the improvement of indicators and sources of information.

2.2 Programme Management

WSSSRP II was managed under a joint venture agreement between WS Atkins (UK), ITAD UK and Enplan of Nigeria. The Programme Manager provided backstopping and was based in the UK but visiting the Programme on a regular basis, usually once every six months. The local administration of Programme logistics and activities was managed by the Team Leader with the support of the Enplan staff and facilities.

The six State Technical Assistance Teams (TATs) and the Abuja based Federal TAT were provided with technical direction, supported and coordinated by the TATL and Enplan through the provision of financial, administrative and logistical services. The latter included the provision of vehicles and equipment, organisation of all transport and security and the management of programme funds. Enplan also provided administrative support for Abuja based workshops. Enplan's services enabled implementation of the programme to commence promptly and to be sustained seamlessly throughout the 52 month tenure.

The TATL made regular visits to the six participating states in support of the TA activities and in so doing was able to provide coordination and ensure coherence and consistency across the Programme.

Periodic and specific reports were prepared both at state and federal level and these were administered from the Enplan office in Abuja and presented to the various stakeholders as and when necessary.

Programme management in Abuja liaised closely with both the Contracting Authority through the office of the National Authorising Officer and the European Union Delegation through the designated Programme Officer. This ensured compliance with the Service Contract ToR and promoted the best interests of Programme stakeholders.

2.3 Technical Management

WSSSRP II incorporates human, financial and material resources that required close monitoring, evaluation and management to achieve the best outcome for the Programme. The Abuja based management team were responsible for ensuring the TATs both in the six participating states and at federal level were supplied with the various inputs they needed to complete their task satisfactorily.

The TATL was responsible for monitoring Programme activities and ensuring the specified results were achieved on time. This involved the preparation and authorisation of monthly work plans for the seven teams and the provision of all the logistical inputs necessary to achieve the various outputs. With the administrative facilities available, the management team was able to ensure that all activities were completed according to plan and that the best possible outcome was achieved using Programme resources.

Staff performance was monitored and assessed by mentoring and adjustments made at regular intervals to ensure the best possible team performance.

The TATL liaised regularly with the Contracting Authority Programme Officer to encourage the smoothest possible administration of Programme paperwork.

Regular team meetings were held in Abuja at which all state and federal TAT members were present. Contracting Authority and EU Delegation staff were invited and meetings proved effective in providing Programme coherence and coordination by allowing state based TA to exchange ideas and experiences in order to enhance collective output.

Responsibility for the overall financial management of the programme was vested in the Programme Manager in the UK but the logistics necessary to inform the accounts

was coordinated from the Abuja office. The six-monthly accounting process was facilitated by the administration section of Enplan and delivered directly to the Contracting Authority.

The Abuja office was responsible for the overall security of the programme staff and maintained security assessments for each state. This worked well and a presence was maintained in Damaturu, Yobe State throughout the Programme at times of major civil unrest. No significant security incidents involving Programme staff occurred during implementation.

2.4 Exit Strategy

At the Programme meeting held in Abuja in January 2017 an exit strategy was developed which was intended to inform and direct Programme activities over the final six-month period of implementation. The exit strategy involved three aspects of Programme implementation which were focused on achieving the best possible sustainable results for the entire 52 months of coordinated effort.

The TATs were tasked with identifying the major successes of the Programme and then focusing efforts on consolidating those successes wherever possible. The third aspect of the exit strategy was to focus on enhancing the sustainability of those successes to the long-term benefit of all programme beneficiaries.

It was decided not to initiate any new activities which could not be completed and consolidated within the remaining period of Programme.

After the January 2017 team meeting, each TAT ensured that their work programmes complied with the requirements of the exit strategy and their collective team efforts would thereby be entrenched in the host communities and relevant Programme stakeholders.

At management level the Programme website (wsssrp.org) was enhanced with the latest news and reports on programme activities and achievements. Additional information was provided by each TAT to illustrate their various successes and to provide all interested parties with easy access to the programme aims and activities.

2.5 Problems encountered

Despite all the careful planning and preparations made from the outset the Programme was always subject to external influences which were outside of its control. Significant among these were the political and administrative changes that took place when the new government came to power in April 2015, the security situation in parts of the country and a shortage of national funding due to the loss of national oil revenue.

The appointment and movement of local and national government officials at regular intervals during implementation affected the progress made on individual issues depending on the level of understanding and commitment shown by each official. The loss of continuity and consistency in some situations caused unavoidable difficulties for smooth Programme implementation. This was most keenly felt at the time when the National Planning Commission (NPC) was restructured to become the Ministry of Budget and National Planning (MBNP). Several senior staff changes were made and the new personalities and new operational procedures took some time to be assimilated into the system.

The management of the TA service contract through the Contracting Authority housed in the MBNP (formerly the NPC) presented the TAT with logistical and administrative difficulties which were not always effectively resolved. As was noted in

the final evaluation of the WSSSRP I ¹ neither the CA nor the EUD was ideally resourced to manage a commercial operation which required prompt decisions and actions to be taken on a regular basis. The prompt processing of many documents and the execution of applicable administrative procedures required a well-resourced system to be in place which was not the case either in the office of the CA or the EUD. With the NAO's office being part of a larger organisation, all correspondence with the NAO was required to go through a lengthy processing and vetting system involving several stages from the Minister down to the registry department. The resulting documentation processing time was frequently extended beyond what was needed to enable Programme activities to keep to proposed timetables.

The works contracting process was delayed initially due to the endemic financial problems within all state governments which inhibited their abilities to allocate funds to the counterpart accounts. The pressure on the state budgets from all sides crippled the normal processes of financial planning and fiscal discipline. Internal political pressure on the state coffers relegated the water sector to low priority in many states. Once the funding was secured the contracting procedures were then subject to difficulties whereby eligibility and compliance with EU rules and regulations were difficult resulting in failed tenders and the need to negotiate new contracts with some tenderers. The delay in awarding works contracts meant that a new contract had to be awarded for supervision of the works programme after the end of the reform programme in May 2017.

The continuing security situation in Jigawa and Yobe meant that field work was restricted on many occasions. The security threat in Yobe was such that the Team Leader was not permitted to visit the state at any time during the Programme's tenure.

¹ Para 4 Page 9 - Final Evaluation of WSSSRP I (8 April 2013)

3 Objectives and Achievements

3.1 Introduction

After four years of reform activities significant progress has been made in reforming the water and sanitation sector in the six focal states. The legal and institutional environments have both been substantially influenced by the Programme and the states are largely in a good position to maintain steady progress towards a more effective and efficient water supply service delivery.

The original intention of using additional funding to implement works programmes in all six states during the tenure of the reform programme was not realised due to financial constraints on the state governments which prevented them allocating the required counterpart funding in a timely manner. By the end of the reform programme only two states (Osun and Anambra) had works contracts in place. Similar contracts in the other four states were anticipated to start immediately after the closure of the reform programme.

3.2 Overall objective: To contribute to poverty reduction, sustainable development and the achievement of water-related MDGs.

A considerable positive contribution has been made at both federal and state levels in addressing the issues constraining sector institutions in their ability to deliver on their mandates.

The water sector's capabilities and capacities have been enhanced through training, reorganising and restructuring at all levels. Situation analysis identified weaknesses and needs and these issues have been addressed as far as was possible within the current economic, technical and political environment.

Efforts have been made to entrench these reforms within the system to achieve sustainability where possible but the ultimate outcome of these efforts cannot be assessed at this stage. Government institutions have been given the capacity to follow up on reforms and to monitor and evaluate progress being made towards the achievement of the water related Millennium Development Goals.

The ultimate aim of reducing poverty within the beneficiary population cannot be achieved in the short-term by the Programme alone and will only be achieved through coherent parallel actions influencing all aspects of the social environment experienced by the beneficiaries. However, the prospects for improving the socio-economic situation within the beneficiary communities has undoubtedly been enhanced by the Programme and by its legacy of reformed government institutions and improved stakeholder involvement.

3.3 Specific objectives: To increase access to safe, adequate and sustainable water, sanitation and hygiene services delivery in six focal states.

The specific objectives of WSSSRP II were clearly identified and quantified in the original and modified Logical Framework. The specific objectives were further subdivided into results to be achieved to complete the objectives and these were also clearly identified. The finalised LogFrame (see Appendix) includes components of the Programme which have been delegated to UNICEF and they have not been reported here.

This report addresses each result area individually and reports on the progress made in each state and in the Federal Ministry of Water Resources. Success rates vary reflecting the varying degrees of difficulties encountered by the PIAs and PRAs due to regional variations in logistics and internal capacities and capabilities.

Project Objective 1: To improve water policy and institutional framework at federal level.

The WSSSRP II national TAT were embedded in the Federal Ministry of Water Resources in Abuja having an office in the Federal Secretariat which acted as a base for both full-time and short-term experts working on the Programme. While the FMWR staff changed on a regular basis (including the Minister) the Programme maintained a consistent presence providing both technical and logistical support to the various departments involved in the reform programme.

The efficacy of this technical assistance varied throughout the programme as the concerned departments of FMWR experienced their own internal difficulties and struggled with both staff and funding issues. Nevertheless the support provided under WSSSRP II was ultimately successful in achieving most of the identified goals.

The assumptions that were made when formulating the Programme have been seen to be accurate and have been fulfilled. The Federal Government have demonstrated a political willingness to reform the water sector as well as a willingness to divest itself of direct implementation of service delivery activities in the states. This compliance with the original requirements of the Programme mandate has largely facilitated the good progress which has been made in achieving objectives.

3.3.1 Result 1a: National Water Resources Bill is enacted and implemented.

Following on from the WSSSRP I programme the TAT used both national and international consultants to finalise the draft Water Resources Bill which was delivered to the Minister in 2016. The draft bill incorporated all relevant aspects of the water sector which were available for consideration at the time of drafting.

Significant issues which informed the drafting process included acknowledgement of the geopolitical situation whereby water resources, supplies and demands are not uniform across the country and do not easily conform with the recognised state boundaries, local authorities or water users. The various demands from domestic, commercial, agricultural and power sectors were considered along with the various over-arching factors of environmental protection, sustainability and technical capacity.

By the end of the Programme in May 2017 the National Water Resources Bill had been approved by the Federal Executive Council (FEC) and passed to the National Assembly for enactment. The timing of the enactment is out of the control or influence of the TAT as it concerns activities at the highest level of the Nigerian Government which are not accessible to the Programme. After approval by the FEC (chaired by the President) the Bill waits its turn for consideration by the National Assembly and its position in the queue of similarly approved bills is not subject to external influence. Fortunately, the current Federal Minister is a strong supporter of the Bill and is doing all that he can to expedite its enactment.

Once the Bill has become law (as the Federal Water Resources Act) the planned restructuring of the various components of the FMWR can be completed and funds reallocated. However, until enactment the Ministry will continue to struggle to meet its obligations under the current institutional dispensation whereby funds are not channelled to the various departments in an effective manner. It is however confidently predicted that the Bill will become law during the current government term with all the benefits that action will accrue to the sector.

3.3.2 Result 1b: Water resources are managed in accordance with integrated water resources management principles.

Following the completion of the draft Water Resources Bill the TAT was asked to contribute to the drafting of the Water Policy for the FMWR. Specialist staff were

assigned to the drafting team and a policy document was concluded in 2016. The draft was adopted by the Ministry after several rounds of consultation and is now an officially adopted document within the sector.

The Water Policy is significantly compliant with the main principles of Integrated Water Resource Management (IWRM) and where possible promotes the same principles throughout the sector. The Nigerian Integrated Water Resources Management Commission has engaged with non-WSSSRP II states concerning the adoption of IWRM principles so as to broaden the scope of the Programme and to widen the beneficial impact of their initiatives.

As part of the promotion of IWRM principles a Catchment Stakeholder Forum was established which is fully funded and coordinated by Bauchi State Government, based on the revitalisation of IWRM coalitions in the HJKY basin. Similarly, a water use regulations stakeholder engagement initiative was fully funded by NIWRMC, based on initial support from the IWRM TAT, through the launch of regulations and a National Water Resources Policy Dialogue. Both these achievements have resulted from consistent support and encouragement from the TAT and have been achieved against considerable inertia within the sector.

The Western Littoral Catchment Management Office has been collecting major water user data after professional GIS application and database development training was organised and implemented by the TAT. This activity has been especially appreciated by the IWRMC as significantly improving their ability to fulfil their mandate and enhancing their prospects of complying with the requirements of the regulatory authority which will be established after enactment of the Water Bill.

A NIWRMC organisational strategy was prepared with input from the IWRM TAT and is now ready for implementation. As this was only achieved near the end of the Programme it has not yet been seen to bear positive results but is expected to be a significant factor for sustained progress in the IWRMC and its post-Water Act manifestation.

3.3.3 Result 1c: A national monitoring and evaluation system is established in the FMWR.

At the commencement of the Programme in 2013 the current M&E situation within the FMWR was assessed. It was discovered that there was a duplication of M&E systems within the departments, projects and units. There were differing and independent M&E related activities being carried out which had led to poor coordination and M&E leadership within the Ministry. Some departments implemented different donor led M&E systems which were not helpful to the FMWR in the long run.

Following analysis of the assessment it was decided that the Planning Research and Statistics (PRS) Department should be the coordinating directorate for all M&E related functions within the FMWR and the sector in general. This resulted in the PRS taking full charge of M&E and consequently having access to funding for implementation of the action plans to be developed. This refocusing of Government resources also initiated an effort to establish an Inter-Agency Working Group (IAWG) which had also been proposed at the original meetings.

To complement these activities an interdepartmental task group was also set up to coordinate M&E across the FMWR's technical departments. This group is led and coordinated by the Deputy Director, M&E, PRS department.

The FMWR organised a National Monitoring and Evaluation Workshop with the support of WSSSRP II at which it was agreed that the existing M&E Framework should be reviewed, sector indicators properly defined and MIS should be

harmonised to evolve a well-coordinated sector for improved results and benefits for water users. These recommendations were implemented with TAT support resulting in a final M&E Framework with new indicators being incorporated into the National Water, Sanitation and Hygiene Information Management System (WASHIMS).

An M&E tools and instruments development forum resulted in a new system for data collection, agreement on appropriate protocols and modalities and recommendations for ensuring an effective sector M&E system. The process of institutionalising M&E at the FMWR and in participating states also extended to the sister EU funded programmes, NDSP and WSSSRP III. Fourteen states have been part of these processes of the institutionalisation of M&E in the sector. It is confidently predicted that the various skills gained by staff on M&E and GIS will improve planning processes and the delivery of M&E within the FMWR and its agencies.

Project Objective 2: To improve water and policy and institutional framework in six focal states.

3.3.4 Result 2a: State water law is enacted and implemented.

Nigeria is a federal republic and so individual states are free to enact their own laws as necessitated by their particular socio-economic circumstances. Consequently, law making has made varying degrees of progress in each Programme state so they are reported separately as follows.

Anambra	The State Water Law was signed in 2015 and implementation is ongoing with the creation of two agencies, the Urban Water Asset Holding Corporation (UWAHC) and the Small-Town Water & Sanitation Agency (STOWA) while the Regulatory Commission is yet to be established. The associated Water Supply and Sanitation Policy has been finalised and implementation is on-going.
Cross River	The State Water Bill has been finalised and submitted to the State Programme Steering Committee for onward transmission to the Executive Council for approval and subsequent forwarding to the State House of Assembly (HoA) for enactment. No date has yet been set for the HoA to consider the bill but a Small Towns Unit (STU) has been established in the Ministry of Water Resources.
Jigawa	The Jigawa State WASH bill will become a law in the current session of State Government. The State Governor has been briefed and is taking it to the State Assembly imminently.
Kano	The State Water Law is currently undergoing legal vetting by the Ministry of Justice. Implementation guidelines were and the State Water Policy were produced and approved during WSSSRP I.
Osun	The Osun State water bill was signed into Law by the Executive Governor of the State of Osun on 15th of October 2015 while a draft strategy document for implementing the State Water Sector Law was developed with the Ministry to effect implementation.
Yobe	The final draft of the Water Resources Bill has been sent to the Yobe State Ministry of Justice through the governor's office for onward submission to the state House of Assembly. An action plan for the implementation of the water law has been drafted with the PIAs and updated by the MWR, but has not yet been approved by Government.

3.3.5 Result 2b: Sector institutions are structured in accordance with the state water law.

Each of the six focal states under WSSSRP II has its own unique institutional structure so in each state the effects of the Water Law have been considered to inform the administration on how best to restructure the sector institutions for best practice in the future. This has been a painstaking process in all states where the ramifications for individual institutions are significant and the influence of the TAT is limited to technical support rather than the necessary political influence. Nevertheless, good progress has been made, albeit slowly, in all states as reported below.

Anambra	The Department of Water Resources has been restructured with new units and the establishment of two new agencies to ensure implementation of the Water Law. The Urban Water Asset Holding Corporation (UWAHC) was established and their capacity assessed with a resulting capacity development plan being agreed. Similarly, STOWA's capacity was assessed and a capacity development plan developed, with identified training sessions completed to fill the capacity gaps. A strategic plan for resource mobilisation and distribution for small town water and sanitation facilities was also developed.
Cross River	A Small Towns Unit (STU) in the Ministry of Water Resources has been established and staffed to provide support to small towns' water supply and sanitation component of the sector. The Ministry of Water Resources have accepted overall leadership of the CRS WASH sector.
Jigawa	The restructuring of the Ministry of Water Resources to take charge of all water agencies i.e. JSWB, STOWA and RUWASA in the state has improved coordination and strengthened water governance resulting in increased water supply and sanitation access for consumers.
Kano	Previous Ministry was restructured and named the Ministry of Water Resources and Rural Development with responsibility for supervising the Water Board, RUWASA, Rural Electric City Board and WRECA. The upgrading of WASH Units in the LGAs to WASH Departments and the establishment of small town WCAs was also completed under WSSSRP II influence.
Osun	In 2014 a Ministry of Water Resources, Rural and Community Affairs was created in Osun with two main technical departments (Water Resources and Planning, Research and Statistics). In 2016, this ministry was disbanded and replaced by the new Ministry of Local Government, Chieftaincy, Water Resources, Rural and Community Affairs thereby broadening its scope but relegating water resources to just a department (of Water Resources). The Osun State Water Sector Law implementation strategy unites some departments and units in the State Water Corporation and RUWESA and the present Department of Small Town Schemes in the State Water Corporation into the proposed STOWA.
Yobe	The last review of the state water law took into consideration new developments in the sector but the existing institutions and agencies namely MWR, YSWC, RUWASA and EPA were already structured in line with the draft water laws. A small towns unit, as stipulated by the

draft water law, has been formed in the RUWASA, a head of unit and four sectional heads have been appointed and the roles and responsibilities of the unit have been developed and finalised with the RUWASA.

3.3.6 Result 2c: Budget for sector institutions to fulfil their mandate is secured.

During the tenure of WSSSRP II Nigeria experienced significant financial disruption due to both external and internal factors. These were outside the control or influence of water sector stakeholders. The issue of budget allocations and ultimately payment of agreed budgets is a serious institutional difficulty for all Government MDAs and the various water sector agencies have not been immune to this problem. Despite the difficulties in accessing funds for both operation and maintenance of ongoing water schemes, as well as implementing new projects, some progress has been made across the board in the planning and preparations necessary for managing funds successfully as and when they become available.

While the sector has undergone significant changes with institutional re-arrangements and re-assignments of duties and obligations, it has not always been possible to produce definitive plans and financial proposals with the confidence that they are truly implementable in the future. However, this uncertain environment is experienced by most sectors of the economy and is not unique to the water sector.

Despite these constraints, the following progress has been made:

Anambra	Sector strategies have been developed for UWAHC & STOWA which will inform the preparation of a Medium-Term Expenditure Framework (MTEF). The costing of the plans in the Sector Wide Approach has been completed.
Cross River	The First Sector Wide Approach (SWAp) strategy has been successfully instituted and a road map developed to drive the SWAp process in the state water supply and sanitation sector.
Jigawa	TAT support in the use of MTEF and Medium-Term Sector Strategy (MTSS) for budget preparation has significantly improved the effectiveness of budgeting and budget monitoring in the water sector. The budgets are now prepared using MTSS with measurable goals and realistic estimates. Budget estimates preparation in the water sector from 2014 to date were facilitated and supported by the TAT.
Kano	The TAT has supported the successful development of the Kano State ten-year water sector masterplan which is already being implemented.
Osun	In Osun the TAT supported the various state water sector MDAs in the preparation of their various bi-annual budgets. The last two-year budget (2014 – 2016) ensured adequate budget provision for the WASH sector although the current budget period is not as financially secure.
Yobe	Both the MTSS and MTEF for the water sector in the state have been prepared with the support of the TAT and other development partners. Unfortunately, these are yet to be applied as the basis for annual budgeting due to internal difficulties in the state government. In cases where aspects of the MTEF are applied for budgeting, funding and political will were inadequate.

3.3.7 Result 2d: States adopt Integrated Water Resources Management (IWRM) principles in water resources management.

The introduction of IWRM principles at state level has been closely coordinated using the same initiative as at federal level and with the involvement of both national and international specialists. By its nature, the integration of sound water resource management principles does not recognise country or state boundaries but is more closely aligned to catchment areas and hydrogeological zones. For this reason, some WSSSRP II activities have included organisations and entities not located within the six focal states.

As a result, this has been one of the most successful areas of implementation under WSSSRP II in terms of its enthusiastic uptake by all stakeholders and the replicability and sustainability of the results achieved so far. Examples of the knock-on effect of promoting IWRM principles include CRS IWRM supporting hydropower feasibility studies, Anambra IWRM committee supporting state flood management planning and Yobe IWRM committee influencing state policies on Water Resources Development and conflict resolution.

The results achieved in each of the six focal states are as follows.

Anambra	An IWRM coalition was established and registered to co-ordinate all state IWRM activities and in particular to participate in flood control processes and EIAs.
Cross River	An IWRM committee was established in the MoWR and a strategy to guide future activities post-WSSSRP II was developed.
Jigawa	The Jigawa IWR coalition was established with executives elected and a work plan developed for engagement with all sector stakeholders. This has led to active collaboration and integration of IWRM into the water sector within the IWRM Commission, Ministry of Environment, Jigawa Agricultural Development Agency, NGOs and River Basin Development Authority. The IWRM secretariat is hosted in the Ministry of Water Resources headquarters.
Kano	In Kano a two year IWRM action plan was prepared and resources for its implementation were sourced.
Osun	The state inaugurated its IWRMC in June 2015 and the committee has carried out a number of self-sponsored activities. The 2017 committee work was finalised and ratified and the budgetary provision for IWRM activities in the state has been secured.
Yobe	The state IWRM committee, comprised of sector institutions and other stakeholders, was reactivated and capacity building training was conducted for members of the committee which has prepared an action plan for the next two years. On-going activities of include the formation of a coalition of CSOs for IWRM.

3.3.8 Result 2e: Strategy for private sector participation in water supply and sanitation services delivery is developed and implemented.

The assessment of the scope for private sector participation in the water and sanitation sector in the six focal states involved the commissioning of detailed state studies by the TAT. While PSP is not uncommon elsewhere in the world it is still in its infancy in Nigeria for a variety of economic and political reasons. The states were assessed for their legal, social and technical readiness to consider private sector involvement in water supply and sanitation services. Indications overall were not encouraging. The poor condition of much of the water and sanitation sector and the discouraging legal and economic environment does not bode well for an early and

comprehensive uptake of PSP initiatives. However, there were some encouraging signs that progress is being made and some states have decided to pursue their possibilities further. The state by state assessment is as follows.

Anambra	A PSP strategy has been developed through a stakeholder-wide consultative process and the PSP approach is being implemented for one rehabilitated water supply scheme. The Rehabilitate Operate & Transfer option for PSP is being implemented with some water schemes in the state and discussions are under way with the Anambra State waste management authority and other stakeholders on the need to adopt PSP for public toilet management in the state.
Cross River	A Water and Sanitation Private Service Provider Network (WSPSPN) was established and inaugurated in Calabar to serve as an umbrella group for all private sector WASH service providers. The network is embedded in the Calabar Chamber of Commerce and Industry who have agreed to mentor the network.
Jigawa	The legal, regulatory and institutional assessment for Jigawa indicated that current laws are not suitable for the implementation of PSP. Nevertheless, the TAT encouraged the JSWB to initiate customer charters between service providers and urban communities for an improved water supply service delivery.
Kano	Kano was not found to be in a good position to implement PSP initiatives although a DfID funded programme (SPARC) did prepare a water charter for the Water Board.
Osun	The TAT developed a model of community engagement in urban water supply using the Water Consumer Associations (WCAs) as platforms for reaching communities and for tariff collection through the kiosk system. The State Water Corporation has undertaken to develop PSP models to be made available to all state WASH sectors.
Yobe	A strategy for PSP in water supply and sanitation is being developed by the Yobe State Government as part of their development process. Information on history, roles and responsibilities, legal status, institutional arrangement and funding for RUWASA, Water Corporation and the Environmental Protection Agency (EPA) were provided by the TAT in support of this process.

3.3.9 Result 2f: Regular sector monitoring and review is institutionalised.

Following on from the M&E activities at federal level the State M&E Framework that has a strong link with the FMWR framework will allow effective national coordination while most states now have M&E units or a division under the Planning, Research and Statistics (PRS) section. Consequently, state M&E activities have improved and are expected to sustain this improvement post-WSSSRP II.

Anambra	Quarterly sector co-ordination meetings and State Programme Steering Committee meetings are held. Inter-Agency Working Groups have also been established for the coordination of inter-sectoral M&E activities.
Jigawa	The TAT has succeeded in establishing bi-monthly co-ordination meetings in the MWR which serve as a forum for interaction and co-ordination of activities between the Ministry and its agencies as well as other development partners. The meetings have become one of the main tools for co-ordination and monitoring of activities in the

whole water sector and have been effective in sharing of information, ideas and encouraging capacity development.

Kano	Kano has successfully fostered the establishment of dedicated M&E units in the Ministry and other sector agencies as well as supporting the formation of M&E interagency task groups.
Osun	Osun TAT has successfully supported the Department of Water Resources in instituting a quarterly WASH sector coordination meeting to involve other sector line MDAs. This has improved planning and information exchange. The Ministry holds regular meetings to reach a common understanding with the Ministry of Environment, Works, Urban Sanitation and Physical Planning, particularly on matters that affect urban water supply. Although an Inter-Agency Task Group for M&E in the WASH sector was inaugurated, its full potential has not yet been fully realised.
Yobe	M&E units have been set up in the PRS departments of MWR, YSWC and RUWASA. The process of the formation of the Yobe State Inter-Agency Working Group (IAWG) on M&E is on-going while the State M&E policy document is being updated by the PIA.

Project Objective 3: To support urban and small towns water institutions in the six states to deliver sustainable water supply service.

The immediate goal of the reform programme is to create an enabling environment which will be able to deliver sustainable improvements to the water supply services in the six focal states. This represents the tangible output from the institutional reforms being implemented across the water sector and is anticipated to have the most impact on the lives and conditions of the beneficiary communities.

3.3.10 Result 3a: Management and Financial viability of Urban Water Institutions is improved.

Cross River	The development of the capabilities and capacity of the Water Board Ltd includes the preparation of a Utility Performance Assessment, a Utility Reform Roadmap, a Financial Management Improvement Plan and a Capacity Building Plan. However, none of these initiatives have so far been completed.
Jigawa	Support to the management of urban institutions has been well received but has not yet been wholly successful. Various ways of improving billing and revenue collection have however been adopted and the establishment of WCCF in urban towns has been largely successful. An action plan for engagement of WCCF through customer charter for identified viable urban dwellers has commenced and shows encouraging signs of ultimate success.
Kano	The DfID funded SPARC programme had already prepared a water charter for the water board and construction of a hydropower station to supply power to water schemes is under way. The state authorities have made provision for office accommodation for M&E and state mobilisation officers while WSSSRP II funded office equipment (not yet provided) has been allocated to M&E and SCMO. The institutional and financial independence of the Water Board has made it difficult to become as closely involved with their technical and institutional development as with Government departments.
Osun	With the support of the IDB Ilesa water project, a financial model for the efficient financial management is being introduced into the State

Water Corporation. TAT support has ensured that the management and financial viability has been secured and a framework for introduction of community managed water kiosks and community management interim functions have been agreed. Water kiosks are to be piloted in some urban and small towns.

Yobe Technical support for improving and strengthening the internal organisational structure and the financial viability of Yobe State Water Corporation (YSWC) was successfully completed. Strategies employed included building YSWC staff capacity and improving financial management capacity. Over 120 engineers, geologists, managers, technicians, plumbers, operators, revenue collectors and billing clerks have received skill training and dormant Water Consumers Consultative Forums (WCCFs) have been reactivated in five Urban Towns. This has resulted in the improvement of service delivery through an increase in revenue generation in these towns.

3.3.11 Result 3b: Urban Water Works are rehabilitated and improved.

The preparation of works contract tender dossiers was undertaken by the TAT procurement specialist during the final year of the Programme. All contract tendering is under the control and supervision of the Contracting Authority and is not part of the TAT’s mandate. However, all six States have benefited from extensive support, training and encouragement in the preparation for the works contracting programme. By the end of the reform programme only two states (Anambra and Osun) had works contracts which were on-going. For the support to the supervision support roles of the PIA the programme employed Field Officers (FOs) to work closely with the PIAs to ensure installations were in full compliance with the terms and conditions of the commercial contracts. Completed works were inspected during and after implementation and interim payment certificates were counter-signed by the FOs

Anambra Three works contracts were launched by the Contracting Authority and while awaiting the launch of those long-planned works the Anambra TAT trained and supported the UWAHC to conduct EIAs and GIS based Asset Inventories at Obizi urban water scheme and the proposed Otuocha Scheme.

Cross River While awaiting the letting of works contracts WCAs and VHPs in 20 small towns were trained to carry out construction monitoring, O&M, facility management and asset inventory duties. Additionally, the PIA and focal LGA WASH staff were prepared for construction monitoring and O&M and to provide continuous support through mentoring of the WCAs. The PIA prepared a supervision strategy and was ready to carry out supervision of the main and priority works in the State.

Jigawa The TAT provided support to the MWR in the revision of designs for the greater Dutse water supply project which is now one of the priority projects of the state government. The PIA has been supported to prepare a strategy for supervision and monitoring of works by key stakeholders and determined each actor’s powers, levels of involvement and extent of responsibilities to ensure successful implementation.

Kano The TAT provided extensive technical support to the PIA in the design of priority and main works for Takai and Madobi Urban

Towns. These two schemes will form the bulk of the works contracts which have yet to be awarded.

Osun The TAT supported the SWC in mapping their assets using GIS as a financial and management tool as well as undertaking EIAs on the proposed main works project sites. Three works contracts were successfully launched by the Contracting Authority including the main new works and the rehabilitation of two urban schemes.

Yobe Engineering design and preparation of draft tender documents for two urban towns was completed with TAT support in November 2016. The TAT also assisted the PIA to complete the engineering design and documentation for rehabilitation under priority works in four urban towns in four LGAs including the repair of generators, rehabilitation of pumps, overhead tanks and pipeline networks.

3.3.12 Result 3c: Existing but non-functional water supply schemes in small towns rehabilitated and new water supply schemes constructed.

The same contracting system is used for rehabilitation of existing schemes as for new schemes whereby the Contracting Authority (CA) is in full control of the tendering and contracting process. The TAT was requested to provide specialist procurement support and technical assistance to the PIA and the CA. The extensive delay in securing counterpart funding resulted in long delays in the tendering process culminating in few contracts being awarded during the tenure of the reform programme (completed 17-5-17).

Anambra Works for the rehabilitation of thirteen existing but non-functioning water schemes in two LGAs (Aguata and Anambra East) were awarded and signed in two separate Lots. Eight schemes are in Aguata while five are in Anambra East LGAs. Both contractors have commenced works and the TAT supported supervision team were in place to supervise the works from the outset. The team was drawn from the PRAs and the PIA. So far five borehole schemes have been rehabilitated and are in use by the communities and schools. The contract for the main works, comprising construction of water facilities in seven small towns and sanitation facility in one small town was awarded and the contractor mobilised to site and started geophysical investigations in three small towns. Progress achieved by the end of the TA contract is shown below.

WORKS CATEGORY / LOT No / LGA	PROJECT LOCATION	STATUS AS AT JULY 15, 2017
PRIORITY WORKS/ LOT 1/AGUATA	ObinatoAmesi Community Borehole	Completed. Test running ongoing
	UmuochoAmesi Community Borehole	Completed. Test running on going
	Special Education Centre, Umuchu	Completed. Solar panels to be supplied
	Igwebuik Prim. Sch. Ezenifite Replaced by Uhuala water scheme	Completed. Testing in progress.
PRIORITY WORKS/ LOT 1/ANAMBRA EAST	Community Sec. Sch. Nando	Works complete O&M training on going
	AbuboUnoo Prim. Sch.	Works complete. O&M training on going

	Umuoke Community Borehole. Replaced with Obinetiti Prim. Sch	Works completed. O&M training on going.
	Obinetiti Community Borehol	Works completed. O&M training in progress
PRIORITY WORKS/ LOT 2/AGUATA	Progressive Sch., Achina	Borehole redeveloped. Await installation of solar pump.
	Community Prim. Sch. Amesi replaced by AgbaeluAkpo scheme	Works is in progress
	Okwute Prim Sch. Uga replaced with UdoAkpo water scheme	Works is in progress
PRIORITY WORKS / LOT 2 /ANAMBRA E	Umudiana Community Borehole	No activity yet.
	Community Sec. Sch., UmuobaAnam	Borehole lost due to dumping of refuse. New borehole to be drilled.
MAIN WORKS/ LOT 2 / AGUATA	Construction of Small town water schemes at Akpo, Nkpologwu, Ula-Ekwulobia, Oraeri, Umuona	Completed at Ula-Ekwulobia. To be tested. Borehole drilling in progress at Nkpologwu.

- Cross River** WCAs and VHPs in twenty small towns have been equipped to carry out construction monitoring in anticipation of the delayed works contracts. Training has also been given in operation and maintenance (O&M), facility and asset management. PIA and focal LGA WASH staff have also been trained in construction monitoring as well as operation and maintenance to provide continuous support through mentoring of the WCAs.
- Jigawa** While waiting for the small towns scheme contracts to be awarded the Jigawa State Government (supported by the TAT) built on the initiative proposed in the small towns design by converting existing motorised schemes into solar powered schemes. This was to facilitate seamless and sustainable scheme management by WCAs.
- Kano** Kano TAT assisted the MWR in the design of priority and main works for Takai and Madobi Urban Towns. The tender dossier was prepared and compiled with TAT support. Implementation is expected to commence during August 2017.
- Osun** Priority works in Osun were implemented in Igbaiye and Inisha in Odo-Otin LGA and through these works water supply has increased to over 200,000 consumers. Works contracts have also commenced in Igbaye and Inisha as part of the plan to improve water supply in small towns. The impending award of main works contracts under the Supervision Contract will increase water supply to Igbaye, Inisha, Orile-Owu and Araromi-Owu, thereby meeting the needs of over 100,000 people.
- The Osun State government used its own resources to rehabilitate all the dysfunctional water supply schemes in eleven small towns under WSSSRP I. Under WSSSRP II the WCAs and VHPs were re-trained and empowered to improve community ownership as well as to operate and maintain the schemes.
- Yobe** Works contracts for rehabilitation were prepared to include rehabilitation of pumps, repair of generators and rehabilitation of overhead tanks and pipeline networks for the small towns of Garbi, Maidashi & Bambori in Nguru LGA, Bayamari in Bursari LGA, Dagona, Gwio-Kura, Tagali & Gabarwa in Bade LGA, and Fika & Dumbulwa in Fika LGA. Due to the late allocation of counterpart

funds these works contracts will only start under the Supervision Contract.

3.3.13 Result 3d: Strategy for community- management of water supply facilities in small towns is developed and implemented.

Great progress has been made in all six states in preparing communities to take responsibility for their own water supplies and sanitation facilities. This has been one of the most successful parts of the programme and has contributed significantly to the sustainability of future water supply schemes.

Community management strategies and guidelines have been developed and training manuals have been prepared to enable and promote the effective management of urban water schemes. In all states WCAs have been formed enabling the communities to manage their own water resources efficiently and effectively. There has been universal acceptance of the self-help philosophy behind the WCA initiative and most states have extended the mobilisation process to other areas outside of the specific LGAs benefiting from the WSSSRP II intervention.

Over and above the general success of the community management mobilisation the following results have been achieved in the individual states.

Anambra NPCThe capacity of STOWA has been improved based on the principles of community management with facilitators being trained to support the community management activities (WCA training and mentoring process). STOWA staff have also benefited from capacity building (Training of Trainers) on topics such as construction monitoring and have been supported to undertake training in ten small towns. The STOWA Community Management team have also been supported to develop short term strategic work plans integrated into the STOWA workplan.

Mentoring the WCAs on specific topics in the ten small towns was completed although additional time would have strengthened the process further.

The WCAs are functional and active in discharging their roles and responsibilities. The functionality of WCA was assessed using the 15-point criteria which revealed that the least functional WCA scored 75% while the two best performing WCAs scored 90% and 95% respectively. Soft skills and technical trainings for the WCAs over the past four years has produced a dedicated and determined community management ethos which is likely to persist.

Volunteer Hygiene Promoters (VHP) are trained and functional. They regularly conduct monitoring and house and village level sensitisation activities. WASHCOM members, in communities benefiting from priority works, have been trained to manage their water facilities effectively and 120 WCA executives have been trained to monitor works construction.

Cross River WCAs and VHPs in small towns are now well prepared to carry out construction monitoring, O&M, facility management and asset inventory while the PIA and LGA WASH staff are able to monitor construction and implement effective O&M schedules through mentoring of the WCAs. WCAs in twenty small towns are now able to mobilise resources for WASH support and they are organising, managing and recording meetings according to the Community Management Manual adopted for use in CRS WASH Sector.

Jigawa	Mentoring cycle workshops have been held regularly over the past four years and have greatly benefited the WCAs in their skills in community management. Over thirty WCA representatives from Taura and Mallam Madori LGAs and members of WCA coalitions reviewed basic community management activities as well as roles and responsibilities of WCAs to ensure sustainable water supply and sanitation in their communities.
Kano	The establishment of WCAs in the beneficiary communities and the production of the Mentoring Manual, along with the establishment of Desk Officers in 44 LGAs have produced a strong community management infrastructure which is likely to be able to operate and maintain urban water supply schemes for the foreseeable future. Supported by the new Water Policy and Law the prospects for long term sustainability are very promising.
Osun	Most of the WCAs are now functional and their capacities have been built to operate and maintain their WASH facilities. Through the monthly mentoring visits to the WCAs by the Community Management Team of the PIA the WCAs have acquired the capacity to monitor the contractor during construction so they can be part of the monitoring team with a view to ensuring that the contractors deliver quality works. WCAs have been established and strengthened in three small towns and four urban towns with all having established bank accounts, although two are yet to pay their counterpart funds. Five out of the seven WCAs meet regularly with evidence of regular meetings provided. Since January 2017 two NGOs have been empowered to mentor WCAs on a monthly basis, which has led to increased ownership and mobilisation of resources. WCAs and VHPs have had their capacities built on community management processes while EHC Coordinators and members have been trained in school WASH.
Yobe	A guideline and strategy for community management was developed for the six selected small towns in 2014. This document was shared, disseminated and agreed by the relevant stakeholders including thirty WCA officials. Ninety-nine community members from the six selected small towns as well as the WASH units of the two LGAs were trained in all aspects of community management of water supply schemes. The success of the TAT community mobilisation efforts has been appreciated to the extent that the MLGCA requested that WSSSRP II provide additional technical support for the formation of more WCAs in other LGAs outside the programme area.

3.3.14 Result 3e: Community Led Total Sanitation piloted and implemented in Small Towns and Urban Areas.

The sanitation component of WSSSRP suffered in the early stages from target communities' lack of environmental awareness and entrenched attitudes towards community based sanitation activities. Household sanitation was a private matter and community sanitation was perceived as being a government responsibility which did not concern individual household members. It took some time to motivate communities to take responsibility for their own sanitation using community based activities and the introduction of IEC materials.

Sanitation surveys were conducted in all states to ascertain their current situations and develop strategies for improvement. Various options were developed for latrine

construction and artisans were mobilised for assisting with the technical aspects of improving household sanitation. Progress towards ODF was initially slow but accelerated noticeably towards the end of the Programme.

Activities undertaken and results achieved for each focal state are as follows.

Anambra	All ten small towns in the two focal LGAs have been mobilised using the cluster-village approach. Households are moving from pit latrines to pour flush latrines and local plumbers confirmed the increase in demand. Monitoring visits report substantial improvements in toilet usage and safe hand washing practices with nearly all the monitored households owning toilets and enjoying improved sanitation. Open Defecation Free (ODF) verification is being undertaken by local government WASH Units and Local Government Task Force on Sanitation (LGTFS). Nursing mothers in CLTS intervention communities in Anambra East confirmed a reduction in the incidence of diarrhoea and improvements in child growth for children under five years of age.
Cross River	Small towns in Boki LGA are constructing household latrines under CLTS and two have been declared ODF in Obanliku LGA. An inter-sectoral Local Task Group on Sanitation (LTGS) was established in the 2-intervention project LGAs supporting CLTS in ODF and yet to achieve ODF communities. The LTGS continual reviews progress and revises plans accordingly. Environment Health Clubs (EHCs) in secondary schools of two project LGAs effectively promote good hygiene practices through songs and drama presentations.
Jigawa	WCAs and WASH unit officials continue triggering of CLTS in the 25 small towns in Taura and Mallam Madori LGAs. Training facilitated by the TAT has empowered communities to take the initiative in triggering in CLTS. However, improvements in the sanitation environment in the focal LGAs has been slow due to local cultural practices which are particularly resistant to the introduction of behaviour changes at the personal and community level.
Kano	Twelve small towns have successfully triggered CLTS against strong cultural resistance in these traditional communities. The establishment of EHCs in eight schools has added an important dimension to the sanitation intervention as students are more receptive to behaviour changes which improve their sanitation environment.
Osun	Igbaye in Odo-Otin LGA and Orile-Owu in Ayedaade LGA have been adopted as model CLTS in small towns. The towns have been triggered and are currently being monitored through a CSO/LGA partnership until they are declared ODF. Recent PIA surveys indicate that there is significant improvement in the two towns and both are likely to be declared ODF by the next validation exercise that will be done by the State Task Group on Sanitation (STGS). This has been achieved through the promotion of latrine construction and use. After an originally slow uptake of CLTS the target communities have responded to the interventions and are taking the lead in promoting improved sanitation practices.
Yobe	The security situation in Yobe State has seriously hampered promotion of CLTS due to the difficulties of travelling in the focal LGAs and engaging with the communities in open forums. Great

efforts have been made in establishing an enabling environment which can be exploited in the future when the situation becomes less problematic. As part of the strategy for development of CLTS in the selected LGAs the TAT has promoted the recruitment of Volunteer Hygiene Promoters (VHPs) and the establishment of Environmental Health Clubs (EHCs) in each of six selected small towns of Bade, and Nguru LGAs. Training for VHPs and EHCs was completed and performance monitoring for these organisations was carried out. Two hundred and seventy VHPs and EHCs have been trained and the State Task Group on Sanitation (STGS) was formed in collaboration with the National Task Group on Sanitation (NTGS), the State Ministry of Water Resources, the Water Corporation and RUWASA. Community based meetings have been held to pilot CLTS, ODF verification and certification in communities and WASH clinics have been held where possible. Participation in national and international campaigns for sanitation and hygiene promotion has been encouraged.

Project Objective 4: To support rural water and sanitation institutions in the six states to deliver sustainable water supply and sanitation services.

Responsibility for the rural component of WSSSRP II has been assigned by the Contracting Authority to UNICEF under a contribution agreement.

Throughout the programme cooperation with UNICEF has achieved good integration of programme activities and coordination of logistics wherever possible. Joint workshops and meetings have been held where the topics were of interest to both parties and good synergy has been achieved.

3.3.15 Result 4a: LGAs' Water Sanitation and Hygiene (WASH) Units are upgraded as Departments and strengthened to implement rural water supply and sanitation programmes.

In all the six focal states the proposed water laws have approved the establishment of WASH Departments and even in advance of the passing of the bill into law WASH departments have been established. The Departments have budget heads and estimates in the annual budget of the LGAs approved by the state. In some states the process of upgrading of the WASH units to WASH departments in the LGAs is continuing. Meanwhile, the roles and responsibilities of the proposed WASH departments have been formulated with the assistance of the TAT.

3.3.16 Result 4b: Existing but non-functional water schemes are rehabilitated and new ones constructed in rural communities.

Responsibility for this activity has been vested in UNICEF.

3.3.17 Result 4c: Access to improved sanitation and hygiene promotion services in small towns and rural communities is increased.

Responsibility for this activity has been vested in UNICEF.

3.3.18 Result 4d: A state level monitoring and evaluation (M&E) system linked to the national system is established.

The State M&E Framework that has been established has strong links with the FMWR framework which will allow for effective national coordination. Cross River, Osun, Kano, Jigawa and Yobe have completed the development and review of their framework to ensure that it is in line with the National Framework.

As a result of the programme many states now have M&E units or divisions under their respective PRS departments. M&E performance has improved and is expected

to continue to improve post-Programme. The GIS skills gained have enabled water utility operational staff, M&E staff and various institutions in the sector. The use and application of WASHIMS has now been fully extended to small towns and urban components of the sector in the various states and all the small towns' data have been uploaded. This makes it imperative for the LGAs to manage rural data in the same way that small towns data are managed.

3.4 Summary of Achievements Under Each Contracted Service

Service 1 Project Management

- Full-time Team Co-ordinator. The incumbent of this post changed after 30 months but overlap between the outgoing and incoming TATL ensured continuity.
- Full teams of embedded TAs maintained in the six states and FMWR throughout the 52 month programme
- Fifteen short-term international experts deployed covering political economy, water law, IWRM, water and sanitation engineering, GIS, hydrogeology, procurement, water policy, institutions, communications, PPP, urban utilities reform, environment, sanitation and economics.
- Sixteen short-term national experts supporting the international inputs.
- Thirteen short-term national experts covering community mobilisation, monitoring and evaluation, web design and development and works supervision support.
- These inputs were fully reported and provided amongst other items a) knowledge transfer and capacity building to government staff, b) introduction of new procedures c) support to communities and establishment of WCAs in all states d) support to the CA on tender documentation and letting of contracts e) promotion of Programme visibility at both state and national level.
- The following table summarises inputs of all staff relative to the TA contract budget.

Position	Budget months	Utilised months	% used
Team Co-ordinator	834	814	98%
Institutional and Policy Experts	7411	7217	97%
Water and Sanitation Experts	5540	5540	100%
Short Term International Level 1	987	682	69%
Short Term National Level 1	2774	2089	75%
Short Term National Level 2	4609	4216	91%

- Provision of secretariat and administrative support at federal and state level through the Enplan office in Abuja.

Service 2 Facilitation of the Water Supply and Sanitation Sector Reform Process

- At Federal level the National Water Resources Bill was successfully updated and accepted by the Federal Executive Council as ready for enactment by the National Assembly.
- The National Water Resources Policy was rewritten and successfully adopted by the Ministry of Water Resources.

- The Federal M&E framework was finalised and integrated with other water resource stakeholders. Close liaison with state actors in the sector achieved sector wide harmonisation and effective involvement in the M&E process.
- Successfully supported all participating states in reviewing state water laws and policies.
- Supported all states in addressing sector institutional needs and in the ongoing institutional reform process.
- Assisted participating states in preparing MTEF budgets and associated multi-year Action Plans.
- Supported the consideration of Private Sector Participation in state water sector activities and the preparation of PSP actions.
- Promoted the sector wide approach in State WSS planning, resource management and water governance.
- Successfully supported state WSS stakeholders to expand and enhance their technical and administrative skills through technical training and capacity building courses.

Service 3 Implementation of Projects in Urban Areas and Small Towns

- Provided essential technical assistance to state WSS agencies for the identification of suitable communities and the formulation and preparation of tender documents for the rehabilitation and improvement of their urban water schemes.
- Supported the NAO and PIAs to procure works contracts for the identified urban water works.
- Provided works supervision support services to the NAO and PIAs for those contracts implemented during the TAT service contract period.
- Initiated community sensitisation and mobilisation activities in all six participating states.
- Successfully established WCAs in all selected LGAs with trained and capable management structures. Capacity building activities established a high degree of self-sufficiency and sustainability within community based organisations.
- Trained and prepared WCAs to support the works programme through technical and administrative supervision on behalf of the beneficiary communities.
- Promoted the CLTS concept in participating LGAs and supported the state and community activities towards ODF certification.
- Supported PIAs to complete asset registers for water and sanitation facilities in participating LGAs.
- Prepared and disseminated comprehensive community mobilisation guidelines and training manuals for WCAs.

Service 4 Information Processing and Monitoring

- Successfully reviewed and updated the Programme's Logical Framework Matrix to ensure continued relevance and coherence for the Programme objectives.
- Liaised with other sector agencies to implement the state benchmarking system in order to improve service delivery.
- Liaised regularly with UNICEF to ensure close cooperation and consistency with the rural component of WSSSRP II.
- Provided all requested secretarial and logistical support requested by the NAO, the various Programme Steering Committees and the EU Delegation.

- Provided regular reports to the NAO and EUD detailing programme activities and progress made.
- Provided support to the NAO and the EUD on any specific subject requested and represented both agencies at numerous forums as required.
- Facilitated and participated in both State and National Stakeholder forums.
- Maintained detailed records of all programme activities including financial and human resources data.
- Established and maintained a [programme website](#) for the information of the wider public and the dissemination of experiences and reports acquired throughout the tenure of the programme.
- Supported the ongoing national M&E framework initiative and the associated state M&E framework activities to ensure coherence and compliance.

Service 5 Co-ordination

- Liaised closely with UNICEF in the finalisation of the community mobilisation and hygiene promotion strategy.
- Maintained close liaison with UNICEF to ensure compatibility with all WASH activities being undertaken in both rural and urban communities.
- Coordinated all state activities with stakeholders in the sector to ensure effective ownership and involvement where necessary.
- Participated in and contributed to all relevant WSS stakeholder forums.

4 Conclusions and Recommendations

4.1 Conclusions

After four years of reform Programme implementation it is evident that the original Programme design was largely accurate and maintained relevance and coherence throughout the period of implementation. The overall and specific objectives were accurately formulated and the four results areas, which informed the implementation modalities, remained priorities without losing relevance. It is also clear that the originally proposed implementation methodology proved to be an efficient and effective means of delivery for the identified outputs.

The only two result areas which have not been fully completed are the legal components of the federal and state water laws and the works contracting. The legal aspects are outside the Programme scope of WSSSRP II as the law enactment processes involves politics and processes at the highest level of both Federal and State governments.

Works supervision support was provided in two states – Anambra and Osun from February to the service contract termination in mid-July 2017. This component of the programme was then taken over by Enplan following a tender process to appoint new consultants. This outcome allowed continuity of staff from one service contract to the next and a smooth transfer of the supervisory elements of the contract.

4.2 Recommendations

The second phase of the WSSSRP programme was formulated from information and experiences gained in the original programme implemented between 2006 and 2012. As mentioned in this report full cognizance of the original formulation report was not taken in preparing for phase II of the programme and consequently some earlier mistakes were repeated unnecessarily. It is therefore recommended that in future the provisions of the EU's Project Cycle Management (PCM) system which require new programmes to enjoy the full benefits of previous experience should be more fully acknowledged and complied with.

The collective experience of WSSSRP II in supporting the review, redrafting and adoption of new legislation inevitably involved the programme in political activities over which the stakeholders had little or no influence. It is recommended therefore that future programmes in the water and sanitation sector should not be formulated to include results which cannot be achieved through the direct actions of the programme implementers themselves. This consideration also applies to complementary activities (such as works programmes) which are not under the control of the programme being implemented by the service provider.

Appendix: Logical Framework Matrix

WSSSRP II Logframe

Final version

Intervention Logic	OVI	Source of verification	Assumptions
<p>Overall Objectives To contribute to poverty reduction, sustainable development and the achievement of water-related MDGs.</p>	<ul style="list-style-type: none"> Proportion of target population without access to improved water, sanitation and hygiene services is halved by the end of the programme. At least, 30% reduction in reported cases of water-related diseases in benefitting Local Government Areas (LGAs) 	National Surveys	
<p>Specific Objective To increase access to safe, adequate and sustainable water, sanitation and hygiene services delivery in six focal states.</p>	<ul style="list-style-type: none"> At least 70% of the population of the target LGAs are direct beneficiaries and have access to improved water supply and 70% to adequate sanitation 	<ul style="list-style-type: none"> Programme report National surveys reports. 	<ul style="list-style-type: none"> Political will at Federal and States levels to implement programme is sustained. Government is committed to regular sector monitoring and review
<p>Project Objective 1 To improve water policy and institutional framework at federal level</p>	<ul style="list-style-type: none"> Water resources are managed in an integrated manner Roles and responsibilities of federal and state government are delineated by the water law 	<ul style="list-style-type: none"> National Water Resources Act Federal Government gazette 	<ul style="list-style-type: none"> Political willingness to reform the water sector Federal Government is willing to divest itself of direct implementation of services delivery activities in the states.
<p>Project Objective 2 To improve water and policy and institutional framework in six focal states</p>	<ul style="list-style-type: none"> State water policy and law are adopted by government and are the basis for planning, budgeting and project implementation. 	<ul style="list-style-type: none"> State Water Supply and Sanitation Policy State water law State Annual budget 	<ul style="list-style-type: none"> Political will to continue with sector reforms in the state

<p>Project Objective 3 To support urban and small towns water institutions in the six states to deliver sustainable water supply service.</p>	<ul style="list-style-type: none"> • Number of additional consumers in urban and small towns with access to improved and sustainable water supply. 	<ul style="list-style-type: none"> • Programme report • State Water Board and Small Towns' Agency's reports 	<ul style="list-style-type: none"> • Need for autonomy for State Water Boards/Small Town Agencies (SWBs/STAs) and cost recovery principles are recognised and respected by the states; • Economic value of water is recognised by government and the poor are not excluded.
<p>Project Objective 4 To support rural water and sanitation institutions in the six states to deliver sustainable water supply and sanitation services.</p>	<ul style="list-style-type: none"> • Number of additional consumers in the rural communities with access to safe water supply, adequate sanitation and hygiene practice. 	<ul style="list-style-type: none"> • Programme report • Rural Water Supply and Sanitation Agency's reports 	<ul style="list-style-type: none"> • Political will to provide resources for rural water supply and sanitation programme

<p>Results</p>			
<p>Project Objective 1: To improve water policy and institutional framework at federal level</p>			
<p>Result 1a National Water Resources Bill is enacted and implemented.</p>	<ul style="list-style-type: none"> • National Water Resources Bill is passed and signed into law • Guidelines and action plan to implement the law are agreed by stakeholders and implemented by FMWR • Institutional structuring Plan, in accordance with the Water law, is agreed upon and implemented by the FMWR. 	<ul style="list-style-type: none"> • Government Gazette. • Media report. • Programme report • Federal Ministry of Water Resources (FMWR) regular reports. 	<ul style="list-style-type: none"> • FMWR is committed to water sector reform • FMWR is willing to assume its role in accordance with the National Water Resources Law. • The FMWR and the federal legislature are willing to pass the bill into law
<p>Result 1b Water resources are managed in accordance with integrated water resources management principles</p>	<ul style="list-style-type: none"> • Action plan, based on the Water Resources law, to implement good water governance is prepared and agreed upon by stakeholders. • Percentage of women engagement in IWRM 	<ul style="list-style-type: none"> • Programme Implementation reports • FMWR regular reports • Annual Budget 	<ul style="list-style-type: none"> • Political will to adopt IWRM principles in water management • Budget is transparently implemented.

<p>Result 1c A national monitoring and evaluation system is established in the FMWR</p>	<ul style="list-style-type: none"> • A Monitoring and Evaluation (M&E) Unit is established and equipped at the FMWR • Data from the states are being collected and analysed • National M&E framework, protocol and tools in use in the states • Reports on the status of water and sanitation in Nigeria are regularly disseminated to stakeholders 	<ul style="list-style-type: none"> • FMWR reports • Programme implementation reports • Annual reports of the FMWR 	
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<p>Project Objective 2: To improve water and policy and institutional framework in six focal states</p>			
<p>Result 2a State water law is enacted and implemented</p>	<ul style="list-style-type: none"> • State Water Bill is passed and signed into law. • Action plan to implement the law is approved by the Government • Action plan is implemented 	<ul style="list-style-type: none"> • State government gazette. Media reports. • Programme progress reports 	<ul style="list-style-type: none"> • State Government is committed to water sector reform
<p>Result 2b Sector institutions are structured in accordance with the state water law</p>	<ul style="list-style-type: none"> • Existing institutions/agencies structured in line with the law. • Internal organisational structure and allocated functions are prepared and action plan for implementation agreed 	<ul style="list-style-type: none"> • Government Gazette • Programme progress report 	<ul style="list-style-type: none"> • Political will to implement the water law
<p>Result 2c Budget for sector institutions to fulfil their mandate is secured.</p>	<ul style="list-style-type: none"> • Sector institutions have approved annual work plans • Annual work plans are actually funded and fund used for water and sanitation activities. • Sector medium-term expenditure framework are prepared and applied as basis for annual budgeting 	<ul style="list-style-type: none"> • Programme progress reports State Annual budget • Sector Medium-Term Expenditure Framework (MTEF) document 	<ul style="list-style-type: none"> • Government is willing to implement reform • State budget is funded and transparently implemented.

<p>Result 2d States adopt Integrated Water Resources Management (1WRM) principles in water resources management</p>	<ul style="list-style-type: none"> • Sector institutions are accountable to stakeholders through regular reporting • Sector institutions hold regular stakeholders consultations with stakeholders to promote participation and ownership. • Procurement by sector institutions is done in a transparent manner • Sector activities take into consideration issues concerning women, youth and the vulnerable groups. 	<ul style="list-style-type: none"> • Programme progress reports. • Reports of external reviews • Regular reports by sector institutions 	<ul style="list-style-type: none"> • Sector agencies are willing to operate in transparent and accountable manner
<p>Result 2e Strategy for private sector participation in water supply and sanitation services delivery is developed and implemented</p>	<ul style="list-style-type: none"> • Regulatory body established by law • Strategy for private sector participation is developed • The Private sector is involved in water supply and sanitation services delivery 	<ul style="list-style-type: none"> • Government gazette • Programme reports. 	<ul style="list-style-type: none"> • Political will to involve the private sector in service delivery • Private sector is interested to participate.
<p>Result 2f Regular sector monitoring and review is institutionalised</p>	<ul style="list-style-type: none"> • Sector institutions set up regular monitoring system • Regular sector forum established at state level to review sector status 	<ul style="list-style-type: none"> • Monitoring reports by sector institutions • Report of sector forums • Programme progress report 	<ul style="list-style-type: none"> • Government is willing to adequately fund sector institutions

<p>Project Objective 3: To support urban and small towns water institutions in the six states to deliver sustainable water supply service.</p>			
<p>Result 3a Management and Financial viability of Urban Water Institutions is improved</p>	<ul style="list-style-type: none"> • Internal organisational structure of urban water institution is strengthened to be able to fulfil its mandate. • Institutions have investment plans agreed by stakeholders • Consumers of urban water supply service are identified for improved revenue % increase in service continuity is recorded 	<ul style="list-style-type: none"> • Beneficiary agency's reports • Programme reports, Financial reports • Customers enumeration reports • Feedback by consumers 	<ul style="list-style-type: none"> • Political will to implement autonomy of Urban water agency and cost recovery principles agreed by government for urban water supply delivery • Economic value of water is recognised

<p>Result 3b Urban Water Works are rehabilitated and improved;</p>	<ul style="list-style-type: none"> • Designs for new water supply facilities are executed • Number of procurement processes completed and approved • Number of urban water works rehabilitated 	<ul style="list-style-type: none"> • Percentage increase in production capacity of water works • Number of additional consumers provided with access to safe water supply • Programme reports • Design reports • Tender documents. 	<ul style="list-style-type: none"> • Political will to recognise the cost-sharing arrangement and to secure counterpart funding in time to allow early launch of water works tenders • Approval by European Commission and the National Planning Commission are timely
<p>Result 3c Existing but non-functional water supply schemes in small towns rehabilitated and new water supply schemes constructed</p>	<ul style="list-style-type: none"> • Number of technical studies for rehabilitation works carried out • Number of existing water supply facilities rehabilitated • Number of new water supply schemes constructed • At least 109 small towns covered in water supply initiatives 	<ul style="list-style-type: none"> • Percentage increase in production capacity of water works • Number of additional consumers provided with access to safe water supply • Programme reports • Design reports • Tender documents. 	<ul style="list-style-type: none"> • Political will to recognise the cost-sharing arrangement and to secure counterpart funding in time to allow early launch of water works tenders. • Approval by European Commission and the National Planning Commission are timely
<p>Result 3d Strategy for community- management of water supply facilities in small towns is developed and implemented</p>	<ul style="list-style-type: none"> • Guidelines for community- management agreed by stakeholders • Community-management strategy is implemented in some small towns. 	<ul style="list-style-type: none"> • Guidelines document • Programme reports 	<ul style="list-style-type: none"> • Community willingness for attitudinal change
<p>Result 3e Community Led Total Sanitation piloted and implemented in Small Towns and Urban Areas</p>	<ul style="list-style-type: none"> • Strategy for CLTS in urban and small towns developed • Number of urban and small towns with ODF certification • Hygiene improvement framework developed and implemented 	<ul style="list-style-type: none"> • ODF certification reports 	<ul style="list-style-type: none"> • Communities are willing to adopt CLTS

Project objective 4: To support rural water and sanitation institutions in the six states to deliver sustainable water supply and sanitation services			
<p>Result 4a LGAs' Water Sanitation and Hygiene (WASH) Units are upgraded as Departments and strengthened to implement rural water supply and sanitation programmes.</p>	<ul style="list-style-type: none"> • Number of WASH Units upgraded to WASH Departments Operational manuals for WASH Departments prepared and agreed upon by stakeholders • Budget is provided for WASH Departments 	<ul style="list-style-type: none"> • Government gazette • Programme reports • LGAs Annual budgets 	<ul style="list-style-type: none"> • State and LGA's are willing to reform
<p>Result 4b Existing but non-functional water schemes are rehabilitated and new ones constructed in rural communities</p>	<ul style="list-style-type: none"> • State's investment plan for rural communities is prepared, agreed by stakeholders and implemented by government • At least one million people have access to safe water supply service at end of programme. • A minimum of 300,000 pupils in about 200 schools have access to safe water source 	<ul style="list-style-type: none"> • Programme report 	<ul style="list-style-type: none"> • State and Local governments, beneficiary communities are willing to implement programme as designed.
<p>Result 4c Access to improved sanitation and hygiene promotion services in small towns and rural communities is increased.</p>	<ul style="list-style-type: none"> • At least 400,000 households (including households in small towns) are supported through Community Led Total Sanitation (CLTS) to have access to improved sanitation facilities and hygiene services • At least 500,000 school pupils have access to improved sanitation and hygiene services. 	<ul style="list-style-type: none"> • Programme report • Reports from State's Basic Education Board 	<ul style="list-style-type: none"> • Rural population are open to behavioural changes and willing to adopt safe health and hygiene practices.
<p>Result 4d A state level monitoring and evaluation (M&E) system, linked to the national M&E system is established</p>	<ul style="list-style-type: none"> • A community/LGAs and state M&E system is set up in all the six states to capture urban, small towns and rural water and sanitation services delivery by end of 2016 and system integrated with the national M&E system. • 80% of the LGA's have functional M&E system regularly collecting data from rural communities by 2016. • Reports on the status of water and sanitation services delivery in the State are regularly issued and disseminated to stakeholders by the State Ministry of Water Resources as from 2016. 	<ul style="list-style-type: none"> • Programme report • M&E reports by government 	