Initial Utility Assessment of
Ekiti State Water Corporation

Federal Republic of Nigeria

Ekiti State Government

Ekiti State Water Corporation

Draft Final Report– Detailed PIPs and TOR for WOP

"Consultancy Services for Initial Assessment of Ekiti State Water Utility"

Submitted To:

3rd National Urban Water Sector Reform Project

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ACRONYMS

3rd NUWSRP	Third National Urban Water Sector Reform Project
BOD	Board of Directors
BPP	Bureau of Public Procurement
EKRUWSA	Ekiti Rural Water Supply and Sanitation Agency
EKSWC	Ekiti State Water Corporation
KPI	Key Performance Indicators
LGA	Local Government Authority
LRMC	Long Run Marginal Cost
NRW	Non Revenue Water
PIP	Performance Improvement Plan
PPP	Public Private Partnership
RFP	Request For Proposal
RUWASSA	Rural Water Supply and Sanitation Agency
SOP	Standard Operating Procedures
STOWASSA	Small Town Water Supply and Sanitation Agency
TOR	Terms Of References
WASRA	Water Supply Regulatory Authority
WHO	World Health Organization
WOP	Water Operator Partnership
WSS	Water Supply and Sanitation

STRUCTURE OF THE REPORT

The report is presented in three chapters:

Chapter-1: This is a project background and introduction chapter and presents background to the project, objectives of third national urban sector water reforms project and project approach and progress of activities

Chapter-2: This chapter presents the detailed performance improvement plan and activities for consideration of implementation as part of WOP

Chapter-3: This chapter presents the terms of reference for the water operator partnership (WOP)

CHAPTER 1. PROJECT BACKGROUND AND INTRODUCTION

1.1 Background

Ekiti State Water Corporation (EKSWC) was founded in 1997 and is responsible for potable water supply service delivery to all the urban and small towns of the State, including most rural communities along the route traversed by the pipeline. The Corporation is also responsible for the establishment, operation, quality control and maintenance of water schemes in the state.

The Ekiti State Water Corporation (EKSWC) has demonstrated a commitment to implementing sector reforms to improve the management and delivery of sustainable water supply services to the State. EKSWC is committed to implement the Ekiti State Water Supply and Sanitation Policy (2012) which targets an increase of the water supply coverage from 33% in 2010 to 100% in 2020 through participatory investment and management by all stakeholders with a view to guaranteeing available, accessible, affordable, reliable and sustainable service delivery.

This assignment for consultancy services for initial utility assessment of Ekiti State Water Corporation is undertaken with the aim of assessing the current utility performance through benchmarking, reviewing governance, financing and operational framework, identifying areas of performance improvement, preparing performance improvement plans, and suggesting mechanisms for developing water operating partnerships for utility performance improvement.

The overall objective of the assignment is to undertake a comprehensive performance assessment of the Ekiti State Water Corporation and suggest improvements. The specific objectives are to:

- Evaluate the performance and arrangements of the utility and determine the specific areas with improvement potential
- Develop a performance improvement plan in consultation with EKSWC
- Design a WOP in implementing the performance improvement plan in consultation with EKSWC

1.2 Third National Urban Water Sector Reform Project (3rdNUWSRP)

The development objectives of the third national urban water sector reform project for Nigeria are to:

a) Increase access to improved water supply service in selected states of Nigeria and improve the financial viability of existing water utilities in those states, and

b) Increase the investment planning capacity of participating states.

The project has three components. the first component, sector reforms and water supply investments will finance civil works associated with a range of large infrastructure (water supply) investments, which are likely to include rehabilitation, upgrading, and or expansion of water intakes and treatment plants; rehabilitation and or replacement of bulk transmission pipelines; construction of new pipelines; rehabilitation and or construction of reservoirs, boreholes, and well fields; replacement, expansion, and or construction of distribution networks; replacement and installation of water meters; as well as refurbishing of laboratories and construction of new office buildings. It comprises of following two sub-components:

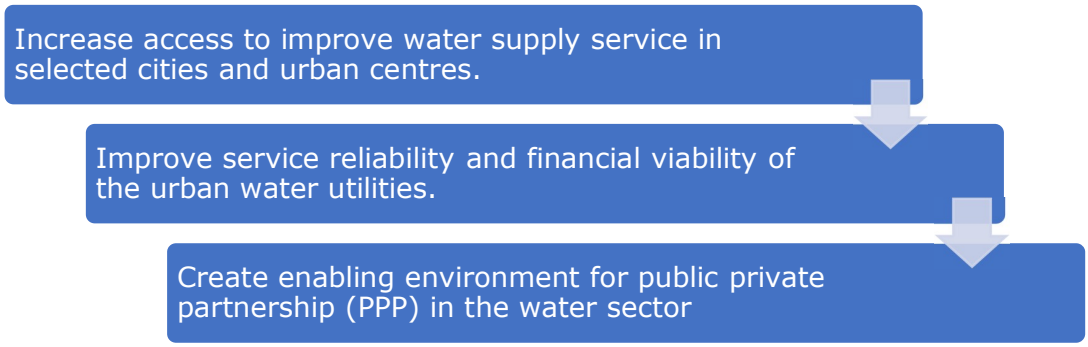
i. Rehabilitation and expansion of water production and distribution facilities; and

ii. Performance based allocation

The second component, water sector governance, institutional strengthening, and human capital development will support the design and implementation of reforms in nine states (participating states) as well as minor but urgently needed water supply infrastructure investments for quick improvements in service provision.

The third component, sector wide improvement and project management at the federal level will strengthen the capacity of the federal government to, inter-alia, identify an appropriate financing model for the sector, and to support and monitor the reform process and utility performance

The 3RD NUWSRP, aimed at water utility performance improvement became effective in February 2015. This project is divided into two tiers. Tier 1 (Bauchi, Ekiti and Rivers states) is aimed at financing large strategic investments in water supply, sector reforms, capacity building and operational development activities. The project's principal development outcomes are aimed to:



1.3 Project Approach and Work Plan, Progress and Phase 1 Draft Report

We have developed a comprehensive data collection template on performance indicators in consultation with the Project Implementation Unit and EKSWSC for collection of all primary data, which is simple and well communicated. We have also collected information related to the utility covering existing policies and plans, governance, technical, financial, customer services and IT utility systems.

Our teams have visited and interacted with the relevant departments and key officials of EKSWC during November 2017. We have conducted self-diagnostic exercises in generating and validating information on data and indicators through one-on-one interviews and desk study for the purpose of leaving quality knowledge and know-how behind in the Corporation. The purpose of this process was to develop the capacity of EKSWC staff to measure the KPIs at various primary data points and understand why they are measuring within the context of their day to day operations. The process has enabled to fully integrate the participation of EKSWC staff in the assignment, and to organize and conduct regular self-diagnostic meetings and validation meetings. We have also reviewed the M&E report and ensured the compatibility of the process with the report.

We have developed a procedure for the coordination of the overlapping assignments with OD and M&E consultants so that a common documentation and process flow would be achieved. This was done to avoid duplication of data collection, validation of collected data and a systematic and progressive approach to data collection and assignment implementation.

The entire project is being carried out to fulfil the scope of work outlined in the terms of reference. The scope of work and terms of reference are divided into four phases and the assignment is being executed to ensure that the objectives and scope of work are achieved.

- **PHASE I** -Project kick off/ submission of inception report
- **PHASE II** – Collection and review of baseline information and calculation of performance indicators
- **PHASE III** –Preparation of performance improvement plan and design of water operator partnerships
- **PHASE IV** – Preparation of final report

We have completed the Phase I and Phase II. The initial kick-off meetings were organized, available reports and data were collected, draft inception report was prepared and submitted and a revised inception report was prepared and submitted during the months of September and October 2017. This constituted the first deliverable.

Following this we have worked on Phase II for collection and review of baseline information and calculation of indicators through field visits and prepared the Phase I draft report during the months of October and November 2017. Phase I

draft report is prepared and submitted as second deliverable covering the outcomes of the Phase II related activities focusing on review of baseline information, calculation of performance indicators and identification of areas for performance improvement in November 2017. The Phase II draft report covering the qualitative assessment of utility performance based on questionnaire on governance arrangements and discussions with key officials is submitted in December 2017 as the third deliverable. This draft final report covering performance improvement plans (PIPs) and activities and terms of reference for the water operator partnership (WOP) is submitted as the fourth deliverable.

CHAPTER 2. DETAILED PERFORMANCE IMPROVEMENT PLANS (PIPS) AND ACTIVITIES

We have listed and developed 14 potential areas for preparation of PIPs and activities in Phase I draft report and we have added one more area on developing M&E system as the focus areas for PIPs under WOP and these are summarized in table 2.1 below.

Table 2.1: Potential Areas Identified for PIPs under WOP

S. No	Potential Areas for PIPs Identified under WOP
1.	Increasing Household Water Supply Connections
2.	Converting Non-Functional Stand Pipe Connections as Functional Stand Pipe Connections
3.	Increasing LPCD and Hours of Supply
4.	Increasing the Metered Connections
5.	Reducing Non-Revenue Water
6.	Implementing Customer Service Policy and Improving Billing and Collection Practices
7.	Asset Management System and GIS
8.	Preparation of a Strategic Business Plan for EKSWC
9.	Establishing an IT Department and Computerization
10.	Developing an Organization and HR Plan
11.	Establishing Water Quality Laboratory and Developing Water Quality Sampling and Testing Plan
12.	Training and Capacity Building
13.	Promoting Public Private Partnerships (PPP) in Water Services
14.	Develop a Policy on Water Tariffs and Subsidies
15.	Develop and Implement an M&E System

This chapter presents a Performance Improvement Plans (PIPs) along with detailed activities.

2.1 Increasing Household Water Supply Connections

The short, medium and long-term activities recommended for increasing household water supply connections are presented in table 2.2.

Table 2.2: PIP Activities for Increasing Household Water Supply Connections

S. No	Term/Duration	Activities
1	Short-Term	• Legalizing illegal connections by undertaking a survey and offering a scheme for regularization through appropriate charges • Creating awareness among households on the importance of household water connections • Sensitizing and orienting staff to encourage new household connections
2	Medium-Term	• Simplifying procedures and rules for new connections related to address proof • Expediting the documentation work • Providing support in getting pipes and material for giving connections
3	Long-Term	• Expanding distribution system in uncovered areas • Rehabilitating existing distribution system • Reducing connection charges paid by households for connections

2.2 Converting Non-Functional Stand Pipe Connections as Functional Stand Pipe Connections

The short, medium and long-term activities recommended for converting non-functional stand pipe connections as functional stand pipe connections are presented in table 2.3.

Table 2.3: Converting Non-Functional Stand Pipe Connections as Functional Stand Pipe Connections

S. No	Term/Duration	Activities
1	Short-Term	• Survey of all stand pipe connections and identifying non-functional stand pipe connections and reasons • Identifying the non-functional stand pipe connections requiring minor repairs or reasons that can be addressed in the short term and implementing the measures required • Involving the communities in management

2	Medium-Term	• Identifying the stand pipe connections with major repairs and reasons that can be addressed in medium term and implementing the measures • Involving the communities in management
3	Long-Term	• Identifying stand pipe connections that are not functional and cannot be revived and developing and implementing plans for new stand pipe connections or alternative sources through participatory planning

2.3 Increasing LPCD and Hours of Supply

The short, medium and long-term activities recommended for increasing LPCD and hours of water supply are presented in table 2.4.

Table 2.4: Increasing LPCD and Hours of Supply

S. No	Term/Duration	Activities
1	Short-Term	• Improved and better management of valves and timings by zones and areas • Better management of storage and distribution facilities • Creating awareness among households to conserve water and avoid its wastage
2	Medium-Term	• Undertaking rehabilitation and improvement of treatment, storage and distribution facilities • Implementing water conservation measures and reducing NRW
3	Long-Term	• Undertaking investments for expanding source, treatment, storage and distribution facilities • Conducting water audit and reducing NRW

2.4 Increasing the Metered Connections

The short, medium and long-term activities recommended for increasing the metered water supply connections are presented in table 2.5.

Table 2.5: Increasing Metered Water Supply Connections

S. No	Term/Duration	Activities
1	Short-Term	• Undertake survey of all existing meters and identify non-working meters and reasons • Develop and implement a plan for repairing of meters and make them work

		• Undertake regular reading of existing meters
2	Medium-Term	• Define metering specifications • Encourage all existing and new customers to install meters through awareness campaigns • Facilitate procurement and installation of meters by customers
3	Long-Term	• Develop and implement tariff and metering policy with increased block tariffs • Develop the capacity of staff for regular metering reading • Implementing advanced metering system

2.5 Reducing Non-Revenue Water (NRW)

The short, medium and long-term activities recommended for reducing non-revenue water are presented in table 2.6.

Table 2.6: Reducing Non-Revenue Water

S. No	Term/Duration	Activities
1	Short-Term	• Develop IWA water balance by conducting assessment of billed authorized metered and unmetered consumption, unbilled authorized metered and unmetered consumption (exemptions), apparent losses (unauthorized consumption, metering inaccuracies, and data handling errors) and real losses (leakages in transmission and distribution lines, leakages and overflows in storage tanks and leakages in service connections at customer end) • |remove unauthorized connections and unbilled authorized connections • Remove metering and data handling errors
2	Medium-Term	• Conduct a detailed assessment of transmission, distribution and storage facilities and identify physical losses • Implement measures to plug and rectify the identified leakages
3	Long-Term	• Establish NRW unit • Procure equipment and train staff • Implement NRW program for pilot DMA and scale it up • Create awareness among households to conserve water and avoid waste

		• Set continuous benchmarks for reduction of NRW and implement an ongoing program for reducing physical and commercial losses

2.6 Implementing Customer Service Policy and Improving Billing and Collection Practices

The short, medium and long-term activities recommended for implementing customer service policy and improving billing and collection practices are presented in table 2.7.

Table 2.7: Implementing Customer Service Policy and Improving Billing and Collection Practices

S. No	Term/Duration	Activities
1	Short-Term	• Develop a customer service policy defining service levels and standards • Receive, record and redress complaints as per the norms • Develop and implement systems and procedures for monthly or bi-monthly billing and collection system • Produce and distribute bills on time • Ensure timely bill payment and impose penalties for late payment
2	Medium-Term	• Provide a dedicated telephone line for receiving complaints • Set up citizen service centres at different locations • Update and computerize customer data base for billing and collection • Facilitate bill payment and collection through multiple channels such as citizen service centres, post offices, banks, online and mobile channels
3	Long-Term	• Establish a centralized complaint redressal facility with computerized system • Provide online/mobile complaint registration and tracking facility • Develop system for complaint redressal within stipulated time • Provide training and incentives to the staff • Incentivize staff for good performance • Review and monitoring of complaint redressal, billing and collection performance by top management regularly

		• Introduce an effective metering and tariff policy

2.7 Asset Management System and GIS

The short, medium and long-term activities recommended for creating an asset management system and GIS data base are presented in table 2.8.

Table 2.8: Asset Management System and GIS Data Base

S. No	Term/Duration	Activities
1	Short-Term	• Review existing data and maps on water supply assets • Prepare a municipal asset register
2	Medium-Term	• Develop a computerized system for municipal assets • Undertake condition assessment and performance ranking of assets • Identify critical assets
3	Long-Term	• Prepare an asset management policy and O&M plan • Develop a GIS system focusing on geo-referencing, digitization and mapping • Establish a GIS unit • Conduct training and capacity building programs

2.8 Preparation of a Strategic Business Plan for EKSWC

The short, medium and long-term activities recommended for preparation of a strategic business plan for EKSWC are presented in table 2.9.

Table 2.9: Preparation of a Strategic Business Plan for EKSWC

S. No	Term/Duration	Activities
1	Short-Term	• Conduct stakeholder consultations • Identify current conditions, strengths and weaknesses • Formulate or revise vision and mission • Identify strategic areas
2	Medium-Term	• Formulate business plans for each of the strategic areas • Develop performance indicators for measurement
3	Long-Term	• Implement the strategic business plan

		• Assess the progress and revise the plan from time to time

2.9 Establishing an IT Department and Computerization

The short, medium and long-term activities recommended for establishing and IT Department and computerization across all areas in EKSWC are presented in table 2.10.

Table 2.10: Establishing and IT Department and Computerization in EKSWC

S. No	Term/Duration	Activities
1	Short-Term	• Review the existing manual practices across departments • Identify the gaps and requirements
2	Medium-Term	• Develop a plan for computerization • Establish an IT department
3	Long-Term	• Procure and install the software and hardware • Undertake capacity building for staff

2.10 Develop an Organization and HR Plan

The short, medium and long-term activities recommended for developing an organization and HR plan for EKSWC are presented in table 2.11.

Table 2.11: Develop an Organization and HR Plan for EKSWC

S. No	Term/Duration	Activities
1	Short-Term	• Appoint Board of Directors • Develop a performance assessment and incentive system • Establish a Water Regulatory Authority
2	Medium-Term	• Streamline departments and reporting lines • Develop job descriptions and person specifications • Develop standard operating procedures • Developing training and capacity building plan
3	Long-Term	• Ensure consistency in policy, regulatory and institutional framework • Ensure implementation of policy, regulatory and institutional framework

2.11 Establish Water Quality Laboratory and Develop Water Quality Sampling and Testing Plan

The short, medium and long-term activities recommended for establishing water quality laboratory and for developing a sampling and testing plan for water quality in EKSWC are presented in table 2.12.

Table 2.12: Establish Water Quality Laboratory and Develop Water Quality Sampling and Testing Plan in EKSWC

S. No	Term/Duration	Activities
1	Short-Term	• Review the existing laboratory facilities and the water quality sampling and testing plan • Identify gaps and requirements
2	Medium-Term	• Procure equipment and upgrade facilities in water quality laboratory • Develop a water quality testing and sampling plan
3	Long-Term	• Implement the water quality sampling and testing plan • Undertake capacity building for staff • Implement an online water quality testing for the treatment plant • Maintain, update and computerize records

2.12 Training and Capacity Building

The short, medium and long-term activities recommended for training and capacity building in EKSWC are presented in table 2.13.

Table 2.13: Training and Capacity Building in EKSWC

S. No	Term/Duration	Activities
1	Short-Term	• Undertake training needs assessment • Identify gaps and requirements
2	Medium-Term	• Develop training plan • Prepare training modules and materials
3	Long-Term	• Conduct training programs • Review and update from time to time

2.13 Promote Public Private Partnerships (PPP) in Water Services

The short, medium and long-term activities recommended for promoting PPPs in water supply are presented in table 2.14.

Table 2.14: Promote PPPs in Water Services

S. No	Term/Duration	Activities
1	Short-Term	• Review the existing PPP arrangements • Identify potential areas for PPP • Identify support required for existing private operators
2	Medium-Term	• Develop feasibility reports • Develop bid documents, RFQ, RFP and Contract • Extend required support for existing private operators
3	Long-Term	• Issue bids, conduct evaluation and select operators • Implement and monitor PPP program • Monitor the functioning of existing operators

2.14 Develop a Policy on Water Tariffs and Subsidies

The short, medium and long-term activities recommended for developing a policy on water tariffs and subsidies are presented in table 2.15.

Table 2.15: Develop a Policy on Water Tariffs and Subsidies

S. No	Term/Duration	Activities
1	Short-Term	• Review the existing tariffs and subsidies • Identify gaps and areas for improvement • Identify an appropriate institution for formulating a policy on tariffs and subsidies • Assess the willingness to pay
2	Medium-Term	• Develop the policy on tariffs and subsidies • Conduct awareness program • Revise the tariffs and subsidies as per the policy
3	Long-Term	• Assess the revenue improvement and cost recovery • Revise tariffs and subsidies as per the policy from time to time

2.15 Develop and Implement an M&E System in EKSWC

The short, medium and long-term activities recommended for developing and implementing an M&E system in EKSWC are presented in table 2.16.

Table 2.16: Develop and Implement an M&E System

S. No	Term/Duration	Activities
1	Short-Term	• Establish the goals, objectives and activities • Identify performance indicators • Establish baseline and targets
2	Medium-Term	• Collect data from time to assess the progress on targets • Identify areas where progress is slow
3	Long-Term	• Incorporate the lessons from M&E into planning and implementation • Continuously update the data • Establish a monitoring unit • Conduct capacity building for staff

CHAPTER 3. TERMS OF REFERENCE (TOR) FOR THE WATER OPERATOR PARTNERSHIP (WOP) INITIATIVE FOR THE EKITI STATE WATER CORPORATION (EKSWC)

3.1 Background

A key activity under the Third National Urban Water Sector Reform Project (3rd NUWSRP) for the utility-level support component is the Water Operator Partnership (WOP), initiated between (Mentor) and the Ekiti State Water Corporation (Mentee) on one hand and between a performing Regulatory Authority and the proposed Ekiti Regulatory Unit within the overall objective of twinning the institutions to improve performance and ensure effective and efficient operations of the Ekiti State Water Corporation (EKSWC) and the WASH sector respectively. The institutions through the WOP will work to develop the technical knowledge and skills of the staff of the EKSWC (Mentee) and the Regulatory Authority.

A WOP is a peer-to-peer support agreement between a "mentor" utility (knowledge provider) and a "mentee" utility (knowledge beneficiary). A WOP places strong emphasis on capacity development based on sharing skills, knowledge, experience and customer focused behaviour arranged in partnership with a mentor utility re-known for its track record of good performance. A WOP is a tool to transfer hands-on knowledge to the mentee utility and help it achieve operational results. A WOP can be specifically focused on achieving learning objectives or operational

performance improvement objectives. Under mentor utility expert guidance, mentee utility managers and staff are responsible for implementing tasks leading to operational performance improvements.

WOP is not a Public-Private Partnership (PPP) even if the mentor utility is a private organization because there is no transfer of management responsibility to the mentor utility. A WOP is a professional engagement between mentor utility and mentee utility to achieve their mutual objectives and activities focusing on output based partnerships.

3.2 Objectives of the WOP

The overall objective of the WOP is to build the capacity of the officials and staff of the EKSWC (Mentee) and the Regulatory Authority with technical assistance from the identified Utility Mentor. The specific objectives of the WOP are as follows:

- Develop capacities in water distribution systems management, focusing on water infrastructure development, metering, consumer zoning, pipeline mapping, leakage detection etc.
- Provide Water Treatment Plant technical training: The Mentor Utility WTP operations engineer and quality assurance officer will provide training to EKSWC WTP staff on plant management as well as troubleshooting of problems in the operation of the WTP and related areas such as O&M of the WTP and the distribution network, training on water quality and testing (including laboratory processes: water sampling, water testing, data recording etc.) in a hands-on fashion.
- Develop capacities of the commercial section in such areas as water consumption billing, business growth, revenue collection/ payment option systems and public awareness / customer care.
- Expose the team to best practices in utilities management in other areas including; customer management infrastructure, performance agreements, target setting, monitoring and evaluation etc.
- Enhance the proficiency of staff on GIS/IT management and Billing software.

3.3 Scope of Work of Utility Mentor - Program Design, Activities and Roles and Responsibilities of Utility Mentor

3.3.1 Total WOP Program Duration

A period of 2 years is envisaged as the total WOP program duration.

3.3.2 Activity 1

A visit will be undertaken by the Mentor Utility to EKSWC to review/conduct the diagnostic report and introduce or modify the performance improvement program (PIP 1), make input in the EKSWC strategic plan development and sign the MOU with EKSWC.

Duration: 5 days

The following key performance indicators with the baseline and the suggested targets would be considered for designing the performance improvement plans under WOP.

Table 3.1: Key Performance Indicators for EKSWC

S. No	Key Performance Indicator	Baseline		Target
		Total connections	**Active Connections**	
1.	Increasing Household Water Supply Connections	3346-water connections; 183 stand pipe connections -total coverage of population-18%	1267-active water connections; 10 functional stand pipe connections-population coverage 3%	Increased the coverage of population by 100% from 18% to 36%
2.	Converting Non-Functional Stand Pipe Connections as Functional Stand Pipe Connections	183 total stand pipe connections	10 functional connections	Reduced non-functional stand pipe connections by 50%
3.	Increasing LPCD and Hours of Supply	LPCD for served population for total connections-74; LPCD for total population – 14	LPCD for active water connections – 415; Hours of supply – 4-6 hours	Increased LPCD and hours of supply by 50%
4.	Increasing the Metered Connections	0.78%	0.79%	Made all existing metered connections functional; introduced metering program for existing and new connections
5.	Reducing Non-Revenue Water	NRW-25%; per kilometre-20 M^3/km/day; 0.460 M^3/connection/day	1.27 M^3/connection/day	Reduced NRW by 10%

6.	Implementing Customer Service Policy and Improving Billing and Collection Practices	Billing and collection efficiency -13%; Computerization – nil; No customer service policy	Increased billing and collection efficiency to 80%; introduced computerization and prepared customer service policy
7.	Asset Management System and GIS	None	Introduced asset management and GIS
8.	Preparation of a Strategic Business Plan for EKSWC	None	Prepared strategic business plan
9.	Establishing an IT Department and Computerization	None	Established IT Department and computerization
10.	Developing an Organization and HR Plan	None	Prepared an organization and HR plan
11.	Establishing Water Quality Laboratory and Developing Water Quality Sampling and Testing Plan	Old equipment and facilities without a water quality sampling and testing plan	Upgraded the laboratory and prepared sampling and testing plan
12.	Training and Capacity Building	None	Prepared training and capacity building plan
13.	Promoting Public Private Partnerships (PPP) in Water Services	No PPP plan	PPP plan prepared
14.	Develop a Policy on Water Tariffs and Subsidies	No policy on water tariffs	Policy on water tariffs prepared
15.	Develop and Implement an M&E System	No M&E system	M&E system developed

3.3.3 Activity 2

The Utility Mentor will visit EKSWC to review the PIP 1, identify technical assistance requirements and firm up a coaching support program. This mission visit will also review PIP 1, reward performers and develop PIP 2, and review the strategic plan implementation process.

Duration: 5 days

3.3.4 Activity 3

The WOP will propose a design of peer to peer learning on the job through face-to-face learning and skills transfer by selected utility staff of the Mentor Utility, which is expected to happen 2 or three times in the life of the partnership.

Duration: A 10-day program for each of the specific areas of focus. (Twice in the life of the WOP)

Imperative for Mentees learning Visit

This mentee visit will be carried out by identified technical staff of EKSWC to Mentor environment as a follow-up to the earlier visits conducted by staff of Mentor Utility to EKSWC. It is a critical component of the WOP MOU and provides the opportunity for the Mentee (EKSWC) staff to directly understudy their counterparts in Mentor Utility working environment in the specific areas identified under the PIP.

Methodology for Face-to-face Learning and Skills Transfer

The face-to-face learning and skills transfer to Mentee Utility Staff during the visit to Mentor Utility will be carried out under several functions and categories including the following:

- Mapping and GIS
- Leakage Detection and NRW Management
- WTP technical training and water quality control
- Billing
- Customer management
- Monitoring and Evaluation

The face-to-face learning and skills transfer for each function/category will focus on drills of participants in real work situations with the respective prior prepared Standard Operating Procedures (SOPs) as guides and shall, to the extent applicable, the knowledge and skill acquired by the participants will be put into practice.

Detailed Area of Focus of SOPs

The SOPs will focus in detail on the following areas.

1. NRW Management (Meter Management, Leakage Detection, District Metering Areas (DMAs) etc.)

The SOPs and face-to-face learning in this area will focus on meter management, leak detection, DMAs and NRW Management in a concise, practical and participatory way covering the following aspects:

- Technical information on meter specification and the different meter technologies
- Appropriateness of meter types
- Meter installation procedures
- Meter readings and auditing
- Detection of defective meters and meter servicing
- Meter planning - replacement (when and why)
- Meter documentation and reporting
- Use of the Leak detection tools and equipment
- Application of the different techniques for leakage detection and control
- Procedures and methods for NRW Management
- Effective application of DMAs
- Development and implementation of a water balance
- Water balance documentation and reporting

2. GIS, Mapping and Asset Management

The SOPs for and face-to-face learning in GIS, mapping and asset management will focus in a concise, practical and participatory way on the following aspects:

- Geo referencing
- Digitization
- Block map development and creation

3.3.5 Activity 4

Mentor Utility experts will undertake specific visits for extending specific technical assistance to EKSWC especially in the areas of Non-Revenue Water Management covering network management, metering procurement and management, water treatment and plant maintenance issues.

Duration: 5 days (5 days of expert visit, experts could number three and could visit 3-5 times in the life of the partnership)

3.3.6 Activity 5

Mentor Utility experts will undertake a visit to EKSWC to support establishment of Internally Delegated Performance Contracts with the managers within EKSWC.

Duration: 5 days

3.3.7 Activity 6

Mentor Utility experts will undertake a visit to EKSWC to review the IDPC after a period of six months from commencement of IDPC operations.

Duration: 6 days

3.4 Scope of Work for EKSWC – Support to be Provided by EKSWC

As Mentee Utility the EKSWC will facilitate the visits of the Utility Mentor staff and officials to Ekiti and extend the necessary support including accommodation, office space and equipment as agreed as part of the WOP. They would also identify and deploy the concerned staff for the WOP activities.

3.5 Performance Arrangements with Mentor Utility and with EKSWC Managers

As Mentee Utility, the EKSWC will define the incentive mechanism for the Mentor Utility to remunerate achievement of performance targets agreed as part of WOP. The EKSWC will also propose a performance incentive mechanism for the line managers of EKSWC, to remunerate the achievement of targets through the establishment of Internally Delegated Performance Contracts.

3.6 Expected Outputs from WOP

Expected outputs from this WOP are:

1. Diagnostic review report
2. PIP 1 and 2 reports
3. PIP II evaluation report and design of PIP III
4. Strategic Plan support report
5. Standard Operations Procedures
6. Action plans for all focus areas
7. Coaching Report

3.7 Support to Regulatory Utility by Utility Mentor

The following support would be extended by the Mentor Utility to the Regulator Utility

1. A visit by Mentor Utility to diagnose the institutional framework, review status quo and train the members of the unit and establish the SOPs (2 weeks)
2. Face-to-face learning and skills transfer to the staff of regulatory unit (10 days)
3. A second visit by Mentor Utility to review the performance of regulatory unit (5 days)

3.8 Selection of Mentor Utility

The EKSWC may consider selecting a partner from a Sub-Saharan African country with full-fledged institutional framework and success story of regulation and service providers with sound corporate governance practice as Mentor Utility.