

## EKITI STATE WATER AND SANITATION REGULATORY AGENCY (EK-WASRA)



# STRATEGIC PLAN 2024-2026

## THEME

**Strengthening institutional capacity and accessibility to information sharing to effectively regulate water supply and sanitation services in Ekiti State**

**Water for our benefit  
Its sustainability  
Our collective responsibility**

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## **Commissioner's Statement**

To any serious minded establishment like ours, this strategic plan is critical, as it identifies key objectives and outcomes over a period of two years' timeframe and it will act as a roadmap for the regulatory Agency.

The goals and strategies set by this plan will determine priorities for the regulatory Agency initiatives and activities as well as provide guidance for the Ministry and the Agency. This strategic plan has been carefully developed to support the Agency in regulating and operating at the highest level of excellence to reshape the water sector in Ekiti State.

Our 2020 – 2022 Strategic Plan is anchored on the mandate, vision, mission and guiding principle of Ekiti State Water Sector Regulatory Agency which sets priority goals, and outlines the strategic initiatives through which the Regulatory Agency will make progress over the next two years.

I am proud to associate with the Agency and have confidence in the ability of the members to deliver the objectives of setting up the Agency through the implementation of the Strategic Plan.



## **Statement from the Permanent Secretary**





## **General Manager, Regulatory Agency's Statement**

Ekiti State Water Sector Regulatory Agency was established in March, 2018 following the approval of the Executive Governor of the State based on the submission of the stakeholders and our development partners on the need to run the water sector sustainably through checks and balances.

We have resolved to develop a culture of being an open and transparent regulator and ready to tackle any challenges that may arise. We will direct our focus on appropriate regulation that will guide the service providers/ investor, customer/consumer protection, and protect government interest to guarantee return on investment.

At this stage of our development as a state especially in the quest of the government at reducing her influence in the operation of the government own water service provider without necessarily shy away from her responsibility to provide safe water to the people at an avoidable and sustainable manner, the regulatory Agency will be in the gap.

As we move forward to our mandate at regulating the water sector, this strategic plan has been developed and structured in such a way as to serve as guide to the operation and activities of the Regulatory Agency between now and the next three years (2024-2026). We will be guided by our mission, vision and principles to achieve the strategic objectives.

Our team is ready to implement the Strategic Plan for the improvement of the sector.

## Abbreviations and Acronyms

<b>CSO</b>	Community Based Organizations
<b>EKSWC</b>	Ekiti State Water Corporation
<b>EKWSC</b>	Ekiti Water and Sewerage Company
<b>ESAWAS</b>	Eastern and Southern Africa Water and Sanitation
<b>EU</b>	European Union
<b>LWSC</b>	Lusaka Water and Sewerage Company
<b>MIPU</b>	Ministry of Infrastructure and Public Utilities
<b>NGOs</b>	Non –Governmental Organisations
<b>NWASCO</b>	National Water Supply and Sanitation Council
<b>PIU</b>	Project implementation Agency
<b>PMC</b>	Project Management Committee
<b>PS</b>	Permanent Secretary
<b>RA</b>	Regulatory Agency
<b>RU</b>	Regulatory Agency
<b>WOP</b>	Water Operators Partnership
<b>WSS</b>	Water Supply and Sanitation
<b>WASH</b>	Water, Sanitation and Hygiene
<b>RegNet</b>	International Network of Drinking-Water Regulators
<b>SOs</b>	Strategic Objectives



## Executive Summary

The Ekiti State Water and Sanitation Regulatory Agency has been in existence for over three (3) year carrying out its regulatory functions in line with the provision of the law.

Since its establishment, Ekiti State Water and Sanitation Regulatory Agency has endeavoured to undertake some activities that border on raising awareness of their existence among the various stakeholders (visibility). In an effort to have a much more systematic and effective approach and ensure concerted effort in implementing water regulation in Ekiti State, the Agency developed the first Strategic Plan 2020 - 2022 currently undergoing review for Strategic Plan 2024 - 2026 that focuses on Strengthening institutional capacity and accessibility to information sharing to effectively regulate water supply and sanitation services in Ekiti State

The development of the Strategic Plan was done by the staff of the Ekiti State Water and Sanitation Regulatory Agency following an intense training conducted by Zambian Water Supply and Sanitation Council NWASCO as part of the activities undertaken during the water Operators Partnership (WOP) programme supported by the World Bank and with the assistance of a consultant.

The development of the Strategic Plan was inspired by the quest to improve water supply and sanitation services provided the Ekiti Water and Sewerage Company (EKSWC) and other water and sanitation service providers in order to enhance sustainability of the water and sanitation sector in Ekiti amid challenges of inadequate and dilapidated infrastructure, lack of a tariff setting system, inability and lack of willingness to pay for water services, low water coverage, high NRW and lack of a water quality monitoring mechanism, poor maintenance of sanitation facilities among others.

The Strategic Plan has five (5) main objectives that are fundamental to setting up a sound base for regulatory substance. Thus the main activities to be undertaken during

the three (3) years period include the development and/or implementation of key tools for regulation such as tariff setting and water quality monitoring guideline for effective monitoring of the EKWSC, private water (borehole/water tanker) and sanitation service providers. Additionally, activities around raising awareness about the functions of the regulator and also setting up a customer complaints redress and feedback mechanism would be pursued. These activities will be undertaken at a total estimate of **N697,325,000 Million** which the regulatory Agency hopes will be financed mainly using internal resources. However, given the inadequacy of financial resources, the regulatory Agency will engage development partners, international Association of developed regulators for technical and financial support and assistance of consultant in ensuring successful implementation of the Strategic Plan. The critical outcomes of the successful implementation of this Strategic Plan will be to produce a performance report of EKWSC on key indicators, review of tariff structure for the company for affordability and financial viability, monitoring of borehole drilling activities, water quality advocacy/test etc.

The performance of the EK - WASRA in implementing this Strategic Plan will be monitored by MIPU/Consultant during the period 2024 - 2026. However the Agency shall also implement a self-monitoring and evaluation system. Capacity on how this will be done will be built during the course of implementation of the plan.

## 1. Introduction

The chapter focuses on the background, institutional mandate and set up of Ekiti State Water and Sanitation Regulatory Agency (EK-WASRA), justification for the development of the Strategic Plan and participatory methodology that was adopted in facilitating the processes which led to the review of EK-WASRA's 2020 - 2022 Strategic Plan and subsequent development of the 2024 - 2026 Strategic Plan.

Ekiti State has embarked on a mission to implement regulation of the water and sanitation sector for improved service delivery and financial sustainability. EK-WASRA which was created to regulate the sector has been in existence for over three (3) years. During this period, the Agency has endeavoured to introduced regulation to the sector that has until now operated without a regulator. The Sector has not only been characterised by poor service delivery but also non-payment of water bills, commensurate sanitation charges, unclear responsibilities of service providers and other stakeholders and limited by the state government.

In its quest to institute effective and efficient regulation of the water sector, that will meet the aspirations of the various stakeholders and international best practices, the Regulatory Agency has developed the first Strategic Plan for a period of 2 year from 2020 to 2022 which is now under review for 2024 - 2026 Strategic Plan which will later be validated by the key stakeholders before finalisation. This Strategic Plan is to provide guide for regulation to improve water supply and sanitation services in Ekiti State.

### 1.1 Background

Ekiti State is one of the 36 states that constitute Nigeria and was declared a state on the 1st of October 1996. It was carved out of Ondo State in south-western Nigeria. It is situated entirely within the tropics, in the Southwest region of Nigeria, between longitudes 40°51' and 50°451' East of the Greenwich meridian and latitudes 70°151' and 80°51' north of the Equator. It lies south of Kwara and Kogi State, East of Osun State, and bounded by Ondo State in the East and in the south, with a total land area of 5,887.890sq km. By the 1991 Census, the population of Ekiti State was 1,647,822, the

2006 population census by the National Population Commission put the population of Ekiti State at 2,384,212 people, and 2015 projected population was 3,225,365 using an annual growth rate of 3.2 %. The current projected population of the state for July 2022 at a 3.2% growth rate is about 3,958,192. It is the 31st most populous state and the 33rd largest state by surface area in Nigeria. This population is spread across 1,147 communities (85 urban, 150 semi-urban, and 912 rural),

The State is underlain by Pre-Cambrian metamorphic rocks, the vast majority of which are of geological age and gave rise to the name Ekiti, which means hilly/rocky terrains. The mineral composition and grain size of these basement complex rocks vary greatly. The rocks are quartz gneisses and schist, which are primarily quartz with trace amounts of white micaceous minerals. Ekiti is primarily an upland zone with a rhythmically undulating surface. The weathered basement and fracture zones are the main sources of groundwater in the state, and their extraction is structurally controlled and limited to a depth of 50-70m.

The water sector in Ekiti State is divided into three (3) sub-sector namely; urban, Small Towns and rural water supply and sanitation.

## 1.2 Functions of EK-WASRA

The specific functions of EK-WASRA as provided for under the Ekiti State Water Supply, Sanitation and Hygiene Sector Law, 2021 are as follows:

1. Advise Government on Water Supply and Sanitation (WSS) matters;
2. License utilities and other service providers as well as other activities relating to the provision of water;
3. Develop sector guidelines for:-
  - i. Performance Monitoring Indicators,
  - ii. Minimum Service Level guideline (MSL),
  - iii. Tariff Setting Guidelines,
  - iv. M & E Framework,
  - v. Reporting Framework,

- vi. Water Quality Monitoring Guideline, and
- vii. Customers Compliant Feedback mechanism
- viii. Encouraging the establishment of private WSS services
- 4. Establish and enforce standard for:-
  - i. Water supply or sanitation services
  - ii. The design, construction, operation and maintenance of WSS facilities
  - iii. Drilling of boreholes
- 5. Advise utilities and other service providers on procedures for handling complaints from customers;
- 6. Disseminate information to customers on matter relating to WSS services,
- 7. Carry out any other activities relating to the regulation of water supply or sanitation service which are necessary or conducive to the better performance of its functions under the WASH law.
- 8. Mediate between service providers and customers, and
- 9. Conduct studies on tariffs, develop methodology of setting tariffs and regulate tariffs charged to consumers

## 1.3 Governance Structure

### 1.3.1 Management


Management comprises the General Manager, Directors, Inspectors, Finance, and Administration.

### 1.3.2 The main department are:

- ✧ Technical services and Inspectorate - responsible for monitoring and inspecting the provision the WASH law
- ✧ Enforcement and Customer Relation - responsible for monitoring and enforcing the provision of the WASH law
- ✧ Administration, Supply and Human Resources – Responsible for human resource management, and providing administrative support for daily operations.
- ✧ Finance & Account - responsible for overseeing budgeting and accounting support for daily operation


- ✧ Planning, Research & Statistics - responsible for developing plans and activities to be carried out by the agency.
- ✧ Legal - responsible for providing legal advice

## 1.4 Collaboration and Partnerships


 Federal Ministry of Water Resources- FMWR: responsible to be in charge of policy advice, contribution to funding of new schemes along the national cost sharing formula. It is also responsible for formulation, data collection, resources and demand surveys, monitoring, evaluation and coordination of water supply development and management, studies, research and development at the national level.

Ekiti State Ministry of Infrastructure and Public Utilities (MIPU): responsible for the coordination of the activities of State – level WASH agencies and department

 **National Water Supply and Sanitation Council (NWASCO):-**

 **Eastern and Southern Africa Water and Sanitation Regulators Association (ESAWAS):-**The Eastern and Southern Africa Water and Sanitation Regulators Association - (ESAWAS) is a network of regional WSS regulators with the objectives of:

- i. Fostering and enhancing regional cooperation and coordination on regulatory issues in order to improve the effectiveness of WSS regulation in the region and;
- ii. Enhancing the capacity of members in WSS regulation by facilitating information sharing and skills training.

 **World Health Organisation (WHO) International Network of Drinking-Water Regulators (RegNet):** The International Network of Drinking-Water Regulators (RegNet) was established in response to request from Member States to better address regulatory issues in relation to drinking water. RegNet is an international forum to share and discuss strategies to address all aspects of protection of public health as it relates to drinking-water. RegNet aims to promote good practice to regulate a variety of water quality and water management issues. EK-WASRA is a member of the Association.

### 1.5. Justification for the Strategic Planning Exercise

A number of strides and gains (achievements) were made in implementing the 2020 - 2022 Strategic Plan as per evaluation of some of the activities carried out on numbers of Service Providers licensed, on - the - spot inspection, reporting among others for the period 2020 - 2022 which necessitated the development of a new Strategic Plan for the period of 2024 - 2026.

The achievement so far necessitated the review of EK-WASRA performance over the past 2 years (2020 - 2022) to be done and articulation of the desired new future be documented through the development of the new Strategic Plan which would guide EK-WASRA into the new horizons of regulating the WSS in Ekiti State.

There is also the need to have a Strategic Plan which would present a statement of principles, values, policies and, objectives in accordance with the prevailing regulatory policies; legal reforms to allow EK-WASRA to timely adjust to change in the global environment, technology, market opportunities and challenges. The new Strategic Plan will therefore help to define the future direction of EK-WASRA's management and others senior officers charged with the responsibility of accounting for, reviewing and determining long-term goals and objectives of the institution. It would also help cultivate an Agency of purpose and effort to be shared by all employees, management and stakeholders.

Above all, EK-WASRA's new Strategic Plan will provide means for the management team members to communicate and engage effectively with various stakeholders such as the Government, collaborative institutions, regulators, Development partners (DP's), the Private Sanitation service provider, Urban water and sewerage utility company, the Private Investors, research institutions and other like-minded entities to bench-mark with in the regulation and implementation of WSS programs.

### 1.5. Sector Overview

The State Government under the supervision of MIPU is responsible for setting State policy and co-ordinating State-wide planning for water and sanitation sector matters in



accordance with all applicable National Water and Sanitation Laws, and Policies and State Water and Sanitation Laws and Policies, and the Federal Constitution, including approving changes to the structure of the water and sanitation sector in the State.

**The water and sanitation sector in Ekiti State is governed by one (1) main law:**

1. The Ekiti State Water Supply, Sanitation and Hygiene Sector Law, 2021. No. 2 of 2021, which establishes EK-WASRA.

The Ekiti State WASH Policy identifies objectives and approaches that are aligned with good practice. The Policy:

- ✚ Recognizes that water should be paid for. It requires Ekiti State Government through EKWSC and EKSTRUWASHA recover the cost of production, operation, and maintenance through a tariff structure
- ✚ Encourages private participation in water and sanitation service provision.
- ✚ Specifies supply standards and access targets which are adequate
- ✚ Emphasizes the importance of operational autonomy for water and sanitation service providers.

The WASH Law prescribe the Institutional and legal framework for Ekiti State key institutions in the Ekiti water and sanitation sector. The Ekiti Water and Sanitation Sector is governed by a Policy whose centre-piece is provision of potable water and improved sanitation facilities to all residents of the state through participatory investment and management by all stakeholders with a view to guaranteeing available, accessible, affordable, reliable and sustainable service delivery.

The responsibility of the water and sanitation sector at federal level rests with the Federal Ministry of Water Resources and Sanitation which is in charge of policy advice, contribution to funding of new schemes along the national cost sharing formula. It is also responsible for formulation, data collection, resources and demand surveys, monitoring, evaluation and coordination of water supply development and management, studies, research and development.

At State level, the water supply and Sanitation coordination function is the responsibility of the Ministry of Infrastructure and public utilities (MIPU). The Ministry is primarily responsible for implementing the Ekiti State WASH Policy.

Water supply and sewerage service provision is done by the Ekiti Water and Sewerage Company (EKWSC) in the urban sector of Ekiti State. The EKWSC is a corporate limited company owned by EKSG and charged with the responsibility of running existing potable water production and distribution facilities as well as managing the sewerage system and initiating new development as found necessary as well as making potable water available to the entire urban in the state. However, EKWSC network transverse small town and rural communities contiguous to its water supply facilities with future collaboration in terms of management with EKSTRUWASHA. The Company currently employs the Civil Service Rules and Regulation for various activities including Financial, Personnel and procurement Policies. For administrative convenience, there are 6 Zonal Offices. The offices namely, Ado, Ikere, Ikole, Ode, Ido and Aramoko comprises of Engineering, Commercial/ Account and Admin Staff, headed by Area Managers. There are also 10 Water Supply Schemes managed and run by the Company categorized under High, Medium and Mini Water Supply Schemes. The high and the medium schemes are headed by a Production Managers while the Mini Schemes are under a Waterworks Superintendent.

## 1.6 About the Ekiti State Water and Sanitation Regulatory Agency

The WASH Law provides for the creation of the Ekiti State Water and Sanitation Regulatory Agency (EK-WASRA). As a first step towards the establishment of a regulatory agency, Ekiti State created a regulatory Unit under the Ministry of Infrastructure and Public Utilities. The regulatory Agency was established through the approval of Executive Governor of Ekiti State and inaugurated on 15<sup>th</sup> March 2018. The Regulatory Agency derives its functions from the WSS Policy (2012) and Law (2013) at inception.

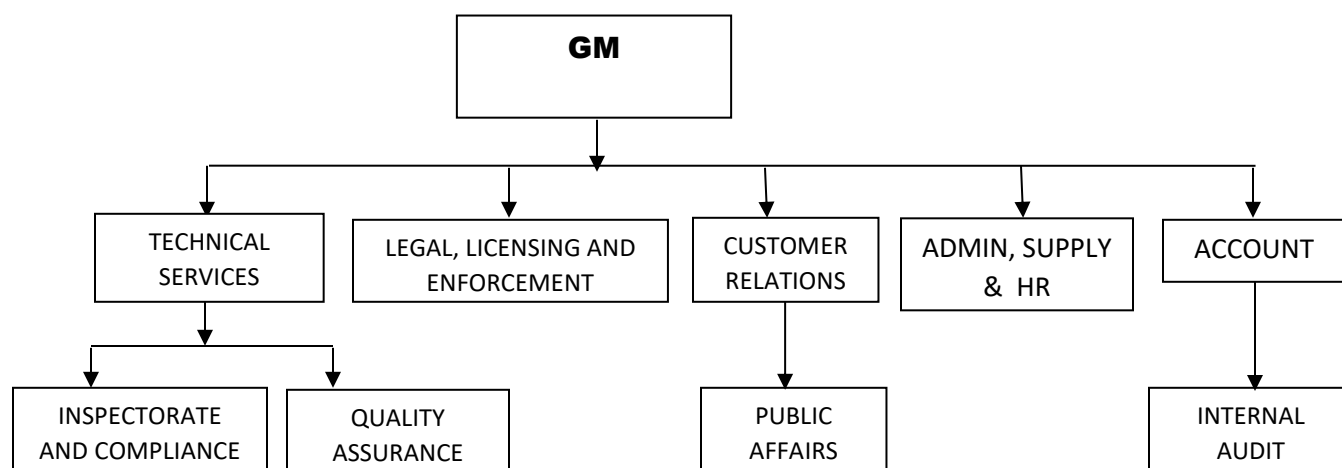
However, The Ekiti State Water and Sanitation Regulatory Agency (EK-WASRA) was created in March 2021, in accordance with Section 56 (1) of the WASH Law, 2021, “There shall be established a Regulatory Agency called the Ekiti State Water and Sanitation Regulatory Agency (EK-WASRA) (hereinafter known as ‘the Regulatory Agency)’” transitioning from a regulatory Unit under the Ministry of Infrastructure and Public Utilities. The responsibilities of the EK-WASRA included, among others, the following: issuance of license, establish and enforce standards based on developed guidelines for supervision of sector institutions; mediate between service providers and consumers; develop a methodology for setting tariffs; and regulate tariffs charged to consumers.

The functions of the Regulatory Agency include among others to:

- ✚ Establish and enforce standards
- ✚ Develop guidelines for supervision of sector institutions
- ✚ Disseminate information to the Public
- ✚ Advise government local authorities and utilities

The Regulatory Agency comprises five key staff drawn from the key MDAs such MOI, MOJ, MOF, MOH and MIPU. The Agency is headed by General Manager –Supervision and coordinate activities of the agency. Other staff are the Water Quality Standards Compliance- MOH, Inspectors, the Accountant in charge of Financial and Economic Regulation, the Head of media in the MIPU or media, Customer relation officer.

The operational structure of the Regulatory Agency is as follows



## 1.7 Vision, Mission and Guiding Principles

Taking into consideration the core functions of the Regulatory Agency and the state of the water and sanitation sector, the vision, mission and guiding principles of the Regulatory Agency are as follows:

### 1.7.1 Vision

***Setting standard for efficient regulation, for sustainable water supply services***

### 1.7.2 Mission

To carry out effective regulation through:

- ❖ Rigorous awareness campaign and advocacy
- ❖ Effective monitoring of the service provider
- ❖ Provision of customer feedback complaint platform

### 1.7.3 Guiding Principles

The Regulatory Agency shall be guided by the following principles in discharging its duties:

**i. Transparency**

All activities of the agency shall be carried out in a free and open manner so as to foster participation in all its undertakings, particularly those that border on decision making. The Regulatory Agency shall endeavour to provide full and truthful information to the decision makers to positively influence the decision making process. The Regulatory Agency shall also be coherent and consistent in its decisions.

**ii. Fairness**

All decision made by the regulator shall be done in a fair manner bearing in mind the interests of the various stakeholders. Hence, the regulatory tools, to the extent possible, shall be thorough, complete and unambiguous with regards to the rights, responsibilities, expectations and consequences that all stakeholders face.

**iii. Efficiency**

The functions of the regulatory agency shall be carried out in a cost effective manner to ensure that the costs of regulation does not outstrip its benefits.

**iv. Effectiveness**

The Regulatory Agency shall in all means possible discharge the duties for which is was established thereby creating create relevance for regulation.

**v. Accessibility**

The regulatory agency shall be accessible to all stakeholders in order to ensure that despite conflicting interests, public good is upheld.

## **vi. Professionalism**

Staff of the Regulatory Agency shall be proficient in the discharge of their duties in order to command confidence and respect from the stakeholders. Professionalism is key as it influences attainment of objectives and also impacts on the reputation of the Regulatory Agency.

### **Our Commitment**

Staffs of the Regulatory Agency individually and severally commit to be diligent in ensuring that this Strategic Plan is successfully implemented by upholding the guiding principles.

## 1.8 Situation Analysis

An analysis of the prevailing situation was conducted to ascertain the internal and external variables, changes, and trends in the world and Ekiti in particular that surrounded EK-WASRA and had influenced its performance or likely to have a significant impact on its performance over the span of the new Strategy were considered.

PESTEL Analysis was used to analyze the external environment. PESTEL focuses on the political, economic, social-cultural, technological, legal and environmental aspects was undertaken with due consideration to their positive and negative effects in which the Regulator operates.

A farther analysis of the external and the internal environment was done using SWOT techniques. A SWOT technique is used to identify the Strengths, Weaknesses, Opportunities and Threats of an organization. The SWOT analysis unpacked the internal strengths and weaknesses and examined the structures, processes and operations of EK-WASRA.

The PESTLE and SWOT analyses are shown in Tables 1 and 2.

**Table 1: PESTEL Analysis**

No.	Operating Aspect	Operating Conditions
1.	Political	The current political environment is very conducive and ripe for water and sanitation regulation. Both the Federal Government and the state have shown commitment and support of the water reforms to ensure improvement in water supply to Ekiti State and acknowledged that regulation can have a positive impact. The commitment can be noted from the Water Policies (federal and state) and the Legal instruments.



2.	Economic	The economic environment is generally unstable although the GDP (increased)/is quite low at 489.80billion USD in October 2023 and inflation double digit at 26.72% in October 2023. There is also generally low economic activity in Ekiti State. Production cost are high while consumers' ability to pay for water is very low. Further, water tariffs are not cost reflective.
3.	Social- Cultural	<p>Generally water customers in Ekiti state have a culture of assuming that water supply should be accessed free of charge as it is a gift from God. Hence the willingness to pay on the part of consumers is generally very low. Further, due to the perennial poor services, residents have resorted to drilling boreholes and shallow wells to access water, with the notion that water from underground is safe for consumption. Furthermore acts of vandalism of water supply installations are prominent in the State.</p> <p>According to WASHNORMS report, there is high prevalence of Open Defecation (OD) practice in Ekiti State. Six out of ten people engage in OD</p>
4.	Technological	The technology currently being used for water supply is basic. However, there has been an advancement in water technology such as pre-paid meters which has been adopted by the EKWSC as early suggested and considered by the regulatory agency to curb the challenge of low revenue collections. The sector is generally characterised by inadequate infrastructure and lack of expansion plans for water supply infrastructure and an absence of technological innovation. Likewise, sanitation provision services is still at primitive level. However, a private sanitation service provider has been licensed for faecal sludge

		management
5.	Legal	Ekiti State has a well-defined Policy and Legal framework. The State has a WASH Law which provides for among others the creation of an independent Regulatory Agency with clearly stipulated powers, roles and responsibilities. A sound Law should supported by a well-articulated Policy on water supply and sanitation that gives an overview of the desired state of water supply, sanitation and elaborates on the state's vision for the sector. Ekiti State has a WASH Policy which articulates government's vision for the water and sanitation sector. It is worth noting however that the Policy needs to be reviewed to accommodate City wide Inclusive Sanitation (CWIS) for urban sanitation.
6.	Environmental	The world at large is experiencing the impact of climate variability such as dwindling water resources and increasing atmospheric temperatures and Ekiti State is not an exception to this. The threat of pollution of water resources through indiscriminate disposal of waste such as chemicals and faecal matter and undiscerning farming activities, especially that the majority of residents are on onsite sanitation are real. The Regulatory Agency needs to take this into account to ensure that the impact is minimized. Policy review is needed to accommodate Environmental and Social Guide (E&S) principle in the sector.

**Table 2: SWOT Analysis**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Qualified and dedicated staff</li> <li>• Political will and commitment</li> <li>• Availability of Policy and Legal frameworks</li> <li>• Availability of Ekiti State WASH Law, 2021</li> <li>• Mandate for a regulatory agency provided for in the Law</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of transparency between Ekiti Water and Sewerage Company and the regulatory agency</li> <li>• No regulatory tools to effectively discharge functions i.e tariff setting, service levels, water quality monitoring, data collection and reporting</li> <li>• Inadequate of office equipment</li> <li>• Inadequate mobility</li> <li>• Insufficient permanent staff dedicated to the Regulatory Agency</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Future review of the WASH Policy and Law</li> <li>• Ongoing preparation for the establishment of Laboratory for water testing</li> <li>• Collaboration between the Regulatory Agency and developed Regulators in Africa</li> <li>• Commitment of the leadership at the MIPU to the reform process</li> <li>• Participation of Ekiti State in World Bank supported SURHWASH program.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of clarity on accountability channels from the decree or statute that created the Regulatory Agency.</li> <li>• Lack of Legal authority to discharge functions of the regulatory authority as provided for in the Law</li> <li>• Poor water and sanitation service delivery</li> <li>• Inadequate infrastructure</li> <li>• Poor funding</li> </ul>

Selective specific actions to be taken by EK-WASRA in maximizing its strengths and capitalizing on the opportunities to address its weaknesses and respond to the threats are shown in Table 3:

**Table 3: SWOT Analysis Matrix**

	<b>Opportunities</b>	<b>Threats</b>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Clear mandate provided in the Policy and Law</li> <li>• Political will and commitment</li> <li>• Qualified and dedicated staff</li> <li>• Signing of performance contract by the EKWSC</li> </ul>	<ul style="list-style-type: none"> <li>• Use in house counsel to support in the interpretation of EK-WASRA powers</li> <li>• Continuous performance monitoring of EKWSC, other service providers and report</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>• Established stakeholder engagement platforms</li> <li>• Development of regulatory tools</li> <li>• Future review of the WASH Law and Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder consultation, Engagement and collaboration</li> <li>• Use Mentoring programme with other developed regulators to adopt and adapt good practices</li> </ul>

## 1.9 Objectives

The 2<sup>nd</sup> Strategic Plan for the Ekiti State Water and Sanitation Regulatory Agency covers a three year period, 2024 to 2026. The Strategic Plan has eleven (11) overarching **goals** as follows:

- i. Develop New Regulatory Tools
- ii. Regulator roles and functions are well understood by various stakeholders.
- iii. Improve regulation of sanitation/faecal sludge
- iv. Improve awareness on regulatory functions to the public.
- v. Drive improvement in sector performance
- vi. Regulatory standard and guidelines on water and borehole drilling activities developed
- vii. Monitoring activities initiated and implementation commenced
- viii. improved water quality monitoring activities
- ix. Customer complaints register developed
- x. Increase number of customer complaints resolved
- xi. Increase number of customer complaints resolved

## CHAPTER 2: REVIEW OF THE 2020 - 2022 STRATEGIC PLAN

This chapter focuses on the review of EK-WASRA's 2020 - 2022 Strategic Plan on the basis of the three Strategic Objectives (SOs) that were set for that period. The detailed analysis in the attainment of the respective goals and their guiding KPIs are provided alongside the overall performance in the stewardship of organisational finances during the period.

### 2.1 STRATEGIC FOCUS OF EK-WASRA'S 2020 - 2022 STRATEGIC PLAN

The 2020 - 2022 Strategic Plan was based on the need to align to key national and international target for Water Supply and Sanitation. The Strategic Plan therefore, outlined three key Strategic Objectives as follows:

**Strategic Objective 1:** To create awareness among the populace on the Ekiti State Water and Sanitation Regulatory Agency functions and activities

**Strategic Objective 2:** To carry out effective monitoring of the Water and Sanitation Service Providers

**Strategic Objective 3:** To develop a customers' feedback platform

EK-WASRA's Strategic Objectives for 2020 -2022 was developed under a brand 'Water for our benefit its sustainability our collective responsibility' to meet its new commitment. This was underscored by improving the operations of EK-WASRA to deliver its services, drive positive progression in sector performance and ensure sustainability of service providers as well as increasing consumer awareness with customer satisfaction.

#### 2.1.1 Review Highlights

The highlights of EK-WASRA's performance for the period of 2020 - 2022 Strategic Plan are presented in Table 4 below:

**Table 4: Summary of Performance Review of EK-WASRA for the Period 2020-2022**

<b>Strategic Objective</b>	<b>Goals (Expected Major Outcomes)</b>	<b>Score</b>	<b>Performance Value</b>
<b>STRATEGIC OBJECTIVE 1:</b>  To create awareness among the populace on the Regulatory Agency functions and activities	Goal 1: Develop New Regulatory Tools	70%	Good
	Goal 2: Regulator roles and functions are well understood by various stakeholders.	80%	Very good
	Goal 3: Improve regulation of sanitation/feacal sludge	60%	Average
	Goal 4: Improve awareness on regulatory functions to the public.	70%	Good
	Goal 5: Increase visibility of EK-WASRA to the public	50%	Average
<b>STRATEGIC OBJECTIVE 2:</b>  To carry out effective monitoring of the Water and Sanitation Service Providers	Goal 1: Drive improvement in sector performance	55%	Average
	Goal 2: Regulatory standard and guidelines on water and borehole drilling activities developed	80%	Very good
	Goal 3: Monitoring activities initiated and implementation commenced	65%	Average
	Goal 4: improved water quality monitoring activities	50%	Average



STRATEGIC OBJECTIVE 3:  To develop a customers' feedback platform	Goal 1: Customer complaints register developed	100%	Outstanding
	Goal 2: Increase number of customer complaints resolved	80%	Very good
OVERALL AVERAGE PERFORMANCE ACROSS THE 11 GOALS		69.10%	Good performance

The overall cumulative performance across all the 3 strategic objectives was at a score of 69.10% which was 'Good' rating. Due consideration was made regarding some respective activities where performance was either 'good' or 'Average' and hence needed to be carried over. These have been reflected in the new Strategic Plan for the period 2024 - 2026.

## 2.2 REVIEW OF FINANCIAL PERFORMANCE FOR THE 2020 - 2022

A strategic Plan related financial review was conducted to determine EK-WASRA' performance. The financial review was done for the period 2020 - 2022. The financial review focused on budget and actual revenues as well as expenditure.

### 2.2.1 EK-WASRA Revenue Streams for 2020 - 2022

EK-WASRA's sources of revenue are depicted in table 5:

**Table 5: Revenue Streams**

REVENUE STREAMS	Average % of Total
License fee and other fees	20%
Government of Ekiti	80%
<b>Total</b>	<b>100%</b>

### Summary of Budgeted and Actual Revenue









The summary of budgeted and actual revenue is shown chart 1 (To be plotted). From the chart, it can be noted that, .....

### 2.2.2 REVIEW OF SECTOR POLICY INTEGRATION FOR THE PERIOD 2020 - 2022

The review focused on State Policies, Strategies and Frameworks as these tended to be drawn from national policies. The following were reviewed:

**WASH Law, 2021, No.2 of 2021**

**Table 6: Review of sector policy integration**

<b>Policy target</b>	 Mandate EK-WASRA to regulate WSS, improve service provision of WSS  Advise Ekiti State Government on WSS
<b>Policy linkage to EK-WASRA SP 2020 -2022</b>	 Strategic Objective 1: (priority action 1): Engagement with stakeholders by holding periodic meetings  Strategic Objective 2: (priority action 1): Explore new areas for development of regulations, standards, guidelines
<b>Measures undertaken by EK-WASRA</b>	 Various guidelines and regulatory tools developed  Developed regulations for the water and sanitation service utility and other service providers  Outcome: Improved performance of the service providers, increase in the number of prepaid meters installed by water utility,
<b>End term observations and Comments</b>	 Need to support the agency to address challenges and enhance enforcement/compliance.

## CHAPTER 3: SITUATIONAL ANALYSIS

This chapter focuses on the findings of the situational and contextualised analyses of EK-WASRA. Due attention is given to EK-WASRA's performance for the past 3 years; SWOT emphasis on Strengths and Opportunities; PESTEL (External Factors); Resource Analysis; and Stakeholder Analyses; as well as the analyses of Risk and Critical Issues that would impact on EK-WASRA's performance during the new strategic time-lines.

### 3.1 ANALYTICAL PROCESS AND SITUATIONAL ANALYSIS

The various facets and result from the analytical model used to conduct the situational analyses are presented below:

Both internal and external changes and trends globally and in Nigeria surrounding EK-WASRA that have influenced its performance and were likely to have a significant impact on it over the next 3 years under consideration were taken into account.

#### 3.2.1 SWOT Analysis

A review of previous progress reports and other documents was followed up with a formal assessment of Strengths, Weaknesses, Opportunities and Threats (SWOT) to bring out in a systematic way, the external and internal factors that impinge on the operation of EK-WASRA. The SWOT analysis unpacked the internal strengths and weaknesses and examined the structures, process and operations of EK-WASRA.

The areas of focus included personnel and staffing, physical facilities, equipment, use of technology, location, financial status, and management. The analyses were focused on the core mandates, operations, practice and performance of EK-WASRA. The findings of SWOT analysis are presented below:

**Table 7: SWOT Analysis Framework**

<b>INTERNAL FACTORS</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Qualified, competent and dedicated work-force	Inadequate tools for regulating the water and sanitation Service Providers
Availability of regulatory tools and instruments	Low stakeholders mapping and engagement (mostly, activities still limited to State capital)
Enabling legislation, policy framework and law that guarantees autonomy in operations	Effective implementation of the extant law and framework
Availability of effective regulatory guidelines	Inadequate guidelines
Recognition from Local and international stakeholders	Low public awareness about the WSS Regulator on ground (Brand Visibility)
<b>EXTERNAL FACTORS</b>	
<b>Opportunities</b>	<b>THREATS</b>
Regulation for On-Site Sanitation and Faecal Sludge Management	Possibility of outbreak of water borne diseases
Enhancement of human development capacities	Release of fund
Support from Government and Key stakeholders	Lack of commitment
Membership of Eastern and Southern Africa Water and Sanitation (ESAWAS) regulators association and RegNet	Inability to pay membership fee

**Table 8:** SWOT Analysis Matrix

<b>INTERNAL FACTORS</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Qualified, competent and dedicated work-force	Effective Staff Performance Management and re-warding system
Enabling legislation, policy framework and law that guarantees autonomy in operations	Support the review of WASH law
Availability of effective regulatory guidelines	Enhance enforcement and compliance
Recognition from Local and international stakeholders	Enhance effectiveness in discharging duties
<b>OPPORTUNITIES</b>	<b>THREATS</b>
Inadequate tools for regulating the regulated utilities /service providers	Enhance capacity building
Low Public awareness on customers complaints and communication tools	Implement robust awareness campaign
Low public awareness about the WSS Regulator on the ground (Brand visibility)	Implement robust awareness campaign
Inadequate capacity to undertake, On-site Sanitation (OSS), and Faecal Sludge Management (FSM) regulation	Enhance capacity building
Limited financial resources	Leverage on the experience and achievement and expertise to undertake consultancies  Lobby for support from Government and Developed Partners
Limited presence on the ground	Devise strategies to enhance presence and effectiveness (i.e part time Inspectorates (PTIs), WCAs, Synergies with regulators and other stakeholders

EXTERNAL FACTORS	
OPPORTUNITIES	EXPLOITING MEASURES
Regulation for On-Site Sanitation and Faecal Sludge Management	Develop regulatory tools
Public good will	Undertake advocacy, behaviour change and awareness campaign
Support from Government and Key stakeholders	Regular information dissemination and engagement
Membership of Eastern and Southern Africa Water and Sanitation (ESAWAS) regulators association and RegNet	Lobby for support from Development Partners and other developed regulatory bodies
Prospects for undertaking consultancy services	Enhancement of human development capacities

### 3.2.2 PESTEL Analysis

To examine the external opportunities and threats posed by trends in macro level factors, the PESTEL Analysis was undertaken under the categories and finding presented in Table 8:

**Table 9:** PESTEL Analysis Framework

Analytical Aspect	Positive Factors (Towards EK-WASRA's Operations)	Negative Factors (Towards EK-WASRA's Operations)
Political	Political will High sanitation profiling	Possible Political interference in enforcing some instruments  Hesitation to allow setting of cost reflective tariffs  Mixed messaging by politicians especially at complacency level
Economic	Possibility of increased revenue from licensing of utilities, borehole driller and practitioners, FSM and other water service providers	Some service providers to break even - will impact negatively on EK-WASRA reliance on license fees.

	<p>Increase support and investments of Government of Ekiti in WSS sector</p> <p>Increase demand for water for economic activities</p>	
Social	<p>Increase awareness by complacencies of causes of water borne diseases such as cholera</p> <p>Increased awareness of importance of water quality, water for hygiene and good health</p>	<p>Mind-set change to accept and improve on onsite sanitation; rural small town &amp; urban</p> <p>Perception that water is not an economic good leading to unsustainable operations</p>
Technology	<p>Establishment of web design to receive and monitor customer complaints;</p> <p>Social media platforms to increase visibility; web based EK-WASRA</p>	No mechanism ( system) to get data from regulated entities
Environmental	Enabling environment	Hindrance to the implementation of Strategic objectives
Legal	The WASH law will be review to capture emerging issues in the sector	Misunderstanding that water should not be paid for; that it is a human right

**Table 10: EK-WASRA Stakeholders' Power, Resources and Expectations**

Stakeholders		Powers and resources they control that can benefit EK-WASRA	Expected Service result from EK-WASRA
1	Policy makers	Policy formulation Sector financing	Implement Government policy on WSS



			<p>Provide timely and professional advice to the sector</p> <p>Report on the sector performance</p> <p>Ensure efficient and sustainable WSS service</p> <p>Provision; Affordable service to the citizenry efficient and effective regulator</p>
2	Service Providers	Service Provision	<p>Fair, transparent and predictable regulations</p> <p>Fair and accurate reporting on performance of providers; promote viability and sustainability</p> <p>Professionalism, transparency, credibility, consistency and objectivity in discharging regulatory functions</p> <p>Lobbying</p> <p>Facilitate capacity development</p>
3	Customers	Feedback on service delivery	<p>Improve service delivery</p> <p>Value for money - affordable, quality and reliable services, Protection from exploitation by service providers</p> <p>Prompt resolution of complaints, improved information dissemination</p>
4	Regulators	Regulatory enhancement, enforcement	<p>Collaboration in enforcement to ensure compliance to various standards, regulations and requirements</p>
		Customer protection	<p>Exchange of knowledge, experiences and good practices</p> <p>Harmonisation of procedures and standards</p>
5	Development Partners	Financial resources	<p>Drive improved and extended service delivery</p>

			<p>Improve financial viability and sustainability of the sector, cost reflective tariffs</p> <p>Independence and innovation in regulation</p> <p>Transparency, credibility, consistency and objectivity in discharging regulatory functions</p> <p>Accurate and timely information on the performance of the sector.</p> <p>Provide guidance to sector players; Efficient and effective regulator.</p>
6	Civil society/NGOs	<p>Customer representation</p> <p>Comprehensive and timely information</p>	<p>Improved and extended service delivery</p> <p>Engagement of the public in regulatory decisions; collaboration in coordination of sector information and advocacy</p>
7	Regulatory Association	<p>Global regulatory trends and requirements,</p> <p>Benchmarking,</p> <p>Capacity development</p>	Regulatory Experience; Impact; Best Practices
8	Media	Information dissemination	<p>Timely and accurate information on WSS</p> <p>Timely response and feedback on sector issues</p>

### 3.2.2 Risks and Critical Success Factors

Identification of inherent critical success factors and risks to implementation of the Strategic Plan is critical for successful execution. Key risks and critical success factors have been outlined in Table 11:

**Table 11: Risks and Critical Success Factors**

<b>Main Objectives</b>	To create awareness among the populace on the Regulatory Agency activities and functions	To carry out effective monitoring of the Water and Sanitation Service Provider	To develop customers feedback platform
<b>Key Risks</b>	<ul style="list-style-type: none"> <li>➤ Lack of acceptance of the Regulator by the various Stakeholders</li> <li>➤ Awareness creation activities do not reach the intended audience</li> <li>➤ Social unrest</li> </ul>	<ul style="list-style-type: none"> <li>➤ Undermining of the Regulatory Agency by the Service Provider.</li> <li>➤ Insufficient and/or ineffective regulatory tools</li> <li>➤ Lack of finances to execute plan</li> </ul>	<ul style="list-style-type: none"> <li>➤ Inability to satisfy customers</li> <li>➤ Loss of reputation</li> </ul>
<b>Critical Success Factors</b>	Development and implementation of a Communication Strategy	Effective consultation and engagement of water and sanitation service provider	Customer complaints resolved within stipulated timeframe

## CHAPTER 5: THE 2024 - 2026 STRATEGIC PLAN

This chapter presents the 2024 - 2026 Strategic Plan. It includes the specific details on EK-WASRA's mandate, Vision, Mission Statement, Core Values and Strategic Objectives. The key activities outlined in the log frames were mainly informed by the performance on the 2020 - 2022 Strategic Plan, and SWOT/PESTEL analysis.

### 5.1 MANDATE OF EK-WASRA

The Ekiti State Water and Sanitation Regulatory Agency (EK-WASRA) was established under the Ekiti WASH Law, No. 2 of 2021; with the core mandate to regulate the provision of water Supply and Sanitation in Ekiti State.

#### 5.1.1 Our Vision

Setting standard for sustainable service delivery and efficient regulation

#### 5.1.2 Our Mission Statement

To carry out effective regulation through: (1) Rigorous awareness campaign and advocacy (2) Effective monitoring of service provider (3) Provide customer's feedback complaint platform

#### 5.1.3 Our Guiding Principles

Our guiding principles are summarised in the acronym **TFEEAP**. These have been elaborated in table 12

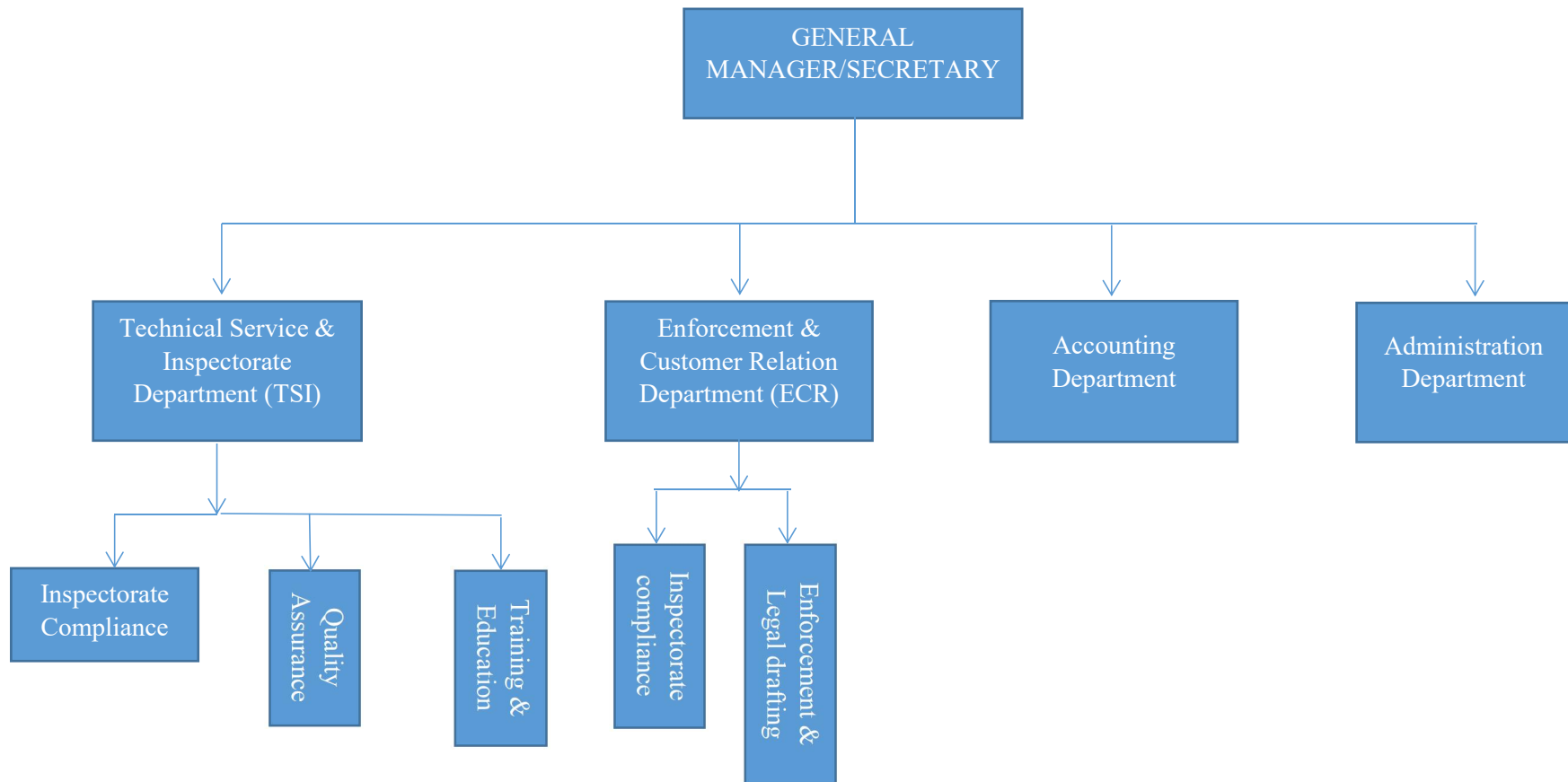
**Table 12: Our Core Values**

Value Concept	Value proposition
<b>Transparency</b>	All activities of the agency shall be carried out in a free and open manner so as to foster participation in all its undertakings, particularly those that boarder on decision making. The Regulatory Agency shall

	endeavour to provide full and truthful information to the decision makers to positively influence the decision making process. The Regulatory Agency shall also be coherent and consistent in its decisions.
<b>Fairness</b>	All decision made by the regulator shall be done in a fair manner bearing in mind the interests of the various stakeholders. Hence, the regulatory tools, to the extent possible, shall be thorough, complete and unambiguous with regards to the rights, responsibilities, expectations and consequences that all stakeholders face.
<b>Efficiency</b>	The functions of the EK-WASRA shall be carried out in a cost effective manner to ensure that the costs of regulation does not exceed its benefits.
<b>Effectiveness</b>	The Regulatory Agency shall in all means possible discharge the duties for which is was established thereby creating great relevance for regulation.
<b>Accessibility</b>	The regulatory Agency shall be accessible to all stakeholders in order to ensure that despite conflicting interests, public good is upheld.
<b>Professionalism</b>	Staff of the Regulatory Agency shall be proficient in the discharge of their duties in order to command confidence and respect from the stakeholders. Professionalism is key as it influences attainment of objectives and also impacts on the reputation of the

	Regulatory Agency.
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## EK-WASRA ORGANISATIONAL STRUCTURE



**OUR COMMITMENT**

Staffs of the Regulatory Agency individually and severally commit to be diligent in ensuring that this Strategic Plan is successfully implemented by upholding the guiding principles. Through Teamwork, we further commit to create a conducive and all-inclusive environment for all staff and stakeholders in our sector to achieve our objectives through goal congruence while upholding our core values at all times.

EK-WASRA Members of Staff I.e combined picture





## MANAGEMENT STAFF OF THE EKITI STATE WATER AND SANITATION REGULATORY AGENCY



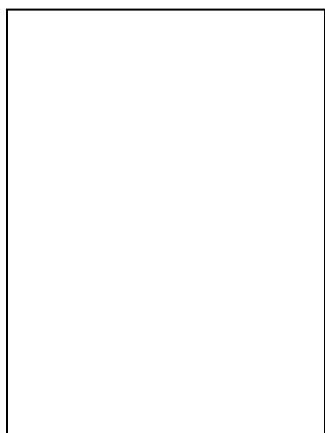
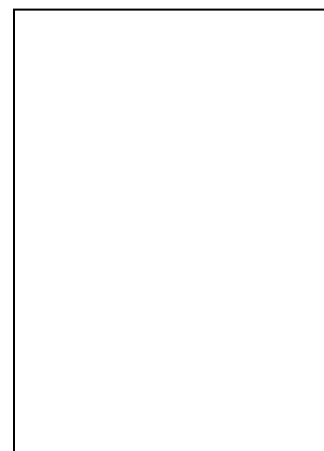
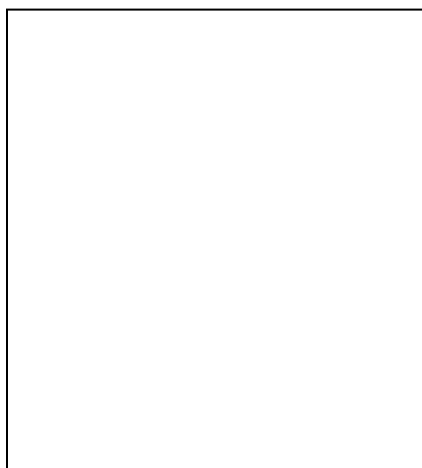
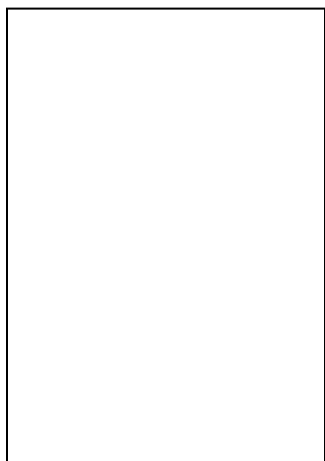
**Engr. Alake Samuel**  
Director, TS&I



**Engr. Osalade Ayodele**  
GM



**Engr (Mrs) Ogunluyi Peace**  
Director, TS&I



**Barr. Suleiman 'Lekan**  
Legal officer



## 5.2 THE 2024 - 2026 STRATEGIC OBJECTIVES

Five (5) Strategic Objectives for the 2024 - 2026 strategy have been developed. These are presented in Table 13 here below, and as follows:

**Table 13: 2024 - 2026 Strategic Objectives**

Perspectives	Strategic Objectives
Internal Capacity	To strengthen the capacity of EK-WASRA in order to implement regulation for rural/urban water supply and sanitation and on-site sanitation service delivery
Access and inclusion	To Effectively regulate water supply and sanitation service delivery in order to ensure improved and inclusive service provision
Monitoring	To carry out effective monitoring of the Water and Sanitation Service Providers
Corporate Governance	To promote good corporation governance in order to ensure that EK- WASRA and water and sanitation utilities are accountable, transparent and efficient in their operations
Information System	To develop a customers' feedback platform

**SO.1: TO STRENGTHEN THE CAPACITY OF EK-WASRA IN ORDER TO IMPLEMENT REGULATION FOR RURAL/SMALL TOWN & URBAN WATER SUPPLY AND SANITATION AND ON-SITE SANITATION SERVICE**

Expected outputs/outcomes	source	Key activities	Key performance indicators	Means of verification	Critical assumption	Timeframe (Years)	Budget ₦
1.Regulatory framework for service providers and utilities implemented	2020 - 2022 SP	Implementation of developed guidelines for monitoring utility/service providers (I.e water quality monitoring, pricing mechanism and Service Level Guarantee (SLG)	Guidelines implemented	Water quality report  Approved tariff	Availability of Financial resources	2024 – 2025	5,000,000.00
		Workshop for the review and strengthen the institutional and regulatory framework	Technical staff in place, ICT working tools installed	Signed agreement with service providers			3,750,000.00
Regulatory Framework For On-site Sanitation and Feecal Sludge Management	2020 - 2022 SP	Consultancy for the development of sanitation and feecal sludge management and implementation	Sanitation and feecal sludge management guidelines	Report	Availability of Financial resources	2024 - 2025	10,000,000.00

implemented		of guidelines Development and printing of water sector annual report	developed Number of report developed				2,000,000.00
		Development of State level standards and regulation for urban sanitation	Procure at least motor vehicle.	Asset register	Availability of Financial resources	2024 - 2025	187,500,000.00
Capacity Development	SWOT	Increase the number of staff/inspectors.	6 Numbers of staff developed		Availability of financial resources	2024 - 2025	2,000,000.00
		Strengthen regulators, service authority, and service provider capacity and incentive, includes training needs, assessment provision of ICTs				2024	37,500,000.00
		Develop and				2024 - 2026	150,000,000.00

		implement capacity building plans (including benchmarking)					0
		Workshop to establish the current legal basis for service regulation				2024	1,875,000.00
		Training of staff on regulatory functions to include treatment of faecal sludge, water quality test, standard and regulation etc	6 staff trained	Training report	Availability of financial resources	2024 - 2026	5,000,000.00
<b>SO. 2: TO EFFECTIVELY REGULATE WATER SUPPLY AND SANITATION SERVICE DELIVERY IN ORDER TO ENSURE IMPROVED AND INCLUSIVE SERVICE PROVISION</b>							
Expected outputs/outcomes	source	Key activities	Key performance indicators	Means of verification	Critical assumption	Timeframe (Years)	Budget
1. Ensure improved Quality and efficiency of service	2020 - 2022 SP	Ensure water and sanitation service providers comply with water quality monitoring	All service providers/ utilities comply with water quality	Sector report and routine inspection reports	Technical Inspector Water	2024	2,000,000.00

		guideline	monitoring guideline				
		Setting up of functional laboratory for Water quality testing	Conduct Water quality advocacy in communities	Number of test conducted in communities	Sector report	2024	33,200,000.00
		Implementation of water quality monitoring guideline	Conduct Water quality advocacy in communities		Sector report	2024	2,500,000.00
		Ensure reduction of NRW	Reduced NRW by 10%	Sector Report	Support and coordination with MIPU/EKWS C	2024	2,000,000.00
2. Drive Improvement in WSS service coverage	SWOT Matrix	Ensure increased access to WSS services	Percentage of of people having access to water supply and sanitation in urban and rural areas	Sector Report	Availability of adequate resources	2024	2,000,000.00
		Establish a Benchmarking System for water	Develop and monitor KPI for service	Sector report	Availability of resources		2,500,000.00

		and sanitation service providers	providers				
3.		Establish a quick fix online complaints platform	All CUs fully utilising the quick fix complaints platform	Customer complaints reports		2024	2,500,000.00
4.		Non consulting service for Web design and Application for License, Permit, Registration	Web designed for registration, license and permit	Sector report and number of users	Availability of financial resources	2024 - 2025	2,000,000.00

**SO. 3: TO CARRY OUT EFFECTIVE MONITORING OF THE WATER SERVICE PROVIDER**

Expected outputs/outcomes	source	Key activities	Key performance indicators	Means of verification	Critical assumption	Timeframe (Years)	Budget
1. Improved quality of service delivery		water quality advocacy, campaign and citizen/stakeholder engagement on regulation of water and sanitation in Ekiti State,	Water quality advocacy implemented	Sector report and routine inspection reports	Availability of financial resources	2024	2,500,000.00

Water for our benefit  
Its sustainability  
Our collective responsibility

		Printing of Information Education materials					
		Conduct periodic independent surveillance	Data from the survey	Sector report		2025	1,500,000.00
		Quarterly data collection against KPIs and reporting.	KPIs analysed for reporting	Sector report		2024 - 2027	30,000,000.00
2. Enhance cost recovery		Develop and printing of tariff setting methodology for water supply service providers.	Tariff approved	Revenue efficiency		2024	11,500,000.00
3.		Develop urban sanitation tariff methodology	Tariff approved	Revenue efficiency		2024	15,000,000.00
4. Enhance efficient and effective decision making		Enhance performance monitoring and data collection and management systems to inform regulation and service		Sector report		2024	150,000,000.00



		improvements.					
		Develop and operationalize Private Sector Participation Strategy				2025	15,000,000.00
		Quarterly performance review workshop		Sector report		2024 – 2025	2,500,000.00

**SO. 4: TO PROMOTE GOOD CORPORATION GOVERNANCE IN ORDER TO ENSURE THAT EK-WASRA AND WATER & SANITATION UTILITIES ARE ACCOUNTABLE, TRANSPARENT AND EFFICIENT IN THEIR OPERATIONS**

Expected outputs/outcomes	source	Key activities	Key performance indicators	Means of verification	Critical assumption	Timeframe (Years)	Budget
Smooth transition of Board tenure	SWOT	Facilitate for strengthening the law governing appointment of the Board	Clear direction on the appointment of Board incorporate in the WSS Services bill	WSS services bill	Approval by the cabinet	2025	2,500,000.00
	SWOT	Implement performance monitoring system for	Include CU board performance in the annual sector report	Sector report		2025	2,000,000.00

		CU Board					
2.Enhanced accountability	SWOT	Implement Board performance assessment mechanism	Annual performance monitoring of all Board Chair persons (based on performance contract between Board and MIPU) undertaken	Inspection report Sector report	Contract between the Permanent Secretary MIPU and the Board chairpersons signed	2025	2,500,000.00
		Assessment of the existing mandates of other relevant ministries and agency				2024	3,000,000.00

### SO. 5: TO DEVELOP A CUSTOMERS' FEEDBACK PLATFORM

Expected outputs/outcomes	source	Key activities	Key performance indicators	Means of verification	Critical assumption	Timeframe (Years)	Budget
Establishment of Complaints Feedback	2020 - 2022 Strategic	Development of customer care guideline,	Customer care guideline	Sector report	Guideline approved	2024	3,000,000.00

Mechanism	Plan		developed				
		Stakeholder consultation.	Holding meeting with stakeholders at different fora	Sector report	Availability of stakeholder/f inancial resources	2024	<b>2,000,000.00</b>
		Dissemination of customer care guideline	Hold Consultation meeting during development of guidelines	Consultation meeting report	Availability of stakeholder/ resources	2024	<b>2,000,000.00</b>
Strengthen Water Consumers Associations (WCAs) to handle complaints		Training of WCA on complaints handling	Complaints handling training organised	Training organised and attended	Availability of resources	2024 - 2025	<b>4,000,000.00</b>

### 5.3 Monitoring and Evaluation

Monitoring and evaluation of the Strategic Plan will be done internally by the Regulatory Agency. Monitoring will be done on a quarterly basis with performance reports prepared and submitted to the Permanent Secretary.

### 5.4 Financial Plan

The total budget required for successful execution of the Strategic Plan is **N 697,325,000.00 Million**. The budget amount is broken down as shown in Table 7

Table 14: Estimated cost of implementing EK-WASRA 2024 - 2026 Strategic Objective

Strategic Objectives	Estimated Implementation Cost (N)
1. To strengthen the capacity of EK-WASRA in order to implement regulation for rural/urban water supply and sanitation and onsite sanitation service delivery	404,625,000.00
2. To Effectively regulate water supply and sanitation service delivery in order to ensure improved and inclusive service provision	48,700,000.00
3. To carry out effective monitoring of the Water Service Provider	228,000,000.00
4. To promote good corporation governance in order to ensure that EK-WASRA and commercial utilities are accountable, transparent and efficient in their operations	11,000,000.00
5. To develop a customers' feedback platform	5,000,000.00
Total Budget	697,325,000.00

## 5.5 Financing Plan

- a) 10% of the amount will be sourced from Ekiti State Government budget
- b) Solicit fund from the development partners
- c) Charges from the licensing and other fees

## 5.6 Reporting System

The Regulatory Agency shall submit a quarterly report of the status and activities in the sector to the State Executive Council and the State Steering Committee (State Water Supply and Sanitation Steering Committee) as appropriate.