



# WAVE

Capacity Building for Water Service Providers in  
Kenya, Uganda, Tanzania and Zambia

2007 – 2010



On behalf of:



Federal Ministry  
for Economic Cooperation  
and Development

inWent

Capacity Building International  
Germany



# WAVE – Programme Goal

InWEnt is commissioned by the German Ministry of Economic Cooperation and Development (BMZ) to implement the WAVE-Programme in Kenya, Uganda, Tanzania and Zambia. WAVE complements activities of other German development partners: KfW, GTZ, DED, CIM to support the development of the sector framework of water resources development and the provision of water supply and sanitation services. In the 1st phase, WAVE focuses on capacity building for water supply services in small towns and peri-urban areas. WAVE was designed in response to a need for CB-support which was articulated by Water Service Providers as well as the Water Associations and other water sector actors in the partner countries during a series of consultations in Aug-Oct 2006. Reports on Training Needs Analysis, conducted by several other donors and partner organisations provided useful background information on the design of WAVE.

WAVE stands for the German term „Wasserversorgung und -entsorgung“, English: water supply and sanitation.

## The WAVE programme contributes to improving water supply and sanitation services

Overall goal:  
Improving efficiency and effectiveness of water services providers

To provide clean und safe water to customers with a high level of reliability and supply, and to establish improved efficiency in managing the water supply system. All these call for effective and transparent customers care, tariffs and bills, taking into account social and environment considerations.

Overall goal:  
Improving professional staffs' competence and performance in selected key operational and managerial topics

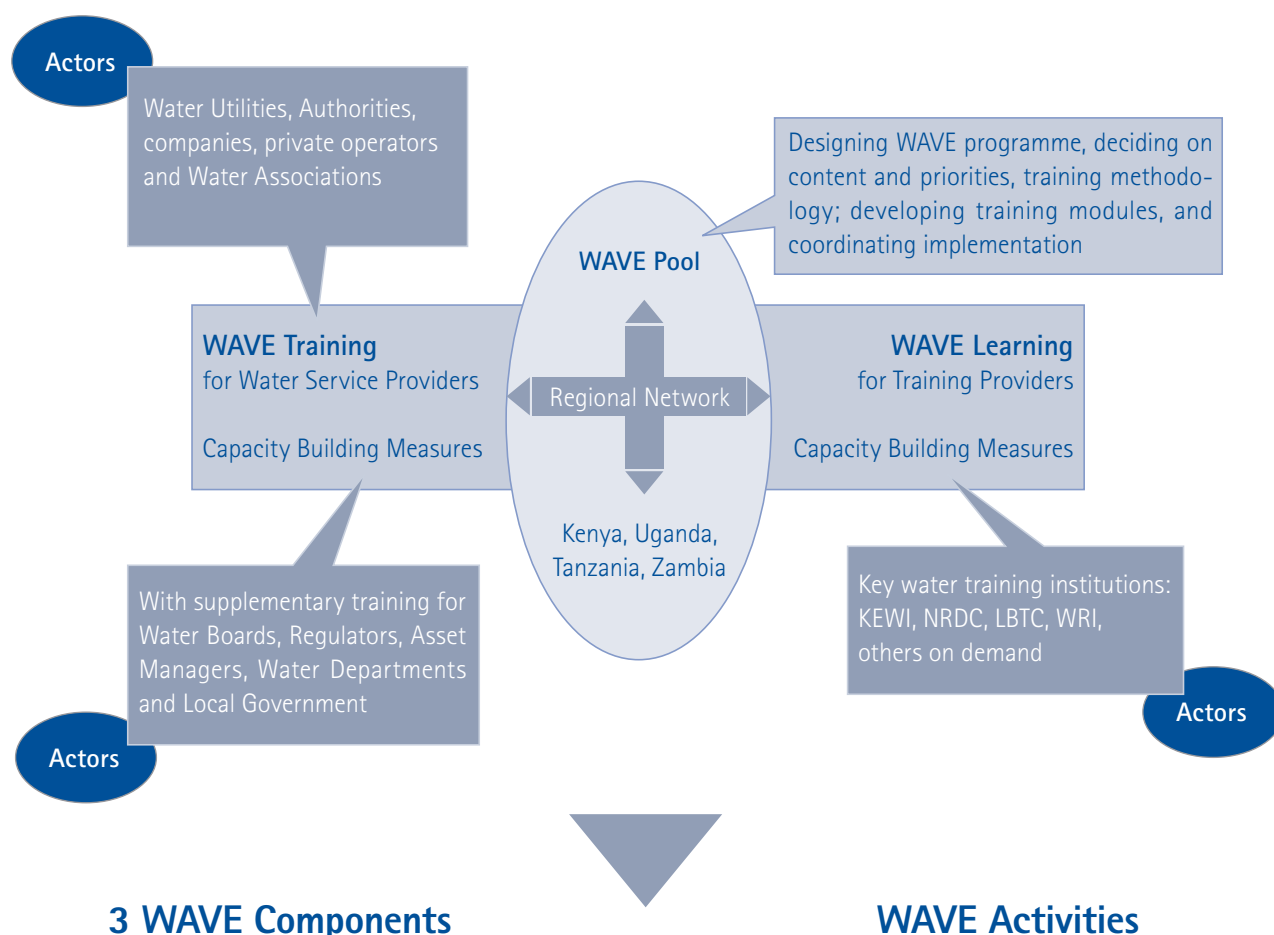
Professional performance of staff in partner institutions is improved through a set of capacity building measures considering both, technical and managerial issues that are identified as critical by our partners (page 10). Competences of individuals will be improved to act in their institutional context, with regard to technical, personal, social, methodological and communication dimensions.



# WAVE – Concepts

## Principles:

- to integrate all water sector actors
- to utilize regional resources of know-how
- to create ownership and enhance commitment
- to design and implement a set of CB measures: networking, training, dialogue, and strategic HRD-adivse



## 3 WAVE Components

## WAVE Activities

### WAVE Training:

Increase competence of water service providers related to awareness and skills in technical and management aspects through:

Tailor made national or regional training courses and seminars; coaching; exchange visits and twinning amongst partner organisations ; short/term training and internship in Germany

### WAVE Learning:

Strengthen capacity in training providers in partner countries through:

Assist training institutions in developing demand-oriented curricula, update the contents, and apply modern learning methods

### WAVE Pool:

Regional learning and networking forum – composed of experts, practitioners, and decision-makers in partner organisations:

Their tasks are to develop and monitor the WAVE Programme, design training and learning modules and conduct WAVE Training and WAVE Learning activities



# WAVE – Strategy



## Promoting interactive – participatory learning and full ownership within the region

InWEnt's experience in designing and implementing 'interactive and participatory adult learning' ("learning for action") events forms the basis for the WAVE approach. It emphasizes the use of the local knowledge, regional experts and resource persons from the four WAVE partner countries Kenya, Uganda, Tanzania, and Zambia. They are organised in the WAVE Pool, and cover a wide range of disciplines that are engaged in the water sector with experience in water supply and sanitation, water resources management, economy, social sciences, and busi-

ness administration. WAVE will provide them with an opportunity to share their experiences in planning, implementation and monitoring the WAVE programme. Expertise shall be drawn outside the four partner countries only when such capacities do not exist, or to share experience related to a special subject, e.g. ISO standards. This approach will not only enhance capacity building in the water sector in the four countries, but is also expected to increase ownership and sustainability of the WAVE Programme impacts.

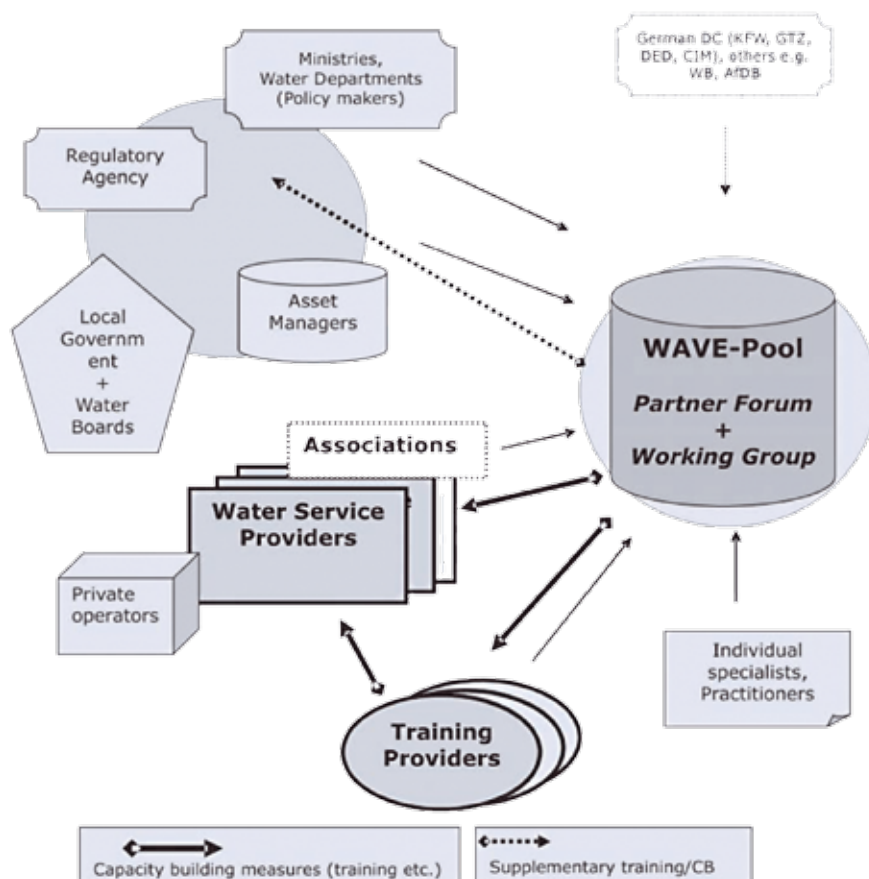
## The WAVE Pool

Each country identified about 10 persons that represent selected water services providers, training providers, ministries, regulators, the private sector and NGOs active in the water sector to constitute the WAVE Pool (page 5). The Pool is regarded as the policy advisory and planning committee for the whole programme. Focal points (FP) in each country were nominated by the members to communicate and coordinate activities at country level and to liaise with InWEnt and national partner organisations. Two Regional WAVE Coordinators support and guide the FP and Pool members. To implement the demand-driven

approach, regional trainers were nominated by the WAVE Pool from training providers and other national experts. They design the training courses, develop training modules and implement training on selected topics at national level. The training teams for national courses consist of 3 national trainers, moderators or resource persons, assisted by an external trainer from a neighboring WAVE country. A WAVE Coach conducts TOT courses, provides guidance and backstopping to the training team. This ensures that hands-on training experiences and know-how are shared amongst WAVE Pool members and trainers from the region.



# WAVE – Institutional Set-up



# WAVE – Policy Context

All WAVE partner countries are implementing broader reform processes to re-orientate the entire water sector to ensure longterm sustainability of water supply and sanitation services.

## Key elements of the water reforms

1

Separation of policy formulation, regulation, water resources management and service provisions.

The reforms require new arrangements of responsibilities and managerial tasks between Ministries, Regulators, Asset Managers, Commercial Utilities, Water Agencies or Authorities, and Private Operators.



2

Decentralisation of power: this requires that decisions are made at subnational level to include relevant regional and local authorities and the involvement of water users at appropriate levels.

Management responsibilities should be transferred to local actors, whenever possible, following the principles of subsidiarity.



3

Commercialization and business orientation: Water must be looked at as a commodity: Water has a value and all users should pay for it. A new “business mindset” is required at all staff levels to manage the water service provisions to achieve better efficiency in delivering services and managing water as a commercial good. Services should be outsourced to the private sector and NGOs whenever possible.



However, a social component requires special tariffs or mode of contributions for the rural and urban poor. An additional environmental component requires that water resources are managed in a holistic manner that considers the needs of all water users now and in the future.

WAVE – Strategic Goal:

Support water sector reforms by building capacity for improved water services in Kenya, Uganda, Tanzania and Zambia

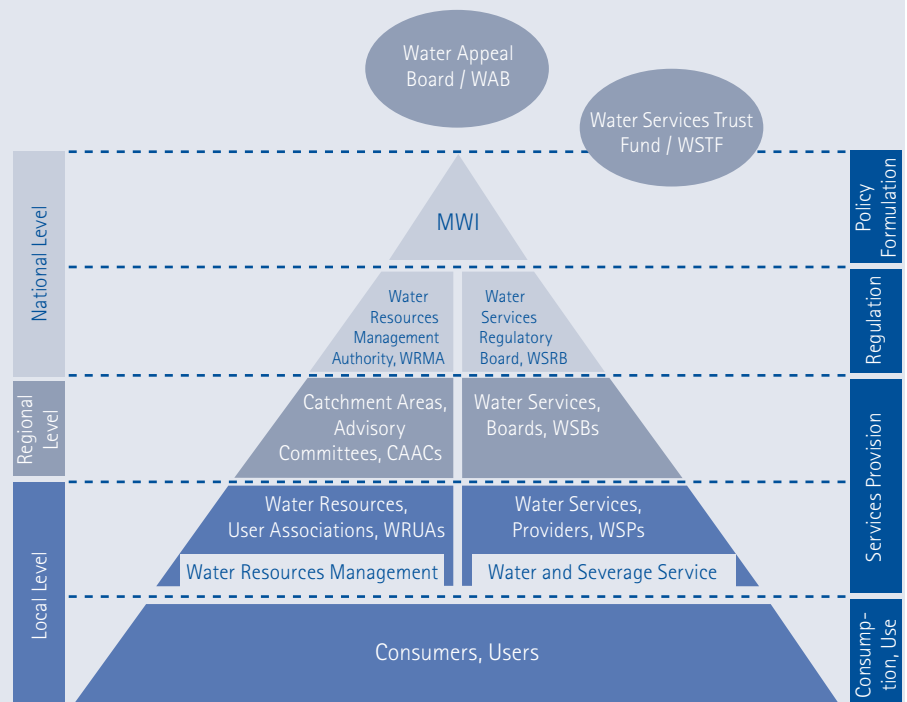


## Actors in the water sector

### Example Kenya

InWent assists Water Service Providers (WSP) to improve their performance within the new institutional set up according to the Water Sector Reform –

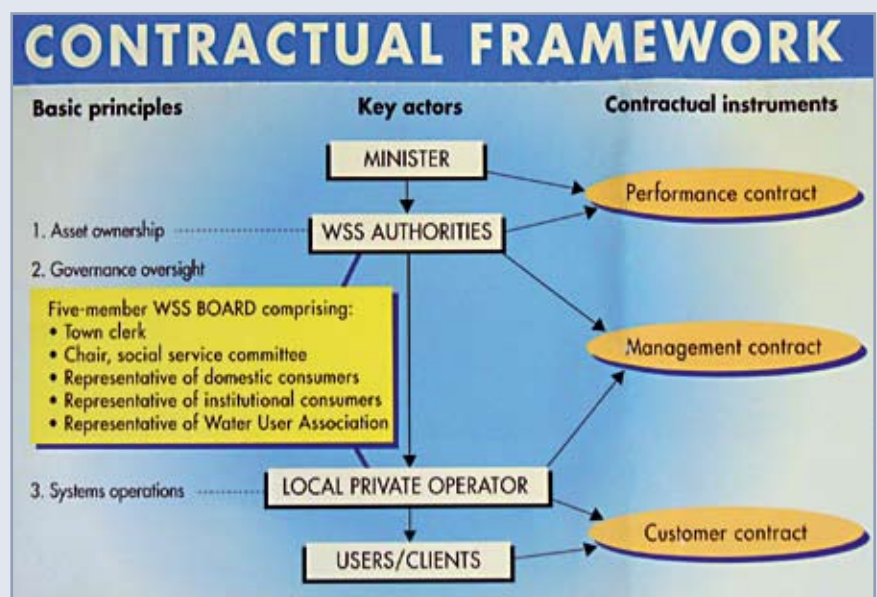
- WSP – shall be contracted by Water Service Boards (WSBs) to provide quality water and sewerage services
- Ministry of Water Resources Management and Development – overall responsibility for policy review, formulation, supervision
- Water Resource Management Authority – responsibility for management of water resources
- Water Services Regulatory Board – overall responsibility for regulatory of water services provision and sewerage services
- WSBs – responsible for efficient, economical provision of water services within their areas of jurisdiction.



Participants of the WAVE training in Kenya are mainly from WSPs; some are working for WSBs, WSRBs and the Ministry.

### Example Uganda

- Water supply and sanitation services (WSS) in small towns:  
New approaches aim for innovative and sustainable solutions through the local private sector, because the current community managed "Water User Association" model faces too many challenges.
- WAVE supports the "Association of Private Water Operators (APWO)" through capacity building to make the local private operators fit for the new "Private Service Providers" management model.
- Participants of the WAVE training in Uganda are from local PWO; some are from local government, WSS Boards, the Water Ministry, or the NWSC.





# The Challenge – Every Drop matters

Water is critical to Africa's sustainable development. In Africa, water lies at the centre of all life and touches every aspect of human endeavour. Although we celebrate the 2nd International Drinking Water and Sanitation Decade, millions of people in Africa lack access to potable water, particularly the rural and urban poor, and many more lack safe sanitation facilities. Even though water in nature is available locally in Kenya, Uganda, Tanzania and Zambia, human, institutional constraints and financial capital limit access to water, and the situation has created negative impacts on health, economy, environment and life quality.

## Africa faces growing physical and economic water scarcity

The situation, if not addressed, will worsen the increasing demand for water due to the growing population and industrialization, which would lead to increased irrigated agriculture and hydropower generation, to meet the demand for food and energy.

The sources of water supply are limited and water is increasingly becoming a scarce commodity, limiting the future wealth in the region. Action is required at different levels and by all water users, because integrated water resources management (IWRM-approach) is required to address the problem.

Water service providers must increase efficiency of water supply systems: „Every drop counts“. Also water users must increase efficiency in water consumption. The slogan of modern agriculture is therefore: „More crops per drop“.







Water sector reforms with a new institutional set-up are required to meet these challenges, because more investment in water infrastructure is needed and better operation and maintenance systems must be in place.

Such organisations must therefore be prepared to apply new technologies, and adapt new management systems. Currently, the technical and managerial capacity of staff at all levels in the water sector

is insufficient to address the multitude of challenges. This is because training institutions and service providers are not all prepared to face the new job requirements of the staff working in the water sector.

There are also insufficient links and mechanism between water sector actors to extract and use knowledge and skills from regional resources networks and across sectors.



# WAVE – Key Topics

## Key topics for CB

Non-revenue-water

Commercial and consumer/  
customer orientation of WSP

Organisation, Management  
and Functional Expertise

Water Governance – with  
regard to human resources  
management

Urban water supply and sanitation:  
it's linkages to IWRM and climate  
change adaptation

## Selected issues, identified by the WAVE Pool

- Cash flow increase mechanism
- Cost recovery mechanism
- Network maintenance behaviour toward unaccounted for water
  
- Entrepreneurship: from government to private/business enterprises
- Management and business planning, incl. reporting mechanism
- Budgeting, financial and cash flow management
- Public-private partnerships; working in partnership with NGOs, communities
- Customer service and public relation, consumer care, campaigning, communication
  
- Organisational Development: OD Process – Foundation – Structure – Management – Employee – Development – Information – Continuous training
- Corporate governance, corporate affairs, organisational culture
- Performance systems; Performance contracts
- Planning methods and procedures at different levels and for different actors
- Reporting systems and coordination mechanism
  
- Interaction of actors e.g. councils vs. national level actors
- Knowledge of relevant laws, regulations, and water sector reforms
- Networking
- Association (role, task, function/mandate)
- Anti-corruption measures
  
- Water demand management
- Policy tools and implementation practice
- Integrated water resources management – IWRM Toolbox (GWP)
- Adaptation to climate change
- Water allocation mechanism
- Source protection

Cross-cutting issues are pro-poor approaches, gender aspects and mainstreaming HIV.  
Note: Vocational training is not part of the WAVE training.







# WAVE – Implementing the Concept

## Preparatory phase

*Activities: organised by WAVE Focal Points*  
*Backstopping: Coach, Regional coordinator*

Start:

- 2 month prior to course
- Selection of training team (see Guidelines)
- Selection of WSPs (clusters)

Awareness workshop for:

- Senior management of WSP, Water Associations; Ministry

Selection of participants with WSP:

- Senior management, HRD-Department

Information of participants:

- Distribution of training material
- Preparatory tasks

## Training course

*5-day courses for mid-managers of WSP, Water Boards, etc.*

Topics in 2007-2008:

- CCO and NRW

Organised by:

- WAVE Focal Points and the Lead Trainer

1-day TOT prior to the course for all trainers and resource persons  
 Responsible: WAVE Coach

Output:

„Plan of Activities“ of participants

## Follow up phase

*Activities: organised by WAVE Focal Points*  
*Backstopping: Coach, Regional coordinator*

After 1-2 months:

- Individual performance assessment
- Participants report to FP

After 3 months:

- Organisational performance assessment
- WSP visits by trainers
- Questionnaire to Sr.Mgt/HRD
- Interview of participants
- Handing over of Certificates
- On demand awareness w/shop

After 1 year:

- Organisational performance assessment
- Visits, Questionnaires
- Senior Management of WSP, HRD

Feedback, Evaluation, Recommendations



# WAVE – Activities

The establishment of the WAVE Pool of regional experts, the development of training manuals, the implementation of national training courses and regional seminars jointly with the African Water Association and the World Bank Institute are the most important outputs achieved until mid 2008. In detail, the following CB-initiatives were conducted since the programme commenced in January 2007:



Year	Country	Activities
Feb 2007	Nairobi	<b>WAVE Pool Planning Workshop</b> - Establishment of the WAVE Pool, Focal Points, Agreement on Key Topics and the outline of a capacity building programme.
Mar 2007	all countries	<b>In-country consultation workshops</b> with WAVE Pool members and other water sector actors, conducted by WAVE Pool Focal points and the Regional WAVE Coordinator
Apr 2007	Kenya	<b>Training of Trainer and Training Module Design Workshop</b> . 26 WAVE Pool members from all WAVE partner countries
Jul 2007	Anglophone Africa	<b>Regional workshop to disseminate Water Supply and Sanitation Standards of Service adapted to LDCs: ISO standards 24510, 24511 and 24512</b> . Organised by AfWA, WBI and InWEnt with Ps-Eau, SNIMA and PMD, WSP Kenya, and NWSC. Venue: Kampala. 48 senior participants from government and WSP from anglophone countries, including WAVE partner countries
Sep 2007	Anglophone Africa	<b>Non-Revenue Water Management Training Course</b> . Organised by AfWA, WBI and InWEnt. Venue: Dar-es-Salaam. 52 senior staff from government and WSP from anglophone Africa, including WAVE partner countries
Mar-Nov 2007	WAVE Pools	<b>National WAVE Pool meetings</b> , organised bi-monthly or on-demand by Focal Points
Jun-Sep 2007	WAVE Pools	<b>Design of Training Manuals CCO + NRW</b> by the national WAVE Pools, assisted by local experts
Sep-Oct 2007	all countries	<b>Preparatory meetings with Water Associations and senior management of selected WSP</b>
	Tanzania, Uganda	<b>2 National training courses on „Non-revenue-water“ for WSP</b>
	Zambia, Kenya,	<b>2 National training courses on „Commercial and consumer orientation“ for WSP</b>
Dec 2007	WAVE Pool	<b>WAVE – Strategy, Review and Planning Workshop</b> . Dar-es-Salaam, Tanzania. 28 members of the regional WAVE Pool discussed and evaluated the progress and made plans for 2008



Year	Country	Activity
Jan 2008	WAVE	<b>Guidelines for WAVE Training and Associated Activities.</b> Guidelines for preparation/follow up phases, training team. Administrative, financial regulations and reporting system
Feb-May 2008	all countries	Updates and upgrades of <b>Training Manuals</b> CCO (K+Z) and NRW (U+T) design of <b>Training Manuals</b> CCO (U+T) and NRW (K+Z) under the lead of the Focal Points
Feb-Mar	all countries	<b>Design of Awareness material</b> for senior management of WSP and Water Associations
Jan-Nov	WAVE Pool	<b>National WAVE Pool meetings</b> , organised bi-monthly or on-demand by Focal Points
Mar-Apr 2008	all countries	<b>Awareness meetings</b> with Water Associations and senior management of selected WSP
	Tanzania, Uganda	<b>2 National training courses on „Non-revenue-water“ for WSP</b> (2nd round)
	Zambia, Kenya,	<b>2 National training courses on „Commercial and consumer orientation“ for WSP</b> (2nd)
May 2008	Anglophone Africa	<b>Non-Revenue Water Management Training Course.</b> Organised by AfWA, WBI and InWEnt. Venue: Kampala. 50 senior staff from government and WSP from anglophone Africa
Jun-Jul 2008	all countries	<b>Awareness meetings</b> with Water Associations and senior management of selected WSP
	Tanzania, Uganda	<b>2 National training courses on „Commercial and consumer orientation“ for WSP</b> (1st round)
	Zambia, Kenya	<b>2 National training courses on „Non-revenue-water“ for WSP</b> (1st)
Aug-Sep 2008	all countries	<b>Awareness meetings</b> with Water Associations and senior management of selected WSP
	Tanzania, Uganda	<b>2 National training courses on „Commercial and consumer orientation“ for WSP</b> (1st round)
	Zambia, Kenya	<b>2 National training courses on „Non-revenue-water“ for WSP</b> (1st)
Sep 2008	Germany	UNWater: International Workshop on Drinking Water Loss Reduction with delegates from WAVE
Oct 2008	Germany	<b>WAVE Training and internship in Germany.</b> 26 senior to mid-managers and WAVE Pool members and trainers will be exposed to water development in Germany (WSP: Sachsenwasser) and share experiences on the management of Water Associations (DWA, DVGW)
2008		<i>in progress ...</i>



WAVE is implemented by the InWEnt Division “**Natural Resources and Biodiversity**” of the Department 5: „Environment, Natural Resources and Food“ with offices in Feldafing, Zschortau and Berlin.

Based at the International Training Centre Zschortau, the Division focuses on natural resources policy, regional and spatial development, natural resources and ecosystems management, and biodiversity conservation,

including international conventions, transboundary natural resources and river basin management, and 'Dialogue on Water for Food and Environment'.

Jointly with the Division “Environment, Energy and Water“, based at Berlin, we implement the water development portfolio of InWEnt with activities in the Middle/Near East, North Africa, Sub-Sahara Africa, Asia and in Latin America.

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#### WAVE Pool Members

Focal Points (May 2008)  
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for the Association of Private Water Operators (APWO)  
**Tanzania:** Rwegarulila Water Resources Institute  
WRI Contact: Jonathan Mgaiwa  
**Zambia:** Water Association of Zambia WASAZA  
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# InWEnt – Internationale Weiterbildung und Entwicklung gGmbH

## InWEnt – Qualified to Shape the Future

InWEnt – Capacity Building International, Germany, is a non-profit organisation with worldwide operations dedicated to human resource development, advanced training and dialogue.

InWEnt works together with people in key positions, assisting them in shaping change processes in their own countries. Our capacity building programmes are directed at experts and executives from politics, administration, the business community, and civil society. InWEnt qualifies people who pass on their knowledge, thereby working towards long-term, structural change.

## Our Clients

As an organisation of international cooperation, we are commissioned by the German federal government, the German business sector, and the German Länder or federal states and make an important contribution to an equitable and sustainable development. 60 percent of all our programmes are implemented at the request of the Federal Ministry for Economic Cooperation and Development (BMZ). In addition, we conduct programmes for other German federal ministries. We are also working in cooperation with German companies in public private partnership projects.

On an international level, InWEnt works together with the European Union, the World Bank, the International Monetary Fund, the World Trade Organisation, and the United Nations.

## Our Programmes

The programmes for people from developing, transition and industrialised countries are tailored to meet the specific needs of our partners. InWEnt offers practice-oriented advanced education and training, dialogue sessions, and e-Learning courses through our own internet platform Global Campus 21®. After the training programmes, our participants continue their dialogue with each other and with InWEnt via active alumni networks.

InWEnt provides support for the activities of the German business sector in developing and transition countries. We are increasingly focusing on the successful model of public private partnerships (PPP) that can be designed to incorporate economic, social, and environmental goals.

InWEnt also prepares experts from the field of international cooperation for their time abroad. By offering exchange programmes and arranging scholarship programmes, InWEnt thus provides young Germans with the opportunity to gain professional experience abroad.

## Our Offices

InWEnt gGmbH is headquartered in Bonn. In addition, InWEnt maintains fourteen Regional Centres throughout the German Länder, providing convenient points of contact for all regions. Our foreign operations in Beijing, Cairo, Hanoi, Kiev, Lima, Managua, Manila, Moscow, New Delhi, Pretoria, São Paulo, and Tanzania are usually affiliated with other organisations of German Development Cooperation.

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