

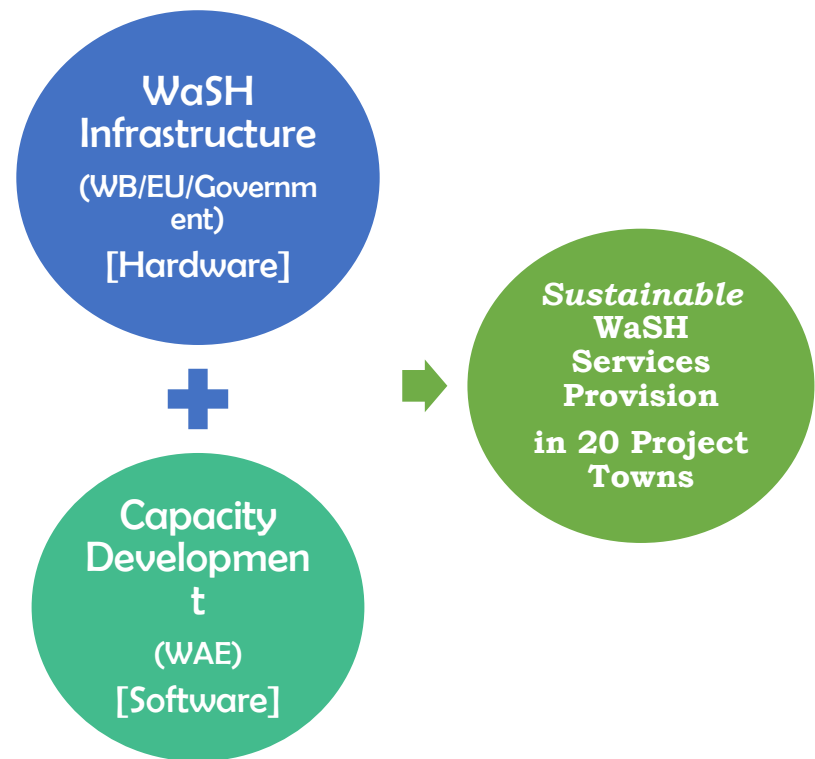


**WaterAid Ethiopia  
Utility Capacity Building  
Models and Initiatives:  
Big Gains from Small Funds**  
19<sup>th</sup> African Water Association Congress,  
11-16 February 2018, Bamako, Mali

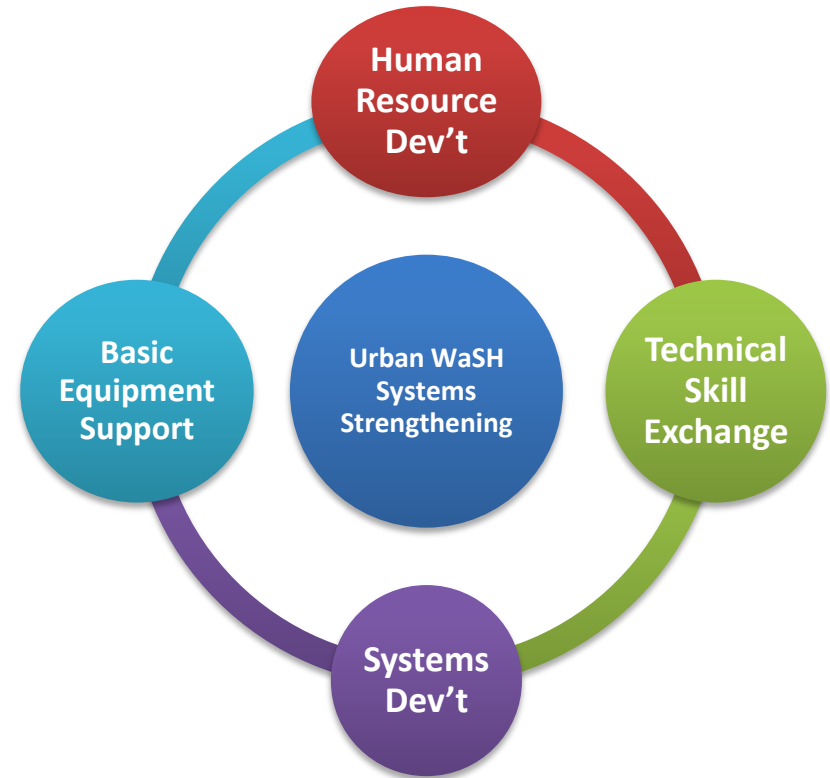
# Introduction

One of the critical challenges identified in most urban towns in Ethiopia :

- lack of capacity in managing the available resources and lack of coordination and integration among different WaSH sectors, especially among sanitation service providers in the towns.
- To fill the gap , WaterAid Ethiopia (WAE) implementing WASH Capacity Development of Twenty Towns.



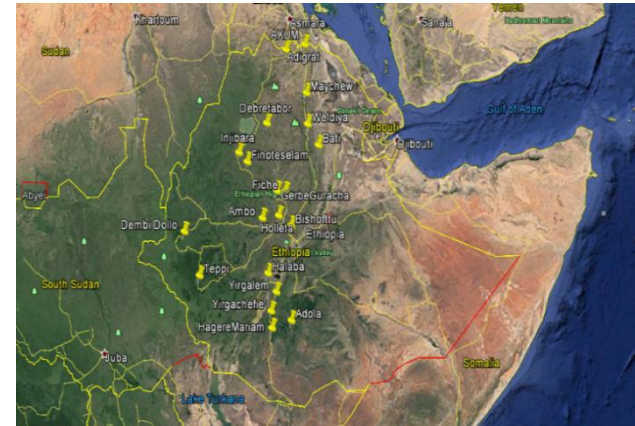
# Urban Utility Capacity Development with Yorkshire Water , 20 Towns in 4 Regions





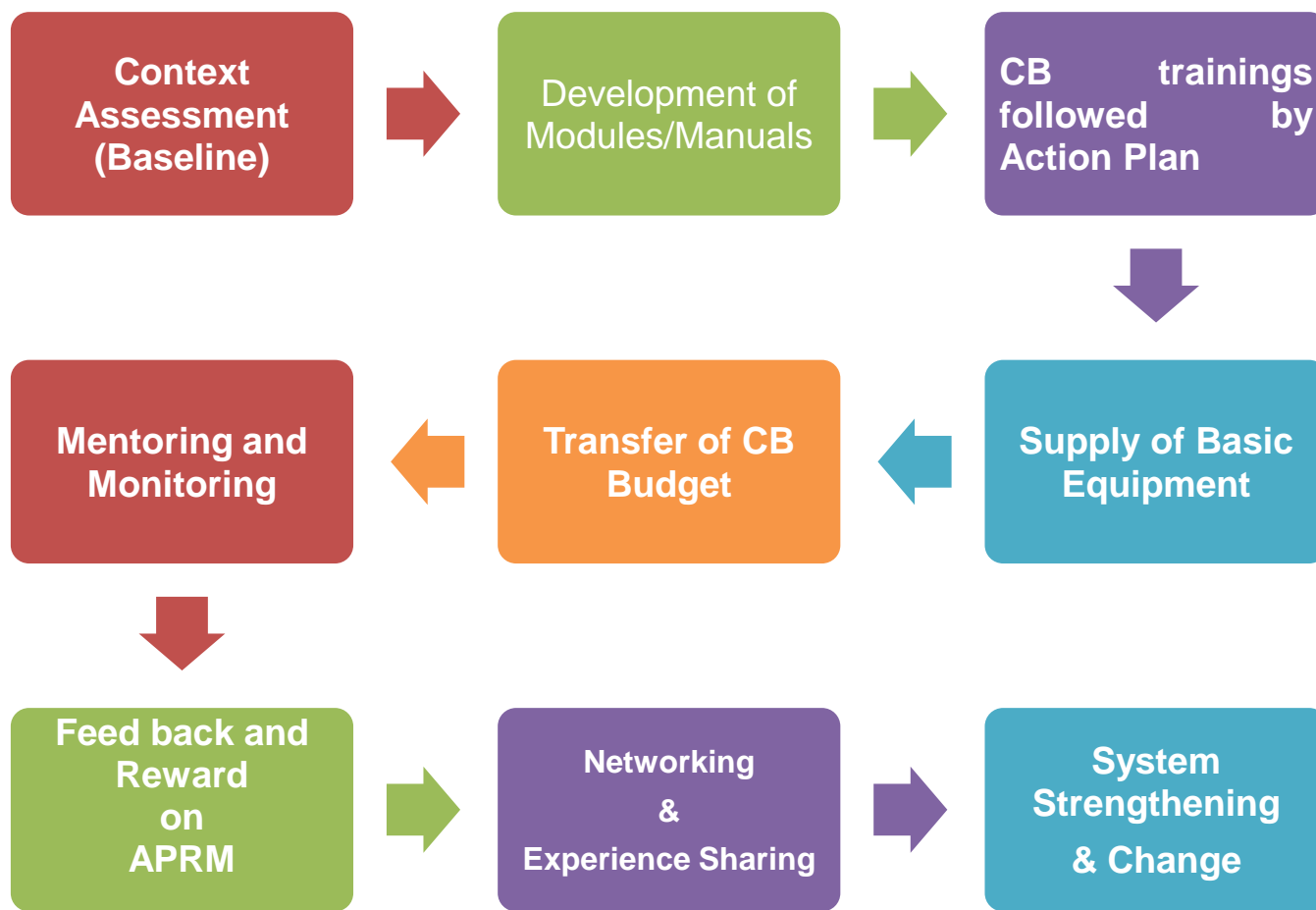
# Project Overview

<b>Goal</b>	To improve WaSH service delivery and access to water and sanitation services by implementing a model capacity building program for urban WaSH actors that can be scalable in other towns and countries.
<b>Objective</b>	The main objective of the project is to increase the efficiency, effectiveness and relevance of the WaSH service provision in the twenty towns through strengthening the capacity of towns' Water Utilities and Municipalities.
<b>Specific Objectives</b>	<ol style="list-style-type: none"><li>1. To improve the performance of the towns' utilities in water supply by 20 % to agreed business plan targets by end of the project period.</li><li>2. To improve the performance of sanitation and hygiene services providers in target towns by 20% above the baseline.</li><li>3. To improve documentation, learning, knowledge management and network between towns' in Ethiopia and East Africa.</li></ol>





# Sequences of Intervention



# System Strengthening Components

## System Strengthening Components

Understanding policies, strategies, roles and responsibilities

WASH governance arrangements

(Water Board, Urban WASH forum, Customer Forum)

Strategic business planning

Asset management

Leakage management

Integrated database management

Customer service and billing

GIS and networking

Water safety and quality

HR management

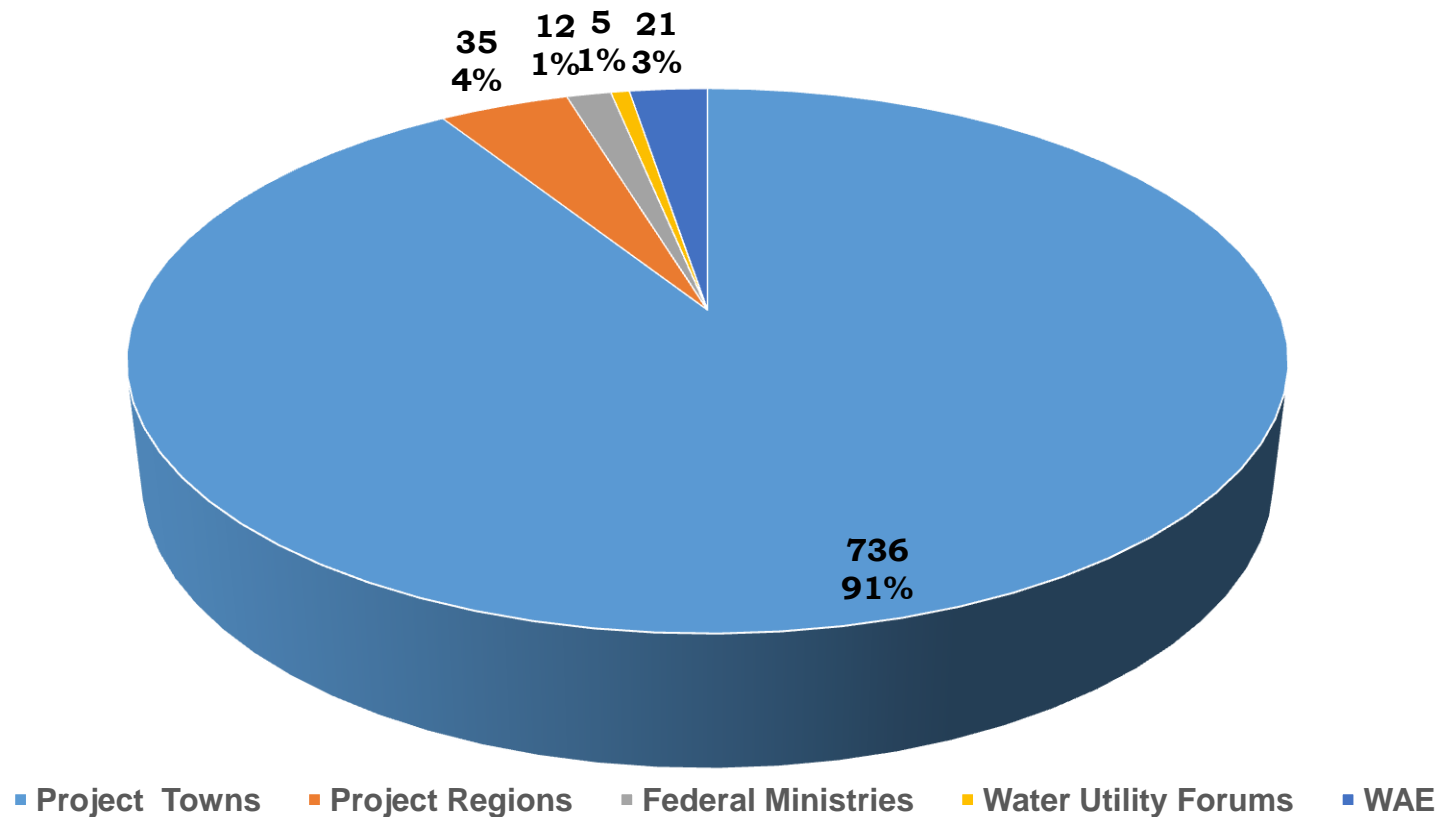
Technical O&M (Electro-Mechanical)

Urban sanitation and hygiene

**Laying the institutional foundations and strategic perspective before technical training**

# Capacity Development Trainings

Capacity Development Project Trainees by sector, March 2017





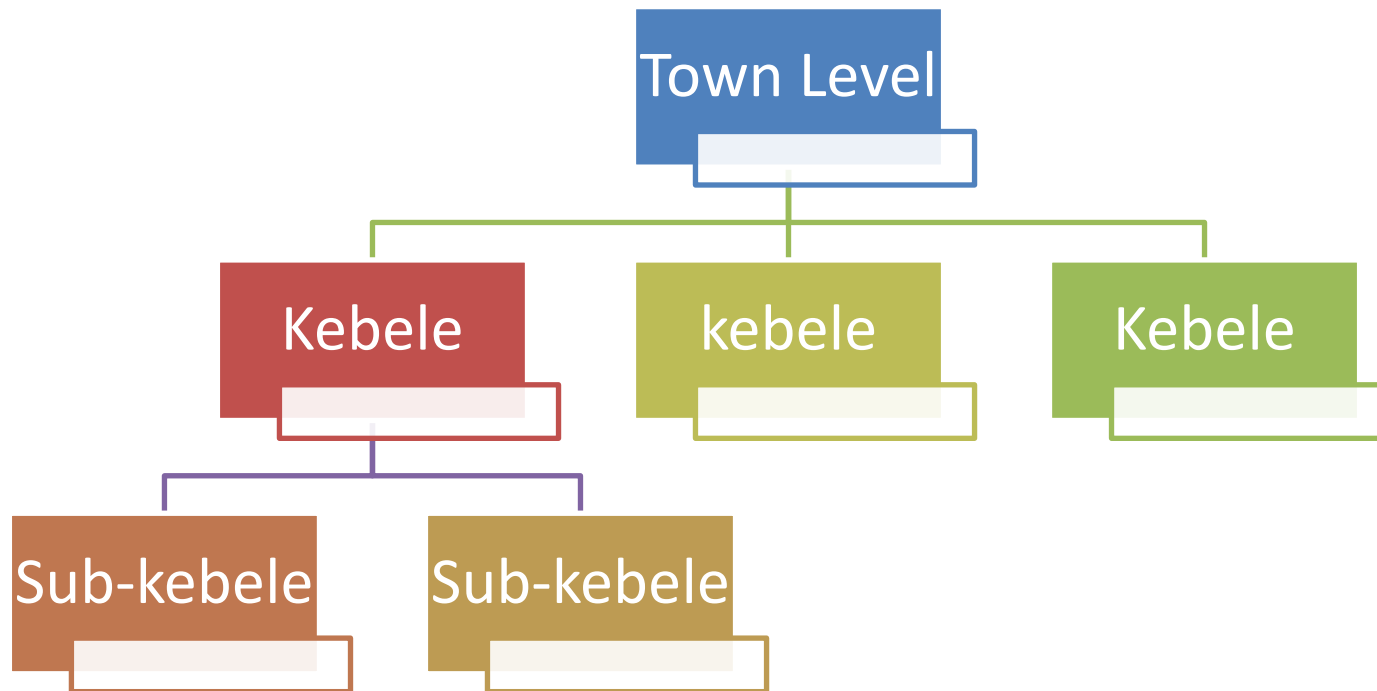
# Supply of Basic Equipment & SW Vehicles







# Customer Forum Structure





# Customer Forum Regular Meetings

Amhara Region, Ethiopia



Tigray Region, Ethiopia









# Beneficiaries from pro-Poor Approach





# Strategic partnership towards common goal

(Customers Forum Chair with Water Utility Manager, Debre Tabor, Ethiopia)



# Ranking and Rewarding: The Driving Force

S.N.	Project Town	Region	2016/17 Performance Result(100%)	2016/17 Performance Rank	2015/16 Performance Result(100%)	2015/16 Performance Rank
1	Adigrat	Tigray	89.5	4	59	7
2	Adola	Oromiya	56.5	12	50	13
3	Ambo	Oromiya	83	5	71	5
4	Axum	Tigray	92	2	84	2
5	Bati	Amhara	64	10	31	14
6	Bishoftu	Oromiya	74	7	72	4
7	Bulle Hora	Oromiya	28	17	20	18
8	DebreTabor	Amhara	92	2	94	1
9	Dembidollo	Oromiya	17.5	18	ND	ND
10	Fiche	Oromiya	41	16	24	16
11	Finote Selam	Amhara	93	1	81	3
12	Gerbe Guracha	Oromiya	11	19	23	17
13	Halaba	SNNP	57.5	11	52	12
14	Holleta	Oromiya	55.5	13	30	15
15	Injibara	Amhara	65	9	57	9
16	Maychew	Tigray	90	3	53	11
17	Teppi	SNNP	55	14	ND	ND
18	Weldiya	Amhara	79.5	6	56	10
19	Yirgachefie	SNNP	45.5	15	58	8
20	Yirgalem	SNNP	72.5	8	60	6



# Ranking and Rewarding: The Driving Force

2016/17 Level of Performance of Project Towns in Traffic Light			
Oromiya(8)	Amhara(5)	SNNP(4)	Tigray (3)
Project Town	Project Town	Project Town	Project Town
Ambo	Finoteselam	Yirgalem	Axum
Bishoftu	Debretabor	Halaba	Maychew
Adolla	Weldiya	Teppi	Adigrat
Holleta	Injibara	Yirgachefie	
Fiche	Bati		
Bullehora			
Dembidolo			
Gerbeguracha			

2015/16 LEVEL OF PERFORMANCE OF PROJECT TOWNS IN TRAFFIC LIGHT							
OROMIYA(8)		AMHARA(5)		SNNP(4)		TIGRAY (3)	
PROJECT TOWN	RANK	PROJECT TOWN	RANK	PROJECT TOWN	RANK	PROJECT TOWN	RANK
Bishoftu	4	Debretabor	1	Yirgachefie	6	Axum	2
Ambo	5	Finoteselam	3	Yirgalem	8	Adigrat	7
Adolla	13	Injibara	9	Halaba	12	Maychew	11
Holleta	15	Weldiya	10	Teppi	19		
Fiche	16	Bati	14				
Gerbeguacha	17						
Bullehora	18						
Dembidolo	20						

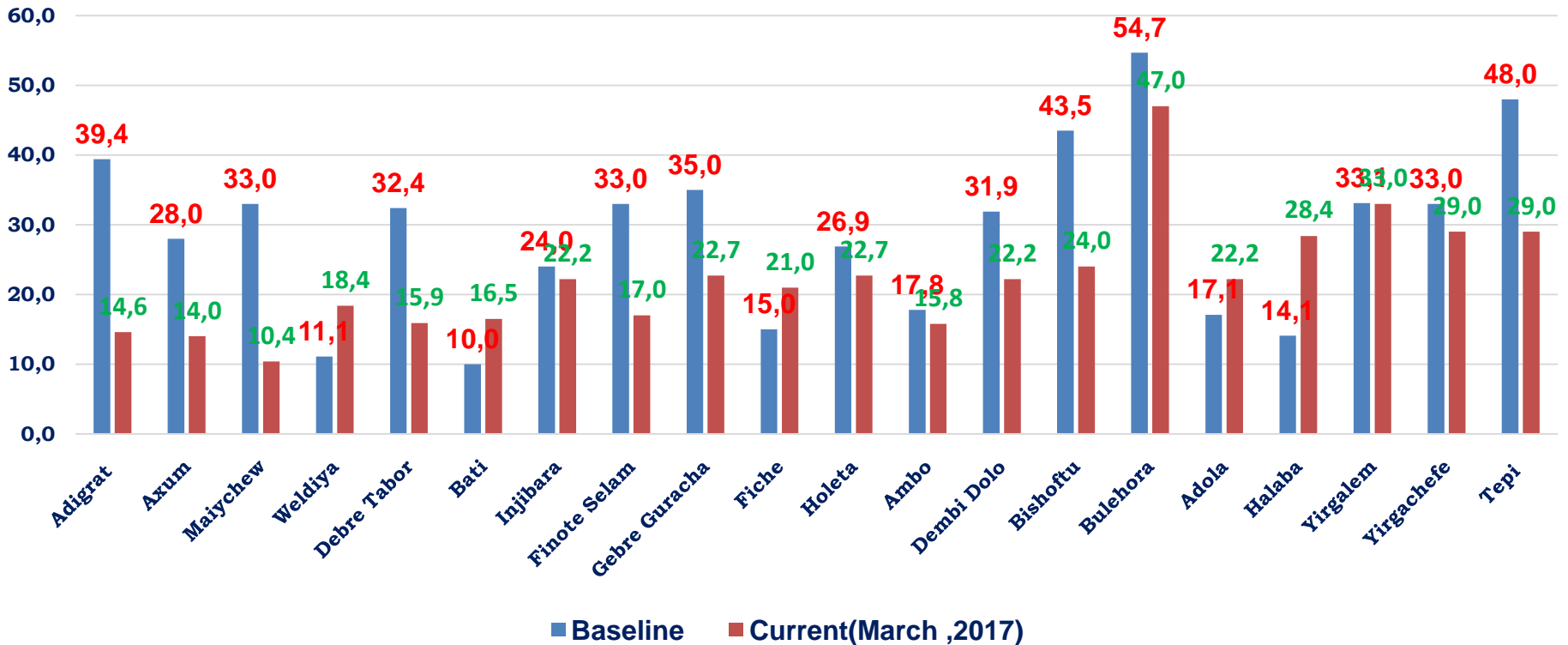


# Registered Changes

- i. Trust - conducive relationship between service provider & customers
- ii. Enhanced customer satisfaction - significant reduction in customer complaints
- iii. Reduction in NRW loss - speedy response to leakages
- iv. Shared ownership and participation over services - reduced work load and burden of water utility
- v. Good governance institutionalized - customers forum established as legal entity
- vi. The poorest poor get access to drinking water supply service

# Registered Change : Leakage Management

Project Towns Non Revenue Water (NRW) Status Compared to Baseline, March 2017



- Variable results (increases in some towns relate to infrastructural improvements increasing network pressures)
- 7 towns >40% reduction; 4 towns >50% leakage reduction,, Adigrat & Maychew >60%

# Key Lessons

- Change in way of thinking: **Things can be changed !**
- Looking the big picture – Vision
- Leadership commitment can bring difference;
- Learning from others and sharing (Networking and experience sharing)

- Regular monitoring and coaching support makes alert and onboard;
- Feedback & reward use as catalyst for change;
- Cluster Approach;
- Equity and inclusion through pro-poor approach;
- Big gains from small funds (10,000 £ GBP/Year/Town;



# Key Lessons

## The Ripple Effect



## Cluster Approach





# Conclusion

- The capacity development approach and experiences in 20-towns project showed that significant improvements can be made in reforming utilities and municipalities to strengthen their performance in delivering urban WASH services.
- Relatively small, targeted 'capacity development' investments can lead to considerable gains in increasing efficiency, effectiveness, accountability, and overall sustainability of urban services.



