

Human Capacity Development

Water

HCD innovation – putting good concepts into practice

Improving services in the water sector



The challenge

African governments and municipal administrations have invested heavily in urban water supplies over the last few years, assisted in many cases by international donors. However, demand continues to outstrip supply. Many citizens have no guaranteed or reliable access to safe drinking water and sanitation. If sustainable improvements are to be made in water supply and sanitation, then the relevant institutions within the water sector must be equipped to carry out their work professionally and efficiently. One of the key challenges is developing the capacity of specialists and managers in these institutions. The multi-country approach of HCD is creating a platform for sharing experience and information concerning specialist topics and specific problems and for mutual learning.

Our approach and HCD services

This approach is based on the integration of several HCD services. Initiatives are being implemented for **increasing the personal effectiveness** of specialists and **enhancing the expertise** of specialists and managers in water supply companies, the administrative district and training institutions. This HCD offering is being linked with training initiatives for **creative and sustainable management**, in order to increase the influence of managers and process owners. **Disseminators** are also being equipped **to train and advise** water suppliers, regulatory authorities and industry associations in change processes.

Networking for sustainability is being improved in cooperation with bilateral water projects. Learning and knowledge networks are being established to encourage dialogue between water suppliers, training institutions, industry associations, regulatory authorities and ministries.

Sector	Water supply and sanitation
Target countries	Kenya, Uganda, Tanzania, Zambia and South Sudan
Partners	Water supply companies, regulatory authorities, training institutions, industry associations
Case study	Improving services in the water sector (WAVE/WAVEplus since 2007)
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)

Innovative Formats

The following formats are being developed and used effectively on a demand-oriented basis in coordination with partners:

Training of Trainers (ToT). Multi-stage, modular courses for selected personnel in the area of training. Participants learn to develop high-quality, demand-oriented training courses themselves, for example, in-house training, and to run these courses using modern, adult-education methods.

Face-to-face training courses are held in partner countries as well as in Germany, for example, training related to fact-finding trips, trade fair visits and presentations of new technologies. Topics include water-loss reduction, energy efficiency in the water sector, water integrity, sanitation, benchmarking, quality and standards.

Follow-up and coaching on the implementation of action plans and strategies. Participants draw up action plans and work plans during face-to-face sessions. They are assisted in implementing these plans through personal supervision and refresher courses.

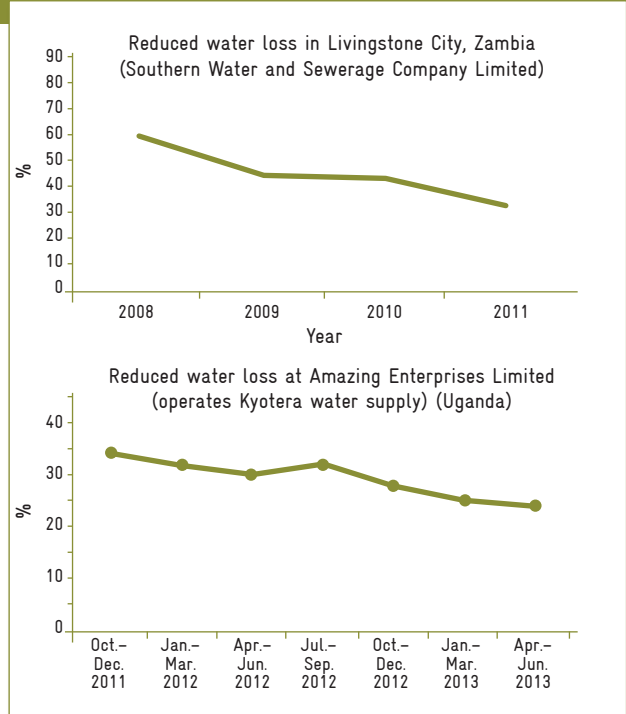
e-learning courses address water-sector issues, such as water-loss reduction, sanitation and organisational development, on

the basis of demand. e-tutors of the future learn how to provide specialist and methodical support for e-learning courses and how to use their experiences to further develop these courses.

Documentation of good practices. Based on the HCD initiatives, tried-and-tested practices are documented on an ongoing basis using clearly-defined criteria, prepared for presentation and discussed at national and regional level. The goal is for participants to use these good practices in their own work situations.

Sustainable results

Most of the 2,000 individuals who have already completed the course are working in middle and higher-level management positions at institutions and organisations within the water supply sector. Many participants and their employers report that individual capacity development has led to an improvement in operating results. Additional income has been generated and used to expand the water supply network and increase water supply to low-income areas. In this way, HCD initiatives and bilateral programmes are mutually enhancing in their impact. Customer orientation has been improved and, in some cases, specific anti-corruption measures have been taken.



Presently, the key challenge for the HCD approach in terms of its long-term impact and wider use in the water sector is linkage/cooperation with regional and pan-African initiatives for promoting access to water supply and sanitation.



Contributing to increased professionalism ...

‘Thanks to WAVEplus, I was given new opportunities to discuss specialist issues with colleagues from Africa and Europe, and I also gained the kind of specialist knowledge and expertise that you can’t learn from formal training. And it’s not only me – my employer also benefited greatly from the programme. Benchmarking has been significantly improved at the company, anti-corruption guidelines have been developed for the Zambian water sector, and water losses have been reduced at water supply companies, to name just a few of the achievements that can be traced back to WAVEplus. In short, WAVEplus has contributed to my professional achievements!’

» **Chola Mbilima**, Commercial and Financial Inspector, National Water Supply and Sanitation Council (NWASCO), Lusaka, Zambia



Learning from each other: Kenya and Zambia ...

‘The HCD programme has played a key role in boosting the performance of water service providers in Kenya. It has done so by increasing the capacity of the pool of specialists. These specialists are now running important training courses at the Kenya Water Institute (KEWI) and within the water sector. WAVEplus has added a great deal of value in terms of the sharing of experience at regional level. We continue to share information and advice with one another across the region. For example, we Kenyans have sought advice from Zambia regarding the outsourcing of water inspectors, an area in which Zambia is a lot further on than Kenya ...’

» **Alfred Kirubi**, Senior Lecturer, Kenya Water Institute (KEWI)

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