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# Water Utility Partnership

Activity report / 30.06.1997

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**WATER UTILITY PARTNERSHIP**  
FOR CAPACITY BUILDING - AFRICA

**RENFORCEMENT DES CAPACITES**  
**PARTENARIAT EAU & ASSAINISSEMENT - AFRIQUE**

202-2-97WA-14287



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**D**rinking water and sanitation problems are complex. This very complexity varies greatly according to context and is closely related to the level of development of the country under consideration. A close examination of the African situation shows that the development of the water sector faces numerous obstacles (institutional, technical, human, social, financial, etc). The combination of these factors, compounded with urban population growth, leads to a very difficult situation and forecasts an ominous future.

The problems of the water supply and sanitation sector ( WS&S.S ) should be addressed through a global approach.

In response to the seriousness of this situation, a number of noteworthy initiatives have been developed at both the African and the world - wide level .

\* The main world-wide initiatives are :

- UNDP - World Bank Water & Sanitation Joint Program
- Water Supply & Sanitation Collaborative Council ( WS & S.CC )
- Global Water Partnership ( G.W.P )
- World Water Council ( W.W.C )
- Earth Summits : Rio 1992 & New York 1997

\* The main Africa-wide initiative are :

- Union of African Water Suppliers ( UAWS / UADE )
- International Training Network ( ITN )
- " Africa 2000 " initiative -WHO

The need for a capacity building program has been constantly reinforced since the beginning of the International Drinking Water and Sanitation Decade. But the decision to create a water utility partnership for capacity building was actually taken, with the participation of UAWS, during a UNDP-World Bank seminar : **" Partnership for Capacity Building of Urban Water Sanitation Utilities "** , held in Brussels ( May 11-13, 1992 ).

The Water Utility Partnership for Capacity Building in Africa (WUP) was initiated in August 1995 by UAWS and ITN centers with World Bank support. Its action program was actually launched in April 1996.

# The WUP program

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## Organization

*The WUP is supervised by a Steering Committee ( S.C ), managed by a Director and two permanent staff members.*

*The Steering Committee is chaired by the Executive Manager of SONES in his capacity as President of Scientific and Technical Council ( STC ) of the UAWS.*

*The Committee meets at least twice a year and supervises WUP program.*

*The members of the S.C are :*

- Board Members : CREPA, ONEP, SONES ( President of STC ), TREND, UAWS and the World Bank.*
- Representatives of External Support Agencies ( ESA )*
- The Director of the Program acting as secretary of the S.C*

*The Headquarters of WUP are based on the premises of UAWS, the executive agency, in Abidjan.*

*The Director carries out the action program, coordinates the implementation of the activities, and promotes the Program objectives through external actions and contacts.*

*The WUP staff is well trained in the management of water supply and sanitation problems, as well as community development. They also run the administration and the logistics.*

## Mission

*The WUP program focuses on the entire Africa region, particularly through its association with UAWS, with membership in 33 African countries, and ITN centers, active in 25 African countries. Experience from French speaking areas complement experience drawn from English speaking areas. It acts primarily in urban and periurban areas which have been traditionally neglected for the benefit of rural areas. The situation of these areas is worsening due to rapid urbanization.*

*Because of the very high growth rate, which hovers around 6%, the African urban population will quadruple by the year 2020.*

*The WUP mission is the development of the WS&S in Africa, both in terms of coverage and quality of service, on one hand, and support for investments and reforms of the sector, on the other hand.*

# The WUP program

## Objectives

The four main objectives are :

- 1 - Performance improvement of water supply and sanitation (WS&S) utilities in terms of cost recovery, service coverage, and quality with special focus on institutional reforms.
- 2 - Development of a strong collaboration among water utilities and community-based organizations (CBOs) and NGOs involved in the sector, with emphasis on the improvement of access to WS&S services in urban fringe areas.
- 3 - Strengthening of the capacity of CBOs and NGOs, involved in the provision of WS&S services to low - income populations.
- 4 - Creation of an adequate platform and a coherent framework for collaboration between CREPA, TREND, UAWS and other training, information and research organizations.

**The WUP aims to bring together all the operators and the stakeholders in the WS&S in Africa. It seeks to develop a database of successful experiences ( best practices ) and to provide all partners with methodological, technical, and information tools.**

## Management

Program funds are discussed and approved within the annual budget set by the S.C. These budgets are implemented according to the manual of administrative and accounting procedures specifying the modalities of program execution. These are managed by the Director who signs jointly with the Financial Director of SODECI, which doubles as program accountant.

The accounts kept by SODECI are audited by Ernst & Young according to stringent World Bank audit procedures.

The availability of competent staff from the program partners ( water utilities - WU and ITN centers ) is a valuable asset to the Program. The WUP also relies on the expertise of freelance consultants or specialists drawn from training, research or cooperation institutions. These consultants are specialists of WS&S issues and are often Africa specialists.

Thus the WUP structures provide the program with the needed flexibility, mobility and efficiency, and considerably reduce its financial burden.

## *Action program*

*The initial action program included 16 projects. For the first three years 1996-98, the effort of WUP will be focused on the implementation of six priority projects and on finding other external forms of support. Each project is headed by a water utility or ITN center to ensure total commitment for its implementation.*

***Project 1 : Institutional Options, control and regulatory systems, Institutional Observatory.***

Leading organizations : WUP- EDI

***Project 2 : Performance Indicators of Water Utilities.***

Leading organization : SODECI

***Project 3 : Management of Water Utilities and Unaccounted-For Water .***

Leading organization : ONEP

***Project 4 : Strengthening of Water Utilities capacity in environmental and hygiene education and public health.***

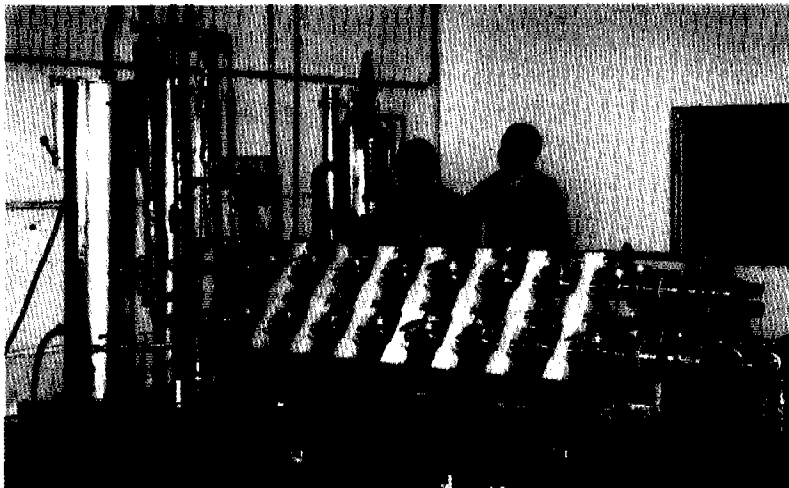
Leading organization : CREPA

***Project 5 : Strengthening of Water Utilities capacity to provide service to the poor, periurban areas, and informal settlements.***

Leading organization : TREND

***Project 6 : Information and communication, Internet site.***

Leading organization : WUP



### *Implementation of projects*

#### **PROJECT 1 : Institutional Options**

*Leading organizations : WUP - EDI*

*Implementing partners : IHE - SONES*

**- JOHANNESBURG : July 8-11, 1996**

*\* Conference on Institutional Options in WS&S.S*

*Co-organization : WUP & EDI*

*Participation : representatives from 32 countries ( almost 200 participants ).*

#### **Main conference objectives :**

- « Inform the participants about the different options for reforms and for setting up partnerships between the private and the public sectors in WS&S.S.*
- « Disseminate the results of case studies : successful and unsuccessful experiences in participating countries.*
- « Analyze the possible and necessary conditions for the PSP in public system of water supply and sewerage.*

*In the course of this conference, the challenges facing this sector, and the main assets of the WS&S.S were identified. Access to safe water was singled out as the most important factor in the improvement of public health in Africa.*

#### **Main Themes :**

- « " Challenges of the WS&S.S in the world "*
- « " Available public options "*
- « " Private sector participation "*
- « " Opportunities and risks for workers ". " Legal and institutional framework and sector regulations "*
- « " Main contract clauses with the private sector "*



**Case studies :**

- " SONES Paving the way for the participation of the private sector in a public water board "
- " Lyonnaise des Eaux, experience in Buenos Aires "
- " SAUR, experience of SODECI " : A thirty-year experience of the private sector in Africa.

At the end of the conference the organizers were asked to help organize and take part in national conferences on WS&S reforms and suggest alternatives for better management. The proceedings are available on request.

Previous national conferences : CAMEROON September, 1996 - TOGO March, 1997  
NIGER June, 1997 - NIGERIA June, 1997

Planned conferences in the second half of 1997 : MAURITANIA July - CAPE VERDE September  
ZAMBIA October.

**- CAMEROON : 17 September, 1996**

\* This conference was funded by the "Caisse Française de Développement" and organized by the Ministry in charge of Public Sector Reform in Cameroon. The conference brought together all the stakeholders in Cameroon. The WUP took part in this conference, acting as a resource person. This was the first national event after the Johannesburg conference.

After the presentations of the program Director and the consultants, and the ensuing heated debate, it was decided to reform the WS&S and to invite private sector participation in this reform ( Devolution of SNEC shares to the private sector ).

**- LOME : March 13 - 14, 1997**

\* This national conference was organized by the RNET with the participation of the WUP Director and the Assistant Director General of the SdE, Dakar.

- WUP played the role of a resource person which discussed the experience of SdE and of other African countries. The WUP intervention helped convince the participants to propose sector management autonomy and total cost recovery.

# Activity report

## Realizations

### - NIAMEY : June 12 - 13, 1997

\* National conference in Niamey with the participation of WUP, SdE, SONES and SONEG

Theme : " Institutional Reform of the Urban Water Sector "

- » The discussion of the experiences of Guinea ( SONEG ), Senegal ( SdE ) and SONES coupled with the presentations of the WUP Project team members, weighed heavily on the decisions taken by Niger to launch a reform of the WS&S.S. A second workshop will be organized in the 2nd half of 1997 to plan the details of the reform procedures.

### - ABUJA : June 17 - 19, 1997

\* National Nigerian Conference in Abuja

Participants : WUP ( Project team members ), World Bank and EDI as co-organizer

Theme " Water Sector Reform "

- » Institutional Options for WS&S.S ( 300 participants from most of the States of Nigeria ). The WUP played the role of expert and witness of the actions undertaken or planned to reform WS&S.S in Africa. An overview of the institutional schemes in Africa was presented by the WUP Director.

The monitoring of conferences and seminars on the Institutional Options and national reforms will be carried out by the project team : MM. Aladji Dieng ( Senegal ), Fadhel Ghariani ( Tunisia ), Fouad Djerrari, Jan Janssens and Isaac Ngwenya ( Swaziland ).

They will have to produce a summary report on reforms in WS&S.S which will be presented at the 9th Congress of UAWS in Casablanca.

## Results

- **Enhanced awareness of the role of the institutions, regulations and norms which determine the conditions promoting the development of the sector.**
- **Importance of autonomy and cost recovery.**
- **Identification of enabling environment for the development of the service.**
- **and Collection, dissemination information on :**
  - » **successful and unsuccessful experiences**
  - » **financing mechanisms**
  - » **ways of private sector intervention**

## **Prospects**

### **- July - October, 1997 :**

\* *Participation in national seminars on sector reforms : Mauritania, Cape Verde and Zambia.*

### **- KAMPALA : October 6 - 15, 1997**

\* *" Refresher Course " co- organized by IHE and WUP : Management of water services.*

### **- KAMPALA : October 16 - 18, 1997**

\* *Seminar on alternative models for the management of water services ( public, autonomous and sustainable utilities )  
Interventions of MM. M. Blokland, O. Braadbaart - IHE Delft and D.Lorrain - CNRS Paris.( to be confirmed )*

• *Reflection on an Institutional Observatory and curriculum development in view of a virtual university with the participation of IHE, IMD and the W.B.*

### **- CASABLANCA : February 16 - 20, 1998**

\* *9th Congress UAWS - Casablanca Special Session on February 16 : Institutional Options*

- *Presentation of an overview of the situation in Africa and report of the Working Group on Institutional Reforms.*
- *Implementation of the Africa Institutional Observatory.*
- *Panel of international experts on WS&S Institutional Reforms : Process Mechanisms and Means.*
- *Project financing : W.B, CFD & French Cooperation, Dutch Cooperation ( DGIS), EDI, WU, African Governments and the WUP funds*

## **PROJECT 2 : Performance Indicators**

**Leading organization : SODECI**

**Implementing partners : KSWB - ONEP - SdE - UMGENI - WB**

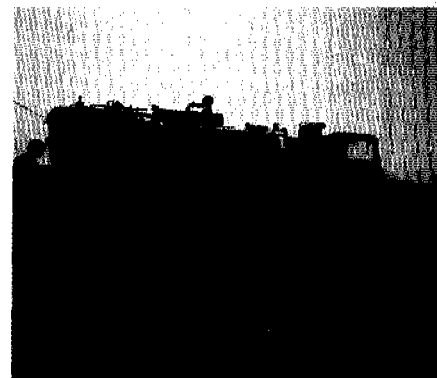
### **- ABIDJAN : January 8 - 10, 1997**

\* *Working Group on the Implementation Methodology*

*Pilot : SODECI - Support : ICEA - Paris*

*Participation : KSWB - ONEP - SBEE - UMGENI - WHO*

- *Workshop preparation and launching of the project.*
- *Development and dissemination of a questionnaire among participants.*



# Activity report

## Realizations

### - ABIDJAN : February 19 - 20, 1997

\* Kick off workshop

Pilot : SODECI

Resource institution : ICEA

Participation : 12 water Utilities, French Cooperation, GREA, HABITAT, World Bank.

- « Agreement on Methodology
- « Preliminary analysis of the questionnaire
- « Opinion poll among the participants concerning selected relevant indicators :
  - Cost recovery,
  - Service coverage,
  - Unaccounted-for water,
  - Billing ratio,
  - Exploitation ratio,
  - Staff productivity,
  - Water price.
- « Completion of the combined questionnaires proposed by ICEA and HABITAT
- « Dissemination of documents for preliminary survey of the 12 WU represented ( 23 participants ).

### - LISBON : May 8, 1997

\* IWSA workshop on performance indicators

- « Integration of WUP in IWSA Working Group " Operation and Maintenance " & " Performance Indicators " .
- « Dissemination to participants of WUP program projects.
- « Contacts with Portuguese officials ( Aguas de Portugal and Cooperation ) in view of securing support for the program ( for Portuguese-speaking Africa ).

### Results

- Specific basic data definitions.
- WUP integration in IWSA network on " Performance Indicators " and " Operation and Maintenance " .
- Gradual data base elaboration.

## Prospects

\* Workshop planning for the second half of 1997

- Increased involvement of SdE and KSWB in the project.
- Report on Phase One results : Abidjan workshops.
- Constitution of a data base on the basis of the first questionnaire.
- Definition of a preliminary series of significant indicators for WU in view of benchmarking.

## PROJECT 3 : Water Utilities Management & Unaccounted-for Water

**Leading organization : ONEP**

**Implementing partners : LSWB - NWSC - SODECI - UMGENI - WHO**

**- ABIDJAN : February 17 - 18 , 1997**

\* Launching workshop

Pilot : ONEP assisted by AQUANET, MDF & M. J. Stevens - free lance consultant

Participants : 12 WU - GREA - LYSA - World Bank

- Debate over the topic of " water utility management ".
- Information on performance audit and performance improvement plan ( PIP ).
- Creation of a working group on the service to the poor.

**- RABAT : March 31 - April 11, 1997**

\* Training workshop on leakage control in the water supply networks

Organized by : ONEP & NAN.C.I.E

Participants : 24 representatives from 15 WU and 11 African countries

Funding : French Cooperation and ONEP



## Results

- WUP active member of the WS&S C.C. Working Group "Operation & Maintenance" WHO, Geneva, 26-28 February 1997.
- Cooperation agreements with
  - NAN C.I.E - O.I.E
  - AQUANET - MDF
- Training of 24 African technical staff on leakage detection

# Activity report

## Realizations

### Prospects

- \* *Training for African English-speaking countries on leakage control*
  - » *Financing solicited from Dutch cooperation, French cooperation and the World Bank.*
  - » *Setting up of a pilot group of Nigerian water boards with similar purposes, working under WUP supervision with World Bank funding.*
  - » *This issue will be considered during the Kampala conference next October in the framework of project 1.*

### **PROJECT 4: Strengthening of Water Utilities Capacity in Environmental and Hygiene Education and Public Health**

**Leading organization : CREPA**

**Supporting partners : SBEE - SONES - TREND - WHO - WSDG**

- \* *Multiple missions led by the WUP Director and other program partners*
  - » *Project presentation and awareness raising among WU of project objectives.*
  - » *Funding search for the project.*

#### **- COTONOU : March 16, 1997**

» *Working Meeting*

*Participants : CREPA , GREA , ONEP , SBEE , SONES , TREND & UAWS*

- » *Project progress report.*
- » *BENIN : Pilot project thanks to the innovative introduction of the environmental and hygiene education component in the new organizational structure of SBEE.*
- » *Some NGOs noteworthy actions present in Burkina Faso, Côte d'Ivoire and Senegal ( ENDA , ECLA...).*

### Prospects

- » *No sources of funding were available for this project.*
- » *The main ESA (CIDA, French, German and Swiss Cooperation, E.C, JICA, etc) have been solicited for funds, but despite their interest in the project, they have so far failed to provide any material support.*
- » *However, this project could be set up with the cooperation of some WU. SBEE seems to be interested in such a project.*
- » *Involvement of IWSD and NETWAS in this project. RWSG - ESA expressed interest in the project which will be integrated to project 5.*
- » *It has been decided to integrate projects 4 and 5. This proposition, made by IRC and TREND, would be favorably viewed by Dutch cooperation. This project revival is on process.*

## PROJECT 5 : Strengthening of Water Utilities Capacity in the service to the poor : periurban areas and informal settlements

**Leading organization : TREND**

Partners' roles :

- WUP : Maître d'oeuvre,
- GREA : Support institution,
- TREND : Pilot institution,
- IRC : Implementing Consultant

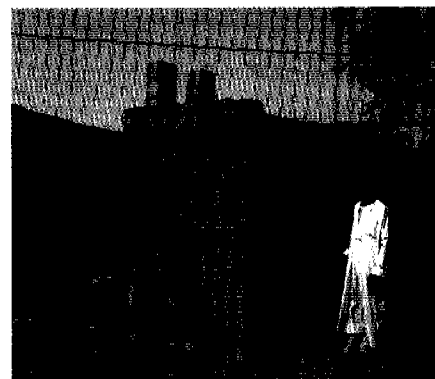
- » Cooperation with CREPA (Côte d'Ivoire Branch) to secure WUP association with the supply program of periurban neighborhoods through Paying Stand Pipes : " National program for the Cost Recovery of Water Networks in Low Consumption Neighborhoods"

*Pilot Phase : Bouake & Korhogo*

- » WUP cooperation with this program concerns the dissemination of this pilot program results to other countries . The experience of Paying Stand Pipes has been successfully carried out in other countries, particularly in Burkina Faso, Mauritania and Senegal .

### Prospects

- » Project launching workshop : October 1997.
- » Project reinforcement in association with GREA and RSWG for its execution.
- » Setting up of pilot programs in 4 countries.
- » Introduction of the paying stand pipes solution ( micro entreprises ) in Côte d'Ivoire.



# Activity report

## Realizations

### Projects 4 & 5 action results

#### ● WUP collaboration with several projects :

- » CREPA Côte d'Ivoire : stand pipes project,
- » GREA : Public health and periurban area project ,
- » Association with HABITAT for a multi- faceted collaboration in the WS&S.S in urban and periurban areas and promotion of the development of locally based private sector ventures in WS&S.S.

### Prospects

- \* Participation of GREA and RWSG-ESA in launching workshops of project 5
  - » Joint UNDP / World Bank financing of pilot projects in the selected 4 countries : Côte d'Ivoire, Kenya, Senegal and Zambia.
  - » Involvement of IWSD and NETWAS in the project implementation.

### PROJECT 6 : Information and communication Networks

#### Pilot : WUP

Supporting Partners : World Bank - ONEP - Nigeria - South Africa and UAWS

- \* WUP connection to Internet

Abidjan : uadewup@africaonline.co.ci

Rabat : djerarif@mtds.com

### Prospects

- » Development of the WU Web pages ( English, French and Portuguese ), and introduction of WUP Web pages on other sites ( World Bank, OIE, etc ).
- » Dissemination through Internet of program news and project results.
- » Promotion of an efficient use of computer technology and modern communication techniques in Africa. Already a dozen of WU are connected to, or are in the process of being connected to the Web.
- » Setting up of an information exchange network between WUP and its partners.



# Activity report

## Realizations

### *Summary results and prospects*

*4 out of the 6 planned projects have actually been launched*

**Projects : 1 - 2 - 3 & 6.**

*Project 1 : This project is presently in phase 2.*

*Project 2 : The initial report identifies 7 performance indicators .  
The production of a second document is expected before the joint  
HABITAT - UNDP and WUP Conference in December 1997, the  
objective being the identification of a limited set of indicators  
needed to give a faithful picture of a WU .*

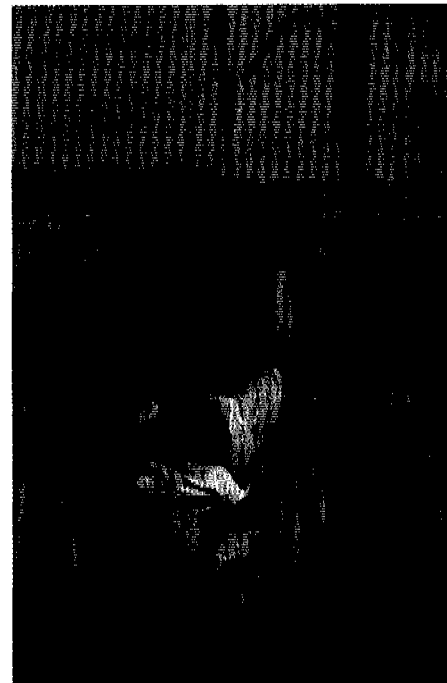
*Project 3 : Work on this project has started, and should pick up speed thanks  
to the cooperation agreements between WUP, AQUANET,  
NAN C.I.E & OIE.*

*Project 6 : WUP has already been connected to Internet and will develop its  
site and make it known to its target public.*

*Project 4 & 5 : These projects have been integrated. The new project will  
start in 1997.*

### **Prospects**

*• Projects 4 and 5 have been finalized. Their content has benefited from  
WUP partner's input ( CREPA CI, GREA, RWSG & TREND ). These projects  
will be launched in the second half of 1997.*



# Activity report

## Preliminary work

### *S*teering committee ( S.C )

- ABIDJAN : August 24 - 25, 1995

*The S.C has held 6 meetings since its creation*

\* *Constitutive assembly of program partners : CREPA - TREND - UAWS & World Bank*

- *Definition of main WUP objectives,*
- *Signature of a grant agreement with the World Bank,*
- *Appointment of Steering Committee members,*
- *Definition of WUP Director's profile.*

- ACCRA : October 16 - 17, 1995

\* *First Steering Committee meeting*

- *Development of WUP working procedures,*
- *Selection of criteria for WUP Director appointment,*
- *Preliminary processing of the 43 applications.*

- ABIDJAN : January 15 - 16, 1996

\* *Second Steering Committee meeting*

- *WUP action plan,*
- *Hiring of a consultant to propose a Business Plan for 1996-98.*

- YAOUNDE : February 18 - 19, 1996

\* *Third Steering Committee meeting*

- *Definition of first priority actions,*
- *Recruitment of WUP Director,*

*Two staff members were recruited during the Working Session held in Abidjan, May 20-23, 1996.*

*The WUP consultant identified 16 projects for the initial Business Plan. These projects were selected after two rounds of consultations with donors from Europe, Canada and the United States .*

**- JOHANNESBURG : July 13, 1996**

*\* Fourth Steering Committee meeting*

- « Approval of previous meeting reports,*
- « Accounting Procedures Manual,*
- « Approval of 1996 & 1997 budgets,*
- « Review of WUP program and action plan.*

**- ABIDJAN : February 21, 1997**

*\* Fifth Steering Committee meeting*

- « Administrative and financial matters ( Budget & accounts ),*
- « 1996-1997 activity report analysis,*
- « WUP activities programming.*

**- COTONOU : March 16, 1997**

*\* Following the fifth Steering Committee meeting in Abidjan, with the participation of the GREA and CREPA Côte d'Ivoire.*

- « In-depth examination of projects 4 & 5, in partnership with GREA,*
- « Review of project 1 actions in progress,*
- « Analysis of projects 2 & 3 action reports,*
- « Preparation of projects 4 & 5 launching workshops, planned during the HABITAT Conference.*

**Summary results of Steering Committee meetings**

- ☉ *Setting up of the Steering Committee ( Launching funds secured ).***
- ☉ *Definition of strategy outlines and action plan.***
- ☉ *Recruitment of WUP director.***
- ☉ *Establishment of organizational and program management structure.***
- ☉ *Definition of 1996 - 1997 action program ( 16 initial projects, 6 priority projects for a three year plan ).***
- ☉ *Follow-up and control of WUP activities.***

# Activity report

## Preliminary work

### Working sessions

#### - DAKAR : March 24 - 25, 1996

\* Participants : The President of the S.C, the World Bank Task Manager, the representatives of the Economic Development Institute ( EDI ), the Administrative Secretary of UAWS and WUP Director.

- Preparation of the institutional options conference,
- WUP launching.

#### - ABIDJAN : May 20 - 23, 1996

\* Participants : CREPA and TREND Directors, the Administrative Secretary of UAWS and WUP Director.

- Presentation of UAWS, CREPA - TREND activities,
- Definition of the role of each institution and its input into the WUP program,
- Update on the Johannesburg Conference on Institutional Options,
- Preparation of the July 12, 1996 meeting with donors.

#### - AMSTERDAM : May 31, 1996

\* Participants : M. Jan Janssens, World Bank Task Manager and WUP Director

- Definition of the functioning relationship between the World Bank and WUP.

#### - RABAT : October 7 - 11, 1996

\* Workshop of experts representing the following institutions :  
CREPA - IME - IRC - KSWB - ONEP - SODECI - TREND - WHO - World Bank & WUP Staff.

- Drafting of the six priority projects of the WUP Program.

### Summary report of working sessions

- Reinforcement of relations between WUP partners,
- Preparation and launching program actions,
- Presentation of WUP program to target public,
- Preparation of the meeting with donors.

# Contacts with External Support Agencies

## 1 - Contacts made by the WUP consultant with the assistance of M. Jan Janssens in France, Canada and USA, January 28 - February 11, 1996

### - FRANCE

- ↳ Ministry of Cooperation,
- ↳ " Programme Solidarité Eau ",
- ↳ " Caisse Française de Développement ".

### - CANADA

- ↳ AQTE,
- ↳ IDRC,
- ↳ ACDI.

### - USA

- ↳ UNDP,
- ↳ World Bank Africa Region,
- ↳ WS&S UNDP / World Bank Program,
- ↳ Economic Development Institute of the World Bank,
- ↳ UNICEF.

## - EUROPE : February 29 - March 9, 1996

\* Presentation of WUP program to :

- ↳ Technical and financial cooperation institutions ( CFD - DGIS - GTZ - KFW and ODA ).
- ↳ Expertise and training institutions ( IHE, IRC and WTI ).

## 2 - Program Director Missions

*Contact missions*

### - GENEVA : May 2, 1996

\* Working session with the main S.C members, WHO and WS&S C.C :

- ↳ WUP strategy preparation,
- ↳ Agreement on the need for collaboration between WHO, WS&S C.C. and WUP.

# Activity report

## Preliminary work

### - FRANCE : November 6 - 8, 1996

\* Meeting with French officials

- » Ministry of Foreign Affairs,
- » Ministry of Cooperation,
- » Ministry of Public Works,
- » "Caisse Française de Développement".

### - OUAGADOUGOU : November 18 - 21, 1996

\* CREPA Orientation Board,

\* Meeting with M. A.Hartmann, in charge of Water and Sanitation Sector of the Swiss cooperation.

### - ABIDJAN & NAIROBI : November 1996

\* Meetings between WUP and the UNDP / World Bank regional Offices :  
GREA in Abidjan and RWSG - ESA in Nairobi

- » Need for reinforced WUP / UNDP - World Bank collaboration, particularly for projects 4 & 5.

### Follow-up Missions

### - CANADA & EUROPE : January - February 1997

\* Follow-up contacts by WUP Director and the World Bank Task Manager

- » Mission to Canada led by WUP Director and M. J. Titsworth, World Bank representative.

» Other cooperation and External Support Institutions :  
E.C, Dutch Cooperation ( DGIS ), AQUANET, CFD, French Cooperation, GTZ,  
IHE, IME, JICA, KFW, OECF, OIE, NAN.C.I.E and " Programme Solidarité Eau ".

### - DELFT : January 24, 1997

\* Meeting of WUP and the World Bank with IHE : joint WUP and IHE actions devoted to institutional reform and post-graduate training.

### - PARIS : February 11 - 13, 1997

\* Agreement expected on joint actions by WUP - OIE and NAN C.I.E.  
Application for French Cooperation funding.

**- BLANTYRE : June 27 - 28, 1997**

\* *Participation of WUP Director in the 7th IWSA-ESAR meeting, and regional WU. Support sought for WUP program.*

- *Meeting with Malawi officials ( Minister of Irrigation and Water Affairs, Controller of Water Affairs, and managing Directors of WU ) to associate Malawi with WUP program activities.*
- *Preparation of Zambia's national conference on water sector reforms, planned for October 1997, with the WSDG Managing Director*
- *Agreement with the RWSG - ESA on the launching of two pilot projects for water delivery in periurban areas in Kenya and Zambia.*

**3 - Other Manifestations**

**- BARBADOS : October 30 - November 3, 1995**

\* *Third International Forum WS&S. C.C*

- *Participation of WUP, CST and UAWS representatives.*
- *Information about Program Launching.*

**- YAOUNDE : February 19 - 20, 1997**

\* *Special event organized by WUP during the UAWS conference*

- *Presentation of WUP program to :*
  - *African and non-African WU,*
  - *External Support Agencies,*
  - *International organizations,*
  - *NGOs and other partners ( consulting firms, training institutions, etc ).*

**- MARSEILLE : April 15 - 19, 1996**

\* *HYDROTOP*

*Participation of Program Director*

- *Consultations with, and dissemination of WUP program information among African WU representatives ( Algeria, Cameroon, Egypt, Morocco, Tunisia) and IME, OIE, SEM, TECHWARE, etc.*

**- BRAZZAVILLE : June 24 - 26, 1996**

\* *" Africa 2000 " WHO,  
WUP represented by M. Filali Baba.*

# Activity report

## Preliminary work

### - JOHANNESBURG : July 12, 1996

\* Meeting with donors - 30 participants

- Bilateral and multilateral development agencies,
- WS&S managers,
- Country representatives,
- NGOs.

- » Presentation of the WUP program's 16 projects, and agreement on the 6 project priority action plan for the years 1996 - 1998.
- » Selection of the pilot institutions in charge of the 6 priority projects from among the WU and supporting partners.

- **One project / one pilot / supporting partners**
- **Involvement of donors.**

### - STOCKHOLM : August 9, 1996

\* GLOBAL WATER PARTNERSHIP

- » Representation of the WUP program by the Administrative Secretary of UAWS and the World Bank Task Manager
  - WUP endorsed by GWP

### - GABORONE : October 16 - 18, 1996

\* 1st ESAR - IWSA Conference

- » Presentation of the WUP program by the Administrative Secretary of the UAWS and the World Bank Task Manager.
  - Reaffirmation, in Botswana, of the pan-African character of WUP.

### - DELFT : December 4 - 6, 1996

\* Second UNDP Symposium on Capacity Building :

- » Active participation of Program Director and World Bank Task Manager
  - WUP is better known among symposium participants, who view it as a potential partner in WS&S in Africa.
  - During the special meeting of the Working Group on Africa, the WUP action program was appreciated because it proved to be a valuable tool for capacity building in Africa.



**- WASHINGTON : December 16 - 20, 1996**

- \* *WATER WEEK : Annual World Bank meeting devoted to the water sector with the active participation of the WUP director and the World Bank Task Manager .*
  - » *Information stand on WUP projects and selected partners : CREPA, TREND and UAWS .*
  - » *Initiation of contacts with programs such as : UNDP / World Bank Program, GWP, etc.*

**- NAIROBI : June 30 - July 1, 1996**

- \* *Working and coordination sessions with HABITAT and RWSC - ESA.*
  - » *Coordination of joint actions concerning WS&S in urban Africa .*
  - » *Involvement of WUP program in the co-organization with UNDP and HABITAT of the " International Consultation on partnerships for cities in Africa", Cape Town, 8 - 10 December 1997.*

**Summary report on missions and participation in events**

- ***WUP presentation and development of awareness of :***
  - » ***WUP actions ( international and regional organizations, NGOs, public and private associations and sector operators etc. ).***
  - » ***Funding for WUP actions ( international, regional, national private or public donors ).***
- ***Dissemination of WUP program actions for 1996-1998 among :***
  - » ***African water utilities,***
  - » ***Donors and Other ESA,***
  - » ***Other partners ( Research and training institutes etc. ).***
- ***Identification of ongoing programs likely to be integrated in WUP program, to avoid action duplication.***

# Partnerships

## WUP's partnership

### *A*ction launching benefits

- *Public awareness of WUP's usefulness,*
- *Definition of its area of competence,*
- *Opening on the outside World,*
- *Acquisition of international stature .*

Thus WUP has become an Essential Partner in the Water and Sanitation Sector

- *Initiation of several joint actions : WUP - other institutions :*
  - *EDI - GREA - RWSG - ESA - " Programme Solidarité Eau " - WHO - WS&S C.C, etc.*
- *Cooperation and funding agreements.*

### *P*artnerships

#### With UAWS

- \* *UAWS STC Meetings*
  - *PIETERMARIZBURG : July 15 - 19, 1996*
  - *LOME : October 21 - 25, 1996*
  - *COTONOU : March 10 - 14, 1997*
  - *DAKAR : May 1- 3, 1997*
- *Active participation in these meetings*
  - *Strengthening of ties with African WU,*
  - *Scientific preparation of UAWS 9th Congress,*
  - *Preparation of the Special Session of the 9th Congress on Institutional Options.*

*\* Meetings of the Steering Committee of UAWS*

- KAMPALA : November 26 - 27, 1996 - S.C

- COTONOU : March 19, 1997 - S.C & G.A

- UAWS S.C approval of WUP action program,*
- Reaffirmation of the need of UAWS total involvement in WUP actions,*
- Strengthening of the WUP Program's role in the reinforcement of UAWS,*
- UAWS supports WUP initiatives and reaffirms its importance as a tool in the service of the water sector .*

*\* Meetings " UAWS Objectives "*

- COTONOU : March 17 - 18, & DAKAR : May 2 - 3, 1997

- *Meeting of the UAWS Working Group*

- WUP contribution to the definition of the new policies and objectives of UAWS as a pan-African professional organization concerned with the development and the valorization of water-related trades. The new orientations will be submitted to the 9th Congress to be held in Casablanca, in February 1998.*

- *UAWS Publications*

- The program uses the quarterly publication " UADE - Info " to publish papers on its activities. These papers inform African water professionals and provide technical and financial support for the publication. The same applies to UAWS other publications such as Cahiers Techniques & UAWS Directory.*

## **With CREPA and TREND**

- OUAGADOUGOU : November 19 - 21, 1996

*\* Meetings of the CREPA Council & Orientation Committee*

- Dissemination of WUP program information to CREPA, including the regional branches ( Benin, Burkina Faso, Chad, Cameroon, Central Africa Republic, Congo, Côte d'Ivoire, Gabon, Guinea, Mali, Mauritania, Senegal & Togo ).*

# Partnerships

## WUP's partnership

- Awareness of the need to cooperate with CREPA regional branches to disseminate information on WUP programs,
- Need for close cooperation for the development of WS&S. S in Africa.

### - ACCRA : November 25 - 29, 1996

\* 8th ITN - Africa annual meeting

Participation : M. Brou Djekou, WUP representative

- CREPA / Ouagadougou - TREND / Kumasi - NETWAS / Nairobi
- IWSD / Harare - NCWSTI / Sovenga, South Africa.
- Need for ITN Centers involvement in the execution of WUP objectives.

### With the World Bank : W.B WUP Advisory Committee. Washington D.C.

#### - February 8, 1996

\* World Bank WUP Advisory Committee Meeting

- WUP preliminary program presentation and agreement on the Program principles and planning implementation.

#### - January 16, 1997

\* Second WUP Advisory Committee

Chair : MM. Peter Watson & Jan Janssens,

Participants : World Bank Africa Region officers, Task Team Leaders, representatives of relevant water departments involved in the WS&S.S, EDI, joint program UNDP / World Bank and WUP Director.

- Detailed WUP program presentation,
- Awareness of the interaction between UAWS, ITN and WUP objectives,
- Meetings of WUP Director with World Bank regional and sector managers ( Task Team Leaders ). Agreement to provide support to WUP.

## Summary report of WUP- World Bank Cooperation

### World Bank Support in terms of :

- *technical assistance : Participation of World Bank staff in WU events,*
- *funding : Participation in and support of WUP projects before other donors,*
- *cooperation : WUP involvement in some EDI & UNDP/World Bank projects,*

- Project 1 : EDI

- Project 4 & 5 : GREA and RWSG - ESA

### Reinforcement of WUP action through the new initiative , " Mainstreaming EDI in Africa : WS&S. S " .

- *Awareness development of the need of institutional reforms in WS&S. S,*
- *Creation of an Africa focal point in the World Bank,*
- *Creation of local focal points in Africa : hiring of three African experts.*

## With other Institutions

### - WS & S C.C and WHO

- \* *WUP participation in " Operation and Maintenance " working group meeting : Geneva, February 26 - 28, 1997 to discuss WUP Project 3.*

### - WS & S C.C

- \* *Africa working group : Abidjan, March 3 - 6, 1997*
  - *WUP involvement in these meetings and agreement to play a key role in WS&S.S events.*

### - TECHWARE

- \* *Applied research collaboration project between African and European universities ( Belgium, Burkina Faso, France, Morocco, the Netherlands and Uganda ).*

### - W.W.C

- \* *International Water Conference : Marrakech, March 21 - 22, 1997*
  - *Participation of WUP program World Bank Task manager and dissemination of WUP brochure to participants.*



## Immediate Actions

### Immediate Actions

#### - G.W.P

\* GWP Consultative Group - August 14 - 15, 1997

- WUP participation and GWP support for African initiative,
- Stockholm Water Symposium - August 11 - 14, 1997.

#### - IWSA

- WUP Program acquires IWSA membership,
- WUP integrated as a member of two working groups :
  - " Performance Indicators " ( WUP project 2 ),
  - " Operation and Maintenance" ( WUP project 3 ).

\* IWSA 21st Congress : Madrid, September 20 -26, 1997 .

- Planned WUP participation with the international professional water sector.

#### - IHE

\* IHE " Refresher course " in association with the WUP program,  
Kampala, October 6 - 15, 1997 :

- Event followed by a seminar on public management options,
- Project of the creation of a virtual university dealing with WS&S.S issues in Africa.

#### - WS & S.C.C

\* Fourth World WS&S. C.C. Forum : Manila, November 3 - 8, 1997

- Planned WUP participation and presentation in plenary session .

#### - HABITAT

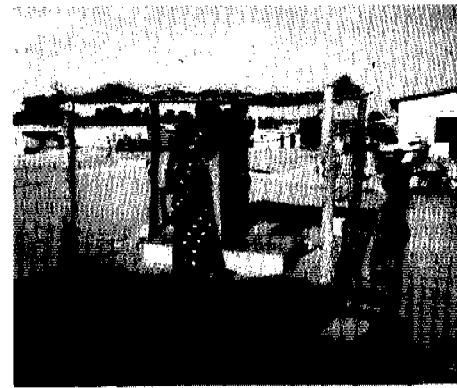
\* HABITAT, UNDP and WUP conference : " International consultations on  
Partnership for Cities in Africa " Cape Town, December 8 - 10, 1997.

## Cooperation agreements

### Cooperation agreements

*Cooperation agreements finalized or in process :*

- AQUANET
- EDI
- GWP
- IHE
- LYSA
- NAN C.I.E
- OIE
- PROGRAMME DE DEVELOPPEMENT MUNICIPAL ( Cotonou )
- WS&S UNDP / W.B joint Program
- PS - EAU
- TECHWARE
- WS & S.C.C
- WWC



# Conclusion

## Conclusion

*The WUP Program record is good. In less than two years, it has successfully managed to concentrate its efforts on the achievement of its main objectives. It has therefore proved it can play an important role in the development of the water sector. It has succeeded in :*

- . Setting up and executing its action program according to schedule,*
- . developing partnership and cooperation.*

*These successes notwithstanding, the fact remains that funding problems do slow down the achievement of WUP actions. Indeed, funding problems exist despite the general show of interest in WUP programs. Actual program action funding is below both need and expectation.*

*Despite these difficulties, the WUP program integration in local and regional institutions opens encouraging perspectives for the Program. Acceptation by an international and regional community concerned with this sector's development also opens new vistas for WUP.*

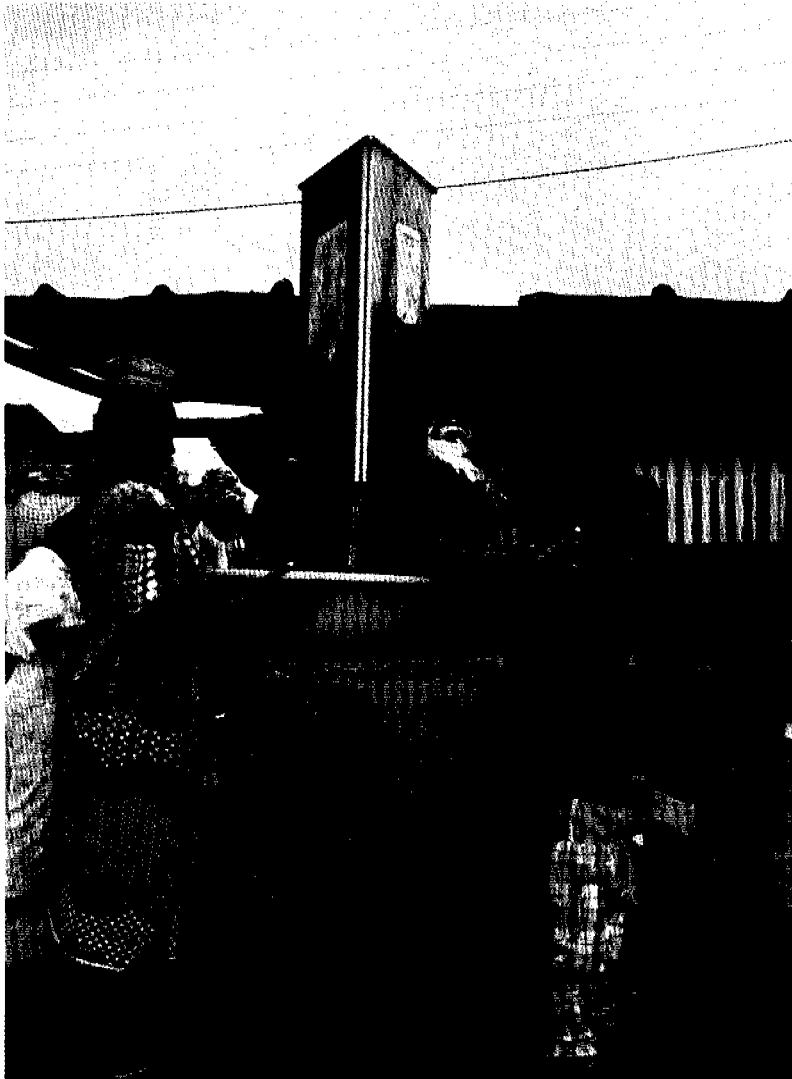
*Indeed, the planned initiative " Mainstreaming EDI in Africa : Urban Water Supply and Sanitation Sector " will certainly reinforce WUP actions. Likewise, the creation of an Africa focal point in the World Bank, and the funding of african experts to act as local focal points, will provide valuable help to political decision makers during the preparation of sector reforms at the national level, in cooperation with WUP.*

*The total involvement of African sector professionals through UAWS and ITN Centers guarantees the viability of the WUP Program and highlights its concern with the problems facing urban and periurban populations in Africa.*



# Water Utility Partnership

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# Abbreviation - acronyms

- AdP : Aguas de Portugal*
- AQTE : Association Québécoise des Techniques de l'Environnement*
- AQUANET : Consultants for Water Enterprise Development - the Netherlands*
- BOAD : Banque Ouest Africaine de Développement*
- CBO / OCB : Community Based Organization / Organisation Communautaire de Base*
- CFD : Caisse Française de Développement*
- CIDA / ACDI : Canadian International Development Agency / Agence Canadienne de Développement International*
- CREPA : Centre Régional pour l'Eau Potable et l'Assainissement - Ouagadougou*
- DGIS : Dutch Cooperation / Coopération des Pays Bas*
- EC / CE : European Community / Communauté Européenne*
- ECLA : " Etre Comme Les Autres " ONG / NGO - Burkina Faso*
- EDI / IDE : Economic Development Institute of the World Bank / Institut de Développement Economique*
- EIER : Ecole Inter- Etats d'Ingénieurs d'Equipement Rural - Ouagadougou*
- ENDA : Environnement et Développement du Tiers - Monde - Dakar*
- ESA / ASE : External Support Agency / Agence de Soutien Extérieur*
- ESAR : East and Southern Africa Region*
- GREA : Groupe régional Eau et Assainissement - Abidjan*
- GWP : Global Water Partnership*
- GWSC : Ghana Water and Sewerage Corporation*
- GTZ : Gesellschaft Technische Zusammenarbeit / German Technical Cooperation*
- ICEA : Ingénieurs Conseil et Economistes Associés - Paris*
- IDDWS / DIEPA : International Decade of Drinking Water and Sanitation / Décennie Internationale de l'Eau Potable et de l'Assainissement*
- IHE : Institute of Hydraulics Infrastructure and Environment - Delft*
- IME : Institut Méditerranéen de l'Eau*
- IRC : International Reference Center - The Hague*
- ITN : International Training Network*
- IWSA / AIDE : International Water Services Association / Association Internationale des Distributions d'Eau*
- IWSD : Institute for Water and Sanitation Development - Harare*
- JICA : Japanese International Cooperation Agency*
- KFW : Kredantial Für Wiederaufbau / Cooperation and Aid*
- KSWB : Kaduna State Water Board - Kaduna - Nigeria*

*LSWB : Lagos State Water Board - Lagos - Nigeria*  
*LYSA : Lyonnaise des Eaux . Services Associés*  
*MDF : Management Foundation for the Development - The Netherlands*  
*NAN C.I.E : Centre International de l'Eau de Nancy*  
*NCWSTI : National Community Water and Sanitation Training Institute (ITN) - Sovenga - South Africa*  
*NETWAS : Network for Water and Sanitation International (ITN) - Nairobi*  
*NGO / ONG : Non - Governmental Organization / Organisation Non - Gouvernementale*  
*NWSC : National Water and Sewerage Corporation - Uganda*  
*ODA : Overseas Development Administration - London*  
*OECD : Overseas Economic Cooperation Fund of Japan*  
*OIE : Office International de l'Eau - France*  
*ONAS : Office National de l'Assainissement - Dakar et Tunis*  
*ONEA : Office National de l'Eau et de l'Assainissement - Ouagadougou*  
*ONEP : Office National de l'Eau Potable - Rabat*  
*PS - EAU : Programme- Solidarité - Eau - France*  
*RWSC - ESA : Regional Water and Sanitation Group - East and Southern Africa - Nairobi*  
*SdE : Sénégalaise des Eaux - Dakar*  
*SEM : Société des Eaux de Marseille*  
*SIDA : Swedish International Development Agency*  
*SONEDE : Société Nationale d'Exploitation et de Distribution - Tunisie*  
*SONES : Société Nationale des Eaux du Sénégal*  
*STC/CST : Scientific and Technical Council / Conseil Scientifique Technique*  
*TREND : Training, Research & Networking for Development (ITN) - Kumasi*  
*UAWS / UADE : Union of African Water Suppliers / Union Africaine des Distributeurs d'Eau*  
*UMP : Urban Management Program / Programme de Gestion Urbaine*  
*UNCHS : United Nations Center for Human Settlements HABITAT - Nairobi*  
*UNDP / PNUD : United Nations Development Program*  
*WB/ BM : World Bank / Banque Mondiale*  
*WHO / OMS : World Health Organization / Organisation Mondiale de la Santé*  
*WSS .CC : Water Supply and Sanitation Collaborative Council*  
*WS&S.S : Water Supply and Sanitation Sector*  
*WU : Water Utility*  
*WUC : Water Utility Corporation - Gaborone*

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