

Sustainable Management of Small Water Supply Systems in Africa

Practitioners' Workshop Report, October 6-8, 2010

This field note highlights the key messages and action points that emerged from a Practitioners' Workshop on Sustainable Management of Small Piped Water Systems in Africa held in Maputo, Mozambique from October 6-8, 2010. The workshop aimed to take stock of twenty years of efforts in African countries to improve the quality of water supply services by delegating the management of small water schemes to private operators or user associations.



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Introduction

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Box 1: Ingredients for success for rural water systems

- Financial and managerial autonomy
- Transparency and accountability
- Professional support
- Competition
- Legal Framework and regulation
- Demand-responsiveness
- Incentives for expansion

Eight years after the International Conference on Water Supply and Sanitation for Small Towns and Multi-village Schemes in Addis Ababa, the Maputo meeting provided an opportunity to evaluate implementation of the 'Ingredients for Success' identified in 2002 and the results which have been achieved on the ground.

More than 130 practitioners from 17 countries in Africa, Asia and Latin America attended the workshop. The participants represented all stakeholders involved in PPPs: local governments, private sector, regulators, water ministries, domestic commercial banks. Development partners such as AfDB, AusAID, IFC and WSP were also present. The diversity of the participants allowed for peer exchanges across countries as well as country discussions in light of regional lessons which emerged at the workshop.

Importance of sustainable water supplies in rural areas and small towns

Sustainable water supplies are essential to the growth of regional or local economic hubs. Rural growth centers and small towns are of considerable strategic importance for economic and social development in Africa. Depending on national

definitions, they may range from 2,000 to 50,000 inhabitants. They offer economic opportunities and are vital in curbing rural-urban migration and the accumulation of the unemployed poor in the slums of large cities.

Governments in Africa have therefore built piped water schemes in small growth centers over the past 20 years. This trend has increased rapidly since the early 2000s. In 2010, 15% to 20% of the rural population in African countries lives within the service area of a small piped water scheme. In countries such as Senegal, Rwanda and Mauritania, it is more than 30%. The sustainable management of these small piped water schemes is therefore becoming increasingly important as the share of piped water supply continues to grow in rural and semi-urban areas.

Sustainable water supplies are part and parcel of good local governance. Decentralization is being implemented

Box 2: 17% of the rural population is served by 6,700+ small water schemes in 10 countries (2010)

Country	No. schemes
Benin	568
Burkina Faso	419
Kenya	1200
Mali	700
Mauritania	400
Mozambique	270
Niger	850
Rwanda	850
Senegal	1260
Uganda	220

Private sector participation has been encouraged by a favorable sector environment.



and elected local governments (LG) have emerged in rural areas and small towns over the past twenty years (and even before in some countries). Local governments act within powers delegated to them by national legislation, covering such domains as education, health or environment. The number of local governments varies from several tens in Rwanda (30 LGs) and Benin (77 LGs) to several hundreds in Niger (213) and Mali (703).

In most countries, responsibility for water supply has been transferred by the central government to local governments. Given the high priority of access to water supply, especially in the countries south of the

Sahara, the political track record of an elected local government official depends significantly on the performance of water supply services.

Towards sustainable management: key messages

Public private partnerships (PPP) are a key part of national water supply strategies.

Delegated management is growing rapidly. Delegated management is characterized by the establishment of

a contractual relationship between a contracting authority and an operator. The contracting authority is responsible for ensuring water supply services and owns the assets. The operator provides services as per the contract conditions. This separation of functions and responsibilities is at the core of a sustainable service.

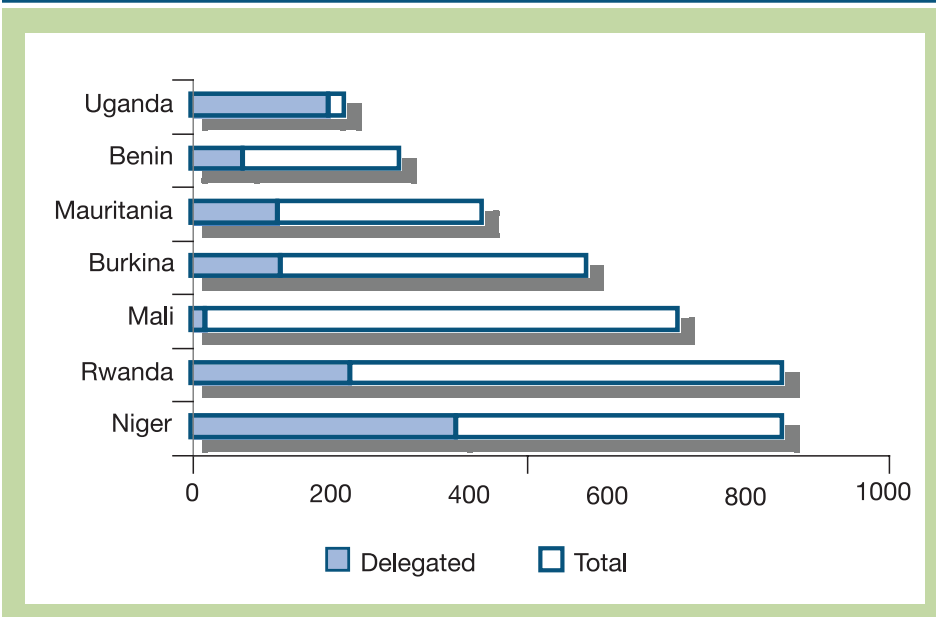
The workshop documented a strong growth of delegated management over the last ten years. 25% of the small piped schemes (in ten of the participating countries) are already under delegated management, and in some countries this ratio is more than 50% (Niger, Benin). Delegated management has grown as an alternative to the community-based management model promoted in the 1980s, which has fallen short of expectations (functionality, quality improvement and expansion) in many countries, especially for piped water systems.

PPPs have become the principal form of delegated management. As revealed in the workshop, a very large majority of on-going contracts are PPPs, with a private operator managing the system and a local government as the contracting authority. Management and affermage-lease contracts are the most common types of contracts today, where operators finance only small investments. More complex PPP arrangements such as build-operate-transfer (BOT) contracts are being piloted in some countries (Burkina Faso).

Private sector participation has been encouraged by a favorable sector environment: sector strategies, regulatory frameworks and pilot projects to better engage the private sector. This reflects a strong political will of governments to promote PPPs. As a result, hundreds of operators with various profiles (individual

A professional water service makes a happy consumer.

Figure 1: Numbers of small water systems under delegated management (2010)



better management (Uganda, Niger, Burkina Faso). Private operators apply commercial rigor to both operations (energy consumption, preventive maintenance, staff management) and billing and revenue collection. The resulting improvement in financial performance has a lasting impact on the sustainability of services.

- House connections have been installed in response to demand. Private operators have the drive and ability to respond to demand, often with impressive results (Uganda, Mozambique, Mauritania).
- Improved service quality encourages consumers to consume more water, expressed in liters per capita per day (l/c/d) (Burkina Faso, Benin). This is turn

entrepreneurs, micro- and medium-sized enterprises) are active in providing services in Africa today.

In most countries, operators are contracted based on competitive tenders. The more dynamic operators have been able to expand the numbers of schemes they manage to as many as 28 (Benin) and 40 (Niger).

Other contractual and institutional arrangements also exist: in some countries the central government remains the asset holding authority (Mauritania, Senegal), in others, community based organizations function as operators (Senegal, Uganda, Kenya), and in yet others, municipal management is still common (Ethiopia, Mozambique, Tanzania).

A professional water service makes a happy consumer

Experience of the private sector providers demonstrated the benefits of a more professional management to improve water services quality. However, there remain significant challenges in terms of the technical and managerial capacity of small operators, and technical constraints to operation.

Professionalization of water supply services creates a virtuous cycle. Although there is limited quantitative evidence across countries, case studies and evaluations show that professionalization brought about by private sector participation has a positive effect.

- Operation and maintenance costs, control of physical and commercial losses etc. have been improved through

Box 3 : Strategic options for delegated management by country

Country	Private	CBO	Municip.
Benin	X	o	
Burkina Faso	X		
Ethiopia		X	o
Kenya	o	X	
Mali	X		
Mauritania	X		
Mozambique	X	o	o
Niger	X		
Uganda	X	o	
Rwanda	X	o	
Senegal	o	X	

CBO = Community based organization
 Municip. = Municipal management
 X : promoted option o : other option

A sustainable PPP is more than a signed contract.

has a positive effect on revenues and financial viability which are critical for small piped schemes.

In practice, the professionalization of water services can be seen to drive a virtuous cycle that benefits private operators, consumers and local governments. Examples below are extracted from the workshop presentations.

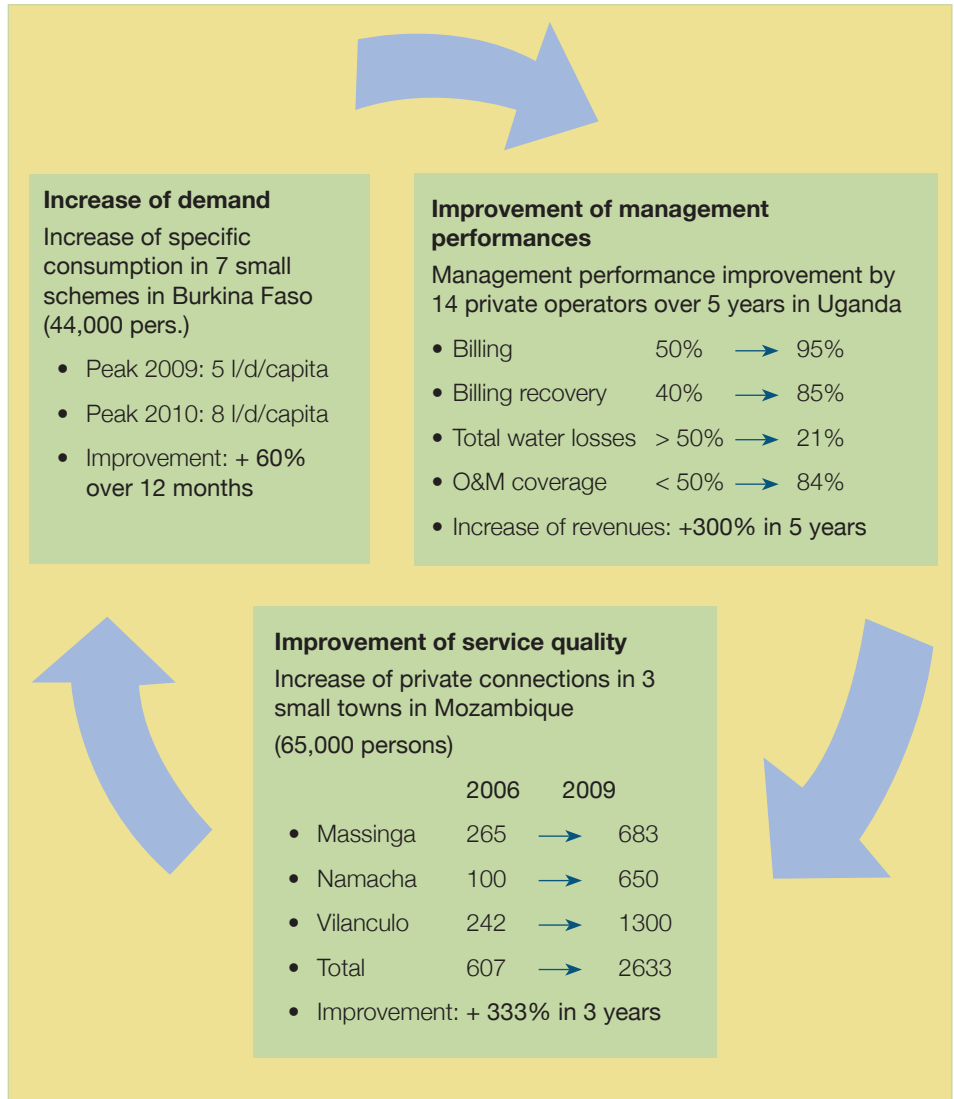
Serious operational constraints remain.

- Operators at the workshop described a number of all too common constraints which the majority of them face in their daily activities.
- Technical staff of operators often lacks core skills. This is critical, as many small water providers do not have access to vocational training services.
 - The short duration of contracts (often 1-3 years) does not provide sufficient time to recoup relatively small investments that could significantly improve services (small extensions, private connections). Operators are discouraged from funding works with a lifespan of 3 to 5 years or more, and local governments are rarely able to fund investments.
 - The availability of free water from public or private wells within the service area of a provider is quite common and may discourage consumption from piped supply, decreasing revenues. Whilst the piped supply may be essential in the dry season, demand may fall away in the wet season, undermining the overall viability of the scheme.

A sustainable PPP is more than a signed contract

A review of contractual and institutional arrangements showed that a large numbers of PPP contracts have been

Box 4: The 'virtuous cycle' of professionalizing water supply services.



signed. The quality of contracting procedures is, however, not satisfactory and often compromises the sustainability of water supply services.

Contracts should be specific but simple. Many operators and local officials reported

that current contracts are often unclear. This creates conflicts of interpretation, for instance over whether the operator or the municipality should finance major repairs or replacements. On the other hand, operators and local governments stress that contracts should not be excessively

Operators often develop proposals with little or no operational data and often discover problems when starting service delivery.



participants agreed to capitalize on these experiences and systematically use them.

The duration and scope of contracts should be optimized and local governments need transaction support to achieve this. Contracts should be long enough to allow operators to establish a profitable operating regime and to recover investments set out in the business plan, and where economies of scale are likely to exist, a cluster of schemes should be tendered as a package. In most countries participating at the workshop, the prevailing PPP model is lease or affermage-lease. But other types of PPPs reported in the workshop offer new prospects and should also be actively considered such as: build-operate-transfer (BOT) contracts (Burkina Faso, Uganda, Colombia), or build-own-operate (BOO) (Cambodia), or rehabilitate-operate-transfer contracts.

“legal” so as to remain comprehensible to targeted stakeholders. It is clear from the workshop that more work is needed to strike the balance between specificity and simplicity in contracts. Model contracts already developed at country level (Benin, Mali, Rwanda) offer materials and experience to support this task.

The tendering process needs to be well prepared. The majority of tenders have been launched without adequate diagnostics of technical functionality and assessment of the business profitability. Operators often develop proposals with little or no operational data and often discover problems when starting service delivery. Practical consequences are that a substantial number of contracts cannot be implemented because prior investments or provisions in the contract for necessary

rehabilitations and replacements are not made (Burkina Faso, Benin) and that some operators abandon services because they are structurally loss-making (Rwanda).

The absence of business plans is a critical issue. The majority of PPP contracts are not based on a business plan, which is indispensable to establish a basis for financially viable operation of the system, and to ensure that responsibility for any investments required to ensure this viability is clearly assigned. These factors vary widely depending on scheme characteristics, age of facilities, tariffs, among others. However, a business plan is rarely required in tender submissions, and operators often lack the capacity to prepare one in any case. Some countries have attempted to introduce model business plans (Benin, Mali, Uganda, Benin), and the

Technical assistance to local governments throughout the contracting process should be provided systematically on demand,

Box 5: Local government PPP transaction support in Mali

The national water services (DNH) in Mali support 25 municipalities in contracting private operators for the operations of water services. The technical assistance package include:

- Technical diagnostics of the scheme
- Mapping of the network
- Business plan
- Adoption of model contract
- Tendering support
- Bid evaluation advice

Equity from the private operator or the community can be combined with a commercial loan and grant funding.

as, for example, in Mali and soon to be introduced in Benin. Tendering water services under PPP is a rather complex process and past experiences raised in the workshop showed evidence that backstopping local governments in this task would contribute greatly to securing better transactions.

No financing, no PPP

Lack of access to funding of small piped schemes is recognized by participants as a major hindrance to the dynamics of PPPs, and some reasons for this were identified. However, pilot experiences presented at the workshop indicated the possibility of innovative mechanisms for combining public and commercial financing to optimal effect.

Rehabilitation and extension investment needs are unfunded. Sustainable management of water supply systems requires recurrent investments to maintain and expand access and service quality (rehabilitation, expansion of production capacity and distribution network, individual connections etc). Private operators can identify high impact investments, but in most cases cannot fund them, resulting in stagnation, if not a decrease in service quality (Benin, Mali, Mozambique).

A series of factors inhibit involvement by banks. Even where investments may have high returns, several obstacles hinder the banks' engagement in the sector: lack of water sector experience, contract duration less than requested loan repayment period, lack of data and audited accounts, lack of collateral or guarantees. These obstacles can however be overcome if commercial financing is integrated into a comprehensive strategy of support for



PPPs, as shown by isolated but significant operations presented in the workshop (K-Rep in Kenya, Tilgaz in Mali).

Public resources are scarce and difficult to rely on. Funding in the sector is primarily oriented towards the construction of new infrastructure, and in many countries local authorities do not receive budgetary resources corresponding to their responsibilities. These two trends combined explain the low level of public funding for small systems, where investment in rehabilitation and gradual expansion may often be the best option.

Local government officials participating in the workshop stressed the need to engage in advocacy for resources to be allocated to local authorities. This should be possible as the amounts involved are relatively small, provided that it is part of an overall strategy.

Box 6: Banks engaged in financing water

Kenya, K-Rep Bank

- 12 scheme projects funded
- 1 million USD of loans
- 1 million USD leveraged in OBA grants
- 65,000-100,000 USD loan size

Mali, Bank of Africa

- Funding of the extension project in the town of Kalabancoro: 300 connections, 6 km of pipes
- Operator: Energie Tilgaz Mali
- 100.000 USD of loan
- 15.000 USD of equity by Tilgaz

This type of financial arrangement enables efficient use of limited public resources.

Blended financing is an opportunity.

Equity from the private operator or the community can be combined with a commercial loan and grant funding. This approach has been successfully tested in Kenya (K-Rep Bank), and other countries are studying the prospects in their respective contexts (Benin, Mali). This type of financial arrangement enables efficient use of limited public resources. The grant ensures that the impact of the debt burden on the tariff does not exclude the poor from access to water, while the repayment obligations impose market discipline on the operator. Performance incentives could be increased by disbursing the grant based on results (Output-Based Aid). For instance, grants are only disbursed after certain capital works have been carried out and connections to households made, such as in the case of K-Rep.

In the examples presented at the workshop from Cambodia, Madagascar, Colombia or Mali, the level of private funding (equity + loan) with amounts up to US\$120,000 ranged from 40% to 100% of the investment costs, depending on the contract terms.

Lack of regulation puts PPPs at risk

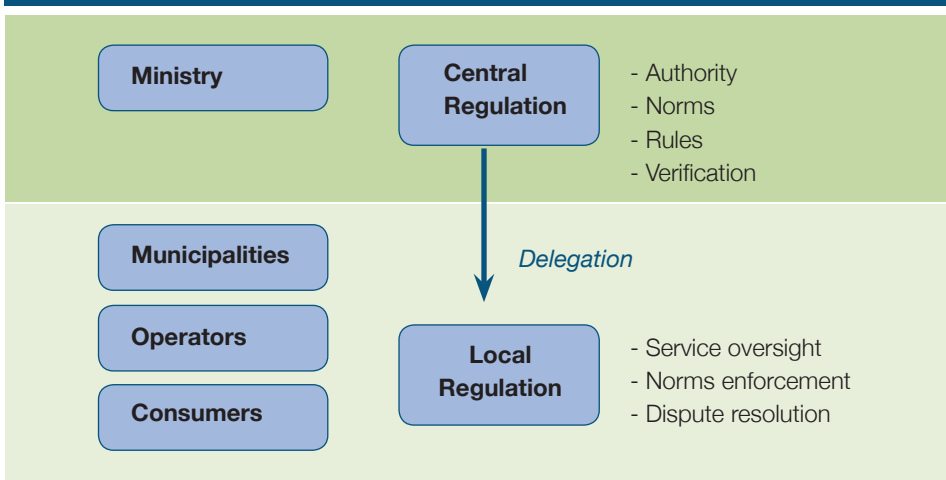
The discussions on regulation concluded that regulation is the weakest link in the delegated management environment in nearly all countries.

Regulation is not operationalized although it is essential.

In most of the participating countries, regulation only covers the activities of larger urban water supply providers. A small number of regulatory agencies have begun to work with small scheme operators (Rwanda, Mauritania, Mozambique), but their efforts are



Figure 2: Central and Local Regulatory Functions



hampered by the geographical dispersion of the facilities and stakeholders.

Operators and local governments stressed that from their own experience, the

absence of regulation is detrimental to the sustainable management of water supply services. It hinders the settlement of disputes between operators and consumers, or between operators and

Local government and regulatory bodies need to work together to ensure effective dialogue with users.



local authorities; lengthy disputes always end up damaging the operability of the service. If it is the contracting authority, the local authority cannot exercise regulatory functions and even if it is not, it essentially represents consumers (citizens) and so does not have the necessary independence.

Local regulation, central regulation. It was clear from the workshop that regulation of water supply services requires a mix of both central and local actions.

The central structure should have the legal mandate to regulate and report to the central government. Its mandate should cover normative and analytical activities, including:

- On-going improvement of the regulatory framework and performance indicators based on lessons learned on the ground
- Production of statistics and analysis to update sector indicators
- Development of industry benchmarks
- Monitoring and review of procedures for the selection of operators
- Dispute resolution at central level

Local regulation should be empowered by delegation of authority, and should oversee the service, enforce regulatory compliance and regulate 'ordinary' conflicts by relying on local stakeholders. De-concentrated sector institutions may also have an

important role to play at local level.

Independence, funding and data collection: three challenges for regulation.

To be able to perform its duties, a regulator must be credible to consumers, contracting authorities and operators. For this, the regulator must be independent, with stable financing and access to reliable information and data.

The system of data collection should have national coverage and this is a major technical and logistical challenge. The expansion of internet and cell phone networks are opening up new opportunities in the short to medium term for collaborative information systems between stakeholders.

Funding for the regulation must preserve the independence of the regulator. In Mozambique, a 1% regulation fee should be paid to the local regulatory committee. In Mali, 1% of the operator's turnover should be paid to the regulatory agency, but only for towns above 10,000 inhabitants.

In Mali and Niger, the fee paid for business development services provided respectively by 'STEFIs' and 'SACs' operators include some regulatory activities. In most countries however, such arrangements are not yet implemented at scale and face practical obstacles due to geographical dispersion, impact on tariffs/access etc. There was consensus at the workshop that regulation can be partly funded from tariffs, but that some subsidy may also be needed.

Upstream regulation, education and user involvement. This point was strongly put forward by both local government officials and operators. Many disputes could be prevented through appropriate

Professional services support can be an effective way of rendering water services sustainable.

Box 7: mWater BDS (Senegal, Mali)

Operator: *Manobi SA*

Package

- Mobile phone + on-board software
- Data transmission by SMS/GPRS
- Web workspace / data processing
- Monthly reports on mobile + web
- Call center 24/7

Services

- **Basic monitoring** (since 2009)
 - 3 monitored indicators : output, savings, failure rate
 - Weekly data collection
- **Operating/Accounting** (2011)
 - Scheme mapping
 - Technical monitoring (energy, water meters indexes, etc.)
 - Billing /accounting
 - Operating & performance reports

Funding and tariffs

- By the scheme operators
- Basic monitoring ≈ 34 USD/month

Coverage (no. of schemes)

- Basic data 70
- Operating/accounting (nov 2011) 55
- Expected deployment 2011: 5-8 countries, 400-500 schemes

Box 8: STEFI BDS (Mali)

Operators

- 2AEP (region of Kayes)
- GSC AEP (other regions)

Services

- 2 technical inspections per year
- Accounting support
- Economic & financial analysis
- Bi-annual audit report
- On site report presentation
- Synthesis report for the National Water Directorate

Funding

- By the scheme managers
- Tariff ≈ 0,04 USD/m³ pumped

Coverage

- 130 schemes/700, 2 BDS operators
- Planned 2011: 700 schemes covered by 3 BDS operators selected by competitive tender

Box 9: Umbrella organization BDS in Uganda

Members of the general assembly

- Each Water Supply and Sanitation Board (2 pers)
- District Water Officers
- Umbrella national secretariat at Dept of Water Development

Services

- Technical support
- Capacity building
- Organizational and community development

Funding

- WSSBs: 10%
- Government: 90%
- Other revenues through UO activities

Coverage

- 4 Umbrella Organizations covering 3/4 of Uganda, operating through Regional branches

consumer information, education and communication by explanation of service standards, publication of operational results, and generally any measure increasing the transparency of water services management. Local government and regulatory bodies need to work together to ensure effective dialogue with users.

Business development services contribute to sustainable service delivery

External support services are relatively

recent in the sector. The innovative experiences presented at the workshop sparked the interest of participants.

Professional services support can be an effective way of rendering water services sustainable. Professional support or Business Development Services (BDS) are services offered by third parties to operators in the sector. BDS providers offer customers know-how or facilities that enable them to better fulfill their objectives.

BDS offer benefits to both contracting authorities and operators of small piped schemes.

Presently, core BDS services in the sector are technical and financial audits rendered by STEFIs in Mali, SAC in Niger, CMSP in Mauritania and *mWater* in Senegal. The experience in Mali, the oldest, has demonstrated the impact of BDS on improving the performance of operators. The STEFI, SAC and *mWater* services

Business development services to date cover only a fraction of schemes and providers and their viability is weak.



are provided on a cost recovery basis i.e. included in the water tariff, which makes the services sustainable.

Another BDS presented at the workshop is preventive and curative maintenance (repair of pumps, generators etc) in Senegal. Needs for similar services are reported in other countries (Niger). BDS can also be provided by umbrella organizations of water providers. These services may be more comprehensive and rely on public funding (Uganda). In the Philippines, the regulatory agency supports a BDS grant

fund for operators to tap into to get help on business/ investment planning, and other actions needed to improve deficient services.

BDS may also support regulation. In Mali and Niger for instance, BDS providers contribute to producing on a regular basis reliable technical and financial data essential to the regulator. A business model for viable BDS is emerging. BDS to date cover only a fraction of schemes and providers and their viability is weak. Exchanges at the workshop indicated

possible models for ensuring the sustainability of BDS:

- Integration of BDS into the institutional and regulatory framework (Mali, Niger)
- Granting BDS concessions for (geographical) clusters of schemes i.e. competition “for the market” (for STEFI in Mali, for maintenance in Senegal)
- Use of internet and mobile technologies to establish shared platforms for collection, transmission, processing of data and providing feedback data to operators (*mWater* Senegal)
- Expansion to other areas of need (transactions, financing)

Towards sustainable management: actions for scaling up

Next steps

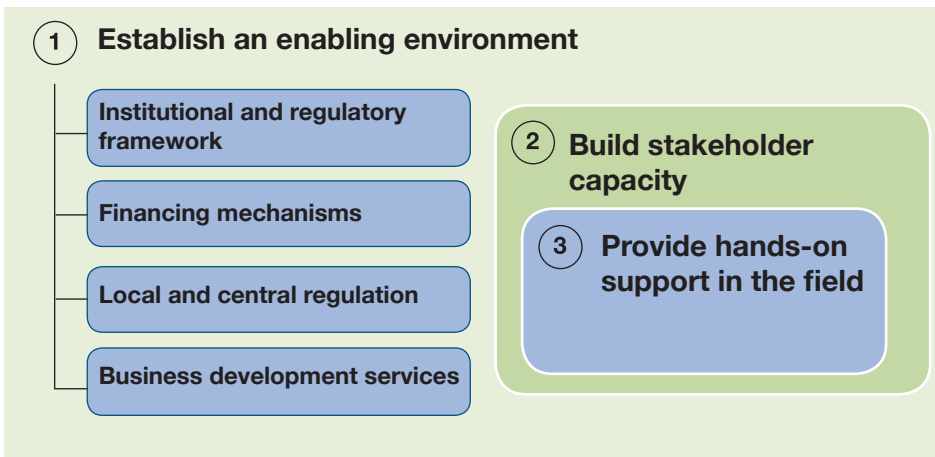
Workshop participants identified six areas of intervention to move towards sustainable management of small piped water schemes in rural areas and small towns. These interventions are organized into three main action areas: (i) establishment of an enabling environment, (ii) capacity building, and (iii) hands-on support in the field.

The priorities and framework for action must be tailored to the realities of each country, whilst maintaining the principle that all aspects must be properly taken into consideration to create the conditions for a transition to scale.

Establish an enabling environment
Consolidate the institutional and legal

Much remains to be done in regulation, even where regulators exist.

Figure 3: Key sustainable PPP intervention areas



framework. The position of small scheme delegated management and in particular PPPs should be strengthened in the strategic, institutional and legal framework of the sector.

Design and implement appropriate financing instruments. Such instruments are needed to support the rehabilitation and extension of water supply systems through an optimal blend of commercial grant funding. They should be easily accessible, with a quick turn-around of appraisals. A variety of instruments can be used for this, such as guarantees, OBA, basket funds etc. Local financial institutions should be mobilized to develop a water sector business line in local credit markets.

Develop workable approaches for effective regulation. Much remains to be done in regulation, even where regulators exist. In each country, effective mechanisms for implementing the principle of central-local regulation should be identified, and regulatory tools and procedures (monitoring and performance indicators, model contracts, etc.) should be developed and mainstreamed. Information and awareness campaigns targeting citizens are also needed.

Deploying Business Development Services (BDS). Needs for BDS should be identified in each country so that the BDS markets can be developed and sustained. Typical areas where BDS will be required include data collection and analysis, specialized maintenance services, billing, accounting and financial management, labeling/ certification etc. It was noted that the rapid growth of mobile telecommunication networks and technology is introducing many interesting possibilities in these areas.



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Hands-on technical assistance (TA) should complement capacity building support.



Several actions can be taken to support the development of BDS. Governments could empanel or formalize BDS providers, support the early market phase by sharing risks (co-financing developing costs such as in the case of *mWater* Mali and Senegal) or making certain services mandatory (STEF1 Mali) or conditional for grant financing etc.

Building stakeholder capacities

Capacity building is a priority in all countries. It can be organized around training modules targeting each of the key stakeholders (local governments, operators, regulators, water departments). It should also involve umbrella and peer associations (associations of mayors, operators etc) which have the potential to be key partners.

The sustainability of capacity building services is essential. This can be achieved

among others through housing the training programs in existing, stable and as far as possible, decentralized structures. The cost of these services must remain affordable for the targeted stakeholders, so it may be necessary to introduce subsidies.

Hands-on technical assistance

Hands-on technical assistance (TA) should complement capacity building support. This consists of advisory assistance for the preparation and launch of operations. This makes knowledge gained in training more effective and greatly enhances the chances of attaining sustainable management.

A technical assistance (TA) need identified by the participants is support to contracting authorities during the tender process and subsequently during contract management. This would include support

to preparation of technical diagnostics, business plans, advice on the type of contract to use, and assistance with the preparation of bidding documents and bid evaluation. Support could also include TA to prospective operators in the preparation of business plans. Another major area identified is the need for implementing local regulation.

Actions at two levels to quickly move to scale

The participants from each country were invited to outline a national agenda for sustainable management of small piped water systems, drawing on the ideas and experiences discussed during the workshop, and outlined above.

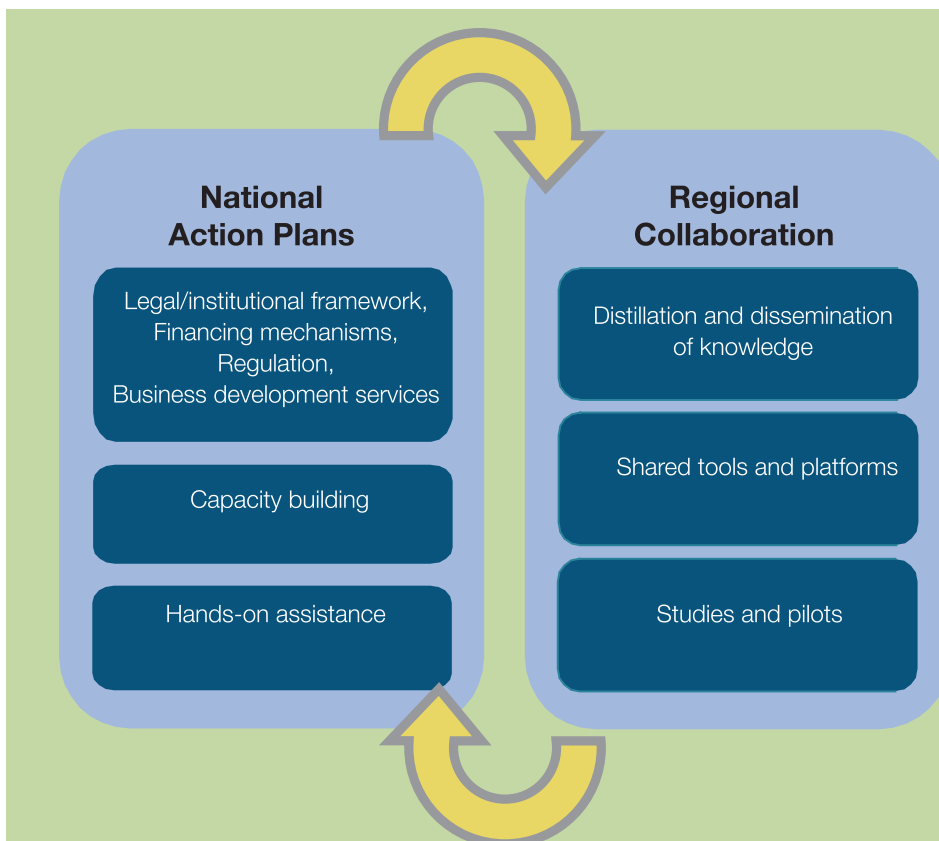
It was recommended that efforts be focused at two levels: at national level, through national action plans, and at regional level where collaborative actions could benefit several countries. Regional collaboration would draw on national experiences, and in turn feed into and improve national action plans.

Regional collaboration to share knowledge, develop tools and conduct studies and pilots.

Distillation and dissemination of knowledge. The experiences and knowledge generated at national level (strategies, guidelines, methods, tools, models etc.) should be systematically collected, compiled and disseminated. Value should be added to these products at regional level by comparative analysis and benchmarking. Knowledge and resource materials should be made available through dedicated or existing web portals such as for instance the

The national action plan should define a consistent framework of interventions to promote the sustainable management of small piped water schemes.

Figure 4: Mutually Reinforcing Actions at National and Regional Level



WatSan Platform. Regular meetings (e.g. once every two years) of practitioners at regional level is a second pillar of the dissemination strategy.

Shared tools and platforms. The development of operational tools and platforms which may be used in several countries, will benefit directly from regional collaboration in terms of information flows and cost sharing. Suggestions from the workshop include:

- A *PPP toolbox* for small piped schemes including PPP contract templates, sample business plans, training modules etc
- An *Internet and mobile platform* for data exchange and benchmarking.

Prospective studies and pilots. Upstream activities are needed to identify and evaluate business ideas, concepts and innovative products with a view to their possible application at scale. They could be piloted at the regional level (with support from programs such as WSP) or within national action plans. Examples relevant to sustainable management of small piped water systems include:

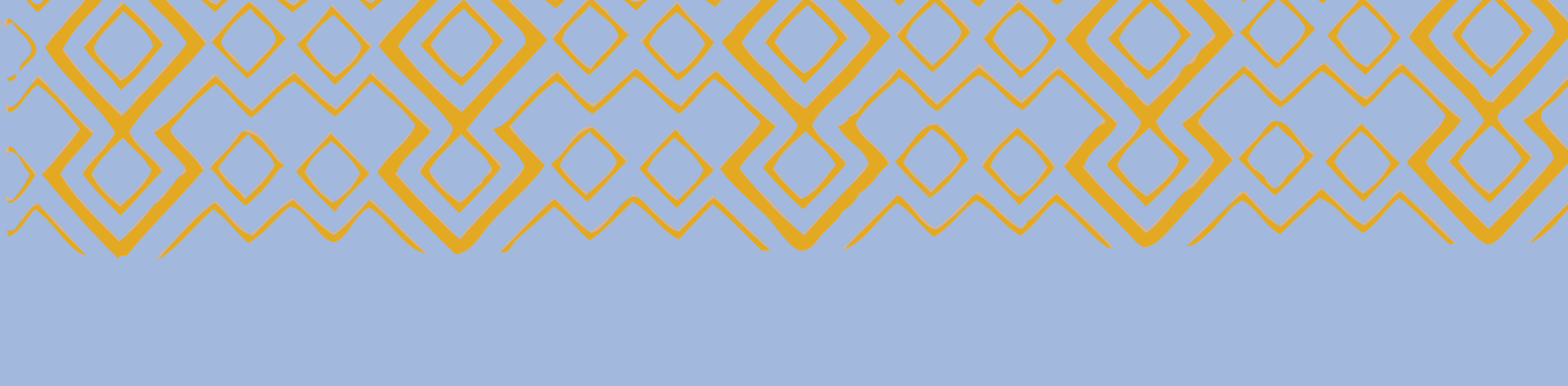
- Technology watch (e.g. prepaid water meters)
- Franchising of water supply management
- Understanding the business environment of private operators

National action plans to ensure sustainable management of small piped schemes

The national action plan should define a consistent framework of interventions to promote the sustainable management of



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small piped water schemes. In countries that have adopted PPPs as the primary management option, the action plan will outline implementation modalities.

Ownership. The action plan must be well integrated into the sector framework and should be finalized and agreed through a process of debate with national

stakeholders and development partners. This will help to strengthen the visibility and legitimacy of the action plan and facilitate mobilization of resources for its implementation. Ultimately, the action plan must be adopted by Government so that it becomes the point of reference for identifying and programming actions in the subsector.

Content. The action plan should define objectives and expected results, with qualitative and quantitative indicators. The timeline for the action plan should be consistent with the defined objectives and outcomes. The table below presents the priorities identified by each country using the framework for action.



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November 2010

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WSP's mission is to support poor people in obtaining affordable, safe, and sustainable access to water and sanitation services.

FINANCIAL PARTNERS:

Australia, Austria, Canada, Denmark, Finland, France, the Bill and Melinda Gates Foundation, Ireland, Luxembourg, Netherlands, Norway, Sweden, Switzerland, United Kingdom, United States, and the World Bank.

ACKNOWLEDGEMENTS:

This workshop report was prepared by Luc Hoang Gia, Thomas Fugelsnes and Peter Hawkins of the Water and Sanitation Program (Africa).

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Cover photograph by © World Bank/Sheila Gashishiri

Design and Layout by Eric Lugaka.