



LAKE VICTORIA WATER AND SANITATION INITIATIVE
FAST TRACK CAPACITY BUILDING PROGRAMME FOR UTILITIES

**Capacity Building for Change Agents from
Water Utilities around the Lake Victoria Region**

In

**Utility Management
15th – 20th June 2009**

EVALUATION REPORT



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Executive Summary

Capacity building support is required to ensure efficiency and efficacy of water utilities particularly in Sub-Saharan Africa. Small urban centres particularly in the Lake Victoria basin are playing an increasingly important role in the economic development of the region. With the ever increasing population growth, rapid and unplanned growth has placed enormous pressure on the capacity of these urban centres to provide adequate water supply and sanitation services for their growing populations. The challenge here is to achieve the required balance between investments on water and sanitation infrastructure and capacity building, favourable policy and regulatory frameworks and multi-stakeholder partnership building at all levels. UN-HABITAT in association with the Governments of Kenya, Tanzania and Uganda is currently implementing a major initiative to address the water and sanitation needs of poor people, living within the secondary urban towns around the Lake Victoria region. This programme is code named the Lake Victoria Water and Sanitation Initiative (LVWATSANI).

The National Water and Sewerage Corporation (NWSC) through its External Services Unit (ESU) was identified by the UN-HABITAT as a suitable partner with potential, experience within the region and competence to carry out the fast track capacity building programme for a number of selected towns. Under the second phase, five towns have been selected namely Bunda and Muleba in Tanzania, Bondo in Kenya, and Kyotera and Mutukula in Uganda. As part of the capacity building exercise, Change Agents were identified from each of the water authorities/utilities as well as from the local town councils, water boards and Multi Stakeholder Forums (MSFs). These Change Agents attended a six-day benchmarking/training programme at the NWSC, Training Centre Kampala, Uganda as a means to exposing them to some of the best practices in utility management as well as providing a forum for them to share experiences with their peers. The training programme was also attended by management and board members of Harar Water Supply and Sewerage Authority (HWSA), Ethiopia who are also being supported by UN HABITAT under the Water for African Cities Programme.

NWSC-ES designed a six day training programme, underscoring the need for institutional development in the water sector. This training program presented a significant opportunity to enhance professional competences responsible for ensuring continuous improvement in infrastructure service delivery. The training programme was conducted at the National Water and Sewerage Corporation Training Center in Bugolobi and was held from 15th – 20th June 2009.

This report highlights the findings from an evaluation of the feedback from the participants of the training programme. It provides a background to the formation of the training and the course modules prepared and the methodological approach used to transfer knowledge to the participants. The report provides an assessment of the method used for evaluating the participant's performance in regard to four key aspects of the training exercise i.e. Effectiveness of Course Learning, Effectiveness of Presentations made, Effectiveness of Course Trainers and Participant Comments.

From the evaluation results, majority of the participants gave a positive feedback in the way the training was carried out. Most of the participants had the view that the course successfully equipped them with the tools necessary for enhancing performance at their places of work and also reflected satisfaction with the course facilitators. In a bid to assess the level of understanding of the participants, an assessment exercise was given at the end of the course. Some of the participants scored below average which indicates that there is still a big knowledge gap. The NWSC ES shall address some of these gaps during the short term on-job training but it is evident even at this point, that these utilities may need long term support if the performance is to be sustained.

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1.0 Introduction

The National Water and Sewerage Corporation External Services (NWSC-ES) was contracted by the UN HABITAT to carry out a fast track capacity building programme for management and staff of the water authorities of Bunda and Muleba (Tanzania), Bondo (Kenya) and Kyotera and Mutukula (Uganda) under the Lake Victoria Water and Sanitation Initiative (LVWATSANI). Additionally, the NWSC ES was also asked to provide technical assistance to the Harar Water Supply and Sewerage Authority (HWSA) in the development of a strategic business plan as well as capacity building in priority areas. As part of the capacity building programme Change Agents were identified from the water authorities as well as from key stakeholders such as the local town council members, the water boards, members of the multi stakeholder forums (MSFs).

NWSC-ES designed a six-day benchmarking/training programme, underscoring the need for institutional development in the water sector as well as the need for creation of change. This training program presented an exciting and significant opportunity to enhance professional competences to those charged with the stewardship of infrastructure service delivery. The training programme was conducted at the National Water and Sewerage Corporation Training Center in Bugolobi and was held from 15th to 20th June 2009. The training provided was geared to: creating responsiveness amongst the workforce on diverse aspects of surviving in a competitive and aggressive market; making the participant's customer driven and more flexible; promoting learning opportunities and providing transferable skills of the staff in a variety of fields as well as equipping them with performance improvement and evaluation skills. A total of 43 participants attended the training.

The capacity building programme was on Utility Management. Under this module, major topics handled included:

- Change Management
- Operations and Maintenance
- Water loss control/reduction of Non Revenue Water (NRW)
- Physical customer referencing (Block Mapping)
- Commercial and Customer Care Services
- Revenue Management
- Financial management
- Cross-cutting institutional Development issues (performance management, contracting, monitoring and evaluation, incentive mechanisms etc.)

2.0 Methodological Approach and Objectives

The training sessions were conducted by talented and skilled experts of NWSC. Presentations were made by the facilitators illustrating fundamental principles in the operations and management of water supply and sanitation systems. Case studies formed a fundamental role in the training modules and as such participants were tasked with

specific assignments to develop presentations for a more hands-on experience. The training also included field excursions to the Water installations and business units in two of the NWSC towns of Kampala and Jinja.

The main objectives of this evaluation were to: -

- a) provide an opportunity for the participants to make an independent assessment of the training course
- b) give the participants an opportunity to determine what they have learned
- c) give the participants time to reflect on their learning during the programme
- d) enable the trainers get useful feedback in an organized manner

On completion of the training, certificates of completion were presented to participants recognizing their training experience and commitment to continued learning.

3.0 Assessment of Participants

In order to evaluate the level of understanding of the subject matter being availed to the participants, an assessment exercise was given at the end of the course module. The results are shown in Annex 1. At the end of each day, each of the participants carried out an evaluation of the training exercise for the day. The sample evaluation form is shown in Annex 2. At the end of the course, participants were presented with an individual assessment transcript (Annex 3) and a certificate of completion (Annex 4). Table 1 illustrates the scale used to grade all participants.

Table 1: Grading of participants overall performance

#	% Score	Grading
1	90-100	Outstanding
2	80-90	Very good
3	70-80	Quite Good
4	60-70	Good
5	50-60	Average
6	40-50	Below Average
7	< 40	Poor

As illustrated in the results attached (Annex 1 and 2). 65% of the participants attained a grade above the 40% mark. This is an indicator of successful delivery of the subject matter to the participants.

3.1 Course Assessment by Participants

An evaluation sheet was availed to the participants daily to provide them with an opportunity to make an independent assessment of the training course. The assessment of the method of training was carried out in regard to five key aspects of the training exercise:

Part A – Effectiveness of Course Learning: This section was tailored to discover issues on whether the learning objectives were made clear to the participants for the different topics taught, whether the course content was consistent with the learning objectives, whether the course content was clearly presented, whether the course content was relevant to the job needs, whether adequate time was given for questions to be asked and whether the duration of the course was adequate.

Part B – Effectiveness of Presentations made: This section was tailored to discover the effectiveness in which course material was transferred to the participants. It aimed at discovering the whether the methods used i.e. Lectures, Facilitated discussion, Relevant tasks, Case Examples and Technology e.g. PowerPoint, were effectively being used to carry out the training.

Part C – Effectiveness of Course Trainers: This section covered the aspects of the effectiveness of course trainers for each of the different topics. Assessment was carried out in regard to four key aspects namely; Provision of a well-organized presentation; Communication of material in clear and simple language; Provision of relevant and appropriate examples and motivating methods used to enable participants incorporate new ideas into practice. The different course trainers assessed are listed in Annex 5.

Part D – Participant Comments: This section aimed at identifying the extent to which knowledge was transferred to the participants. It aimed at finding out what aspect of the days training was most helpful to each participant; how some of the material provided would be applied in their daily operations and other topics they thought were relevant and could be added onto the current course modules set.

The following section articulates the findings from the assessment exercise.

3.2 Effectiveness Of Course Learning

3.2.1 Introduction to the Learning Objectives

Out of the 43 participants who attended the course only 30 filled in the questionnaire. Over 91% of these participants agreed that the learning objectives for all the topics were clearly presented with well outlined key areas of interest and illustrations and a minority of 0.9 % thought otherwise.

3.2.2 Consistency of the training with the Learning Objectives

From the analysis, 94.6% of the participants agreed that the course material disseminated was consistent with the learning objectives. On the other hand, 3.6% were neutral, 2 people did not fill in this part.

3.2.3 Pace at which subjects are covered

Another of the issues raised for information was the participants view on whether the subjects were covered at a good pace. 72.3 % of the participants agreed that the course was covered at a good pace. 17 % were neutral and 9.9 % disagreed. One person did not fill in this part.

3.2.4 Time given for asking questions

From the individual participant evaluation, only 67.8 % of all the participants were of the view that during the training exercise, enough time was availed to the participants by the trainers to clearly ask questions regarding the course content and for clarification on any issues misunderstood. However 17.9% were neutral and 10.8 % had the view that the time was inadequate. 4 persons did not fill this part.

3.2.5 Relevance to job needs

One of the most important aspects of the evaluation exercise was to determine whether the course programme had been tailored to meet with success, the participant's job requirements to improve on performance in each of their individual company's activities. The analysis shows that over 83 % of the participants agreed that the course was tailored to meet the job needs of individual participants. However, 9.8 % did not know and only 3.6 % thought it was not. 3 persons did not fill this part.

3.2.6 Adequacy of course duration

Another important aspect identified was to determine whether the time allocated for training was adequate. More than 79.5 % of the participants agreed that the course duration was adequate. However, over 9.8 % of the participants did not know while only 5.4% thought otherwise. 4 persons did not fill this part.

3.3 Effectiveness of Course Presentations

3.3.1 Presentation made by the course trainers

Another important aspect of the evaluation exercise was to determine if the course presentations by the trainers were clearly made. 92 % of the participants had the view that the course presentations were clearly made. However, 5.4 % of the participants were neutral and only 0.9 % disagreed with the statement. 2 persons did not fill this part.

3.3.2 Facilitation of discussions

The analysis indicates that 88.4 % of the participants had the view that the training was effectively administered with the help of group discussions. 8 % were neutral and only a minority of 0.9 % disagreed. 3 persons did not fill in this part.

3.3.3 Relevancy of tasks given during the training sessions

An effort was made to determine whether the course programme had relevant tasks given during the training sessions. Over 84 % of the participants had the view that the tasks provided during the training were relevant to the course objectives. However, 11.6 % were neutral and only 0.9 % disagreed. 2 persons did not fill in this part.

3.3.4 Use of case examples

91.9% of the participants had the view that the trainers made use of case examples to administer the learning material effectively. On the other hand 3.6 % were neutral and 2.7% participants disagreed with the statement.

3.3.5 Use of modern Technology

Another important aspect identified was to determine whether the trainers were able to adequately use modern technology means to administer the training. 83% of the participants agreed that the trainers made use of modern instruments such as Computers and LCD equipment to effectively administer the training. Only 8.9 % were neutral and 5.4 % disagreed with the statement. 3 persons did not fill in this part. There is therefore room for improving the teaching material used.

3.4 Effectiveness of Course Trainers

3.4.1 Change Management

Figure 1 illustrates the participants' assessment of the effectiveness of the course content administered under the Change Management Course. The figure shows that the largest percentage of the participants viewed the training to be effective. The presentation was clearly communicated and relevant examples given. However on generation of new ideas 83.3% agreed that they were able to generate new ideas while 13.3% were neutral and 3.3 % thought otherwise.

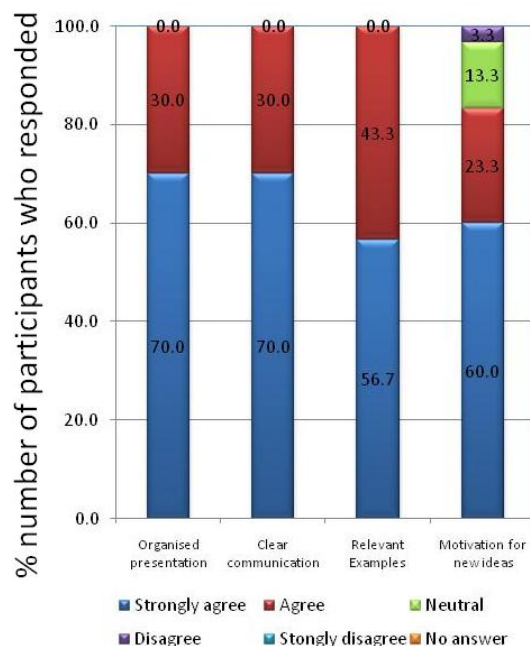


Figure 1: Participants overall assessment of the Change Management Facilitator

3.4.2 Performance Management

Figure 2 illustrates the participants' assessment of the effectiveness of the facilitators of the Performance Management module. The figure shows that the largest percentage (over 95%) of the participants viewed the training to have been effective. The facilitator gave a well organized presentation with relevant examples given. In terms of motivation of new ideas, 87% said they had been motivated to generate new idea, while 9.1% were neutral and 4.5 % disagreed.

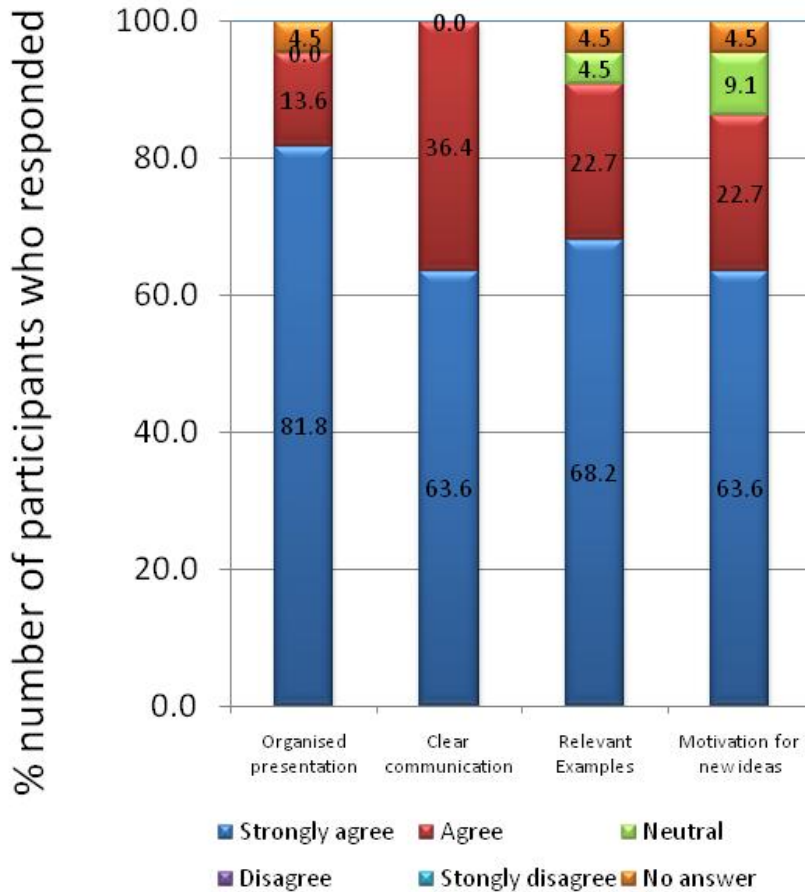


Figure 2: Participants overall assessment of the Performance Management Facilitators

3.4.3 Technical Operations

Figure 3 illustrates the participants' assessment of the effectiveness of the facilitators who administered the Technical Operations course modules namely Operations & Maintenance (O & M), Non Revenue water and physical customer referencing/block mapping. From the figure the majority of the participants agreed that all three course modules were well organized and clearly presented. In terms of relevant examples given, the participants felt that of the three course modules, the NRW facilitators gave the least relevant examples.

The O & M course module least inspired the participants to generate new ideas with 83.3% agreeing compared to 100% for NRW ad 86.6. % for block mapping.

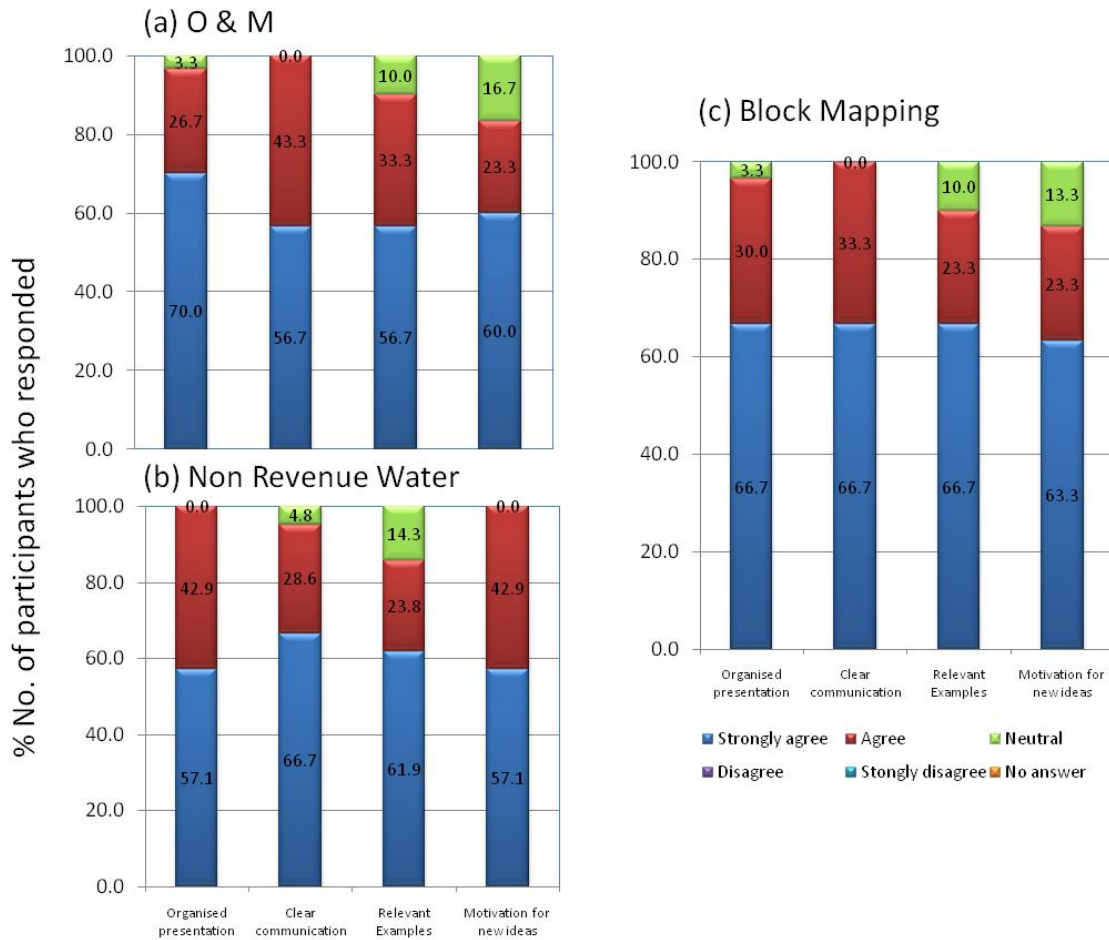


Figure 3: Participants overall assessment of the Technical operations Facilitators of (a) O & M (b) Non Revenue Water (c) Block mapping

3.4.4 Billing and Customer Care

Figure 4 illustrates the participants' assessment of the effectiveness of the facilitators of the billing and customer care course. From the figure the majority of the participants (more than 89%) agreed that all two course modules were well organized and clearly presented. In terms of relevant examples given, the participants felt that they had been inspired to generate new ideas.

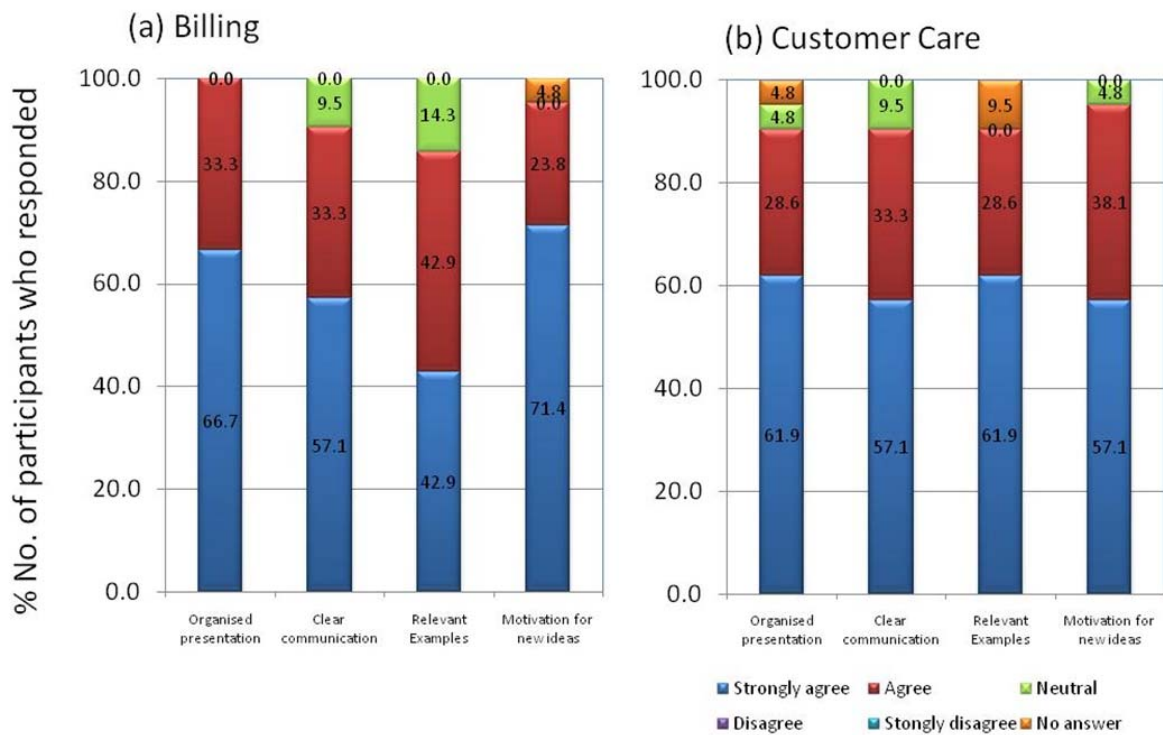


Figure 4: Participants overall assessment of the effectiveness of the Facilitators of (a) Billing and (b) Customer Care

3.4.5 Revenue Generation and Financial Systems

Figure 5 illustrates the participants' assessment of the effectiveness of the facilitators of the revenue generation and financial systems course. From the figure the majority of the participants (more than 89%) agreed that all two course modules were well organized and clearly presented though they noted that revenue generation was presented in a much better way. 2% thought that the examples given under the financial systems course were not relevant. Unlike other course modules, more people opted not to respond to this part.

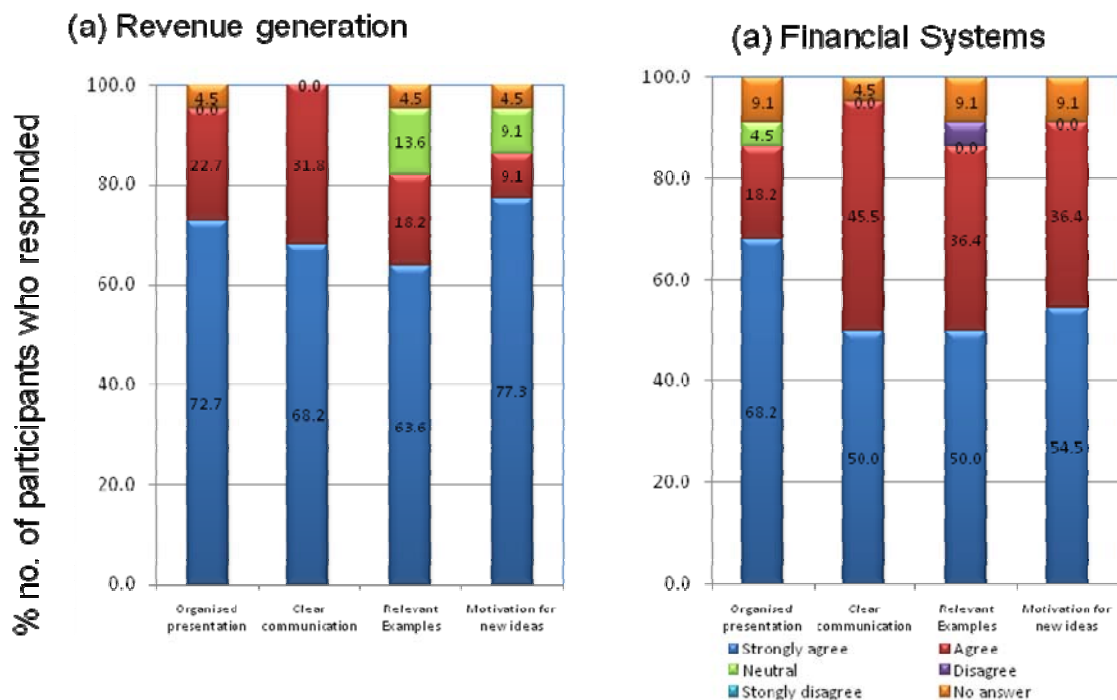


Figure 5: Participants overall assessment of the effectiveness of the Facilitators of (a) Revenue generation and (b) Financial systems

3.5 Aspects identified most helpful to the participants

One of the assessment areas was the items learnt that were most helpful to the participants. It became clear that the training produced many new insights, lessons learnt, good practices etc. Below are some of the key areas identified by the participants as most helpful to them;

- (i) Use of GIS in dealing with the block mapping data.
- (ii) Operations and Maintenance systems particularly the emphasis on Planned Preventive Maintenance which ensures good working conditions of equipment and plant leading to reduction in costs in the long run.
- (iii) Network management which is an important aspects in spearheading the core of the utility production in water supply activities.
- (iv) Change Management initiatives as a means of improving performance
- (v) Water loss management in particular Leak detection
- (vi) Water quality control
- (vii) Effective Customer Care
- (viii) Billing
- (ix) Financial Management
- (x) Performance Management and incentive mechanisms
- (xi) Tariff Setting guidelines

3.6 New topics that should be included in future modules

At the end of training session, participants were asked to identify topics which should be included in the training modules to provide a more comprehensive course outline to sustain the capacity building exercise for all operators. The key topics identified from the participants from are summarized below as;

- (i) Strategic management
- (ii) Community Mobilization
- (iii) Environmental Protection
- (iv) Basic IT skills
- (v) Practical lessons/demonstrations in leak detection, metering, water quality testing
- (vi) Corporate Governance (mainly for the board members)
- (vii) Water Modeling Aspects e.g. use of EPANET
- (viii) Procurement
- (ix) Budgeting
- (x) Auditing
- (xi) Environmental Impact Assessment
- (xii) Waste Water Management
- (xiii) Leadership skills
- (xiv) Public Health
- (xv) Team Building
- (xvi) Organizational Behaviour
- (xvii) Business Planning


4.0 Conclusions

Most participants managed to attain performances above the average grading of 40%. This is a vital indicator of the success of the training workshop. At the same time, majority of the participants had the view that the course was clearly presented with well outlined key areas of interest and illustrations; enough time was availed to the participants by the different resource persons to clearly ask questions regarding the course content and for clarification on any issues; the course was tailored to meet the job needs of individual participants and the overall performance of the trainers was effective.

The NWSC ES team notes that there are areas in which improvements can be made particularly in delivery of training material. The use of more modern facilitation skills cannot be underscored, more particularly when trying to impart knowledge to adults over a short period of time.

ANNEXES

Annex 1: Test Results for Participants

 Lake Victoria Region Water and Sanitation Initiative Change Agents Training Kampala, Uganda, 15 to 20 June, 2009 RESULTS OBTAINED IN THE ASSESSMENT EXERCISE 				
Lake Victoria Region Water Authorities				
Name	Title	Town	Score	Position (Overall)
Richard Onyari	M & E Officer, LVSWSB	Bondo	87	1
Jairo Sanga	Commercial/Financial Manager BUWSA	Bunda	83	2
Chispine Jamba	Town Clerk	Bondo	76	3
Morris Ojunga	Scheme Manager, SIBO	Bondo	74	4
Edwin Omondi	Commercial/Financial Manager SIBO	Bondo	70	5
Richard K. Amanya	Chairperson of MSF	Mutukula	68	7
Jane Oyugi	Member, SIBO Board	Bondo	68	7
Amos D. Ssebyala	Country Water Officer	Mutukula	63	9
Robert Kasendwa	Head of Finance and PFP	Kyotera	60	10
David Mujaasi	Member of MSF	Mutukula	59	11
John Nyambare	Technical Manager, SIBO	Bondo	51	12
William Mabanga Jackson	Town Executive Officer	Bunda	51	12
Peter Nkalubo	Water Board Member	Kyotera	49	15
Nashan Akello	Managing Director, SIBO	Bondo	49	15
John S. Maita	Managing Director, MLUWASA	Muleba	49	15
Evodius Mutakyaminwa	Technical Manager MLUWASA	Muleba	48	18
Godwin Wambya	Water Board Member	Kyotera	46	19
Emmanuel O. Ochola	Chairman MSF	Bondo	44	20
Rita Babyire	Town Agent	Mutukula	41	22
Deogratias Mangazeni	District Administrative Secretary	Bunda / Dar	38	23
Athanael Ndyagati	Chairman, MLUWASA Board	Muleba	34	26
Jumanne Turbeth	Technical Manager BUWSA	Bunda	32	27
Elizabeth Mwesigwa	Water Board Member	Kyotera	30	28
Henry Haule	District Executive Director	Bunda	30	28
Ahameda Abdallah	District Water Engineer	Missenyi	24	30
Hamidu Bumarwa	Chairperson MSF	Mutukula	21	32
Joram Mulla	Chairman Board, BUWSA	Bunda	20	33
Flavian Chacha	Chairperson MSF	Bunda	8	34
<i>Eng Michael O. Ochieng</i>	<i>CEO, LVSWSB</i>	<i>Kisumu</i>	<i>Left before</i>	
<i>Dr. Francis Angawa</i>	<i>Chairman SIBO Board</i>	<i>Bondo</i>	<i>Left before</i>	
<i>Chiku Galawa</i>	<i>District Commissioner</i>	<i>Bunda</i>	<i>Left before</i>	
<i>Silvester Njawuzi</i>	<i>Town Clerk</i>	<i>Kyotera</i>	<i>Did not do test</i>	
<i>Baker Kalega</i>	<i>Town Clerk</i>	<i>Mutukula</i>	<i>Did not do test</i>	
<i>Idd M. Swai</i>	<i>Managing Director, BUWSA</i>	<i>Bunda</i>	<i>Did not do test</i>	
Harar Water Supply and Sewerage Authority				
Name	Title	Town	Score	Position (overall)
Mintwab Kebede	Head Customer Care	Harar	69	6
Daniel Belay	Head O & M	Harar	51	12
Abdulkakim Abibekir	IT Expert	Harar	42	21
Bushra Mohammed	Planning and PR Manager	Harar	38	23
Awed Abdulhadi	Member of the Board	Harar	36	25
Mesfin Tefera		Harar	24	30
Ahmed Mohammed	Project Coordinator	Harar	<i>Did not do test</i>	
Anif Mohammed	General Manager	Harar	<i>Left before</i>	
Abdusemed Abdurehman	Head Human Resource	Harar	<i>Did not do test</i>	

Annex 2: Sample of the Training Evaluation Form
National Water and Sewerage Corporation Trainee Satisfaction Form
Course Evaluation

Workshop Title: Change Agents Training in Utility Management
Date: 15th June 2009 **Modules: As per Programme Day 1**

For each question, please check the box under the number that best represents your assessment of the course. Your assessment of this training event will help us plan future NWSC training programs. Thank you!

	Strongly Agree				Strongly Disagree
A. EFFECTIVENESS OF COURSE LEARNING	1	2	3	4	5
The learning objectives were made clear to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The modules were consistent with the stated Learning Objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The subjects were covered at a good pace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time given to ask questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The course content was relevant to the job needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The duration of the modules was adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Agree				Strongly Disagree
B. EFFECTIVENESS OF PRESENTATION	1	2	3	4	5
Material was clearly presented in multiple formats	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilitated discussion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relevant tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Case Examples	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology - video, PowerPoint, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Agree				Strongly Disagree
C. EFFECTIVENESS OF COURSE TRAINER	1	2	3	4	5
1. Change Management					
Provided a well-organized presentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicated material in clear and simple language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provided relevant and appropriate examples	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trainer motivated me to incorporate new ideas into practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Operations and Maintenance					
Provided a well-organized presentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Communicated material in clear and simple language

Provided relevant and appropriate examples

Trainer motivated me to incorporate new ideas into practice

Strongly Disagree Strongly Agree

3. Customer Physical Referencing

Provided a well-organized presentation

Communicated material in clear and simple language

Provided relevant and appropriate examples

Trainer motivated me to incorporate new ideas into practice

Strongly Disagree Strongly Agree

4. Overall Ratings

Eng. Johnson Amayo

Overall Ratings
Mr. Edmond Okaronon

Overall Ratings
Mr. Christopher Kanyesigye

Overall Ratings
Mr. Lawrence Muhairwe

Very Effective Not very Effective

D. Participant Comments:

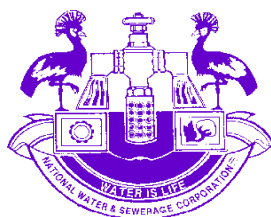
a) What aspects of the day's training were most helpful for you? Why?

How will you apply what you've learned in this session to your job? Please provide at least two specific examples.

#	Action plan item	How to implement	By when
1			
2			
3			

b) Other topics you would wish to be included in the training and any additional comments

Annex 3: Individual Assessment Transcript



NATIONAL WATER AND SEWERAGE CORPORATION

EXT/TR/01

19th /06/09

UTILITY MANAGEMENT

**TRAINING FOR CHANGE AGENTS FROM UTILITIES AROUND THE LAKE VICTORIA
REGION AND FROM HARAR WATER SUPPLY AND SEWERAGE AUTHORITY, ETHIOPIA
HELD FROM 15th – 20th JUNE 2009**

AT

NATIONAL WATER AND SEWERAGE CORPORATION TRAINING CENTRE, BUGOLOBI

Individual Assessment Transcript

This is to certify that **SODAN HARIF** attended the above training programme and was examined in the following modules and attained marks as follows:

No.	Modules	Marks (%)
	Change Drivers, The process and Challenges Operations and Maintenance Customer Physical Referencing Water Loss Management Effective Billing Systems Effective Customer Care Services Revenue Management (Collection & Marketing) Performance Management with emphasis on Monitoring & Evaluation and Incentives Financial Systems	41
	Grading: 90-100 %: Outstanding, 80-89 %: Very good, 70-79 %: Quite Good 60-69%: Good, 50-59 %: Average, 40-49 %: Below Average, < 39 % : Poor	Below Average

Signed by:

Rose C. Kaggwa (Ph.D)

Manager External Services/ Training Coordinator

Annex 4: Sample of Certificate awarded on completion of course



Annex 5: List of Course Facilitators

COURSE CATEGORY / UNIT	COURSE FACILITATOR
TECHNICAL MANAGEMENT	
Non revenue Water – Water loss control	Mr. Joe Kamanyi
Illegal use reduction	Mr Jann Yondeau
Leak Detection	Mr. Timothy Mubbala
O & M	Mr. Edmond Okaronon
Water Quality	Mr. Christopher Kanyesigye
Customer physical referencing/Block Mapping	Eng. Lawrence Muhairwe
FINANCIAL MANAGEMENT AND INNOVATIVE REVENUE GENERATION APPROACHES	
Tariff setting guidelines	Mr. David Isingoma
Financial Systems & Revenue Generation/Marketing	Mrs. Sylvia Tumuheirwe
Effective Customer Care Service	Mr. Richard Muhangi
Effective Billing	Mr. George Okol
MANAGEMENT AND INCENTIVE MECHANISMS	
Change Management	Eng. Johnson Amayo
Performance Management	Mr. Edmond Okaronon and Mr. Mahmood Lutaaya