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حوكماء - الإتحاد الأوروبي



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## The Problem

A vicious cycle of:

- 1) low collection rate and not enough subscribers.
- 2) WEs not able to cover the cost of operation and maintenance.
- 3) Unreliable service and inefficient water distribution.
- 4) Unhappy customer and lack of Trust in the provider.

Is it !?





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## Traditional Approach (3 pillars)

- Construction of Infrastructure.
- Social Approach to facilitate the implementation: Community engagement, water conservation awareness, subscription campaigns, costumer data base cleaning and complaints mechanism. All to rebuild the community Trust in the WEs.
- Capacity building for WE staff (management level) to improve the water service level.



*Constructing a manhole in Labweh*



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## New Subscribers. Yes!

	Old Subscribers	Active	New
Toufiqiyeh	351	263	121
Moqraq	41	30	98
Nabi Osman	149	49	275
El Khodor	559	313	89
Nasriyeh	88	0	288
Zabboud	137	21	154
Bjegeh	53		163



*Subscription Campaign in Nassriyeh*



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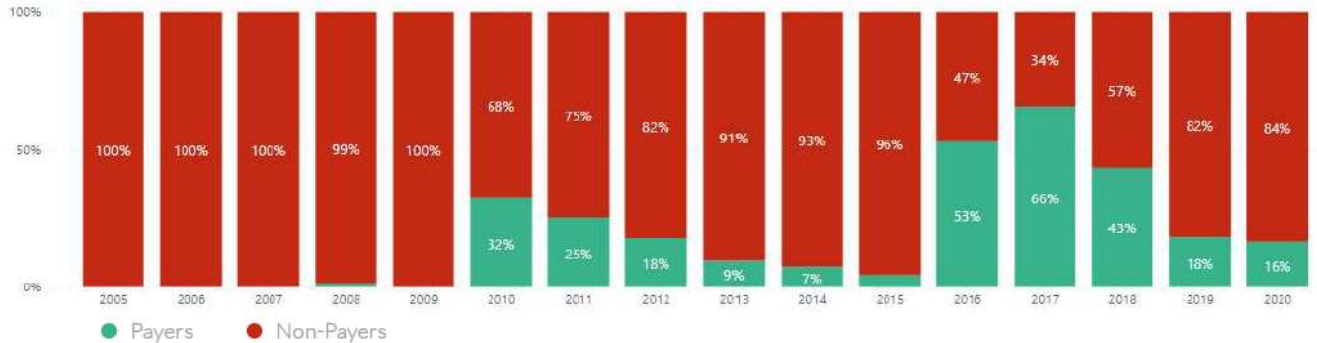
## Collection rate. Not so much!

Good water service alone, does not lead to increased subscription or sustained payment rates. **The willingness of subscribers to pay is limited by perceived quality and fairness of the service. When water users do not feel treated fairly, observe no penalization of illegal activity, lack of accountability or poor performance of WE staff, they will consider the WE as undeserving of remuneration. Institutional development and capacity are not only a priority but a pre-requisite of successful users' accountability.**

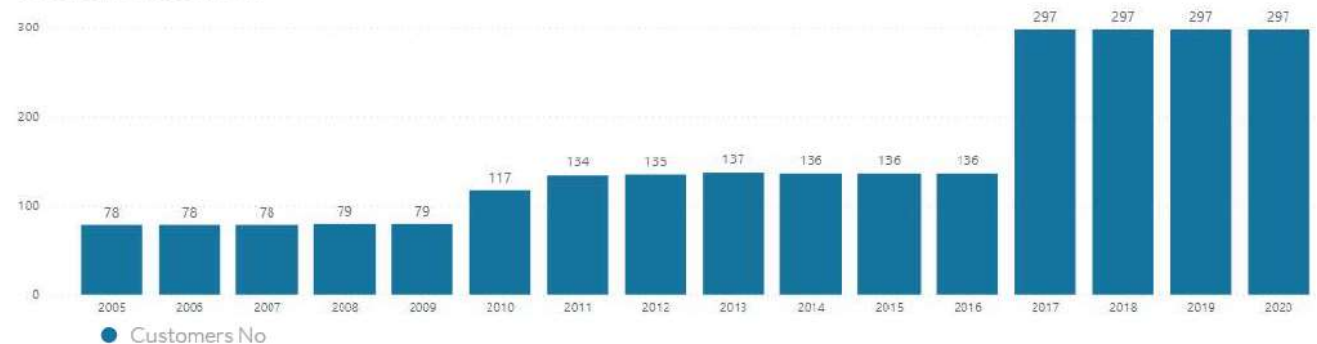
## Payments Trend - Zabboud



PAYERS/NON-PAYERS YEAR



CUSTOMERS COUNT





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## Modified Approach (4 pillars)

- ❖ Infrastructure alone is not enough but it is a starting point: Focus on existing but not functional water systems (complement the scattered elements)
- ❖ Traditional Social Approach: Focus on behavioral change: 1) water sources are not a birth right 2) the Bad Apple scenario 3) the CDB to be integrated in the ERP. This will maintain the sustainability of the legal and paying subscriptions.
- ❖ Capacity building for WE staff: High Focus on the technical team at the section level.
- ❖ Technical intervention to keep the water schemes functional through calibration, effective Operation and Maintenance – (EI-SICR)



*We intend to channel the Service Improvement support through an adapted modality targeting The Distribution Systems. **How?***



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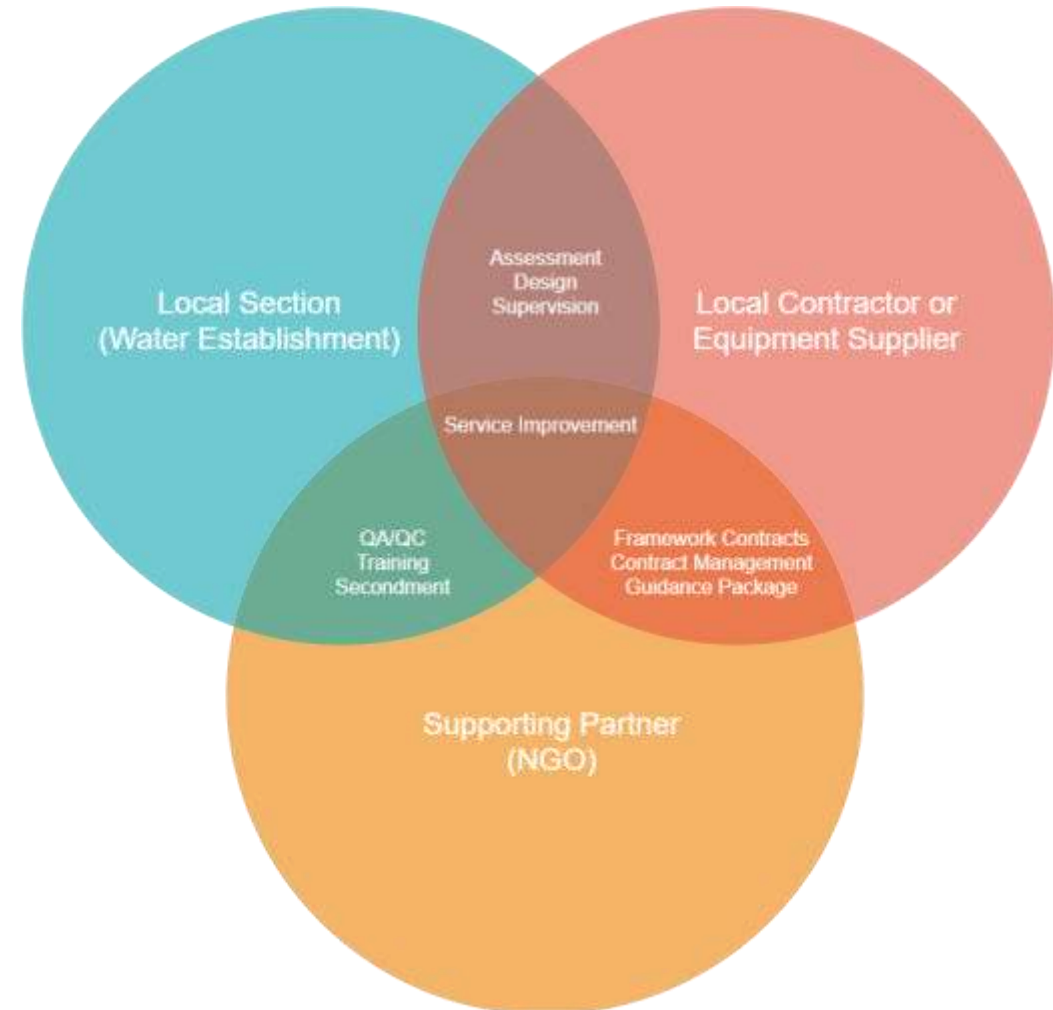


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## Establishment-Led Service Improvement & Cost Recovery (ELSICR)

WEs immediately respond to maintenance and troubleshooting needs through trained seconded engineers supported by:

- 1) Partners provide the means/resources and guidance that enable the WEs' local teams to plan for as well as perform this expansion of capacity and effectiveness.
- 2) Partners consolidate the procurement procedures, evidence base, lessons learned, benchmarks, and cost-benefit analyses to advocate for adoption of this internal delegation model at scale
- 3) Incentivization mechanism of existing staff at the section level.





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## Yet, other Challenges:

- Securing a Continuous Service – i.e. providing Energy to the pumping stations. A stalled service equal to delivering failure to the entire social component .
- Law Enforcement and Control of the Networks. (political support or political neutrality)
- WEs Human Resources Management: Reforms and Accountability. (political support or political neutrality)
- Business Financial Model revision (i.e. real cost vs the collected tariff)





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## “EL-SICR” = WEs Sections Empowerment



BWE Labweh office before MiyahCon



BWE Labweh office Now!



## an Active Section = Improved Service = Generating Incomes

- 💧 Follow-Up on maintenance and operation
- 💧 Follow-Up on subscription and payments
- 💧 Conflict resolution and complaints management
- 💧 Law enforcement and control of the water networks
- 💧 Water conservation and Environmental awareness



- Raising the visibility of BWE Labweh Section
- Leveling up the employees morals and emphasis on their important role by recognition from VIP stakeholders



@Labweh section with the EU ambassador



Local Mayors support to Labweh section



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- Bridging gaps and facilitating dialogue between BWE, the Municipality and the Citizens



@Labweh section BWE workshop



Citizens support to BWE Labweh section



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Low Cost technical intervention!



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Installing water meters and balancing the distribution network!



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Connecting remote households through fruitful collaboration. Water for all the Community !



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Subscription and Payment campaigns



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Removing **Illegal** connections!



**After conducting the “Labweh Section Empowerment” pilot model under MiyahCon, we went full scale with Hawkamaa (EL-SICR):**

- 💧 6 WE sections are being supported: Chiyah, Saida, Qobayat, Laboueh, Baalbek and Riyak.
- 💧 8 seconded engineers + 1 senior coordinator.
- 💧 3 Million Euros for the Empowerment component.
- 💧 4 Governorates covered – BWE, EBML, NLWE & SLWE.



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BWE – Riyak Section Empowerment under HawkaMaa - EU



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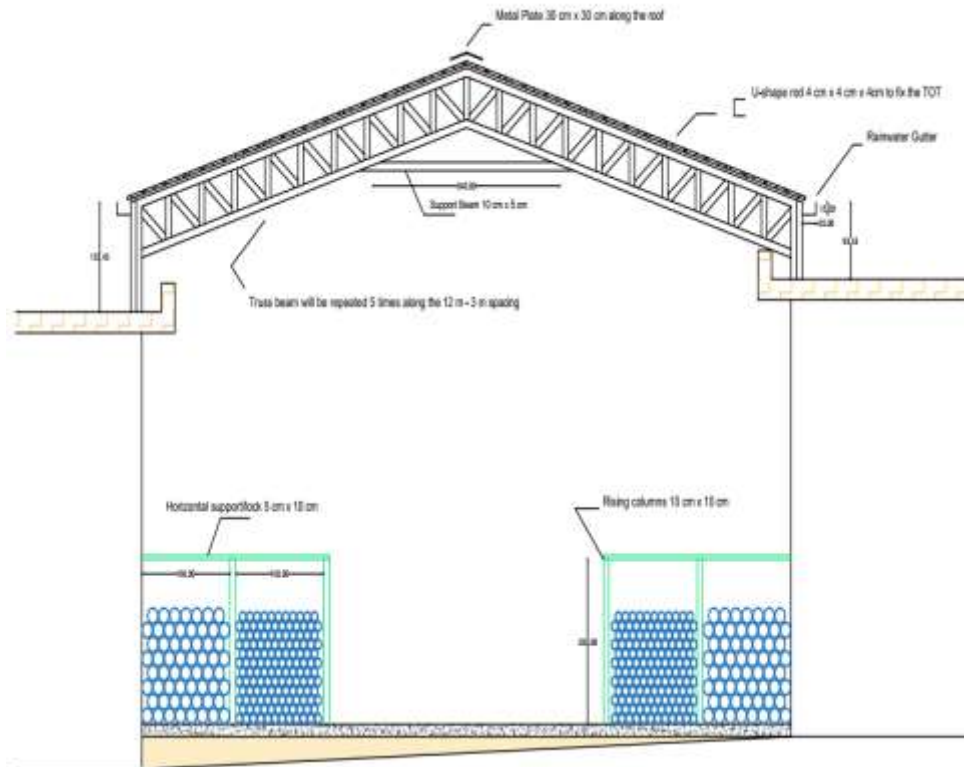
BWE – Riyak Section Empowerment under HawkaMaa - EU



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BWE – Baalbek Section Empowerment under HawkaMaa-EU



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BWE - Baalbek Section new warehouse



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