



Test kit use to improve water quality, May 2015, (© GRET)

## Offering Business Development Services to Water Operators

### Key challenges

An original characteristic of the Cambodian context is the presence of an important number of domestic private water operators (DPWOs) in the water supply sector. Indeed, 400 were counted and 138 recognized by the Ministry of Industry and Handicraft in 2015. In small towns, they have invested large amounts in piped water systems providing regular supply to hundreds of thousands of people. However, despite this investment, most of them have difficulties in the day-to-day management of their facilities (low technical, financial and management skills,...).

In order to scale-up 2009 to 2011 support to DPWOs experience, the Water and Sanitation Program has redefined the approach to Business Development Services, introducing market-based principles.

### A scalable approach

Informed by the lessons from the pilot, the rationale of the program was to design standardized but adapted tools to different DPWO segments, to deliver support through an approach that introduces market principles (BDS purchased by the DPWOs, albeit at subsidized price levels) and monitor the results of business development services in order to improve operational performance of participating private water providers.

The project was implemented by GRET and EMC in close collaboration with the WSP and the CWA (Cambodian Water Supply Association).

### Objectives & challenges

The challenges were i) to design adapted BDS packages, ii) to market these packages in order to prove that DPWOs were ready to pay, at least a small amount, to improve their skills and performances, iii) to scale-up the delivery keeping the quality of trainings and institutionalizing this by embedding BDS with the CWA, iv) to generate evidence that training and coaching contributes to better skills and improved service delivery performance.

More specifically, the large range of tools proposed enable to tackle both theory and practices to improve skills and performances.

#### Objectives of Project

- To scale-up technical support through a market-based approach
- Provide close support to water operators with diverse profiles
- Generate evidence that training contributes to skills and performances improvements of service delivery

#### The project in numbers

- 4 marketing workshops organized
- BDS package tariff from 620 to 1300 USD paid by DPWOs
- 47 operators participating in the program
- An increase of performances for 60% of the trainees

Coaching on the field: improve chemical dosing © GRET



## Implementation

After marketing efforts to inform water operators through 4 regional workshops, radio spots and direct calls, the BDS package proposed finally contains:

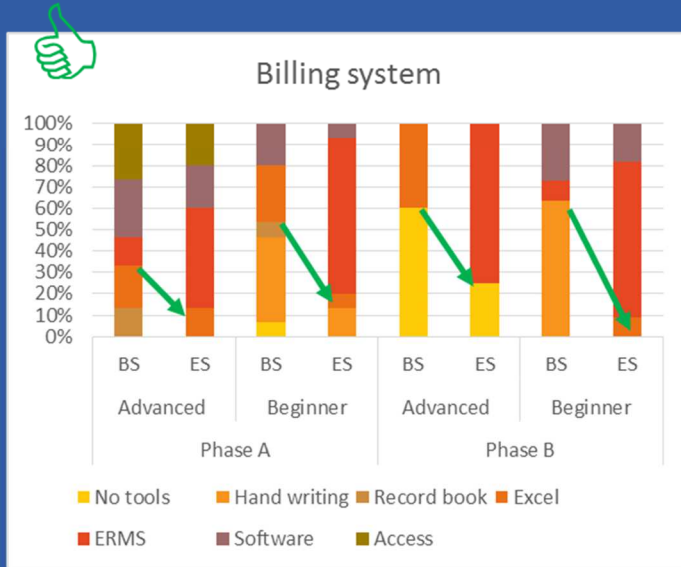
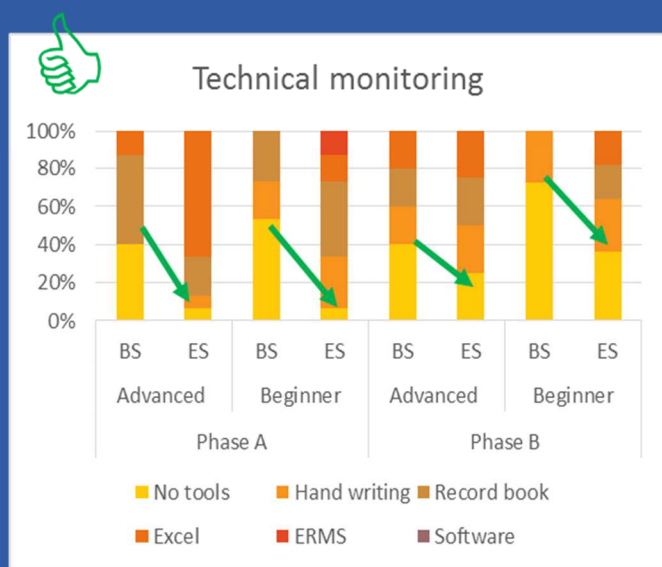
- > 24 days of training sessions on business management and technical issues tailored for "beginners" and "advanced" levels
- > 2 to 4 days coaching on the site to raise specific needs of DPWOs
- > Exposure visits to share experience with other water operators
- > Practical tools: booklets, management and billing software (ERMS)
- > Hotline service for assistance and video-trainings
- > Monthly performance report produced to obtain advice and support



### ACHIEVED RESULTS

- BDS package finds its market and DPWOs were ready to pay for it.
- DPWOs have increased their performances in business management and improved their recording practices; 70% of the DPWOs use a billing system at the end of the project.
- DPWOs have increased their performances in technical management and improved their chemical dosing, pump selection, leakage control practices ;
- The CWA is recognized and can provide tailored support to its members proposing a wide range of services as training sessions, exposure visits, coaching,...

### Some results



BUDGET : 293 000 USD FUNDED BY :



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Active in Cambodia since 1988, GRET is a international development NGO that has been actively fighting poverty and inequalities for 38 years on all levels and in a broad range of subjects.

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