

## Session Outcome Report

**Title:** Leadership towards Sustainable Service delivery In Africa

**Key Note Speaker:** Chris Heymans –World Bank

**Moderator:** Mr Sylvain Usher ED AFWA

**Date:** 27/06/16, Time 9:30 -10:45 am

### Description of Presentation:

The presentations pointed out the importance of good leadership in Africa, the challenges faced by African utilities and how they can be handled through good leadership.

### Main issues noted and discussed:

1. In Africa leadership has a lot of influence on utility performance, hence good leadership is critical
2. Utilities should anticipate high population growth and plan for it; they should use an integrated approach to link services, planning and governance to be able to cope with demand related to massive inflow of people, (urban population growth).
3. Case studies of five (05) African utilities achieving: (Kampala (NWSC), Nyeri (NYEWASCO), Dakha (SDE/SONES) Durban (eThekweni), Ouagadougou (ONEA). Attributes of these cities and utilities include;
  - Good services, especially serve the poor
  - GDP is not high, yet it's still possible to serve poor people
  - Have achieved affordability and cost recovery
  - Good asset management for NRW reduction (Nyeri)
  - Provide water to premises to almost all cities (Dakah)
  - Show good customer care for all customers (poor and rich),
  - Have programs focus on poor e.g. NWSC Reduced tariff to the poor, better mobile communications, ONEA sells to small providers at cheaper costs
4. With regard to sewage, there is need to shift sewerage narrative to on-site action and push for better faecal sludge management, as the fact remains that majority of African population (about 90% of the population is served through on site sanitation and other options i.e. non - sewerd)
5. Collaborations and alliances with politicians, professional utilities, and the community is paramount.

### Panel Discussion

**MD NWSC, Dr Silver Mugisha:** NWSC strategy on serving the poor

- NWSC is pushed by a Policy Agendas "Water for all"
- There is a deliberate effort aimed at eliminating vendors who usually hike water prices. This is by increasing public stand posts (PSPs) and use prepaid meter technology.
- Provide a quality product (good water quality) forcing people to choose its services.
- To serve people, we need to be service oriented, not just after profits.
- Leadership that inspires change leadership should be able to mobilize political and community actors. The agenda of the utility should be relevant to the aspirations of the politicians and the community.

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**eThikwini Water:** What makes the Sanitation Management in South Africa a Success?

- Acknowledged the difference in population status, there exist three categories (Slums , the First world and the rural Areas)
- Realize that South Africa faces water scarcity hence making it very difficult to give water to everyone. Therefore there is needed to come up with integrated solutions for sanitation where use of flush systems may not be sustainable e.g. in the slums. Ethikwini is famous for innovations regarding toilets.

**Nairobi Water:** Dealing with the population growth in Nairobi

- Manage commercial losses and find ways of equitably distributing water.
- Encourage innovation

### Open Discussions

What can IWA and AfWA do to help in changing the trends of NRW and encouraging Water re-use

- IWA contents should be made as relevant as possible to the specific country challenges (avoid copy and past)
- Regional offices need sufficient autonomy to make decisions to be able to handle their issues.
- Success stories of African Utilities should be published and other encouraged to learn from them (WOPs by AfWA)

Are alternative sources a good alternative for the urban poor?

- They can be approached as part of the solution, but special care should be taken for Water quality. Piped water remains central because of the good quality.

### Conclusion

- Utilities in Africa are not doomed to failure, evidence from successful utilities show that it can be done
- There is need to acknowledge difference in economic status and forge different strategies to address each category with regard to Water and Sanitation
- Leadership has a lot of influence on utility performance, hence good leadership is critical
- Leadership requires high level of professionalism, alliance between political level and practitioners as well as the utility leaders.
- IWA needs to become more relevant to specific challenges in Africa
- Urban planning is critical

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**Title: Accelerating Service Delivery to Increase Value to Citizens**

**Key Note Speaker: Dr Eng Silver Mugisha –NWSC, Uganda**

**Moderator: Sarah Tibatemwa IWA**

**Date: 27/06/16, Time 11:30 -13:30**

### **Description of Presentation:**

The presenter pointed out the need for better service delivery and presented a case study of how service delivery has been accelerated in NWSC Uganda.

### **Main issues noted and discussed:**

1. Accelerating Service delivery should be a very important Aspect for every utility
2. Key achievements in NWSC were highlighted over the years 1998 to 2016. Improved service delivery, including Capacity to finance own investments was evident over this time. Top success factors include;
  - Participative formulation of the strategic direction
  - Put Strategic Direction into action plans
  - Adoption of Service rather than profit maximization model
  - Orientation towards high circulated business risks, transcending budget straight jacket
  - Prioritizing development rather than consumption behavior (instead of travels and workshops)
  - Consultative monitoring and evaluation (every year stakeholders are gathered for a consultative engagement)
  - Focusing on the customer (Customer is King, they are the reason we exist)
  - Prioritizing staff welfare and motivation
  - Incorporating organic community and stakeholder connectivity systems (SWAS, churches, markets, Mosques)
  - Focus on cost and operating efficiency (billing system, WALOPU, e Water Payment, etc)

### **Panel and Open Discussion**

1. External factors preventing utilities from moving forward and how to address them
  - Political interference can be a problem, hence support from political leaders such as Cabinet and ministry is important.
  - Enabling legal framework is important to enables utilities do what is required, even on economic aspects.
  - Urban planning can be a problem e.g. it was difficult to pass huge sewers in certain places.
  - Social behavior and mentality of people e.g. rich people steal water and yet they can afford to pay for the services.
  - Economic factors, foreign exchange fluctuation, political environment (campaigns),
  - Pollution of water resources.

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- Climate change (drying up of sources is now an emerging problem).
  - Institutional framework.
  - On engaging external funders, there is needed to go after knowledge more than going after money.
  - Dictation from funders hence Space for utilities to take decisions is critical.
2. Lack of urban planning is common in Africa and it's a big a challenge, how can it be addressed
- There is need to link service providers with the administrative systems
  - Innovation is critical in linking the relevant stakeholders, the coordination should be done in ways that don't weaken or threaten institutions
3. How do we deal with the fact that there is never a balance between demand for water and supply (demand usually always higher than supply). This is usually due to the continued increasing population in the urban Areas.
- We need to plan for the future even if that creates huge financial requirements.
  - Innovation is critical to come up with ways of saving water (water wise principles, Rationing programs; Pre-paid meters could control expenses, etc.)
  - Innovative ways to reduce NRW, up to levels where it remains economically beneficial.
  - Community sensitization and engagement including the young generation (sensitization on maintenance of service pipes, and not stealing water, on importance of water benefits and water economics.

### Conclusion

- Accelerated service delivery is critical and it is possible
- Key achievements of improved service delivery in NWSC were highlighted and the attributes leading to accelerated service delivery were shared
- It's important for utilities to identify external factors that may hinder their progress and devise strategies of addressing them
- There is need for alliances of different stakeholders to implement successful water and sanitation programs

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**Title: Utility Leaders Dialogue: Strengthening Regional and International Collaboration in the region to lead and pioneer new and innovative solutions**

**Date: 27/06/16, Time 15:00 -16:30**

### **Description of the session:**

Participants met in three groups and discussed existing challenges and how to strengthen regional and international collaborations the discussion points were;

- The major gaps/challenges with the existing collaboration networks/platforms
- What can be done (new thinking) to strengthen the networks/platforms to lead and pioneer new innovations in the sector.

### **GROUP 1: Regional and international associations (IWA, AfWA, etc.)**

**Chair Person: Sarah Tibatemwa –IWA**

#### **Key challenges and Gaps**

1. Lack of or insufficient definition of Roles within the collaboration at the country, regional and international levels (international associations often dictate what funds should be used for)
2. Difference in economies of scale and baseline with regard to country development and infrastructure

#### **Proposed Way forward towards strengthening Collaborations**

1. Need for clear definition of roles for all actors within the collaboration.
2. Reinforcing regional Specialists groups to make solutions relevant to country challenges.
3. Identification of challenges and inception of solutions should be at country level before regional and international intervention.

### **GROUP 2: Anglophone African utilities**

**Chair Person: Dr. Rose Kagwa –NWSC**

#### **Key challenges and Gaps**

1. The membership of AfWA has somehow stagnated; partly because of the Anglophone members not coming on board. There are a lot of untapped potential of membership among the Anglophone countries. The structure of subscription fees is prohibitive for utilities that are not country wide. Inadequate benchmarking and knowledge sharing at AfWA conferences to motivate others to come on board. The value proposition for AfWA needs enriching; we benefit little from AfWA given the annual subscription.
2. Governance structure does not allow effective liaison with constituents e.g. GWOPA
3. Communication challenges between Francophone and Anglophone; this partly contributes to the prohibitive event costs for AfWA Congresses. Current AfWA programs and communication frameworks are skewed to francophone
4. We are not adequately exploiting funding opportunities
5. The current structure does encourage effective local/regional support; does not enable adequate AfWA visibility at the Regional level e.g. East Africa Community

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6. The existence of municipal run utilities is an impediment to membership growth
7. National associations are not well mobilized; even within a given country utilities seem to be working in silos
8. Resolutions in Benin 2010; called for more inclusivity based on some agreed reforms. These reforms have not been implemented.

### Proposed Way forward towards strengthening Collaborations

1. Strengthen the Anglophone participation in AfWA by creating a network for Anglophone CEOs this will go a long way in increasing membership and create some level of unity of purpose e.g. building capacity of members
2. Review the AfWA Statute & Constitution, where appropriate to allow such networks to operate.
3. Consider a two-tier set-up; first at country level and then at AfWA (continental level): national associations!!
4. Effective involvement of the youth (YWPs)
5. Gender mainstreaming e.g. women
6. Establish a category of affiliate membership framework e.g. JUNACO
7. Establish an instrument that enables better organization

### GROUP 3: Investors/Financing institutions

Chair Person: Chris Heymans –Word Bank

### Key challenges and Gaps

1. Origin of finance usually dictate the level of collaboration
2. Corruption tendencies
3. Inadequate accessibility of IT
4. Barriers in communication
5. Poor definition of need and capacity requirements
6. Procurement restriction
7. Lack of Knowledge transfer
8. Inadequate definition of products specification

### Proposed Way forward towards strengthening Collaborations

1. Margin of preference for local and regional collaborations
2. Monitoring of programs/ midterm reviews of the same
3. Lobby Government on Tax exemption and training of beneficiaries
4. Make deliberate effort to Improve communication
5. Need for clear definition of needs by the beneficiaries
6. Regular feedback regarding procurement procedures
7. Include training and enhance knowledge transfer
8. Technical specifications should be referenced to international standards

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**Title: Empowering the next generation to lead Africa in achieving the SDGs on Water and Sanitation**

**Key Note Speaker: Sarah Tibatemwa –IWA**

**Moderator: Alfred Okidi –DMD NWSC**

**Date: 27/06/16, Time 16:20 -17:30**

### **Description of Presentation:**

The presenter pointed out the need for empowering the young generation and suggested ways of doing it.

### **Main issues noted and discussed:**

1. The young generation need to be empowered by enabling them to achieve their goals and investing in them, a number of ways can be explored, which include;
  - Training and career development (formal training, professional training).
  - Mentorship (professional guiding of the younger members)
  - Direct involvement and opportunities (to learn and make mistakes, research & development).
  - Government Policy and strategy (to motivate the young people to achieve goals of the sector).
  - Working and walking together.

**Panel:** Success without successors is failure; true leaders make themselves irrelevant, how can we mentor the young generation?

- A great team should blend youth and experiences i.e. it should tap from the strengths for the different generations (The young are; good at technology, ambitious, flexible, are quick while the older generation are experienced and critical).
- The young people should be challenged and given a platform that encourages them to learn, think and put forward their innovations.
- Open communication is critical as well as exposure to an all round experience in the company and even with other utilities where possible.
- Succession plans as well as mentoring plans should be in place.
- Create space for the younger generation through phased mentoring and coaching (SALWACO case study: The aged and unproductive staff were retired and young ones recruited, and trained by elders and through collaborations with other organizations).
- African utilities have common challenge; weaker utilities should connect and learn from those that have made it in Africa to foster block development of the continent.
- Coaching and guiding the young is critical to get them interested in the water sector.
- Young people should allow themselves time to learn from the older generation. And learn to take responsibility for their actions.
- The younger generations should mentor younger teams for continuity to foster the Water and sanitation Agenda.

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### **Conclusion**

- The Older and the younger generation have different attributes that can complement each other to enhance performance of Utilities hence the need to blend the two groups.
- There is need for Utilities to create and implement systems that empower the younger generation (e.g. mentoring by experienced staff, through succession plans)
- The younger generation should be willing to learn and take time to do it



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**Title: Sustainable Development Goals and Strategic Priorities for the African Water Sector**

**Key Note Speaker: Eng Dr Christopher Ebal,**

**Presentation; Water Utilities should lead on SDGs for the African Water Sector**

**Moderator: Mr. Sylvain Usher, ED AFWA**

**Date: 28/06/16, Time 9:30 -12:30**

### **Mr. Sylvain Usher, ED AFWA**

A lot of progress has been registered with regard to MDGs, but in Africa, many of the targets were not met by 2015. It's time for re-evaluation to establish why goals were not met to enable new strategies to be set. In line with SDG Goal 6, there is need for targeted effort reach all with water and sanitation.

### **Dr. Silver Mugisha: MD NWSC, Uganda**

There is need for utilities to be aligned with the SDGs and work toward water and sanitation services for all. To achieve this:

- Utility leaders have to engage stakeholders especially the politicians
- Utility leaders need recipes for good leadership to deliver services
- Politicians need to feel the need of providing good and equitable services for their people
- Politicians and utility leaders need to acknowledge the different challenges with regard to the dynamics of the stakeholders, and be innovative to manage amidst the challenges

### **Dr Helmut Kroiss: IWA president**

In line with the SDGs, how we can supply water to every one every day

- Incorporate Water wise management strategies that combine wisdom and technology, involving the young, older staff and all stakeholders.
- Comprehensive integrated water management at the level of the catchment should be explored (acknowledge the strong competition for water by other sectors).
- There is need for a strong will of Top down to implement legal requirements combined with a bottom up development from people who should understand the requirements.
- Associations should provide a platform for stake holders to discuss the implementation of legal requirements.
- Leaders and politicians need strong personalities who can focus on long term and sustainable development.
- Good utilities should be able to help in achieving these goals. Utility leaders should realize that they are a major contributor to achieve these SDGs.

### **Eng Dr Christopher Ebal, Board Chair, NWSC**

His Presentation detailed what NWSC is doing to accelerate service provision in Uganda. Established in 1972, NWSC is Gov't parastatal which operates in a commercial and financially viable way. Key priorities for NWSC include:

- A strong institution and governance systems.

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- Key strategies aligned with the SDG aspirations (innovative repositioning, increased geographical coverage, prioritize development, focus on in-house innovations)
- Building capacities at all levels technical assistance external and internal
- Promoting Financial independency (optimization and operation efficiency, tax indexation, improved debt management-prepaid meters)
- Customer and stakeholder delight (both internal and external)
- Clear roles are outlines for key players

Key achievements were highlighted which included increased coverage, new connection, metered accounts, collection efficiency, turnover and reduced NRW.

**Gerard Payen : IWA (chair IWA Strategic Council)**

### Challenges in the Water sector

Providing water to 7 billion people implies 7 billion challenges on a daily basis, the key ones are;

- Increasing water scarcity
- Need for Improve access
- Increased Pollution
- Anticipated disasters

### How to we address the challenges

- Strong public policies to solve these issues, Policies should be at both national, regional and international level.
- Most National policies aren't ambitious enough but SDGs present a new Era with a goal dedicated to Water and sanitation. This is a historic change of visibility for water, 1 goal dedicated to water (SDG 6) out of the top 17 priorities/goals, Water has 8 water targets out of 10 other targets and water parameters within the 19 indicators.
- SDG program should impact national policies and public water utilities.
- National Policies should be reviewed and amended in line with the SDGs, action plans made to meet targets.
- The utilities too should review their policies to ensure they are making contributions to the SDGs (Some operational requirements for utilities, safely managed water services, better the way utilities interact with water users).

**Hon. Sam Cheptoris: Minister of Water and Environment, Uganda**

While Uganda made progress towards achieving MDGs over the last 15 years, a few challenges still exist. It is time to establish what went wrong and design mechanisms to help us achieve better success with SDGs. Uganda has begun with aligning SDGs with the National development strategies (Vision 2040, NDP 2016 and the NRM Manifesto). These emphasize 100% water coverage and recognize water sanitation and access as basic services.

- Ideas generated and deliberations in the utilities meeting will contribute to provide safe water and sanitation for Africa

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- Strategic collaboration are vital and individual roles should be recognized, Spirit of consultation and networking should continue to forester the Water and sanitation agenda.
- Africans have the capacity to move from receiving advice to dispensing it given the rich resources. Innovative strategies should be explored to improve sanitation and water access.

#### **Panel and open discussion**

- There is a need for integrated sanitation management with consideration of also onsite sanitation which is currently used by majority of Africans.
- There is need to recognize the fact that utilities can't provide water to all populations and hence the need for collaboration between public utilities and private operators if SDGs are to be met.
- Innovation remains critical to be able to address the dynamic and changing challenges in Africa (re-engineering can be considered).
- Collaborations between Technical Institutions and investment partners is critical.
- Flexibility is important in formation of strategies to address issues since they differ even at country level. (Take note of what is already being done in the country).
- IWA and international association can focus on capacity building and transfer of knowledge within specialized working groups.

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**Title: Water Wise African Cities: Mobilizing know-how and expertise for urban water security Key**

**Note Speaker: Dr. Ger Berkamp, IWA Executive Director**

**Presentation; Water Wise African cities**

**Moderator: Mr. Denis Mwanza, IWA Board Member**

**Date: 28/06/16, Time 12:30 -14:00**

African cities are increasingly becoming drivers of economy but it is known that resources are limited hence leaders are called upon to better manage resources. Some challenges include; densely populated cities, a problem which will only continue, Climate change making it harder to plan for the future due to rapid and dynamic changes. So, opportunities and challenges co-exist hence the need to bring the two together strategies on better management; Hence the need to work towards a water wise world. I.e. **Reduce** lack of access to water and inefficiencies in water supply, **Reuse** of water e.g. for energy and **Replenish / restore** the environment being polluted.

### **Principals to consider to achieving water wise Cities;**

- **Water utilities:** (systems and infrastructures should be in place, alternatives should be considered, and increase tackling the inefficiencies esp. the intermittent supply, water sensitive urban designs, engage city planners on use of water bodies to handle floods and droughts, how do we create buffers?)
- **Catchment:** How are catchments and wetlands managed? How do utilities relate to these natural resources to ensure sustainability?
- **Customers:** How do we create water wise communities (Mobilize communities and stakeholders of all ages to take into consideration how the water sources can be protected?)
- **Innovations:** We need to focus on innovations in terms new technologies, management, financial systems, regulation.

### **Panel and open Discussions- How do we establish water wise Cities?**

- Water balance needs consideration (demand and supply)
- Infrastructure planning and working with planners to ensure availability of resources
- Political support is critical
- How do we secure the quantity and quality of water-are the systems able to deliver the right quantities and quality (need resilient infrastructure, e.g. extension of intakes to improve water quality, designs need to avoid exposure to risks of flood)
- Catchment management had engaged young water professionals and other stakeholders
- Role of policy/ regulation
- Collaboration and citizen engagement
- Efficiency in terms of water use

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**Title:** Young Water Professional session

**Note Speaker:** John Fisher Sekabira, NWSC-President YWP

**Presentation:** Contribution of the YWPs to addressing Water Sector Challenges

**Moderator:** Dr Rose Kaggwa, NWSC

**Date:** 28/06/16, Time: 15:00 - 16:00

The session show cased Young water Profession (YWP) activities which included

- Presentation from the School and Sanitation Clubs initiated by NWSC
- A presentation from **John Fisher Sekabira, NWSC-President YWP** which highlighted the role YWP play with regard to addressing sector challenges in Uganda. These included tree planting for catchment protection, Career development for the younger groups, community partnerships and sensitization to promote safe water, hygiene and sanitation.

### Conclusion

Leadership is key to nurturing and promoting YWP

**Title:** Policy, regulation and governance: new pathways for sector reform tailored to national conditions

**Note Speaker:** Jaime Baptista

**Presentation:** Water Wise African cities

**Moderator:** Dr. Ger Berkamp, IWA Executive Director

**Date:** 28/06/16, Time 16:00 - 17:40

How do we pave the way for different countries to comply with the new SDGs and other International Frameworks?

- **Sound Public policies for water services;** strategic plans, legal framework, institutional framework, government models, define access target, quality of services, tax policy and financial resources, infrastructures, HR, social engagement, ethics, data and information, consumer protection
- **Effective independent regulation of water services;** all countries need regulators as it promotes accountability and transparency, need a regulatory model, behavioral regulation of water utilities
- **Accountability and transparency on water services**

Succeed Case study of monitoring accountability;

- **Portugal:** A system of assessment of water services was developed with performance indicators. Every year a report is produced to show performance of the utility. Benchmarking between utilities can be made, highlighting Areas of improvement. Information on quality of service can be accessed anywhere. Results of the public policy regulation have led to improved service delivery.
- **Cape Vert:** Performance indicators were selected and monitored for both water and sanitation. They also measure impact on other issues e.g. public health, social, gender equality, economic and environmental factors. This resulted in improved service delivery

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### Discussion and Panel

- Every utility needs to have an independent regulatory framework which fits within the Local concept. The choice between an independent regulator and regulation by contract should fit within national conditions. Each has worked well in certain countries. **NWSC** uses regulation by contract and has registered continuous service improvement.
- The regulatory framework has to result into improved performance/service delivery from the utility.

### General Way Forward/ recommendations From the AULF

- Leadership has a lot of influence on utility performance in Africa, hence good leadership is critical. Leadership requires high level of professionalism, alliance between utilities, political level and practitioners, communities and financing institutions.
- Governments and Utilities should align policies and development plans with the SDGs.
- Utilities should build good Governance and institutional strictures.
- Urban Planning is critical.
- Every utility should consider youth empowerment and Talent development.
- Country/ Regional and International collaborations should be well defined and solutions adopted after high consideration of the local/National perspective, to encourage relevance of Regional and International institutes in Africa.
- Innovation remains critical to be able to address the dynamic and changing challenges in Africa.
- Support between different utilities is important (Peer to peer learning).
- Utilities to consider a regulatory framework adapted to the local conditions.
- To achieve Sanitation coverage for all in Africa, and Integrated management of sanitation with consideration of onsite sanitation is paramount.