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Water Association



Leadership and Change Management Summit

13th – 15th December 2011
Kampala - Uganda

Summary of Proceedings

Rapporteur Team



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PRESENTATION OUTLINE

- **LCM Summit Overview**
- **Opening Session Remarks**
- **Highlights of Key Issues arising**
- **General Concluding Remarks**





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LCM Summit Overview

- 290 participants from 4 continents (*Africa, Europe, Asia and North America*)



- *19 countries : Kenya, Ghana, Australia, Belgium, Burundi, Cameroon, Congo, Namibia, Malawi, Rwanda, Tanzania, UK, France, Netherlands, Germany, Sudan, South Africa, Nigeria, and Uganda*



Opening Remarks...

- ❑ LCM summit is relevant particularly in the *wake of the current global challenges* i.e. economic downturn, turbulent political environment, climate change and its consequences ...



- ❑ Such summits are vital in creating energetic partnerships

Opening Remarks...

❑ The LCM Summit has provided an opportunity to:

- look ahead at the realisation of a dream (YWP)
- build capacity and grow new leadership
- shape the capacities and knowledge of leaders

❑ Governments/utilities are pressed to:

- *ensure effective performance and Business approaches* to management of utility services are recommended
- provide services to the poor
- *create and maintain* thriving workforces



Leadership when the Heat is on & Leadership

Training: *Key Issues*

- ☐ There is a looming global water crisis
- ☐ UNESCO-IHE is focused on building capacities to counter the crisis with due attention to MDGs

Key question: Will there be enough water in the 21st century? Yes but there is need to strengthen leaders' capabilities to position them mitigate the emerging global challenges

- ☐ Internal reforms need more time to ensure proper understanding of the concepts other than pushing for quick implementation.



Leadership when the Heat is on & Leadership Training: *Key Issues...*

Today we need **Leaders** who are able to:

- ✓ think in terms of global cultural diversity and beyond geographical boundaries
- ✓ Involve everybody
- ✓ Convert risks into opportunities





Leadership and Financing: *Key Issues*

- ☐ Financing gaps
- ☐ Inadequate operational data hence tariffs set are not realistic
- ☐ Many utilities low income countries are not credit worthy to attract private sector finance
- ☐ Lack of strong leadership
- ☐ Failure to utilize the available competent human resources



Infrastructure Financing for service to informal settlements & urban poor: *Key Issues*

- ❑ Supply of WATSAN services to the urban poor should be the responsibility of the utilities



- ❑ Options available to serve the urban poor settlements: *direct service thru house connections, yard taps, Small Independent Providers (SIPs)*



A key guiding factor is the financial implication to both the utility & customer

- ❑ Tariffs should not be discriminatory (poor or rich)

Sustainable Water and Sanitation for Africa (SUWASA) : *The role of Utilities*

- ☐ Experiences on the promotion **innovative reforms** and **sustainable financing** for safe water and adequate sanitation were shared with lessons from 6 countries.
- ☐ Utilities should not compromise **cost recovery** at the expense of extending water supply to the urban poor!
- ☐ **Empowerment** of utilities to cover their **operational costs** and undertake **infrastructure** is critical
- ☐ **Regulatory frameworks** are needed to support the operation of Small Scale Independent Providers (SIPs)



Creating and Maintaining a thriving work force

Key Issues

- ❑ An efficient employee satisfaction framework entails regular staff engagement – **determines motivation levels**

- ❑ Steps to motivate staff include; **inspiring purpose, recognition, being an expediter, coaching, communicating fully, facing up to poor performance & promoting team work**

Command + control = demotivation

- ❑ Career development must uncover one's talents and passions, and link them to the practical needs

- ❑ Managers should encourage participation, **empower** and **free** people to do their jobs as they see fit



Leadership and orientation towards sanitation for All in Africa

Sanitation is

- a glaring problem that requires to be addressed now
- not taken as priority



Addressing sanitation requires

- a collective and intergrated approach
- focus on both urban and rural areas
- understanding of the demand
- strengthening of innovations and research
- change in the mind set it is a Business opportunity and not just an investment with no returns





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Conclusions and Recommendations

- ✓ Fostering PPPs is key in promoting water and sanitation services in utilities
- ✓ Today's global utility challenges shall BEST be addressed by **well educated** and **well trained leaders** with capacity to **exercise adaptive leadership**
- ✓ Advocacy for sanitation services requires good understanding of the linkage between **sanitation, hygiene** and **health**
- ✓ The strength of any utility/organisation lies in its human resource



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Conclusions and Recommendations

- ✓ Service to the poor can be realized through right choice of service and tariff with due consideration of implication to customer & to utility
- ✓ Utilities need to consider alternative financing strategies/financial re-engineering as opposed to reliance on Government funding
- ✓ Visionary leaders and strong management teams are vital for sustainability of utility performance





Conclusions and Recommendations

- ✓ There is need to curb increasing indebtedness to sovereign states: Aid directly sent to municipalities & state enterprises



- ✓ Subsidies should be provided for access as opposed to consumption



- ✓ Cost recovery is dependent on financial viability, good leadership, and strong management teams
- ✓ It is a myth to think that the poor cannot pay



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THANK YOU