Draft Report Mission 14

Institutional and Organisational Strengthening of WASCO Saint Lucia and Regional Water Utilities
3rd Organisational Development Mission
Saint Lucia

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Draft Report Mission 14
Institutional and Organisational Strengthening of WASCO Saint Lucia and Regional Water Utilities
Saint Lucia

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JOINT VENTURE
CONSULAQUA Hamburg Beratungs-GmbH - Como Consult GmbH

CONSULAQUA Beratungsgesellschaft mbH Hamburg
Ausschläger Elbdeich 2, D-20539 Hamburg, Germany

Como Consult GmbH,
Winterstraße 4-8, D-22765 Hamburg

Dr. Thomas Holtkamp
thomas.holtkamp@como-consult.de

Moritz Scharnke
moritz.scharnke@consulaqua.de
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<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>CAH</td>
<td>CONSULAQUA Hamburg Beratungsgesellschaft mbH</td>
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<tr>
<td>CARICOM</td>
<td>Caribbean Community and Common Market</td>
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<tr>
<td>CARPHA</td>
<td>Caribbean Public Health Agency</td>
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<td>CATS</td>
<td>Caribbean Aqua-Terrestrial Solutions</td>
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<td>CAWASA</td>
<td>Caribbean Water &amp; Sewerage Association Inc.</td>
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<tr>
<td>CD</td>
<td>Capacity Development</td>
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<tr>
<td>Como</td>
<td>Como Consult GmbH</td>
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<tr>
<td>CR</td>
<td>Customer Relations</td>
</tr>
<tr>
<td>GIS</td>
<td>Geographic Information System</td>
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<tr>
<td>GIZ</td>
<td>Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH</td>
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<tr>
<td>HM</td>
<td>Hydraulic Modelling</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>HW</td>
<td>HAMBURG WASSER</td>
</tr>
<tr>
<td>ISO</td>
<td>International Organisation for Standardisation</td>
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<tr>
<td>KPI</td>
<td>Key Performance Indicator(s)</td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<tr>
<td>NRW</td>
<td>Non-Revenue Water</td>
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<tr>
<td>NURC</td>
<td>National Utilities Regulatory Commission</td>
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<tr>
<td>O&amp;M</td>
<td>Operation and Maintenance</td>
</tr>
<tr>
<td>OD</td>
<td>Organisational Development</td>
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<tr>
<td>OMS</td>
<td>Quality Management System</td>
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<tr>
<td>QMU</td>
<td>Quality Management Unit</td>
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<td>SOP</td>
<td>Standard Operating Procedure(s)</td>
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<td>STA</td>
<td>Strategic Alliance for Water Loss Reduction</td>
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<tr>
<td>ToR</td>
<td>Terms of References</td>
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<td>ToT</td>
<td>Training of Trainer(s)</td>
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<td>TQM</td>
<td>Total Quality Management</td>
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<tr>
<td>WASCO</td>
<td>Water Supply and Sewerage Company Inc., Saint Lucia</td>
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1 INTRODUCTION

This is the report on the 14th mission under the project “Institutional and Organizational Strengthening of WASCO Saint Lucia and Regional Water Utilities”. This mission constitutes the 3rd and last mission of the Organisational Development Expert.

The project started on 1st of November 2018, it has a duration of 13 months and is carried out by a joint venture between CONSULAQUA Hamburg and COMO Consult, both from Germany.

The projects objectives are depicted below.

![Diagram of project objectives]

**Figure 1: Project objectives**

2 MISSION OBJECTIVES, ACTIVITIES AND DELIVERABLES

This mission was undertaken by the Organization Development Key Expert Dr. Thomas Holtkamp from 21st to 30th October 2019. The mission had the following objectives:

- Support the Strategic Planning Department in the finalization of WASCO’s NRW Reduction Strategy
- Follow up the developed SOPs on a managerial level and support their inauguration and improve understanding regarding the allocation and utilisation of budget and human resources for implementing SOPs
- Support the establishment of the NRW-Reduction Programme’s Steering Structure
- Follow-up on the process of establishing WASCO’s QMS
- Follow-up on the trilateral meeting with Board, GM and Management Team held in June 2019, support making agreements
- Facilitate a WASCO Plenary meeting

The expected deliverables for the mission were as follows:
The key activities during the mission have been:

| 22nd October | • Briefing, review and adaption of mission schedule. Briefing with Strategic Planning Department (Mandille Alcee) and GIZ (Timo Schirmer) and Kick-off Meeting with the Chairman of the Board (representing WASCO in the absence of the GM) and the Management Team. Key Topics: NRW Reduction Strategy, Following up SOPs on managerial level, establishment of the NRW-RP Steering Structure, establishment of QMS, WASCO Plenary meeting on 30th October
  
  Bilateral meetings with managers in charge of the SOPs, which were developed in the scope of the Consultancy. |
<table>
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<tbody>
<tr>
<td>23rd October</td>
<td>Meeting with the Strategic Planning Department on status of the NRW Reduction Strategy and the corresponding steering structure. Development of certain chapters of the NRW-Reduction Strategy (conditions of success and associated risks, Operational Plan 2020 and beyond, draft budget for the Strategy)</td>
</tr>
<tr>
<td>24th October</td>
<td>Meeting with the managers to share the results of the SOP-testing phase; prepare elements for decision-making by GM</td>
</tr>
<tr>
<td>25th October</td>
<td>Meeting with the Strategic Planning Department on further development of the NRW-Reduction Strategy</td>
</tr>
<tr>
<td>28th October</td>
<td>Meeting with the GM and SOP-related managers briefing on the mission, briefing on the status and achievements of the SOPs, sharing the Consultant’s observations of WASCO as an organization, preparing for the 3rd Consultative Plenary Meeting as part of the NRW Reduction Program’s steering structure</td>
</tr>
<tr>
<td>29th October</td>
<td>Meeting with the Strategic Planning Department on further development of the NRW-Reduction Strategy; preparation of the 3rd Consultative Plenary Meeting</td>
</tr>
<tr>
<td>30th October</td>
<td>Conducting the 3rd Consultative Plenary Meeting; debriefing with Strategic Planning Department</td>
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The terms of reference for the mission are attached as Annex 1, the Schedule as Annex
3 RESULTS & RECOMMENDATIONS

The Kick-off Meeting took place with the Chairman of the Board (representing GM during his absence), Mandille Alcee of the Strategic Planning Department and several Managers (Design and Construction, Water Services, Customer Services).

The ToR and the schedule of the third OD-mission (Mission 14 in the Consultancy) were presented and meetings agreed upon.

Subsequent to the kick-off meeting, bilateral talks were held with Timo Schirmer (GiZ) and Mandille Alcee (Strategic Planning Department).

3.1 STATUS OF THE SOPs

In the afternoon, further bilateral meetings took place with Zilta George Leslie (on the SOP CS 05 Illegal Connections) and Jim King and Timothy James (on the SOP T01 Preventive Maintenance and TD02 Management & Communication of Water Disturbances).

SOP CS 05 Illegal Connections:

The SOP has been developed by the team of the Credit Control Supervisor (Process Owner) and the Customer Service Manager. The process, which is the subject of this SOP, describes current practice and the team is entirely familiar with it. Revisions are being planned and will be conducted by the team itself.

The number of illegal connections in the country is estimated at about 18,000. Even after a thorough cleaning of the database, there will still be more than 9,000 real illegal connections. The team that carries out disconnections and reconnections of temporary defaulters from Monday to Thursday entirely works on illegal connections every Friday. In the North, about 150 sites are visited per month resulting in an average of 5 identified illegal connections. This rate is so low, that even an optimization of the SOP will not bring about significant figures. The potential for improvement is quickly exhausted resulting in negligible leverage. In this case, thinking beyond the process of illegal connections is required, e.g. how to prevent the practice of illegal connections.

SOP T01 Preventive Maintenance and TD02 Management & Communication of Water Disturbances:

The two SOPs have been developed hand in hand with the Consultants. The processes, which are the subjects of these two SOPs describe current practice. The advantage of the SOPs over the current practice is, that the activities are listed in a sequence with clearly assigned responsibilities and documented in a way that facilitates onboarding of new personnel. It also helps in determining resource requirements (e.g. the position of a Planning Technician required in the SOP TD02).
Revisions are being planned and will initially be conducted by a core team comprising 2 Senior Technicians, the Supervisor of the Control Room, the Water Services Manager and the Senior Supervisor Water Services. A communication/familiarization cascade through the supervisors to all staff involved is being planned.

As Water Services has developed a number of other SOPs beyond the NRW-objectives, the Water Services Manager plans to translate these SOPs in the new SOP-template.

Managers shared their experience in developing and testing SOPs and came to the following assessment:

The Managers technically approve the SOPs, and they see an advantage in GM inaugurating the SOPs through his signature. This mechanism ensures leadership commitment and unites Managers and GM in their respective management roles. Bilateral preparatory briefing sessions accompanied by high-quality final drafts of the SOPs are seen as a condition to their inauguration.

There have been earlier attempts at developing SOPs, which mostly failed to have a consequence in WASCO’s routine work. The difference this time is, that they are linked to a specific goal (NRW Reduction). Even though the SOPs reflect mainly current practice, the processes described are now systematized with activities being in a sequence and responsibilities clearly assigned. This reduces the level of “guessing” and will lead to a higher level of efficiency (e.g. by reducing the number of actors/interfaces in the process). The reliability of the processes is augmented and accountability for instance through the corresponding KPIs) increased. SOPs are linked to each other (in an input-output relation, e.g. GIS using the other SOPs’ data output as input into the GIS-SOP) and, therefore, improve inter-departmental interaction and communication.

Practicing the SOPs will allow identifying, where a given process is blocked, reducing the level of “finger-pointing”. The respective “Process owner” can effect continuous monitoring leading to corrective and preventive measures such as training on-the-job or revision of a SOP. A culture of mistakes needs to be established in WASCO (by leadership model) perceiving mistakes not as a failure, but as a source of learning and improvement.

For the SOPs to be effective, the required resources need to be made available. On the one hand, there is certainly a level of improvement possible within the existing resource framework. On the other hand, SOPs allow identifying more accurately the resource requirements leading to satisfactory or excellent results.

The process of developing the SOPs constituted a learning journey in itself. It is seen as an inclusive process, in which those currently working on the issues in question have become the authors of the SOP and improvers of their own process. This approach will facilitate buy-in in practice. However, it is of utmost importance that the SOPs developed are also formally inaugurated by Management (GM).

GIS enjoys a growing appreciation by the clients. The level of communication between the GIS unit and the technical personnel has increased significantly.
As a condition to success, it is suggested to work on the process of Budget preparation and implementation. Other SOPs that have already been developed e.g. in Water Services can be translated into the current template relatively easily. It is strongly suggested to inaugurate those over the coming months, too. As the usefulness of working with SOPs becomes so apparent, a significant potential of efficiency effectiveness is seen in developing SOPs for areas beyond NRW Reduction. The NRWRP as a whole definitely requires coordination. Therefore, the timely recruitment of the NRWRP Coordinator is seen as a top priority.

The sharing exercise on SOPs helped to identify talking points for the Managers who will play key roles in the 3rd Consultative Plenary and in the Consultative Plenaries to come. The draft agenda was shared, discussed and approved. The managers’ roles as members of the NRW Reduction Champion Team in the event were clarified consensually.

Figure 2: Steering Structure of WASCO’s NRW Reduction Program

The Managers’ presentations, which were given in the scope of the 3rd Consultative Plenary, are not shown in this report in order to keep it slim.

3.2 LINKING SOPs TO BUDGET AND HR

1. SOPs and job descriptions

In many organizations, job descriptions are being developed out of the blue and with little reference to the real needs of the organisation and the position to be filled. The requirements in term of human and financial resources, however, can best be linked to processes of an organization, which, in the case of public goods such as water, are determined by products demanded from the political level.

The graph below shows the linkage between the political level (Ministries and the WASCO Board of Directors) and the organizational/company level (WASCO Management) logics. The meeting point of the two logics are the WASCO’s products, which translate their public mandate into
deliverables to the customers. From this point, it is in the autonomy of WASCO as a public organization to manage the mechanism of product delivery including the identification of processes and the needs with regard to financial and human resources. This principle can also help to discuss the frontiers of responsibility between WASCO management and the Board representing the political level’s interests. The graph shows how WASCO translates the mandated products into internal technical and other processes. The processes should ideally be reflected in an organizational structure able to efficiently and effectively run these processes to provide the products. Within the processes, all key activities should be described with clearly assigned responsibilities and timelines. Thus, the requirements with regard to human and financial resources can best be calculated:

- “What competences are needed to carry out a given activity?
- How much time does an activity actually require?
- How many staff are finally needed to ensure the desired quality of the process leading to a product that satisfies the customer/beneficiary?”

The SOPs developed constitute an equivalent to these processes. They actually provide all the information required to develop a functional and tailor-made job description. Without that link, a job description would remain generic and, therefore, useless.

Figure 3: Interface between political level and WASCO - Resources identified at WASCO

Whenever there is a strategic decision demanding a change from the routine, this will have an impact on the quality of the product (e.g. “water generating revenue”). While process description and continuous optimization would be the way to improve within a given routine, a strategy such as the NRW Reduction Strategy requires also investment in e.g. infrastructure (extension of the
mains, getting nearer to the customer, metering, etc.) or human resources (getting high calibre staff at the management and technical levels) to fill vacancies and retain them. The NRW Reduction Strategy, therefore, needs to show both investment requirements and provide quality figures on recurrent costs.

2. A SOP for preparing and implementing budgets

The 3rd Consultative Plenary Session held on 30th October 2019 has identified the current practice of Budget implementation as a key barrier to organizational performance and motivation. In the budget preparation process, the Financial Manager requests the other managers to prepare their budgets in a certain template and to provide justification. After that there are several meetings and the budget is finally decided upon and approved by the Board.

The implementation of the budget, however, is marked by several uncertainties. Managers frequently cannot rely on their budget and additional approvals slow down or interrupt the implementation process.

The Plenary session has strongly recommended the:

- Development of a budgetary process (Budget preparation and implementation) in the same way as the other SOPs;
- Identification of dysfunctional patterns and their causes,
- and the development of feasible solutions, which Management can take up in its effort to strengthen the performance of WASCO.

The owner of this process would be the Finance Manager, and she would develop the process hand in hand with the clients (other Managers, GM) and stakeholders (Board).

3. SOPs as a tool for preparing the Budget

In the development of the budget process, the respective SOPs provide essential inputs. For instance, in the SOP Preventive Maintenance, a yearly Maintenance Plan leads to estimates on personnel and equipment/material. These estimates constitute comprehensible inputs into the Department’s budget proposal. Budget proposals, when they are based on SOPs, provide defensible arguments to those, who approve the budget proposal and trigger the corresponding disbursement. When budget disbursements turn out to be less than the proposed budget, the objective of the respective Department (e.g. the yearly Maintenance Plan) has to be reduced accordingly. Hence, the implications of decisions on budget disbursements (e.g. costs or risks of reduced maintenance) become traceable and more strategically oriented.

4. NRW Reduction and Management of Processes

At the regional level, other island states have equally high figures of NRW with an exception being Belize. One argument for its lower levels of NRW, which is being traded, is that privatization has done the job. However, after privatization, the water company worked seriously on process optimization. The alternative narrative, therefore, is that process optimization is doing the job and that there is no reason, why a company would need to be private in order to optimize its processes.
Rather, public companies have gotten away with an absence of process management, while private companies would be swept from the market in the absence of process management.

Fortunately, WASCO has now committed itself to process management by developing a number of SOPs related to NRW. If WASCO’s management continues along this line of action and expands the process logic to include (designing and optimizing) processes/SOPs beyond the rational of NRW reduction, WASCO can go a long way in closing the “Internal management gap”.

The graph below illustrates a classical situation of performance gap having an internal management and an external resource side to it. A frequent reflex in public sector organizations is to stay transfixed on the external resource gap and accuse a hostile environment as cause of the performance gap. While that resource gap may be real, in this externally-oriented optic, the internal management gap shifts out of sight.

**Figure 4: Working on NRW at both the resource and the internal management gap**

WASCO, through its NRW Reduction Strategy and the initial (kick-starting) accompanying advisory services by GIZ, is now addressing the internal management gap as well. WASCO:

- has developed its NRW Reduction Strategy;
- has developed a corresponding budget;
- has identified the steering mechanism for the implementation of the Strategy (incl. e.g. the recruitment of a Coordinator);
- has already held 3 Consultative Plenary Meetings as integral part of the steering mechanism;
- has identified the SOPs having the greatest leverage over the NRW phenomenon and, as a first level of optimization, described these processes in detail;
- has understood the potential of process management in general and hence beyond NRW reduction;
- has understood the need to speed-up its effective decision-making processes;
- has identified the budget development and implementation process as a key leverage to organizational performance;
- has understood the challenge of sustainably recruiting and retaining high calibre staff;
- and has been working on several technical aspects of the NRW phenomenon, which lie in the organization’s autonomous improvement potential.

Needless to add that any work on NRW reduction is counteracting the external resource gap.

5. Conclusion

In summary, there is no “magic tool” linking SOPs to budget and HR. However, resource requirements become more concrete and calculable, where SOPs/processes are being detailed out. The NRW Reduction Strategy demands capital investments and simultaneously works on the internal management gap. Less NRW reduces the external resource gap.

3.3 NRW-Reduction Strategy

The Strategy is at a very advanced level and has gone through various loops with the Management Team and GM. The Strategic Planning Department and the Consultant jointly worked on a number of its chapters, namely:
- Conditions of success (what must be done internally at WASCO)
- Risks (external risks)
- Structuring the NRW Reduction Program into 3 phases
- An operational plan for 2020 and beyond
- A draft budget for the strategy
Figure 5: Spending more time on strategy

Strategic thinking and acting will help to get WASCO away from the current fire-fighting management mode (“problem level, management being busy elsewhere at the micro-level”) into a more anticipating and problem preventing management mode.
The results of this collaborative work on the NRW Reduction Strategy are integrated in the new version of the Strategy and have partially been presented at the 3rd Consultative Plenary Session on 30th October 2019. Below, some key slides of that presentation are highlighted.

**NEXT STEPS**

**Goal 1 – NRW Reduction Programme is Operational**

<table>
<thead>
<tr>
<th>Key Actions</th>
<th>Timelines</th>
<th>Person/Dept. Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare Action Plan and Budget for NRWRA</td>
<td>November 2019</td>
<td>SPD, Mgmnt. Team</td>
</tr>
<tr>
<td>Finalize NRW Reduction Strategy</td>
<td>December 2019</td>
<td>SPD, Mgmnt. Team</td>
</tr>
<tr>
<td>Approval of NRW Reduction Strategy</td>
<td>January 2020</td>
<td>SPD, Mgmnt.</td>
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**Goal 2 – Work Process are Clearly Structured with Defined Roles and Responsibilities**

<table>
<thead>
<tr>
<th>Key Actions</th>
<th>Timelines</th>
<th>Person/Dept. Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalize, Test and Approve SOPs for Management &amp; Communication of Water Losses</td>
<td>October 2019</td>
<td>WS Manager, GM</td>
</tr>
<tr>
<td>Finalize, Test and Approve SOPs for Maintenance</td>
<td>October 2019</td>
<td>WS Manager, GM</td>
</tr>
<tr>
<td>Finalize, Test and Approve SOPs for Preventive Maintenance</td>
<td>October 2019</td>
<td>WS Manager, GM</td>
</tr>
<tr>
<td>Finalize draft SOPs on O&amp;M Development</td>
<td>December 2019</td>
<td>CS, SPD, WS, DkC, GM</td>
</tr>
</tbody>
</table>

**G2 Outputs**
- G2.1 - Six SOPs are finalised with their accompanying documents, tested and approved/integrated
- G2.2 - Staff familiarised with SOPs
- G2.3 - Each SOP has undergone at least one revision
- G2.4 - WASCO Managers and staff are familiar with concept of SOPs and continuous improvement and useful in increasing performance levels

**Conditions for Success**

- Communication
- Commitment
- Structure
- Resources
- Consultation
- Continuous Monitoring & Improvement
3.4 NRW Consultative Plenary Meeting

Objectives of the meeting were as follows:

- Leadership informs WASCO staff on the progress of the NRW Reduction Program
- WASCO staff provides feedback to WASCO leadership on how the process is perceived
- Recommendations for the further pursuit of the NRWRP are formulated
- The Consultative Plenary is established as integral part of the NRWRP’s organizational structure beyond the Consultancy

Workshop Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda Item</th>
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<tbody>
<tr>
<td>09h00</td>
<td>Opening of the workshop by the General Manager</td>
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<td>- Strategic context</td>
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<td></td>
<td>- Consultancy as kick-start of a sustainable internal WASCO Strategic Change</td>
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<tr>
<td>09h15</td>
<td>Report of Strategic Planning Department</td>
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<td></td>
<td>- Evolution of NRW Reduction Strategy / Status-quo</td>
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<td></td>
<td>- Organizational Structure of the NRWRP</td>
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<tr>
<td></td>
<td>- Conditions of Success and Risks</td>
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<td></td>
<td>Questions and Answers in plenary</td>
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<tr>
<td>09h30</td>
<td>Report by Managers involved in the NRWRP (10 min. each)</td>
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<td>- SOPs: Rationale and link to NRW components</td>
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<td>- Results of the SOP-testing phase</td>
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<td>- Experience made in developing the SOPs</td>
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<td></td>
<td>- Opportunities and plans with regard to SOPs beyond NRW (QMS)</td>
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<td></td>
<td>- Other experiences/results in the scope of the NRWRP</td>
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<tr>
<td></td>
<td>Questions and Answers in plenary (5 min. each)</td>
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<td></td>
<td>Water Services: Jim King and Timothy James, Customer Services: Zilta George-</td>
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<td></td>
<td>Leslie, Strategic Planning Department: Mandille Alcee on GIS-SOP</td>
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<tr>
<td>10h45</td>
<td>Tea Break</td>
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<tr>
<td>11h00</td>
<td>“World Coffee” Format: small groups (4-5) take their tea break around tables and discuss the information obtained; key points are noted down on flipchart paper on tables (3 rounds of 15 min. each in changing group configuration)</td>
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<tr>
<td>11h45</td>
<td>Table ambassadors provide feedback from the tables (5 min. each)</td>
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<tr>
<td>12h00</td>
<td>Recommendations for the further pursuit of the NRWRP</td>
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<tr>
<td>12h30</td>
<td>End</td>
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After the opening words and the presentations by the managers (on the NRW Reduction Strategy and the SOPs), a “World Café” format was used to obtain an echo to the NRW Reduction Program from the staff.
Around 4 Tables, the following questions were asked:

WORLD COFFEE QUESTIONS

TABLE 1 STRATEGY
- Are the goals of phase one comprehensive?
- What do you think about the Conditions of Success presented?
- Any other issue you would like to raise with regard to the STRATEGY

TABLE 2 SOPs
- How do you rate the usefulness of these SOPs?
- How do you rate the usefulness of working with SOPs in general?
- What impact might they have on your work and on WASCO?
- Any other issue you would like to raise with regard to SOPs

TABLE 3 STEERING STRUCTURE OF NRWRP
- Do you see the steering structure as appropriate?
- What opportunities and risks do you see in it?
- What are your corresponding suggestions?
- Any other issue you would like to raise with regard to the STEERING STRUCTURE

TABLE 4 LESSONS LEARNED IN THE PROCESS
- In what way has this process been different to your past experiences?
- What do you want to see more or less of in the future?
- What are your key take-aways?

The Consultative Plenary Session is fully documented in a photo documentation. In what follows, only the results of the joint reflection of the staff present in the Consultative Plenary Session are listed:
TABLE 1 STRATEGY
1. Are the goals of phase one comprehensive?
2. What do you think about the Conditions of Success presented?
3. Any other issue you would like to raise with regard to STRATEGY

Q1: Yes and No – explore other areas and Castries in Phase 1

Q2: Commitment is required from the highest level.

Do evidence based decision-making in the WASCO Powerhouse (Board-GM-Managers triangle in active communication with workers)

Q3: Well done! System testing and Audit trail!

TABLE 2 SOPs
1. How do you rate the usefulness of these SOPs?
2. How do you rate the usefulness of working with SOPs in general?
3. What impact might they have on your work and on WASCO?
4. Any other issue you would like to raise with regard to SOPs

On all 4 questions:
- Cross-department discussion on SOPs.
- Provides structure and assists in provision of information to customers.
- There is room for improvement in our processes. There is no room for ambiguity, the strategy allows for consistency.
- Can be used for performance evaluation
- Very useful: The SOPs give structure and guidelines.
- They constitute a starting point for procedures, as at now there are only limited documented procedures.
- SOPs bring uniformity and consistency for the tasks at hand.
- **SOP Illegal Connections**: PR is important. Need for a Data Registry (illegal hot spots). Accountability and transparency.
- **SOP Water Disturbances**: No information is passed to the customers as it relates to water disturbances. Poor PR from customers. Public outrage.
- **SOP on Data Input (GIS)**: Makes work more efficient and effective. Stay at desk and obtain information to inform customers. Sampling is mapped out, but need a red flag to inform
decisions. Also reduces human error as information is downloaded as opposed to re-entering, Saves time and resources.
- Affords standardization of work processes. Allows for accountability.

**TABLE 3 STEERING STRUCTURE OF NRWRP**

1. Do you see the steering structure as appropriate?
2. What opportunities and risks do you see in it?
3. What are your corresponding suggestions?

**Q1: Structure appropriate?**

- Yes, the structure is appropriate.
- It covers all Departments that are relevant to NRW. Information is thus shared between all Departments.
- Yes, in terms of covering the various aspects of NRW. Each person is well placed to ensure the success of the strategy.
- It is important that the roles are not duplicated and clearly defined (risk).
- Yes, it encompasses all Departments.
- There should be an experienced lower level staff.
- Pertinent information was not recorded to assist in planning. Person should be permanent so there will be continuity.
- Now it is time for WASCO to evolve. It is appropriate for WASCO to succeed as an organization.

**Q2: Opportunities and risks**

- **Opportunities:** Training of current staff members to fill these posts e.g. Hydraulic Expert.
- Training has to be continuous and you need to monitor so that you know what you are working toward. Upper level staff is qualified so that their contribution is enormous.
- This Strategy makes the company work efficiently and make more money, which will encourage investors to buy in.
- **Risk:** Failing to follow through on training and investing in structure, then NRW will fail. Since this has not been tested, it is not certain that the structure will work. Identify and evaluate the persons to fit into the role to ensure that they are qualified.
- Political Directorate changes may prevent implementation. Unless you privatize WASCO, a change in Government will always have an interruption of continuity. Upper level staff is on contract.

**Q3: Suggestions**

- Continuous in-house training to keep NRW reduction relevant. The structure must be implemented or established in a timely manner to ensure success.
- Chart should incorporate more permanent workers on the team. WASCO should find a means to implement the steering structure as soon as possible.
TABLE 4 LESSONS LEARNED IN THE PROCESS

▪ In what way has this process been different to your past experience?
▪ What do you want to see more or less of in the future?
▪ What are your key take-aways?

Q1: Different
▪ Lots of interaction and group work. Change in perception that occurred during the process.
▪ Workers have taken ownership of the process.
▪ Results of consultation are visible.
▪ More collaborative effort on all levels (management and staff).
▪ Thrust on SOP-development.
▪ Deeper involvement of line staff.
▪ Involvement of all relevant Departments.
▪ The passion of the Consultants influenced the participation of the employees.
▪ The involvement of the Consultants in the daily operations.

Q2: Future
▪ More commitment from management.
▪ More consistency from management.
▪ More financial commitment and support.
▪ The absence of the Board and senior management in the process.
▪ The establishment of a separate unit to manage the process.
▪ Continuous in-house training.

Q3: Take-aways
▪ When there is participation and consultation on all levels, things work out.
▪ With good collaboration and communication, we can achieve all the set goals and objectives.
▪ The use and application of software in contributing to the process.

Finally, it can be noted that the 3rd Consultative Plenary Session of the NRW Reduction Program was a full success of those who attended. The Plenary is accepted as an integral steering structural element of the Program.
## ANNEX 1: ToR for Mission 14

**Area of focus: Institutional and Organizational Strengthening**

<table>
<thead>
<tr>
<th>Expert</th>
<th>OD Expert, Dr. Thomas Holtkamp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeframe and place</td>
<td>20th – 26th of October 2019</td>
</tr>
<tr>
<td>Involved Staff WASCO</td>
<td>Board, GM, Management Team, Strategic Planning Department and Plenary Session staff</td>
</tr>
</tbody>
</table>
| Key activities / Main objectives | - Support Strategic Planning Department in the finalization of WASCO’s NRW Reduction Strategy  
- Follow up the developed SOPs on managerial level and support their inauguration and improve understanding regarding the allocation and utilisation of budget and human resources for implementing SOPs  
- Support the establishment of the NRW-Reduction Programme’s Steering Structure  
- Follow-up on the process of establishing WASCO’s QMS  
- Follow-up on the trilateral meeting with Board, GM and Management Team held in June 2019, support making agreements  
- Facilitate a WASCO Plenary meeting |
| Expected Outcomes | - An advanced version of the NRW Reduction Strategy  
- Decisions on the corresponding Steering Structure  
- Approvable SOPs inaugurated  
- QMS process updated, current open questions clarified  
- Regarding the triangle Board-GM-Management Team: A report and improved understanding about allocation and utilisation of budget and human resources for implementing SOPs (deliverable A.3.3) ; trilateral commitment towards NRW-RP re-confirmed  
- Plenary staff session: Status of NRW-RP shared; comments, concerns and suggestions collected; staff implication and joint dynamic maintained  
- Ideas on WASCO’s follow-up on the consultancy package collected |
| Tentative program/ agenda | - A draft schedule of meetings for the mission is developed prior to the mission  
- To be coordinated with WASCO (Strategic Planning Department) and approved by project coordinator  
- The Expert will arrange for hotel accommodation in Castries, Saint Lucia. |
| Reference documents | - Reports and findings of previous activities  
- All SOPs that have been developed so far (mainly for improved network management, GIS, improved planning)  
- Inception Report and Progress Reports  
- WASCO NRW Reduction Strategy  
- Draft QMS Report |
## ANNEX 2: SCHEDULE FOR MISSION 14 (AS REALIZED)

### Dates: 20th – 31st October 2019

<table>
<thead>
<tr>
<th>Date</th>
<th>Main Activity - Description</th>
<th>Involved Staff Consultant/WASCO</th>
<th>Envisaged Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunday, 20th</td>
<td>Departure to St. Lucia. Meet with Sr. OD Expert Thomas Holtkamp, Key Expert Organizational Development.</td>
<td>C. TH WASCO, SAINT LUCIA</td>
<td>Status of implementation; shared, open questions addressed; mission schedule agreed.</td>
</tr>
<tr>
<td>Monday, 21st</td>
<td>Arrival St. Lucia.</td>
<td>C. TH WASCO, SAINT LUCIA</td>
<td>Typical introduction of the mission; one-on-one meetings with key stakeholders.</td>
</tr>
<tr>
<td>Tuesday, 22nd</td>
<td>Meeting with the Strategy Department to discuss the implementation of water reduction and refinement of mission.</td>
<td>WASCO, Chair, Management Team</td>
<td>Refinement of WASCO's strategic plan and mission.</td>
</tr>
<tr>
<td>Wednesday, 23rd</td>
<td>Reflecting on WASCO's strategic plan to discuss how to make it more feasible.</td>
<td>C. TH WASCO, SAINT LUCIA</td>
<td>WASCO's strategic plan refined and feasible.</td>
</tr>
<tr>
<td>Thursday, 24th</td>
<td>Share and Agressive schedule for week 2; reflect on progress and results of week 1.</td>
<td>C. TH WASCO, SAINT LUCIA</td>
<td>Weekly update of progress and achievements.</td>
</tr>
<tr>
<td>Friday, 25th</td>
<td>Reflect on progress and results of week 1.</td>
<td>C. TH WASCO, SAINT LUCIA</td>
<td>Weekly update of progress and achievements.</td>
</tr>
<tr>
<td>Saturday, 26th</td>
<td>Summarize results of week 1; prepare for week 2.</td>
<td>C. TH WASCO, SAINT LUCIA</td>
<td>Weekly update of progress and achievements.</td>
</tr>
<tr>
<td>Monday, 28th</td>
<td>Internal discussions and preparation of the WASCO plenary workshop.</td>
<td>C. TH WASCO, SAINT LUCIA</td>
<td>Preparation for the WASCO plenary workshop.</td>
</tr>
<tr>
<td>Tuesday, 29th</td>
<td>Reflecting on WASCO's strategic plan to discuss how to make it more feasible.</td>
<td>C. TH WASCO, SAINT LUCIA</td>
<td>WASCO's strategic plan refined and feasible.</td>
</tr>
<tr>
<td>Wednesday, 30th</td>
<td>WASCO plenary workshop. WASCO Management present the status of the mission and strategy for 2020.</td>
<td>WASCO Staff</td>
<td>Briefing with key stakeholders on the status of the mission and strategy for 2020.</td>
</tr>
</tbody>
</table>