Draft Report Mission 7

Institutional and Organisational Strengthening of WASCO Saint Lucia and Regional Water Utilities

Saint Lucia

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|               | Institutional and Organisational Strengthening of WASCO Saint Lucia and Regional Water Utilities  
|               | Saint Lucia  
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<th>Abbreviation</th>
<th>Full Form</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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<td>CARPHA</td>
<td>Caribbean Public Health Agency</td>
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<tr>
<td>CATS</td>
<td>Caribbean Aqua-Terrestrial Solutions</td>
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<tr>
<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>
</tr>
<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>
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<tr>
<td>ISO</td>
<td>International Organisation for Standardisation</td>
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<td>KPI</td>
<td>Key Performance Indicator(s)</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<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>
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<td>OD</td>
<td>Organisational Development</td>
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<td>QMS</td>
<td>Quality Management System</td>
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<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>
</tr>
<tr>
<td>ToR</td>
<td>Terms of References</td>
</tr>
<tr>
<td>ToT</td>
<td>Training of Trainer(s)</td>
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<tr>
<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 4th mission under the project “Institutional and Organizational Strengthening of WASCO Saint Lucia and Regional Water Utilities”. 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.

![Figure 1: Project objectives](image)

2 MISSION OBJECTIVES, ACTIVITIES AND DELIVERABLES

This mission was undertaken by the Organization Development Key Expert Dr. Thomas Holtkamp from 10th to 20th June 2019. The mission had the following objectives:

- Support Strategic Planning Department in the finalization of WASCO's NRW Reduction Strategy
- Follow up on the developed SOPs on the managerial level and support their inauguration
- Support the establishment of the NRW-Reduction Programme’s Steering Structure
- Follow-up on the process of establishing WASCO's QMS
- Facilitate a trilateral meeting with Board, GM and Management Team
- Facilitate a WASCO Plenary meeting
- Support - if necessary - M&E mission of M&E Expert
- Provide relevant information to other (key) experts involved in the project
- An advanced version of the NRW Reduction Strategy
- Decisions on the corresponding Steering Structure
- Approvable SOPs inaugurated
- QMS process updated, current open questions clarified
- In the triangle Board-GM-Management Team: Mutual perspectives and expectations shared; role-clarity improved; trilateral commitment towards NRW-RP confirmed
- Plenary staff session: Status of NRW-RP shared; comments, concerns and suggestions collected; staff implication and joint dynamic maintained

The expected deliverables for the mission were as follows;

- Comments on WASCO's NRW Reduction Strategy, which lead to an improved version of the current draft
- Comments on the SOPs as far as developed
- A facilitated SOP inauguration meeting (this was changed into a preparatory meeting informing the GM on the state and nature of the SOPs developed so far)
- A facilitated trilateral meeting with Board, GM and Management Team (workshop documentation)
- A facilitated plenary meeting (i.e. a meeting of the NRW Consultative Plenary, workshop documentation)
- In addition to the expected deliverables, the Consultant was asked to elaborate “First Ideas on a Job Description for the NRW-RP’s Coordinator” (see Annex 3).

The terms of reference for the mission is attached as Annex 1, the Schedule as Annex 2.

3 RESULTS & RECOMMENDATIONS

A kick-off meeting for the two parallel missions 7 and 8 took place on the 11th of June 2019 and was attended by the Strategic Planning Manager (Peter Norville), Mr. Mandille Alcee, Management Trainee, Valeria Corallo and Thomas Holtkamp.

3.1 SOPS

On 13th June 2019, 3 SOPs that are key to the NRW Reduction Program were presented by the Managers to the GM in the presence of the Strategic Planning Department:

1. CS 05 Reduce illegal Connections
2. TD-02 Management & Communication of Water Disturbances
3. T 01 Preventive Maintenance

The objective of the meeting was to inform GM about the content and status of elaboration of the three SOPs, provide last feedback for final adjustment, and thus get the SOPs ready for inauguration. These 3 SOPs, once enacted, have the potential to contribute strongly to the effectiveness, efficiency, and quality in WASCO’s Strategic Initiative 01 Reduce Non-Revenue Water.

Other SOPs that are in the pipeline, however at different levels of advancement, are:

4. SOP related to the Supplies Advisory Committee
5. SOP related to GIS
6. SOP “Develop a DMA”
The Consultant provided feedback and comments on the 3 SOPs during the meeting and in writing (SOPs in correction and comment mode). They are summarized in what follows:

- Each SOP is established within the limits of current existing resources. If these resources are not sufficient to run the process, then there is a defendable argument for resources and corresponding budget. If a SOP is described with non-existing resources, there is a risk that the SOP is seen as superfluous and dysfunctional.

- The sequence of getting a SOP inaugurated, i.e. enacted should include elaboration of the SOP with the names of the persons involved (incl. suppliers of input and clients of the SOP): SOP elaborated by (SOP improvement group); SOP verified by (process owner); SOP approved by (Manager); SOP inaugurated by (GM).

- Fill in signatures with the corresponding date to allow monitoring.

- It is recommended to associate, in future, stakeholders (suppliers of input into the SOP and clients of the SOP) in the SOPs’ elaboration and revision.

- Add a Section „Product/Output and Client”; e.g. disconnected illegal connection as a product and the customer as the client (having the right to a transparent and fair process).

- List, above all, the process owner under Accountability / Responsibility.

- All three SOPs mix up the logic of process and job description. The SOPs, representing processes of the organization, need to list a sequence of activities, that build on each other and finally create the product of the SOP. The SOP thus functions like an instruction, serving as a common thread in WASCO’s activities. From the processes, the organization then can derive job descriptions for persons, who hold a function in the organization, not the other way around. Job descriptions shouldn't appear in the processes. They are separate documents. Therefore, the list of activities should follow the same logic as the flowchart. This must be consistent. In case it is not wanted to list all of the detailed activities in the flowchart, list a major activity and, with bullet points, its sub-activities in this list and put, however, all major activities in the flowchart. The very idea of process management, here expressed by the SOPs, is to get away from the notion of authority ("what am I entitled to do or direct?") towards a collaborative process, where one activity adds value to the preceding activity and serves as an input for the subsequent activity ("to what am I adding value in the process and with whom do I have to communicate/interact to make the process smooth and get to a quality product?").

- Consider listing the activities in a tabular format, numbered according to their sequence and with the responsible actor by activity. In a later step towards more perfection, such a table can depict the process logic by listing Input and Supplier of Input, then Activity and Responsible Actor, then Output and Client of Output.

- Stay consistent in describing the activities in the form verb and object and not mixing in the “ing” -form.

- Set targets, that you want to achieve through this SOP, so that you can measure, if the SOP is functional and delivering.

- In the section “Links to other SOPs”, consider explaining, however briefly, the link.

- Note: Each SOP can be translated in a monitoring sheet, listing all activities with their real dates of completion, and a column “Observations” indicating what action is required. The respective responsible persons can use the monitoring sheet to know where any active process stands, is blocked, delayed, etc.
Beyond the three specific SOPs, it is recommended to create a “parent SOP” called “GM 00 Describe and continuously improve/revise the company’s SOPs”. The SOP would define e.g.

- the responsibilities (process owners) for all SOPs of the company;
- the 4-step approach of elaborating (in a group with suppliers of input and clients of the SOP), verifying (process owner), approving (Manager), and inaugurating (GM);
- the logic of coding, which can then be used also for the filing system (SOP File documents, indicator find an electronical document in less than 5 minutes, a physical document in less than 10 minutes);
- a list of the status of all SOPs with regard to their existence, version, etc. serving as a key management tool.

This parent SOP can be elaborated by the Management Team incl. GM and structured like any other SOP. Therefore, for instance, it would list all the activities of elaborating and revising a SOP. The parent SOP can be applied to itself and, of course, to all other SOPs. The SOP “File documents” is the second parent SOP. Both “parent SOPs” would be part of the proposed overall Management Handbook / Manual.

**SOPs - Main Recommendations**

- The responsible Managers take into account the comments and suggested corrections in the three SOPs and amend the current versions to become versions that can be “inaugurated”.
- The responsible Managers amend the list of Responsibilities by Actor (which can be kept as an input to Job Description Sheets or attachment to the respective SOP) to reflect the sequential process nature of the SOP. The sequence of activities will be in alignment to the flowchart at the end of each SOP.
- It is suggested to do that in a tabular format: No.  |  Activity  |  Responsible Actor

**3.2 Role Clarification Between Board of Directors, GM and Management Team**

This triangle constitutes the “WASCO Powerhouse 4 Change”. The meeting took place on 18th June 2019 to take note again of the NRW Reduction Strategy and related Programme as well as to clarify the roles in the “Powerhouse” for its smooth implementation.

The Board, the General Manager, and the Management Team agreed that it would be insufficient to spend most of leadership time with problem-solving activities. WASCO’s leadership mode will have to shift more towards a proactive and preventive management mode. The objective of such a management mode will be to elaborate and run mechanisms, which are able to prevent the occurrence of problems. Described and continuously improved processes, which are currently elaborated in the form of Standard Operating Procedures (SOPs) are key to that preventive management mode.

A comprehensive Quality Management System (QMS), which would contain all SOPs and serve as a kind of organizational manual, is meaningful in this respect and can evolve from these SOPs. The statement in the Mission 3 report remains valid: “One of the key recommendations emanating from the three missions to date is the need for a quality management system to be established within WASCO. This will ensure that SOPs are implemented, monitored and
evaluated. As part of the QMS, it is proposed that all procedures are included in a WASCO Quality Handbook.”

Figure 2: Spending more time on strategy

A Shared Understanding of NRW:

- Non-Revenue Water (NRW) constitutes a complexity of processes. It causes costs and non-realised benefits for the company (a potential to be mobilized)
- There are apparent and real losses (see graph on next slide).
- Losses concern both water and revenue.

Non-Revenue Water (NRW), simply put, is water that has been supplied within the distribution system but has not been paid for, and comprises real/physical losses, apparent/commercial losses and unbilled authorized consumption

\[
NRW = \text{System Input Volume} - \text{Authorised Billed Consumption}
\]
A Shared Understanding of the NRW-Reduction Strategy:

- Strategy translates the policy decisions by the shareholders, who are represented by the Board.
- Strategy pursues set objectives and leads to individual programs with detailed activities (e.g. sensitization).
- All strategies, and that holds true for WASCO’s NRW-Reduction Strategy, require not only technical activities, but also leadership / managerial and support activities.
- WASCO’s NRW-Reduction Strategy requires a specific institutional / organizational arrangement.

The strategy process has the following stages:

Cabinet level raises concerns with regard to e.g. NRW, which triggers shareholders

- …to channel policy direction to WASCO through the Board,
- …which makes WASCO elaborate its Strategic Plan 2019-2023,
- …and elaborate a NRW-Reduction Strategy to translate Strategic Initiative 01,
- …which is translated into a NRW-Reduction Programme with 3 intervention areas (real losses, apparent losses, and general supporting actions), objectives and indicators,
- …which is concretised by detailed work plans elaborated by the respective Departments.

The NRW-Reduction Programme requires special management focus and additional human and financial resources. Its implementation will pay back.
The meeting identified the following adjustment areas in the triangular collaboration aiming at a smooth implementation of the NRW-Reduction Program:

- Communication
- Inform about what is happening, who plays what role, what responsibilities
- Responsiveness and timeliness
- Resource allocation (HR+FIN) to NRW-RP
- Monitoring and evaluation
- Clearly formulated and articulated Board-position on NRW, Strategy and Programme
- Feedback from Managers needs follow-up and timely response
- Management Team also needs to provide timely feedback

The role of the Management Team includes:

- Provide GM with technical reports and analyses
- Elaborate proposals and recommendations
- Report target group-oriented (GM, Board, others) to make the report assessment and subsequent decision-making easier
- Implement policies and strategies and programmes derived from there (e.g. on NRW)
- Develop detailed work plans (“it’s our strategy”) and follow up on them
- Contribute to M&E according to technical responsibility and provide feedback
- Transmit messages from stakeholder interaction
The **role of the General Manager** includes:

- Communicate effectively the Board’s policy directions to Managers (and follow up, if the information is trickling down)
- Set targets and performance measures with the MT, integrate them in the Strategy and follow up
- Regularly, monitor the Managers’ accomplishments of the NRW-RP implementation and bring results into discussion with the Management Team and the Board
- Periodically review and assess programme implementation (quarterly, annually)
- Oversee and balance the budget, make the necessary adjustments according to the level of implementation of the NRW-RP
- Advocate for adequate resource allocation and assemble evidence through the MT
- Report on that to the Board

The **role of the Board of Directors** includes:

- Develop and communicate well informed policy decisions to GM and shareholders, in a consultative process incl. e.g. the Management Team and GM
- Review and approve the strategy
- Communicate the strategy to stakeholders
- Approve budget and other resource requirements and advocate for external resources
- Oversee, at an aggregated level, the implementation of the NRW-RP
- Review reports
- Provide feedback and guidance to GM with regard to the implementation of the Strategy

**Recommendations by the Consultant:**

- Proactively pursue the shift from a problem-solving mode to a preventive mode of management.
- This thinking concerns both the Board of Directors, the General Manager, and the Management Team.
- Jointly (all three parties) follow up on clarification of roles, as both the Chairman and the GM couldn’t stay until the end of the workshop due to other pressing obligations.
- Work with the internationally recognized Water Balance Sheet as NRW-model.
- Set-up the organizational structure for the NRW-Reduction Strategy and derived Program. Without this structure, there is a great risk that Departments continue to follow their routine priorities instead of focusing on NRW-reduction.
- Provide, at all three levels, clear strategic guidance and regularly follow up on implementation.
- Appoint new Head of Strategic Planning Department as soon as possible.
- Appoint the NRW Programme Coordinator at the soonest
EVOLUTION OF THE MANAGEMENT SYSTEM
- OUTLOOK -

3.3 NRW CONSULTATIVE PLENARY MEETING

Objectives of the meeting were as follows:

- To communicate with WASCO staff on WASCO’s Non-Revenue-Water (NRW) Reduction Strategy and its state of implementation.
- To communicate with WASCO staff on the corresponding Monitoring and Evaluation mechanism (M&E).
- To communicate with WASCO staff on the Quality Management System (QMS) and the Standard Operating Procedures (SOPs) therein as a company-wide approach.
- To involve staff in the process of improvement, provide room for questions, concerns, and to receive corresponding feedback and suggestions.
- To provide an opportunity to respond to questions, concerns, feedback and suggestions from WASCO staff.
- To follow-up on the request for involvement articulated in the December Kick-off Workshop.
Workshop Agenda

Wednesday, 19/06/2019 - Auberge Seraphine

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<th>Time</th>
<th>Agenda Item</th>
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<td>09h00</td>
<td>Opening of the plenary meeting by Head of Strategic Planning (representing GM)</td>
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<tr>
<td>09h20</td>
<td>Reminder of December Kick-off Workshop: NRW-Lifeline</td>
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<td>Buzzing groups: “What activities/evolution have we noticed since the Consultancy Kick-off?</td>
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<td></td>
<td>Short Feedback to plenary</td>
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<tr>
<td>09h50</td>
<td>Presentation of the NRW Reduction Strategy – Content, status and outlook</td>
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<td></td>
<td>1st round of questions, concerns, feedback and suggestions.</td>
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<td>10h30</td>
<td>Tea Break</td>
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<tr>
<td>10h50</td>
<td>Statements by Managers on activities in the scope of the strategy</td>
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<td>Presentation of M&amp;E mechanism</td>
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<td>12h10</td>
<td>Operational staff group discusses, what has been presented (raising questions, concerns, feedback and suggestions)</td>
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<tr>
<td>12h40</td>
<td>“Legacy messages to the Advisory Group” by departing Head of Strategic Planning</td>
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<tr>
<td>13h00</td>
<td>Closing words by GM: “What have we learned from the staff today? What do we take along?”</td>
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NRW-RP “Our perception How the Initiative Is Evolving Between the First and Today’s Consultative Plenary”

Group 1

In our reflection group in this plenary, we have Production, Legal Department, Account, Customer Service constituting a good cross-section of perspectives.

Positive:
- There are 500 meters installed, there is better leak detection and subsequent fixing, a better accuracy in billing.
- Water Service: a better response time on main line, installing float valves, changing some failing infrastructure

Not so positive:
- Insufficient crews (HR), this is becoming worse
- There is no measuring system to monitor the process, so we don’t know the impact
- Morne Tank not fixed to prevent overflows
- SCADA system not repaired
- In legal Department there is a significant increase of claims
Group 2
Positive:
• More staff involved in training
• Job re-classification exercise commenced
• There is a draft NRW working document
• There are draft SOPs

Not so positive:
• Late approval of budget for this financial year
• There are limited resources even though the budget was approved
• Inter-departmental communication has not improved, “esp. from Operations Department”
• Stronger leadership is required
• More organized and effective meetings need to be established as a routine
• Better internal communication e.g. on recent oil spills

Group 3
• Communication has improved, but not across the board, there are individual differences
• Installation of Pressure Reduction Valves PRVs, bulk meters and float valves
• Constraints with broken down vehicles and equipment lead to slower response time, wastage and higher costs
• A manual (SOPs, …) alone doesn’t fix it. Neither does investment fix it without SOPs
• Aged infrastructure issue continues to affect performance, while demand increases (picture performance gap)
• In many projects, workers are not involved
• There is a poor trickle down of information
• Let’s accept opinions and ideas and collaborate between departments

The NRW Reduction Strategy was presented by the Head of the Strategic Planning Department. The presentation can be found in a separate file. Leadership/Management topics and M&E, however are quoted here from this presentation:

WASCO Management:
• Recruit and train dedicated engineers
• Recruit additional staff across departments as required
• Update computer software and hardware as required
• Develop and implement SOPs
• Ensure that SOPs are adhered to
• Upgrade and expand the SCADA system to monitor and collect system operations data
• Build awareness among staff on NRW reduction strategy
• Provide feedback and assist in the finalization of WASCO’s NRW Reduction Strategy
Board:
- Allocate appropriate financial and human resources for the implementation of the NRW Reduction Strategy
- Approve finalized NRW Reduction Strategy and budget

M&E:
- Effective monitoring and evaluation will provide the NRWRS with the framework required to ensure its successful implementation.
- An M&E framework will be developed
- From the M&E framework, key performance indicators (KPIs) will be developed and should be incorporated into the existing performance appraisals for departments and their staff.
- The KPIs will be developed in consultation with the relevant departments while also factoring the objectives of the NRWRS.
- Each department will be responsible for monitoring and reporting on agreed KPIs and also provides periodic updates/reports to the relevant working groups.

NRW Consultative Plenary – Concerns and Suggestions with Regard to the NRW-Strategy and Program
- With regard to human resources, the NRW Consultative Plenary wants to hear a clear communication.
- The amount of overtime, for instance, could become an indicator of the monitoring system with a clearly set reduction target.
- Formerly, a Quick Response Team had been created to improve the response time. Operational staff in the Consultative Plenary suggests to re-establish that team.
- RISK: As routine operational activities will always be considered first priority in the various Departments of WASCO, activities in the scope of NRW-Reduction Program risk to be carried out as second priority or not at all. Therefore, a communiqué by the General Manager is requested, which would provide clear instructions (“cope with the expected excuses”). Once the priorities are clearly communicated, the Departments would certainly embark on the NRW-Reduction activities.¹
- It is requested to improve external communication to stakeholders via multiple channels.
- Pressure management, which was discontinued at a time, should re-start.
- We (WASCO) need to know how much it costs to produce 1 gallon of water!
- Let’s install those bulk meters quickly; they have a great leverage with regard to NRW-reduction.
- The key concern is a clear commitment by the leadership (Cabinet and the Board) and also by the GM and his Management Team. The much wanted NRW-Reduction Programme requires additional resources and effective communication starting from the management level.
- Managers in the WASCO Departments will ensure effective communication within their Departments and proactively go for information at higher levels.
- Flow of data / information: it is not clear, what happens with the data collected in the field, which is a concern to those who collect the data.
- Follow-up on collected data.
- Where are our “best-selling” routes? Is the system/network sufficiently analyzed (e.g. by zones)?

¹ This point further highlights why there is need for a NRW Programme Coordinator to be appointed at the soonest.
• Learn from M&E practice at LUCELEC.
• We need real and reliable data on production.
• Allocation of resources (human and financial) according to priorities is required to establish the work-plans.
• Risk Assessment should be done (Supply Service).
• “Hot spots” should be identified (Water Service) and prioritized. Then corresponding work-plans incl. costs and other resources can be derived.
• Move from firefighting to a more preventive management mode.

ANNEX 1: TOR FOR MISSION 7

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

<table>
<thead>
<tr>
<th>Expert</th>
<th>OD Expert, Dr. Thomas Holtkamp</th>
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<tbody>
<tr>
<td><strong>Timeframe and place</strong></td>
<td>10th of June – 20th of June</td>
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<tr>
<td><strong>Involved Staff WASCO</strong></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  
- Support the establishment of the NRW-Reduction Programme’s Steering Structure  
- Follow-up on the process of establishing WASCO’s QMS  
- Facilitate a trilateral meeting with Board, GM and Management Team  
- Facilitate a WASCO Plenary meeting |
- Support – if necessary – M&E mission of M&E Expert
- Provide relevant information to other (key) experts involved in the project

**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
- In the triangle Board-GM-Management Team: Mutual perspectives and expectations shared; role-clarity improved; trilateral commitment towards NRW-RP confirmed
- Plenary staff session: Status of NRW-RP shared; comments, concerns and suggestions collected; staff implication and joint dynamic maintained

**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 Report
- WASCO NRW Reduction Strategy
- Draft QMS Report
# ANNEX 2: SCHEDULE FOR MISSION 7 (AS REALIZED)

**Dates:** 10 – 20 June 2019

<table>
<thead>
<tr>
<th>Date</th>
<th>Main Activity - Description</th>
<th>Involved staff Consultant/WASCO</th>
<th>Envisaged Outcomes</th>
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<tbody>
<tr>
<td>Monday 10/06</td>
<td>Arrival - Presence Rehearsal, Key Expert COG &amp; Management</td>
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<tr>
<td>Tuesday 11/06</td>
<td>Briefing and Review and adoption of mission schedule, key focus: NWI Reduction Strategy, following-up SOPs on strategic level, establishment of the NWI-AP Planning Structure, establishment of OUP, final meeting with Head GM and Team, WASCO Steering Meeting, M&amp;E Mechanisms</td>
<td>C. Th, VC, WASCO (SOP Management Team)</td>
<td>Agreement on focus and activities for mission 7/8</td>
</tr>
<tr>
<td>Wednesday 12/06</td>
<td>Dissemination of comments on the NWI-Reduction Strategy</td>
<td>C. Th</td>
<td>Comments on Strategy draft and discussion</td>
</tr>
<tr>
<td>Thursday 13/06</td>
<td>Meeting with management team members to prepare the revision of the SOPs and WASCO Strategy Meeting with the GIZ-FbH (Vogel)</td>
<td>C. Th, WASCO Management Team (in charge of SOPs, Strategic Planning Unit, and GM GIZ-FbH), Vogel</td>
<td>Inclusion of comments on the NWI-Reduction Strategy</td>
</tr>
<tr>
<td>Tuesday 18/06</td>
<td>Parallel discussions and final preparation of the WASCO Strategy Meeting</td>
<td>C. Th, WASCO (Strategic Planning Unit)</td>
<td>Final preparation of the WASCO Strategy Meeting</td>
</tr>
<tr>
<td>Wednesday 19/06</td>
<td>WASCO strategy meeting with key stakeholders on site (Vogel)</td>
<td>C. Th, WASCO (Strategic Planning Unit)</td>
<td>Final preparation of the WASCO Strategy Meeting</td>
</tr>
<tr>
<td>Thursday 20/06</td>
<td>Arrivals consultants</td>
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</tbody>
</table>
ANNEX 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 Consultant inserted a number of suggestions and comments in the document, which are taken into consideration by the Strategic Planning Department in charge of the Strategy.

The major comments are:

- In Chapter 1 Introduction, refer to the wider context of WASCO’s Strategic Plan 2019-2023:
  
  “To achieve this, WASCO’s Strategic Plan 2019-2023 identifies 5 strategic areas:

  SI 1. Reduce Non-Revenue Water
  SI 2. Ensure the Resilience of all Infrastructure
  SI 3. Enhance Customer Service Delivery
  SI 4. Enhance Operational Efficiency
  SI 5. Develop a High-Performing Workforce”

- In Chapter 2 Background, integrate the SWOT analysis and the conclusions deriving from that analysis. The chapter looks at NRW-Reduction from an abstract scientific perspective. It is suggested to contextualize the chapter (St. Lucia, WASCO), possibly add arguments coming from other perspectives (Board, GOSL, customers) and of course from the SWOT analysis.

- In Chapter 3 SWOT Analysis, think about the possibility to have the SWOT-Analysis as a separate document. In that document, include conclusions for the strategy. Put only the major findings and these conclusions in the strategy. Revise the definition of the four SWOT categories. Check definitions e.g. in mindtools.

- Still in Chapter 3 SWOT Analysis, the categories are sometimes mixed up. For instance, “Opportunities exist for external funding of some NRW initiatives” is an opportunity and not a strength. On the other hand, “Inadequate compliance with SOPs and technical standards leading to poor operation of the water system” has to be categorized as an internal weakness being at the origin of the Consultancy.

- In Chapter 4 Mission, Vision and Objectives of Wasco’s NRWRS, the Vision of WASCO should be spelt out. A strategy translates Mission, Vision and Value system of the organization into a workable approach on how to accomplish or achieve that. In management terminology, strategy has no own vision or mission, but objectives and sub-objectives. The objective to reduce NRW to 25% within 5 years possibly needs sub-objectives to concretize.

- In Chapter 5 Strategic Activities, the activities listed should recognizably refer to the results and conclusions of the SWOT analysis (whether that analysis is part of the document or not). In the tables of this chapter, consider listing the activities by actor as well. Furthermore, a first Champions’ Team Meeting could identify the responsible actor by activity (who is responsible and who is “only” supplier of input).

- In Chapter 6 Implementation Approach, mention the objectives of the pilot phase. Put some notes on up-scaling of the pilot (PIZ) in this strategy (up-scaling by area, by technical field,
by low-hanging fruits, a combination?) Ensure that the strategy doesn’t get stuck in piloting. Put reflection and harvesting of lessons learned in the PIZ in 7.0 Timeframes.

- In Chapter 7 Timeframes, identify responsible actor by activity. Elaborate a table with activities (responsible and supplier of input) by Department. Elaborate the Operational plan 2020. Hold a Champion Team meeting to approve more detailed workplans that follow a harmonized format.
- In Chapter 11 Water Audit, elaborate on the right timing, i.e. what is the time when you count to have reliable data in the selected PIZ making an Audit process worthwhile. How to include the PIZ learnings in that Audit?

ANNEX 4: FIRST IDEAS ON A JOB DESCRIPTION FOR THE NRW-RP’S COORDINATOR

Position of the NRW Programme Coordinator (Coordinator)

The NRW-Reduction Strategy establishes a specific organizational arrangement for its implementation. The model likely to be applied is the second option, in which a NRW Programme Coordinator (Coordinator) is responsible for 4 technical experts that are directly under his/her supervision. These technical experts interact with their respective counterparts (focal points) in the competent Departments. The Coordinator reports to the NRW Reduction Champion Team, which is composed of the Directors of the same four Departments.

Option 2

![Organisational Arrangement for Implementation of NRWRS - Option 2](image)

Figure 6: Organisational Arrangement for Implementation of NRWRS - Option 2

In this approach, the NRWPC is responsible for the day-to-day coordination of activities in accordance with the approved NRW Annual Work Plan. Also, the NRWPC will have the overall responsibility for monitoring and evaluation of all components of the NRWRS. The NRWPC,
however, works closely with Focal Points in the areas of CS & Metering, Hydraulic Engineering, Network Management, and GIS. These focal points are located within their respective departments and serve as champions and liaisons between their respective departments and the NRWPC. Each Focal Points will also coordinate the implementation of NRWRS actions within their respective departments.

1. Function / Justification of the Position

In its current Strategic Plan (2019-2023), WASCO has identified 5 Strategic Initiatives as follows:

SI 1. Reduce Non-Revenue Water
SI 2. Ensure the Resilience of all Infrastructure
SI 3. Enhance Customer Service Delivery
SI 4. Enhance Operational Efficiency
SI 5. Develop a High-Performing Workforce

The first priority of the Strategic Plan is the reduction of NRW. A corresponding NRW-Reduction Strategy describes in detail the reasons and objectives to develop and implement the strategy, the areas of intervention (strategic activities), the key operational activities and the actors involved in WASCO as well as the timeframe for these same activities (detailed for 2019).

This Strategic Initiative is key to the improvement of managerial and operational performance, cross-cutting in nature, and, therefore, complex in nature. An inter-departmental cooperation is key to the success of the Strategic Initiative. This complexity requires a project setting, which focusses the attention of the actors involved on this critical issue and mobilizes resources supplementary to the routine operations. NRW-Reduction being a tremendous effort in the beginning, is bound to bring about a dividend in return and will require continuous attention and hence resources even beyond the accomplishment of the Strategic Initiatives mid-term objectives.

2. Organisational Embedding of the Position

The Coordinator has disciplinary leadership (directly subordinated) over 4 positions:

- A Customer Service and Metering Expert
- A Hydraulic Expert
- A Network Management Expert
- A GIS Expert

The Coordinator reports to the NRW Reduction Champion Team, which is composed of the Directors of the competent four Departments.

The salary grouping of the Coordinator is …

The Coordinator deputises the …(function)

The Coordinator is deputised by …(function)
The Coordinator has the following authorities: …

### 3. Tasks of the Coordinator

#### NRW Reduction Strategy:
- To ensure that the NRW Reduction Strategy is well aligned to the other 4 Strategic Initiatives spelt out in WASCO’s Strategic Plan
- To finalise and continuously update the NRW Reduction Strategy
- To communicate the Strategy internally (Management Team, staff) and externally (Board, stakeholders, media, …)
- In concertation with the stakeholders, develop the strategic approach of upscaling the NRW Reduction Programme country-wide

#### NRW Reduction Programme:
- To concretise the strategy by ensuring that operational plans are being elaborated in a harmonized manner
- To ensure alignment of the operational plans
- Jointly with GM and the Management Team, follow up on the elaboration and continuous improvement of the SOPs in the area of NRW Reduction
- With the responsible Managers, follow up on the implementation of the activities defined in the NRW Reduction Programme
- With the responsible Managers, take preventive and corrective measures to ensure the smooth implementation of the NRW Reduction Programme

#### Leadership:
- Provide orientation to the 4 experts in his/her team
- Ensure smooth operations in the team
- Establish an internal reporting mechanism in the team and follow up the team’s operations accordingly
- Establish and continuously improve all other internal processes necessary to accomplish the team’s mission (own SOPs)
- Develop and implement a Human Resource Development Plan for the team members

#### Communication:
- To link the operational level of WASCO with the NRWRP represented by the Champion Team
- To transfer, in a summarized form, all necessary information and updates from the operational level to the Champions Team
- To convey all strategic orientation and decisions of the Champion Team to his/her technical experts and ensure their transfer to the operational level in the respective Departments
- To collect all information from the operational level in harmonized formats and summarize them for forwarding to the Champion Team (key messages, need for action or decision, major breakthroughs or impediments, …)
- Ensure smooth cooperation between the team’s experts and the focal points in the respective Departments and intervene in case of blockage
- To organize inter-departmental communication spaces for concertation of activities and clarification of interfaces
- Consult regularly with the Strategic Planning Department on the evolution of the NRW Reduction Programme
– Take part in the Management Team meetings
– Establish relations with external stakeholders linked to the NRW Reduction Programme
– Ensure visibility of the NRW Reduction Programme in the media (incl. social media) and towards civil society, private sector and government institutions

**Learning:**

– Create and facilitate adequate learning spaces for the actors in the NRW Reduction Programme and ensure documentation of lessons learned
– Facilitate integration of lessons learned in the SOPs
– Promote and follow up the challenge of upscaling from the level of the Project Implementation Zone (PIZ)
– Integrate the documented lessons learned in a strategic approach of upscaling the NRW Reduction Programme
– Make suggestions with regard to NRW Reduction-related HRD to the respective Departments

**Finances:**

– Elaborate the team’s annual budget proposal
– Administer the actual annual budget
– Actively seek for external funding in support of the NRW Reduction Programme

**4. Qualification required for the position**

– ...