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## The Water Impact Guidebook

Capacity Development to Enhance Commercial and Technical Management in Water and Wastewater Utilities

Nancy Barnes, Ernst Döring, Thomas Petermann et al.

Free Booklet



on behalf of

BMZ



Federal Ministry for Economic Cooperation and Development



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### >> Registered offices:

Friedrich-Ebert-Allee 40  
53113 Bonn, Germany  
T +49 228 44 60-0  
F +49 228 44 60-17 66  
E [info@giz.de](mailto:info@giz.de)

Dag-Hammarskjöld-Weg 1-5  
65760 Eschborn, Germany  
T +49 61 96 79-0  
F +49 61 96 79-11 15  
I: [www.giz.de](http://www.giz.de)

### >> Responsible:

- > Thomas Petermann, GIZ MENA WANT Programme, Eschborn
- > Ernst Döring, GIZ Water and Wastewater Management Programme, Egypt

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# Welcome



This booklet will help you to decide whether the «Water Impact Guide-book» can be helpful for you and your work.

Do you think that capacity development can help you and your organization do a better job? Then you will certainly find ideas that will be useful. You will also find ways to learn more.

If you are curious about how your water sector operates, you may want to read the chapters in the **Enabling Environment** module. There you will find chapters on governance, water integrity, water sector framework, sector management and regulation.

Maybe your organization struggles every day and there is a lack of cooperation and management efficiency. Maybe things are always difficult and people are just not getting the work done that you need them to do. If this is the case, you may find good ideas in the **Organization Development** module.

Perhaps you work with good, decent people but they do not know how to behave and work effectively. They try hard, but they do not succeed. The **Human Behavior** module offers ideas for good behavior – from Doing a Good Job to Team Building to Meeting Participation and Leadership.

Perhaps you are curious about how things are done elsewhere or about commonly accepted good practices. You may wonder what it takes to have a good Human Resources Department or how to control Non-Revenue Water. The **Good Practices** module offers chapters covering a number of management and technical topics.

The next page will present you the full overview in the Table of Content.

# The Water Impact Guidebook

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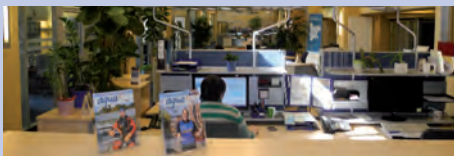
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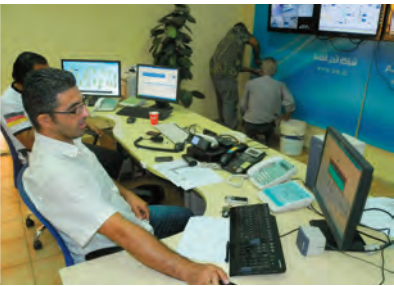
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The Cycle of Urban Water Supply and Wastewater Treatment: From the source to the water production...





...and to the consumer. From the customer to wastewater treatment ...and back to the river.

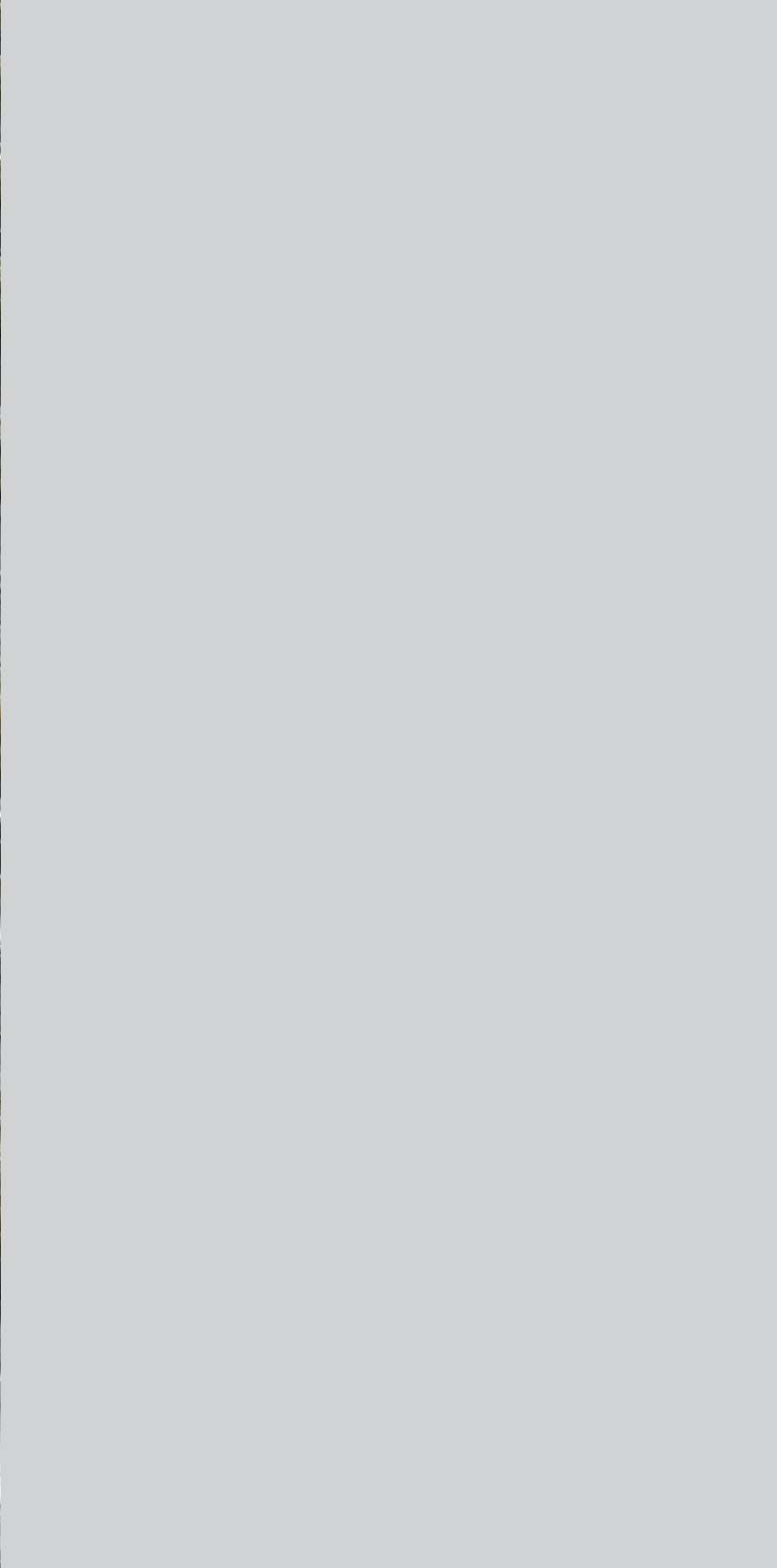






# Introduction





# Introduction to

“A journey of a thousand miles  
begins with a single step”<sup>(1)</sup>

## I. HUMAN POTENTIAL

This Guidebook is written by people in the Africa and Middle East North Africa (MENA) regions – for people in these regions and elsewhere in the water sector.

Our intent is to unlock the potential of people and organizations – our definition of Capacity Development.

## II. WELCOME TO THE JOURNEY

Every day – all over the world – people ask themselves what it takes for organizations to consistently and effectively provide goods and services to their customers. This is especially true when it comes to organizations that provide water services.

Three things are for sure:

1. Every person on this planet needs water every day and each of us gets it in some way – although it is easier for some than it is for others.
2. Quality water is essential for public health and the health of the environment. In some places, water quality is better than in other places. Poor quality water that makes people sick, or harms the environment prevents people – and countries – from prospering.
3. The challenge of providing reliable water services grows every day as more and more people join us on this planet.

How shall we meet these challenges and face these realities? There are so many answers – financial, technical, managerial, political and social. It is probably fair to say that we have often depended too heavily on technical solutions and infrastructure. We are starting to understand that this is not enough. No one solution will make everything work well.

The ways in which we manage water sectors or water utilities are a part of the solution – and the skills and motivation of people can make the difference between success and failure.

This IMPACT Guidebook is a contribution to the body of knowledge of how to establish, improve and maintain effective organizations – especially those in the water sector.

In a lot of places, people have what they need to do a good job but nothing changes. Why? Perhaps they do not know how to proceed. But this is a barrier than can be overcome with a little initiative and the belief that you can do it. And then, all you have to do is to “start the journey”.

## Additional Exercises & Resources

A lot of chapters in the Guidebook refer to exercises and resources. These files are available for free from the website <http://www.water-impact-guidebook.net>. This place offers as well the e-Book versions of the Guidebook. In the section «Continuous Improvement», you’ll find corrections and amendments made after the publication of the printed edition plus other additions, up-to-date case studies and comments from other readers.

You are welcome to join us!

### III. THE STORY OF THE IMPACT GUIDEBOOK

The story began in 1997 when GTZ<sup>[1]</sup> and Jerusalem Water Undertaking (JWU) in the Palestinian Territories started the organization development process. The time, effort and enthusiasm that JWU employees applied are unforgettable. Sometimes, we spent days working on one topic, discussing until we all agreed. Sometimes there was controversy but it usually led to a better result.

With GTZ support, we compiled our ideas and examples into *Jerusalem Water Undertaking: A Challenging Experience in Organization Development – A Guidebook* which GTZ and JWU published in 2003. Since then, the Guidebook has been intensively used in Palestine, neighboring countries, Sub-Saharan Africa and Latin America (Spanish version available) to assist policy makers in the process of water sector reform and to guide senior staff in the process of commercialization of water utilities.

In 2009, some chapters of the Guidebook were transformed into the new e-learning format. The two GIZ human capacity development programs “MENA WANT”<sup>[2]</sup> and “WAVE” offered “basic” and “advanced” e-courses on organizational development in water and wastewater utilities to senior and mid-management staff of water utilities, regulators and other water sector actors.

Since the original guidebook was published in 2003, thinking has evolved about how to build and sustain strong organizations. Capacity Development is now the term used to describe what it takes to do this. More and more, people are coming to believe that Capacity Development is an important part of improving organizations and water sector performance.

GIZ decided in 2010, to update and amend the original guidebook accordingly. The new guidebook was renamed to become “The Water Impact Guidebook” to illustrate that we want to achieve an IMPACT through capacity development in the water sector.

Amongst other updates, the chapters on legal, political, institutional and policy framework in which water and wastewater utilities provide their services to people were substantially amended, and the chapters on good prac-

tices in technical and commercial management of utilities were considerably enlarged. At the same time, the authorship became more international with water specialists and trainers across the Near East, Maghreb and eastern and southern Africa, and international water experts who assisted in the peer review. This process creates ownership, fosters commitment and is an act of enablement - or capacity development - on its own with immediate benefits to all trainers, resource persons and eventually the participants of ongoing GIZ training activities in the water sector.

### IV. WHAT IS CAPACITY DEVELOPMENT?

To us, it is all about UNLOCKING HUMAN AND ORGANIZATIONAL POTENTIAL by:

- Creating an enabling environment
- Giving people compelling reasons to act and
- Supporting them with the knowledge, skills, tools and resources they need to succeed

Looked at from this viewpoint, Capacity Development includes:

- A. Enabling Environment at the sector level
- B. Organization Development
- C. Effective Human Behavior and
- D. Good Practices

This viewpoint underlies this IMPACT Guidebook, building on the organization development and continuous improvement ideas in the original guidebook.

### V. DOES THIS GUIDEBOOK APPLY TO YOU?

You may be the Minister of Water or Chairman of the Board. You may be a Chief Executive Officer or a Department Manager. You may be an aspiring entry-level manager.

You may head up a volunteer organization or a commercial enterprise. You may be a utility manager or a newly appointed official. You may work for a donor agency, a government agency or a consulting firm.



If you want to do a better job, you can find ideas in this Guidebook to do that. We know this to be true – ever since the original guidebook was published many of us have used it as a reference and a source of examples.

#### Abbas and the 300

One day, Abbas found Nancy, the original author of the JWU Guidebook in a conference center in Dar es Salaam. He told her about how he found himself in a new position. On the first day, 300 people came to him to ask what they were supposed to do. Abbas used the Guidebook to organize these 300 people and delegate to managers who reported to him. Abbas used the Guidebook exactly as we all originally hoped it would be used. It was a special moment.

#### Arthur in Bangladesh

Arthur was a consultant for Asian Development Bank. He was employed to propose a new organization for a new water utility in Khulna, Bangladesh. Referring to the guidebook he was able to propose some options for organizational development and management. After discussion, stakeholders chose to implement one of these options.

#### Jackson in Babati, Tanzania

Jackson discovered the Guidebook on the desk of a utility manager and bought it from him at his own expense. He then applied the book to build up the new water and sanitation authority in Babati, which is now well established and running.

## VI. SPECIAL CONSIDERATIONS

This Guidebook is written using water organization examples. However, many of the basic concepts in each chapter apply in any organization.

This Guidebook is not a scholarly attempt. It is intended as an introduction to the topics, giving sugges-

tions for learning more. There are entire books devoted to some of the topics in this Guidebook.

We have tried very hard to put together a guidebook that many people will find useful. We have put our hearts and our minds into this effort. You may not always agree with us. The examples may not be perfect for you. The ideas and examples are here for you to consider, modify and use, as you wish. There is no one solution that will fit every problem in every location.

This Guidebook does not provide solutions for all of the challenges you may encounter to enhance commercial and technical management practices in water and wastewater utilities and it does not promote blueprint solutions. This Guidebook does offer a way to look beyond your workplace to improve your knowledge and skills and find ways to improve.

## VII. PLEASE NOTE

Our apologies to the ladies: for the sake of crisp and clear language in this guidebook, we have used the male gender. We recognize the contributions that women make to organizations every day. We know that there are many competent women managers all around the world and we salute you!

## VIII. ACKNOWLEDGEMENTS

This “Water Impact Guidebook” was initiated by the following GIZ programmes, commissioned by the German Federal Ministry for Economic Cooperation and Development, BMZ:

- The GIZ capacity development programmes, “MENA WANT” and “WAVE/WAVE+”, implemented in the MENA region and in Africa (see “<http://www.mena-water.net>” and “<http://www.wave-water.net>”)
- GIZ Water and Wastewater Management Programme in Egypt
- GIZ Support to the Water Sector Reform in Tanzania

The Impact Guidebook would not be possible without the efforts of numerous water specialists and practitioners. Most of them are acknowledged in the following section, although many others contributed indirectly during lively discussions with their ideas and examples. Most important were the outstanding skills and never-ending commitment of **Nancy Barnes**, a dedicated water expert, practitioner, trainer and accomplished writer. She developed the overall concept jointly with the GIZ programme managers, was the principal author of many chapters, guided others in writing their chapters, and finally she contributed her time and efforts to edit all chapters and put the entire puzzle together.

Because this Guidebook is based on the original one published in 2003, we must acknowledge the contribution of the Jerusalem Water Undertaking (JWU) Board of Directors and its staff who developed and implemented many of the concepts in the Organization Development section. Namely, the former Managing Director **Abdelkarim Asa'd** was instrumental not only in drafting and editing many chapters but also in implementing a good part of the book within the JWU. He enriched the book with extremely valuable lessons-learned and practical examples.

The major contributors to this Impact Guidebook 2012 are as follows:

#### Main Author and Editor



Nancy E. Barnes, USA,  
with permission from her  
employer, CH2M HILL.

#### GIZ Water Programme Managers and Co-Authors



Thomas Petermann, GIZ  
Germany



Ernst Doering, GIZ  
Palestine, Tanzania and  
Egypt

#### Co-Authors



Abdelkarim Asa'd  
Palestine



Kibuchi Kihara  
Kenya



Fred Lerise  
Tanzania



Ison Simbeye  
Zambia



Cornelia Becker  
Germany



Francis Anyango Okubo  
Kenya



Dennis Mwanza  
Zambia



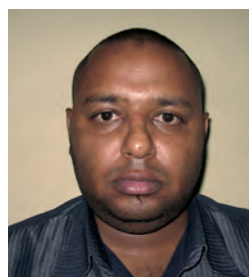
Dirk Pauschert  
Germany



Ruhiza Jean Boroto  
South Africa



Patricia Hotchkiss Bakir  
Jordan



Abbas Muslim Pyarali  
Tanzania



Arthur McIntosh  
Australia



Jan Janssens  
Switzerland



Mostafa Biad  
Morocco



Peter Njaggah  
Kenya



Juergen Wummel  
Germany

### Peer Reviewers

## Other Contributors



Joumana Al Ayed  
Jordan



Neeven Abdel  
Rahman, Egypt



Johannes Lohaus  
Germany



Glen Daigger  
USA



Chola Mbilima  
Zambia



Arwa Humaidi  
Yemen



Tom Mollenkopf  
Australia



David B. Brooks  
Canada



Philip Giantris  
Albania



Malika Belkouadssi  
Morocco



Christopher P.N. Woodcock  
USA



Rosemary Nakaggwa  
Uganda

**Contributions made also by:** The National Water Company of Saudi Arabia: Diego Lucente, Alberto Jimenez, Mohammed Al Serahi and Shouki Hameed, Kenneth Chense, Zambia and Tarek Zureikat, Jordan

## References

[1] Note: GIZ – Deutsche Gesellschaft für Internationale Zusammenarbeit was established in January 2011 with its headquarters in Eschborn and Bonn, Germany. GIZ is a merger of three German organizations engaged in development cooperation: GTZ – Deutsche Gesellschaft für Technische Zusammenarbeit, InWEnt – Capacity Building International and the DED – German Development Service.

[2] MENA WANT is a human capacity development (HCD) programme with regional training and dialogue activities, implemented by GIZ with the regional Arab countries water association ACWUA. WAVE is a similar HCD programme, implemented by GIZ with water sector organizations in Kenya, Uganda, Tanzania and Zambia.