

Management Options

Session 2 :Tools

Module 6 Session 2

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This Session Covers

- Dimensions of Institutional Appraisal
- Tools for Institutional Appraisal
- Elements of Institutional Development



Institutional Appraisal

- First stage considers institutional arrangements for wastewater management service planning and delivery.
- Second stage looks at internal environment and functioning of organisations.



Focus for Institutional Appraisal

- **Water and Wastewater Sector** including regional allocation of water, pricing, allocation responsibilities between institutions, government policies, strategies and regulation, service levels, cost recovery, performance against indicators, private sector participation, climate for change.
- **External Environment** including social, economic and political environment, government policies, employee conditions, scope for private sector involvement, absorptive capacity.
- **Institutional Appraisal** including performance, commercial and consumer orientation, management and administration, organisational culture, availability of financial resources, priorities for improvement.
- **Community Organisations** demand for services, capacity and willingness to recover costs, representation of community groups and linkages with government/utilities

Tools for Appraisal

- Tools for appraisal include:
 - Organisational Structures
 - Activity and Responsibility matrices
 - Assessment of subsidies
 - Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis
 - Key performance objectives and indicators
 - Financial objectives and indicators

Details in DFID Technical Note No.14 (1995)

Guidance manual on water supply and sanitation programmes
DFID 2000

<http://www.lboro.ac.uk/well/gm/contents.htm>

Elements of Institutional Development

- Sector policy development and regulation
- Structural and organisational development
- Human resource development
- Management development
- Systems and procedures
- Physical and financial resources.



Human Resource Development

- To introduce new approaches such as decentralised wastewater management skills analysis, training and orientation is required.
- A successful strategy needs to address the *content* of different institutional changes and *process* of change, good facilitators and change managers are required.



Management Development

- Management Training can be an important part particularly when linked to new systems.
- Pro-active problem analysis can be an effective start to a Management Development Strategy.
- Staff incentive structures are important – job satisfaction, conditions of service, working environment.



Management improvements - systems and procedures

- Effective introduction of new systems and procedures need to be developed with staff. Common types of 'reform' systems are:
 - Management procedures for O and M
 - Billing
 - Financial Management
 - Complaints and customer services.
- Computerisation can be a useful entry point for streamlining systems – but it must follow the redesigning process – not simply add a further step in the process.



Read
session note