

GWCL LICSU 2ND WORKSHOP DRAFT FINAL REPORT

Detailed Terms of reference for the
Preferred LICSU ORGANISATIONAL
MODEL AND RESOURCE PLANNING

My coverage

- Pro Poor Service Delivery Tasks and Preferred Organizational models review
- Key LICSU Jobs and Tasks Allocated
- Resource Planning
- Human resource plan and budget implications
- Staff productivity issues

The PPSD Organizational Model choices

- The LICSU organizational model choice is to represent the best way of spreading the identified Pro Poor Service Delivery Tasks to enable GWCL as a corporate entity achieve its Pro Poor Purpose Statement collectively.
- It is based on the premise that the urban poor had been not well served and GWCL having realized that now wants to develop a new strength (capacity) to improve service to the poor.
- GWCL will do that through the establishment of the LICSU

Our Purpose Statement and Goal

- **The purpose** of the Pro-Poor Unit in GWCL is to enable the company to deliver its objectives to serve ALL urban consumers, by ensuring that the particular needs of the lower-income segment of water consumers are considered as part of policy-making, investment planning and on-going operations

Purpose and Goal contd

The goal of the pro-poor unit is to ensure increased, leading to full, coverage of water services in low-income areas and making the needed inputs into the industry Regulator's tariff considerations process to influence the achievement of a resulting tariff that is both affordable to consumers and commercially viable for the utility service provider.

Goal modified

- *(Goal as earlier expressed has been modified to meet the protests of stakeholders that GWCL is only capable of influencing, to a limited extent, tariff setting by the independent Regulator who makes the final tariff decision, and hence GWCL should not be held responsible for the RESULTING TARIFF. See First Workshop Report)*

Pro Poor Service Delivery Tasks (PPSD)

- Preparing investment plans
- Designing infrastructure/preparing projects
- Laying pipes
- Connecting customers
- Coordinating with development partners.
- Coordinating with public institutions
- Liaising with other utility departments
- Sensitizing and training utility staff
- Interfacing with water tanker operators
- Revenue Collection

PPSD Tasks

- Designing special initiatives (eg social connections, lifeline tariff, pre-paid meters)
- Preparing budgets
- Community consultations and sensitization
- Physical mapping
- Socioeconomic mapping
- Monitoring progress

PPSD TASKS (CONTD)

- Preparing strategies and guidelines
- Issuing contracts for private operators
- Training communities on operations and maintenance (O&M) of shared facilities
- Receiving and responding to customer complaints

Detailed Elements of the Preferred LICSU Organization model as per Workshop

- The first structure shown below was chosen as the preferred option at the First Stakeholder Workshop on GWCL LICSU., This was Option 5.
- It emerged as the option with the highest positive points in terms of strengths when the five responsibility assignment models (RAMs) options were subjected to a Strengths and Weaknesses analysis relative to the five given criteria (a) capacity to devote adequate time to LICSU matters (b) availability of appropriate skills mix (c) cost effectiveness (d) disruption of existing structures (e) using the existing strengths of GWCL departments and units.

Some key principles met by the choice

- The selected option recommends itself to key principles in strategic change management, and also best practice in pro poor utility practice.
- The principle of change management and shared responsibility and buy-in for successful implementation.
- Best practice hybridization and mainstreaming to avoid a short term project approach.
- Staff future career path well cut out for sustainability

The Organizational Expression of the Option 5

- The first part of the shared responsibility model structure shows the Head Office, with additional pro poor responsibilities for the Board, the Managing Director, the Head of Commercial Department, and new tasks for the newly created LICSU unit under the Commercial Department at the Head Office.

-

GWCL PROPOSED HEAD LICSU OFFICE STRUCTURE

See Word Page

Second tier

- The second part of the model shows the Regional Structure with additional pro poor responsibility given to the Regional Head, The Head of Commercial/Customer care, and new tasks for the newly created LICSU unit under the Regional Commercial/Customer care Department at the Regional Office.

See word page

Third tier

- The third part of the preferred model reveals what the new structure looks like at the District level where the real interface between the GWCL and her customers exists and the market realities of service deficiencies are obvious. As usual the District head will have additional pro poor responsibilities, and then again, new pro poor tasks will be assigned to the newly created LICSU unit directly under the District Head .

-

See word page

GWCL Option 1

A second Option to look at

- The difference is in allocation of PPSD tasks at the Head Office and the Regions.
- At Head Office, Corporate Planning provides anchor for LICSU in the Head Office to replace Commercial/Customer care in the first Option.
- At the Regional level, LICSU stands as a unit that reports directly to the Regional Head hence has equal status with the Commercial/Customer Care Unit.
- At the District the option structure is the same

See Word page for GWCL Option 1

- Head Office
- Regions
- Districts

Staffing Needs

- Total dedicated staff needs at
- Head Office level --5
- Regional level ---4
- District level ---10 (5 artisans are to be co-opted from Distribution – ready on call) These 5 will not have their salaries added to LICSU budget.

RESOURCE PLANNING

- Technology needs
- Human resource needs
- Financing needs – capex and working capital for operational needs

Human Resource Budget

- Obtained by using the HR plan and the existing job grades and salaries attached

The Challenge of Productivity and Budget Implications

- Staff per 1000 connections is key.
- For GAMA and Kumasi urban poor together future pro poor service improvement demands for 60,000 connections each year for next 15 years. (Assuming population growth and urbanization remain zero)
- Staff output and efficiency key issues.
- the need for lean and mean budgeting for LICSU in the light of financial constraints