



Name	Adrian Wilson	Organisation	AJ Wilson and Associates International
Qualifications	B Sc. Civil Engineering, Natal University 1978 Professional Engineer 1983 Chartered Engineer 1984 Master of Business Leadership, University of South Africa 1991		
Country Experience	South Africa, Ethiopia, Botswana, Namibia, Mozambique, Zambia, Tanzania, Lesotho, Malawi	Position	Institutional Development and Strategic Management Specialist

Summary of experience

Adrian Wilson is the Managing Director of WAI. He has over 30 years' experience in the water industry. His particular skills lie in the areas of business analysis and feasibility studies, strategic management, institutional development, project/programme management and policy work. He has both a degree in civil engineering and a Masters in Business Leadership (MBA). He is a member of a number of local and international professional institutions and associations and is a Chartered and Professional Engineer. Adrian has worked extensively in the public, parastatal and private sectors. During this time, he occupied a range of positions in middle and top management. His portfolios included operational management, planning and strategy and corporate services. At the beginning of 2000, he started his own management consulting company, AJ Wilson and Associates International (WAI). Since that time, he has been involved in a range of projects in various sectors, including water, local government and tourism, normally in the role of project leader of multi-disciplinary teams.

In addition, the following areas of experience are of particular importance:

- Extensive experience of strategic and policy level work, both locally, nationally and internationally
- Substantial experience of working on institutional development and support assignments with a range of institutions in both the water services and water resources sectors.
- Extensive experience on holistic business analysis assignments such as due diligence assessments and development of organisational business plans.
- Extensive experience on the facilitation of strategic plans and strategic realignments.
- Extensive experience of working on the design and establishment of Catchment Management Agencies.
- Good experience of working with Water User Associations.
- Very good experience on infrastructure master plans.
- Extensive experience of a range of diverse planning, feasibility and pre-feasibility studies.
- Extensive experience of working with grant and donor funded programmes.
- Experience in a range of Southern African countries.
- Very good experience of SWAP, including highly participative and collaborative approaches.

Employment history

2000-	Managing Director, AJ Wilson and Associates, South Africa
1995-2000	Director of Corporate Services, Umgeni Water, South Africa
1989-1995	Corporate Planning Manager, Umgeni Water, South Africa
1981-1989	Water and Sewerage Section, Civil Engineer, Chief Water and Sewerage Engineer, City of Pietermaritzburg, South Africa

Selected projects

SADC Countries: Mid Term Review of the Regional Strategic Action Plan for SADC

Adrian was the Institutional Development and Management Expert on a team that carried out the Mid Term Review (MTR) of the Regional Strategic Action Plan for water for SADC. The objectives of the MTR were to assess the progress made with the implementation of RSAP 2, to learn from and build on the processes that

were initiated and secure its focussed implementation. A large component addressed international shared river basins.

South Africa: Strategic Support to the Masibambane Programme in 6 Provinces

Adrian was involved in the development of a strategic framework and master plan for development of water services in the Eastern Cape to be implemented via a 3 year rolling programme. It included the integration of European Union and South African government funding in a R880 million programme known as a Multi Annual Action Plan (MAAP). It incorporated a wide range of interventions including infrastructure projects, institutional support, information systems, capacity building, health and hygiene awareness, sustainability assessments and procurement. Adrian's role was to facilitate the development of the programme and provide an ongoing strategic support service. In the implementation phase, the MAAP subsequently became known as the Masibambane programme and was extended to all 9 provinces. Adrian was subsequently involved in a number of follow up appointments to provide strategic support to 6 of the 9 provinces. Institutional support to both DWA and local government was a key component, including independent expert review of Section 78 assessments.

South Africa: Development of the Proposals for the Establishment of Catchment Management Agencies in KwaZulu Natal

Adrian undertook a situational assessment, process design and stakeholder interaction and capacity building. Subsequently a formal Proposal (as required by the National Water Act) was written which incorporated institutional, organisational, financial, human resource, governance and technical components. This was developed throughout in a highly participative way with significant stakeholder input.

South Africa: Development of a National Water Services Provider Support Strategy

Adrian advised the South African Department of Water Affairs on how to address the huge task of how to provide support to numerous municipalities around provider (water retail) issues. It was an extremely strategic piece of work as the country attempted to get to grips with some enormous challenges with respect to water supply sustainability. Adrian was subsequently involved in hands-on WSP support work.

South Africa: Development of a Water Allocation Toolkit

Adrian undertook this work for the Department of Water Affairs via DFID funding. Its objective was to develop practical tools to give effect to water allocation reform in South Africa in line with the requirements of the National Water Act.

South Africa: Gauteng Water for Growth and Development

This initiative commenced in 2008 and addressed the rollout of the flagship programme of the then Minister of Water Affairs in the Gauteng province. Adrian developed a workable strategy and implementation programme.

South Africa: Amatola Water Transformation Process Plan

Adrian advised on this assignment which was to develop a plan for strategic realignment and thereby enable the organisation to move from a regional water utility to a provincial one. The work incorporated a broad business and strategic analysis including organisational culture, a customer survey, industry analysis, financial modelling and scenario planning.

South Africa: Team Leader, Enhanced Local Government Support Approach (ELGoSA)

Adrian was the team leader for ELGoSA from December 2010 to its completion in March 2012. It involved a review, from first principles, of Department of Water Affairs' (DWA) approach to local government support following a request for this by the DWA's Minister in late 2010. The scope was very broad, incorporating elements such as skills development, water resources planning and development, regulation, institutional reform and a package of interventions designed to strengthen municipal WSPs. Key deliverables included a Concept Note (which was signed off by the Minister), development of a Funding Bid and the design of a number of new support interventions. The Funding Bid addressed the support needs for a national programme to support municipalities over a period of 3 years. It was developed via an interactive and consultative process and submitted to National Treasury.

South Africa: Programme Management of the Emergency Response Facility (ERF) and the Rapid Response Unit (RRU)

Adrian was involved in designing the ERF from inception in January 2010 and programme management thereafter. It was initially designed to address regulatory crises in municipalities and achieve quick wins. Subsequently this evolved into the RRU, with a much bigger mandate incorporating proactive, programme support and disaster management interventions and this became a priority project for the Minister of Water Affairs. Adrian drafted both Concept and Implementation notes and the latter was signed off by the minister. Adrian co-programme managed the RRU and oversaw massive expansion from less than ten projects in April 2011 to over 100 by the end of March 2012. Subsequently the Department of Water Affairs made the decision to establish 9 provincial RRUs. Adrian is currently providing strategic support to two of them.

South Africa: Development of Water User Associations (WUA) Business Plans

Adrian was part of the Team that worked on the development of business plans for 56 WUAs (irrigation boards) across South Africa, as required by the National Water Act. Adrian was a team leader in the Northern Cape and a team member in Kwazulu Natal. The business plans are comprehensive in their content



incorporating human resource, strategic, financial, asset management, transformation and performance management components. The WUAs are enormously diverse, necessitating a flexible and creative approach.

South Africa: Review of Water Board Tariff Increases

Part of a team led by Pegasys that was involved on an assignment to look at proposed water board tariff increases in early 2013. The client was SALGA and the objective was to assess whether the increases were well motivated and what impact they would have on local government? The analysis was primarily financial, with some technical components and included analysis of key ratios, balance sheets, income statements and capex planning.

South Africa: Development of the Business Case for the Mzimvubu to Tsitsikamma Catchment Management Agency

This project was undertaken for the Department of Water Affairs in the Eastern Cape. The purpose was to develop a holistic, well-motivated business case, which can thereafter be submitted to the Minister of Water Affairs and National Treasury. Once this is accepted, it will lead, in due course, to the formal establishment of the new Catchment Management Agency. It included financial, technical, organisational, legal and other elements. The process also included a major stakeholder consultation process.

South Africa: Due Diligence Assessment for the Southern Regional Water Utility

A request was issued by the Minister of Water Affairs to carry out a so-called "Due Diligence Assessment" for the proposed Southern Regional Water Utility (SRWU) within a very brief timeline. Adrian was the team leader for the project. The project produced a high-level strategic business case in order to respond to the terms of reference set out by the Department of Water Affairs. The proposed Water Utility is intended to serve the entire Eastern Cape province, much of which has suffered from lack of water services infrastructure, as well as numerous operational changes with existing infrastructure. It required assessments of province-wide water resources, potable water and wastewater infrastructure, the socio-economic context, water quality, as well as the role of and requirements for a regional water utility. It included strategy, governance aspects, organisation and legislation, transfer of assets and staff, financial viability, risk analysis, stakeholder relationships, and plans for addressing poverty and inequality.

Zambia: Development of A Framework and Workplan to Operationalize the Mtendere SCAP (Sanitation Connection Action Plan)

It addressed the provision of sanitation to a peri-urban area of Lusaka, known as Mtendere. The project was very unusual because it addressed water borne sanitation to a relatively low-income area. It was part of a Compact between the Zambian and USA Governments addressing a wide range of water and sanitation projects in Lusaka. The purpose of the assignment was to develop a Marketing and Hygiene Education Strategy, design a loan scheme (micro finance facility), develop low cost technical options and determine the institutional impacts on the responsible institution; Lusaka Water and Sewerage Company. The project required extensive consultation and five different workshops to assess different issues and options. It required the use of creative and innovative thinking because of the unusual nature of the project. Mr Wilson was the team leader of a multi-disciplinary team of four.

Zambia: Preparation of LWSC Sustainability Agreement Baseline Indicators and Annual Technical Audit

The purpose of this consultancy was to assist in the successful implementation of the Sustainability Agreement by monitoring the improvement in the utility performance brought about by the development and commissioning of new and improved infrastructure. The services included extensive data collection, site visits and inspection of wastewater and water systems and the development of a system of performance indicators for assessing technical and operational performance. WAI provided the specialist financial input to the project. They were therefore responsible for the design and compilation of the financial indicators section in the Baseline Report. The same role has continued into the annual audit phase of the project, with WAI carrying out the assessment of performance against indicator targets.

Zambia, Tanzania, Mozambique: Study on the Role of Regulation in Improved Water Services Management in Southern Africa

The presence of an independent regulator is broadly accepted both in Southern Africa and internationally as constituting best practice. Some countries such as Mozambique, Zambia and Tanzania, have had an independent regulator in place for a number of years already. The terms of reference of the study gave an overall objective as follows: "To present empirical evidence of the establishment and track record of regulatory authorities in the region, identify and make comprehensive analysis and come up with realistic strategic recommendations to

countries that are on the path to operationalizing or considering establishing a regulatory regime.” The study involved visits to each of the three countries. During these visits, interviews were conducted with a broad range of stakeholders including government institutions, the private sector, NGOs, ICPs and with staff of the regulators. Further information was gathered on the functioning on the water and sanitation sectors in each of the countries and the work of the regulators. Following this, information gathered during the interviews and the literature search was analysed and a report on each country was drafted. The final Study Report was drafted and submitted to the client incorporating a synthesis of the results from the three countries. It will be used in due course as an information and discussion platform at a meeting of government officials from all Southern African countries.

**Zambia, Mozambique, Tanzania, Malawi: CRIDF (Climate Resilience Infrastructure Development Fund)
– Due Diligence Assessment of Water Services Utilities**

Adrian's role included inputs into the design of the process, interaction with stakeholders, active participation in interviews, analysis of findings and compilation of the final reports for each project. The assignment required in-depth understanding of utility functions and an assessment of the capabilities of each water utility involved. Primarily Adrian's work involved carrying out institutional assessments of the water and sanitation utilities that will ultimately be responsible for implementing and operating CRIDF infrastructure projects. These assessments, though high level, are holistic in nature and incorporate the assessment of the legal and policy context, institutional design, governance, strategic management, financial management, human resources, organizational design, asset management and customer management elements.