Mykolaiv Water Hub

# Water Leaders Course

National University of Water and Environmental Engineering

Newcastle University

University of Maryland

FUNDED BY

European Bank
for Reconstruction and Development

# Module 7: Management

## Video 1: Management and Planning

Managing water services is one of the most demanding responsibilities in public administration. Water managers must balance technical engineering and infrastructure decisions while operating within a changing political landscape

This video introduces the core tenets of successful management and how to apply them. Getting these foundations right is the difference between a water sector that rebuilds stronger and one that rebuilds reactively, without clarity or coordination.

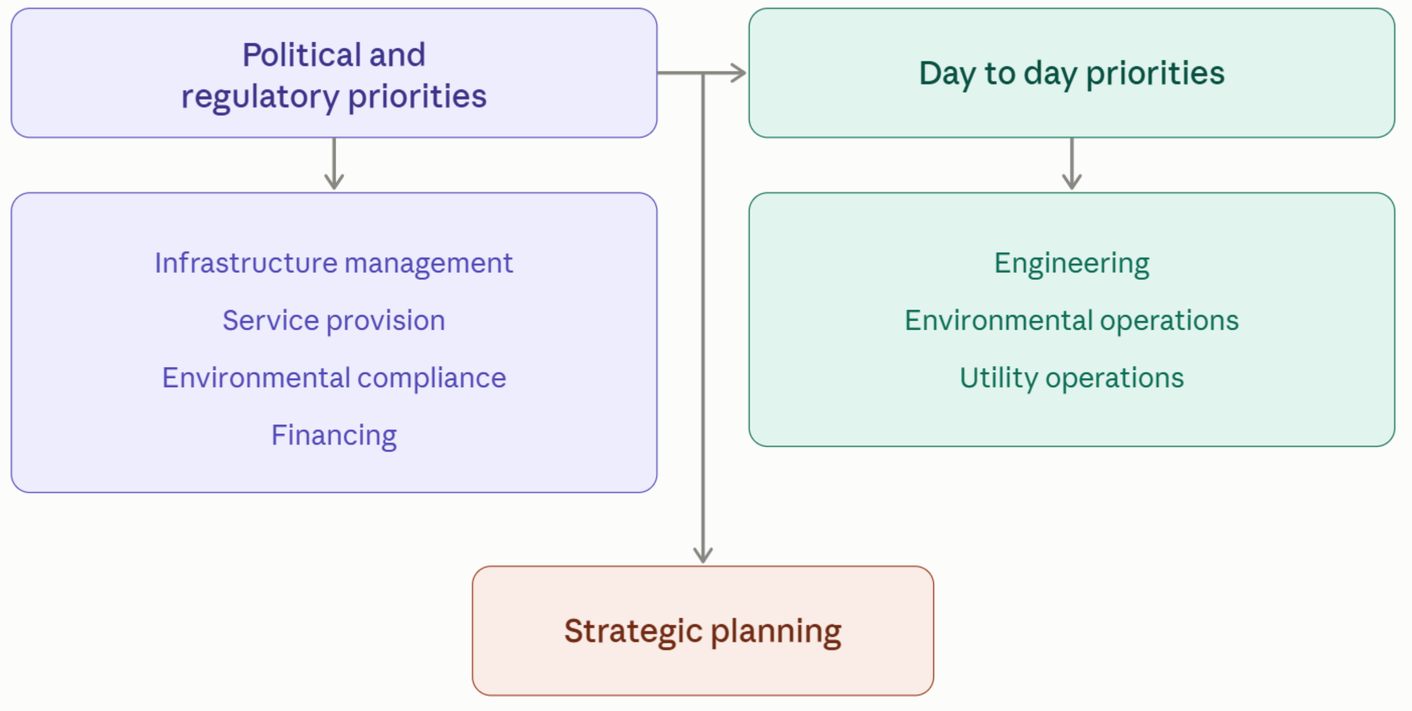
- Core principles of Strategic Planning
- Organisational Culture
- Purpose, Goals, and Review Process
- Monitoring what matters
- Management Tools

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# Principles of Water Management

- To ensure the water sector operates functionally, there must be a separation between strategic decisions and day-to-day operations
- The water sector operates as a local monopoly, so this is paramount for ensuring efficiency
- Management must navigate technical aspects of service provision, and the political and financial cycles that govern resources and institutional trajectory.




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# Principles of Water Management

Managing this requires governance that insulates operational decision-making from short-term political pressures, while remaining accountable to the policy frameworks that set long-term priorities.

Therefore, management must define:

- Outcomes
- Beneficiaries
- Cost of operation and delivery
- Customer satisfaction
- Government agenda

**Water Quality and Safety**: Delivering water that meets or exceeds national health standards for all residential and commercial consumers.

**Supply Resilience**: Guaranteeing uninterrupted water access and fire-protection pressure for the next 50 years, even during severe drought scenarios.

**Affordability**: Ensuring low-income households spend no more than a specific percentage of their income on essential water services.

**Environmental Impact**: Returning treated wastewater to local river basins in a condition that actively supports biodiversity.

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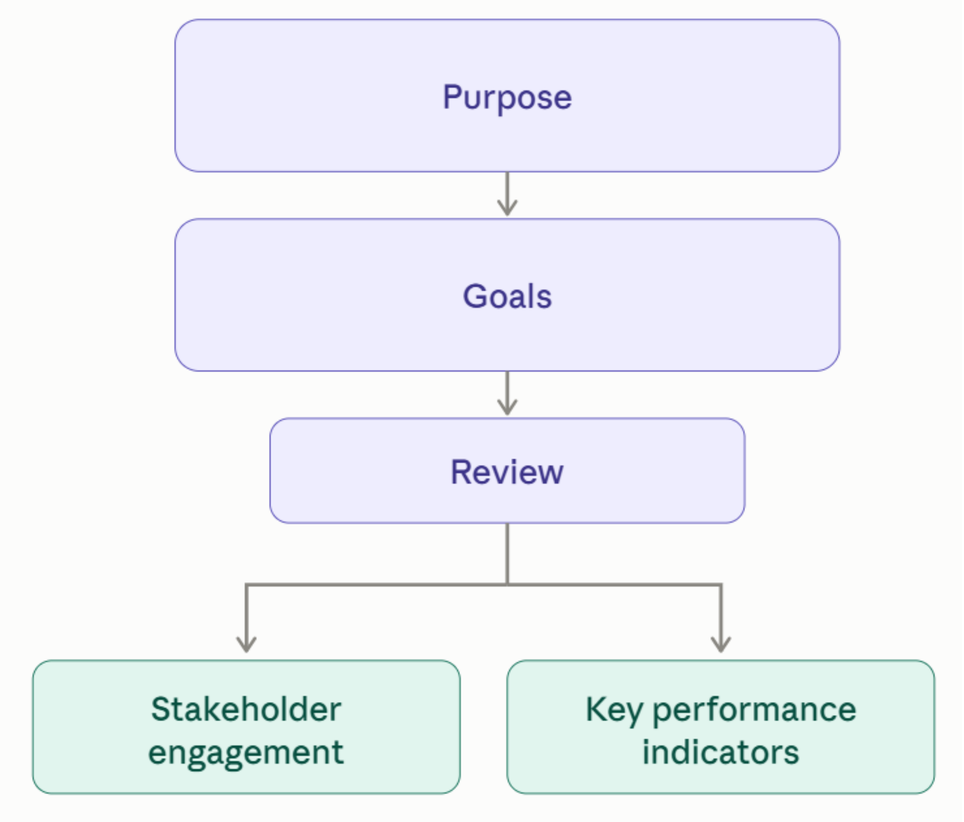
# Culture and Planning

Developing a punctual, efficient organisational culture is **the key to successful management**.

These principles must be embedded into the structure of the organisation.

We have prepared some preliminary examples for each core principle, but you must review and redefine them to best suit the trajectory and decision-making of the management team.

The first two, your **purpose** and **goals**, are the most important; everything else is **complementary**.




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# Culture and Planning

## Purpose

The purpose is the underlying mission - why you exist. This should be your mission statement and underlies everything

Example:

To restore, reform, and strengthen water management systems in a manner that ensures long-term water security, supports agricultural recovery, and builds resilience against climate change within the broader post-war reconstruction framework.

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# Culture and Planning

## Goals

The goals are specific, measurable targets that support the purpose and are achievable within a timeframe. These goals should all have target dates and be re-evaluated consistently.

Example:

*-Rehabilitate damaged water infrastructure to pre-war and improved standards*

*-Decentralise water governance to strengthen local institutional capacity*

*-Align water policy with EU accession requirements and international environmental standards*

*-Secure sustainable water access for agriculture, industry, and domestic use*

*-Integrate climate adaptation into all water management planning*

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# Culture and Planning

Review

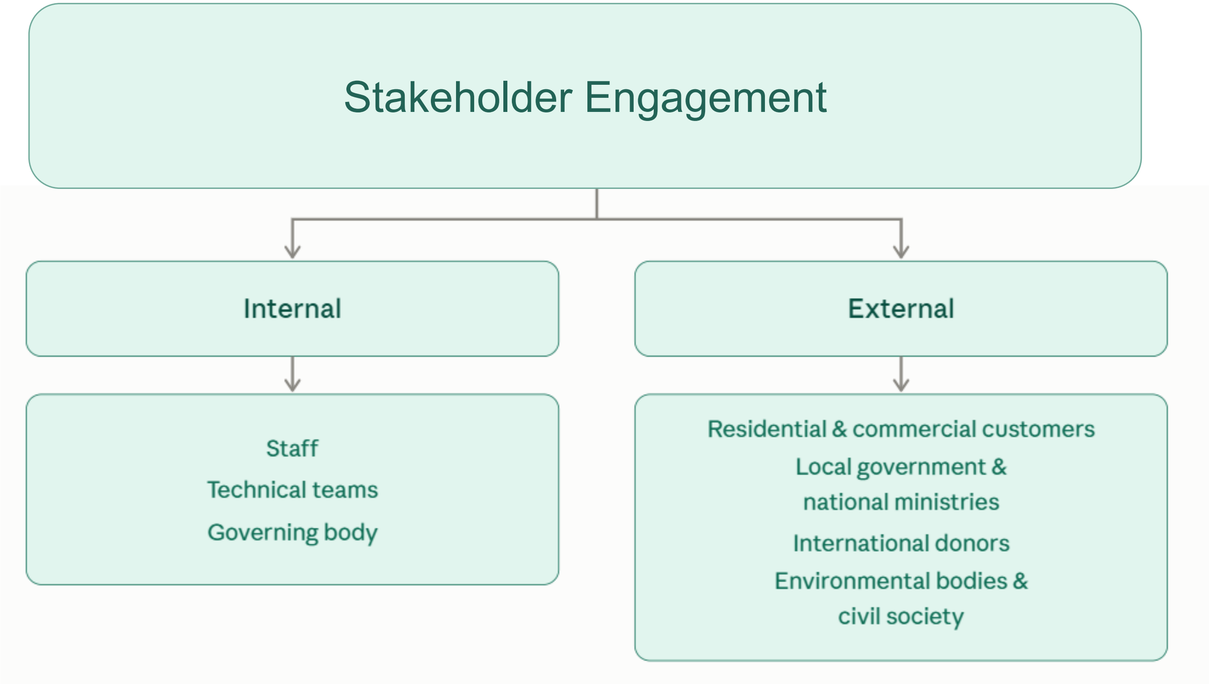
A continual assessment of the landscape in which water management operates. This should be presented as a map of legislative frameworks, institutions, infrastructure and redevelopment, and funding, driven by key performance indicators.

Example:

- *Alignment with EU Water Framework Directive*
- *Decentralisation and reform progress*
- *Mapping of responsibilities across ministries*
- *Capacity gaps and overlaps in institutional mandates*
- *Inventory of war-damaged assets and their repair status*
- *Progress on donor programmes  and financing gaps*

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# Stakeholder Engagement for Management




Effective stakeholder engagement is not a public relations exercise, but a core management responsibility.

Each stakeholder group has different interests and requires different information. Managing these relationships matters for three specific reasons:

1. Public Trust
2. Donor Accountability
3. Operational Insight

Engagement must be clear, providing regular progress, and constantly establishing mechanisms for communities to raise concerns. This is covered in detail in **Module 6.**

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# Key Performance Indicators

KPI’s are measurable values that show how well the water sector is functioning. The review and goals will help you choose and set the scope of the KPI’s, what matters most. The KPI’s then translate this into a clear understanding of how well these goals are being met within the review landscape.

## LEAD

- Costs of operations and procurement
- Staff training and qualifications
- Scope of systems for tracking and monitoring assets and water quality
- Scope and cost of support mechanisms for economic activity (e.g. irrigation)
- Total laws and regulations adhering to EU standards

## LAG

- Total amount of functional infrastructure through inspection
- Use of water for agricultural activity
- Assessment of how effectively EU standards are being implemented
- Independent efficiency of local institutions
- Frequency and economic cost of water supply disruptions

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# Summary

You should now be able to:

Maintain a clear separation between political governance and operational decision-making

Build an organisational culture grounded in purpose, measurable goals, and structured review

Explain the distinction between lead and lag indicators

Recognise what strategic planning demands in practice: not just a plan, but the organisational commitment to follow it



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