Lessons on public engagement in SSA



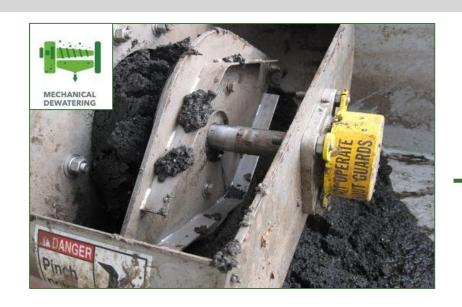
Ashley Muspratt, Founder & CEO • Pivot Ltd ashley@pivotworks.co

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Mission: Deliver urban FS treatment at the world's lowest price



Pivot Works factory









Permission to convert a swamp?



...into the site of a Pivot Works factory?



A compelling pitch

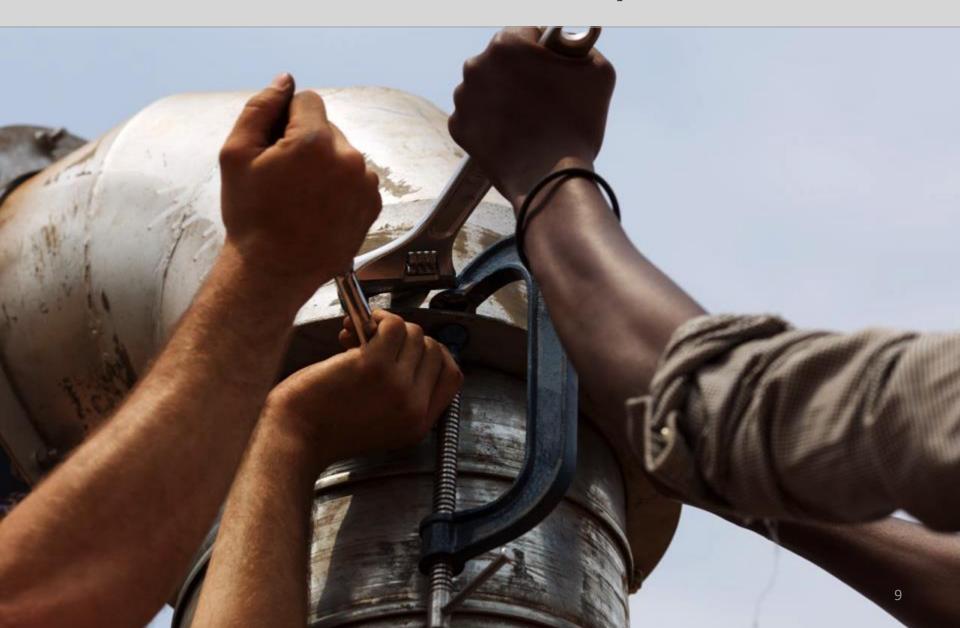


And all the right documents

- ✓ Agreement with local utility / sanitation authority
- ✓ Permit for land use
 - Letter of no objection from County Secretary
- ✓ Approved construction drawings
 - Construction permit issued and stamped by Department of Land and Planning
- ✓ EIA clearance



Bottom line: relationships



Key challenges & failures

- Forcing relationship to move too quickly
- Not developing relationships through local representatives
- Tangled web of mistrust
 - Advocates suspected of having financial interest
 - Pivot suspected of outsized financial upside
- Zero kickbacks

Bluer skies over Kigali



Key lessons learned

Approach

- Relationships are marathon, not a sprint
 - Continuous maintenance best by locals
- Navigate graft

Criteria

- Insist on a <u>partnership</u>
 - Public buy-in, stake
- Establish <u>realistic expectations</u>
 - Mutual understanding of private offering
 - Public investment necessary