

Lessons on public engagement in SSA



Public private partnerships in urban sanitation: why, when, how?

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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



10/4/2009

- Reduce running costs of existing plant
- Increase sludge collection & treatment in informal settlements
- Bring investment to city

Image © 2014 DigitalGlobe

101 m

Google Earth

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

Nope. Not that “easy”.



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



- Entry facilitated by politically connected local
 - Relationship building through demo plant
- Positioning to secure DBO tender for permanent plant
 - Working with utility and consultants on tender documents
 - Secured “official advocacy” from U.S. government

Key lessons learned

Approach

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

Criteria

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