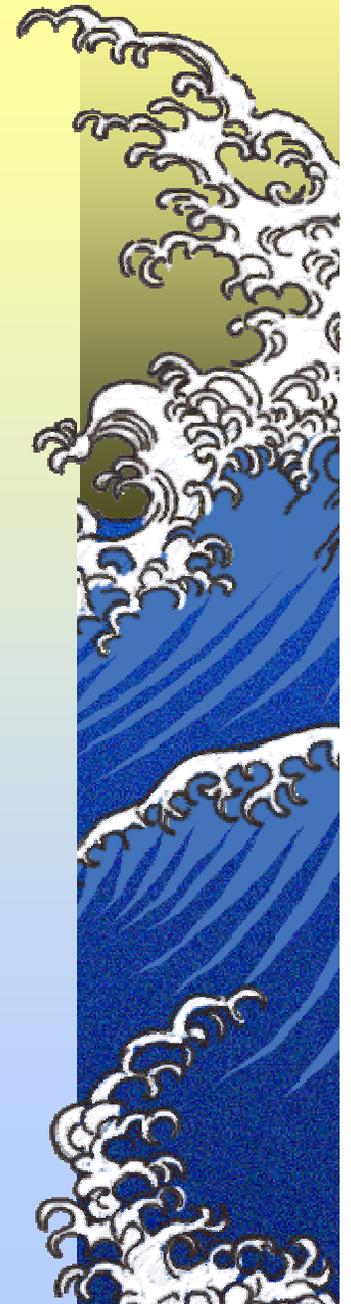


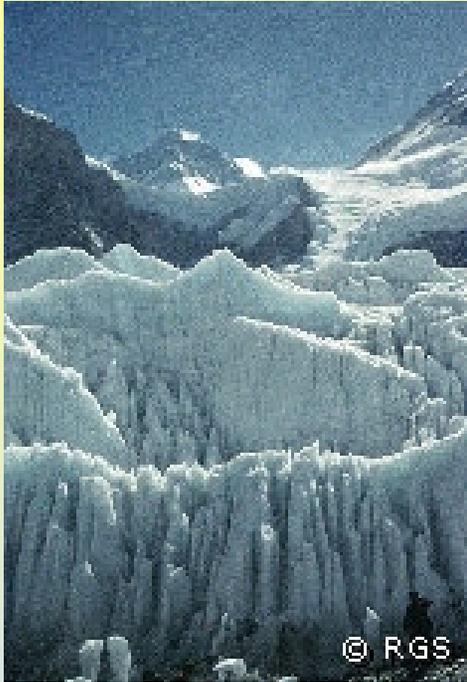
Turning on the Tap

Strategies for Improving
Sector Performance through
Innovation and Human Values

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Prior to 1953, people around the world thought that it was virtually impossible to climb to the peak of Mount Everest – “Chomolungma” as it was known locally – the highest place on earth at 29,028 ft.

Making the “impossible” possible



- ▲ Tenzing Norgay of Nepal and Edmund Hillary of New Zealand shattered this belief at 11:30 am on 29 May, 1953, when they climbed to the peak
- ▲ In the following 20 years, 22 people reached the peak
- ▲ From 1998-2002, 724 people made the climb to the peak



What made it possible?

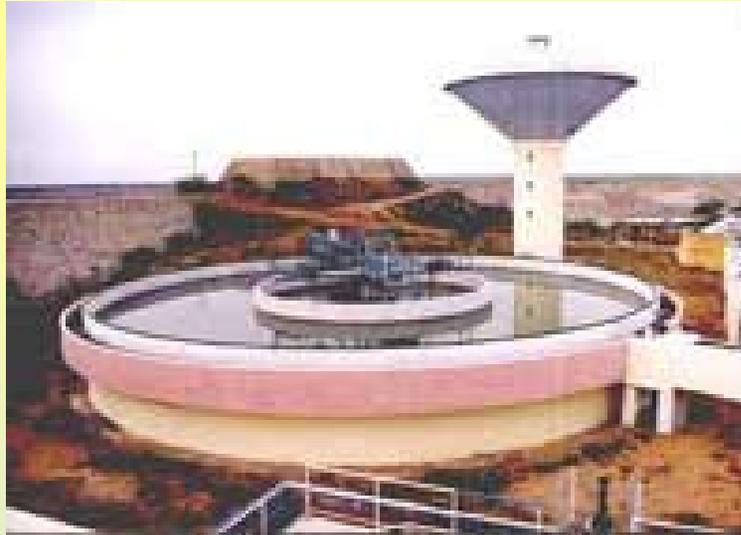
- ▲ “The real point of mountain climbing, as of most hard sports, is that it voluntarily tests the human spirit against the fiercest odds.”
- ▲ “Hillary and Tenzing were two cheerful and courageous fellows doing what they liked doing, and did best.”
- ▲ “Neither went in for unnecessary bravado; they were considerate members of a team.”
- ▲ “Both devoted much of their lives to the happiness of the unprivileged segment of mankind.”

Article, Time Magazine, Jan Morris, June, 1999

What did Tenzing and Hillary tap into?

The human capacity, which we *all* share, for:

- Self-determination
- Discipline
- Cheerfulness
- Courage
- Consideration
- Teamwork



Prior to 1996, people believed it was impossible to successfully complete a 300 crore water supply project that would reach over 730 villages, 10 lakhs of people, with 2,500 km of pipeline... in only 18 months.

Making the “impossible” possible



- In 1996, a water supply project in Anantapur, AP, achieved those results, shattering the old beliefs
- The project has been replicated in 2 other districts in Andhra Pradesh, benefitting another 1.3 million people
- More projects are being replicated in Chennai, El Salvador and Mali

What were the results?

In an independent evaluation of this project 6 years after its completion, ADB and UN-Habitat found:

- An average of 60 litres of safe drinking water per capita reaches 1 million people everyday
- A strong sense of ownership continues in the beneficiary communities
- There is active participation of the government and communities in sustaining the assets
- Water quality is tested daily at plants and villages
- 93% of the 105 respondent families in the study have not suffered from waterborne disease
- The numbers of girls going to school has increased

What made it possible?

Originality and innovation were hallmarks of the project, as reported by ADB and UN-Habitat:

- The project implemented *new approaches to building broad-based, stable partnerships* among public, private, and the community sectors
- The project management employed *new methods of cost control and MIS systems*, allowing for timely completion without cost overruns
- The centralised board, municipality and local self-governments modeled *new levels of responsibility, standards, commitment, direction, and execution.*

What did the project stakeholders tap into?

The human capacity, which we *all* share, for:

- A sense of mission
- Confidence
- Trust
- Innovation
- Cooperation
- Inspirational leadership
- Dedication to professionalism and success

Investing in the future

- ⤴ In this Madhya Pradesh project, a large amount of money, time, human and material resources will be invested
- ⤴ *We have the opportunity*, as we stand together at the threshold of this project, to set up the conditions that will optimise this investment

Can we too make the “impossible” possible?

- ▲ ... just as it happened with Mount Everest and the Anantapur water project
- ▲ The answer will come from *all* of us, in many different forms
- ▲ We would like to offer two solutions we have found essential in making the “impossible” possible:
 - Tapping into our human capacity for innovation
 - Tapping into our human capacity for Human Values

Why “Innovation”?

- Innovation is “creative, new work practices, policies, products and services”
- Being innovative is inherent in the nature of every human being
- In one way, the history of a culture is a history of its innovations
- When we face new challenges, innovation gives us the practical means to put our values, knowledge and skills to work:
 - It lifts us from complacency
 - It gets us unstuck from “business as usual”
 - It enables us to find creative solutions to meet goals and objectives that challenge our beliefs about what’s possible

How can innovation contribute to making the “impossible” possible?

- ▶ Innovation gives us a way to express our character and inner motivation to make positive, lasting changes
- ▶ Innovation provides an avenue for incorporating the inputs of all stakeholders
- ▶ Innovation enables creative yet practical reforms in policies, work processes, and overall governance

Innovation can make a significant difference

“Success stories from NGO-implemented projects in India point to innovative approaches... that ADB might consider as elements in a more streamlined approach to project management, for expeditiously implementing WSS projects.”

from ADB: “Impact Evaluation Study on Water Supply and Sanitation Projects in Selected Developing Member Countries” -- December 2002

Why “Human Values”?

- ▶ Human Values are the universal values that span all cultures, religions, nationalities, and classes
- ▶ Human Values are the desirable qualities inherent in every human being
- ▶ Human Values are inclusive – they connect us beyond our diversity, and they bring us together even when we have differences

Why “Human Values” in this project?

- ▶ Human Values are powerful, internal motivators for doing our best on behalf of all
- ▶ Human Values are the spiritual foundation for good character, morality and ethics
- ▶ Human Values cultivate an environment of trust, transparency, responsibility, caring, respect, and cooperation

How can Human Values contribute to making the “impossible” possible?

- ▲ *Sathya*: Truth fosters trust and open, honest communications
- ▲ *Dharma*: Right conduct fosters high quality work and keeping agreements
- ▲ *Shanti*: Peace fosters creative, wise decisions, and a focus on resolving issues harmoniously
- ▲ *Prema*: Love fosters service based on a sincere caring for others' well-being
- ▲ *Ahimsa*: Non-violence fosters win-win collaboration, with respect for people and the environment

Human Values can make a significant difference

“At the community level, when value-based principles are fully integrated into development activities, the ideas, insights and practical measures that emerge are likely to be those that promote self-reliance and preserve human honour... thereby avoiding habits of dependency, and progressively eliminating conditions of gross economic disparity.”

from UN-Habitat: “Value-Based Approaches to Community Water Education” in “Water Education in African Cities”

Advantages of Innovation and Human Values together

- ▶ They do not add further to the current workload
- ▶ They create a lasting impact
- ▶ They are cost-effective
- ▶ They can be applied at all levels of the project
- ▶ They are proven approaches, in current practice world-wide



- ▲ In 1988, Frank Carrubba, a VP at Hewlett Packard Labs, studied the difference between innovative, product-development teams that failed, those that succeeded, and those that achieved *extraordinary* success
- ▲ The differences between teams that failed and those that succeeded were better skills, higher motivation, and stronger commitment to succeed
- ▲ But there was *no* difference in these factors between the successful and extraordinarily-successful teams

What made it possible?

- ▲ “We found that those teams that stood out had leaders and managers who treated their customers as they themselves wanted to be treated.”
- ▲ “The team members found in themselves the qualities of spirit and truth, and they brought them out in their customers.”
- ▲ “They were people who had no reason to wear a particular mask, because they were always what they were, every single hour of the day.”

Frank Carrubba, from an interview with William Miller

What did these extraordinary teams tap into?

The human capacity, which we *all* share, for:

- Caring
- Authenticity
- Innovation

Let's be practical –

We will face challenges

- ▲ Based on ADB and UN-Habitat impact evaluation studies, most water and sanitation projects in developing countries have not met expectations
- ▲ “Except for Dalian in the PRC, completion of all the reviewed projects was delayed. The average delay was almost 20 months... Implementation delays erode customers’ ownership of the project.”

from ADB: “Impact Evaluation Study on Water Supply and Sanitation Projects in Selected Developing Member Countries” -- December 2002

*Wouldn't "successful" be good enough
in this project?*

Why speak of "extraordinary" success when just being "successful" would be better than the norm?

Extraordinary success is within our reach

- ▶ Innovation and Human Values are what make the difference between success and extraordinary success.
- ▶ When we tap into our human capacity for innovation and Human Values, it *naturally* leads us towards extraordinary success
- ▶ So, why not aim for extraordinary success? At least we know we'll be going in the right direction...

What might extraordinary success look like in this project?

- ▲ A new sense of trust, confidence and understanding among the communities for the government's efforts
- ▲ High levels of involvement, ownership, and satisfaction of all stakeholders
- ▲ Strong partnership between government and civil society (private sector, NGO's and CBO's)
- ▲ Efficient project completion – on time, within budget, and with reduced wastage
- ▲ New levels of cost recovery

What might extraordinary success look like in this project?

- ▲ A fully integrated approach to water and sanitation management
- ▲ High regard for the sustainable protection and use of natural resources
- ▲ Long-term, sustained capacity for resource mobilisation, operation and maintenance
- ▲ A new ethic of water management, through value-based education of children and awareness-raising of consumers
- ▲ Long-term economic growth and poverty reduction

Where do we start?

- ▲ In 1993, only 20% of Phnom Penh had access to water supplied by its water supply authority. Today, over 70% have access, and the agency “has fully recovered its costs.”
- ▲ In 1993, the staff of 500 were “underpaid, had low motivation, and worked inefficiently.” Today, they are “hardworking, responsible, and self-motivated.”
- ▲ “To solve all of its inefficiencies, Ek Sonn Chan, PPWSA Director, began a ‘changing of culture.’ The success of this public water enterprise is, to a large extent, the result of a champion of the cause. Today, PPWSA takes pride in its team of people.”

from ADB: website report on PPWSA project

THE FIRST STEP is to create a culture of trust for the entire project

- ▲ ... a culture of trust that encompasses and spans every person, every project unit, and every organisation involved in the project
- ▲ ... a culture of trust that believes in the goodness of every stakeholder – the belief that people *want* to do their best when given the chance

- ▲ “I believe that one of the reasons why Infosys was so successful is that we could be very open and frank with each other, as our relationships were based on a foundation of trust and respect for each other.”

N.S. Raghavan, Founder-Director & Joint Managing Director, Infosys

- ▲ “There is such a need for a complete rebirth of trust in our leaders. In the end, the stakeholders need to trust. In the absence of trust it all falls apart regardless of the legal codes, systems and checks and balances.”

*Ricardo Levy, Co-founder and Chairman,
Catalytica Energy Systems, Inc. (USA)*

Creating a culture of trust for this project...

- ▲ Assume trust, create trust, and insist on trust as the basis of every working relationship
- ▲ Then build trust and strengthen trust, day-by-day, through professional competence and a unity of thought, word and deed

Extraordinary success begins with the leadership in this room

- ▲ ...inspirational leadership, with strength and character that draws out the best in others
- ▲ ...where each person in this room becomes a “champion of the cause”

- ▲ “Success stories from Malaysia and the Philippines show that often just one committed person can lead the way.”

from ADB: “Impact Evaluation Study on Water Supply and Sanitation Projects in Selected Developing Member Countries” -- December 2002

- ▲ “The only way I have found for a culture to be created is for the senior leaders to demonstrate the behaviour. Even if you have a rulebook that says differently, people will still follow what the leader does. It is not the rules; it is the spirit in which the work is undertaken.”

*N.S. Raghavan, Founder Director & Joint Managing Director,
Infosys*

Enabling factors for extraordinary success

FOUNDATIONAL SUCCESS FACTORS:

- ▲ How can we create a culture of trust?
- ▲ How can we initiate innovative policies and practices?
- ▲ How can we draw from Human Values for inspiration, commitment, motivation and collaboration?
- ▲ How can we provide inspirational leadership, with strength and character that draws out the best in others?

Enabling factors for extraordinary

success

STRATEGIC SUCCESS FACTORS:

- ▲ How can we empower communities through awareness and information?
- ▲ How can we seek high participation and ownership by all stakeholders?
- ▲ How can we develop and empower skillful, creative workers and stakeholders?
- ▲ How can we ensure a timely flow of funds and payments?
- ▲ How can we create realistic, detailed project plans and schedules?

Enabling factors for extraordinary success

STRATEGIC SUCCESS FACTORS:

- ▲ How can we implement pro-poor/good governance practices: equity, civic engagement, accountability and transparency?
- ▲ How can we mobilise political and community will?
- ▲ How can we develop best practices for integrated water and sanitation management?
- ▲ How can we promote value-based water education and awareness?

“The New Delhi Consultation notes that pro-poor investments in the water and sanitation sector will call for a rapid mobilization of political will and commitment, to break away from a business-as-usual approach towards time-bound achievements.”

from UN-Habitat website: “Water for Asian Cities” Programme

- ▲ “(Timely completion) was achieved because of the commitment of the municipal and provincial governments to making the project facilities operational as quickly as possible.”
- ▲ “(It) also helped solidify consumers’ support for tariff adjustments.”

from ADB: “Project Performance Audit Report on the Dalian Water Supply Project in the People’s Republic of China”

*Higher
purpose*

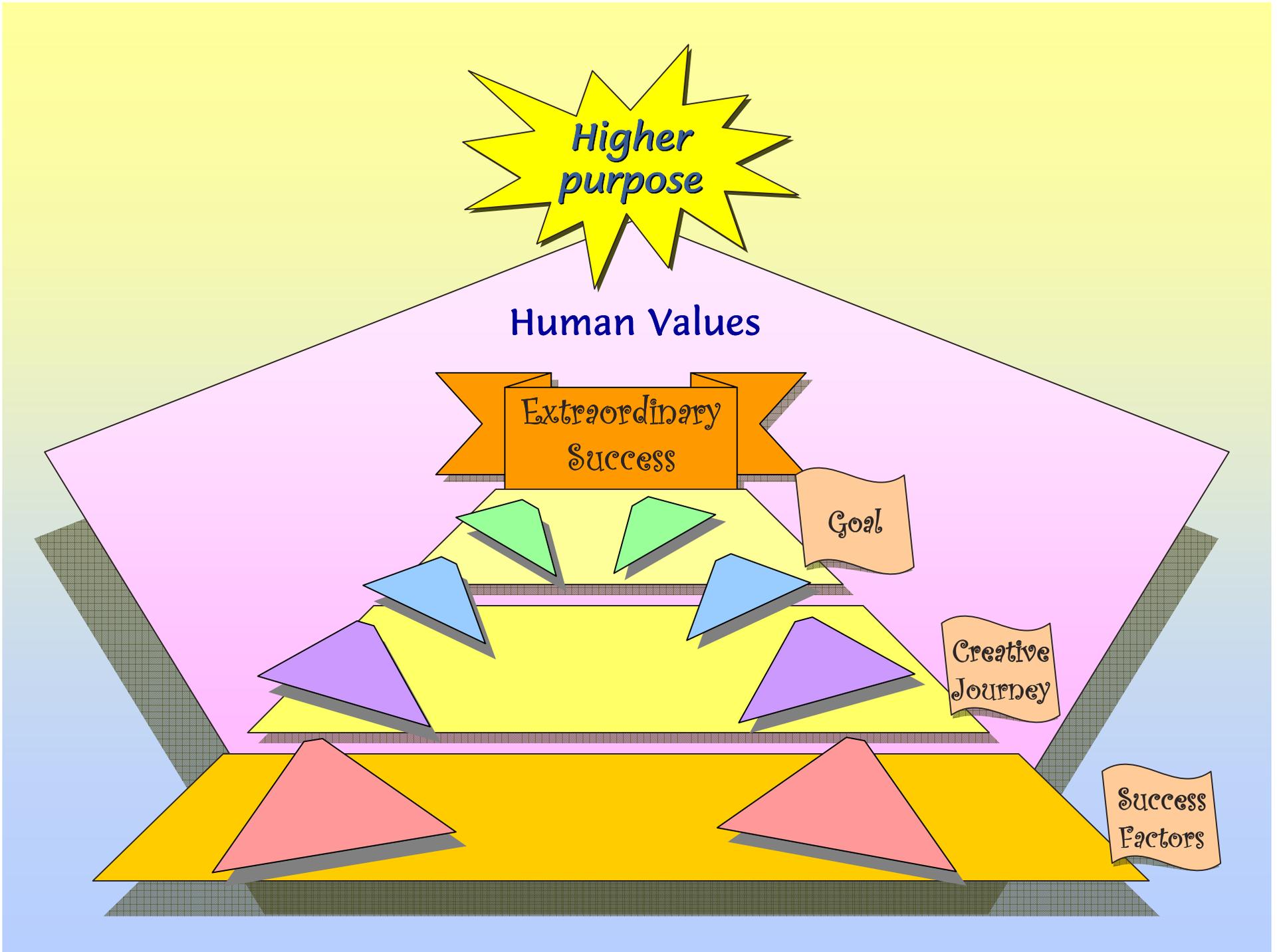
Human Values

*Extraordinary
Success*

Goal

*Creative
Journey*

*Success
Factors*



Being guided by the light of a higher purpose

Each person has a higher purpose. *What is yours?*

- ▲ “My volition, from the age of 17 was to do good to others; that is the only purpose of my life. If I can do some good for you, then I become a little more purified.”

*Ashoke Maitra, Director of Human Resources,
Bennett, Coleman & Co., Ltd (Times of India Group)*

A sense of purpose for the whole

This project has a higher purpose. What is it?

- ▲ “If you are serving a purpose and you are doing it based on some fundamental values, and those values have to do with care and love, then you have great potential and you can be successful in almost anything.”

Lars Kolind, Chairman and CEO, Oticon (Denmark)

Turning the “impossible” into extraordinary success

1. We *can* make the “impossible” possible by tapping into our human capacities
2. Innovation provides the creative, yet practical, solutions to challenges
3. Human Values cultivate an environment of trust, transparency, responsibility, caring, and respect
4. When we tap into our human capacity for innovation and Human Values, it *naturally* leads us toward extraordinary success
5. We *will* face challenges along the way
6. It will take a “creative journey” and a “higher purpose” to get there together
7. Extraordinary success begins with a culture of trust and being “champions of the cause”



“I am not interested in listening to 100 ways by which it cannot be done. Can you tell me one way in which it can be done? If I am authorised, I will remove the word ‘impossible.’ ”

*President A. P. J. Abdul Kalam
In “Vision to Mission” (2003)*

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