Water Integrity in the MENA region: Opportunities for WATER-TAP

WATER TAP, the concept towards WI through strengthening Transparency, Accountability and participation

Mostafa BIAD
GIZ ACWUA-WANT Adviser
Content

- Basic elements and building blocks of Water Integrity
- Water utilities performance and the relevance of water integrity
- Why Assess Integrity Risks ???
- Operationalization of the Water TAP principles
Basic elements and building blocks of Water Integrity

- **Good governance** and water integrity
  - TAP principles
- **Water Integrity and Compliance Systems** in Water Utilities:
  - Range of rules and regulations that may be important to analyse the compliance system of a water company
Water utilities performance and the relevance of water integrity

- Compliance as part on investment readiness
- Reputational risks in the interface with customers and partners
- Integrity and economic performance
- TAP in water sector regulation and public finance
- Integrity-related challenges in water utilities
.. 10 reasons to strengthen Water Integrity in utilities

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Positive impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improving <strong>EFFICIENCY</strong> and <strong>PERFORMANCE</strong></td>
<td>More productivity</td>
</tr>
<tr>
<td>2. Improving <strong>quality of service</strong></td>
<td>More customer satisfaction</td>
</tr>
<tr>
<td>3. Improving <strong>CUSTOMER RELATIONS &amp; REPUTATION</strong></td>
<td>Willingness to pay</td>
</tr>
<tr>
<td>4. Attracting <strong>new investments</strong> from donors, government, private investors</td>
<td>Access to financial market and financial sustainability</td>
</tr>
<tr>
<td>5. Receiving <strong>better conditions</strong> for loans</td>
<td>More investments in better infrastructure</td>
</tr>
<tr>
<td>6. More <strong>VALUE FOR MONEY</strong> in procurement</td>
<td>High quality of construction works</td>
</tr>
<tr>
<td>7. Boosting <strong>trust at</strong> government oversight bodies</td>
<td>Smarter decision making</td>
</tr>
<tr>
<td>8. <strong>MOTIVATING STAFF</strong> to advance their careers through high performance</td>
<td>Higher productivity through commitment and ownership</td>
</tr>
<tr>
<td>9. Promoting <strong>trust and confidence</strong> among colleagues</td>
<td>Better work environment</td>
</tr>
<tr>
<td>10. <strong>Leadership</strong> by example</td>
<td>More efficiency and performance (see #1)</td>
</tr>
</tbody>
</table>
Why Assess Integrity Risks ???

Be preventative rather than reactive

Assessing potential corruption risks and putting preventative measures in place is easier and much more cost effective than trying to clean up bad practices after they become established.
Operationalization of the Water TAP principles
ex: WI initiative supported by ACWUA-GIZ

Incubation of the Initiative

- Anchoring, initiative
- Umbrella organisation
- Prepare Implementation of Water TAP methodology
  - Pool of trainers
  - Adapt tools
  - Implementation of the Water TAP methodology
  - WI coordinators/team
  - Implementation of TAP methodology
.. 10 Water TAP guiding principles

- Ownership
- Leadership
- Inclusiveness
- Structure (WI coordinator/Team)
- Development partners (support)
- Institutional anchorage: ACWUA
- Regional pool of WI experts/trainers
- Regional learning and exchange fora
- Adapted Practical tools (Water TAP Manual)
- Long-term commitment
## Roles and responsibilities of key actors in the process

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| **Utility employees**         | - Top and mid management  
                                | - WI coordinator, WI team  
                                | - Administrative & operational staff |
| **Regional advocates**        | - Arab Countries Water Utilities Association ACWUA  
                                | - Regional pool of WI experts & trainers |
| **Supporters**                | - GIZ Water Integrity project  
                                | - WIN secretariat  
                                | - other development partners |
WI action plan: Incentives and disincentives for WI risks

**WI risks Prevention**

An incentive is a reward that induces stimulates, or encourages a desired action. Corruption flourishes when the incentives exist for it to do so. Disincentives can be introduced to counter balance corrupt incentives and to prevent corrupt behavior.

- **Incentives for corruption**
  - Weak Internal systems
  - No complaint mechanisms
  - Monopoly
  - Discretion

- **Disincentives for corruption**
  - Codes of Conduct that are enforceable
  - Mechanisms for participation of users/citizens/consumers in corruption
  - Sanctions against corruption

**Level of Corruption**
Thank you for your attention

mostafabiad@gmail.com
Water Integrity: Panel discussion
A golden opportunity for customer satisfaction and utility performance?

- Mohamed Moawad, Head HR, HCWW, Egypt
- Mohamed Dahech: CEO of SONEDE, Tunisia
- Ahmed Benaddou: Adviser to the Minister of water, Morocco
- Festus Kipkoech: Kericho KEWASCO, Kenya
- Moderation: GIZ

1. WI creates golden opportunities for ....
2. Expected impacts at company level ?
3. Measures for sustainability, mainstreaming, institutionalisation of WI
4. Advocacy in the water sector and beyond (in public sector, industry, etc.)
5. Possible role of regional water associations
INTEGRITY MANAGEMENT TOOL BOX
(Case Study of KEWASCO Co. Ltd)

By

Mrs. Janet Irongi
Customer Care Officer, KEWASCO Co. Ltd

Date: 16th – 18th September, 2015
Venue: Barcelona, Spain
Session: 3rd Global WOPs & GWOPA General Assembly
Background:
- KEWASCO agreed to participate with seven (7) other WSPs in Kenya to in the Pilot of Water Integrity Management Tool Box.

How KEWASCO understood the IM Process:
- Discuss progress with respect to the previously planned milestones;
- Define activities and objectives for the next month(s)
Integrity Management TOOL

KEWASCO’s Identified Integrity Risks;

i) Lack of Integrity in Financial Management;
   ❖ Over-spending due to poor prioritisation in expenditures.

ii) Vandalism, Theft and Interference by External Actors;
    ❖ Increased rate of vandalism on the ground & interference by political leaders with operations of company.

iii) Poor Performance of Contractors;
     ❖ Poor quality of completed projects, contractors do not meet standards
     ❖ Poor bidding evaluation processes - this affects companies reputation due to poor quality work done

iv) Bribery to Postpone Disconnections;
    ❖ Customers pay bribes for the disconnection team to delay disconnection - affects customer relations with the company
### KEWASCO’s Integrity Instruments

<table>
<thead>
<tr>
<th>No</th>
<th>Our Integrity instruments</th>
<th>Expected Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Transparent procedures for disconnection and reconnection</td>
<td>Enhance revenue streams and customer confidence.</td>
</tr>
<tr>
<td>2</td>
<td>Strengthen feedback and communication with customer</td>
<td>Strengthen customer confidence.</td>
</tr>
<tr>
<td>3</td>
<td>Enhance accountability for expenditure</td>
<td>Reinforce budget control, donor/employee confidence.</td>
</tr>
<tr>
<td>4</td>
<td>Supervision and inspection of staff</td>
<td>Improve service delivery by the company.</td>
</tr>
<tr>
<td>5</td>
<td>Regular staff rotation</td>
<td>Increase checks and balances hence accountability.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enhance quality and performance.</td>
</tr>
</tbody>
</table>
KEWASCO’s Action Plan;
- The **agreed upon action plans were monitored** throughout the IM Implementation tool;
- Some were **modified** along the way - modification were a result of some objectives and verifiable indicators not being measurable;

**How KEWASCO Implemented:**

<table>
<thead>
<tr>
<th>IM Tool</th>
<th>Objective</th>
<th>Activity</th>
<th>Sub-activity</th>
<th>Achieved Yes/No</th>
<th>Reason</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
One example

**Objective**

Reduce customer complaints about lack of commitment to share information

**Activities**

- Invite selected customers for a test run
- Roll out the exercise
- Sensitization, Random sampling, up-scaling

**Sub-activities**

- Inform customers via SMS System
- Improve the communication with customers

**Achievements**

Achievement witnessed on 11.02.2014
Lessons learnt from IM Tool;

- IM good instrument to **improve operations and performance**;
- IM tools do **not only tackle integrity at different levels but also provide ownership to decision makers**;
- Risk management becomes the **duty of everyone inside a company**;

**Team Work Counts!**
THE INTEGRITY MANAGEMENT TOOLBOX

Tools to support organizations in assessing and promoting integrity

Lotte Feuerstein
Programme Coordinator
lfeuerstein@win-s.org

August 2015
The Integrity Management Toolbox: a new approach to address risk

Objective:
Organizations make integrity a part of their business models and management systems to reduce risks and improve performance.

Approach:
Focus on performance opportunities
How it works

INTEGRITY CHANGE PROCESS PREPARATION

INTEGRITY MANAGEMENT WORKSHOP

IMPLEMENTATION OF ROAD MAP
Preparation phase: to engage management & staff in integrity change process

1. Sensitize management & obtain buy-in
2. Clarify needs through consultations & analysis of existing integrity systems
3. Determine objectives of using toolbox
4. Identify ongoing organizational processes where integrity can be taken on board
5. Discuss roles & responsibilities, as well as required resources
6. Inform key departments, seek feedback
7. Prepare the workshop: select participants, organize logistics
**Workshop phase:** to define priority integrity actions & develop implementation road map

**STEPS:**

1. Introduce tool and raise awareness on integrity risks
2. Jointly describe current business model
3. Map sector stakeholders
4. Identify and prioritize risks
5. Analyse integrity instruments
6. Develop integrity-improved business model
7. Develop road map for implementation relevant integrity instruments
Implementation phase: to progress towards integrity-improved business model

**STEPS:**

1. Appoint integrity change agents
2. Have top management approve the improvement plan
3. Hold a kick-off event
4. **Implement the selected integrity instruments with support from integrity management coaches**
5. Monitor the integrity change process with support from integrity management coaches
Available resources: an online, open, interactive Integrity Management Toolbox

Coming soon on
www.waterintegritynetwork.net

Launch planned December 2015

» Continuously updated descriptions of risks and instruments for different types of organizations

» Continuously updated information on practical experiences

» Process guidance for
  » Institutionalizing integrity management at national or regional level
  » Integrity management in different water sector organizations
  » Integrity, quality and compliance management at project level

» Discussion forum

» Access to the material needed to set up a workshop
For more information:

Please contact:
Lotte Feuerstein
Programme Coordinator for Tools and Methodologies
lfeuerstein@win-s.org
Hashemite Kingdom of Jordan

Water Integrity Program

Third Global WOPs Congress and GWOPA General Assembly
16 – 18 September 2015
## Information & Indicators

<table>
<thead>
<tr>
<th>Information / Indicator</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Produced.</td>
<td>22,514,925 m³</td>
</tr>
<tr>
<td>Water Purchased.</td>
<td>1,719,606 m³</td>
</tr>
<tr>
<td>Total Billed Volume.</td>
<td>17,507,572 m³</td>
</tr>
<tr>
<td>Registered Subscribers - Water.</td>
<td>36669</td>
</tr>
<tr>
<td>Registered Subscribers - Sewerage.</td>
<td>30902</td>
</tr>
<tr>
<td>Total Staff.</td>
<td>343</td>
</tr>
<tr>
<td>Wells.</td>
<td>35</td>
</tr>
<tr>
<td>Drinking Water Plants.</td>
<td>2</td>
</tr>
<tr>
<td>Number of Water Pumping Stations.</td>
<td>19</td>
</tr>
<tr>
<td>Total Water Network.</td>
<td>1020 km</td>
</tr>
<tr>
<td>Total Sewers Length</td>
<td>325 km</td>
</tr>
</tbody>
</table>
WI program importance

WI program came at a time when AW achieved many successes and looking for achieving more by implementing the program in the company.

Transparency, Accountability, and participation (TAP) are the principles of WI program and are already committed in AW.

WI program came while AW is preparing the work procedures for all processes in the company.

Strengthen cooperation between AW and the other parties which support and engage the program.
Motivation of the Management

- Active participation of the general manager in all stages of the program.
- Instructions to implement the WI in all processes in AW company.
- Confirmation by the General Manager that all outputs of the program must be included in the working procedures
- Continuous follow-up on all stages of the program.
## Stages of implementation WI Program

<table>
<thead>
<tr>
<th>Stage #</th>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>17 Jan</td>
<td>Agreement between AW and the supporting parties “giz &amp; ACWUA” for WI program to launch it in the company.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Appointing the manager of Quality Assurance &amp; Strategic Planning in AW Company Mr. Montaser Abu Abdallah as a WI program coordinator.</td>
</tr>
</tbody>
</table>
Stages of implementation WI Program

<table>
<thead>
<tr>
<th>Stage #</th>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>8 Feb</td>
<td><strong>Introduction to WI program for the senior management and selection the processes and work teams.</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>14 Various processes were reviewed by the senior management to choose the most important processes.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>In order to select a feasible number of processes, five topics were selecting after discussion and voting</td>
</tr>
</tbody>
</table>
## Stages of implementation WI Program

<table>
<thead>
<tr>
<th>Stage #</th>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>8 Feb</td>
<td>Selection of processes analysis teams</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Selection a competent staff to engage in work teams.</td>
</tr>
</tbody>
</table>
Success Stories

- Capacity building of the staff, preparing them for the implementation of the WI program in new processes and to train other teams.

- Application of the output results of the WI program in the work procedures in AW Company.

- WI principles turned into commitment and culture in AW Company.

- The five processes considered as success stories in WI program for AW Company. While complaints process is considered a best case for several reasons, according to the following:
Complaints Process « Success Story »

- The choice of the complaints process where the challenge because it has been selected for the first time in the WI program.
- The analysis of complaints process where from the reality of the actual daily work.
- The commitment of AW company to provide a unique services to the customers considered the main reason in selection the complaints process in spite of it is a big challenge.
- The complaints team are used to update and develop all the integrity risks analysis within all the program period.
- The complaints team applied all the outputs from the WI program on the work procedures.
- Because of the application of the outputs of WI program, there is a good feedback from customers and enhancement in the performance of AW employees who works on the complaints process.
Thank You

JORDAN WATER COMPANY
Miyahuna was established in 2007.

It is a limited liability Company – Owned by Water Authority of Jordan / Waj.

An assignment & development agreement governs Miyahuna and WAJ roles.

Miyahuna is responsible for the delivery of potable Water and Waste Water collection for citizens of the Capital Amman, Madaba and recently Zarqa Governorate.

Miyahuna is delivering services to about 63% of subscribers in Jordan.
1. positive change approach focused on improving compliance and Integrity.

2. The company takes responsibility for proper implementation of instruments, process and follow-up.

3. Motivating change rather than moralizing staff and stakeholders is central to the water integrity initiative.
Miyahuna selected 2 main processes and nominated WI Team related to the process as following:

<table>
<thead>
<tr>
<th>#</th>
<th>Process</th>
<th>Process Manager</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>HR</td>
<td>Laith Harfoushi</td>
<td>Omar Omari</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Fatima abdallat</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Batool alshareef</td>
</tr>
<tr>
<td>2</td>
<td>BILLING</td>
<td>Amer Matalqa</td>
<td>Lena Haddad</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Imad Safi</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Abdel Rahman Kanan</td>
</tr>
</tbody>
</table>
Capacity building through training:
Mr. Jamal Alsalah / WI Expert Trainer held the first training session to the WI Team in Miyahuna with more details and discussion about Water TAP and the training manual which was a fruitful training following the Training Manual on Water Integrity.
Processes analysis by project team with discussion and meetings with managers and staff for each process and sub processes.

According to the CEO’s instruction, a meeting held in the presence of WI-Team and Miyahuna’s Top management. to give general information about TAP project and the process and procedures followed by team and also the knowledge obtained through training and implementation.
• We analyzed all possible integrity risks, early warnings, and factors which that can encouraged fraud.
• Processes analysed by project teams during discussion and meetings with managers and staff for each process and sub processes.
• We determined the probability of risks and evaluated the impact on each process.
• The result were summarized in a chart that shows the integrity risks areas
Mitigation Measure

After the risks, we defined the mitigation actions and classified them as:

- an active existing action.
- Existing mitigation but need to be strengthen or.
- setup new one.

Then we determined the priority of actions.

<table>
<thead>
<tr>
<th>Integrity Risk</th>
<th>need to improve</th>
</tr>
</thead>
<tbody>
<tr>
<td>The reader does not put the correct meter reading on purpose</td>
<td>Taking into consideration the customers complains and not just solving the problem</td>
</tr>
<tr>
<td></td>
<td>Strengthening the roll of the direct supervisor spot checking on site</td>
</tr>
</tbody>
</table>
### Action Plan:

<table>
<thead>
<tr>
<th>Action Plan (Arabic)</th>
<th>English Translation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. رؤية المستقبل</td>
<td>1. Vision for the Future</td>
</tr>
<tr>
<td>2. الاستراتيجية</td>
<td>2. Strategy</td>
</tr>
<tr>
<td>3. الإنجازات المتوقعة</td>
<td>3. Expected Outcomes</td>
</tr>
<tr>
<td>4. التحقق من النتائج</td>
<td>4. Ensuring Results</td>
</tr>
</tbody>
</table>

#### Objectives:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. رؤية مستقبل أفضل للأعمال ذات الجودة الراقية</td>
<td>1. Vision for Better Quality Work</td>
</tr>
<tr>
<td>2. تعزيز الاقتصاد المحلي</td>
<td>2. Strengthening Local Economy</td>
</tr>
<tr>
<td>3. تعزيز البيئة والصحة العامة</td>
<td>3. Improving Public Health and Environment</td>
</tr>
</tbody>
</table>

#### Key Performance Indicators:

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. % of Satisfaction Rate</td>
<td>85%</td>
</tr>
<tr>
<td>2. % of Compliance Rate</td>
<td>90%</td>
</tr>
<tr>
<td>3. % of Economic Growth Rate</td>
<td>4.5%</td>
</tr>
</tbody>
</table>

#### Action Plan:

<table>
<thead>
<tr>
<th>Action</th>
<th>Implementing Agency</th>
<th>Expected Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. رؤية مستقبل أفضل للأعمال ذات الجودة الراقية</td>
<td>ACWA</td>
<td>% Satisfaction Rate 85%</td>
</tr>
<tr>
<td>2. تعزيز الاقتصاد المحلي</td>
<td>ACWA</td>
<td>Economic Growth Rate 4.5%</td>
</tr>
<tr>
<td>3. تعزيز البيئة والصحة العامة</td>
<td>ACWA</td>
<td>% Compliance Rate 90%</td>
</tr>
</tbody>
</table>

#### Implementation Timeline:

<table>
<thead>
<tr>
<th>Month</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>ACWA: % Satisfaction Rate 85%</td>
</tr>
<tr>
<td>Feb</td>
<td>ACWA: Economic Growth Rate 4.5%</td>
</tr>
<tr>
<td>Mar</td>
<td>ACWA: % Compliance Rate 90%</td>
</tr>
</tbody>
</table>

#### Monitoring and Evaluation:

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Method of Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. % of Satisfaction Rate</td>
<td>Customer Surveys</td>
</tr>
<tr>
<td>2. % of Compliance Rate</td>
<td>Quality Audits</td>
</tr>
<tr>
<td>3. % of Economic Growth Rate</td>
<td>Economic Reports</td>
</tr>
</tbody>
</table>

#### Risk Management:

<table>
<thead>
<tr>
<th>Risk Factor</th>
<th>Mitigation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Economic Downturn</td>
<td>Diversifying Revenue Sources</td>
</tr>
<tr>
<td>2. Natural Disasters</td>
<td>Establishing Emergency Funds</td>
</tr>
<tr>
<td>3. Technological Obsolescence</td>
<td>Continuous Training Programs</td>
</tr>
</tbody>
</table>

#### Resources:

<table>
<thead>
<tr>
<th>Resource</th>
<th>Availability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Human Resources</td>
<td>85%</td>
</tr>
<tr>
<td>2. Financial Resources</td>
<td>90%</td>
</tr>
<tr>
<td>3. Technical Resources</td>
<td>95%</td>
</tr>
</tbody>
</table>

#### Conclusion:

By achieving the goals outlined in the Action Plan, ACWA is poised to achieve a sustainable and prosperous future.
Willingness of the Team:

- The WI initiative is a new idea in the water sector in Jordan.
- The team was therefore very excited and motivated to work with this program and it is challenge.
- They got full support of Miyahuna’s CEO and the top management.
THANKS FOR YOUR ATTENTION
PROJET WATER INTEGRITY
PRESENTATION DE LA SONEDE

Cadre juridique


Mission

Production et distribution de l'eau potable sur tout le territoire tunisien.

Activités

- La production d’eau : la production, l’adduction et le traitement,
- La distribution d’eau : la gestion de tous les réseaux de répartition et de distribution,
- Le développement : les études et les travaux,
- La gestion des abonnés : le branchement et la desserte sur le réseau tout en garantissant une bonne qualité de ses services.
**Données saillantes 2014 :**

<table>
<thead>
<tr>
<th>Indicateur</th>
<th>Valeur</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume produit</td>
<td>628 M m³</td>
</tr>
<tr>
<td>Nombre des abonnés</td>
<td>2 647 000</td>
</tr>
<tr>
<td>Investissement</td>
<td>121 M.D</td>
</tr>
<tr>
<td>Chiffres d’Affaires</td>
<td>324 M.D</td>
</tr>
<tr>
<td>Prix de vente moyen</td>
<td>0.681 D.T</td>
</tr>
<tr>
<td>Prix de revient moyen</td>
<td>0.780 D.T</td>
</tr>
<tr>
<td>Effectif</td>
<td>6 586</td>
</tr>
<tr>
<td>Taux d’encadrement</td>
<td>9.7 %</td>
</tr>
<tr>
<td>Longueur du réseau</td>
<td>50 700 km</td>
</tr>
<tr>
<td>Rendement réseau de distribution (%)</td>
<td>79,3</td>
</tr>
<tr>
<td>Taux de desserte global SONEDE (%)</td>
<td>83,3</td>
</tr>
<tr>
<td>Nombre des nouveaux branchements</td>
<td>~ 80 000</td>
</tr>
<tr>
<td>Échantillons impropres (%)</td>
<td>&lt; 2</td>
</tr>
</tbody>
</table>
LE PROJET WATER INTEGRITY
<table>
<thead>
<tr>
<th>Janvier 2014</th>
<th>Séminaires et Ateliers de sensibilisation et d'information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Désignation d'un comité de pilotage dit &quot;TAP team&quot;</td>
<td>Bonne Gouvernance, Communication, Ressources Humaines, Travaux Neufs, Audit Interne, Organisation et la Qualité.</td>
</tr>
<tr>
<td>Identification de 5 processus à analyser</td>
<td>Les Ressources Humaines</td>
</tr>
<tr>
<td></td>
<td>La gestion des Projets</td>
</tr>
<tr>
<td></td>
<td>La Communication</td>
</tr>
<tr>
<td></td>
<td>Le Commercial</td>
</tr>
<tr>
<td></td>
<td>Les Achats</td>
</tr>
<tr>
<td>Désignation des équipes chargées de l'analyse</td>
<td>Direction des Ressources Humaines</td>
</tr>
<tr>
<td></td>
<td>Direction des Travaux Neufs</td>
</tr>
<tr>
<td></td>
<td>Direction des Etudes</td>
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<td></td>
<td>Direction des Affaires Juridiques</td>
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<td></td>
<td>Direction de la Production</td>
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<tr>
<td></td>
<td>Direction de l'Exploitation</td>
</tr>
<tr>
<td></td>
<td>Direction de l'Audit Interne</td>
</tr>
<tr>
<td></td>
<td>Direction de la Qualité</td>
</tr>
<tr>
<td>3 membres par processus encadrés par un ou deux membres du TAP team</td>
<td>Direction de l'Organisation</td>
</tr>
<tr>
<td></td>
<td>Direction des Etudes</td>
</tr>
<tr>
<td></td>
<td>Direction des Affaires Juridiques</td>
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<td></td>
<td>Direction de l'Audit Interne</td>
</tr>
<tr>
<td></td>
<td>Direction de la Qualité</td>
</tr>
</tbody>
</table>

- Analyse
- Cartographie des Risques
- Plan d'actions validé
- Mise en œuvre Janvier 2015
Motivations de la SONEDE pour le projet:

• Introduire la gestion des risques dans le processus de management,
• Promouvoir la gouvernance d'entreprise notamment par le renforcement de l'intégrité,
• Sensibiliser le personnel sur l'importance et les apports de la transparence, la participation et la redevabilité.
Réalisations du projet

• L’établissement d’une synergie entre le Water Integrity et les Projets en cours à la SONEDE, et ce en intégrant la dimension TAP « Transparency, Accountability and Participation » dans les plans d'actions de ces projets pour le renforcement et l'amélioration de la transparence, la redevabilité et la participation,

• Le développement d'une application pour appareils mobiles orientée transparence et participation avec les abonnés,

• Le perfectionnement du site Web actuel dans le but de plus de transparence et de participation et de réactivité,

• L’élaboration d'un code de conduite basé sur des principes éthiques, des valeurs et des compétences,

• La standardisation des cahiers de charges par nature (Achats, Etudes, Travaux,..)

• La généralisation de la relève par portable.
Apports du Projet:

• Adhésion de la SONEDE à une politique de transparence, de redevabilité et de participation,

• Prise de conscience des dirigeants et du personnel de l’importance de l’intégrité dans l’amélioration des performances et dans la qualité de service,

• Amélioration de l’image de marque de la SONEDE envers les partenaires, les parties prenantes et le public,

• Responsabilisation du personnel.
Perspectives

- Développement du concept de la gouvernance et du développement durable,
- Intégrer la gestion des risques dans le système de management de la SONEDE,
- Intégrer l'identification des risques liés à l'intégrité dans la cartographie des risques de la SONEDE,
- La promotion du projet Water Integrity auprès d'autres opérateurs de l'eau,
- Poursuivre l'expérience et consolider le benchmarking en matière d'intégrité,
- Adopter les meilleures pratiques pour une bonne gouvernance dans le secteur de l'eau,
- Faire de la gouvernance l'affaire de tous pour permettre la pérennité de l'entreprise.
MERCI
POUR VOTRE ATTENTION
INTEGRITÉ DANS LE SECTEUR DE L’EAU

EXPERIENCE DE L’OFFICE NATIONAL DE L’ELECTRICITÉ ET DE L’EAU POTABLE DU MAROC
<table>
<thead>
<tr>
<th>Effectif Branche Eau</th>
<th>8.400 employés</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nombre d’abonnés directs</td>
<td>1.8 millions Repartis sur 650 villes</td>
</tr>
<tr>
<td>Gros clients distributeurs</td>
<td>14 sociétés de distribution Publics et privés</td>
</tr>
<tr>
<td>Chiffre d’affaire</td>
<td>4.5 milliards DH 500 millions de $</td>
</tr>
<tr>
<td>Taux d’accès en milieu rural</td>
<td>Plus de 90%</td>
</tr>
<tr>
<td>Nombre de Station d’Epuration</td>
<td>70</td>
</tr>
<tr>
<td>Nombre de Laboratoire</td>
<td>100</td>
</tr>
</tbody>
</table>
Contexte du programme Water Integrity

Gouvernance interne
- Dispositif de contrôle interne incorporé dans l’organisation;
- Politique et stratégie de ONEE en matière de gestion des risques;

Environnement/ contexte national
- La nouvelle constitution en 2011 : lie la responsabilité à la redevabilité
- Code de bonne gouvernance des entreprises publiques
- Plan d’action gouvernemental pour la lutte contre la corruption

Contexte international
- Différents traités et conventions internationaux
- Collaboration avec les bailleurs de fonds pour l’amélioration des dispositifs de bonne gouvernance, et d’éthique.
- WIN (réseau international de l’intégrité dans le secteur de l’eau)
Dispositif de maîtrise globale des risques et de contrôle interne

Conseil d'Administration / comité d'audit

Direction Générale

1ère ligne de maîtrise
Management opérationnel

Planification
Management des projets
Achats
Activités industrielles
Comptabilité-Finances
Activités commerciales

2ème ligne de maîtrise
Pilotage et activités de contrôle

Management des risques
Conformité/Veille juridique
Système d’Information
Contrôle de gestion
Qualité/Sécurité/Environnement
Communication
organisation
Politique RH

3ème ligne de maîtrise
Audit et Évaluation

Audit Interne
Evaluation

Audit externe

Contrôle externe
Actions de maitrise des achats

Niveau gouvernance

Commandes d'investissement

Comité de suivi CP

Comité stratégie et investissement

CBIF

Contrôle de Gestion

Achats

Règlement d'achats approuvé par le CA
Principales actions de maîtrise des achats

- Commission d’évaluation des offres designée par le DG
- Le président de la commission n’est pas concerné par l’achat en question
- Séparation des fonction: commande–achat–reglement–realisation
- Contrôle à priori et à posteriori
- Audit systématique des marchés supérieurs à 5 millions DH (0.5 Mio $)
- Standardisation de cahiers de charge
- Manuel des procédures
COOPERATION EXEMPLAIRE GIZ-SONEDE-ONEE
Engagement du TOP management et mobilisation des équipes
Merci pour votre attention
The Egyptian Holding Company For Water and Wastewater (HCWW)

Water Integrity Program

Eng. Mohamed Moawad
Human Resources Development Sector Head
HCWW at A Glance

Egypt Population Number: **90 Million**

- Service region: 27 Governorates
- Number of Companies: 25
- Water Service Coverage: 97%
- Wastewater Service Coverage: 50%
- Number of Employees: 130,000
The Impact of Applying Water Integrity on HCWW

- WI-program is in consistent with the political orientations in Egypt after the two revolutions.
- Improve allocation and distribution of water which lead to achieve HCWW strategic objectives.
- Improve Employees performance & moral.
- Improve Water Service and Customer Satisfaction.
The impact of applying Water Integrity on HCWW

- Revenue increasing due to the improvement of the Company's Image towards the Community.

- Improve Social Justice & Human rights which both are Egypt revolutions key demands.

- Contribute to raise Customers Integrity Awareness.

- Conserve water natural resources, which is one of HCWW objectives due to Egypt Water status recently.
Selected 3 Subsidiaries Pilot Companies

**Luxor**
- Labours: 2336
- WI-Team: 17 Person
  - 4 Processes:
    - Commercial
    - H.R-Hiring
    - Project Management
    - Contracts & Procurement

**Matrouh**
- Labours: 6371
- WI-Team: 23 Person
  - 7 Processes:
    - Commercial
    - Performance appraisal
    - Stealth connections
    - Contracts & Procure.
    - Commercial – Billing
    - Water Distribution
    - Laboratory

**Gharbia**
- Labours: 2515
- WI-Team: 12 Person
  - 5 processes:
    - Training & Recruitment
    - Commercial
    - Procurement
    - Legal Affair dept.
    - O&M
Establishing WI-Unit inside HCWW to follow up with all Subsidiaries companies.

Continuous Cooperation with GIZ to build the capacity of WI-Units to be the core units for applying WI-program in all Subsidiaries.

Continuous Cooperation with Regional Companies in Tunisia, Morocco & Jordan Under the auspices of ACWUA.

Open new channels with WI-International bodies (WIN, SIWI,....etc).
WI-Program in HCWW