WATER GOVERNANCE IN CITIES: AN OECD PERSPECTIVE

Oriana Romano- Water Governance Programme, OECD
OECD Survey “Water Governance in cities”

**OBJECTIVES**
- Analyze the relationship between governance structures for managing water and the performance of water policy outcomes
- Identify governance mechanisms dealing with fragmentation across people, places and policies (3Ps)

**TARGET**
- **Questionnaire** to 48 cities from OECD and BRICS
- **Policy makers** at local and national level
- **Water managers** at city and metropolitan level
- **Stakeholders** involved in urban water policy design and implementation

**METHODOLOGY**
- **Drivers** of urban water governance
- Allocation of roles and responsibilities
- Interconnection with water-related sectors
- Tools and strategies to overcome fragmentation
- Performance
- Water policy objectives
- Policy complementarities across areas
- Adaptive governance
Keywords associated with "water management in cities"

Ageing infrastructure: the most challenging driver

Water-related drivers

Share of wastewater treatment
(% of wastewater produced by the city that is collected and treated to at least a basic/primary level)

Share of water loss
(as % of net water production)

Service providers: the greatest interlocutors of cities
An overview of service management in cities

Number of service providers in surveyed cities by water functions *

- **Drinking water supply**
  - 1 service provider, 91.7%
  - 2 service providers, 4.4%
  - 3 service providers, 1.1%
  - 4 service providers, 2.1%
  - 5 service providers, 0.1%

- **Sewage collection**
  - 1 service provider, 81.9%
  - 2 service providers, 9.4%
  - 3 service providers, 5.0%
  - 4 service providers, 2.2%
  - 5 service providers, 2.2%

- **Wastewater treatment**
  - 1 service provider, 81.9%
  - 2 service providers, 4.4%
  - 3 service providers, 2.2%
  - 4 service providers, 1.1%
  - 5 service providers, 2.2%

Management model for bundled water services

- PPP contract, 38.6%
- Full privatization, 33.3%
- Corporatized utility, 50.0%
- Direct Public Management by the municipality, 42%

* Note: Based on answers from 48 cities for drinking water supply and 45 in the case of sewage collection and waste water treatment. Source: OECD Survey on Water Governance for Future Cities, 204
Multi-level governance gaps

Perceived transparency and accountability challenges to urban water management

- Limited information sharing across local authorities: 60%
- Weak stakeholder engagement: 48%
- Limited monitoring / evaluation guiding decision-making: 46%
- Lack of publicly available data on economic and financial performance: 46%
- Lack of benchmarking for service providers’ performance: 44%
- Weak judicial system for conflict resolution: 31%
- Lack of competitive procurement processes: 27%
- Lack of accounting control through regular financial audits: 23%
- Lack of publicly available data on drinking water quality: 23%

Responses for “better” water governance in cities

**Stakeholder engagement**
To secure the willingness to pay, accountability and policies buy-in

**Rural-urban partnership**
For coherent policies on water, land use, spatial planning, nature conservation, etc.

**Metropolitan governance**
Opportunity to pool resources and capacity at a critical scale for effective water management

**Vertical and horizontal coordination**
Policy complementarities

**Places**

**Policy**

**People**

**3Ps**

**Drivers**
**Mapping**
**Gaps**
**Responses**
THANK YOU

ORIANA.ROMANO@OECD.ORG

WWW.OECD.ORG/GOV/WATER
The Dutch union (Abvakabo) FNV is partner in the WOP Mwanza.

Responsible for research of employee satisfaction at Mwauwasa.

In cooperation with the Tanzanian union TUGHE.

Baseline employee satisfaction (2012).

Final employee satisfaction (2016).
Performance of employees is crucial for good service delivery.

For better service delivery results at Mwauwasa, it is necessary to improve employee satisfaction.

Abvakabo FNV developed and implemented an employee satisfaction survey in 2012.

This resulted in a report with recommendations and an action plan.
Abvakabo FNV developed a survey based on several existing employee satisfaction surveys, the findings of the fieldwork and input from Mwauwasa, Dunea and TUGHE.

The survey consists of topics that have been identified as relevant for the employees of Mwauwasa.

The subjects of the survey are: working time and payment, organization of the work, work environment, health, safety and the workers council.

Most of the 48 questions are multiple choice and some are open questions. The questionnaire was made available in English and Kiswahili.
The survey has been handed out in hard copy to 200 employees in all departments through the HRM department of Mwauwasa.

It was made clear to the employees that the survey was anonymous and that their participation had no consequences for them. Most employees felt free to share their opinion.

127 surveys out of 200 were filled in and returned. This is a response of 63.5 percent.
## SURVEY IMPRESSION

### Personal development

<table>
<thead>
<tr>
<th>Question</th>
<th>Rating</th>
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</thead>
<tbody>
<tr>
<td>45. I am trained to cope with my job.</td>
<td><img src="#" alt="Rating" /></td>
</tr>
<tr>
<td>46. I have undergone training paid by MWAUWASA in the previous year.</td>
<td><img src="#" alt="Rating" /></td>
</tr>
<tr>
<td>47. I have career opportunities at MWAUWASA.</td>
<td><img src="#" alt="Rating" /></td>
</tr>
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### Maendeleo ya kibinafsi

<table>
<thead>
<tr>
<th>Question</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>45. Nimefunzwa kukabiliana na kazi yangu.</td>
<td><img src="#" alt="Rating" /></td>
</tr>
<tr>
<td>46. Nimepitia mafunzo yaliyvgahamiwa na MWAUWASA katika mwaka uliopita.</td>
<td><img src="#" alt="Rating" /></td>
</tr>
<tr>
<td>47. Nina nafasi za kikazi katika MWAUWASA.</td>
<td><img src="#" alt="Rating" /></td>
</tr>
<tr>
<td>48. Tafadhali, andika chini mapendekezo yako ya kuboresha na kuridhika kwa jumla katika kazi yako ya kila siku hapa MWAUWASA:</td>
<td><img src="#" alt="Rating" /></td>
</tr>
</tbody>
</table>
CONCLUSIONS ON ORGANIZATION OF WORK

- **Career opportunities for females**
  Female employees experience significant less career opportunities than males.

- **More training for employees**
  Employees need more training to cope with their job; this will lead to more efficient work and more employee satisfaction.

- **More participatory management**
  Employees wish for a more open management style and want to participate more.

- **Improve logistics**
  Employees experience that supplies are systematically not available and that equipment is not provided at the right place.
CONCLUSIONS ON HEALTH AND SAFETY

• Improve safety at the water treatment plant
  Cover holes in the ground, attach balustrades where necessary, provide employee with earplugs for noise protection where necessary.

• Improve the health conditions at the waste water plant
  The strong smell at the plant makes it difficult to breathe, provide every employee with face masks.

• Put the health policy in practice
  Implement the policy at the worksites in cooperation with the employees.
CONCLUSIONS ON COUNCIL AND UNION

• Create a stronger relation between council and employees
  The employees want to give their input to the workers council and want to be better informed.

• Become more professional
  The council needs training about their responsibilities and duties, in order to become an equal partner.

• Create a stronger relation between union and members
  The employees want to give their input to TUGHE and want to be better informed.
# ACTION PLAN IMPRESSION

## Short term (2013)

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Key-actors</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Transport</td>
<td>Board of Mwauwasa</td>
<td>Provide fees for public transport and/or consider providing meter readers with a motorbike</td>
</tr>
<tr>
<td>4. Job descriptions</td>
<td>HRM of Mwauwasa</td>
<td>Job descriptions for all employees at all departments</td>
</tr>
<tr>
<td>14. Health policy</td>
<td>HRM of Mwauwasa &amp; TUGHE</td>
<td>Inform the employees on the health policy</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
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<th>Key-actors</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Equal career opportunities</td>
<td>Mwauwasa</td>
<td>Create equal career opportunities for female employees</td>
</tr>
<tr>
<td>9. Logistics</td>
<td>Board of Mwauwasa</td>
<td>A logistical system that ensures working materials are at the right place in time</td>
</tr>
</tbody>
</table>
The management of Mwauwasa supports the report.
The management started with implementing the recommendations:
- job descriptions
- Training programme for employees
Abvakabo FNV developed a training for the workers council.
The minister of Water in Tanzania supports the report and promotes employee satisfaction at other water companies in Tanzania.
Report is available

Thank you for your attention
The work of the ants: a public-community water partnership in Colombia

arcelona, th eptember .- .ongress
PLATAFORMA DE ACUERDOS PÚBLICOS COMUNITARIOS DE LAS AMÉRICAS

• The Platform for Public Community Partnerships (PAPC) – established in April 2009, Paso Severino (Uruguay)

• Network of public water operators, community-based water operators, water unions and civil society organizations

• Mission: foster partnerships between public and community based water operators in Latin America
Principles and Values of the PAPC

- Water is a **common good** essential for life and its management must be organized according to the principles of democracy and justice, out of the market logics;
- Water and sanitation are fundamental **human rights** and should be guaranteed to all;
- Public-community partnerships are agreements of mutual cooperation between water operators based on solidarity and reciprocity, they are **not-for-profit** and stand against water privatization and commodification and the outsourcing of water related services.

*(form the Chart of Principles and the Ethical Code of the PAPC)*
The work of the ants: a public-community water partnership in Colombia

- Water Operators Partnership (APC) between:
  - SINTRACUVALLE (union of ACUVALLE SA, public water operator of Valle del Cauca, Cali Colombia)
  - Acuedcuto Comunitario La Sirena (community based water operator located the rural area of Valle del Cauca, La Sirena)

- Other stakeholders:
  - SINTRAMBIENTE (environmental public union of Cali, Colombia)
  - PSI (Public Services International)
Local traditions of water governance and management vis-à-vis the absence of the services provision by the State

In Latin America there are over 80,000 community-based water operators that provide water to more than 70 million people (CLOCSAS, 2015)
  - In Cochabamba (the third city of Bolivia) there are between 600 and 700 community-based water operators which provide access to water to 50% of the population
  - In Colombia there are over 12,000 community-based water operators

Main characteristics of the community-based water management:
- Self constructed and financed water systems
- Autonomy and independence
- Collective propriety of water infrastructures and water sources
- Participatory governance of water territories

Main needs of the community-based water management:
- Technical assistance (mainly in water treatment)
- Access to finance to improve water related services
- Protection of watersheds and territories
- Sanitation

SDG 6. Ensure availability and sustainable management of water and sanitation for all
6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all
WOP (APC) Case Study
- Objectives

• Partnership between a public water union (SINTRACUAVALLE) and a community-based water operator (Acueducto La Sierna, 5,500 people)

• WOP Objectives:
  – Strengthening the community water management and governance
  – Enhance water service efficiency
  – Defending water as a common good in public (community) hands
WOP (APC) Case Study – Problems Targeted

• It has been realized a diagnostic of the water system and service
• Main problems detected and targeted in the WOP (APC):
  – Scarce water quality
  – Water losses
  – Commercial losses
  – Lack of a water net plan
  – Contamination of water shed
# WOP (APC) Case Study – Activities and Results

<table>
<thead>
<tr>
<th>Problems</th>
<th>Activities and Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scarce water quality</td>
<td>Water analysis</td>
</tr>
<tr>
<td></td>
<td>Improvements of the treatment plant and process of treatment</td>
</tr>
<tr>
<td></td>
<td>Capacity building activities</td>
</tr>
<tr>
<td></td>
<td><strong>Water quality improved</strong></td>
</tr>
<tr>
<td>Water losses</td>
<td>Tracking and repairing water leaks</td>
</tr>
<tr>
<td></td>
<td>Hydraulic Sectorization</td>
</tr>
<tr>
<td></td>
<td><strong>Water losses reduced</strong></td>
</tr>
<tr>
<td>Commercial losses</td>
<td>Capacity building activities in commercial management</td>
</tr>
<tr>
<td></td>
<td><em>Savings of 35 millions of Colombian pesos (12,000 $) per year</em></td>
</tr>
<tr>
<td>Lack of a water net plan</td>
<td>Geo-referencing of the water net</td>
</tr>
<tr>
<td></td>
<td><strong>Water plan delivered to the community</strong></td>
</tr>
<tr>
<td>Contamination of watershed</td>
<td>Elaboration of a plan for the watershed management and protection</td>
</tr>
<tr>
<td></td>
<td><strong>Identified clear tasks for watershed protection</strong></td>
</tr>
</tbody>
</table>
Conclusions

• Community-based water operators as important stakeholders to guarantee water and sanitation access to all (urban – rural relationship)

• Role of public water unions and water workers in WOPs (APCs)

• Importance of the protection of the watershed for rural communities: no water = no water management

• WOP (APC) as a vehicle to improve water governance respecting and protecting community autonomy and participatory processes

SDG 6. Ensure availability and sustainable management of water and sanitation for all

6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes

SDG 6. Ensure availability and sustainable management of water and sanitation for all

6.b Support and strengthen the participation of local communities in improving water and sanitation management
Thank you
Gracias
Gruppo CAP is an industrial group that manages the integrated water service operating in the Provinces of Milan, Monza-Brianza and Pavia.

The group is one of the top ranking organizations in Italy in terms of the number of customers served, the volumes of water distributed and the length of the supply network which provide the Integrated Water Service.

*«public company» in Italy is a company regulated as a private company but with only public shareholders
The European Association of Public Water Operators

- 50 members (water and sanitation operators + 4 national associations), serving 80 million European citizens.

APE members:
- 100% publicly-owned
- no private shareholders
- not listed on stock market
- all financial revenues reinvested in the water cycle

Created in 2009 (remunicipalisation in Paris, Italian referendum…)

APE mission

Platform for mutual learning

Promoting public water management
GRUPPO CAP - NUMBERS

Economic Data

- Equity: €661 million
- Production Value: €271 million
- Ebitda: €103.8 million
- Ebitda % on Production Value: 38.30%

Service

Municipalities:
- 152
- AQUEDUCT
- SEWERAGE
- WATER TREATMENT

Inhabitants:
- 2,240,495
- AQUEDUCT
- SEWERAGE
- WATER TREATMENT
- 1,908,798

Users:
- Civil: 368,128
- Industrial: 832

KM Water Pipeline Network: 7,573
KM Sewage Network: 6,592
Number of Wells: 887
Treatment Plants: 325
Water Treatment Facilities: 64
Cubic Meters Water Provided: 233,525,937
Italy is the first European country for consumption of bottled water, third in the world.

**Consumption of bottled water (litres per inhabitant per year)**

<table>
<thead>
<tr>
<th>Country</th>
<th>Consumption (litres)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arab Emirates</td>
<td>260</td>
</tr>
<tr>
<td>Mexico</td>
<td>205</td>
</tr>
<tr>
<td>Italy</td>
<td>196</td>
</tr>
<tr>
<td>Germany and Spain</td>
<td>140</td>
</tr>
<tr>
<td>Belgium</td>
<td>134</td>
</tr>
<tr>
<td>France</td>
<td>129</td>
</tr>
</tbody>
</table>

*Source: Altreconomia*

To promote trust in TAP WATER.
THE CONFIDENCE INTO THE PUBLIC SECTOR

The citizen need to trust and to become an AWARE CONSUMER

For many people the water sector has to be managed by public companies

Not a good confidence in public subjects, often seem as a burden

TAP T A P
RASPARENCY ACCOUNTABILITY ARTICIPATION
BECOME A “GLASS HOUSE”:
WATER PACT

Gruppo CAP
Baseline interest
In cooperation with
Goals

Management of water services as a local public service in the Province of Milan area in Italy
133 municipalities - 2.1 million inhabitants
Company, Authority, Municipalities, Civil Associations
Improving Transparency, Accountability and Participation (TAP Policy) for drinking water

web site: www.gruppocap.it

Information on water quality on web site

Simple
Transparent
Comprehensible
Clear

to all the stakeholders

Municipalities
Citizens
Local Government
Civil Society
Companies
BECOME A “GLASS HOUSE”: LEGALITY GAINS

September 2014

CAP Holding
one of the largest public contracting in the Milan area

Prefecture of Milan
Regional Office of Government

signed

Legality Protocol to prevent the possibility of delinquency’s infiltration in the yards
Cap Holding made an IT platform that collects information about the yards and the entire supply chain of the companies involved. This allows activity of preventive screening to be ensured.
The IT platform allows a daily verification of active sites or information on:

<table>
<thead>
<tr>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geolocation</td>
</tr>
<tr>
<td>Type of work</td>
</tr>
<tr>
<td>Start and end of the work</td>
</tr>
<tr>
<td>Foster enterprise</td>
</tr>
<tr>
<td>Company performing the work</td>
</tr>
<tr>
<td>Contract signed</td>
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</tbody>
</table>

It also gives information on the people who work in the yard:

<table>
<thead>
<tr>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>For which company they work</td>
</tr>
<tr>
<td>Which role</td>
</tr>
<tr>
<td>Subcontractors data</td>
</tr>
</tbody>
</table>
A POLICE CONTROL ..ON TIME
• We just achieved an important award
CAP is working hard to build cooperation projects among public water companies. For example: CAP & Brianzacque share the WEBGIS
Water Alliance = 7 Lombardy water operators working together since April 2015

Sharing experience to move forward as an alliance, recognising local priorities but gaining through being part of a larger group

5 million citizens
Thank you for your attention

www.gruppocap.it