

Water Operator Partnership

-

Partners in dialogue

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The Netherlands

**1st International Conference of the Global
Water Operators' Partnerships Alliance**

Raising Awareness and Communicating the Urgency to Act

Zaragoza, Spain. 3-4 December 2009



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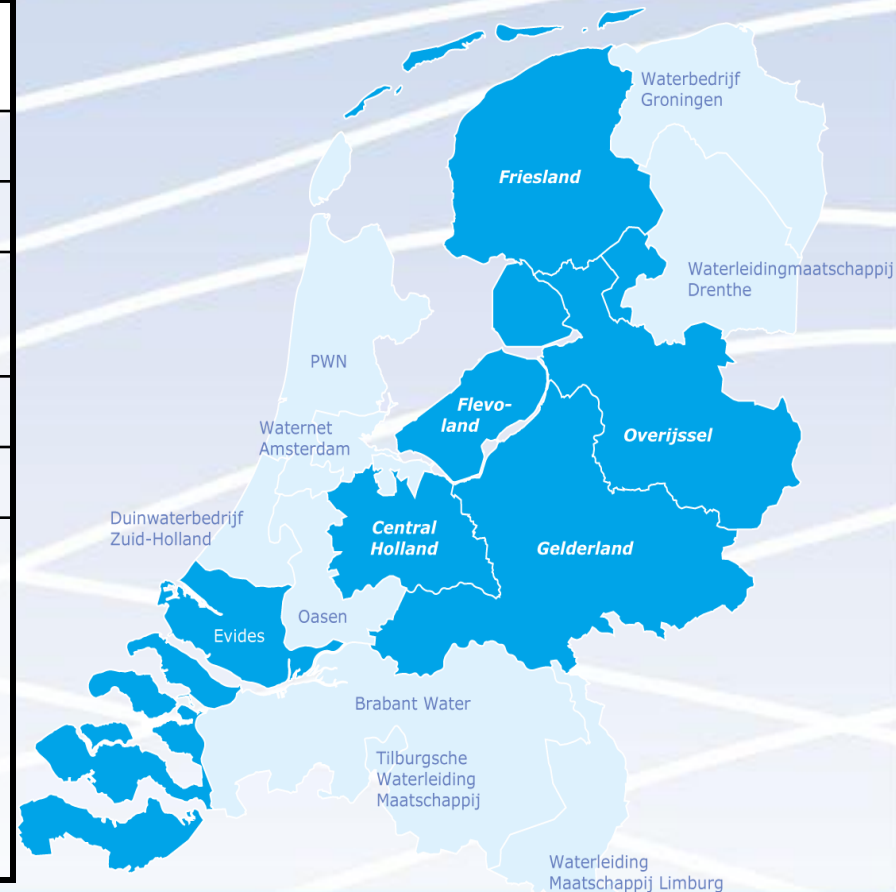
Structure

- Introduction Vitens Evides International (3)
- Wake up call for public water operators (3)
- Experiences sofar (3)
- How to go from here ? (3)



Vitens Evides International

| | Vitens | Evides |
|-----------------------------|--|----------------------|
| Drinking water | 350 Mm3 | 266 Mm3 |
| Turnover | € 423 million | € 283 million |
| Distribution network | 47,500 km | 10,000 km |
| Connections | 2.3 million | 1.0 million |
| Staff | 1,500 | 550 |
| Overall | <ol style="list-style-type: none"> Cover 50% of The Netherlands Publicly owned but privately-operated Own, Operate and Maintain all assets | |



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One company, many faces



Nature and landscape management



Innovation



Maintenance and expertise



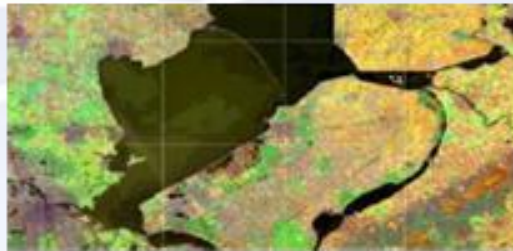
Safety



Always reliable drinking water



Millennium Development Goals



Security of supply



Sustainability



Water extraction and purification

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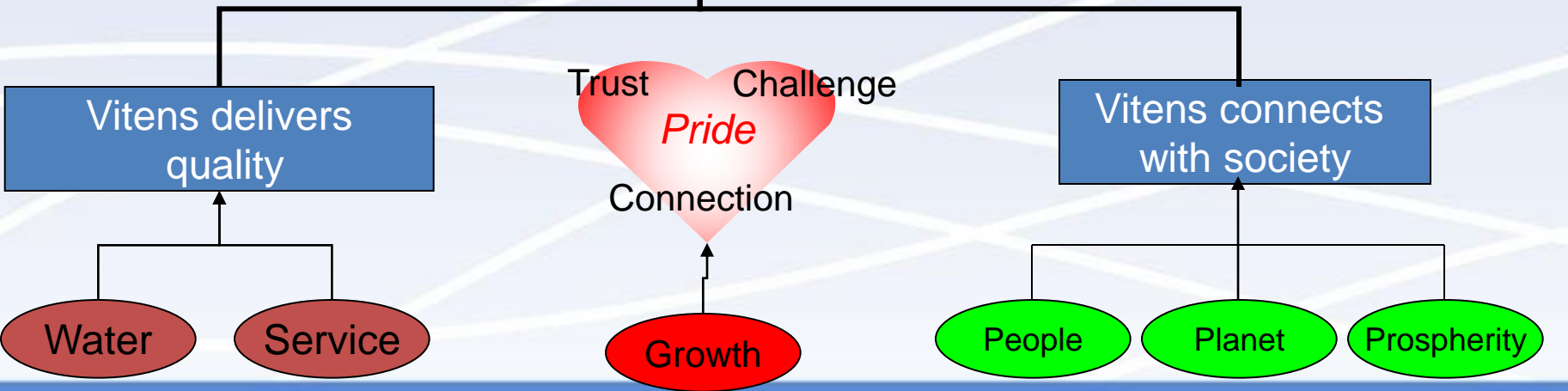
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The essence of water

Our roots (1880)
Our values
Our assets
Our position



Vitens wants to play an essential role in society



Our drivers for action

- Employees → strong incentive and challenge
- Customers → pride and appreciation
(and willingness to pay)
- Stakeholders → corporate social and global responsibility (MDGs, UN, Prince of Orange)

Partnership formats

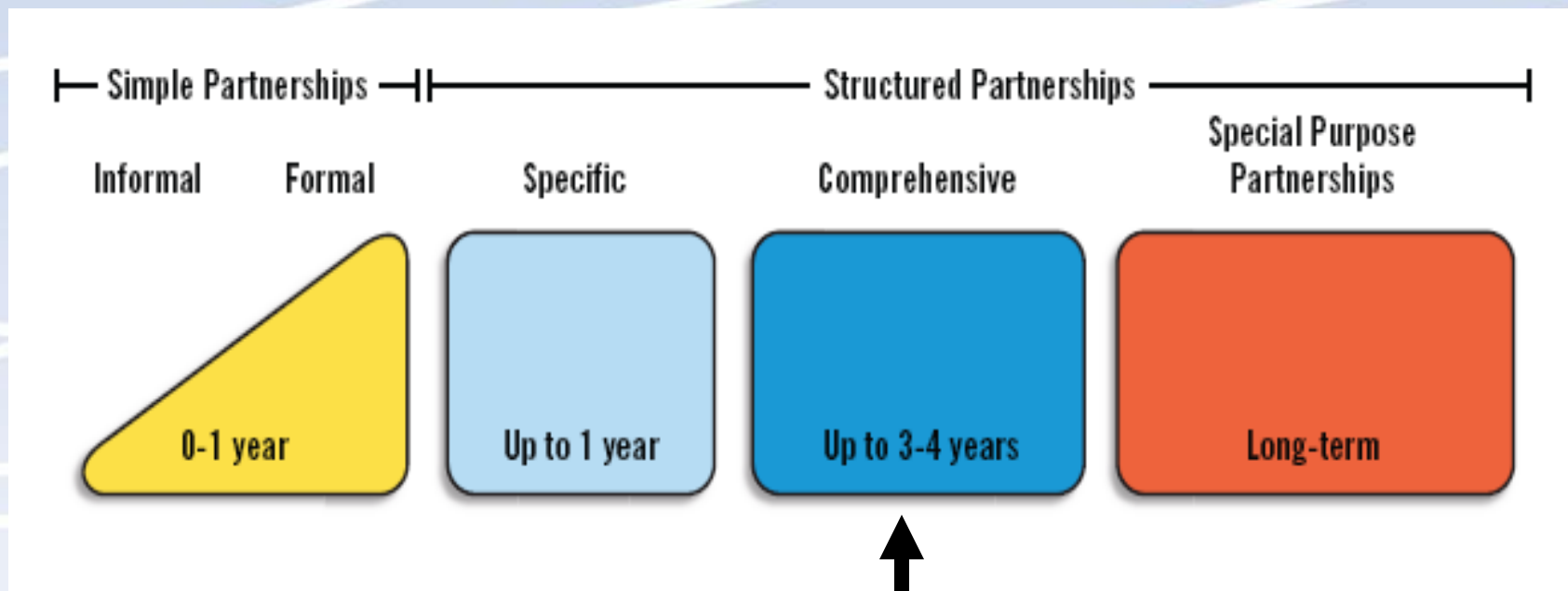


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Classification of WOPs



**Vitens
Evides
International**

Our Partnerships

- Technical Assistance – short term input
 - *Surinam and Senegal*
- Full WOP – including resident presence
 - *Vietnam, Mongolia, Yemen, Mozambique*
- Contractual arrangements
 - *Ghana* → Management contract WB
 - *Malawi* → Service contract EIB

Vitens Evides International

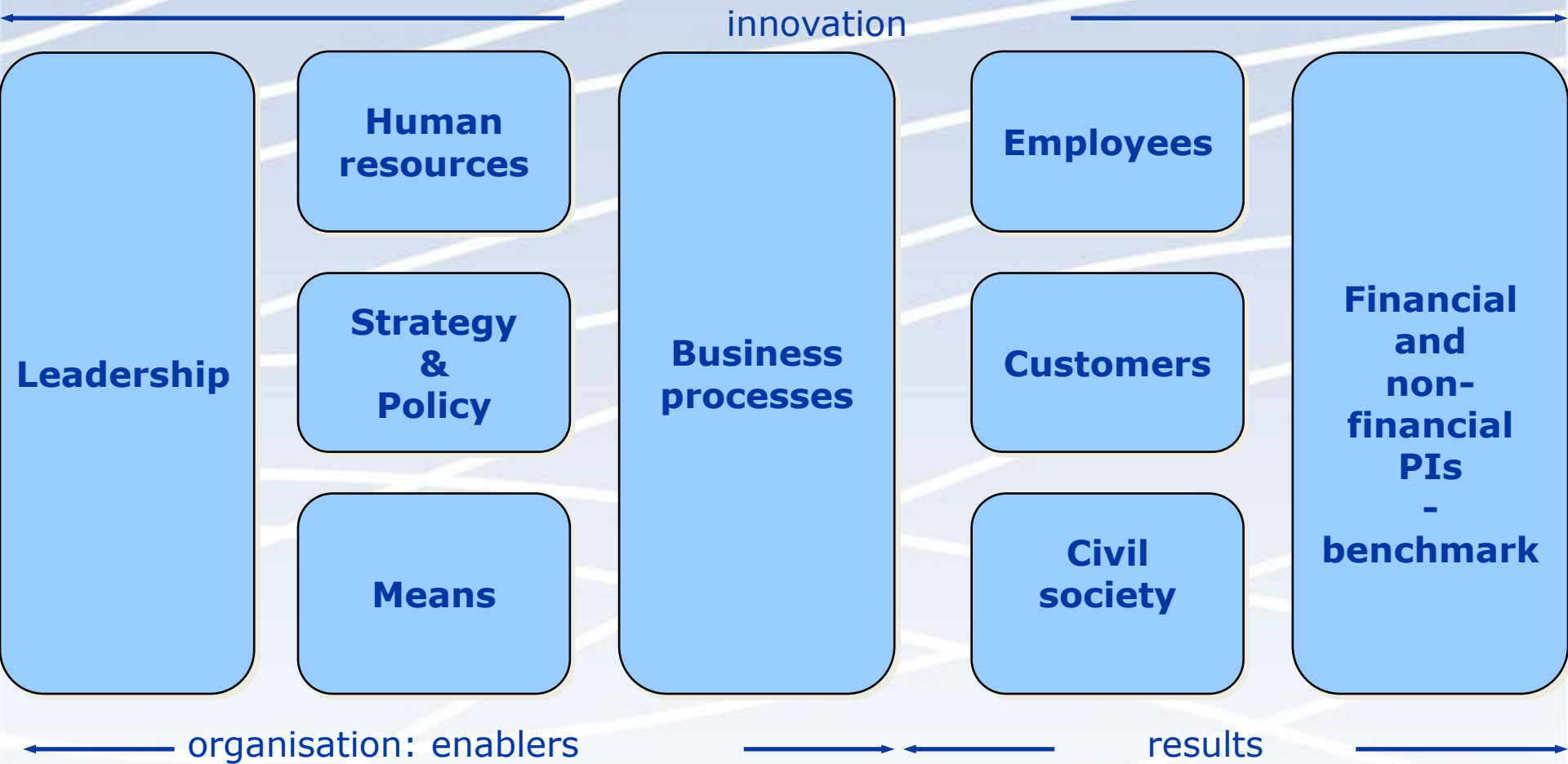


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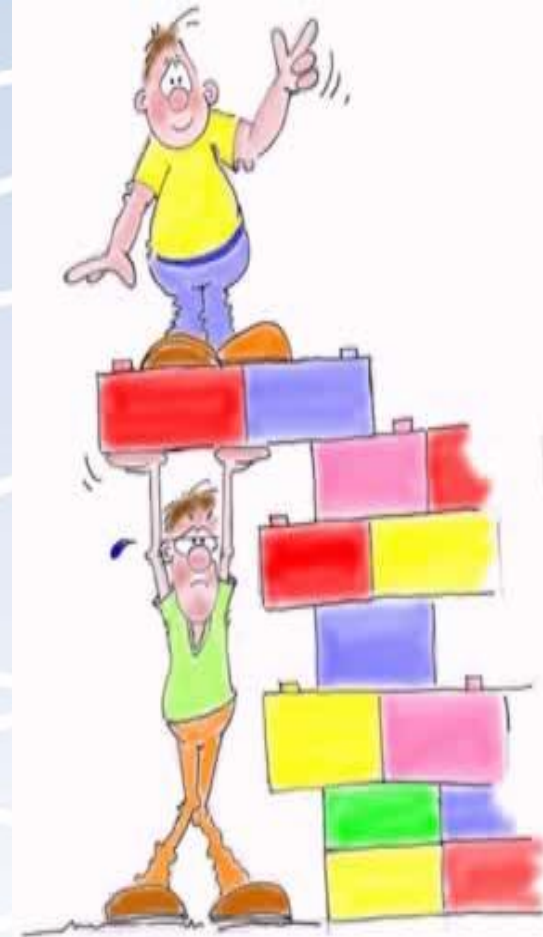
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Vitens' Business Model



Some experiences

- Organisational and culture changes have a failure rate of over 70%
- Partnerships are primarily relation based rather than output based
- Not **penny** but **patience (time)** is key resource for performance improvement
- There is no one single succes prescription for a poor functioning water operator
- Do not start talking but listen first (typical male problem?)



Common remedial needs

- Non Revenue Water (NRW)
- Financial management
- Customer management
- Human resources management
- Strategic (and urban) planning
- Operation and maintenance
- Leadership/delegated management
- Management information systems



Our check for partners

- **Country:**

- Language
- Sector policy
- Transparency Index
- Commitment

“enabling environment”

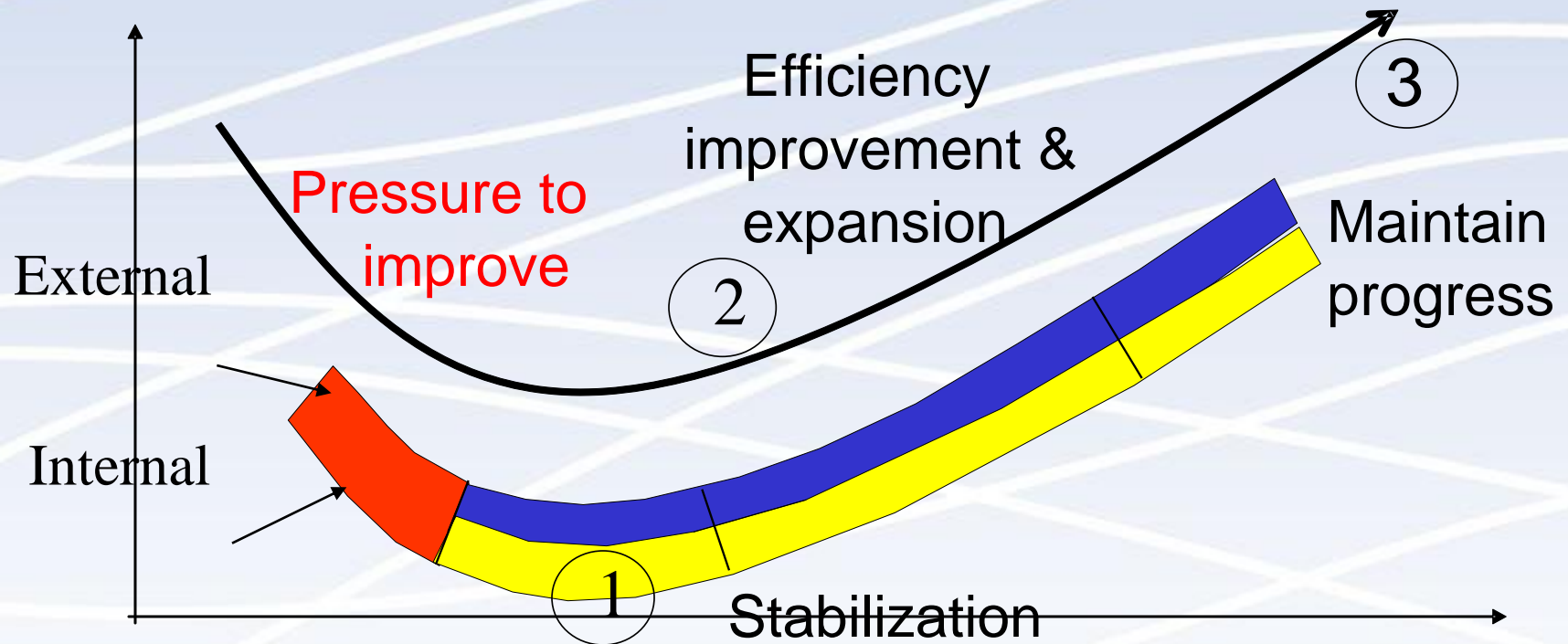
- **Operator:**

- Commitment
- Capacity
- Confidence

“absorb/endorse change”

It takes time to harvest

performance



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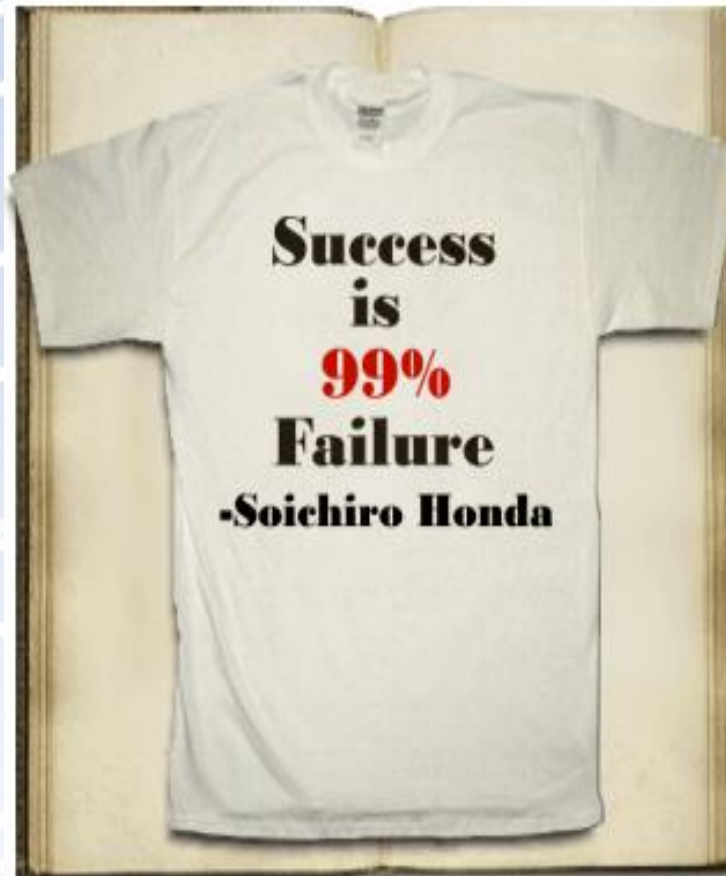


time
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To be worked on

1. Collect, study and analyse experiences
2. Contract formats to be developed
3. Commit donors to support these by \$\$
4. Concerted promotion within public operators
5. Certification of operators
6. Capacity building to be reinforced at vocational and professional level with and within operators (not MSc and PhD)
7. How to engage partners in a longlasting relationship?
8. How to transfer north-south to south-south partnerships?

Finally



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