

WATER TAP – CLEARING MUDDY WATERS

Establishing WATER INTEGRITY (WI) in the MENA region

by promoting transparency-accountability-participation (TAP) in water utilities



Water TAP is a regional project of the German Development Cooperation, financed by the »Governance Fonds Maghreb and Near East Region« of the German Ministry of Economic Cooperation and Development (BMZ). Duration: 2013–2015. Project partners are the Arab Countries Water Utilities Association (ACWUA) and members in the MENA region, e.g. ONEE in Morocco, SONEDE in Tunisia, the HCWW in Egypt and water utilities in Jordan.

Water TAP is linked to ACWUA WANT, a regional capacity development program of the GIZ and ACWUA which aims to develop instruments and advocate quality standards to enhance the technical and commercial performance of utilities.

The Approach

GIZ-WI Program with ACWUA and Partners The Process 2013 to 2015



Start

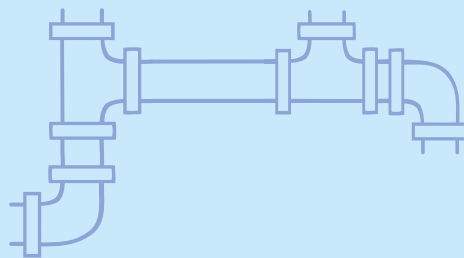
- Kick-off workshop with ACWUA and pilot utilities in TUN + MOR + EGY + JOR
- ACWUA awareness/sensitizing seminars with senior executives
- Agreements between partner organizations and GIZ and ACWUA

Network

- Establishing a WI-Expert and trainer network from the MENA region
- Adaptation of training and diagnostic material to the MENA region
- Adaptation of the methodology to water utilities
- Regional exchange and learning platform, exchange visits

Roll Out

- WI-Analysis with management and staff in pilot utilities
- WI-Action Plans with all staff to address several department-based processes
- Implementation of priority TAP-Initiatives (tangible, small, smart, ...)
- Feed back to ACWUA members at conferences. International feed back: WIN



Implementation Phases

Phase 1: Preparation

- Dialogue with senior executives
- Awareness seminar with top management
- Agreement on processes and roles
- Nomination of WI-Coordinator, WI-Team
- Formation of a regional WI-Expert/trainer pool
- Development of TAP training material

Phase 2: WI-Analysis

- Selection of key processes in selected departments
- Capacity building of WI-Team and staff
- TAP Processes analysis by utility staff
- Advise & coaching by WI-Team, WI-Experts

Phase 3: Regional exchange

- Regional exchange on results of WI-Analysis
- Performance indicators

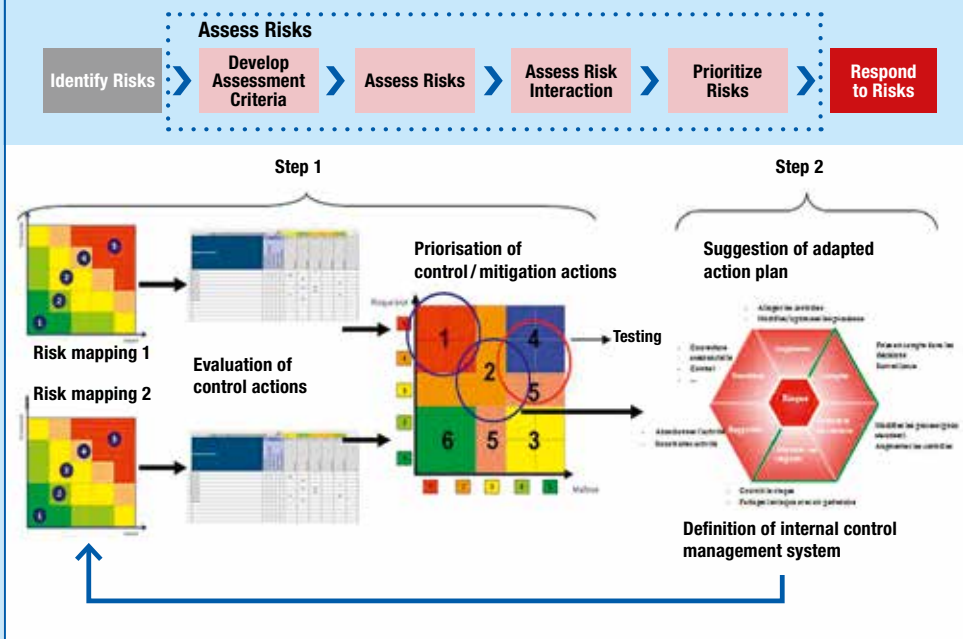
Phase 4: WI-Plan for action

- Elaboration by utility staff, WI-Team, experts
- Majors risks for TAP
- TAP Mitigation
- TAP Action planning, costs, resources
- Expected results and impacts; M & E

Phase 5: Implementation

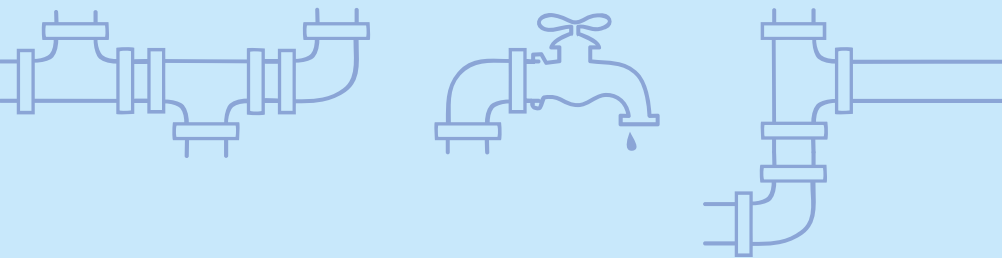
- Decision on TAP priorities by management
- Agreement on strategic, long-term actions
- Implementation of priority TAP-Initiatives
- Evaluation and feedback
- Complementary actions at regional and national level: training, advise, peer learning, communication, advocating

Methodology Based on Risk Mapping for Value Chain



Processes or value chains in water utilities were selected by senior management. Some are related to standard operating procedures and they reflect quality management procedures:

- 1 Construction works management
- 2 Procurement
- 3 Human resources: recruitment, training
- 4 Commercial: service for third parties; water metering/billing
- 5 Payment circuit
- 6 Projects management
- 7 Communication.



Risk Mapping Matrix

Example of Prioritization Matrix

Process: Procurement

Impact	major		03 06 07 11	04		
	significant	05	01 08	10 02		
	moderate		09			
	minor					
		unlikely	possible	likely	very likely	
		Probability				

01. Oriented and targeted criteria
02. Oriented and 'manipulated' specifications
03. Excessive use of non-competitive procedures
04. Favouritism, Limit or eliminate competition
05. Manipulations affecting the competitors offer
06. Manipulation affecting the application of eligibility and awarding criteria
07. Manipulation affecting compliance with required specifications
08. Conflicts of interest that lead to bias and corruption
09. Inequitable treatment claims
10. Lack of professionalism in terms of knowledge, skills and integrity
11. Unjustified derogations to rules and regulations

Water Governance

Why Water Integrity?

What is Water Integrity?



Water is life. Water utilities serve the common good. Yet, sometimes, people take advantage of this situation to serve them instead. When they do this, they harm the water utility and all of the people it serves because they undermine sustainability. A lack of integrity spills across the entire water value chain to create “muddy waters”. Water integrity means establishing Water TAP: Transparency – Accountability – Participation so that water is allocated and distributed in fair and efficient ways for all water users. It also means ensuring that the financial resources of the utility are protected and used for the intended purposes.

The Water TAP project is grateful to the Water Integrity Network (WIN) and other international partners, namely the UNDP Water Governance Facility, Stockholm for their valuable contributions and granting permission to use their training material and other sources.

Some general governance requirements

that rule core processes in water utilities:

- How funds from the national/municipal budget are allocated to the utility
- The way in which a utility is audited (internal, external); are compliance mechanisms in place?
- How the utility conducts purchase and procurement of goods and services
- How the utility manages recruitment and promotions, training of staff
- Which service standards are applied?



Guiding Principles

The guiding principles of the Water TAP project are:

- full ownership of the process by the management and staff of water utilities
- all steps are implemented by the utilities management and staff concerned
- involve all management and operational levels, but at first, getting commitment by the top management
- flexible approach of analysis and implementation, focused on concrete TAP-Actions
- identify incentive systems and positive impacts of TAP initiatives
- nomination of a WI-Coordinator at utility level to be the driving force, with a mandate to act
- advice and guidance are provided from WI-Experts, exclusively from the MENA region
- GIZ and partners from the WIN secretariat support the process by advice, training-of-experts, material
- create a regional learning and exchange platform with ACWUA.

First Results and Impacts

The Water-TAP initiative will

- contribute to change behavior of individuals in terms of work ethics and compliance
- promote trust and confidence amongst colleagues at workplace and between departments in a utility
- boost trust between the water utility and policy makers or supervisory bodies and also with business partners
- create an atmosphere of confidence with water customers and strengthening reputation in the public.



Further Information:

www.acwua.org

and www.mena-water-tap.net