



Implementation of WI at the utility level, Experience from Tunisia

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SONEDE

3rd Arab Water Week, January 2015, Jordan

WATER TAP: Promoting Water Integrity in utilities in the MENA region

Session organized by the ACWUA and GIZ Water Integrity projects



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Introduction of SONEDE

- Turnover : 124 Millions Euros
- Production : 609 Millions m³
- Number of districts : 38
- Network Length in Km : 50,000
- Laboratory Analysis Number/per Year : 50,000
- Clients (Potable Water) : 2,6 Million
- Staff : 6 818





Governance Context for SONEDE

- **Principles of good governance in water sector**
 - ✓ Internal control system incorporated in the organization;
 - ✓ A new Direction created in SONEDE: Good Governance and anti-corruption Direction ;
- **National Environment/Context**
 - ✓ new political conditions and environment
 - ✓ Transparency and accountability
 - ✓ Code of Good Governance
- **International Context**
 - ✓ Various international treaties and conventions
 - ✓ International financing institutions more and more focused and strict on
 - ✓ compliance/integrity systems, ethics, .. in countries/sectors/companies.



Implementation phases of WI project

Phase 1: Preparation

- senior executives Awareness
- Identification of processes for the project
- Identification of resource-persons ;
- Capacity building

Phase 2: Analysis

- Processes analysis by staff coaching by project team

Phase 3: Preparation of the action plan

- **analysis results**
- **Performance indicators training, Benchmarking**

Phase 4: Action Plan Elaboration

- Majors risks
- Mitigation actions,
- actors and roles,
- Planning, costs, resources,
- Expected impact and M&E

phase 5: Implementation

- According to priorities
- Eventually With support of GIZ
- Other more measures : Training, Expertise, Peer learning, Communication,



Project Deployment Progress

1. The designation of the project team,
2. Selection & identification of Processes,
3. Allocation of resource persons,
4. Organization of awareness workshops,
5. Start risk mapping,



Project Deployment Progress

Selected Processes

1. **HR : recruitment/training**
2. **Commercial : water metering/billing**
3. **Communication**
4. **Projects management**
5. **Procurement**



Project Deployment Progress

Start risk analysis

Process	Sub process	Risk
Human Ressources	Recruitment	9
Commercial	Water metering/billing	4
Communication	External communication on Pricing	6
Projects management	Construction	6
Procurement	Purchases tendering	8



Example of prioritization matrix

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

Risk classification will be based on the probability of occurrence of the risk and its degrees of impact.

Only risks with high criticality (impact x probability) will be prioritized.

Probability



Preparation and development of action plan

The project Team (coached by TAP Team) developed 23 indicators distributed by process as follow :

Process	Sub process	Nb of Indicators
Human Ressources	Recruitment	7
Commercial	Water metering/billing	4
Communication	External communication on Pricing	3
Projects management	Construction	5
Procurement	Purchases tender	4



Workshops project teams





Preparation and development of action plan

- ✓ We have identified 33 risks listed in importance order.
 - The action plan was approved by TOP management that recommend to focus on the top 15 risks (3 Risk / Process), In the first phase
- ✓ Translation of control actions into concrete actions to be implemented,
- ✓ Identification of the entity responsible (and with whom, who participates)
- ✓ Determination of the necessary resources, people involved, estimated time and required cost, training, expertise, ...
- ✓ Development of quantitative/qualitative indicators for evaluation and monitoring.



Phase 3 : Action plans synthesis process

Process : Communication

Primary risk / domain	Control actions	Indicators	Monitoring
Refusal of any revision of pricing: for lack of participation and transparency	Involve the mass media, NGOs, civil society by communicating the real cost of water.	Number of communication actions with the media / year	Annual
Lack of company's credibility	Accompany large project (commissioning)		
Non-adherence to SONEDE project objectives ignorance SONEDE	Inform and involve a regular ODC: appointment of a representative of the ODC on the Board as an observer		



Conclusions

The importance and benefits of the project (WI):

- ✓ Membership SONEDE in a policy of Transparency, Accountability and Participation.
- ✓ Awareness teams and staff of the importance of integrity in the performance improvement and quality service.
- ✓ Improving the image of SONEDE to partners, stakeholders and the public.
- ✓ Accountability of internal staff.



**Thank you for your
attention**