

## Second Scientific Meeting of the ParisTech "SUEZ ENVIRONNEMENT - Water for All" Chair 19 September 2014 – MINES ParisTech.

### Management and governance of large urban water and sanitation utilities

Few cities in developing or emerging countries have quality water utilities that are genuinely accessible to all, and even fewer have sanitation utilities of that order.

Numerous studies have been carried out by various research centres and institutions involved in development in order to understand the causes and identify the keys for success. Paradoxically, the operational world and the world of research in these areas live largely separate lives: the managers of the utilities and their regulatory authorities do not know what research is being carried out, and researchers frequently do not know the managers who have achieved the transformations required. In addition, research on these topics often focuses on performance indicators, but the latter provide little information about the conditions required to ensure success; in processes with such long timescales, the indicators are the result of past trends, but do not necessarily reflect the present situation. Other areas of research must then be called in, in order to understand what those conditions for success entail, such as research in the fields of public goods, socioeconomics, urban planning, etc.

The originality of this scientific meeting lies in the confrontation of the worlds of operation and research, and the fact that it is open to these various disciplines.

During the first meeting, this confrontation resulted in the identification of key points to understand the conditions for success. In summary:

- The paradox of demand: for many citizens in the cities in question, a drinking water supply is a luxury that can wait: "demand" does not seem to have priority, and even less so for sanitation.
- The institutional environment, the first factor for success: without a framework to clarify the role of the stakeholders (government, regulator, state-owned company, operator, etc.) and get them to contractually commit for the long term, free from political changes, the transformation will be very difficult, and never sustainable.
- Political will, a mandatory prerequisite: to transform a utility in sustainable fashion requires strong political will (i.e. public investment and the appropriate institutional framework). However, that will is most often lacking.
- Collective and individual responsibility: individual responsibility is essential in the water sector, surprisingly much more than in other service areas. Governance is neither hierarchical nor linear; it is a circular movement. But it is very difficult to empower consumers, despite the fact they are the first recipients of the service.

- Limits and dangers of control based on "key performance indicators" and "benchmarking". Such an approach naturally leads to the temptation to focus on the short-term and on symptoms rather than causes. In addition, it breaks down categories and creates boundaries that may freeze the indicators involved rather than improve them.
- Leadership and exemplary: in a water or sanitation utility, exemplarity is the cornerstone of a successful transformation. In this case, exemplarity not only means "integrity" but also "courage" and "personal commitment".

The second meeting will be based these known factors, to more onto to other conclusions or areas of research resulting from the interaction among researchers and operators.

The discussions will be held in two sessions:

- The Session "**Management, governance, Change management of urban services**" will be moderated by Richard Franceys (Professor at Cranfield University, UK). Marine Colon (PhD - AgroParisTech) will present the results of her research on the transformation of services in Phnom Penh and Kampala; Alain Henry (AFD Director of Research) will present an overview of the research followed by AFD on the governance and management of major water and sanitation services, and Alan Gilbert (Department of Geography - University College London) will present his research on governance in relation to economic efficiency and services for the poor. They will face Ek Sonn Chan (who headed the transformation of the water service in Phnom Penh), William Muhairwe (who headed the transformation of the water service in Kampala) and Fidele Ndayisaba, Mayor of Kigali (the capital of Rwanda).

The session on "**Sanitation, Urban Planning, and Health**", moderated by Faraj-El Awar (Programme manager - Global Water Operators Partnerships Alliance- UN-Habitat), will more specifically address the conditions of success for the creation or transformation of a sanitation utility, in conjunction with the major issues facing the urban planning in high-growth cities. Catherine Chevauché (Head of Department at Safege and researcher in sustainable development) will present the lessons learnt from the Syracuse project on new approaches in the design of sanitation services; Marie Hélène Zerah (Research Fellow, Center for social sciences and humanities - New Delhi) will present the findings of her research on new approaches to utilities in the process of transformation. Dr. Kalanithy Vairavamoorthy (Dean of the USF Patel College of Global Sustainability), will present his work on the integration of urban services. They will face Andre N'Guessan (Assistant Director for Planning and Development at the ONAD- Côte d'Ivoire), Harouna Ouibiga (CEO of ONEA - Burkina Faso), Samir Amir (Director of Water Resources of the Wilaya of Algiers) and Fidele Ndayisaba, Mayor of Kigali (the capital of Rwanda).

### **About the ParisTech "SUEZ ENVIRONNEMENT - Water for All" Chair**

The ParisTech "SUEZ ENVIRONNEMENT Water for All» Chair is designed to increase access to essential services in the developing and emerging countries and those in transition. For the last 5 years, it has been providing a unique international programme that has trained more than 80 managers from four continents in the management of water and sanitation services. Backed by a research programme tailored to the aims of the Chair, the Advanced Masters "Water for All" International Executive Master OPT (IEM OpT)" has been created to strengthen the skills of leaders and operational managers identified by local operators to support change and improve the services within the urban perimeter of a capital or a secondary city of their country. It is open to managers from Africa, Central and South East Asia, as well as from Central Europe and America. For more information: [www.agroparistech.fr/-OpT-EaupourTous](http://www.agroparistech.fr/-OpT-EaupourTous)

### **About ParisTech**

ParisTech is a consortium of prestigious higher education institutions which collaborate on joint training, research and innovation projects in the fields of science, technology and management. ParisTech is a research and higher education cluster, established as a public scientific cooperation organization (EPCS) since 2007. ParisTech is driven by two core values: commitment to the French higher education model represented by the Grandes Ecoles and a multi-disciplinary approach to business-centred education and research. ParisTech is composed of 12 of France's leading engineering and management and is actively involved in the international academic and research community through 790 partnership agreements. For more information: [www.paristech.fr](http://www.paristech.fr)

### **About SUEZ ENVIRONNEMENT**

Natural resources are not infinite. Each day, SUEZ ENVIRONNEMENT (Paris: SEV, Brussels: SEVB) and its subsidiaries deal with the challenge of protecting resources by providing innovative solutions to industries and to millions of people. SUEZ ENVIRONNEMENT supplies drinking water to 92 million people, provides waste water treatment services for 65 million people and collects the waste produced by 52 million people. SUEZ ENVIRONNEMENT has 79,219 employees and, has a presence in five continents. In 2013, SUEZ ENVIRONNEMENT posted revenues of €14,6 billion.

For more information: [www.suez-env.com](http://www.suez-env.com)

### **About MINES ParisTech**

Since its foundation in 1783, MINES ParisTech has trained top-flight engineers capable of solving complex problems in a wide variety of fields. As France's leading institution by volume of contract research, MINES ParisTech handles a high level of industry-oriented research activity. Its fields of research extend from energy to materials, via applied mathematics, geosciences and economic and social sciences. MINES ParisTech is also expanding the creation of teaching and research chairs on emerging themes. It is a founder member of ParisTech, a consortium of 12 of the largest educational institutions in Paris for engineering and management. It is also a founding member of the Paris Sciences et Lettres [Science and Arts] research university, which brings together 16 prestigious higher education and research institutions located in the centre of Paris. [www.mines-paristech.fr](http://www.mines-paristech.fr).

For more information: [www.mines-paristech.fr](http://www.mines-paristech.fr)

### **About AgroParisTech**

The leading institution for life and environmental sciences and industries, AgroParisTech is ranked top for life sciences in France and Europe. Founded in 2007 through the merger of three institutions, with the oldest of these having been founded in 1826 in Grignon, just outside Paris, AgroParisTech offers a full range of US "graduate school"-style Masters and PhD courses. The institution has 2,000 students, 230 research/teaching staff, 450 associate researchers, 410 PhD students and an extensive range of specialisms, including management courses.

For more information: [www.agroparistech.fr](http://www.agroparistech.fr)

### **About FONDS SUEZ ENVIRONNEMENT INITIATIVES**

On 1 January 2011, the FONDS SUEZ ENVIRONNEMENT INITIATIVES took over from the SUEZ ENVIRONNEMENT – Water for All Foundation. Its aims:

- To develop access to essential services for disadvantaged people in developing countries by supporting projects led by international solidarity organisations;
- To promote integration through employment and training, in France;
- To strengthen skills
- To respond to emergencies by continuing to support Aquassistance, an international solidarity organisation well-known for its development and emergency projects.

For more information: [www.suez-environnement.fr/groupe/fonds-suez-environnement-initiatives/](http://www.suez-environnement.fr/groupe/fonds-suez-environnement-initiatives/)