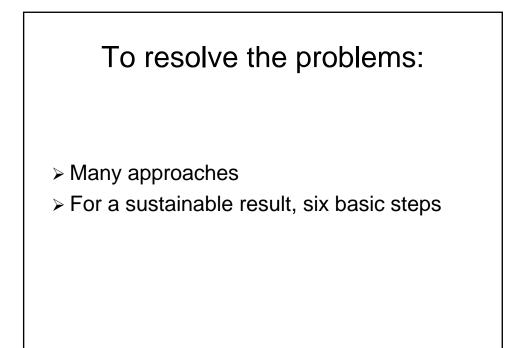






Performance of the operators: problems on...

- > Objectives; goals of the operator
- > Short-, medium-, and long-term planning
- > Financial/economic feasibility
- > Budget for operation/maintenance as well as for expansion
- > Appropriate staff policy





- > Visible problems
 - Financial
- > Their causes
 - Reviewing goals, planning etc.

2nd step: to see through the citizens' eyes

- Note: Relationship between operator and citizens – new requirements
 - Gradual, growing understanding about governments' obligations
 - Gradual, growing awareness of the media
 - Stronger perception of the connection with health care and environment protection
 - A new civil society is emerging in developing countries: new demands

2nd step: to see through the citizens' eyes

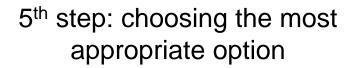
- Cultural changes:
 - Openness to criticism
 - Self-criticizing
 - Vocabulary citizens, not clients
 - Operational standards
 - Citizens as allies for solving problems

3rd step: to set up clear goals

- > To consider the MDG on water
- > Having citizens as allies:
 - 100% coverage on water (annually? monthly?)
 - 100% coverage on sewerage (annually? monthly?)
 - W&S education programs
 - Performance on operation
 - Performance on maintenance
 - Development of participatory processes

4th step: formulating alternatives for implementing the goals

- Tariff reform?
 - Progressiveness? Cross-subsidies?
- > Operator's structure reform?
- Investments on management: reducing losses in general
- Raising public awareness for political support
 - Water services as an asset; not a liability



- > Work plan for implementation
- ➤ Task force

6th step: ensuring sustainability

- Preparedness to combat bad political influence
- > Avoidance of discontinuity of an existing good process of reform
- External control

Means of reform

- Government commitment and support
- Knowledge on similar processes elsewhere: good and bad practices
- Democratization of the discussion inside and outside
- > Internal willingness and commitment

External control mechanisms

- > Civil society organizations in general
- Protection against misguidance and misdirection
- Many different formulas

