

Modernization and organizational changes in public water services in Algeria

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Abstract In our article, we will deal with the management of public water services and its impact on the modernization and the various organizational changes that they have undergone in Algeria. To do this, we will first discuss the theoretical elements of Public Private Partnership, then we will present the three regional water production and distribution companies through a qualitative study, namely SEOR, SEAAL, SEACO and finally the main results after surveys conducted on the contribution of the new management introduced by the practice of Public Private Partnership in the water sector in Algeria. The qualitative study revealed classical professional constraints such as: training, motivation, innovation, mobility, resistance to change and often conflicting relations with the foreign partner.

Keywords: public management, public services, water, partnership, modernization, Algeria.

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1. Introduction

Management, long time confined to the private sphere of the economy, has crossed over to the public economy in recent years. This is what is known as public management. This is the case for water, electricity, gas, transport, telephony... the water sector is the most representative.

Water services, even when provided by a private company, are essential public services of general interest. This sector is under the responsibility of public authorities.

The issues and challenges for drinking water and sanitation services are numerous. They occupy an important place in the concerns of decision-makers and citizens, particularly in urban areas. As water is essential and irreplaceable, the participation of the private sector in the management of water services is very often accompanied by debates on the role of the Government who plays an essential role in the provision of drinking water.

Therefore, the public authorities are transferring their responsibilities to the benefit of the national or international private sector.

Even when the private sector has an expanded role, privatization is not accompanied by complete liberalization and the government remains accountable of controlling water quality and accessibility of services.

In our article, we will discuss the experience of PPP in the water sector in Algeria. We will deal successively with the theoretical elements of PPP, then we will present the three regional water production and distribution companies, namely SEOR, SEAAL and SEACO, and finally the main results of surveys carried out on the contribution of the new management introduced by the practice of PPP in the water sector.

2. Theoretical elements on public-private partnerships

The academic publications on water services uses a wide variety of concepts to describe the multiple institutional arrangements between the public and private sectors in water services: privatization, private sector participation, delegation, leasing, concession, mixed economy companies, etc. The debates on the contribution of public-private partnerships often diverge.

Indeed, public-private partnerships are in some cases presented as a form of privatization since activities traditionally managed by the public sector are transferred to the private sector.

Finally, some authors see outsourcing as an increasingly common and less contested form of privatization (Sheldon, 2007). public-private partnerships have many advantages but also some disadvantages and international experiences are diverse.

2.1 advantages and disadvantages of public-private partnerships

The advantages and disadvantages of public-private partnerships are often emphasized by proponents or opponents. (Wolff, 2005). Indeed:

- The use of the private sector can in some cases provide access to expertise, improve efficiency and management flexibility, or change the financing strategy.
- The use of the private sector is often aimed at implementing a new financing strategy and improving efficiency to achieve savings. A public-private partnerships in which a company is partly responsible for the long-term maintenance of the infrastructure it builds can encourage innovation, since infrastructure quality will save maintenance costs.

However, the very nature of water services implies a strong commitment of the governments, and private sector involvement is a particularly sensitive issue in this area. Private sector participation in water and sanitation services therefore presents many issues, risks, and challenges.

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Flexibility is a challenge for water utilities, as it is difficult to balance the political control needed for an essential service with the autonomy required for the efficient management of an industrial activity. There is a contradiction between operational flexibility and political flexibility, with the former requiring autonomy from the latter. A long-term contract with a private company improves the flexibility of operations but induces a contractual rigidity that is both constraining and essential to the execution of the work.

There are many challenges for water services: lack of information and visibility of underground infrastructure, political sensitivity, need for long-term management, demanding regulations, fixed costs, need to increase the cost for any demand stagnation or decrease, monopolistic activity, difficulty in reconciling the divergent interests of consumers, decision-makers, citizens, and investors, etc.

The publications on public-private partnerships in water services does not allow for a determination of the economic or operational superiority of any structure. Many institutional arrangements exist, and the choice of a management model is largely a political decision. These institutional arrangements fit easily into different countries.

2.2 International public-private partnerships experiences

In the five years from 2002 to 2007, private water operators made significant inroads in countries such as Algeria, China, Malaysia, and Russia

Among more than 260 contracts awarded since 1990, 84% were still active at the end of 2007, and only 9% had been terminated early. Most of the cancellations occurred in sub-Saharan Africa, a region where reforms are difficult to implement, and in Latin America, for concession contracts.

A major objective of governments in engaging private operators is to improve the operational efficiency of water services. Although multidimensional,

this efficiency can broadly be represented by three main indicators: water losses, bill collection rates, and labor productivity.

public-private partnerships in the water sector have often significantly improved service quality, particularly by reducing water rationing. Rationing is probably the number one quality issue for many water utilities in developing countries.

In Algeria, public-private partnerships are generally defined as a contract in which the private partner is responsible for design, construction, and operations. The Agency for Public-Private Partnerships defines a public-private partnerships as a long-term contract in which a public agency involves a private sector company, with or without financing from the private sector, in the design, construction and operation of a public facility. A public-private partnerships contract specifies the sharing of responsibilities, investments, risks, and benefits between the public and private partners.

Most water public-private partnerships have been successful around the world.

In Algeria, the first public-private partnerships involved the management of water and sanitation utilities are: SEAAL -Suez Environment, SEOR Oran, SEACO Constantine, SEATA Annaba-El Tarf.

3. Water sector companies: SEOR, SEAAL and SEACO

From 2005 to 2007, four major cities in the country delegated management of water and sanitation services. These are the Algiers, Oran, Constantine and the urban grouping Annaba/Taref. Joint stock companies have been set up in these cities. The shareholding is exclusively made up of public funds and divided equally between two public establishments, "Algérienne des Eaux" and "Office

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National de l'Assainissement". We will focus on the companies in Oran, Algiers, and Constantine.

3.1 Water and Sanitation Company of Oran: SEOR

Billions of dinars have been allocated to the water sector in Algeria. The public authorities have spared no expense and have gone so far as to entrust foreign companies with the delegated management of water, in addition to the rehabilitation of the water supply network.

The *Société de l'eau et de l'assainissement d'Oran* " SEOR " is a joint stock company whose stakeholders are the *Algérienne des Eaux* " ADE " and the *Office National de l'Assainissement* " ONA ". Set up on April 1st, 2008, it was entrusted with the public service of drinking water and sanitation of the wilaya of Oran, while having as main objective the improvement of the quality of the drinking water supply service and thus the quality of life of the citizens.

The distribution network of the wilaya of Oran is a set of pipes, structures and hydraulic parts that always ensures a distribution of water of excellent quality according to the ISO standard in sufficient quantity for the needs of customers.

From the very beginning, SEOR has focused on the development of human and material resources by introducing new technologies aimed at efficiency, not only in terms of technical and economic, but also in terms of environment. April 1, 2008, was the beginning of SEOR's missions, in charge of ensuring high level discipline in the management of public drinking water and sanitation services in order to improve the quality of life of citizens and develop the supply of drinking water to the communes of Oran administrative wilaya.

To carry out these missions within the framework of delegated management, the Board of Directors of SEOR has approved professionals, managers and technicians presented by AGBAR (Grupo Agbar (Sociedad General de Aguas de Barcelona, S.A.) is a Spanish subsidiary of Suez. The company is a holding

company with its headquarters at the Agbar Tower in Barcelona.) and for which the contract between these two parties (SEOR and AGBAR) stipulates includes three stages:

- **First stage:** The first six months were a period of diagnosis, analysis, and development of a business plan to establish strategic objectives.
- **Second stage:** Spread over a period of 5 years, it represents the implementation phase of the objectives defined by the business plan.
- **Third stage:** which lasted nine months and which included not only the completion of some previously defined objectives, but also the preparation of the transition period.

Since its creation, SEOR was entrusted with the following missions

- Ensure a 24-hour drinking water supply for all citizens of the wilaya of Oran.
- Extend the water supply network to all the towns in the wilaya.
- Provide training to the SEOR staff and to work on the transfer of technology.
- To ensure a reliable policy in the field of wastewater treatment and recycling. The AGBAR Company had made significant effort to serve two million people 24 hours a day and to guarantee the quality required by the parameters set by the international standards ISO 9001, 14001 and 17025.

A significant number of young Algerian executives have been trained as part of knowledge transfer, one of the strategic axes of Agbar's contract in Oran.

Agbar has shared the advanced technology it has developed in the country, through the delegated management of the *Société de l'Eau et de l'Assainissement d'Oran* (SEOR), with 250 international companies dedicated to environmental management, as well as the main operators in Algeria.

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A smart building (SB) was inaugurated. This new building, located in Aïn Beida, was conceptually designed, and built under the supervision of Agbar in one year.

This intelligent building, which represents the core of SEOR's activity, is a reference in the use of new technologies. It includes the remote management center with 373 controlled facilities, sectorization with 96 hydraulic sectors, geographic information systems (GIS) for the entire territory, modeling, web services, and planning and information systems.

This structure is based on a new management concept characterized by multidisciplinary and transversality; a concept materialized by the design of an open space model with the availability of a conference room for up to 120 people, 30 qualified technicians and two meeting rooms.

The Group is also involved in several emblematic projects such as:

- Support for the modernization of water and sanitation services in the city of Algiers
- The construction by Degrémont of 7 drinking water production plants for *Algérienne des Eaux* and the *Agence Nationale des Barrages et des Transferts*.
- SAFEGE's (Suez Consulting & Engineering formerly called société anonyme française d'études de gestion et d'entreprise) general study on the desalination of sea water along the entire coastline (1,200 km) for the development of drinking water supply in the coastal strip
- The study of the transfer of water from the Sahara to the North–
- The contract for the management of drinking water and sanitation in the city of Oran, where AGBAR and the Société des Eaux de Oran (SEOR) have already made significant progress. Today, 100% of the city's inhabitants have access to water 24 hours a day, 7 days a week.

- Disruptions (cuts, rationing) have occurred in recent years after the end of the partnership contract with AGBAR.

3.2 Water and Sanitation Company of Algiers: SEAAL

The number of employees in Algerian public companies in partnership is significant, particularly in the SEAAL Company (approximately 7,000 employees). The limited number of expatriates within SEAAL is 27. The process of knowledge transfer is done at the level of the directorates where an expatriate executive occupies the same position with a local executive. The results of the first studies were based on interviews.

In the first instance, the cases studied made it possible to determine the cooperative relationship between the partners and access to the resources and skills proposed in the Public Private Partnership projects in the managers' point of view. Then it is necessary to examine the determining factors of knowledge transfer in the learning phase, through the transfer tools based on managerial practices.

Secondly, these managers gave their assessments of the capacity to absorb knowledge, their willingness to absorb it and that of the sender. These assessments relate to the nature of the managerial knowledge, the obstacles and/or hindrances during the transfer as well as the organizational conditions which constitute the criteria underlying a more or less effective transfer.

To understand the process of transferring managerial knowledge, the studies have transcribed the semi-structured interviews that were mainly conducted with local managers. However, other interviews were conducted with expatriate managers to obtain their point of view as knowledge transmitters....

At the company level, an analysis protocol was presented in the form of tables organized around the three themes we selected: the Public Private Partnership as a cooperative relationship, the transfer and acquisition of

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managerial knowledge, and the integration and use of knowledge at the organizational level and of modernization tools.

In these three water companies studied, the results show that the technical knowledge transfer program outpaced the managerial knowledge transfer program....

To understand the phenomenon of managerial knowledge transfer, it was revealed the intention of top managers to learn this knowledge during the partnership contract and from the beginning of the contract....

The management contract between SEAAL and SUEZ is the first type of cooperation in the form of a Public Private Partnership in Algeria in the framework of the public water service. The first contract started in 2006 for a period of five and a half years, renewable until 2016. One of the objectives of this Public Private Partnerships is to acquire new knowledge, such as managerial knowledge, which is very costly to develop alone and in-house.

Most of the respondents from SEAAL mention a double objective in the management contract and more particularly for contract 1: "In this contract there are two main axes:

- First, it is to have a company with international standards, a reliable public water service with a customer service. Also, all hydraulic systems and production and distribution systems must be made reliable to achieve H24 and to sustain it over time. The H 24 is the fact of having water at the tap 24 hours a day and 7 days a week without interruption. Moreover, this was the challenge of the first contract.
- Then, the transfer of know-how allowed us to have a team and a company with real professionals specialized in autonomous water. Through this transfer, they acquire the required skills. They must then be understood and used efficiently to be shared with their colleagues.

The study revealed the emphasis on how links are established in this project to establish correlations between the types of knowledge and their dynamics in a collaborative relationship. The link between technical and managerial knowledge in the transfer process was considered, as well as its indispensable presence as an important objective in the renewal of the contract 2 "Concerning the first contract, the most important part is the technical part. The objective is H24 before the end of the SEAAL 1 contract. The study deliberately emphasized the technical part over the purely managerial part»....

3.3. Water and Sanitation Company of Constantine: SEACO

The “Société de l'Eau et de l'Assainissement de Constantine”, SPA (Société par action) SEACO, is a joint-venture established by the Algérienne des Eaux (ADE) and the “Office National de l'Assainissement “ (ONA). It manages the public water and sanitation services of the communes of the wilaya of Constantine.

SEACO was born from the merge of three units of the “Algérienne des Eaux” and a unit of the “Office National de l'Assainissement”. Its mission is to manage the public water and sanitation services of the wilaya of Constantine. The company is governed by Algerian law, while the management is under the responsibility of the “Marseillaise des Eaux “, a French company that brings its expertise and know-how in the field.

In terms of modernization, SEACO, in consultation with the public authorities, the Directorate of Hydraulics, has adopted a modernization plan that will be implemented over five years. The first is the rehabilitation of 10% of the network of the entire wilaya, a linear length of 215 kilometers of pipes. The second relates to the rehabilitation of 29,000 connections. The third axis concerns the renewal of the protection equipment of the distribution network. Finally, the fourth concerns the restoration of 80% of the reservoirs and pumping stations existing on the territory of the wilaya of Constantine.

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One year after its creation, the water and sanitation management company of Constantine (SEACO) is launching a redeployment plan to gain credibility with both its customers and the Algerian authorities.

After the presentation of these three companies, let's see the impact on the new management introduced by the Public Private Partnership, through a qualitative survey.

4. Surveys on the new management introduced by Public Private Partnership in the water sector

We began with a pre-survey of several industrial goods and services companies that have used PPPs to improve the performance and quality of products and/or services. We preferred to focus on public service companies. Since they are the ones that have been the most proactive and perhaps the easiest to manage, both from the structure and reorganization point of view and from that of the massive introduction of technological tools such as ICTs (Information and communication technology).

Even at the international level, the basis of Public Private Partnership is in the areas of public services such as transport, water and telecommunications.

Communities of all sizes are taking over the management of water and sanitation. Local public water services provide medium- and long-term vision, cost transparency, control of technological innovation and maintenance of local employment. It is organized around two pillars: service performance and cost transparency.

For our part, our investigation focused on the contribution of Public Private Partnership at the level of the water sectors. The main results of the survey sent to the companies in 2022 are summarized in 08 major tables which relate to:

- Background on the identification of public enterprises,

- Status of the companies surveyed,
- Organizational structure of the modernization,
- Outline of the modernization of public enterprises,
- Types of public-private partnership contracts,
- Major transformations of the entity during the previous years or in project
- Major transformations achieved or expected in the framework of the PPP
- Professional constraints identified.

Table 1: Background on the identification of public enterprises

Entreprises	sector	Legal status	Branches	Supervision	Holding	formername
SEOR	Services	SPA	Distribution (water)	Ministry of water resources	Services	Sonade, EPEOR, ADE
SEAAL	Services	SPA	Distribution (water)	Ministry of water resources	Services	Sonade, EPEAL, ADE
SEACO	Services	SPA	Distribution (water)	Ministry of water resources	Services	Sonade, EPECO, ADE

Results of the survey sent to companies, 2022.

Legends:

SONADE: Societ  nationale de distribution de l’eau.

EPEOR: Entreprise de production de l’eau d’Oran

EPEAL: Entreprise de production de l’eau d’Alger

EPECO: Entreprise de production de l’eau de Constantine

ADE: l’Alg  rienne des eaux

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According to Table 1, companies operating in the water sector have undergone many transformations, names and supervision, as the water sector has passed through half a dozen ministries (ministries of agriculture, equipment, planning, hydraulics, water resources, ...).

Table 2: status of the companies studied

Companies	Group	subsidiary of the national company	subsidiary of foreign company	independent company	institution or division	public institution or community	other PPP contracts
SEOR	0	0	0	1	0	0	1
SEAAL	0	0	0	1	0	0	1
SEACO	0	0	0	1	0	0	1
Total	0%	0%	0%	100%	0%	0%	100%

Results of the survey sent to companies, 2022.

From Table 2, these companies are independent and work in public-private partnerships with foreigners.

Table 3:Organizational structure of the modernization

Entreprises	rationalization	Renovation	Redeployment	Decentralization	Reorganization	Cooperation	Restructuration	Reform	Others(ICT)
SEOR	0	1	0	1	1	1	1	1	1
SEAAL	0	1	0	1	1	1	1	1	1

SEACO	0	1	0	1	1	1	1	1	1
Total	0	100%	0%	100%	100%	100%	100%	100%	100%

Results of the survey sent to companies, 2022.

Table 3 summarizes 09 forms of modernization from the point of view of their structural change. Apart from rationalization, which none of the firms surveyed adopted, the other eight forms were more successful. In other words, all the other forms of reorganization were tried.

Tableau 4: Outline of the modernization of public enterprises

Entreprises	Certificate of ISO 9000	Other technical standards	ICT, Intranet, GIS...	Innovative contract	Decentralization	Internalization
SEOR	1	1	1	1	1	1
SEAAL	1	1	1	1	1	1
SEACO	1	1	1	1	1	1
Total	100%	100%	100%	100%	100%	100%

Results of the survey sent to companies, 2022.

According to Table 4: Modernization is understood as operations aimed at using:

- ISO 9000 certification, for all companies,
- Other technical standards
- ICT, intranet and GIS (geographical information system)
- Innovative contracts,
- Decentralization
- Internalisation

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Table 5: Types of public-private partnership contracts

Companies	Public Private Partnership	Subcontracti ngcontract	Management contract	Leasing Chartering	Concession	By mutual agreement	Management
SEOR	1	1	1	0	1	1	1
SEAAL	1	1	1	0	1	1	1
SEACO	1	1	1	0	1	1	1
Total	100%	100%	100%	0%	100%	100%	100%

Results of the survey sent to companies, 2022.

According to Table 5: The subcontract is used by all companies because of its flexibility and fast implementation. This is also the case for direct agreement (100%), but it is known that this contract facilitates wrongdoing and other abuses. The rest is made up of management contracts (100%), the concession in water distribution (100%).

Table 6: major transformations of the entity during the previous years or in project

Entreprises	Fusion	Acquisition	Reprise	Outsourcing	Relocation	Reconversion	Grouping
SEOR	1	1	0	0	0	0	0
SEAAL	1	1	0	0	0	0	0

SEACO	1	1	0	0	0	0	0
Total	100%	100%	0%	0%	0%	0%	0%

Results of the survey sent to companies, 2022.

According to Table 6, the water companies (SEOR, SEAAL, SEACO) are the result of a merger between the Algerian Water Company (ADE) and the National Sanitation Office (ONA) and are made up of acquisitions.

Table 7: Main transformations acquired or expected in the framework of the Public Private Partnership

Companies	ICT	Software	Information System	Autonomy of services	Simplified Procedure	Functions creation	Others
SEOR	1	1	1	1	1	1	1
SEAAL	1	1	1	1	1	1	1
SEACO	1	1	1	1	1	1	1
Total	100%	100%	100%	100%	100%	100%	100%

Results of the survey sent to companies, 2022.

From Table 7, it's obvious that all the companies surveyed have completely transformed their operations thanks to the modernization brought about by the various public-private partnership contracts.

It is true that the pressure from the public for better quality services in addition to the public service sectors which, once modernized, have significantly improved their performance. All these companies have introduced in their operations ICT, software, information systems ... which have facilitated and introduced more autonomy in services, simplified procedures, and creation of new functions (IT, marketing, audit ...).

Table 8 : Identified work constraints

Companies	Training	Motivation	Innovation	Mobility	Resistance to change	Relationship with partner	Others
SEOR	1	1	1	1	1	1	0
SEAAL	1	1	1	1	1	1	0
SEACO	1	1	1	1	1	1	0
Total	100%	100%	100%	100%	100%	100%	0%

Results of the survey sent to companies, 2022.

According to Table 8: Despite numerous improvements, certain professional constraints persist, such as limitations in training, motivation, innovation, of unrestrained mobility, resistance to organizational changes and often strained relations with foreign partners.

5. Conclusion:

We noted that the qualitative study brought out several important remarks, namely: the instability of the supervision bodies (the water sector has passed through several ministries), that the 3 companies work in Public Private Partnership with different foreign partners (Spain, France, Germany) which gave different results, (the company SEOR had better results because of its long experience in water shortage). In addition, several types of organizational structures have been used (renovation, decentralization, reorganization, cooperation...). The shapes of modernization for these companies can be summarized as ISO 9000 certification, as well as other technical standards such as ICT, Intranet, GIS, innovative contracting, decentralization, internalization.

Finally, all forms of Public Private Partnership contracts have been used (subcontracting, management contracts, concessions, direct agreement, and direct management). Moreover, the main transformations acquired or expected in the framework of the Public Private Partnership concern the introduction of ICT, innovative systems, simplified procedures, software, autonomy of services, creation of functions... Nevertheless, classic professional constraints are to be noted such as: training, motivation, innovation, mobility, resistance to change and the often-conflicting relations with the foreign partner.

The public authorities have adopted the transformation of outsourced management into a new form of contract, called technical assistance, which officially came into effect on July 1, 2014, for a period of 3 years. Since this date, Algerian managers have benefited from the assistance of experts in charge of analysis and observation to provide them with the necessary recommendations and technical support.

Public Private Partnership are a viable solution for water services in developing countries. Despite limitations related to data availability, reliability and ambiguity of indicators, the analysis of performance in its four dimensions (access, quality of service, operational efficiency, and rate levels) tends to show that the overall results of Public Private Partnership in the water sector have been generally relatively satisfactory.

The reforms have been largely private sector driven. For governments that could not afford to cover the financial losses of their public companies or invest in infrastructure renewal and expansion, public-private partnerships were seen as an attractive option for water services. Hopes were high that private operators would be able to provide better services to a larger number of users with their expertise and financial resources.

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Public Private Partnership are a valid option for reforming non efficient water services in developing countries...

The way Public Private Partnership are developed in developing countries has changed - A new generation of private operators is emerging from developing and emerging countries and has been driving much of the market growth since 2001. These "new" private operators bring new perspectives to Public Private Partnership in the sector.

The main contribution of private operators in Public Private Partnership is to improve service quality and operational efficiency

In recent years, there has been a change in the roles and contractual terms, with the emergence of new players. In addition to traditional Public Private Partnership contracts of the delegated management type, which are sometimes too complex or risky for developing economies, many public water companies in developing countries are now calling on the private sector through practices that do not constitute a delegation of public services but that open the way to new, broader forms of private sector participation. These include alternative modalities for the provision of operational skills, such as performance-based service contracts and extended subcontracting arrangements.

As a result of all these developments, the traditional boundaries between the public and private sectors are gradually disappearing and the market is becoming more dynamic and competitive, offering government officials a wider range of options for improving the quality of water and sanitation services provided to their populations.

The private and public sectors have much to contribute, and in many forms. To meet the huge challenges facing urban water services in developing countries, policymakers need to mobilize all possible support. Perhaps it is time to broaden the notion of partnership to include all actors, without excluding any.

The only real goal remains to improve access to a water service.

The impact of Public Private Partnership on operational efficiency - A major objective of governments in contracting private operators is to improve the operational efficiency of water services. Although multifaceted, this efficiency can be broadly represented by three main indicators: the level of water losses, bill collection rates, and labor productivity.

Water losses. A well-managed water utility always strives to reduce its water losses. Recent multi-country studies (Marin, 2009) have shown that private operators perform well in this area.

In some cases, private operators have even reduced the percentage of unbilled water to less than 15% (NRW), a rate like that of the best performing utilities in developed countries.

In several countries, changes in water losses are difficult to quantify because a large proportion of residential customers are billed based on estimated consumption rather than actual consumption. Finally, less than half of the management contracts studied showed appreciable progress.

6. Research Perspectives:

The first Public Private Partnership involved the management of water and sanitation utilities (SEAAL -Suez Environment, SEOR Oran, SEACO Constantine, SEATA Annaba-El Tarf), but also transport with Air Algérie, the management of the Algiers airport (with ADP), the management of the Algiers metro (with RATP) and the various tramways, notably the SETRAM of Oran, or hotel management (ACCOR/ONAT Group) and finally telecom (Djezzy, Algérie télécom and Mobilis). It would also be interesting to broaden our research and invest in other PPPs practiced in other public services.

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