

The '**Wastewater and Solid Waste Management Program**' contributes to improved environmental conditions in, at present, six provincial centers through comprehensive wastewater management, comprising the enhancement of existing waste water collection systems and the construction of new waste water treatment facilities, and/or through improved collection and disposal of domestic solid waste. Capacity development for related municipal/provincial service providers and other relevant institutions assure the sustainable use of the facilities and contributes to improving customer services.

The Vietnamese partner cities/provinces include: Bac Ninh, Hai Duong, Vinh/Nghe An, Can Tho, Tra Vinh and Soc Trang. The German partner institutions include KfW-Development Bank, GTZ-German Technical Cooperation, and DED-German Development Service.

**Component:** TC Component 2 - Capacity Development Wastewater Management (WWM)

**Perspective:** Institutional and Organizational Issues

**Activity:** Institutional and Organizational Development

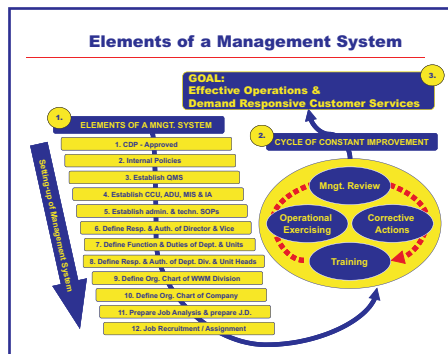
**Location:** Bac Ninh, Hai Duong, Vinh, Can Tho, Soc Trang, Tra Vinh

The objective of institutional and organizational development in the Wastewater Companies (WWC) participating in the program is the quest for appropriate changes, adjustments, and reforms of the Companies' institutional framework conditions, organizational structures, and management set-ups. The ultimate aim is the establishment of 'conducive' framework conditions that allow the WWCs to achieve, in a timely and cost efficient manner, their corporate objectives and strategic goals as formulated in the Corporate Development Plans (CDP) that were developed in Phase I of program implementation.

Framework conditions need to be adjusted from time to time to address the growing challenges of the WWCs. The incremental development of institutional and financial autonomy, cost recovery of services and the set-up of an appropriate customer tariff policy, proper sector regulations, supportive external audit, and improving accountability are in need to meet increasing customer expectations and service delivery capacity.

Internal changes must take place to bridge between the government's regulatory framework and community expectations. The WWCs must be managed in an efficient and effective manner, assuring 'least' cost operations.

In line with the developed and approved CDPs, the following tasks could be implemented within the WWCs so far:



### 1. Elaboration of internal policies:

- Wastewater Management Policy;
- Quality Management Policy;
- Financial Management Policy;
- Asset Management Policy;
- Asset Documentation Policy;
- Customer Relation Management and Community Participation Policy;
- Human Resource Management Policy.

### 2. Set-up of management system:

- Establishment of Asset Documentation Unit (ADU);
- Establishment of Customer Care Unit (CCU);
- Establishment of Internal Audit Unit (IA).

### 3. Restructuring of wastewater management divisions:

- Wastewater Treatment Plant Unit;

- Sewer Network Management Unit;
- Pressure main and Pumping Station Unit;
- Septic Tank Emptying Unit;

The Project has prepared an Institutional and Organizational Guideline on Wastewater Management which focuses on the implementation of Decree 88/2007/ND-CP and the restructuring of the WWCs.

During 2009 the program will support the WWCs in strengthening their management capacity by delivering a series of training courses as bellow:

- Management skills;
- Elaborating Local Regulations on Wastewater Management;
- Elaborating Management Contracts to be signed between the Local Governments and the WWCs.

## Elements of a Management System

