

# COMMITTEE FOR THE CHARTER OF ESSENTIAL SERVICES

INSTITUT DE LA GESTION DELEGUEE  
(The French PPP Institute)

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## CHARTER of ESSENTIAL SERVICES

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During the Johannesburg Summit in 2002, a worldwide movement has emerged for the recognition of a universal right to access to essential services.

A proposed declaration of principles and guidelines for management of essential services is under discussion within the United Nations.

This Charter, presented in Johannesburg, continues to serve as a shared reference for all those working for the recognition of this right

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§ Version 2 : 25 November 2002  
§ Version 3.1 : 1st March 2003  
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Adam Smith was already aware that “no society can surely be flourishing and happy, of which the far greater part of the members are poor and miserable.” This principle seems to be the fundamental condition of the system that he was proposing. Translated into modern terms, poverty undermines the cohesion of society. Without cohesion there is no development; consequently, society in its entirety must, in the interest of its own future, seek to wipe out poverty. The diagnosis is the same today, and the “sustainable development” that is the source of so many hopes is nothing less than the new formulation of the law of Adam Smith that serves as the foundation of the wealth of nations.

Reunited around the Millennium Development Goals, the international community has decided, for the first time in its history, to develop an overall response to poverty. All the definitions of poverty converge on the affirmation that poverty is the result of a deprivation of rights and a deprivation of opportunities. These opportunities, such as seeking out higher income for oneself and one’s family, are made possible by the rights declared in every society: education, medical care, housing. Such rights include overriding economic and social rights that we call the rights to access to essential services: without water, without electricity, without means of transport, without means of communication, the opportunities to obtain medical care, education, and even to work disappear. These services constitute the services of services. In order for opportunities to become concrete, access to these services must be guaranteed. This is what is currently at stake in terms of the recognition of a right to access to essential services.

Since 2002, the Institut de la Gestion Déléguée (IGD) has been vigorously engaged in this process, contributing its expertise and that of its partners in the form of a Charter of Essential Services. Regularly present at intergovernmental and multilateral conferences, IGD has contributed to the emergence of a broad international convergence of views regarding the need to assure the recognition of this right. As a result of its initiatives, a Universal Declaration of Principles establishing a right to access to essential services is in the process of being adopted by the United Nations. However, as Montesquieu emphasized, it is a thousand times easier to declare good intentions than to actually carry them out. This Declaration would remain only a declaration of intentions if a number of operating principles, which IGD calls the Code of Management, were not proposed to all stakeholders. This Code will be designed to supply general principles applicable to all essential services and different specific principles adapted to each service and territory. National and local authorities, communities and NGOs, and the public and private sectors must all contribute to this effort.

It is clear that access to all essential services will not occur overnight, and that numerous difficulties will have to be overcome. I am nevertheless prepared to wager, along with all those for whom the realization of the Millennium Development Objectives is a realistic and mobilizing utopia, that every human problem is by nature capable of being solved by us, and that as soon as a problem is identified and objectives and a calendar are established, a solution can be found through the joining together of good intentions.

## THE CHARTER AND ITS PARTNERS

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January 2002 : the Charter of Local Public Services is signed in France as a result of efforts by IGD. The French committee preparing for the Johannesburg summit expresses its interest in an international version of the Charter. Creation of the Charter of Essential Services.

August 2002 : Earth Summit, Johannesburg. The French proposal for a "Declaration on Guaranteed Access to Essential Services" is presented. UNITAR joins with IGD to promote the adoption of an international version of the Charter.

December 2003 : Third Africities Summit in Yaoundé on the theme "Ensuring access to basic services in African local governments." The African mayors recommend "that consideration of the Charter of Essential Services proposed at Johannesburg open the debate concerning the adapting of the organization of local government powers to this mission of producing and making available essential services."

April 2004 : Commission on Sustainable Development (CSD-12), New York. UNITAR and UN-Habitat organize a parallel event on "an international framework allowing access to basic services for all." There is much discussion of the Charter of Essential Services.

May 2004 : Founding congress of the UCLG, Paris. The French president Jacques Chirac announces that "France has proposed that the guiding principles of the access to essential services be united in a text to be adopted by the United Nations".

April 2005 : UN-Habitat Governing Council meeting, Nairobi. On the initiative of France, backed by South Africa, the Philippines, and Brazil, a proposed resolution is presented to the UN-Habitat Governing Council calling for this agency to be mandated to draw up a Universal Declaration.

September 2006 : Fourth Africities Summit in Nairobi on the theme « Rethinking policies for the delivery and access to essential services". IGD and its partners (ISTED, AFD, World Water Council, members of the Committee for the Charter) proposed a more detailed vision of the Charter of essential services for governance and financing matters.

April 2007 : UN-Habitat Governing Council meeting, Nairobi. A new resolution on access to basic services acknowledges seven guiding principles proposed by UN-Habitat and calls the Economic and Social Council of the United Nations to consider the issue of access to basic services.

Since 2004, a Committee for the Charter of Essential Services gathering members of IGD and other institutions elaborates every two years an action plan which determines all the actions implemented by the IGD.

Some of the Committee members financially support the program "Access for all to essential services" :



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# CHARTER of ESSENTIAL SERVICES

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First Part  
Declaration of rights

Second Part  
Code for sustainable management of essential services

Third Part  
Sectoral and territorial declinations of the Charter

# ACCOUNT OF REASONS

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## Statement :

The work of the 2002 World Summit for sustainable development in Johannesburg and the 2003 World Social Forum in Porto Alegre has enabled conditions to be clarified for bringing access to essential public utilities (water, drainage, waste-cleanliness, daily public transport, energy distribution, information and communication resources) into effective operation.

Under this perspective, three approaches need to be carried out simultaneously.

### § First approach :

To define the essential public utilities and affirm at term the access rights of the population in a “Declaration” to be recognized by the international community in appropriate form. The project community objectives with the existing texts of the United Nations Organization leads to the consideration of either bringing it together with the 1948 Universal Declaration or the 1966 International Pact related to economic, social and cultural rights, or to the promotion then adoption of a new text. This step cannot be carried out under any circumstance without the initiative of the Organization on the basis of concordant requests from countries at the source of the initiative and from those interested by its outcome.

### § Second approach :

To reunite in a “Code of sustainable management of essential public utilities” the principles for the creation, organization, management and finance of essential public services; these principles, applicable to all participants, have vocation to be integrated in the official as well as contractual documents. As a main aim, it has to bring together a divided and efficient framework for effectively bringing access to essential public utilities into operation.

### § Third approach :

To vary the “access rights of essential public utilities” and the “Code of sustainable management of essential public utilities” in each sector and territory by integrating specific elements to each dimension of application. To integrate the programmes and work timetables in the local 21 Agendas, matched with objectives and result evaluation criteria, and including the necessary follow-up and evaluation means. The first international declination concerns water and drainage. Its introduction in the form of a Charter in Johannesburg was subject to a new presentation at the World Water Forum in Kyoto.

The current approach comes from the Type II initiative presented to the Sustainable Development World Summit in Johannesburg in August 2002 by the French Government, in partnership with the NGO's and associations of elected members of the French Committee for preparation of the Summit. A proposal of the “Declaration for the guarantee of access to essential public utilities” was launched on the 29th August 2002 at an event reuniting partners from numerous countries.

# DECLARATION OF RIGHTS

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Document Status:

The status and clauses of adoption of the present document will be defined by the United Nations if the Organisation takes the initiative, integrating it in the forms which would be appropriate to the Organization. Several options are identified to-date for proclamation of corresponding rights by the States, and notably :

- An additional Declaration to the Universal Human Rights Declaration of 12th December 1948.
- An additional Pact to the International Pact related to economic, social and cultural rights of 16th December 1966.
- A new document.

The final status of the project of "Declaration" will be broadly conditioned by the reception and interest that it will arouse in its promotion and finalization in 2003, 2004 and 2005.

Since the UN would appropriate the document, modification of the text could be done only according to the constitutional clauses of the Organization (eg: amendment of the Pact by proposal of a third of the signatories and approval by two-thirds).

Preamble :

Considering that essential public utilities, because vital and indispensable to a dignified and decent lifestyle, play an indispensable role in the sustainable development of the planet, and for poverty reduction

Considering that essential public utilities play a structuring part in a network for the setting up of other essential services – housing, health, food, education, culture..., for which the rights have already been proclaimed,

Considering that the delay taken in the provision of services in a network greatly curbs progress in developing countries,

Considering the interest to define access rights to these services and to obtain effective implementation by the Member-States,

Regarding the principles and rights stated in the Universal Human Rights Declaration of 12th December 1948,

Regarding the obligations of the implementation accepted by the States having adhered to the International Pact relating to the economic, social and cultural rights of the 16th December 1966

Regarding the defined orientations on the occasion of the United Nations Millennium Summit held in New York on the 6th and 7th September 2000, and those defined at the World Summit for Sustainable Development held in Johannesburg, 26th August-4th September 2002

Examples of approval formulas:

[The General Assembly proclaims the present "Universal Declaration of rights to access essential public utilities in order that all individuals and society bodies endeavour to ensure, by national and international order measures, the recognition and universal and effective application to the profit of the population in member-States. ]

or

[By the present resolution, the General Assembly adopts the “additional Pact relating to access rights to essential public utilities,” completing the international Pact relating to economic, social and cultural rights adopted in the Resolution 2200 A (XXI) of 16th December 1966.]

#### Article 1 :

Essential public network utilities are vital services or basic services indispensable for a dignified and decent lifestyle.

They include, notably:

- § collective drinking water and drainage services
- § collective cleanliness and waste disposal services
- § energy distribution services
- § daily public transport services
- § information and telecommunication services

#### Article 2 :

Essential public network utilities are indispensable in the setting up of other essential services.

The latter for which access rights must equally be defined, include notably:

- § living in decent accommodation
- § protection of public health
- § food necessary for health and practice of human activities
- § education
- § culture, and its respect

#### Article 3 :

All individuals have the right to access essential public utilities to satisfy their vital needs. The effective use of the right is

All individual or all collectivity has the right, in forms to be clarified, to access information, propose the definition, to participate in the evaluation, and to contest the management concerning the essential public services network.

All the recipients of the access to essential services have rights and obligations which must be defined in a sustainable management perspective.

#### Article 4 :

The right to access the essential public services network is an extended right defined for each territory in function with the economic, social and cultural development. The public authorities responsible for bringing it into operation should specify the services that are concerned, the usage that needs satisfying and the level of supplied benefits.

#### Article 5 :

The access to essential public utilities is organized by the public authorities or by mandatory organisms with the aim of serving general interest, and better at a decentralized level. The public powers implement policies guaranteeing access to essential services and integrating the local dimension of their organization by the public authorities, with the assistance of the communities. Their generalization requires solidarity between rich countries which are already equipped with these services and those countries whose resources are still insufficient to enable setting up without delay. Their financing is placed under the control of financial backers and final beneficiaries of the funds.



#### Article 6 :

The essential public services network is defined locally so as to assure the well being of individuals and to reply to the needs expressed by each community in a continuous and equal manner for all. They are organized by developing and depending on local capacities, in a double objective of quality and performance.

#### Article 7 :

Access to the essential public services network is organized by integrating health, security and environmental protection objectives. The natural resources of water, air and space that are necessary for their provision constitute public goods, of which the public authorities are responsible for the management and appoint the beneficiaries. The technical or economical solutions that have been chosen for their implementation are conform to the international norms and recommendations for sustainable development.

#### Article 8 :

The mode of management of the essential public services is freely chosen by the organizing authorities. The goods necessary for the provision of public services are assigned, built or exploited under the control of the organizing public collectivity for the service, whatever the mode of management. This principle is adapted if the networks are organized in the form of decentralized or individual installations.

#### Article 9 :

The recipients of the organization of the essential public utility networks – consumers, users, families, communities, citizens and other recipients - , participate in the definition, organization and evaluation of the service by having access to the necessary information. The tariff of the essential public utilities is adapted to the resources of the beneficiaries. Their financing is organized in a transparent manner and through the mobilization of local savings. The users have access to methods of appeal against discriminatory practices or the non respect of quality commitment.

#### Article 10 : (example of final clause)

[The present declaration is annexed to the above mentioned 1948 Universal Declaration]

or

[The present Pact is annexed to the above mentioned 1966 Pact]

# CODE FOR SUSTAINABLE MANAGEMENT OF ESSENTIAL SERVICES

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## Preamble :

Access to essential public utilities : the necessity for a code of sustainable management in complement to the affirmation of rights.

Access to essential public utilities constitutes the indispensable basis for a decent life with respect to the environment. However, this reality is not shared today by all users-consumers of the planet. To enable those who are deprived of access to these vital services, the group at the origin of the proposal "declaration for the guarantee of access to essential services", presented in Johannesburg at the World Sustainable Development Summit on the 29th August 2002, has identified the rights of each individual to have access to essential services. They have also elaborated the principles for their implementation in a Code of Sustainable Management of Essential Services, which is especially orientated towards the services organized in utility networks.

This Code, which is applicable as of present, is intended to complete the 'Declaration of Rights' when it will be officialized. It should progressively collect the signatures of the international founding partners who would associate themselves for its finalization and who would assemble public organisms, financiers, elected associations, NGO's and operating associations.

Any recipient to the setting up of the essential services, State, local authority, community, financier or local operator could then adhere to the "Code of sustainable management of essential services" in order to affirm and implement the principles, objectives and engagements contained within it.

The process of finalization and promotion of the document will depend equally on bringing the implements into operation and on experiences, at the initiative of the founders or future adherents.

In its final version, the Code of sustainable management of essential services will include the role of NGO partners and will, upon ambitious objectives, contain the mechanisms apt to increase the mobilization of international financial institutions and companies concerned. It will specify, on one hand, the role of partners summoned to work towards the setting up of essential services and, on the other hand, the rules of the organization (governance) which will preside over the running of these services. It will also fix the needs to be taken into account and the measures to be set up for the realization of these objectives.

## § Free choice in management style

Among the countries characterized by the diversity of choice in management style, France is in a particular situation for undertaking the drawing up of this Code, for it has the relevant public organizations and has set up the panoply of solutions mobilizing public operators or private partners. France has also put in place co-operation, transparency, finance and solidarity mechanisms, and promotes the different solutions of private-public partnerships throughout the world.

## § Objectives of the Code project

Bearing in mind the above-mentioned factors, the Code project aims first of all to:

- § treat the problems encountered in the emerging or developing countries as well as by disadvantaged inhabitants, either socially or territorially, in developed countries;
- § enable the setting up of a realization timetable matching the fixation of objectives in terms of development of essential services that are really accessible.

An external evaluation must first be carried out on the quantification of programs starting from item zero of the actual service, as well as the population remaining without services. This evaluation could be annexed to the reports addressed by the States to the Sustainable Development Commission of the United Nations. Upon the endorsement of the evaluation process, the concerned partners should engage themselves on national or local programs and on the Charters which could be integrated in the 21 Agendas, set up to pertinent territorial perimeter levels.

This Code is conceived as a reference for the conception and implementation of development operations of essential services. Beyond the general principles to be respected that are formalized, the necessary analysis concerning the proposed orientations on the preservation of natural resources, the practice of local powers and the forms of partnerships, must be taken into account and engaged upon. A process of sector-related and territorial variations enabling improvement and validation for each field and territory is envisaged; the present Code is now engaged upon in the water sector.

In addition, the question of the progressive extension of the declaration to other essential services other than those organized in network, with, if necessary, useful adaptations, must also be put forward.

For the effective implementation of access rights to essential public network services, the following principles, objectives and engagements are codified as follows :

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### Role of the public authorities

#### Article 1 :

The public authorities are responsible for the organization of essential public utilities. The public powers should use politics that guarantee access to public utilities. The local dimension of the organization of essential public utilities by the authorities and local communities is preponderant.

#### Article 2 :

The public authorities are responsible for the knowledge and management of natural resources: inventory, standing order possibilities, distribution...

#### Article 3 :

The responsibility of defining the services and their tariffing comes under the authorities.

#### Article 4 :

The public authorities undertake bringing these essential services into operation according to a precise program that abides by a timetable which is adapted to requirements.

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## Protection of resources

### Article 5 :

Access to essential services is organized in a way that preserves natural resources (water, air, resources that cannot be renewed or are rare – fossil energy - natural materials – natural heritage – biodiversity, primary forests).

The access to essential services must guarantee the best use of other rare resources, such as know-how, technologies and capital, while taking into account the local characteristics.

### Article 6 :

Water, air and space are not merchandise.

These resources are public property for which the public authorities designate the beneficiaries.

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## Nature of essential services

### Article 7 :

The essential public services are services of general interest.

They comply with principles of treatment and continuity equality, as well as performance objectives, and contribute to social and territorial solidarity..

### Article 8 :

The collective infrastructures that are in a monopoly situation and that are directly necessary for the putting at disposition of essential services, cannot be subject to a private appropriation of an indefinite or definitive duration. They are assigned, built, exploited and financed under the control of the organizing public authority.

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## Association of interested populations and evaluation

### Article 9 :

The essential services are organized in a way that meets the expectations of the interested populations, whether it be for users or citizens.

The levels of service and the usage to be satisfied are to be clarified for each service and for each territory at the same time.

### Article 10 :

The consumers, the users-citizens, including families, employees and all involved parties contribute to the definition, organization, pluralist evaluation and control of essential services.

### Article 11 :

All involved parties have access to information and relevant indicators on the technical, economic, social and environmental performances of the essential services (sustainable development indicators), and a right to an autonomous expertise.

This participation of all concerned participants, contributes to the adaptation and performance of essential services. The participants respect the employees of the services and make good use of the material.

#### Article 12 :

The effective implementation of the guarantee of access includes the systematic elaboration of an assessment and the objectives to be achieved, the quantification and the choice of methods to put into use.

Each administrative level and each category of partners participate in the approach by relying on external evaluations. Consultation and evaluation mechanisms associate members of advisory commissions.

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#### Solidarity and financing mechanisms

#### Article 13 :

Considering the unequal distribution of resources, revenues and populations, access for all to essential services assumes the creation of solidarity and financing mechanisms by the public authorities. These mechanisms are based on the mutualization of costs and on appropriate local tariffing, as well as on national and international solidarity mechanisms.

#### Article 14 :

On the local level, the financing and solidarity mechanisms to be implemented are respectively the recourse to local savings, and geographic and social equalizations, through:

- § tariffs adapted to the economic capacity of populations;
- § financial compensations between categories of users and/or bringing public credits into play;
- § putting in place whenever possible financing mechanisms that valorize and secure local savings.

On the national level, it is necessary to put in place:

- § resource management;
- § help with investments if necessary;
- § help for organizing communities to have access to skills that are necessary in the organization of services and the implementation of balanced partnerships ("capacity building").

On the international level, it is necessary to develop:

- § solidarity between developed countries and countries in development;
- § assistance with co-operation operations, notably decentralized co-operations.

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#### Stakeholders and organization of essential services

#### Article 15 :

For an efficient and quick organization of essential services, the public authorities define the role of recipients and the economic clauses of their functioning:

- § Identification of the entire recipients: public authorities, population, communities, operators, employees, NGO's, local networks, financial institutions;
- § A clear definition of the responsibility of the different actors in distinguishing the levels of intervention, local or national ;
- § Mobilization of all available resources or resources that can be called up: local companies, information and technical competence that are adapted, proven and economize rare resources, development organisms, existing networks (work, health, education).

§ Demand management, development of local capacities, synergy between services and eco-efficiency, which are taken into account as priority.

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### Choice of management modes for essential public utilities

#### Article 16 :

In order to control the organization of services, the public authorities can freely choose between different modes of management: governance, public organism, management delegated to a private or public operator or to an association.

#### Article 17 :

The choice of management mode, highlighted by elements of comparison and evaluation of the objectives, should be freely decided and re-examined at regular intervals; it must guarantee the reversibility of the management method.

The public authorities have the responsibility to guarantee an everlasting service by renewing and modernizing, at chosen times, the installations and exploitation methods which are assigned to it.

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### Partnerships between public authorities and private or public companies

#### Article 18 :

The mobilization of the entire available resources requires recourse to multi-acting partnerships, notably in the field of knowledge, returns on experience, financing or the guarantee on continuity of actions to be undertaken.

#### Article 19 :

Contractual mode is the privileged form of intervention by companies.

#### Article 20 :

The bringing into operation of the delegation of responsibility (construction, exploitation...) is conducted with respect to the following principles: economic efficiency, social development, protection of the environment, setting up of sound and loyal competition for the choice of best saying, a mechanism of evaluation and control.

The regrouping of the management of complementary services and the attribution of territorial licenses, exclusive if necessary, are put into place when they enable the improvement of economic efficiency.

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### Governance and ethic

#### Article 21 :

The relevance in the choice of the organization, the fair mobilization of partnerships and the good working order of financial mechanisms assume the respect of general interest aims, the control of quality and performance of services, and the control of the affectation of public resources, notably financial ones.

#### Article 22 :

Transparency rules are necessary for bringing essential services into operation. The public authorities, NGO's, as well as public or private companies in charge of bringing essential services into operation define and apply the following transparency rules:

- § to adhere to a strict respect of laws and regulations and rules of governance for public-private partnerships;
- § to inform on the emergence of dominant positions and conflicts of interest;
- § to guarantee the application of ethic principles in relations between actors;
- § to organize the control and verify the sincerity of supplied information;
- § to encourage the respect of objectives by incitement and sanctions.

#### Article 23 :

Citizens must have access not only to information explaining the good application of these rules, but also the methods of appeal against illicit practices and insufficient performance.

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### Implementing the Code of sustainable management of essential public utilities

#### Article 24 :

The States put their common approach in concrete form by adhering to the present Code under form of a declaration that commits them to bringing the access rights to essential services and respect of the Code's principles into operation. This declaration is integrated in annual reports addressed to the Commission of sustainable development at the United Nations, at the same time as the evaluation on the progress of access to essential services in their territories.

The States federalize their action propositions in national program and reports.

Local authorities deviate them in charters and realization plans that could be integrated in the 21 Agendas established at relevant territorial perimeter levels.

National or international organisms that are recipient to the development of essential services adhere freely to the present Code by associating themselves to its promotion or by participating in the development of essential services according to the rules of the Code. This adhesion is notified to the Commission of sustainable development of the United Nations and to the State(s) to which they contribute its implementation.

# SECTORAL AND TERRITORIAL DECLINATIONS OF THE CHARTER OF ESSENTIAL SERVICES

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The Charter of essential public services that France proposed to the World Summit on sustainable development in Johannesburg in August 2002 includes the project of a “Declaration of access rights to essential services” and a “Code of Sustainable Management” of these services. It was important that this general and transverse Charter could equally include sector and territorial declinations. The pertinence of this initiative, not only in its contents but also in its capacity to gather together the entire participants, was verified many times on the ground and through references that were procured for drawing up of sector declinations.

Sector and territorial declinations are the expression of national approaches defined thanks to the contributions of the Declaration of Rights and the Code of Sustainable Management (conducted experiments, finalization of local tools, etc). At present, the “principles of governance for water” proposed by the European Union at Kyoto upon France’s initiative, are an accurate declination. The European Commission’s Green Paper on services of general interest has moreover integrated this notion in an explicit and detailed manner prefiguring a beginning of management code.

The declinations are constructed by adapting the access rights to the considered service and by redeeming the principles of governance that stem from the code of sustainable management. In the case of water, this declination is the result of several months of reflection and discussion to determine specific aspects for a sustainable development of service to populations. The objective is thus to put in place an institutional framework and rule of good management engaging participants in bringing into operation the objectives of the Millennium Declaration.

### Exemples of sectoral and territorial initiatives :

#### Water sector declinations :

Several documents are yet available :

- § French Committee for the Preparation of the World Summit on Sustainable Development, « Charte d’engagement pour l’accès à l’eau et à l’assainissement », 2002
- § Swiss Agency for Development and Cooperation, « Policy principles for private sector participation in sustainable water supply and sanitation services », 2004
- § European Union Water Initiative, « Guidelines for good water governance providing access to safe drinking water and sanitation », 2005
- § Green Cross International, « Framework convention on the right to water », 2005

#### Territorial declinations :

Together with local partners IGD organizes meetings bringing together local and central authorities, service providers and users, in order to discuss the principles and recommendations from the Charter, and to facilitate their adaptation to the local context. These meetings called “Quadriologue” are also an opportunity given to each stakeholder to express their needs and expectations from the others, to take awareness of the constraints each one is facing, and to restore dialogue and trust between partners which are often lacking due to ideological, economical, social elements of context. After an initial statement of the situation of each service, a shared vision and a common strategy can be set up, that can be turned into a scheduled action plan.





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A foundation founded in 1996 and supported by French and foreign public service stakeholders (central administrations, local elected officials, operators, users, banks), IGD works to catalyze the entire range of energies in order to improve the performances of these services. IGD participates in French, European, and international forums through its efforts to promote dialogue and develop propositions.

In France, IGD is involved in qualitative efforts, notably through its Charter of Local Public Services, and participates in the evolution of the legal framework governing public services. In Europe, IGD's efforts are directed toward participation in the creation of European Community standards and the dissemination of French expertise in the PPP area to the new members. On the international level, the Charter of Essential Services has become a key benchmark in the process of recognizing a universal right to access to essential services. It additionally constitutes the basis for a policy to support the development of service managers in developing nations.

Its application is based on three fundamental transversal principles: clarification of the missions and responsibilities of sector players; liberty in the choice of management methods; evaluation of the quality of services and regulation based on performance.

