

**9º CONSELHO CONSULTIVO DO MINEA
MELHORIA DO SERVIÇO COM FOCO NA SUSTENTABILIDADE**

GESTÃO DELEGADA – UM DESAFIO E/OU UMA NECESSIDADE
Anexo 1 – Notas Complementares

Luanda, 27 de Julho de 2019

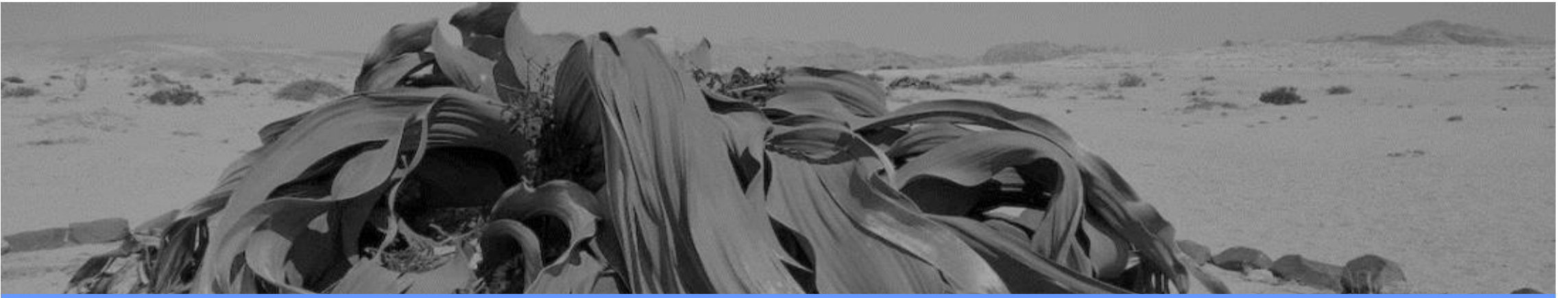
Lucrício Costa, Secretário de Estado para as Águas

O QUE SÃO PARCERIAS PÚBLICO-PRIVADAS (PPP)?

Forma de cooperação entre as autoridades públicas e as empresas, tendo por objectivo assegurar o financiamento, a construção, a renovação, a gestão ou a manutenção de uma infra-estrutura ou a prestação de um serviço.

Livro verde da Comissão Europeia

Contratos por via dos quais entidades privadas («parceiros privados») se obrigam, de forma duradoura, perante um parceiro público, a assegurar o desenvolvimento de uma actividade tendente à satisfação de uma necessidade colectiva, e em que o financiamento e a responsabilidade pelo investimento e pela exploração incumbem, no todo ou em parte, ao parceiro privado.



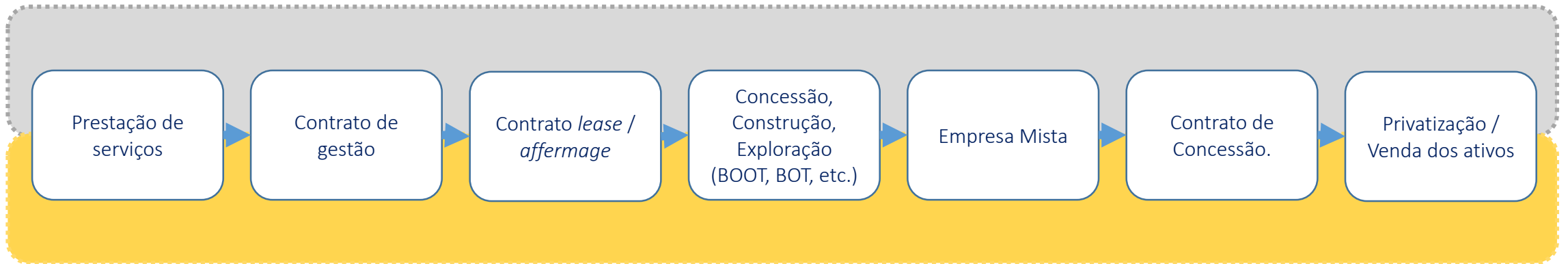
QUAIS SÃO OS PRINCIPAIS MODELOS DE PARCERIAS?

Principais modelos de PPP nos serviços de águas (abastecimento e saneamento):

- Prestação de serviços
- Contratos de gestão
- Contrato *lease / affermage*
- Concessão, construção, exploração
- Empresas mistas
- Contratos de concessão
- Privatização



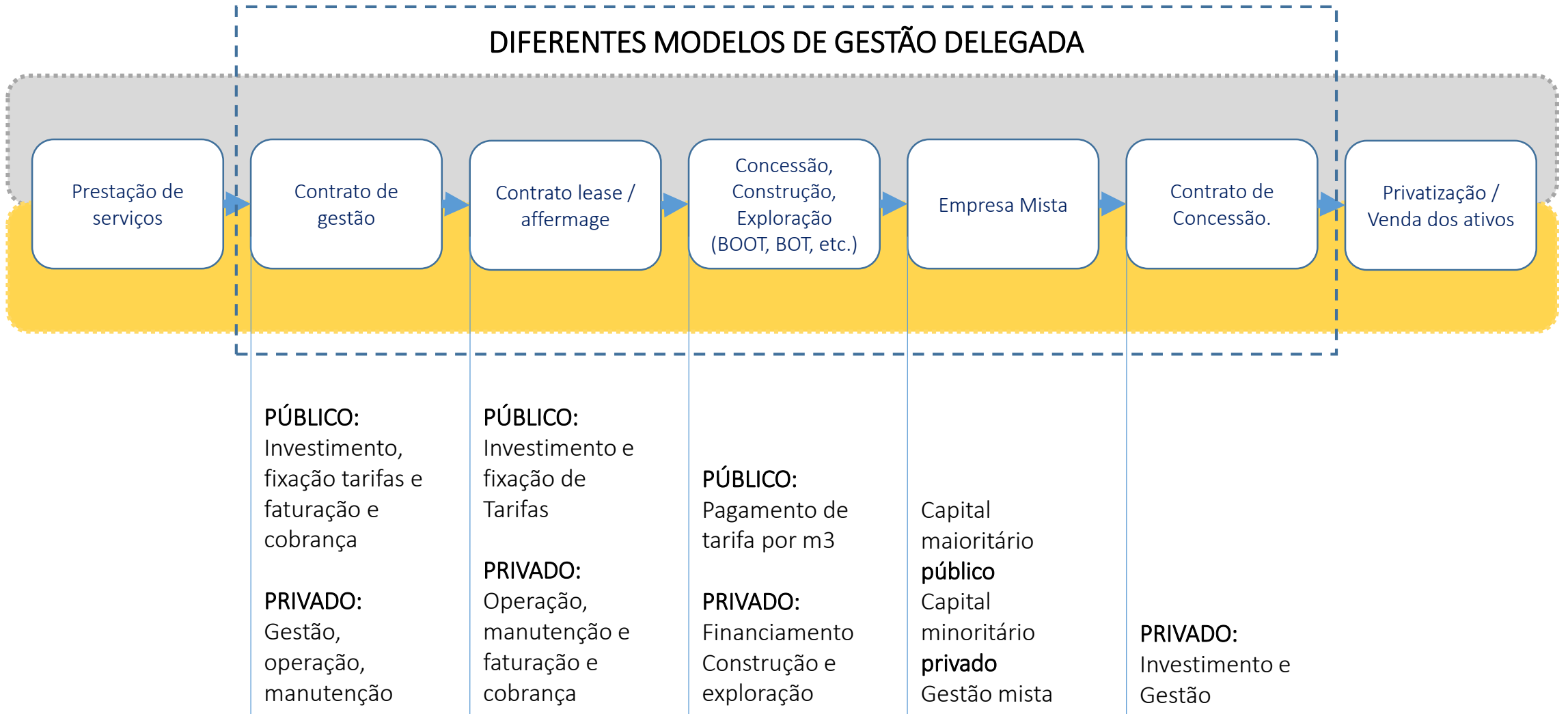
O QUE DISTINGUE OS PRINCIPAIS MODELOS DE PARCERIAS?



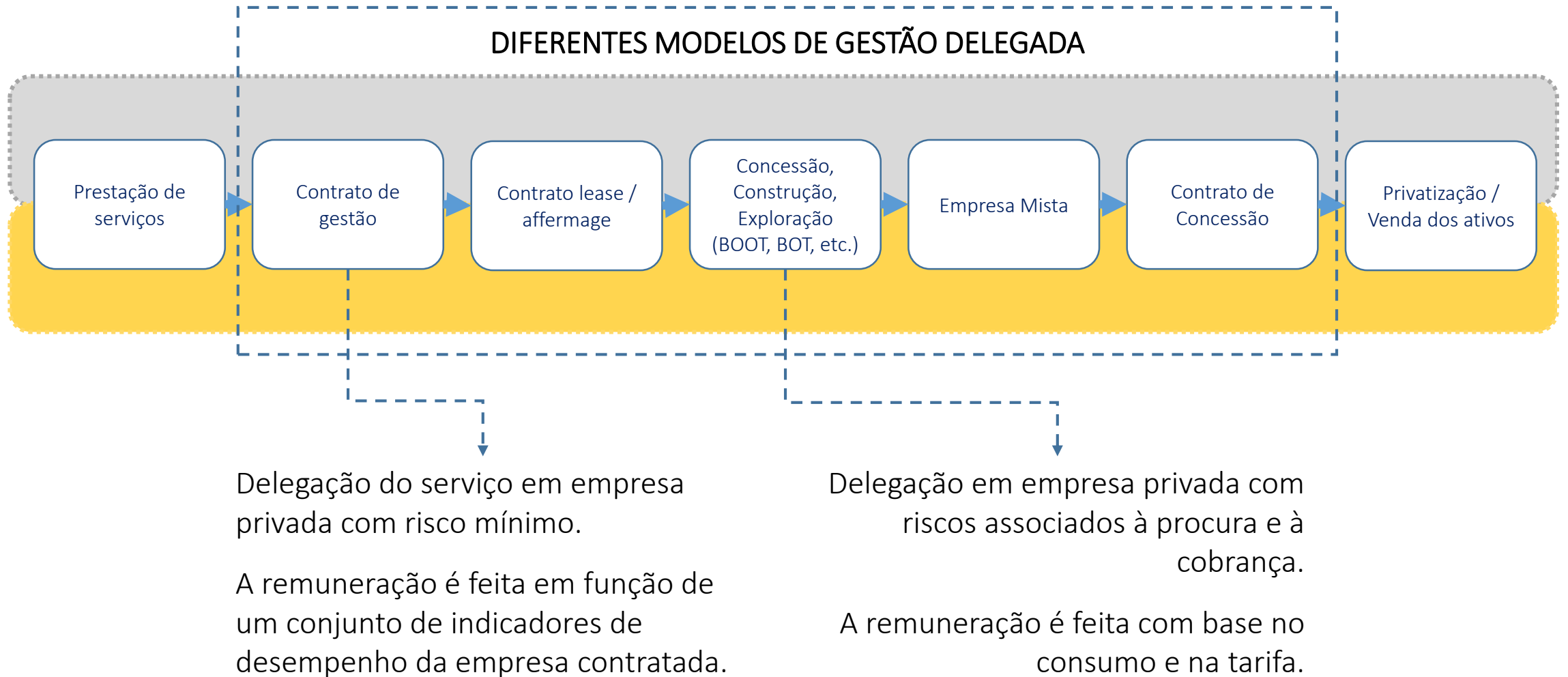
- Financiamento público
 - Menor **compromisso** público perante o privado
 - Menor **responsabilidade** delegada no privado
 - Menor **período** contratual
- Financiamento privado
 - Maior **compromisso** público perante o privado
 - Maior **responsabilidade** delegada no privado
 - Maior **período** contratual

O QUE É A GESTÃO DELEGADA?

DIFERENTES MODELOS DE GESTÃO DELEGADA



O QUE É A GESTÃO DELEGADA?



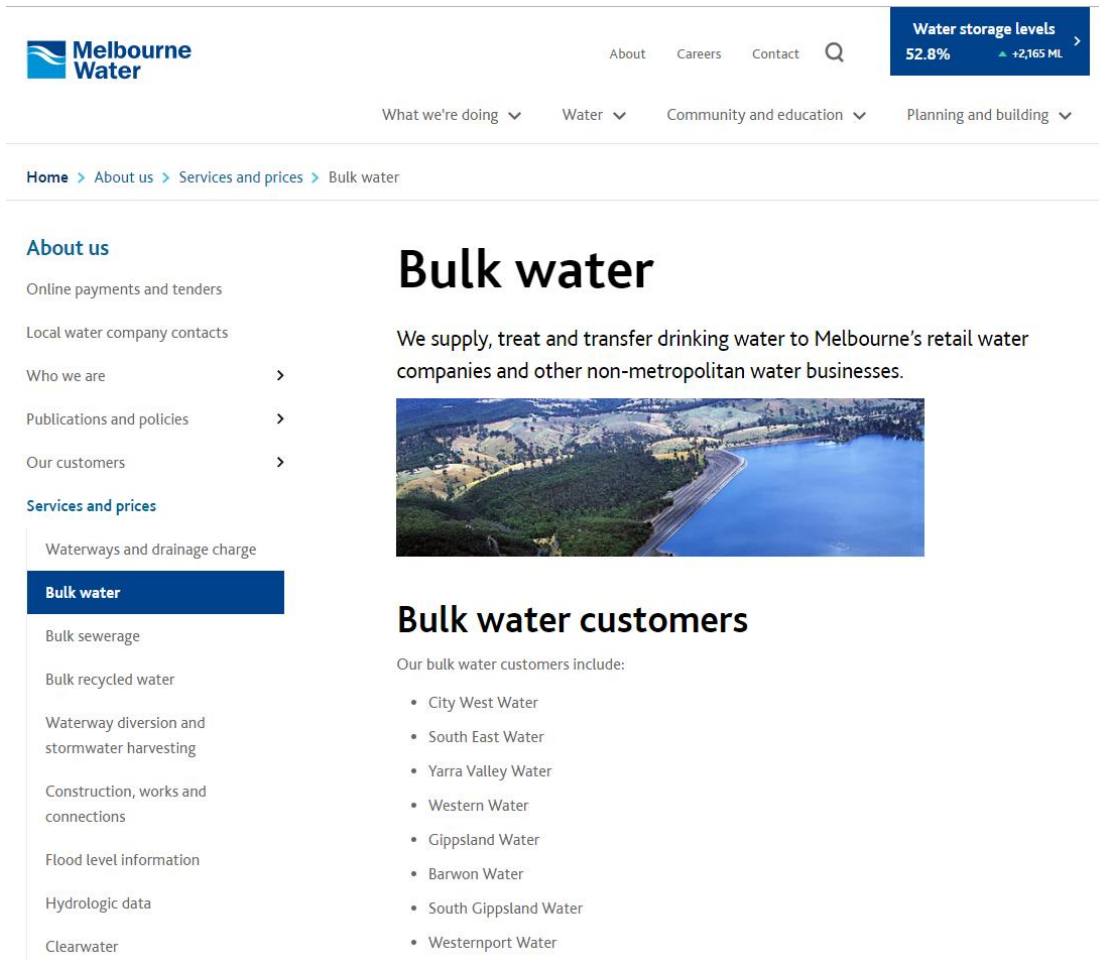
EXEMPLOS DE GESTÃO DELEGADA

Table 1.3. **Typology of contractual arrangements between Government (G) and the Private sector (P)**

	Service contract	Management contract	Affermage/Lease	Concession	BOT	Joint venture	Divestiture
Asset ownership	G	G	G	G	P/G	G/P	P
Capital investment	G	G	G	P	P	G/P	P
Commercial risk	G	G	Shared	P	P	G/P	P
Operations/ Maintenance*	G/P	P	P	P	P	G/P	P
Contract duration	1-2 yrs	3-5 yrs	8-15 yrs	25-30 yrs	20-30 yrs	Infinite	Infinite
Source of remuneration of operator	Municipality	Municipality: fee is fixed or based on performance.	Operator collects user fees. <i>Lease</i> : fee paid by municipality <i>Affermage</i> : revenue shared.	Users	Municipality	Users	Users
Occurrence 1991-2007 (World Bank PPI Database)	Not part of scope	Together: 135 of 608 projects		236 of 608 projects	209 of 608 projects	Not a separate category	28 of 608 projects
Examples	Mexico City, Chennai	Johannesburg, Amman	Cartagena, Côte d'Ivoire, Senegal	Gabon, Jakarta, Manilla	China, India, Malaysia, Mexico, Morocco	Cartagena, Netherlands, Chongqing Sino French Water Supply	England, Chile

Fonte: OCDE

EXEMPLOS DE GESTÃO DELEGADA



The screenshot shows the Melbourne Water website. The top navigation bar includes the Melbourne Water logo, links for 'About', 'Careers', and 'Contact', and a search icon. A blue box on the right displays 'Water storage levels' at 52.8% with a +2,165 ML change. Below the navigation, there are dropdown menus for 'What we're doing', 'Water', 'Community and education', and 'Planning and building'. The breadcrumb trail reads 'Home > About us > Services and prices > Bulk water'. The left sidebar contains a 'Bulk water' menu with items like 'Bulk sewerage', 'Bulk recycled water', 'Waterway diversion and stormwater harvesting', 'Construction, works and connections', 'Flood level information', 'Hydrologic data', and 'Clearwater'. The main content area features the heading 'Bulk water' and a sub-heading 'Bulk water customers'. Below the sub-heading, it states 'Our bulk water customers include:' followed by a list of eight water companies: City West Water, South East Water, Yarra Valley Water, Western Water, Gippsland Water, Barwon Water, South Gippsland Water, and Westernport Water. An aerial photograph of a large water reservoir is also visible.

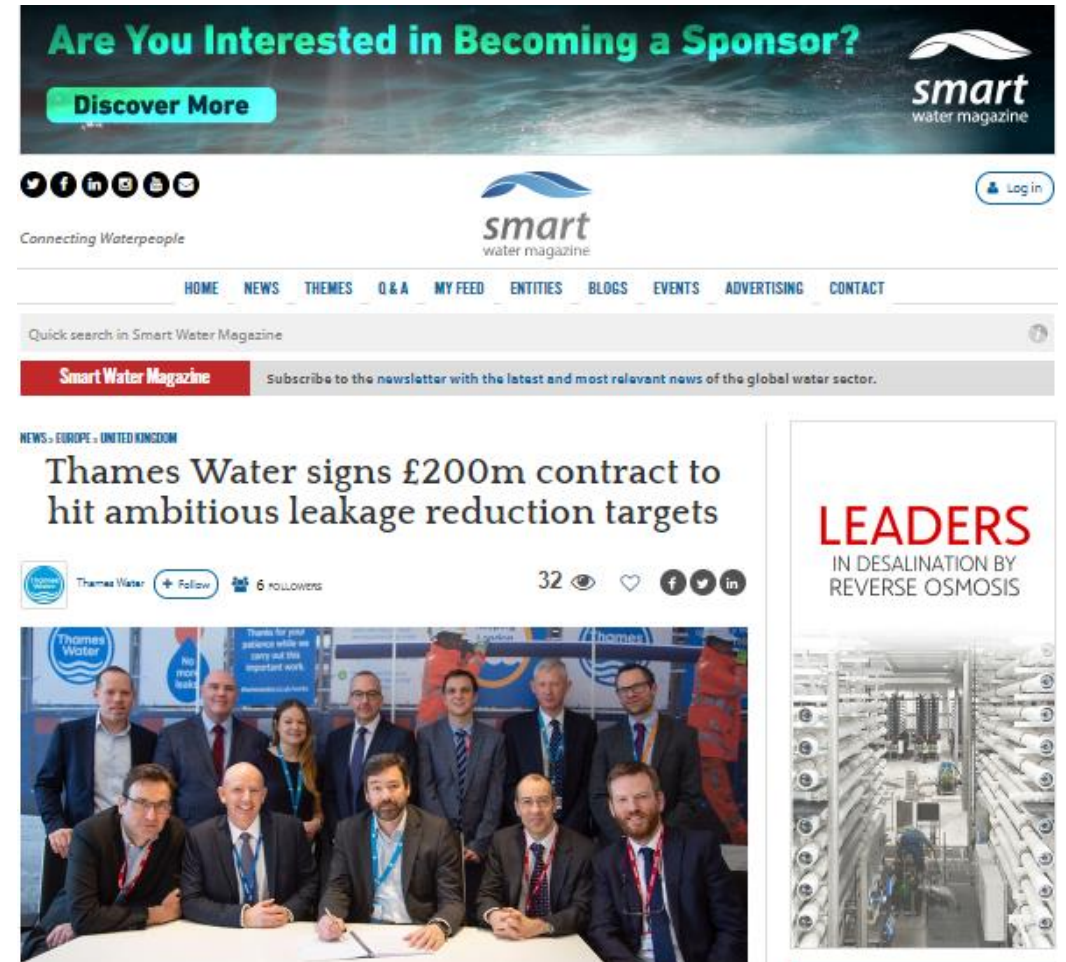
Bulk water

We supply, treat and transfer drinking water to Melbourne's retail water companies and other non-metropolitan water businesses.

Bulk water customers

Our bulk water customers include:

- City West Water
- South East Water
- Yarra Valley Water
- Western Water
- Gippsland Water
- Barwon Water
- South Gippsland Water
- Westernport Water



The screenshot shows the Smart Water Magazine website. The top banner features the headline 'Are You Interested in Becoming a Sponsor?' with a 'Discover More' button and the Smart Water Magazine logo. Below the banner, there are social media icons and a 'Log in' button. The navigation bar includes links for 'HOME', 'NEWS', 'THEMES', 'Q & A', 'MY FEED', 'ENTITIES', 'BLOGS', 'EVENTS', 'ADVERTISING', and 'CONTACT'. A search bar is present with the text 'Quick search in Smart Water Magazine'. Below the search bar, there is a red button for 'Smart Water Magazine' and a subscription prompt: 'Subscribe to the newsletter with the latest and most relevant news of the global water sector.' The main content area displays a news article titled 'Thames Water signs £200m contract to hit ambitious leakage reduction targets'. The article is categorized under 'NEWS - EUROPE - UNITED KINGDOM'. Below the title, there is a social media share bar for Thames Water, showing 6 followers and 32 views. The article image shows a group of men in suits sitting around a table, signing a contract. To the right of the article, there is a vertical advertisement for 'LEADERS IN DESALINATION BY REVERSE OSMOSIS' with an image of a desalination plant.

Are You Interested in Becoming a Sponsor?

Discover More

Thames Water signs £200m contract to hit ambitious leakage reduction targets

NEWS - EUROPE - UNITED KINGDOM

LEADERS IN DESALINATION BY REVERSE OSMOSIS

QUAIS AS VANTAGENS DA GESTÃO DELEGADA?

- Acelera a melhoria do desempenho, eficiência e sustentabilidade dos serviços
- Incorpora know-how específico e boas práticas
- Induz capacitação técnica nas estruturas da entidade incumbente
- Aumenta capacidade de subcontratação de serviços
- Incentiva estratégias de *outsourcing*
- Acelera a captação de investimento privado (em alguns modelos)

Guidelines for Successful Public – Private Partnerships

Countries (CCs) of Central Europe. This is based on the existence of:

- An enormous financing requirement in the environment and transport sectors to upgrade and extend networks in line with the accession requirements and effective service provision
- An equally large financial shortfall in available public funds and the ability of international institutions to cover costs. This requires not only the identification of additional funding sources but also attention to the more effective use of public funds and to increasing their impact.

Additionally there is a growing realisation that cooperation with the private sector, in PPP projects, is able to offer a number of advantages, including:

- *Acceleration of infrastructure provision* - PPPs often allow the public sector to translate upfront capital expenditure into a flow of ongoing service payments. This enables projects to proceed when the availability of public capital may be constrained (either by public spending caps or annual budgeting cycles), thus bringing forward much needed investment.
- *Faster implementation* - the allocation of design and construction responsibility to the private sector, combined with payments linked to the availability of a service, provides significant incentives for the private sector to deliver capital projects within shorter construction timeframes.
- *Reduced whole life costs* - PPP projects which require operational and maintenance service provision provide the private sector with strong incentives to minimise costs over the whole life of a project, something that is inherently difficult to achieve within the

constraints of traditional public sector budgeting.

- *Better risk allocation* - a core principle of any PPP is the allocation of risk to the party best able to manage it at least cost. The aim is to optimise rather than maximise risk transfer, to ensure that best value is achieved.
- *Better incentives to perform* - the allocation of project risk should incentivise a private sector contractor to improve its management and performance on any given project. Under most PPP projects, full payment to the private sector contractor will only occur if the required service standards are being met on an ongoing basis.
- *Improved quality of service* - international experience suggests that the quality of service achieved under a PPP is often better than that achieved by traditional procurement. This may reflect the better integration of services with supporting assets, improved economies of scale, the introduction of innovation in service delivery, or the performance incentives and penalties typically included within a PPP contract.
- *Generation of additional revenues* - the private sector may be able to generate additional revenues from third parties, thereby reducing the cost of any public sector subvention required. Additional revenue may be generated through the use of spare capacity or the disposal of surplus assets.
- *Enhanced public management* - by transferring responsibility for providing public services government officials will act as regulators and will focus upon service planning and performance monitoring instead of the management of the day to day delivery of public services. In addition, by exposing public services to competition, PPPs

QUAIS OS FATORES CRÍTICOS DE SUCESSO?

Variáveis-chave :

- Propriedade dos ativos
- Financiamento e Investimento
- Operação e Manutenção
- Gestão
- Recursos Humanos
- Procura / Estimativas consumos
- Tarifa / Preço ao consumidor
- Comercial (faturação e cobrança)

Fonte: Oliveira, 2015

Problemas que condicionam a eficácia das PPP no sector da água:

- Ausência de competição para o mercado efectiva
- Insuficiência e ineficácia de monitorização dos sistemas
- Falta de dimensão da maioria dos sistemas
- Insuficiência de regulamentação
- Insuficiência de know-how

Fonte: Marques, 2009

PARA MAIS INFORMAÇÃO...



GUIDELINES FOR SUCCESSFUL PUBLIC - PRIVATE PARTNERSHIPS

MARCH 2003

