

Understanding Organizational Capacity for Effective Water Management: The Case of Water Framework Directive Implementation in Malta



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Water Framework Directive (2000/60/EC)

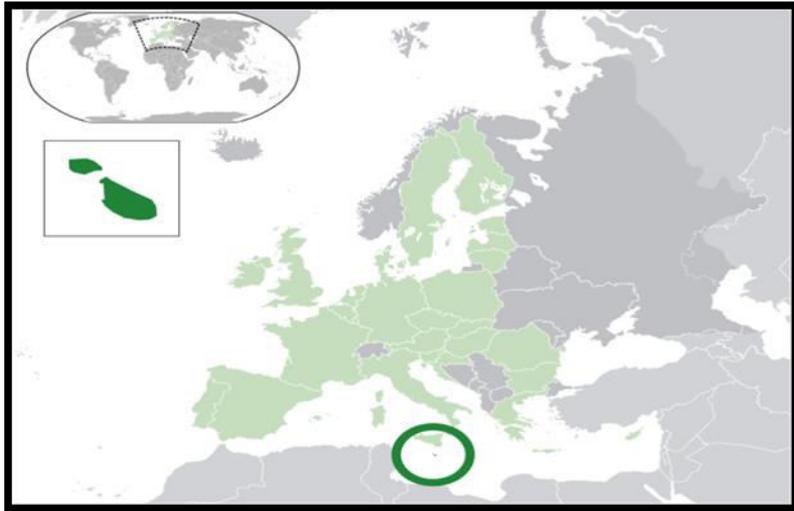
- Prescribes a framework for the management of all water to MS, with the **objective** of achieving good status of all EU water.
- Principal functions of **competent authority** - coordination and reporting of the WFD implementation at the assigned river basin district by a set deadline.
- **Effective implementation** of the WFD = MS's achievement of Article 4 and accompanying provisions, compliance to timeframes and avoiding relaxation of objectives.
- Lack of knowledge about the extent to which competent authorities have the required **capacity** to deliver it.

Organizational Capacity (OC)

- OC is set of attributes describing the internal ability an organization has as well as its potential to perform (Barman and MacIndoe, 2012; Horton et al., 2003).
- The organization's ability to fulfil its roles and responsibilities that is determined by a variety of factors including: capability, size of task, resources needed to perform tasks and organizational relations (Franks, 1999).
- Determines the level and quality of policy implementation making it imperative for both legislators and policy makers to take it into account when setting out policy objectives (Ting, 2011; Leidel et al., 2012).

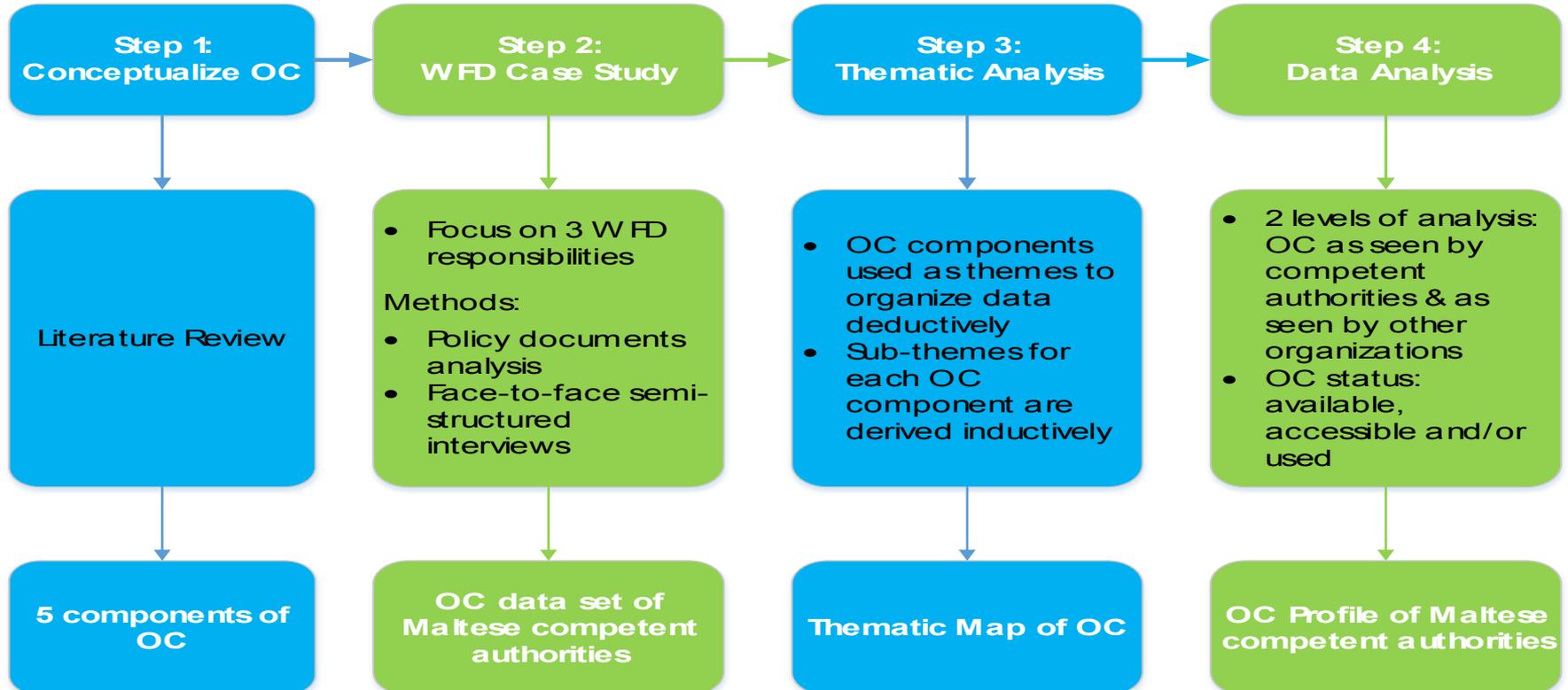
Case Study: Malta

- Area: 316 Km²
- Population is approx. 417,000

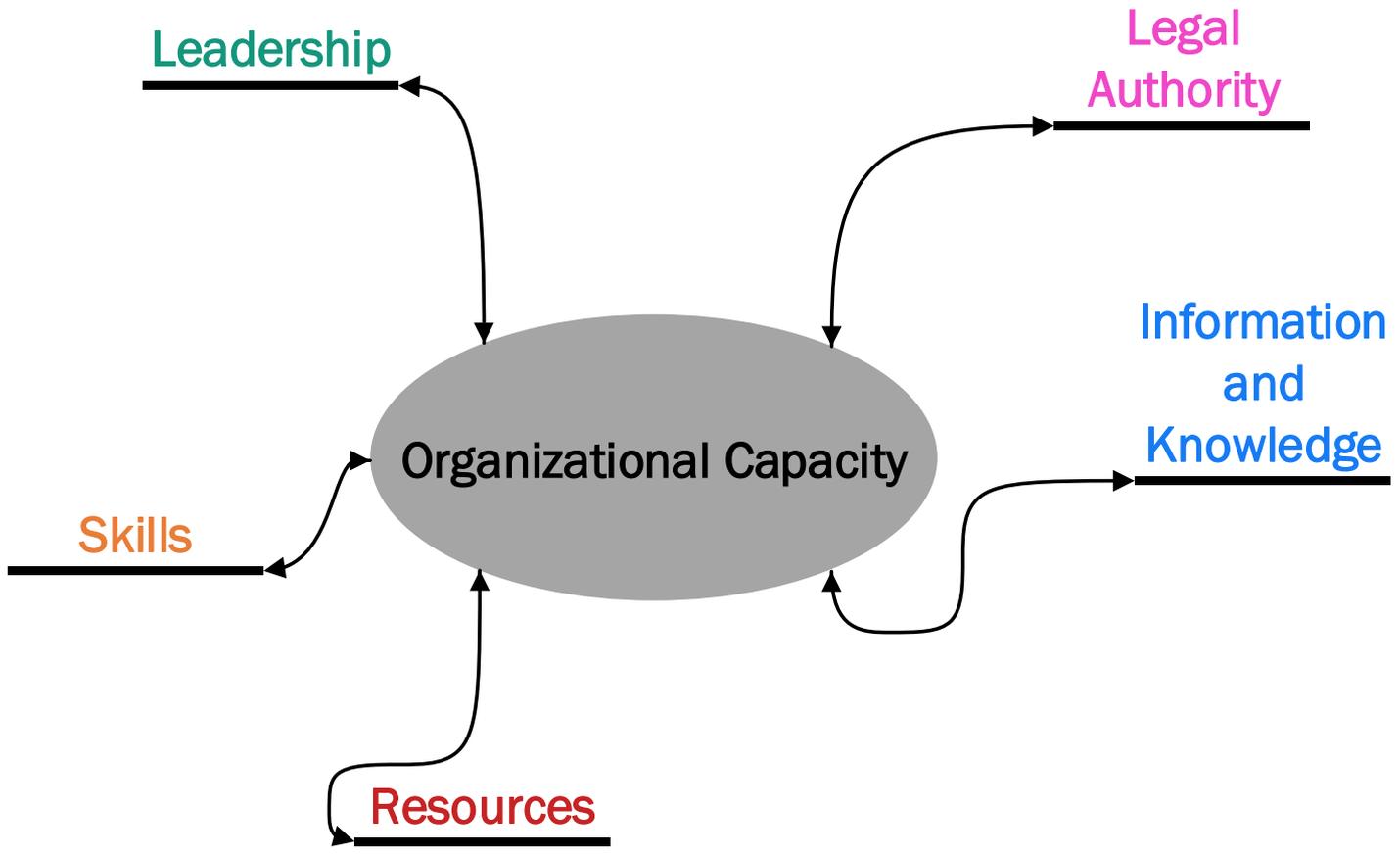


- The semi-arid Mediterranean Maltese Islands form a single water catchment district that has two competent authorities responsible of coordination and reporting to EU Commission.
- The 15 groundwater bodies are challenged both quantitatively and qualitatively - Overall status has been classified as “at risk”.
- Surface waters are mostly limited to coastal waters.

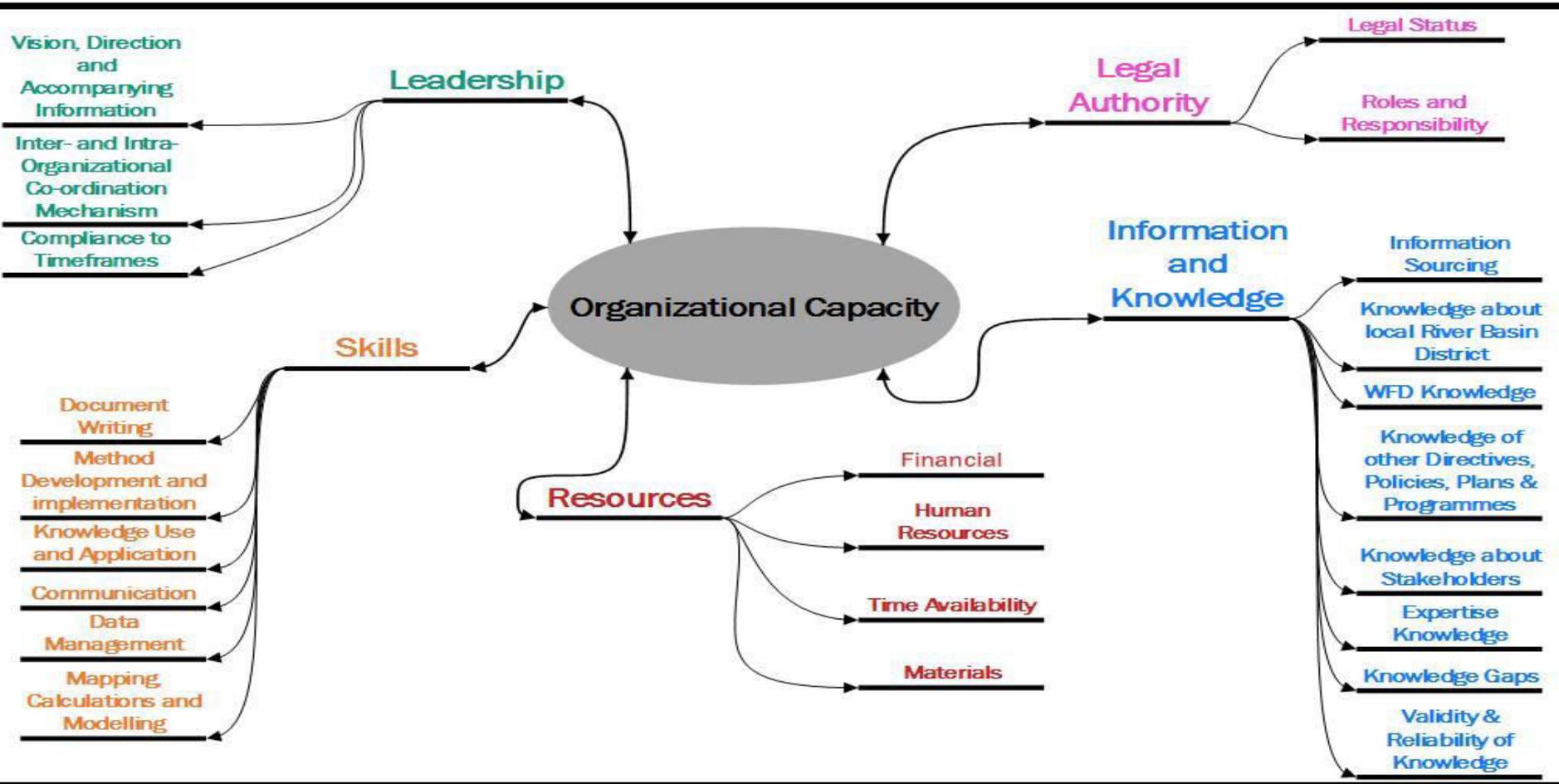
Unpacking Organizational Capacity (OC)



Step 1 – Components of Organizational Capacity



Results – Step 3 – Thematic Map



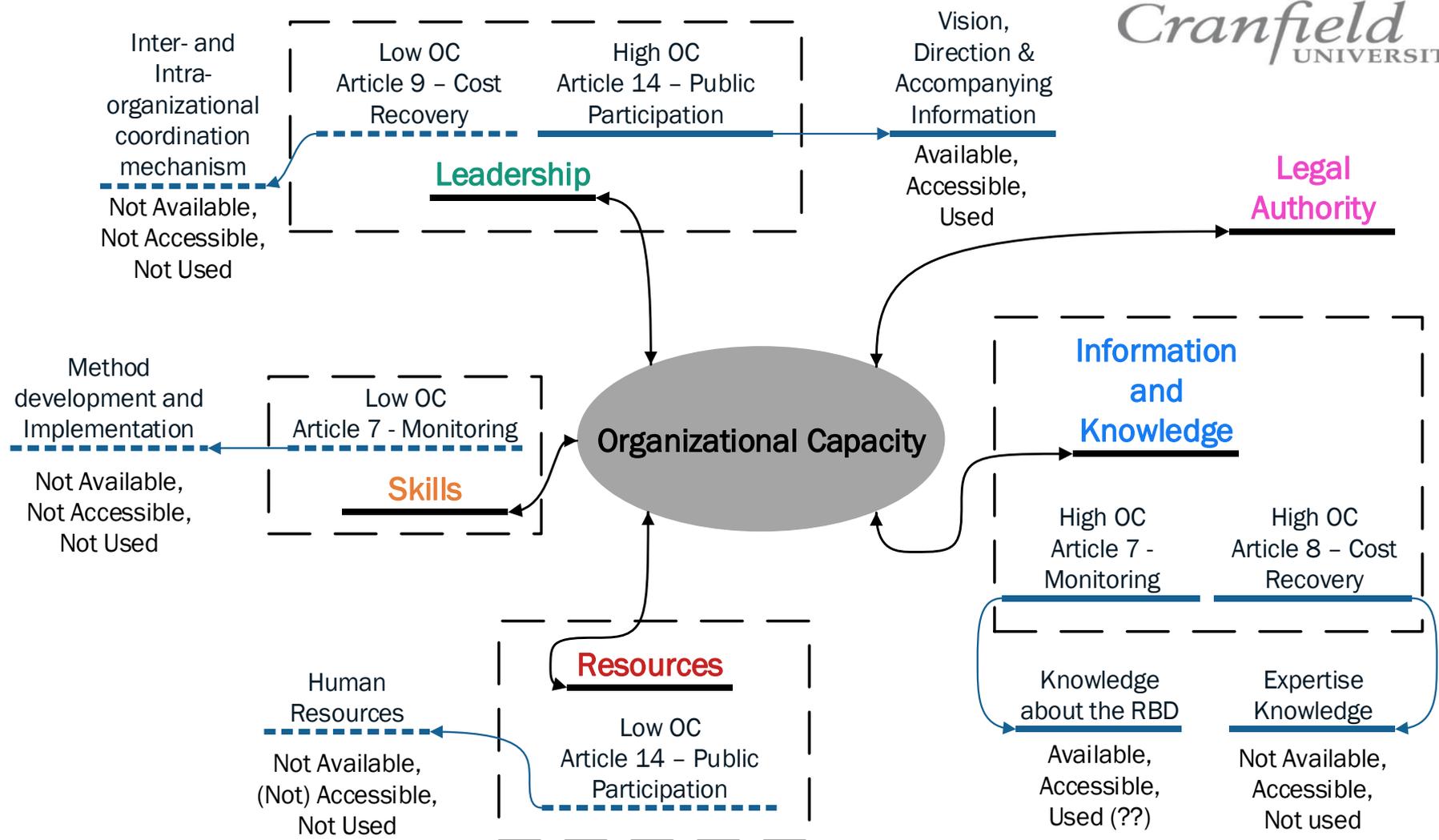
Selected Findings

- Corroborating previous claims in the literature, organizational performance is not necessarily an indicator of capacity and vice versa.
- Lack of HR is the most pressing capacity component – ‘the crux of the problem’.
- OC Components are highly interlinked. The presence (or lack thereof) of 1 component has knock-on effects on others, ex: inter-ministerial committee meetings.
- Improving OC requires a stronger input into preserving organizational memory and in-house capacity building, ex: data management system.
- It is important to find synergies across directives and policies.

Organizational Capacity Profile

Malta's Performance and Organizational Capacity Profile to Implementing the WFD

WFD Responsibilities	Performance	Organizational Capacity	
		Policy Documents	Interviews
Article 14			
Public Information & Consultation	High	High	Moderate
Article 8			
Monitoring	Moderate	Moderate	Moderate
Article 9			
Recovering Costs of Water Services	Low	Moderate	Moderate



Conclusion

As illustrated in the case of Malta, the methodological framework developed in this study:

- offers insights on management options and outcomes.
- shows that effective water management is a collective effort. While it is important to look at capacity within an organisation, it is equally important to look at capacity from an overall network perspective.

The framework can be used to assess OC of other European competent authorities. Their experience and implementation peculiarity relating to their internal capacity would contribute to the learning curve of the Directive .

Thank You

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