

**THE DATA OF THE INTEGRATED
WATER MANAGEMENT
SERVICE IN ITALY**

BLUE Book

EXECUTIVE SUMMARY

2026

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**KEY
MESSAGES**

1

The global water challenge is no longer an emergency but a structural one: according to the United Nations University, we have entered a phase of "**water bankruptcy**" in which the balance between demand and availability has been exceeded in many systems. This requires a **paradigm shift in governance and investment**. Without a significant acceleration of adaptation policies, infrastructure modernisation and dedicated financing, there is a risk of a direct impact on economic growth, social cohesion and climate security. **Water is now a strategic priority** for the stability of the national system and the global economy: without decoupling between GDP and water consumption, water stress will further increase pressure on resources. Indeed, **15% of the Mediterranean area's GDP (USD 1,902 billion) and 20% of Italy's GDP (EUR 384 billion) could not be generated without this resource.**

2

Water is at once the foundation of life, an indicator of social justice and a pillar of ecological sustainability, and its governance requires making explicit the values that guide choices and priorities. Within this framework, **Italy can become a European laboratory of ethics applied to water management**, steadily integrating transparency, participation and inter-generational justice in its planning and regulation tools. A model based on **ethical accountability by operators**, permanent deliberative forums and the assessment of social and environmental impacts in Area Plans and Water Safety Plans can translate the principles of equity and the common good into **verifiable institutional practices**, strengthening legitimacy, territorial cohesion and the long-term protection of the resource.

3

In recent years, governance of the water service in Italy has made significant progress, with increasing aggregation towards industrial management structures: **today, 86% of the population (49.8 million inhabitants) lives in municipalities where the integrated service is entrusted to a single operator**. However, significant disparities persist, particularly in Southern Italy, where fragmented management and the presence of **management in the economy** – still active in **1,310 municipalities for about 6.9 million inhabitants**, 12% of the population – hinder investment and economies of scale. **55% of the population lives in areas where single management has been fully implemented**, while in the remaining territories multiple operators still coexist or service awards remain incomplete.

4

Over the next ten years, **around half of the Italian population will be involved in renewals or new procedures for awarding the water service**, opening a strategic phase for the reorganisation of the sector. The Utilitatis Foundation has analysed 113 concessions covering 46 million inhabitants (80% of the population) that will expire in the coming years, with a growing impact in the medium term: around **7 million citizens will be affected within five years** and about **20 million within ten years**. **The concessions have an average duration of 25 years and for 83% they exceed 20 years of extension**. The next decade will therefore be decisive for consolidating single management, strengthening industrial capacity and reducing territorial disparities.

5

The regulatory developments of 2025 consolidate the framework of MTI-4, updating tariff parameters and strengthening technical and contractual quality mechanisms, with the aim of ensuring financial stability, greater comparability of performance and the sustainability of investments. In **2025, the national average expenditure for the integrated water service amounts to 411 euros per year** for a household of three people (150 m³), an increase of 7% compared with the previous year as a result of higher investment. **There are still marked territorial differences**: 365 euros in the north, 496 euros in the centre and 406 euros in the south. Despite the increase, **the average unit tariff stands between 2.65 and 3 euros/m³**, remaining below the European average of 3.4 euros/m³ and confirming a balance between affordability for households and the need for investment.

Investment expenditure over the 2021–2028 period averages 90 euros per inhabitant per year, with a peak in the 2025–2026 biennium linked to the implementation of the NRRP. In the subsequent four-year period, a natural reduction of around 10% is expected compared with the years of peak intensity, but with **a level still 21% higher than in 2021**, signalling a structural repositioning of the sector strengthened in the implementation of infrastructure projects. The sector emerges from the NRRP phase with greater industrial maturity and organisational capacity, while entering a financially delicate phase characterised by an average gap of around **20 euros per inhabitant between the advance of investments and the actual disbursement of contributions**, highlighting cash-flow pressures. It is strategic for the sector to secure public financial resources for major infrastructure works in order to safeguard service affordability, while at the same time evolving in its capital sourcing through innovative instruments such as public-private partnerships or bond issuances.

6

The trend in expenditure for the water service is directly linked to the results achieved in terms of technical quality and infrastructure modernisation efforts. The Blue Book 2026 sample has more than **324,000 km of network**, of which 30% is more than 30 years old, and records **average losses of 37.9% and average linear losses of 24 m³/km/day**, with a **marginal impact on electricity consumption of 0.016 Kwh/m³ and strong territorial gaps**, especially in the South. At the same time, **drinking water quality remains at high levels with 4.4 million parameters analysed in 2024** across 215,000 samples and very limited non-compliance. The overall picture therefore highlights significant progress, but also the need to strengthen investment and innovation in order to reduce inefficiencies and territorial disparities.

7

In recent years, the climate in Italy has continued to show clear signs of change with the alternation of phases with intense rains and drier periods. Thanks to the integration of optical and radar satellites, it is now possible to **monitor the status of reservoirs** in near real time and under any weather conditions. The service developed by the Department of Civil Protection (DPC) and the CIMA Foundation (International Centre for Environmental Monitoring) provides time series and anomaly indicators useful for rapidly identifying situations of water scarcity in Italy. It represents a **complementary tool to the in situ networks** in support of the decisions of the competent Authorities.

8

The quality and safety of water in Italy fall within a **profoundly renewed regulatory and strategic framework**, which integrates Directive 2020/2184 with new, stricter limits on PFAS, the introduction of the TFA parameter, monitoring of microplastics and other parameters included in the European reference watch list, a preventive approach based on Water Safety Plans (WSPs), and alignment with the European Water Resilience Strategy. From an implementation perspective, the UtilItaly sample shows that the **average level of WSP implementation corresponds to 32.9%** of the population served, with strong territorial disparities; in terms of volumes distributed, completion reaches around 66% in Central Italy, 35% in the North and 8% in the South. These data confirm that **full implementation by 2029** represents the main strategic challenge for strengthening prevention, climate resilience and the integrated safety of the drinking water system.

9

Blue certificates represent a strategic lever to transform water savings and reuse into a measurable economic value, orienting investments and behaviours towards a more efficient management of the resource. Through **models inspired by energy efficiency certificates and voluntary water credits**, it is possible to activate market mechanisms capable of rewarding those who reduce consumption and making large users more accountable. For Italy, a regulated, transparent system based on reliable measurements can strengthen national water resilience and support the ecological transition with innovative and sustainable tools over time.

10

EXECUTIVE SUMMARY

THE CONCEPT OF "WATER BANKRUPTCY"

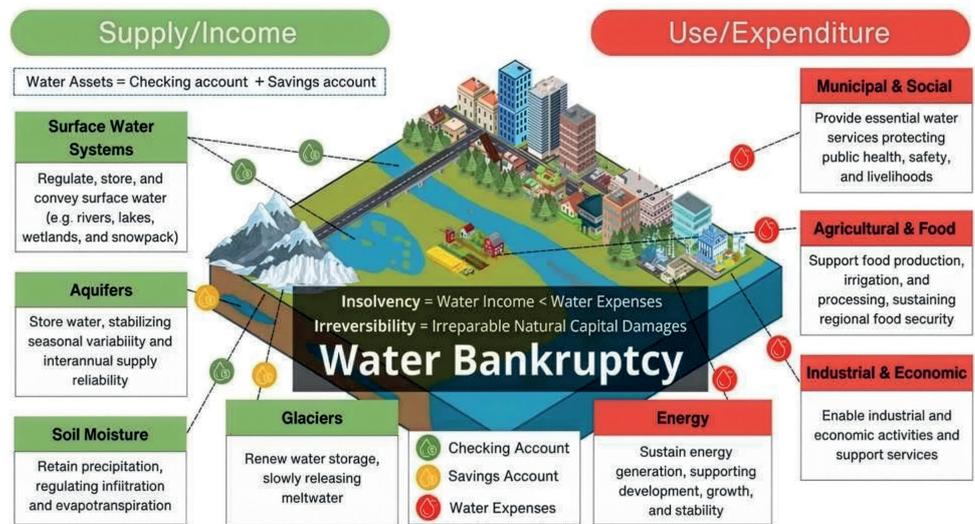
11.4 TRILLION EUROS BY 2040: GLOBAL INVESTMENT REQUIREMENTS

Water is the essential foundation of human development, economic stability and the security of our Planet. It is not a sector-specific resource, but a cross-cutting enabling infrastructure that supports public health, food production, ecosystem integrity, climate resilience and the continuity of energy and industrial systems. The deterioration of water systems does not produce effects limited to the natural environment, but generates cumulative impacts along global economic and social chains.

In recent decades, the deterioration of water systems has been interpreted through a "water crisis" narrative, thus assuming the possibility of restoring original conditions through resilience policies. However, the evolution of the phenomena affecting the hydrosphere is showing that many processes are irreversible on the human time scale: we may no longer be facing a temporary crisis, but rather a new normal characterised by systemic and structural risks. The long-term use of water resources has in fact exceeded renewable flows and safety limits, making a return to prior conditions impossible.

This condition is called "water bankruptcy"¹: a persistent state in which demand and withdrawals exceed renewable availability and strategic reserves, generating an irreversible degradation of natural capital (Figure 1). Depleting non-renewable resources such as underground aquifers or glaciers produces an ecological and social debt that cannot be compensated exclusively by new infrastructure. In this scenario, governance must evolve from an emergency-driven logic to a structural approach based on recognising irreversible losses, preventing further damage, reallocating and reducing demand, institutional adaptation, and protecting vulnerable groups. Investment strategies must prioritise the protection and strengthening of the remaining water capital, through the reduction of losses, the use of nature-based solutions, the digitalisation of infrastructure, the safe reuse of wastewater and the integration of technologies such as desalination, with careful assessment of their energy costs and environmental impacts

FIGURE 1
ILLUSTRATIVE SKETCH ON THE STATE OF "WATER BANKRUPTCY"



Source: UNU-INWEH, 2026

The central issue therefore becomes the need for investment. To ensure water systems that are equitable, resilient and technologically advanced, global expenditure will need to double by 2040, reaching around 11.4 trillion euros, with a financing gap of 6.5 trillion compared with current trajectories. This commitment, however, represents an economic catalyst: an estimated increase in global GDP of 8.4 trillion euros and the creation of more than 206 million full-time jobs by 2040. The main drivers of demand are fair access to services, the resilience of infrastructures that today disperse about 30% of the water distributed, circularity – with reuse currently accounting for only 12% of global withdrawals – and digitisation.

¹ UNU-INWEH Report: Madani, K. (2026). Global Water Bankruptcy: Living Beyond Our Hydrological Means in the Post-Crisis Era.
² World Economic Forum, Bridging the €6.5 Trillion Water Infrastructure Gap (2026).

IN THE MEDITERRANEAN, THE WATER SUPPLY CHAIN GENERATES ALMOST \$2 TRILLION IN ADDED VALUE

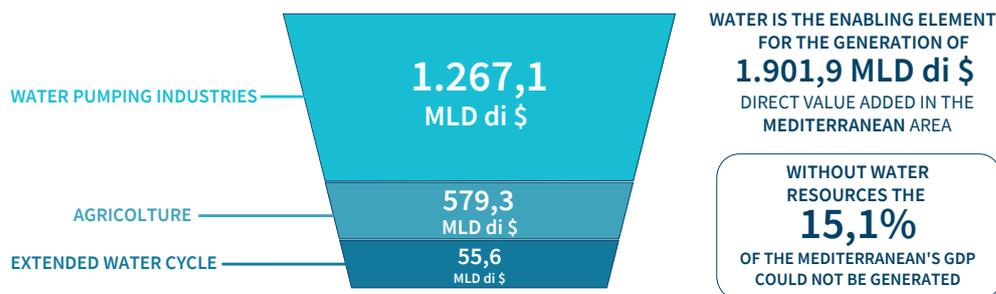
When analysing the wider Mediterranean area, which comprises 45 countries and 1.3 billion inhabitants, it is among the regions most vulnerable to climate change and records extremely high levels of water stress, at 225%, well above the global average. The population growth expected by 2050, combined with the absence of decoupling between GDP and water withdrawals, will lead to a significant increase in water demand, further exacerbating the depletion of resources and socioeconomic tensions.

In this context, water emerges not only as an environmental resource but as an enabling factor for development: in the Mediterranean, the extended water value chain generates USD 1,902 billion in value added (Figure 2), equal to 15% of the area's GDP, while in Italy it enables EUR 384 billion, around 20% of national GDP. The most significant component is represented by water-intensive industries, followed by agriculture and the extended water cycle, confirming the strong interdependence between water resources and the production system.

Investments in the integrated water cycle and water technologies are increasing and are set to accelerate in the years to come, signalling the strategic importance of innovation in strengthening resilience, food security and industrial competitiveness. Efficient and cooperative water management is therefore a structural priority for the economic and social stability of the Mediterranean region.

FIGURE 2

DIRECT ADDED VALUE GENERATED BY THE EXTENDED WATER SUPPLY CHAIN IN THE MEDITERRANEAN [BILLIONS OF DOLLARS; 2024 OR LAST YEAR AVAILABLE]



Source: TEHA Group, Regione Puglia and AQP, "Water for the Mediterranean: quale agenda per i prossimi anni" ("Water for the Mediterranean: which agenda for the coming years"), and TEHA Group calculation based on data from Orbis – Moody's, GWI and the World Bank, 2026.

Moreover, the need to invest in water infrastructure in Europe is confirmed by the sector's significant critical issues, in a context where data collection methodologies, indicators, survey frequency and levels of transparency vary considerably between countries. The absence of common standards limits the development of a robust and comparable information framework at supranational level; therefore, a harmonised European system for data collection and publication, based on shared and consistent criteria, is needed.

Exiting the condition of water bankruptcy is possible, but it requires political leadership, international coordination, financial innovation, effective regulation and a cultural transformation oriented towards circularity, placing water at the centre of sustainable development and security strategies and overcoming sectoral challenges not only in terms of investment capacity but also, and above all, in the implementation of governance.

In recent years, governance of the water sector in Italy has recorded significant progress, with the near-complete definition of the ATOs (Ambiti Territoriali Ottimali, "Optimal Territorial Areas") and the strengthening of industrial management structures. However, territorial disparities persist, particularly in Southern Italy, where operational delays and fragmented management limit investment and economies of scale. At national level, the principle of single management has not yet been fully implemented: the 62 ATOs do not correspond to an equal number of single operators, and the system remains fragmented both vertically and horizontally. The evolution of governance is continuously monitored by the Utilitatis Foundation through dedicated observatories on service awards and on the degree of service fragmentation.

An analysis of the structure of service awards across Italy shows that only 55% of the Italian population lives in areas where the service is entrusted to a single operator (Figure 3), with no in-house management or, where present, only in limited numbers and under safeguard arrangements. A percentage destined to increase soon, thanks to the takeover of the single

NEED TO HARMONISE DATA COLLECTION AT EU LEVEL

IN ITALY, GOVERNANCE REMAINS FRAGMENTED, ALTHOUGH IMPROVING

ONLY 55% OF THE POPULATION LIVES IN AREAS ENTRUSTED TO A SINGLE OPERATOR

80% OF THE POPULATION SERVED BY LONG-TERM SERVICE AWARDS AND OVER HALF OF CITIZENS AFFECTED BY RENEWALS WITHIN THE NEXT DECADE

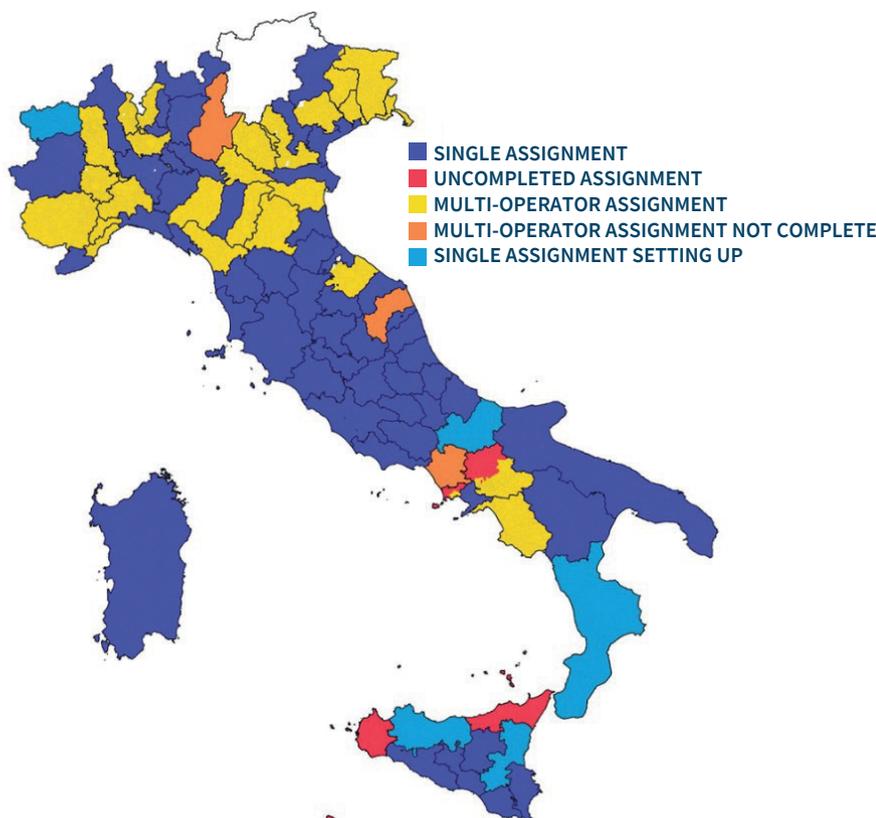
operator in several regions where today the uniqueness of management is being established (8% of the national population). By contrast, 29% of the population lives in areas where a single operator has been identified but several industrial operators are simultaneously active in the territory, to which the service has been duly awarded, and where no in-house management is recorded. This is a feature that mainly characterises territorial areas located in Northern Italy. In some cases (4% of the population), the coexistence of several industrial operators has not yet been followed by the identification of a single operator. Service award procedures remain incomplete for 4% of the national population: in these areas a single operator has not yet been identified and several industrial or in-house operators are active. This is specifically the case of the Sannita District and the Napoli Nord District in Campania, and the ATI areas of Messina and Trapani in Sicily.

The first service awards to the single operator of the Integrated Water Service (IWS) date back to the 1990s, while others, made subsequently, did not provide for the maximum duration of 30 years established by legislation, opting instead for shorter periods. Although some critical issues were resolved during 2025, partly thanks to regulatory changes – however limited to specific territorial contexts – many "standard" service concessions expired without respecting the timeframes required to ensure a timely and effective handover between operators. Technical extension arrangements are therefore reported in several areas, in order to ensure operational continuity until the service award process is completed.

The monitoring of water service concessions analysed 113 service awards, relating to 78 territorial areas and sub-areas, covering a total population of around 46.2 million inhabitants. The picture that emerges is that of a system largely based on long-term service awards with a still extensive time horizon: around 80% of the population is served by operators with a remaining duration of more than six years, of which 42% fall within the 6–10 year range and 37% exceed ten years. The national average duration stands at 25 years, and 83% of service awards exceed twenty years, confirming a structure that is inherently oriented towards stability and the sustainability of investments.

FIGURE 3

STATUS OF SERVICE ASSIGNMENTS IN ITALIAN TERRITORIAL AREAS [SITUATION AS OF 2025]



Source: Utilitatis Foundation calculation based on operator, Arera and EGA data.

60% OF THE POPULATION IS SERVED BY IN-HOUSE COMPANIES

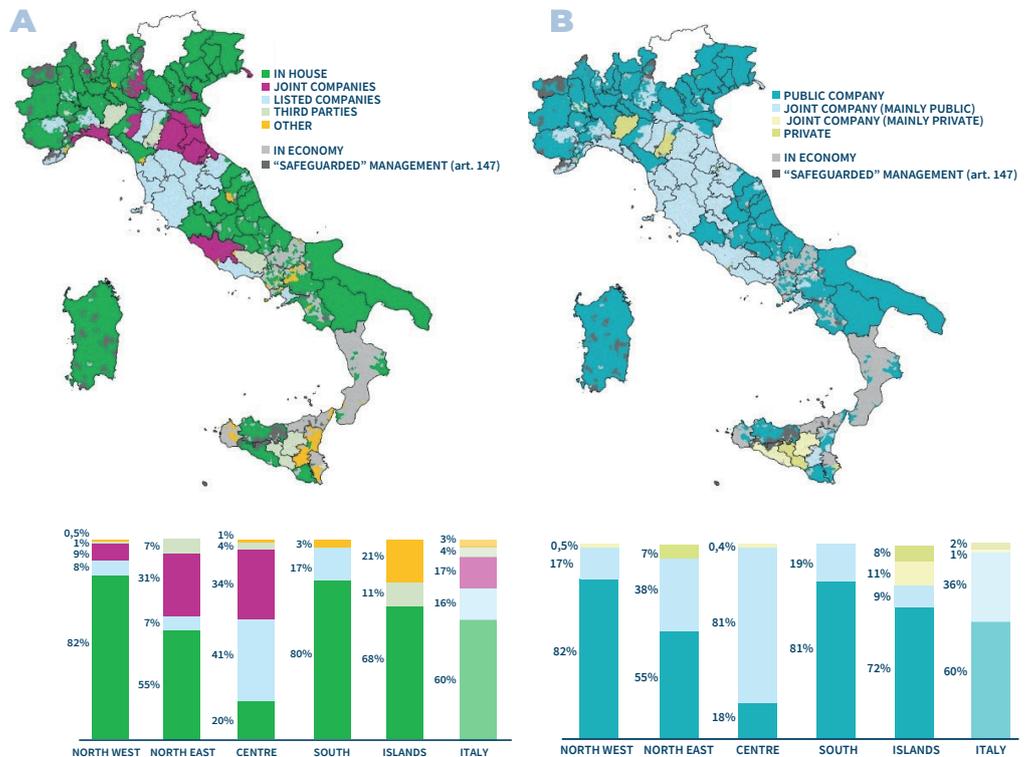
Alongside this well-established profile, however, elements of concern also emerge. Ten service awards have already expired and involve around 2 million inhabitants, while a further four concessions, relating to approximately 1.5 million inhabitants, will expire within a year. Overall, more than 3.4 million citizens therefore fall within a short-term risk bracket. Moreover, around half of the population will be affected by renewals or new service award procedures over the next decade, outlining a phase of potential discontinuity or, in any case, a crucial moment with regard to certain operators whose concessions are expiring and which have carried out significant investments over the years and consolidated advanced management structures. A potential scenario of uncertainty also emerges in light of the challenging targets arising from the transposition of the European directives on drinking water and wastewater.

Today, among the various methods for awarding management across territorial areas (Figure 4A), at national level – and in cases where the water service is integrated – the predominant model is in-house providing (60% of the population served), followed by awards to listed companies (17%), mixed-ownership companies (16%), concessions to third parties (4%), and "other management arrangements" (including private operators) at 3%. While in the North-West and in the South (including the islands) the most widespread form of service award is clearly in-house providing, in Central Italy and the North-East there is a greater share of awards to listed companies or mixed-ownership companies (up to 41% of the population served in Central Italy).

Consistently, when considering shareholding structures (Figure 4B), at national level the majority of the population is served by public companies (60%), followed by mixed-ownership companies or companies with a public majority (36%). Companies with a majority private shareholding or entirely private ownership remain marginal, and are mainly located in the Islands and in Southern Italy.

FIGURE 4

TYPES OF AWARDS FOR THE INTEGRATED WATER SERVICE (A) AND OWNERSHIP STRUCTURE (B) IN ITALY: AT THE TOP, THE DISTRIBUTION BY MUNICIPALITY; AT THE BOTTOM, THE CORRESPONDING PERCENTAGE DISTRIBUTION OF THE POPULATION BY MACRO-AREA AND FOR THE NATIONAL TOTAL [2025]



Source: Utilitatis calculations based on operator and EGA data

The entry of industrial operators in certain territorial areas and the aggregation of management structures are positive developments in the implementation of governance, also resulting from the reform measures promoted under the National Recovery and Resilience Plan (NRRP). However, critical issues still persist, particularly in Southern Italy, linked to the widespread presence of in-house management by municipalities, which tends to act as a brake on investment.

FOR 86% OF THE POPULATION THE IWS IS MANAGED BY A SINGLE OPERATOR

STILL 1,310 MUNICIPALITIES WITH IN-HOUSE MANAGEMENT (12% OF THE ITALIAN POPULATION)

IN THE PERIOD 2016–2025, MUNICIPALITIES WITH "IN-HOUSE" MANAGEMENT DECREASED BY 34%

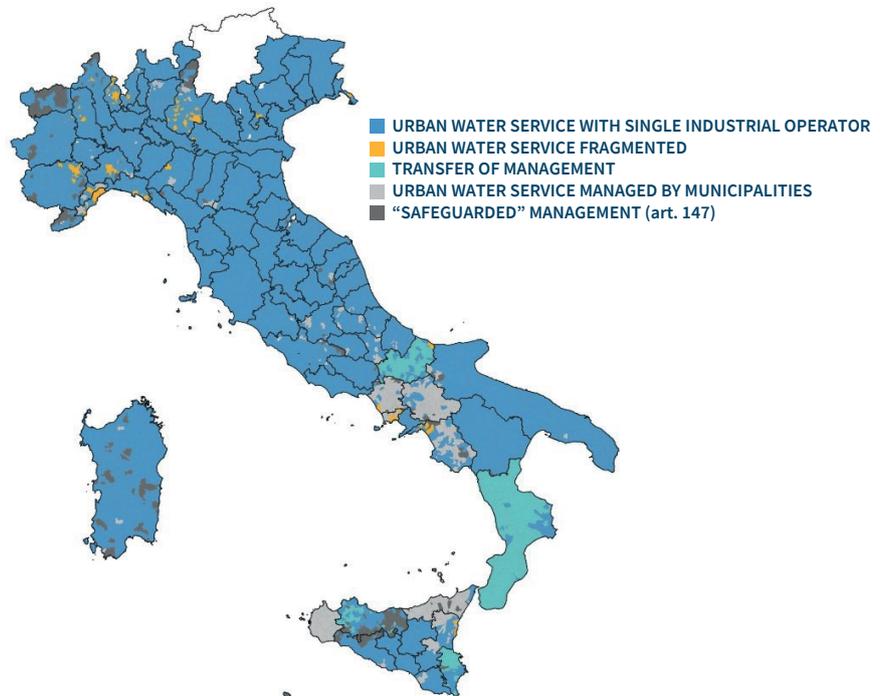
242 MUNICIPALITIES ARE STILL UNDER "SAFEGUARD" ARRANGEMENTS (360,000 INHABITANTS)

In Italy, in 2025, there are 6,141 municipalities in which the water service is integrated and managed by a single industrial operator, serving a population of 49.8 million inhabitants (86% of the national population). By contrast, there are 161 municipalities in which the service is managed by at least one industrial operator that differs across the three segments making up the value chain, and is therefore fragmented, for a total population of around 1.1 million inhabitants (2% of the national population).

By contrast, there are at least 1,310 municipalities in which at least one of the three segments of the water service (water supply, sewerage, wastewater treatment) is managed directly by the municipalities. This represents 17% of Italian municipalities, with a total population of 6.9 million inhabitants (around 12% of the national total). 85% of municipalities with in-house municipal management are concentrated in Southern Italy (66%) and in the Islands (19%): this amounts to 1,109 municipalities in which around 6.7 million inhabitants live, representing 97% of the national population served through such arrangements. There are only 3 regions where there is no such management: Friuli-Venezia Giulia, Umbria and Veneto.

FIGURE 5

TYPE OF MANAGEMENT OF THE WATER SERVICE IN ITALY MUNICIPALITIES [2025]



Source: Utilitatis Foundation calculation based on operator and EGA data

The process of the single operator taking over in several territorial areas of Southern regions is progressively reducing the number of services managed by local authorities and the corresponding population served. As shown in Figure 6, the trend of contraction in in-house municipal management has evolved positively over the 2016–2025 period, with a 34% reduction in terms of municipalities served. Considering the process underway in the regions of Calabria, Molise and Valle d'Aosta (in the latter, 21 municipalities already scheduled for takeover in 2026), as well as in the ATI areas of Palermo, Catania and Syracuse, the total number of municipalities undergoing takeover in 2025 amounts to 547, covering a population of around 2 million inhabitants. The resulting contraction of this type of management over the 2024–2025 period was 51% in Valle d'Aosta, 10% in Molise, 2% in Sicily and 1% in Campania.

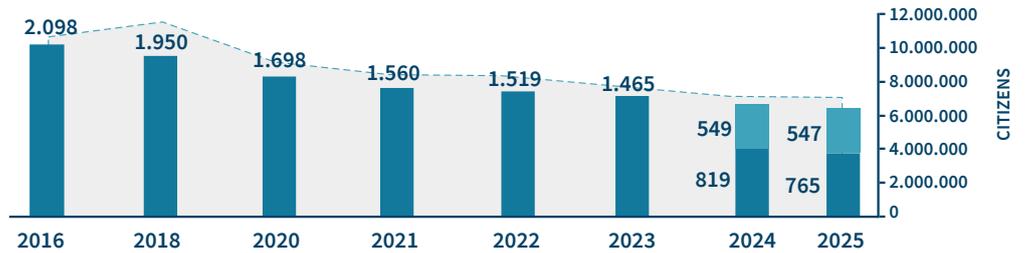
Among the local management cases, there are, however, some companies that have the possibility to carry out the service on the basis of the exemptions provided by the sectoral legislation. The situation in Italy at the end of 2024 shows at least 242 municipalities under safeguard arrangements (18% of the total municipalities with in-house municipal management), serving a population of around 360,000 inhabitants (5% of the national population in which at least one of the services is managed by local authorities).

IN 2024 INVESTMENTS IN IN-HOUSE OPERATIONS AMOUNTED TO €22 PER INHABITANT

IN 2021-2029 AVERAGE INVESTMENTS BY INDUSTRIAL OPERATORS OF €90 PER INHABITANT

FIGURE 6

CHANGE IN THE NUMBER OF MUNICIPALITIES (HISTOGRAM) AND IN THE POPULATION (SHADED AREA WITH DASHED OUTLINE) AFFECTED BY MUNICIPAL IN-HOUSE MANAGEMENT IN RECENT YEARS. IN TURQUOISE, THE NUMBER OF MUNICIPALITIES WITH IN-HOUSE MANAGEMENT UNDERGOING TRANSFER TO A NEW OPERATOR [DATA 2016-2025]

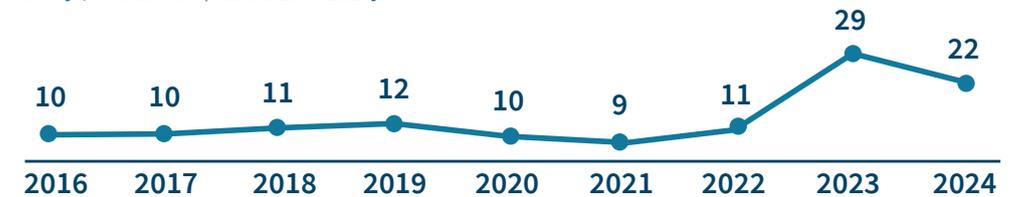


Source: Utilitatis calculations based on operator data

The issue of economic management is closely connected to that of service investments. Historically, this type of entity has been characterised by a limited propensity to spend on improving water service infrastructure or on the construction of new works, as confirmed by the average per capita investment values recorded by the observatory of the Utilitatis Foundation also in 2024 (€22 per inhabitant; Figure 7).

FIGURE 7

HISTORICAL SERIES OF INVESTMENTS BY IN-HOUSE OPERATIONS RECORDED BY THE UTILITATIS OBSERVATORY [€/INHABITANT; YEARS 2016-2024]



Source: Utilitatis calculations based on operator data and CCC certificates

Municipal in-house management arrangements therefore generally show low levels of per capita investment, due to budget constraints, more limited financial capacity and a weaker organisational structure, factors that make it more difficult to plan infrastructure interventions over the medium to long term. By contrast, industrial operators have greater planning capacity, stronger financial solidity and better access to credit, enabling them to sustain higher and more continuous levels of investment.

An analysis of investment expenditure by Italian industrial operators over the 2021-2028³ period, considering both actual and planned figures, shows a weighted average value of around €90 per inhabitant, with the strongest expected growth in the 2025-2026 biennium as a result of investment plans financed through NRRP resources, which have now reached full implementation.

FIGURE 8

AVERAGE ANNUAL INVESTMENTS IMPLEMENTED AND PLANNED BY A SAMPLE OF INDUSTRIAL OPERATORS IN THE PERIOD 2021-2029 [€/INHABITANT]



Source: Utilitatis calculations based on operator data

³ 67 operators for a population served equal to 37.5 million inhabitants (64% of the national population).

THE SECTOR HAS QUICKLY DEVELOPED INDUSTRIAL MATURITY

POST-NRRP PHASE: AN AVERAGE FINANCIAL EXPOSURE OF €20 PER CAPITA

If the planning for the 2026–2029 four-year period were to materialise, two significant developments would be observed:

- The expected reduction in post-NRRP planning compared with the peak years, by around 10%;
- The repositioning of investment plans at +21% compared with 2021, despite the absence of funding sources on the same scale as the NRRP.

Despite the expected decline in average per capita investment, integrated water service operators are emerging from the NRRP phase strengthened in terms of the organisational capacity required to implement ambitious investment plans. The key message is that the sector has developed industrial maturity within a relatively short period of time.

The sector is also ready to deliver major infrastructure aimed at strengthening the resilience of the water cycle (from distribution to wastewater treatment), but these must be able to rely on non-repayable public funding, particularly in order to safeguard the affordability of costs for end users. The mix of financial resources, also drawing on other instruments such as public–private partnerships or, for example, bond issuances, is rooted in increasingly advanced regulatory levers – such as those under MTI-4 – which ensure stability and transparency in the tariff return on investments.

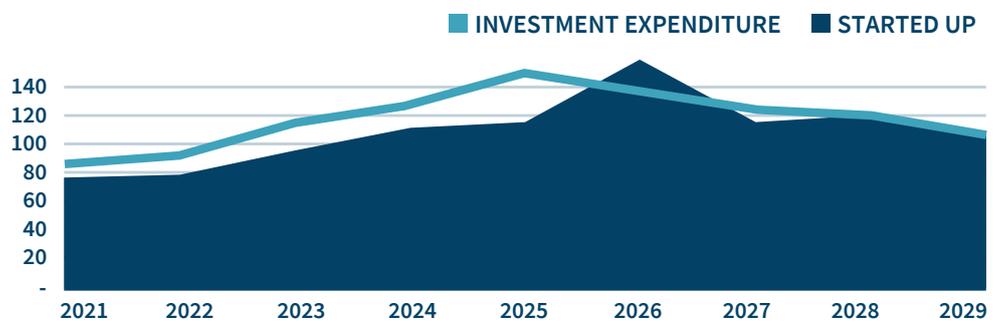
From a financial perspective, the sector is entering a potentially vulnerable post-NRRP phase, having had to cope with financial stress triggered by the advance of substantial resources against the reimbursement of contributions, which is now showing a time lag with a significant impact. During the implementation phase of investment projects, the expenditure incurred remained without sufficient coverage from the contribution, and only once the works are operational – following completion testing and reporting – will the public funds become materially available.

The trend illustrated in Figure 9 shows, on average, a gap of around €20 per inhabitant in financial exposure between the implementation of the investment and the commissioning stage, that is, when operators begin to recover the first tariff returns – for self-financed works – or receive the allocated contributions.

The data and the trend of the observed investment curves highlight the strongly positive effect of service regulation, which has helped increase the spending differential between the various operators, temporarily reduced only by the effect of the NRRP. Taking into account the share of the population not yet served by the single area operator, the concessions approaching expiry, and the presence of operators specialised only in specific stages of the value chain, it is reasonable to assume that in the coming years the water sector will continue to be affected by processes of corporate aggregation and/or vertical integration, which will translate into continued economic and employment growth.

FIGURE 9

TREND IN INVESTMENT EXPENDITURE AND ASSETS COMMISSIONED FOR A SAMPLE OF INDUSTRIAL OPERATORS IN THE PERIOD 2021–2029 [€/INHABITANT]



Source: Utilitatis Foundation calculations based on operator data

IWS TURNOVER €9.6 BILLION IN 2024 (0.4% OF GDP)

OVER 50,000 INHABITANTS SUPPLIED: STRONGER MARGINS AND GREATER ECONOMIC SUSTAINABILITY

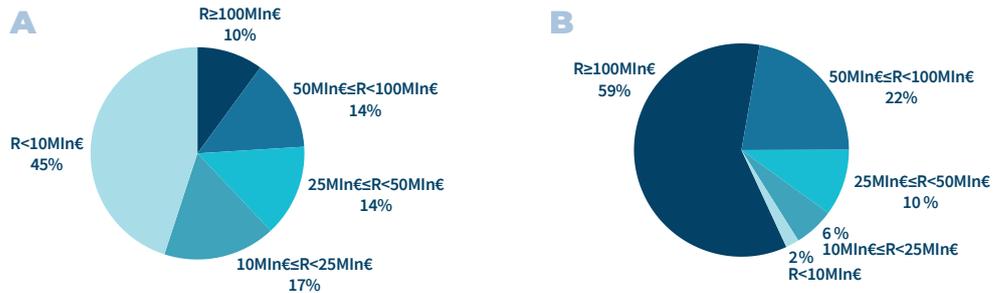
FROM 2015 TO 2024: BOOM IN DEPRECIATION (+115%) AND STRENGTHENING OF THE EQUITY POSITION OF LARGE OPERATORS

Moreover, the sector already occupies a significant place in the country's economy: with a turnover of €9.6 billion in 2024 and 31,000 employees, the water sector accounts for 0.4% of national GDP and 0.5% of industrial employment.

Companies display a strongly differentiated size structure (Figure 10): almost half (45%) record revenues of less than €10 million, yet they contribute only 2% of total turnover. At the opposite end, companies with revenues exceeding €100 million, while representing only 10% of the sample, generate 59% of total turnover, highlighting a marked concentration of economic volumes among large operators.

FIGURE 10

DISTRIBUTION OF THE NUMBER OF INDUSTRIAL OPERATORS ACTIVE IN THE WATER SERVICE (A) AND TURNOVER BY SIZE CLASS (B) [SAMPLE OF 232 OPERATORS; YEAR 2024]

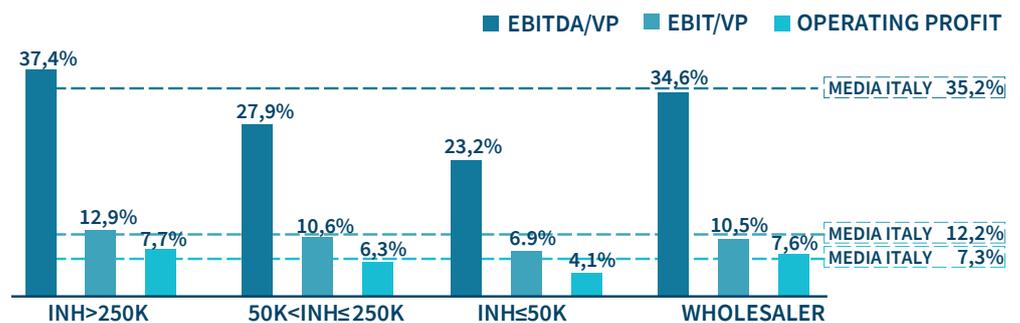


Source: Utilitatis Foundation calculation based on AIDA Bvd data

From the analysis of economic margins by company size, a positive relationship emerges between operational scale and performance: as the number of inhabitants served increases, EBITDA rises in relation to the value of production (Figure 11). A similar trend is observed for EBIT and for net profit, which tend to stabilise at more solid levels once the threshold of 50,000 inhabitants served is exceeded. It follows that medium- and large-sized operators display stronger economic indicators, while small-scale operators show greater difficulty in covering overall costs, with an EBITDA/value of production ratio of 23%, an EBIT/value of production ratio of 7%, and a net profit margin of 4%. Wholesale operators record values broadly in line with the sector average.

FIGURE 11

ECONOMIC MARGINS OF OPERATIONS [SAMPLE OF 188 MONO-UTILITIES; YEAR 2024]

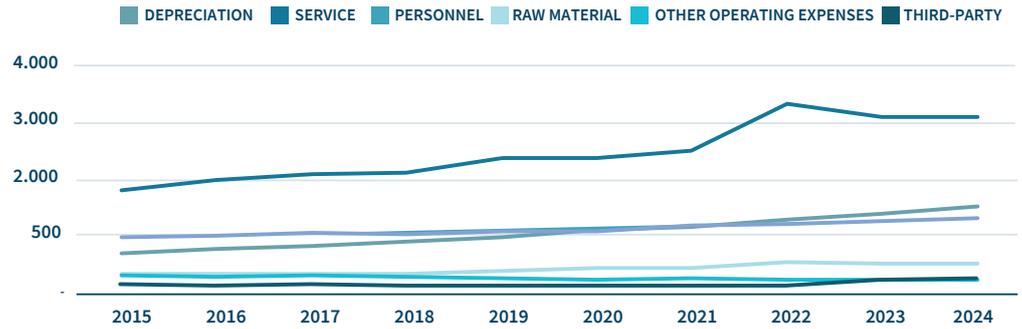


Source: Utilitatis calculations based on ARERA data and data from the websites of operators and EGA

The analysis of the main cost items highlights structural differences linked to company size: in small-scale operators, costs for services and personnel have a greater impact, while in large-scale entities the depreciation component carries more weight. This trend reflects the greater capacity of large operators to sustain infrastructure investment programmes, resulting in a strengthening of the asset base and a different balance in the cost structure. The trend in the period 2015–2024 confirms this dynamic (Figure 12). The most significant increase concerns depreciation, which rose by 115% (from 746 million euros to 1.6 billion euros). Service costs also record a significant increase (+70%), rising from around 1.9 to 3.2 billion euros. Personnel costs (+34%), raw material costs (+53%) and other operating expenses (+71%) have also increased. By contrast, costs for the use of third-party assets decreased by 22% over the period considered.

FIGURE 12

TREND OF COST ITEMS [DATA IN MILLIONS OF EURO; SAMPLE OF 164 MONO-UTILITIES]



Source: Utilitatis Foundation calculation based on AIDA Bvd data

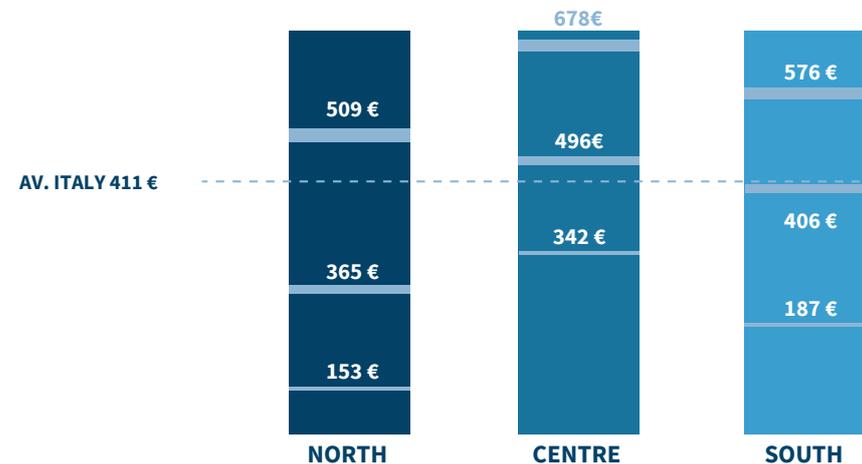
The financial and balance sheet analysis of operators highlights a sector that is overall sound and undergoing increasing capitalisation, with positive operating margins, assets strongly oriented towards infrastructure investment, and a more balanced financial structure over the long term. This dynamic is directly intertwined with regulatory developments, which affect tariff parameters, quality incentives and the sustainability of investments, thereby influencing the economic balance of operators. At the same time, the evolution of costs – particularly depreciation, services and energy – affects the dynamics of expenditure for the service and the charges applied to users. The sector's economic framework therefore constitutes the structural basis on which regulatory and tariff decisions are built, within a delicate balance between financial solidity, investment capacity and the protection of affordability for households and territories.

2025 consolidates the fourth regulatory period (MTI-4), with measures by ARERA that have further strengthened the stability of the system by updating macroeconomic and financial parameters and improving data validation mechanisms, both in the area of technical quality and contractual quality. The amendments do not introduce structural discontinuities, but have refined the existing instruments, affecting inflation parameters, rates of return on capital and incentive mechanisms, with indirect effects on the dynamics of charges and the sustainability of investments.

However, spending on the integrated water service remains the central theme. In 2025, for a domestic resident household of three members with an annual consumption of 150 m³, the national average expenditure stands at 411 euros. The figures confirm strong growth, while remaining consistent with the tariff limits established by the regulatory method and with the evolution of operating, energy and financial costs. Significant territorial differences emerge (Figure 13): the North records the lowest average expenditure (365 euros), the Centre shows the highest value (496 euros), while the South is close to the national average (406 euros).

FIGURE 13

ECONOMIC MARGINS OF OPERATIONS [SAMPLE OF 188 MONO-UTILITIES; YEAR 2024]



Source: Utilitatis calculation based on tariff proposals and manager and EGA websites

REGULATION 2025:
GREATER FINANCIAL
STABILITY WITHOUT
STRUCTURAL
DISCONTINUITIES

AVERAGE EXPENDITURE
AT €411 (+7%): LARGE
TERRITORIAL GAPS
BETWEEN NORTH (€365)
AND CENTRE (€496)

TARIFFS:
EXPECTED
INCREASE IN THE
PERIOD 2024–2025:
+6.3%

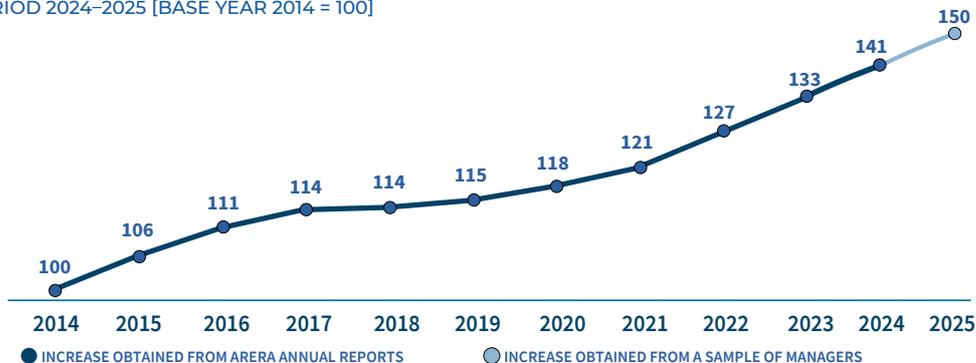
TARIFFS BELOW THE
EUROPEAN AVERAGE:
ITALY (2.6 €/M³)

POTENTIAL
SAVINGS FROM REDUCING
WATER LOSSES:
16% OF ENERGY DEMAND

The estimate of the average trend in charges over the 2014–2025 period shows an average annual increase of around 4%, with an estimated growth of 6% in the 2024–2025 biennium (Figure 14). The comparison with the data published by ARERA confirms a high degree of consistency between the surveys, despite the different sample sizes, thereby strengthening the reliability of the estimates. The increases are therefore compatible with regulatory limits and with the evolution of the macroeconomic context.

FIGURE 14

AVERAGE TREND OF IWS TARIFFS BASED ON ARERA DATA AND ESTIMATED FOR THE TWO-YEAR PERIOD 2024–2025 [BASE YEAR 2014 = 100]

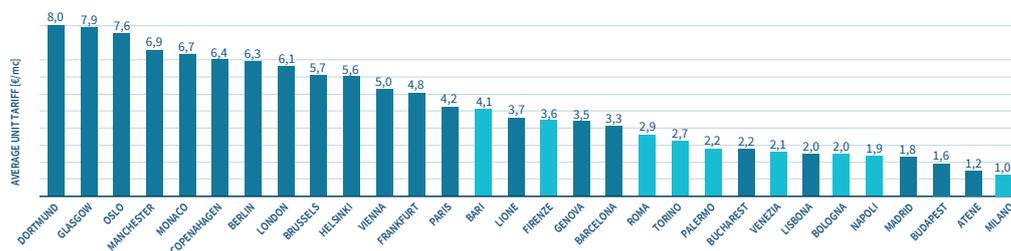


Source: Utilitatis Foundation calculations based on ARERA data, data from the websites of managers and EGA

The European comparison completes the picture: while in Europe the average unit tariff stands at around 3.4 euros/m³ (3.1 in EU countries), the main Italian cities show an average of about 2.6 euros/m³, with values that in some cases are among the lowest in the sample considered (Figure 15). Italy therefore confirms itself as one of the countries with the lowest unit costs, an element that safeguards the affordability of expenditure for households but at the same time raises the issue of the capacity to finance, over time, the investments needed for climate resilience and infrastructure upgrading.

FIGURE 15

AVERAGE UNIT TARIFFS FOR THE IWS IN MAJOR EUROPEAN CITIES [€/M³; 2025]



Source: Utilitatis Foundation calculation based on GWI data

The trend in expenditure for the water service should be interpreted in close connection with the regulatory objectives of improving performance and strengthening investment. The tariff trend is in fact substantially justified by the results achieved in terms of technical quality, which represent the concrete measure of the effectiveness of the resources deployed and of the system’s capacity to reduce losses, inefficiencies and infrastructure-related critical issues.

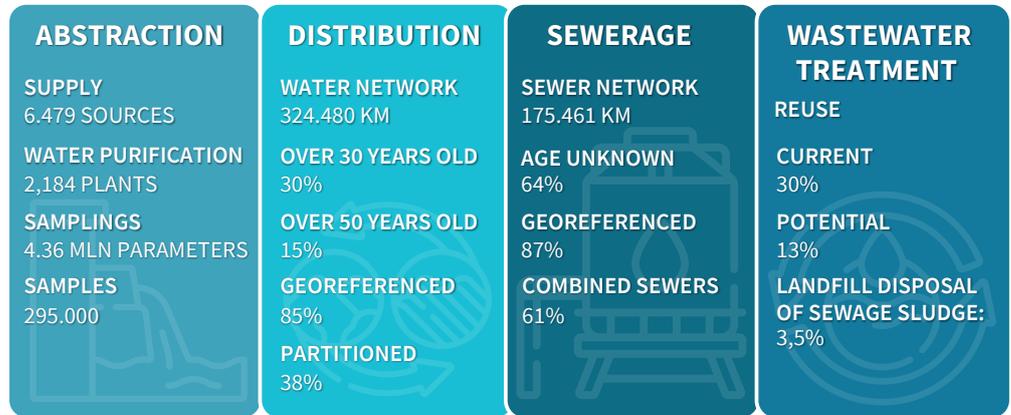
The infrastructure overview based on a representative sample of water service operators³ confirms the complexity of the system: 26,479 water abstraction sources, 2,184 drinking water treatment plants and 324,480 km of water supply network, of which 30% is more than 30 years old and over 40,000 km exceed 50 years of age; 85% of the networks are georeferenced, but only 38% are organised into district metered areas. In the water supply service, water losses remain one of the main critical issues: linear losses increase progressively from North to South (from 17 m³/km/day in the North-West to 41 in the South), while percentage losses average 37.9%, with less pronounced territorial differences. Leakages also generate a significant energy impact: in 2024, more than 16% of energy consumption was associated with water volumes lost and therefore not billed, resulting in economic and environmental inefficiencies, with 35.6% concentrated in Southern Italy. The average differential between energy consumption for volumes introduced into the system and volumes billed is 0.48 kWh/m³, but it reaches 1.10 in the South, indicating significant structural inefficiencies. The indicator relating to service continuity highlights strong disparities, with a national average value of

³ 85 operators for a population served equal to about 45 million inhabitants (76% of the national population).

156 user-hours and differences of an order of magnitude between the northern macro-areas and the Centre-South. The quality of drinking water, by contrast, presents an overall positive picture: in 2024 around 4.4 million parameters were analysed across 215,000 samples, and suspensions or restrictions on use affected fewer than 0.5% of users; non-compliance remains at contained levels (3.7% of samples and 0.3% of parameters).

FIGURE 16

SUMMARY OF TECHNICAL QUALITY DATA OF THE UTILITATIS SAMPLE [2024]



Source: Utilitatis calculations based on operator data

The sewer network extends for 175,461 km (61% combined), while there are 11,922 wastewater treatment plants, 72% of which are small-scale (serving fewer than 2,000 population equivalents) and predominantly based on conventional technologies. Critical issues in the service emerge particularly in Southern Italy, with almost 27 flooding incidents per 100 km of network compared with about 5 in the North-West and the Centre; the share of non-compliant overflow structures averages around 14.6%.

For wastewater treatment, the disposal of sludge in landfill amounts to 3.5% at national level, but with higher peaks in Central Italy, while the rate of exceedance of limits in treated effluents is just under 10%, with more critical values in Southern Italy. The reuse of wastewater remains limited: against a potential of 13.4%, only 3.4% of volumes are actually reused, and the valorisation indicator points to wide margins for improvement, particularly in the central and southern regions.

Overall, the system shows good levels of control and water quality, but also persistent critical issues regarding losses, reuse, territorial disparities and climate resilience, which require strengthened investment and management innovation.

Indeed, the issue of the quality of water intended for human consumption now represents one of the most strategic challenges for the sector. The recast of Directive (EU) 2020/2184 introduced a paradigm shift based on a preventive, risk-based approach along the entire drinking water supply chain – from abstraction to the tap – moving beyond the logic of ex post control of analytical parameters. The Italian transposition through Legislative Decree No. 18/2023, subsequently supplemented by Legislative Decree No. 102/2025, has further strengthened this framework by establishing the National Centre for Water Safety (CeNSiA) and the AnTeA information platform, making the adoption of Water Safety Plans (WSPs) mandatory and updating quality parameters to include PFAS, microplastics, cyanotoxins and other emerging contaminants included in the European reference watch list, introducing a preventive approach based on Water Safety Plans (WSPs) and aligning the system with the European Water Resilience Strategy. In particular, Italy has adopted stricter limits for PFAS than the minimum European requirements, introducing from 2026 a value of 0.02 µg/L for the sum of four PFAS with the highest bioaccumulation potential and setting a specific value for trifluoroacetic acid (TFA) of 10 µg/L from 2027, together with a dynamic mechanism requiring the monitoring of new compounds placed on the market. Attention to emerging contaminants also extends to endocrine disruptors and microplastics – for which systematic monitoring has been initiated pending the possible introduction of binding limits – and to cyanotoxins, whose management is integrated into Water Safety Plans (WSPs) in line with WHO guidelines.

REUSE STILL LIMITED: ONLY 3.4% COMPARED WITH A POTENTIAL OF 13%

WATER QUALITY AT THE CENTRE: PREVENTIVE APPROACH AND STRICTER PFAS THRESHOLDS FROM 2026

99.1% HEALTH COMPLIANCE: SOLID SAFETY, BUT QUALITY LINKED TO THE PROTECTION OF NATURAL CAPITAL

PSA COVERAGE AT 32.9% OF THE POPULATION SERVED: IMPLEMENTATION STILL UNEVEN ACROSS THE TERRITORY

QUALITY AND QUANTITY OF THE RESOURCE: THE TWO DIMENSIONS OF WATER RESILIENCE

SATELLITE MONITORING OF RESERVOIRS: AN OPERATIONAL RESPONSE TO INCREASING DROUGHT

The first national report of the National Centre for Water Safety (CeNSiA), based on more than 2.5 million analytical determinations over the 2020–2022 period and covering more than 90% of the population, shows a very high level of compliance: 99% for health parameters and 98% for indicator parameters, with all regions above 95%. This result places Italy in a strong position in terms of drinking water safety, despite the persistence of a gap between measured quality and public perception. In parallel, the European Water Resilience Strategy and the international debate on "global water bankruptcy" highlight that the availability of good-quality water depends on the protection of natural capital and the capacity to prevent the degradation of water bodies, not only on treating water downstream. In this framework, quality is not a merely technical outcome, but an indicator of the overall resilience of the water system and its long-term sustainability.

Water Safety Plans are the key operational tool of this new model. As of 30 September 2025, out of a sample of 52 companies serving 36.8 million inhabitants (62.4% of the Italian population), the average national level of implementation of WSPs was 32.9% in terms of the resident population served. The territorial distribution is uneven: in absolute terms, the largest share of the population covered by WSPs is concentrated in the North (over 7 million inhabitants), followed by the Centre (4.3 million) and the South (around 700,000). In percentage terms, relative to the total population of each macro-area, the Centre shows a more advanced level (37% of the macro-area population) compared with the North (27%) and the South (4%). A similar trend is observed when considering the volumes supplied, with higher percentages of WSP implementation in Central Italy. The level of progress varies significantly among operators: only two companies have completed WSPs for the entire resident population they serve, while 28 have not yet started; the best performances are observed among larger companies, confirming the correlation between organisational capacity and the implementation of the risk-based model. Overall, it emerges that Italy has one of the most advanced control and monitoring systems in Europe, but is required to accelerate the full implementation of WSPs and the integration of emerging risks, so that water quality is not merely a high analytical figure but the structural outcome of an integrated and resilient safety framework.

If water quality represents the essential condition for ensuring public health safety and trust in the service, it cannot be separated from the issue of the quantity and long-term availability of the resource. Protection against contaminants and the adoption of preventive models such as Water Safety Plans are in fact part of a broader framework in which climate change is profoundly altering the hydrological cycle, modifying precipitation patterns, groundwater recharge and the frequency of extreme events. In this scenario, quality and quantity become inseparable dimensions of water resilience: ensuring safe water also means preserving its availability, strengthening the capacity of systems to adapt to droughts, floods and increasing climate variability through planning, investment and integrated resource management.

From this perspective, the monitoring of surface water resources represents a strategic component for the sustainable management of water and for the prevention of water crises. For this reason, the Department of Civil Protection of the Presidency of the Council of Ministers and the CIMA Foundation (International Centre for Environmental Monitoring) have developed a service that uses satellite data to monitor daily changes in the surface area of the main artificial reservoirs in Italy, with particular focus on those used for drinking water supply. The service was developed to meet the need for timely, objective and homogeneous information across the entire national territory. Ground-based monitoring networks are often not sufficient to comprehensively monitor water resources in reservoirs, as data are not always available or up to date.

The system integrates data from three satellite missions: Sentinel-2, which provides high-resolution optical imagery; Sentinel-1; and COSMO-SkyMed, which use Synthetic Aperture Radar (SAR) technology to observe the Earth's surface even in the presence of cloud cover. By combining these different types of data, monitoring remains operational under any weather conditions: microwave/SAR data provide useful information even in cloudy conditions, while optical images allow a very detailed description of the extent of water when cloud cover is absent. Every day the system automatically processes the new images available and maps and quantifies the surface of the reservoir covered by water. This measurement is then compared with the historical reference of maximum surface extent, in order to obtain a value indicating the percentage of the reservoir surface covered by water relative to its maximum (defined as % Extent). These observations are used to create % Extent daily time series that

FROM HISTORICAL COMPARISON TO EARLY WARNING: A ROBUST AND VERIFIED SYSTEM

are then aggregated on a monthly basis. The monthly % Extent time series are in turn used for the calculation of anomalies which, by showing the difference between the % Extent value of a given month with respect to its reference average (over a pre-established multi-time interval), allow to identify any early signs of water scarcity. Time series of anomalies are calculated in both non-standardised and standardised mode (i.e., normalised by monthly standard deviation).

The service has been validated in several areas and in this edition of the Blue Book two case studies are described: the first refers to the Alaco reservoir (Calabria), the second is related to the artificial tank of Camastra (Basilicata). In the first case study, the outputs of the service derived from Sentinel-2 satellite data and referring to monthly % Extent time series, also expressed in terms of anomalies, were compared with analogous variables based on volumetric measurements derived from data recorded by in situ stations. For terminological and conceptual consistency, these values are expressed in percentage terms with respect to the maximum volume of the reservoir (indicated as % Volume). The results – obtained over a period of almost ten years – show a strong correspondence between the historical series of variables referring to % Extent and % Volume values, confirming that variations in surface extent detected by satellites represent a reliable indicator of the reservoir's volumetric filling. Looking above all at the values of the monthly (standardised) anomalies, it is noted that satellite data represent a highly reliable proxy to monitor the filling conditions of the reservoirs and identify any situations of water scarcity (Figure 17). In the second case study, a comparison was made between the % Extent estimates obtained by the Sentinel-2 optical sensors and those derived from the SkyMed COSMO radars, obtaining a very high correlation between the two time series. This shows that the system is able to produce reliable and consistent results even using different satellite remote sensing sensors (i.e., optical and SAR).

FIGURE 17

COMPARISON BETWEEN TIME SERIES OF MONTHLY (STANDARDISED) ANOMALIES RELATING TO SURFACE AREA AND WATER VOLUME DATA FOR THE ALACO RESERVOIR (CALABRIA). %EXTENT VALUES ARE DERIVED FROM SENTINEL-2 SATELLITE DATA, WHILE %VOLUME VALUES ARE DERIVED FROM DATA RECORDED BY IN SITU STATIONS.



Source: CIMA Foundation calculation – DPC

In the context of growing pressure on water resources – driven by climate change, increasing demand and structural inefficiencies that particularly affect the Italy system – innovative solutions to address the sector's challenges must concern not only technical aspects but also financial and governance dimensions. "Blue certificates" represent a possible evolution of market-based instruments applicable to the water sector, aimed at combining environmental sustainability, economic efficiency and the mobilisation of private investment, moving beyond the linear "take-use-discharge" approach and promoting circular water management throughout the entire use cycle. Certification mechanisms fit within the broader framework of environmental policies based on the principles of "polluter pays", prevention and precaution, and may take different forms: from voluntary measures to command-and-control models, and up to market-based instruments, including cap-and-trade schemes which – by setting an overall cap and allowing the trading of allowances – have internationally demonstrated greater efficiency and a stronger capacity to stimulate innovation.

WATER EFFICIENCY CERTIFICATES AND WATER CREDITS: MARKET-BASED INSTRUMENTS FOR WATER SAVING

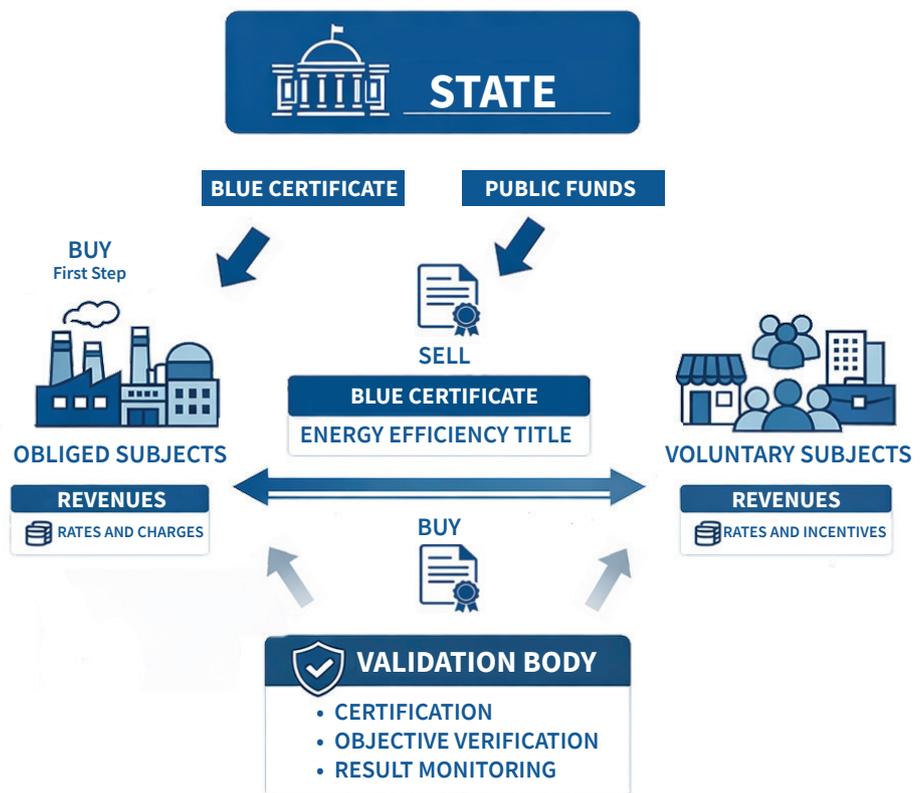
TOWARDS A NATIONAL SYSTEM OF BLUE CERTIFICATES: THIRD-PARTY VALIDATION AND VALUE PER M³ SAVED

In the water sector, two models are particularly relevant. The first is the model of water efficiency certificates, inspired by energy efficiency certificates, which provides for the introduction of Water Efficiency Certificates (WECs) associated with standard volumes of water savings, with obligated parties – such as water service operators or large consumers – required to achieve specific targets and with the possibility of trading the certificates in a regulated market, potentially complemented by Water Reuse Certificates (WRCs) linked to the reuse of treated wastewater. The second is represented by voluntary water credits, modelled on carbon credits, that is, tradable certificates equivalent to one cubic metre of water saved or reused through virtuous processes, tracked through standardised protocols and technologies such as blockchain, which enable the offsetting of the water footprint and the mobilisation of financial flows to support new initiatives.

International experience – from environmental cap-and-trade systems to voluntary certification programmes in Latin America and water rights markets – shows that such instruments can produce measurable savings and mobilise investment, provided that clear rules, robust monitoring and credible supervisory authorities are in place.

For Italy, a possible effective model should integrate a national regulatory framework, an independent body for validation and oversight, baselines based on historical data and precise consumption measurements, as well as a market mechanism capable of assigning an economic value to each cubic metre of water saved or reused, encouraging the participation of both obligated and voluntary actors (Figure 18). Financial sustainability could be based on a mixed public-private system, with possible tariff contributions or start-up funds in the initial phase, and with the progressive involvement of the industrial and irrigation sectors, later extending to civil uses, in line with existing regulation and ESG objectives. In this perspective, blue certificates represent not only a technical incentive mechanism, but also a strategic lever to steer behaviour, structurally reduce consumption, promote reuse and strengthen the country's water resilience, activating specialised value chains and fostering an ecological transition based on shared responsibility, transparency and innovation. The adoption of such instruments should take place gradually and in a manner complementary to existing regulation, ensuring consistency with the principles of equity, service affordability and the protection of the public interest.

FIGURE 18
OPERATING SCHEME OF WATER CERTIFICATES ACCORDING TO A POSSIBLE MODEL TO BE IMPLEMENTED IN ITALY.



Source: Utilitatis Foundation graphic design

WATER AS A FINITE
RESOURCE AND A
COMMON GOOD: THE
ETHICAL DIMENSION
OF GOVERNANCE

The management of the quantity of the resource is therefore not only a technical issue, but a strategic choice that guides behaviour, investments and public priorities. However, deciding how to allocate the available water, which uses to prioritise under conditions of scarcity, and how to distribute the costs and benefits of adaptation policies inevitably entails considerations of equity and collective responsibility. It is precisely at this point that operational solutions – from satellite remote sensing to blue certificates – intersect with the ethical dimension of water governance, highlighting the need to integrate efficiency, sustainability and justice in a model capable of treating water not only as an economic resource, but as a common good to be managed with transparency, participation and an intergenerational perspective.

Water is the primary material condition of life and a fundamental prerequisite for the exercise of human rights, health and safety. However, it also acts as a powerful detector of social inequalities globally, as access to a secure supply often remains fragile for the poorest or most marginalised. A crucial point of the analysis lies in the distinction between physical scarcity and moral or institutional scarcity; the latter often stems from the absence of rules perceived as fair or of trustworthy institutions, making water governance an intrinsically political process that reflects existing power relations. In this context, water justice must be understood as a multilevel concept that embraces the distributive, procedural, cultural and even ecological dimension.

This overall framework includes the proposal of water ethics. Historically, a broader reflection on water ethics has developed since the 1970s, gaining decisive momentum in the 1990s through the intervention of UNESCO and the COMEST, which promoted principles such as solidarity and responsible stewardship. This evolution has been intertwined with the integrated management of water resources, highlighting, however, the tension between the treatment of water as an economic good and its nature as a social good. The current trend is moving towards a pluralist approach, attentive to different forms of life and to local knowledge, opposing commodification that risks impoverishing democratic deliberation and disadvantaging more vulnerable groups.

Water governance must therefore move beyond the confines of purely technical expertise to embrace an explicit values-based approach to management. Approaches such as socio-hydrology and the hydrosocial cycle show how water and society co-produce one another, making it necessary to justify publicly for whom and towards which objectives the system is made to operate. This implies recognising water as a global and finite common good, whose sustainability is not merely an objective of efficiency but an ethical imperative of stewardship towards the planet's ecological limits and towards future generations.

AN ITALIAN MODEL OF
WATER ETHICS:
TRANSPARENCY,
PARTICIPATION AND
INTERGENERATIONAL
JUSTICE

Within this framework, Italy is proposed as a potential European laboratory for a model of applied ethics, based on three operational pillars: transparency and social accountability, participation and public deliberation through stable forums, and intergenerational and territorial justice. This model finds practical application in research projects carried out by the *Ethics and Global Challenges* Area of the Scuola Superiore Sant'Anna in collaboration with various institutional stakeholders. These experiences demonstrate how ethics can translate into an "infrastructure of meaning", transforming the custody of the resource into a daily practice shared between managers, institutions and citizens. Ultimately, making ethics explicit in governance is not an ornamental addition, but the necessary condition for water management that is credible, sustainable and, above all, fair.

I QUADERNI DEL BLUEbook

1.



SCENARI DEMOGRAFICI E SERVIZIO IDRICO

2.



IL PARTENARIATO NEL SERVIZIO IDRICO

3.



INVESTIMENTI PER LA SICUREZZA IDRICA
E LA QUALITÀ DEL SERVIZIO

4.



I CERTIFICATI BLU



Promote knowledge, innovation and best practices when managing Local Public Services.

The Utilitatis Foundation is the fruit of a journey that began in 1995 with the establishment of the Istituto di ricerca sui servizi pubblici/Italyn public services research institute, the then Proaqua, at the behest of Federgasacqua (now UtilItaly). Since its inception, it has taken the form of a non-profit consortium aimed at study and research activities of a technical-economic nature, as well as assistance to administrations or companies involved in service reorganisation processes.

In 1999, the institute expanded its research activities, at first focusing exclusively on the integrated water service, to other local public services, such as the natural gas distribution service and the municipal waste management service, transforming itself into the CRS-PROAQUA public utilities research centre. In 2006 the Research Centre took on its current name, UTILITATIS pro acqua energia e ambiente.

In May 2011, the consortium was transformed into a Foundation, strengthening its mission as an entity oriented towards promoting the culture of local public service management and the dissemination of legal, economic and technical content.

In 2021, the Founder Promoter, UtilItaly, supported the functional redesign of the Foundation, relaunching its study and research activities, increasing its scientific standing and, at the same time, developing its business activities with regard to both training and consultancy, also outside the federal sphere.

The Foundation's aim is to promote knowledge, innovation and best practices in the management of Local Public Services, improving their quality and efficiency as well as their economic, social and environmental sustainability, orienting the business model towards sustainable success, i.e. the stable creation of long-term value for its shareholders, in a form shared with the relevant stakeholders.

The Foundation's activities focus on drafting periodical industry-related publications such as the Blue Book and the Green Book, monographs dealing with technical, economic and governance aspects of the water and waste service, which contain proprietary data of the managers; the Orange Book, dedicated to innovation in public utilities; the Utilities Sustainability Report, which collects the extra-financial performance of UtilItaly's members; and on collaboration in study and research projects with other Italyn and foreign research centres and foundations.

