



NATIONAL WOPs FACILITATION

solidarity partnerships

GUIDELINE



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I INTRODUCTION

1.1. ABOUT WOPs AND PERPAMSI

Water Operators' Partnerships (WOPs) are the peer-support exchanges between two or more water and sanitation operators, carried out on a not-for-profit basis, with the objective of strengthening their capacity. Through WOPs, the water and sanitation operators are expected to share knowledge and communicate with each other to improve performances which will give positive impacts to the society.

This kind of partnership is recommended by the United Nations Secretary-General's Advisory Board on Water and Sanitation in 2006, as the global mechanism to provide access to safe drinking water for the people, and achieving the target of water and sanitation of the Millennium Development Goals by 2015. Ever since, the WOPs program, which was earlier known as Twinning Program between water operators, started to be intensified globally by improving its approaches and methods.

The promotion and development of WOPs are carried out by a unit under the UN-



Habitat, which is known as the Global Water Operators' Partnerships Alliance (GWOPA).

In 2013, PERPAMSI was invited to attend the GWOPA Congress in Barcelona, Spain, to share its experiences in implementing national WOPs program. In that congress, PERPAMSI was elected to be a member of Steering Committee representing Asia for the period of 2013 – 2017. As a member of Steering Committee, PERPAMSI has started to play an important role in worldwide forum to support the promotion and development of WOPs.

1.2. PERPAMSI'S INITIATIVES

The PERPAMSI's annual work plan are always based on the efforts to encourage the water utilities in Indonesia to improve and enhance their performances. One of PERPAMSI's duties is "to develop the cooperation among members and between members and institutions which are related to water, on regional or national level."

In 2010, after attending the Waterlinks Forum in Manila, Philippines, Chair of PERPAMSI declared the WOPs programs to be implemented by water utilities in Indonesia, as later known as PERPAMSI's National Twinning Program.

The organization of this WOPs program is inspired by the experiences of some PDAMs which have received the real benefits from their earlier twinning programs with foreign water utilities. Some of twinning programs are between PDAM Tirta Musi Palembang and Penang Water Supply, Malaysia, PDAM Tirta Raharja Bandung and Emasesa Spain, and PERPAMSI Banten and Waternet, Netherlands.

In PERPAMSI's National Twinning Program, the larger and healthy utilities which already have best practices are requested to help other utilities willing to learn.



At the same time, the Directorate of Water Supply Development and the Supporting Agency of Water Supply System Development (BPPSPAM), the Ministry of Public Works were introducing a number of programs to help PDAMs to perform better service. PERPAMSI participated in support the government efforts, not only by facilitating the twinning program for

non-performing PDAMs which are willing to be the mentees, but also accommodating the healthy PDAMs willing to share good practices with others.

PERPAMSI started its national WOPs program independently. The funds are taken from PERPAMSI's own budget, and make use of all resources owned by the mentors and mentees utilities.

The partnerships among Indonesian water utilities, in many ways, are considered more effective than of which with foreign utilities, considering the barriers of language, culture, laws, regulation, technology and costs.

Learning from the experiences, the WOPs facilitated by PERPAMSI are designed for accommodating some preferable approaches such as culture, custom, actual situation and condition, and local wisdom. So, it does not totally follow the partnership pattern provided by foreign mentor or facilitators.

PERPAMSI's National Twinning Program was officially launched in the WOPs Forum during the Indonesia Water and Wastewater Expo and Forum (IWWEF) 2011 in Jakarta as one of PERPAMSI's flagship programs.

This national WOPs program received good feed back from members, either mentors or

mentees. Hopefully, the implementation of this program will be sustainable so that more water operators (PDAMs) get benefits. Since 2011, in PERPAMSI's annual meeting, the program has always got big supports from PERPAMSI's regional offices throughout the country.

Later on, PERPAMSI's National Twinning Program changed its name to PERPAMSI's Solidarity Partnership Program in 2013.

By having this new name, PERPAMSI provides more flexibility for developing the partnership pattern and promoting the spirit of solidarity among Indonesian water utilities.

1.3. THE SPIRIT OF SOLIDARITY

The spirit of solidarity and togetherness among Indonesian water companies has already existed since long time ago. It was proven when all PDAMs around Indonesia assembled in 1972 and established PERPAMSI (the Indonesia Water Supply Association).

Through Solidarity Partnerships Program, that spirit was reinforced and refreshed in the form of closer and stronger cooperation between PDAMs.

II TERM OF REFERENCE

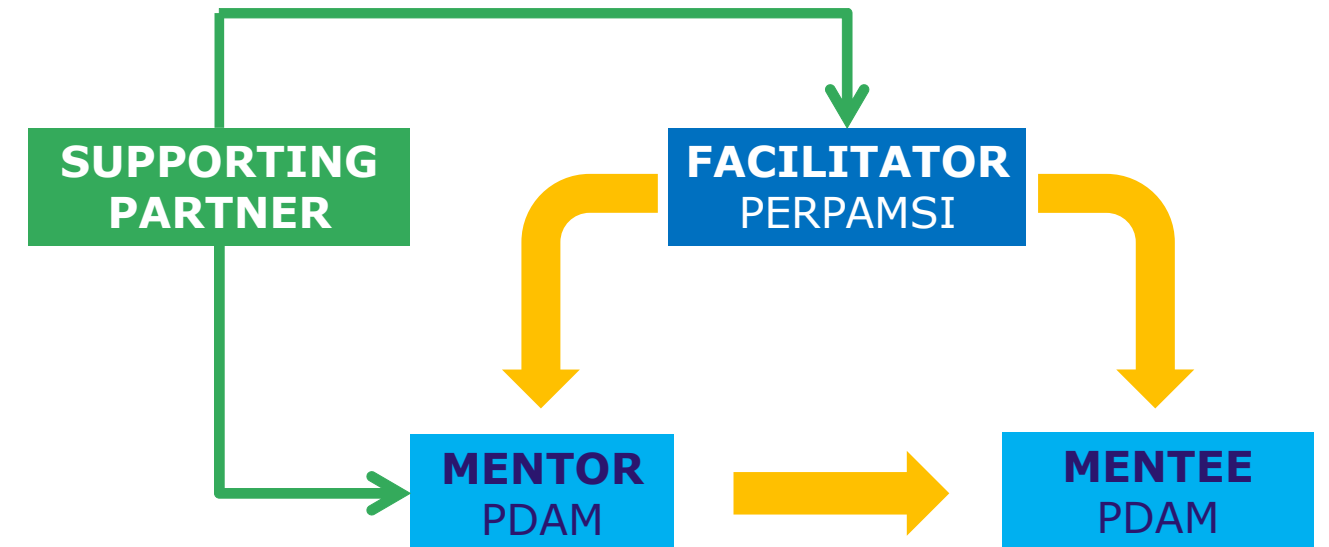
2.1. DEFINITION

1. Solidarity Partnership is the national Water Operators' Partnerships (WOPs) program facilitated by PERPAMSI (the Indonesia Water Supply Association). It is a collaboration among water utilities (PERPAMSI's members) aiming at performance improvement through knowledge sharing and peer-to-peer learning based on the spirit of solidarity, togetherness, mutual understanding, and commitment for common goals.
2. Mentor is the water utility playing the role to guide/assist, share knowledge, skills and experiences to its utility partner.
3. Mentee is the water utility getting assistances, receiving the transfer of knowledge, skills and experiences from mentor.
4. Facilitator is PERPAMSI (the Indonesia Water Supply Association) matching mentors and mentees, ensuring the partnership and work plan go well as scheduled and agreed, and conducts the monitoring and evaluation.
5. Supporting Partner is other party having agreement with PERPAMSI to add the value of the program, by enhancing the roles of mentor and facilitator, and supporting the needs of pilot project.



2.2. THE PRINCIPLES OF SOLIDARITY PARTNERSHIPS

- Solidarity
- Capacity building
- Non-profit
- Benefits and additional value
- Flexibility according to condition and affordability of each party
- Commitment



2.3. THE OBJECTIVES

1. To encourage water utilities improving performance in all aspects
2. To support the improvements in terms of quantity, quality, continuity, and affordability of water services for the people.
3. To promote sustainable non-profit partnerships model among water utilities based on the spirit of solidarity.

2.4. THE APPROACHES AND METHODS

All partners involved in the Solidarity Partnerships are considered as an enthusiastic learning community.

The learning process is approached by means of transfer of knowledge, skills, experiences, spirit, positive values in a friendly professional atmosphere.

The methods of learning are through:

1. Implementing pilot project
2. On the job training

3. Exchange site visits (diagnostic, study, and monitor)
4. Assistance and consultation
5. Formal/informal discussion and workshop
6. Social media networking

Output:

1. Standard Operating Procedure (SOP) documents
2. Establishment of expert group and learning community
3. Compilation of PDAMs' best practices and lesson-learned documentation.

2.6. DURATION OF WOPs

The implementation of WOPs program is in accordance with the yearly on-going budget, while the pilot project implementation is in the range of 6 – 8 months.

2.7. DUTIES AND RESPONSIBILITIES

Mentor

1. To support mentee in the WOP process
2. To ensure the WOP is well-handled and conducted as scheduled
3. To develop the work plan together with mentee and facilitator
4. To visit mentee at the scheduled time
5. To give assistances and recommendation

6. To submit diagnostic, monitoring, and final report.

Mentee

1. To execute activities of the work plan and follow mentor's recommendation as agreed upon
2. To coordinate and communicate actively with mentor and facilitator
3. To be responsible of the cost for all operational and investment on the pilot project
4. To conduct the study visit, submit the monthly reports and final report to mentor and facilitator.

Facilitator

1. To guide the WOPs process as needed, monitor and ensure the effectiveness of the program
2. To motivate mentors and mentees in implementing the partnership as agreed upon
3. To provide subsidy for mentors and mentees.

III STEP-BY-STEP WOPs PROCESS

3.1. PREPARATION

3.1.1. Pre-conditions

Before participating in PERPAMSI's national WOPs program as known as Solidarity Partnerships, all parties involved are expected to be very well prepared.



A. For Mentee Candidates

Water utilities which intend to be mentees in this program are expectedly to understand that:

- This program is not a kind of grant or support in the form of physical donation, but focus on the capacity building, that is improving the human resources in mentee's utility.
- Some costs and investment are needed.
- The expectation of results should be realistic, depending on actual situation and condition, and the chosen mentor.

The mentee candidates are requested to do some preparations:

1. Commitment of Management

Mentee's management should have high commitment to give supports to their WOPs team for the success of learning and pilot project and for implementing the work plan and mentor's recommendation. The commitment should be proven consistently by delivering proper policy and taking real action, such as giving full support, attention, and supervising the team doing all the partnership activities.

2. Stakeholders' Support

It is suggested that mentee candidates declare their planning to be participating in this program, in order to have supports from the stakeholders, particularly the local government and Supervisory Board. The aims of declaring their planning are to let the local government notice about their intention to have better performance through the partnership with the well-performing water utilities, and give supports until the end of the program. To have stakeholders' supports, the mentee candidates invite the local government and Supervisory Board to attend the signing of Letter of Intent (LoI) or Memorandum of Agreement (MoA).

3. Work Plan and Budget

The participation in Solidarity Partnership Program should be covered in company's work plan and budget. The mentees should prepare the fund for study visit to mentor companies, cover the cost for mentor visiting the mentee, and pilot project investment.

4. Priority Subject

The mentees decide which best practices are suitable for their company conditions, and can ask help from the facilitator to confirm that the chosen mentors have the good practices they need. Mentees should choose the best practices that are to be the priority to enhance their performance.



5. Mentee Team

Mentees form a team consisting of persons/staff who have interests and eagerness to learn and want to make changes, good team players, open minded, and easily get along. In main team there can be 4 to 10 persons, and in large team there should be 15 persons at the most. The team formation is suggested to be official and signed by the directors.

6. Sending Letter of Request

In order to be facilitated by PERPAMSI, the management of mentee candidates should write a letter of request to the Chair of PER-

PAMSI to convey the intention and readiness as a mentee in PERPAMSI's Solidarity Partnership Program. The letter should mention the specific subject which will be the learning focus, the expected results, and the chosen mentor (if any).

B. For Mentor Candidates

Water utilities which are willing to be mentors expectedly understand the assignments as mentors in this program have some consequences, such as time, energy, and costs, which, eventhough, are less than those of the benefits.

The benefits are:

- The recognition from water community for mentor's best practices
- The recognition, appreciation and opportunity for the staff involved in the mentor team to broaden their knowledge and experiences.
- The stimulation of self-confidence, establishment, and materialization of Corporate Social Responsibility (CSR).

Mentor candidates are requested to prepare in terms of:

1. Commitment of Management

Being a mentor in Solidarity Partnership Program should be fully understood by management as an important and strategic role.

Furthermore, this role is also considered as the presentation of achievement and dedication for the water sector in Indonesia. The commitment for doing the role as mentors consistently and sincerely will be appreciated by the mentees, and make a history in the WOPs documentation.

2. Work Plan and Budget

The participation as mentors in this WOPs program is recommended to be part of work plan and the company's on-going-year budget so that the management can take full responsibility.

3. Mentor Team

The mentor utility forms a team which is assigned to be the experts of best practices that mentee would like to learn. The team formation is suggested to be official and signed by the directors. The staff chosen as team members should have high competency, experience and dedication on the learning purpose. In addition, the staff should be communicative, extrovert, loyal, easily get along, and love to share knowledge.

4. Best Practices Transfer (Knowledge Management)

Mentor Team should prepare all the materials and methods for best practices transfer. Facilitator will support the preparation by holding a workshop for mentor.

IDENTIFICATION

Major Activities

- Survey on the needs of Capacity building
- Best practices identification of well-performing PDAMs and request for mentorship
- Offer to the interested PDAMs to participate

Output: Mentors' profiles

STEP-BY-STEP WOPs PROCESS

Modified from
Water Operator Partnership Facilitation
Guidelines. Waterlinks, 2011



ESTABLISHMENT

Major Activities

- Mentee's requests
- Initial meeting
- Mentor's confirmation
- Signing of Letter of Intent
- Diagnostic visit

Output:

- Mentor's confirmation
- Letter of Intent
- Diagnostic report

AGREEMENT

Major Activities

- Work Plan development
- Signing of Memorandum of Agreement
- Training/workshop for mentors

Output:

- Work Plan
- Memorandum of Agreement
- Guideline for mentoring

IMPLEMENTATION

Major Activities

- Study visit
- Pilot project execution
- Monitoring visit, evaluation

Output:

- Study visit report
- Pilot project/monthly report
- Monitoring visit report
- Training modules
- Draft SOP

EXPANSION

Major Activities

- Evaluation
- Scale-up and replication planning
- Dissemination Workshop

Output:

- Final report
- SOP
- Master plan for scaling up and replication

After receiving the letter from the mentee candidate, facilitator will invite the mentee and mentor candidates for a meeting.

3.1.2. Initial Meeting

This is the first meeting organized by PERPAMSI to facilitate the mentee and mentor candidates in the WOPs program.

The meeting, at least, to be attended by:

1. Head of Partnership Department PERPAMSI
2. Executive Director PERPAMSI or PERPAMSI facilitator team
3. Director of mentor utility
4. Director of mentee utility.

The meeting agenda:

1. Facilitator explains about PERPAMSI's Solidarity Partnership Program
2. Mentor presents company profile, current performance, and best practices to be offered to mentee
3. Mentee presents company profile and the existing problem they are facing
4. Discussion
5. Mentee extends interest to partner with the chosen mentor or a mentor selected by PERPAMSI
6. The facilitator concludes the summary of the meeting.



The output document: Minutes of initiation meeting (compiled by facilitator)

In the initiation meeting, mentee candidates should prepare presentation file containing:

1. Brief company profile and description of water supply service system
2. The existing problems and the priority and best practices to be learned
3. The readiness to be mentee, including the commitment, funding, and human resources with the motivation to learn and be partner of.
4. The mentor candidates (if any).

Meanwhile, mentor candidates should prepare presentation file containing:

1. Brief company profile and description of water supply system
2. Best practices to be offered to mentee candidates. Best practices are shown by the performance achievement
3. The readiness to be mentor, including the commitment, funding, and expert team with high dedication.
4. The expected mentee criteria (if any).

Following to the initiation meeting, facilitator will send a confirmation letter to mentor candidate. A green light from mentor enables the WOPs to proceed.

3.1.3. Preparation Workshop for Mentor

The workshops aims at providing mentors with good comprehension and specific ability regarding their roles and duties in the WOPs. Sharing experiences and strategy among mentors are also important to get the most of preparation. The outcome of the workshop will be some specific guidelines for mentoring.

3.1.4. Signing of the Letter of Intent

The formal ceremony is held to accommodate the partnership agreement between mentee, mentor and facilitator. The Letter of Intent is signed by mentee and mentor directors and the Chair of PERPAMSI.

The ceremony is suggested to be held in mentee's site, and be witnessed by the local authority, Supervisory Board, and water utility employees. The objectives are to communicate the mentee's will and efforts in improving performance, get supports from the local authority, and show the partnership existence.

The output document: Letter of Intent (compiled by facilitator)

3.1.5. Diagnostic Visit

Mentor visits the mentee to conduct direct survey and observation as well as to learn

the correct problem the mentee is dealing with. Then, mentor analyzes and recommends the strategies to be applied. The diagnostic report will be the base of work plan preparation.

Before conducting the diagnostic visit, mentor should ask for data and information needed from mentee to pre-study the problem. The data and information are such as the annual report and company profile.

The output document: Diagnostic report (compiled by mentor)

3.1.6. Work Plan Development

The work plan are developed by mentor, mentee and facilitator, including the agreement of all activities conducted during the WOPs. The work plan consists of steps and procedures, work description, time frame and schedule, implementation, and expected targets of pilot project as well as the target of learning.

The output document: Work plan

3.1.7. Signing of the Memorandum of Agreement (MoA)

A formal ceremony is held to accommodate agreement on the work plan between mentee, mentor and facilitator. By this signing, the implementation of pilot project should



begin. The MoA is signed by mentee and mentor directors and the Chair of PERPAMSI.

The output document: Memorandum of Agreement.

3.2. IMPLEMENTATION

3.2.1. Study Visit

Mentee's team conducts a study visit to mentor company in order to:

1. Have sufficient information to start pilot project
2. Broaden knowledge from other well-developed water company
3. Learn the business process and work spirit, and find out some equalities and differences between mentee and mentor
4. Do direct observation to understand and practise the way of work for the best practices in mentor company
5. Have a feeling that they are welcomed, well noticed

The output document: Study visit report (compiled by mentee)

In receiving the study visit by mentee, mentor has to prepare the activities, presentations, moduls of training if applied, venue, transportation, etc.

3.2.2. Work plan implementation

This is the step where mentee with the assistance of mentor implements the work plan they have developed. In this step, mentee has to submit monthly report which will be used by mentor and facilitator as a monitoring tool, during the implementation of pilot project.

The document to be submitted: Monthly report (by mentee).

Monthly report contains:

1. Pilot project progress data
2. Description of activities in the related month
3. Action taken based on mentor's advices
4. Description of findings
5. Some obstacles encountered
6. Request of advices if needed.

3.2.3. Monitoring visit

Mentor team conducts monitoring visit to mentee's site to observe pilot project implementation, provide assistances and advices, and on the job training for mentee. This visit gives mentee a chance to have direct practical guidance and problem solving strategies.

The document to be submitted: Monitoring report

3.3. EXPANSION

3.3.1. Evaluation and recommendation

After the pilot project implementation ends, mentee provides final report containing the summary of monthly report and pilot project implementation. Mentor also provides the final report as the conclusion of pilot project implementation and mentee performance.

The document to be submitted: Final reports

The final report is discussed in Evaluation and recommendation meeting which are attended by mentor, mentee and facilitator. Mentor and mentee work together to deliver a presentation in the meeting on describing the partnership process, pilot project implementation and the achievement.

3.3.2. Dissemination Workshop

Workshops held by PERPAMSI are to disseminate the participants' learning experiences and solidarity partnership program results, not only to the stakeholders but also the PERPAMSI's other members.

The resulting document: Road map of solidarity partnership

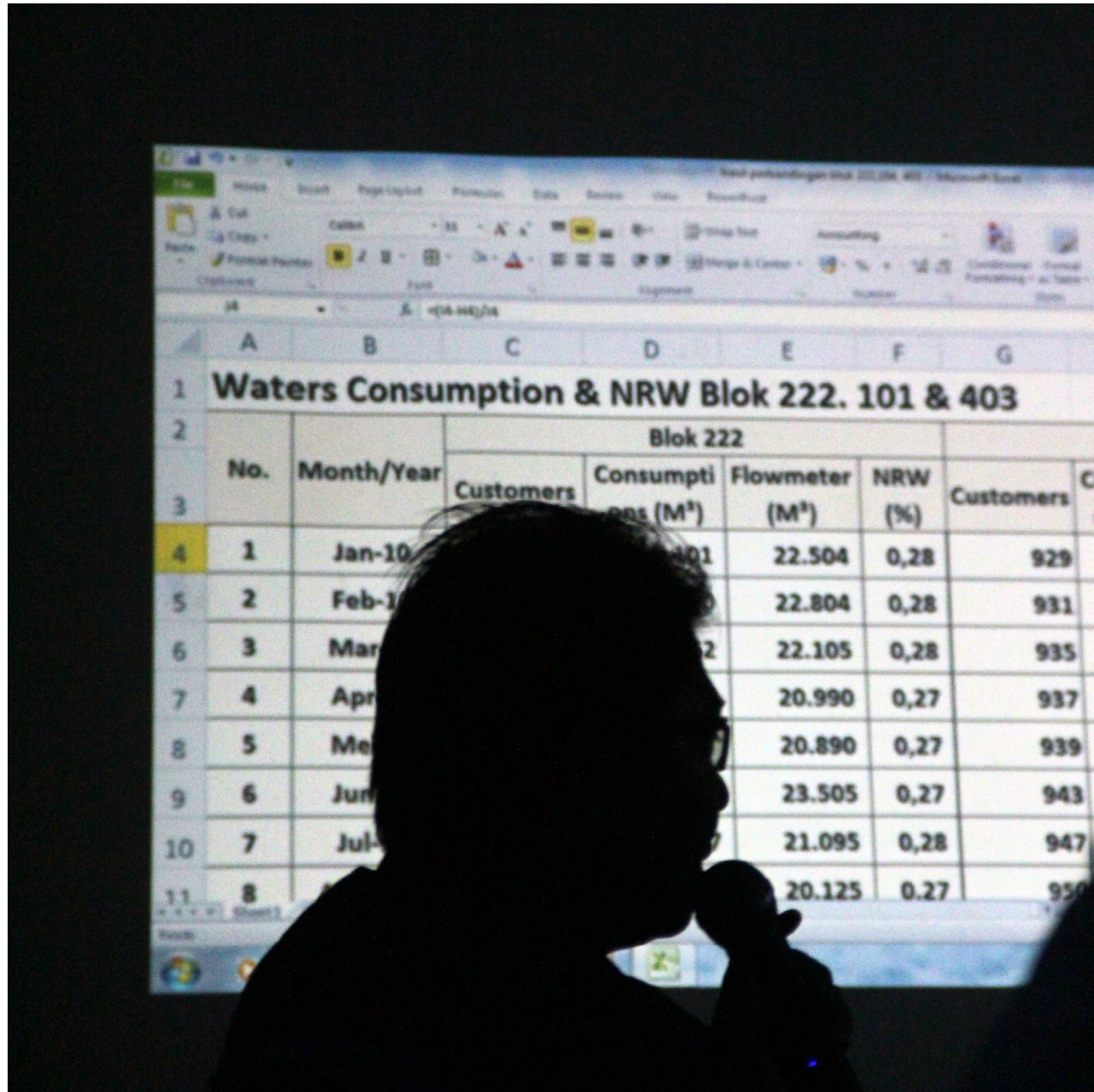
3.3.3. Official Letter of Recommendation and Finalization

PERPAMSI sends official letter of recommendation to mentees, copy to mentees' stakeholders, to follow up the results of the Solidarity Partnership Program. By this, the WOP is officially finished.

3.3.4. Partnership Continuation

After the program ends, the partnership between mentor and recipient could be maintained formally or informally.





IV FINANCE

4.1. THE PRINCIPLES

The Solidarity Partnerships promotes the principle of autonomy and independency. Each partner commits to provide the fund for their own expenses and share the costs as needed.

These arrangements are applied:

1. Mentor utility covers all costs for mentor team: transportation, accommodation, allowances and other travel expenses, according to their company's rules when mentor team visiting or attending invitation to participate in the WOP activities.
2. Mentee covers all costs for mentee team: transportation, accommodation, allowances and other travel expenses, according to their company's rules when mentee team visiting or attending invitation to participate in the WOP activities.
3. Mentee covers all costs for operational and investment related to pilot project.
4. As has been a custom, mentor or mentee hosting an activity should provide transportation, venue, meals for the participants.



5. Facilitator is responsible for the organization of workshops and their costs.

4.2. PERPAMSI SUBSIDIES

PERPAMSI as the facilitator and program organizer provides a budget to cover:

1. Costs of preparation and the initial process of WOPs activities
2. Costs for facilitator team, travel and honorarium
3. Subsidies for mentors and mentees
4. Costs for organizing the workshops
5. Costs for guideline documents, publications, paper works, and documentation.

The budget for the solidarity partnership program is proposed, discussed and decided in PERPAMSI annual meeting. The subsidies are given to the participants of Solidarity Partnerships program, both mentor and the mentee.

The amount of subsidy and the funding regulation are decided by PERPAMSI's National Board.

4.3. Supporting Partners

PERPAMSI always makes effort to involve the supporting partners to give benefits and additional value to every party involved in Solidarity Partnership program.

The assistances which supporting partners can provide are:

- Sponsorship
- Provide training for mentors
- Product demonstration or introducing new technology
- Holding dissemination workshops
- Providing the speakers for dissemination workshops
- Production of books, guidelines, modules, lesson-learned documentation, or best practices compilation
- Other worthy assistances which do not interfere other partners, and do not contradict with Solidarity Partnership principles.



V WOPs PERFORMANCE INDICATOR

Along with the spirit of solidarity, knowledge sharing, improvement, respect to each other, all the partners involved can assess their own performances objectively. The self-assessment is more preferred.

The assessment is on the partnership's performance, not on the utility's performance. The assessment is referred to the collaborative mindset, including the commitment, reporting and substances.

5.1. ASSESSMENT OBJECTIVES

1. To ensure the effectiveness of WOPs
2. To encourage the sustainable improvement for the partners in doing their roles.

5.2. MENTORS' PERFORMANCES

Mentors' performances are assessed by the quantitative indicators as follow:

1. Commitment

The fulfillment of the agreement stated in Letter of Intent and Memorandum of Agreement; the implementation of the work plan including the number of meetings, visits and assistances.

2. Reports

The fulfillment of delivering reports: diagnostic, monitoring, recommendation, and final report.

3. Know-how transfer

The fulfillment of providing advices to mentee in the form of solution, recommendation and lesson-learning.

5.3. MENTEES' PERFORMANCES

Mentees' performances are assessed by the quantitative indicators as follow:

1. Commitment

The fulfillment of the agreement stated in Letter of Intent and Memorandum of Agreement; the implementation of work plan including the works/activities recommended by mentor and has been agreed by mentees.

2. Reports

The fulfillment of delivering reports of study visits, monthly reports and final report.

3. Lesson-learned

The achievement of lesson-learning and pilot project targets, as well as the standard operating procedure (SOP) developed on focused subjects.

5.4. ASSESSING THE RESULTS OF WOPS

In order to assess the results of the partnership program objectively and qualitatively, there are things to be observed:

1. The uniqueness of each partnership, the problem encountered, actual conditions, supporting and obstacle factors
2. Pilot project and learning targets
3. The short, middle, and long-term targets.



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