



International
Water Association

UN HABITAT
FOR A BETTER URBAN FUTURE

The Global WOPs Alliance



Water Operators Partnerships

Building WOPs for Sustainable Development in Water and Sanitation



Developed in coordination with:



BUILDING WATER OPERATORS PARTNERSHIPS

The Challenge

Water operators worldwide are in need of assistance and capacity building support to sharpen service delivery. Experienced water operators, professional water associations, national water ministries, development agencies and international finance institutions have a privileged position in assisting them. Partnerships between operators have emerged as a feasible way to improve their own efficiency and effectiveness.

The common objective from partnership building between water operators is to accelerate the process of water and sanitation services improvement, thereby helping to reach the Millennium Development Goals related to these services. Only by joint, coordinated and strong action can the parties achieve these improvements.

The purpose of this publication is to provide information on the functioning of Water Operators Partnerships and to highlight the opportunities and preconditions behind this approach. The actions required by water operators and the financial and practical support necessary from other parties are illustrated through a series of practical examples.

A distinctive characteristic of the WOPs mechanism compared to some other forms of external support is that the 'mentor' operator (the organization with demonstrable experience and expertise) does not take over the driver's seat of the 'recipient' operator, but assumes a coaching role in the partnership. Thus, the added value of the WOPs approach is in enabling the operator itself to sustain an improvement over the longer term.

This document aims to share experience in the development of current WOPs and to help motivate interest across a wider set of actors in adopting partnership approaches.

Disclaimer: This publication includes data and analysis that were valid at the time of writing. As WOPs develop, new ideas and partnership arrangements may emerge. Updated information will be disseminated via relevant web pages, in newsletters and by other means.

This publication does not constitute legal advice; it provides some practical recommendations on best practice for establishing and implementing WOPs.

This publication has been prepared by the International Water Association and the Global WOPs Alliance secretariat at UN-HABITAT, together with Vitens-Evides International, The Netherlands, and associations and contact persons in the Asian, African, Arab and Latin American regions. This document draws on examples provided by USAID, USAID/ECO-Asia, Asian Development Bank, WaterLinks, Inter-American Development Bank, AIDIS, AfWA, IWA-ESAR, SAAWU, NWSC and ACWUA. All are gratefully acknowledged.



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Executive summary

Experienced water operators, donors, financiers and water authorities are challenged to assist the thousands of public water operators that are in urgent need of improving their services. Partnerships between operators present a way to improve and extend basic water and sanitation services to all consumers.

A WOP is defined as any form of simple or structured partnership aimed at capacity building on a not-for-profit basis. Partnerships can take a multitude of different forms and have various technical, legal and social dimensions depending on individual circumstances.

Identified by the United Nations Secretary General's Advisory Board on Water and Sanitation (UNSGAB) as a critical step for improving access to water for the world's poorest, the WOPs initiative is led by the Global Water Operators' Partnerships Alliance – an international network of concerned partners hosted by UN-HABITAT.

All relevant stakeholders are invited to participate in WOPs using the information presented in this review: which includes



experience related to characteristics of successful WOPs, financing models, and a WOPs classification illustrated with specific examples. There are several fundamental advantages behind operator partnerships as an approach:

1. **WOPs are the right fit**
2. **WOPs give value for money**
3. **WOPs provide inspirational support**
4. **WOPs focus on public utilities and are pro-poor**
5. **WOPs offer anchoring capacity**
6. **WOPs help catalyse reform**

A WOP can typically start with a simple collaboration where the partners learn about each other and find common ground for continued joint activities. Such collaboration can over time develop into a full fledged partnership between two or more focused and engaged partners.

At the regional level, professional water associations and development banks are working with specific WOPs programmes. These programmes, and their supporting networks, are highlighted; ongoing WOPs are listed region by region, contact details for local WOPs secretariats, programme coordinators and financiers is provided.

This review further systematically collects and analyzes experience on existing operator's partnerships, providing advice on best practices, partnering preconditions and financing models.

Compared to the huge investments in the water and sanitation sector, WOPs are relatively cheap, while they may substantially extend the service life of infrastructure and increase efficiency of water operators.

1 Why use partnership approaches for capacity building of public water operators?

1.1 Business as usual is not enough

Today, almost 1 billion people live without access to improved drinking water sources and 2.5 billion lack access to improved sanitation. In order to reach Millennium Development Goal 7 (MDG7), access to sanitation has to be given to at least 1.5 billion and a safe water supply to 500 million before 2015.¹ Although the situation is better for water supply than for sanitation, the business as usual scenario will be insufficient in achieving these targets.

Although each case differs in its complexity, common problems cut across many public water operators and municipal service providers, such as poor strategic management, weak financial and operational management, low funding priority, lack of a sound human resources policy, poor staff skills, absent or weak customer service orientation, political interference, and little or no independent regulation or oversight.

In the 1980s and 1990s, high expectations were raised by the involvement of the private sector in the provision of water and sanitation services. However, as it became clear that this involvement would not be enough to reach the MDG7 the WOPs was introduced as a useful mechanism for providing support for capacity building of public water operators and thereby help improve services to all consumers at a broader scale and at a higher speed.

As over 90% of the world's water operators are public the role of public operators can not be denied. Several public operators have undergone substantial improvements in performance in partnership with others. They highlight the potential of public operators themselves to break the vicious cycle of performance decline.

1.2 The potential of WOPs multiplier effect

Although partnerships between water operators have existed for decades, the WOPs initiative provides a major and systematic approach to face the challenge of the water and sanitation sector, based on a mutual support approach between water operators and the belief that a well performing operator can act as template for other public operators to improve their performance.

Peer support has been the catalyst for transforming water operators from underperformers to champions. Many such operators, having received partner assistance, are then able to pass on their new knowledge to other partners, thereby generating a strong multiplier effect.

Mentoring and receiving operators may have different motives to enter into a WOP (see section 2.2) but there are at least six fundamental advantages to joining the WOPs initiative:

1. **The right fit – WOPs are demand driven and tailor-made to meet the specific needs of the partners**
2. **Value for money – WOPs are an effective way of building know-how where and when needed**
3. **Inspirational support – WOPs help provide the inspiration to perform better**
4. **Public utilities and pro-poor – WOPs focus clearly on support between operators on a not-for-profit basis, rooted in a culture of solidarity**
5. **Anchoring capacity – WOPs aim to develop the resident human resource capacity within an operator, highlighting the key role that workers, as well as managers, play in the delivery of safe and accessible water and sanitation services**
6. **WOPs as a catalyst for reform – Improving services to the poor requires political commitment, financial support and a sound institutional network. WOPs may help catalyze further improvements and build the momentum for upstream reforms.**

¹ Data from UN 2009 report on the MDGs

A WOP can be defined as any form of simple or structured partnership between two (or more) water operators that:

- **provides professional support for capacity building based on mutual trust,**
- **is based on not-for-profit principles (though costs should be recovered, partly or in full; see section 2.2),**
- **is results-oriented according to agreed terms, and**
- **is based on good governance principles (integrity, transparency and accountability).**

2 Characteristics of WOPs

2.1 Capacity building at the core of a WOP

In basic terms, water operators all manage the same processes, with degrees of complexity under varying working environments. Effective management requires human resources with the right skills and incentives to push for improvement. To sustain the benefits of demand driven capacity building programmes, these must be tailored to the operators specific needs. The gradual development of a partnership under the WOPs umbrella allows for step-by-step extension of capacity and may eventually lead to a total overhaul of the recipient operator's organization and operations.

Additionally, staffs need a suitable enabling environment and the right incentive structure to apply what they have learned. Only by applying sound human resource management can the operators expect to benefit fully from the resources invested in capacity building.

2.2 WOPs are not-for-profit partnerships

A WOP is based on mutual support and all activities involved by the partnership, whatever form it takes, should be carried out on a not-for-profit basis. However, the activities associated with WOPs will incur costs for both parties. The parties have to identify these costs and agree on their respective allocation. They should decide together either to bear these costs themselves, or to appeal for external support, or both.

The respective contributions can be in cash or in-kind, as partners are expected to contribute their skills, expertise and time; however, the nature of the contribution will depend on a range of factors including different models applied by the various financiers. Some financiers are only funding travel and accommodation costs while the time input by both mentor and recipient is provided by the operators themselves.

Though the majority of water operators (controlled by governments) are publicly owned and operated, all operators with knowledge to share, including private operators, are encouraged to be engaged in WOPs.

The main driver for water operators to share their experience and knowledge is to challenge their professional experts, to build their corporate image, or to create incentives for their human resources strategies. Others enter WOPs arrangements as part of their Corporate Social Responsibility policy. Furthermore, in South-South exchanges some operators that have benefited from partnerships in the past feel committed to share their newly gained know-how and skills with other operators in an act of solidarity; thus giving rise to a cascading effect. It should also be noted that customers in some European countries are willing to pay a few per cent extra for their water services to support WOPs in other countries

The coexistence of diverse approaches opens up to a broader spectrum of alternatives, with more actors involved in pushing for performance improvements. This is likely to speed up the overall performance improvements and fulfilment of the MDGs.

2.3 Pre-conditions for successful WOPs

Based on experience from the implementation of a variety of WOPs there are several basic requirements to be met to achieve success. These include:

1. **a demand driven approach – the recipient operator has to clearly express demand for a WOP and spell out their need for a partnership.**
2. **a willing and enabling environment –**

frequently a partnership will give rise to suggestions for change, either in the operational process or in the governance model used (e.g. trying to create more autonomy for water operators). If there is no mandate for implementing change, this will frustrate operators engaged in the partnership.

- 3. formulate and agree on clearly defined and specified targets to guide the partnership and to keep it on track**
- 4. incorporate flexibility in order to adjust partnership activities to the needs and demands of the recipient operator**
- 5. agree to open communications, a common language, and transparent financial systems as base conditions for a trustworthy partnership relationship**

Before stepping into a comprehensive partnership, an initial period of up to 12 months, where operators get to know each other better and assess the conditions for a longer lasting commitment to each other, might be useful.

2.4 Strengthening capacity without taking over

One of the distinctive characteristics of WOPs compared to some other forms of external support is that the mentor does not take over the 'driver's seat' of the recipient operator. No (temporary) management is installed; rather the mentor assumes a coaching role, assisting the recipient. The main objective of this approach is to strengthen the capacity of existing local human resources to such an extent as to improve the overall performance of the water operator.

It is important to remark that strengthening the capacity of human resources, generating behavioral changes and sustainable achievements within an organization requires time. Therefore, achieving performance improvements in WOPs might take longer than in other partnership approaches where the management is delegated to another party. However, WOPs added value relies in enabling the operator itself to sustain improvements over the long term; ensuring interventions introduced are better institutionalized within the operator.

2.5 Funding of WOPs

The sources of WOPs funding are diverse: international financial institutions, governmental development agencies, mentoring operators, recipient operators, donations from civil society and others. Given the diversity of partnership arrangements, it is difficult to specify the budget that a typical WOP requires. However, rough estimates indicate that simple partnership projects could cost from 5,000 to 50,000 Euros per year, while a comprehensive and structured partnership could cost tenfold more².

The source of funding and related payment methods may affect the performance of the partnerships and consequently may have an impact on the improvements of targeted performance indicators. Commonly, a mentoring operator can be fully or partially compensated for his efforts on a not-for-profit basis, while a recipient operator may be encouraged by an externally financed bonus in case of full compliance with the targeted performance indicators at the end of the partnership. A recipient operator should also, if possible, commit itself to the partnership by covering part of the costs of the supporting services, in order to internalize the project and increase accountability.

Different schemes of financial flows between water operators involved in partnerships have been observed. There are of course many variations underlying the following five examples shown overleaf.

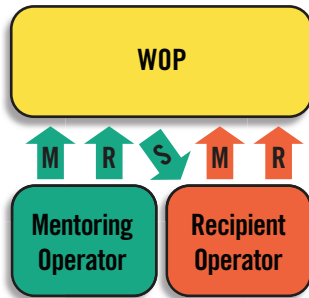
In any given appropriate context, funding may come directly from donors and financial institutions to the recipient operator only, allowing for the coverage of costs for the mentoring operator's support. This approach would strengthen the role of the recipient operator who would also then be more accountable to the funding institutions.

² Data from Vitens-Evides International and Stockholm Water Company's projects/Sida reports

Diagram 1: Financial flows (S = support; M = Money; R = Resources)

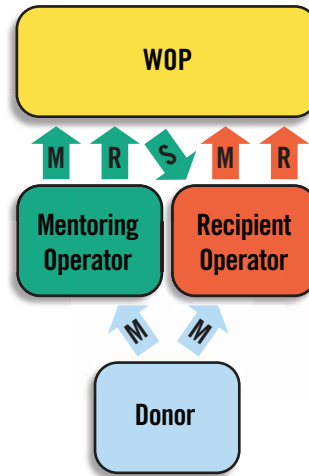
No financial transfer

- Commonly used in the introductory phase for simple partnerships
- Both operators contribute financially or in kind covering their own cost



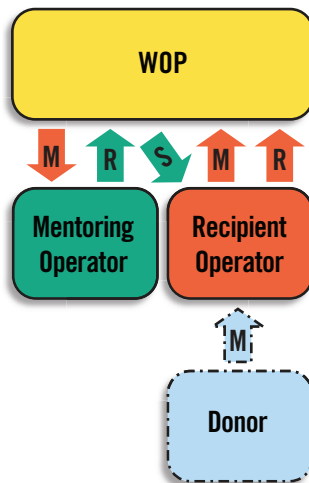
Donor tied support to both operators

- Donor funding dependant
- Commonly used in structured partnerships
- Both the mentoring operator and the recipient operator is compensated by a donor; fully or in part
- Some cost of the two operators may be covered by themselves



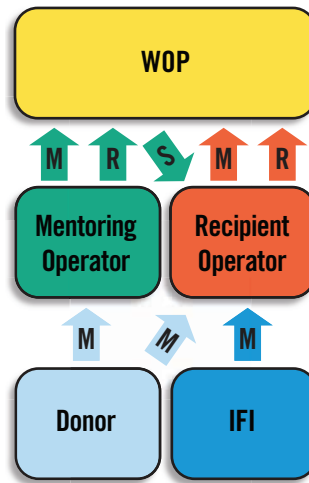
Recipient operator paying for support

- Commonly used in simple or specific partnerships
- The recipient operator is ideally bearing the cost of the mentoring operator's support; fully or in part
- Some cost of the two operators may be covered by themselves
- In some cases the recipient operator may get some donor support as well.



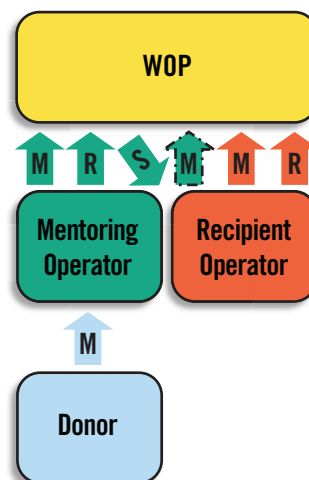
Multiple source of funding

- Donor funding dependant
- Commonly used in structured partnerships and comprehensive partnerships
- Additional funding available for investment in infrastructure (IFI)
- Both operators contribute financially or in kind
- Donor support to one or both of the operators; fully or in part



Donor tied support to mentoring operator

- Donor funding dependant
- Commonly used in structured partnerships
- The mentoring operator is compensated by a donor; fully or in part
- Some cost of the two operators may be covered by themselves
- Some cost of the recipient operator may be covered by the mentoring operator



NB. These illustrated models are only indicative and other financial arrangements may be established.

2.6 Diversity of WOPs

Knowledge sharing and professional support can take a multitude forms depending on individual circumstances. As applicable laws and norms are different from country to country it is impossible to give one general and detailed definition of a partnership.

Many of the twinning arrangements in the field of water and sanitation have involved one operator supporting another in capacity building on specific technical or managerial issues. Those arrangements are suitable in cases where the water operator's major objective is to improve in a specific field. There are other cases where the ambition for change is wider, requiring more comprehensive support in terms of scope and duration.

Therefore, a WOP could take a simple approach with a specific focus and end there, or start with that as a first step and thereafter gradually increase the scope of the support depending on the identified needs, quality of the relationship built and the achievements. It is important to make the distinction between the different types of WOPs that currently exist in practice, given that the suitability of each one differs depending on the circumstances.

In some cases the relationship may become of commercial nature. However, any form of partnership between water operators that are based on the principles of profit cannot be called a partnership under the WOPs umbrella.

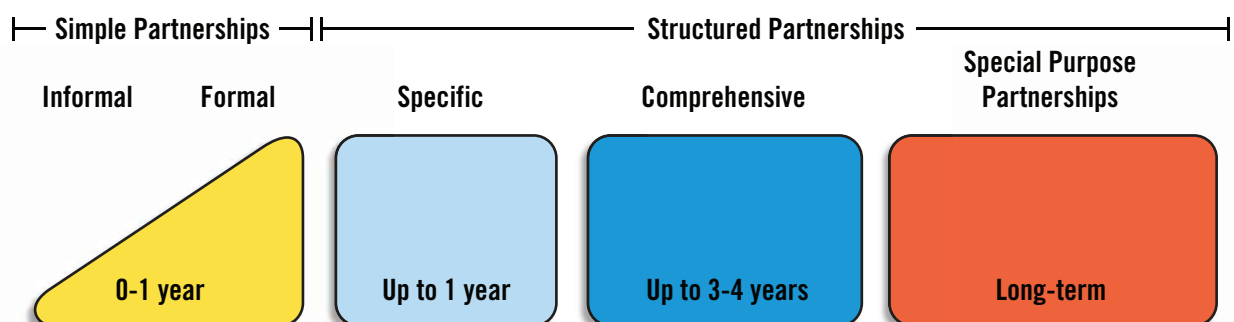
2.6.1 Simple and structured partnerships

As it is impossible to describe all forms of partnerships in this review, the various types of WOPs have been classified in a manner that makes it easy to understand the purpose and scope of each partnership type. In turn, this helps to identify good practice and the production of supporting material and advice. The classification outlined in this document includes:

- Simple partnerships taking place during an introductory or courtship phase (up to one year). This form of **informal and formal partnerships** is a typical WOPs feature where a gradual development of a relationship can take place and eventually lead to longer lasting partnerships, as below.
- Structured partnerships taking place during an implementation phase (up to three to four years), corresponding to **specific or comprehensive partnerships** (often called twinning arrangements). Under this classification we have further included **special purpose partnerships**, where several operators work together for e.g. environmental or operational reasons.³

³ This classification does not limit the forms and types of partnerships. A variety of partnerships may exist that do not fit into the classification although they can be seen as WOPs.

Diagram 2: WOPs classification and phases



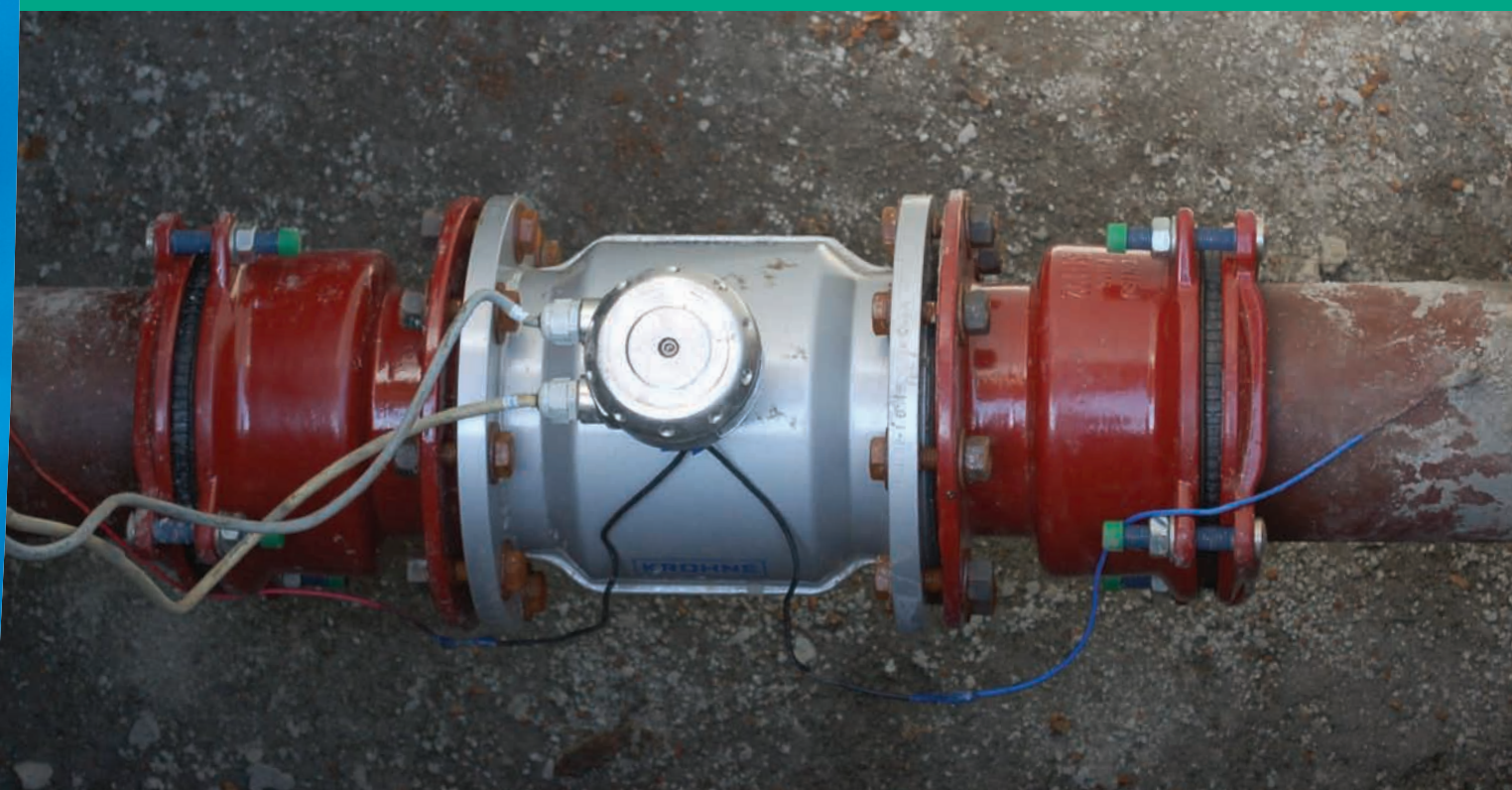
The tables below, summarizing the main classifications and characteristics, should not be seen as a constraint when developing partnerships. Some partners may need the introductory phase; some may start

with a structured partnership directly. This classification helps to provide support to operators when searching for information and help on partnerships types.

2.6.2 Simple partnerships (Characteristics, examples and lessons learned)

Table 1: Characteristics of simple partnerships during the introductory phase (up to one year):

Type of WOP:	Informal (Initial contact)	Formal (Formalizing partnerships)
Examples of type of interaction	<ul style="list-style-type: none"> • Phone consultations • Meetings • Study visits 	<ul style="list-style-type: none"> • Workshops • Training programmes (class) • On-the-job training (specialists) • Shorter internship • Technology demonstration
Terms	<ul style="list-style-type: none"> • None • Letter • Simple agreement, preferably in writing 	<ul style="list-style-type: none"> • Agreement in writing • MoU
Financial arrangements	<ul style="list-style-type: none"> • None • Each party takes own cost 	<ul style="list-style-type: none"> • Agreed cost split between the parties • Donor agreement
Supporting documents	<ul style="list-style-type: none"> • None • Agenda 	<ul style="list-style-type: none"> • Programme • Task specification • Definition of objectives, inputs and outputs • Resource specification (budget) • Workplan



Examples of simple partnerships:

Example 1: Building trust during the introductory phase

Metro Cebu Water District (MCWD), Philippines, and City West Water (CWW), Australia.

Cebu is a member of SEAWUN

MCWD serves an estimated 950,000 persons. The average service period is 22 hours per day with some areas receiving as low as 2 hours per day. Distribution is the main challenge and MCWD recognizes that capacity has to be expanded to meet future demand and that can be achieved principally by lowering non revenue water, taking assistance from abroad.

CWW made four visits to Cebu during 2008 and 2009 and Cebu made an exchange visit to CWW in 2009. A twinning work plan was developed for four key areas with focus on NRW and an agreement made for 2008; the agreement is now extended until end of 2009. This arrangement has been facilitated by ADB.

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Example 2: From introductory phase to structured partnership

Initial contacts between Kaunas Water, Lithuania and Stockholm Water, Sweden.

The first contacts between Kaunas Water and Stockholm Water (SWC) were made in 1992 through the initiative of Kaunas Water by one of the future financiers to the Kaunas investment project. The parties visited their respective installations and gradually an interest and desire to collaborate developed, starting with some simple technical assistance. Eventually, the partnership expanded into a long-term, structured twinning arrangement, being an archetype for WOPs.

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Lessons learned from examples 1 and 2

- **Trust is being built through an introductory phase**

Building trust between partners takes time and until that point is reached significant momentum in a partnership programme will not occur. In example 1, it took several visits both to the Philippines and to Australia before each party reached the level of understanding to enable frank and free exchange of views and advice to flow.

The positive results from example 2 underscore that an introductory phase (courtship phase) where the partners get together and develop their relationship is a very important factor for success.

- **Starting simple may develop into longer lasting partnerships**

The recipient utility can benefit from exposure to a much wider range of issues than just those targeted in the partnership agreement. It has become apparent that the recipient operator in example 1 would like to add to the work programme, thus requiring more time. This partnership has already been extended to cover an 18 month period. Assistance beyond this point has been identified to cover at least another twelve month period.

- **Partnerships are best developed between water operators**

SWC also carried out a corporate development project with Kaliningrad Vodokanal, Russia, where the contract was acquired in full competition. The two parties never became equal partners because SWC was considered just another consultant. Therefore the partnership lacked the openness and trust that is needed for accomplishing real long-lasting results.

2.6.3 Structured Partnerships (Characteristics, examples and lessons learned)

Table 2: Characteristics of structured partnerships in the implementation phase (up to 3-4 years):

Type of WOP:	Specific (Focused partnerships)	Comprehensive (Multiplex partnerships)	Special Purpose Partnerships
Examples of type of interaction	<ul style="list-style-type: none"> • Specific Technical assistance (limited areas such as Water Safety Planning, Energy conservation, Reduction of Non-Revenue Water, Performance Improvement Plans, limited technical installations, etc) • Major training programmes 	<ul style="list-style-type: none"> • Comprehensive technical assistance (operational enhancement, support and training with new installations and processes, etc) • Institutional development and strengthening (governance and/or management) • Project Management • Corporate Development Programme (all areas of the utility) 	<ul style="list-style-type: none"> • Association • Contractual relationship • Joint Venture
Terms	<ul style="list-style-type: none"> • MoU • Written agreement 	<ul style="list-style-type: none"> • Written agreement • Service agreement with owner/customers 	<ul style="list-style-type: none"> • Written agreement • Service Agreement with owner and customers
Financial arrangements	<ul style="list-style-type: none"> • Agreed cost split between the parties • Owner subsidy (Government, municipality, etc) • Donor agreement • Financial agreement with IFI 	<ul style="list-style-type: none"> • Agreed cost split between the parties • Owner subsidy (Government, municipality, etc) • Donor agreement • Financial agreement with IFI • Guarantee agreement between Government and IFI 	<ul style="list-style-type: none"> • Agreed cost split between the parties • Owner subsidy (Government, municipality, etc) • Donor agreement • Financial agreement with IFI
Supporting documents	<ul style="list-style-type: none"> • Programme • Task specification • Definition of objectives, inputs and outputs • Resource specification (budget) • Workplan • Simple Terms of Reference 	<ul style="list-style-type: none"> • Legal form (Charter) • Definition of objectives, inputs and outputs • Resource specification (budget) • Business plan • Full Terms of Reference 	<ul style="list-style-type: none"> • Legal form (Charter, By-laws) • Definition of objectives, inputs and outputs • Resource specification (budget) • Strategy • Business plan

Examples of Structured Partnerships

Example 3: Action planning based on good governance principles

Twinning collaboration between SEDAPAL, a Water Supply Company from Lima, Peru and SABESP, the State of Sao Paulo water and sanitation operator in Brazil

SEDAPAL was in search of an effective tool, which would enable the company to manage effectively its procurement and contracting activities by prioritizing criteria of quality and cost while promoting transparency. Its objective was also to reduce risks of corruption by creating an atmosphere of collaboration among all public and private entities including government suppliers. SEDAPAL looked for best practices from state water operator, SABESP in Brazil, which had developed an electronic procurement tool.

The IDB facilitated a twinning arrangement between the two operators. A first diagnosis visit was conducted at the end of 2008 to prepare a joint action plan. Certain changes in personnel in SEDAPAL some time after have delayed the development of the partnership, which has been running since end of 2008.

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Example 4: Specific partnerships

Twinning collaboration between Surabaya Water Supply Enterprise/PDAM Kota Surabaya, Indonesia, and Ranhill Utilities Berhad, Malaysia.

To assist in its effort to ensure continuous supply, the PDAM sought best practices from water service providers in the region. Ranhill, a Malaysian operator with successful pressure management projects, expressed interest to become a model partner for the PDAM. USAID facilitated a twinning partnership between the two partners to ensure that Kota Surabaya's 385,000 customers have adequate water pressure and receive continuous water supply. Ranhill is assisting to resolve supply challenges by applying distribution management techniques, such as pressure zone establishments and network modeling. The partnership runs from 2008 to 2009.

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Example 5: Partnerships take time

Partnership between National Water Supply and Drainage Board (NWSDB), Sri Lanka, and Jamshedpur Utilities and Services Company Ltd. (Jusco), India. NWSDB is a member of SAWUN.

NWSDB is the overarching water utility in Sri Lanka serving the entire country. The major issues confronting NWSDB are high NRW levels estimated, poor service, and inefficient energy use and low work force productivity. To address these issues, NWSDB is actively involved in continuous improvement and benchmarking, quality circles and process re-engineering.

JUSCO is a wholly owned subsidiary of Tata Steel and provides drinking water to 600,000 people in the industrial zone of Jamshedpur. Besides a low NRW rate of 11%, JUSCO is also known for its 24/7 one stop customer care center.

A diagnostic visit composed of JUSCO experts and ADB, was conducted in 2008 to discuss the scope of the twinning programme and detailed work plan. A contract was made and extended to the end of 2009.

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Example 6: Comprehensive partnerships

Kaunas Water, Lithuania, and Riga Water, Latvia, partnering with Stockholm Water, Sweden.

The Stockholm Water Company (SWC) and its partners developed over the last decade a successful model for partnerships between public water operators, mainly around the Baltic Sea. The model provided comprehensive Corporate Development and Project Implementation assistance in parallel. Suitable ownership models were developed providing for the water operators to run their operations autonomously under specific service agreements with its public owners. The WOPs arrangements consisted typically of two phases, one year of project preparation and three to four years of implementation. Mutual trust, respect and understanding of the different working environments were basic features of the collaboration.

The model also encompassed establishment of professional networks and cooperation forums between the water companies in the region and their foreign partners.

The water companies in Kaunas and Riga represent successful role models for WOPs where goals were met in a timely manner within budget. The companies are now implementing further major investments without partner assistance and the financiers are satisfied with the enhanced and sustainable capacity of these companies.

Table 3: Funding arrangement of the WOPs (year 1999 values) ⁴

City	WOP cost paid by donor USD (m)	Total Project cost USD (m)	WOPs cost in % of total project cost	Partner turnover USD (m)	Population served by the recipient utilities	Project period
Kaunas (Lithuania)	2.3	104	2.2	16	400,000	1994-1999
Riga (Latvia)	3.0	115	2.6	40	800,000	1996-2001

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4. Data from Stockholm Water Company

Lessons learned from examples 3, 4, 5 and 6

- **It's important to define objectives, inputs and outputs in an agreed action plan**

Example 3 shows that SEDAPAL was looking for a partner and had a very productive introductory visit to SABESP. However, later changes in staff at SEDAPAL, the recipient company, caused some delays in the implementation of the Action Plan that the two operators had jointly prepared. The Plan, with defined objectives, inputs and outputs, being the basis for the partnership, helped the partners to manage the complications.

- **Partnerships should be demand driven**

Example 4 shows how a structured partnership comprising specific technical assistance can be arranged when a water operator is actively searching for a mentoring partner. This partnership arrangement demonstrates the benefits of the introductory phase where water operators have the possibility to learn more about each other and thereafter establish a deeper partnership arrangement.

- **Good partnerships take time**

Example 5 shows that:

- A partnership period of 12 months can be too short as delays occur through lack of availability of personnel from both the expert and recipient operators.
- Changes in personnel frustrate the achievement of partnership plans with consequent impacts on the overall timing.
- Partnerships can be complemented by other actions such as technical training and adoption of continuous improvement and benchmarking techniques.

- **Comprehensive WOPs create sustainable results**

Example 6 shows clearly that partnerships are best arranged between water operators that know each other and understand the way of operating water service installations. Such collaboration, based on a close relationship and mutual understanding, can improve the chances for success and is a very strong option to be compared with the other forms of external support. Taking into consideration the existing organizations in need of strengthening and development in Kaunas and Riga, the WOPs model which was applied provided changes in a form that was accepted by all parties involved.

- **WOPs are a mutual process**

The partnership model used in example 6 offered a framework for passing on all the managerial, financial and operational and project management know-how possessed by SWC. SWC and its staff benefited from a number of motivating and interesting tasks under very different conditions from those at home.

- **Long-term relationships are valuable**

The twinning model used in example 2 and 6, where long-term advisors stayed on-site and became involved in all day-to-day issues over 2-3 years may not be seen as a speedy and cost-effective support method. However, the positive results obtained in Riga and Kaunas makes it evident that the money and resources donated by the financiers to these two projects were well invested.

Several of those International Finance Institutions involved have expressed their satisfaction with the institutional and operational capacity improvements obtained under these two partnerships. Furthermore, when introducing the Hashimoto Action Plan in Mexico 2006, the UNSGAB referred to these partnerships as very good examples of WOPs.

- **Partnerships should have clear objectives and defined inputs and outputs**

Finally, a WOP is most often new to at least one of the two partners and the result will to a very large extent depend on the dedication, capability and flexibility of the receiving partner to cope with the task. In example 6, all stakeholders together (partners, owners and financiers) developed the terms of reference and objectives needed for the partnership.



Example 7: Cascading Effect, North - South

The Office Nationale de l'Eau Potable (ONEP), Morocco, and Syndicat d'Assainissement de l'Agglomération Parisienne, SIAAP, France.

According to ONEP's own experience, public-public partnerships, mainly South to South but supported by networks of public partners from the North, are one of the most efficient means of enhancing operators' capacity.

ONEP, which has benefited itself from such partnerships in the past (with Belgium, France, Spain⁵) is strongly and actively committed today to share its know-how and skills with public water operators from countries in Sub-Saharan Africa. The main objective is to enhance water operator's capacity, following an inclusive and sustainable approach, which includes technical issues as well as governance issues, both on short and long term.

The current partnership between ONEP and the Société Nationale des Eaux (SNDE), National Society of Water in Mauritania, supported by an important network of public water operators from the North and from the South⁶, is a good example of this approach. The partnership aims at implementing a capacity building action plan for several years.

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Example 8: Committed partners and flexible approach

The Water Supply Investment and Asset Holding Fund (FIPAG), Mozambique, and Vitens Evides International, the Netherlands⁷.

With the active participation of the Embassy of the Kingdom of the Netherlands (EKN), cooperation between FIPAG and Vitens was established. After several months of getting to know each other, mutual confidence and trust between the partners allowed the establishment of a WOPs Project with the ambition to create autonomous water operators in Chókwé, Inhambane, Maxixe, and Xai-Xai that would be able to provide water services to its customers and to sustain these services. VEI financed their human resources input, while EKN financed the costs for hardware and operations. In addition, the African Development Bank funded a program to rehabilitate and extend water services.

5. The SIAAP (Syndicat d'Assainissement de l'Agglomération Parisienne) has largely supported ONEP since 2002, particularly for training its medium and high level staff in the field of sanitation.

6. ONEP, Morocco; SNDE, Mauritania; Eau de Paris; SIAAP, France; SCP, France; Vivaqua, Belgium; SWDE, Belgium; ONEA, Burkina Faso

7. The Project in Mozambique is referred on VEI's website as a PPP project because that was the terminology used by DGIS at that moment. The contract typology between FIPAG and VEI took the form of a technical assistance contract with an appendix of performance standards with which VEI committed to. It is a non for-profit partnership. The contract specifies that VEI can not perceive any benefit in connection with the activities undertaken in the project (Technical Assistance Contract between FIPAG and Vitens, 2004).

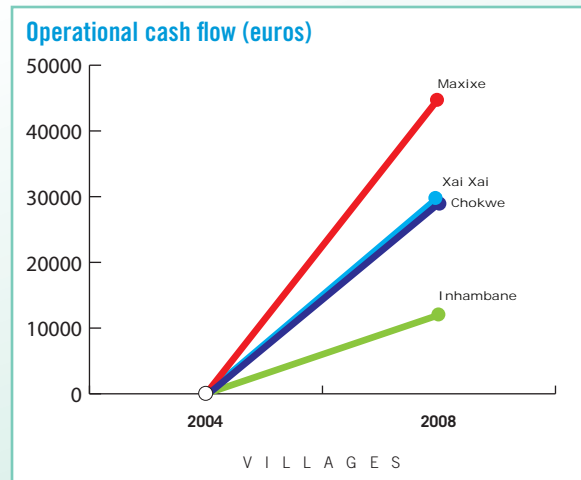
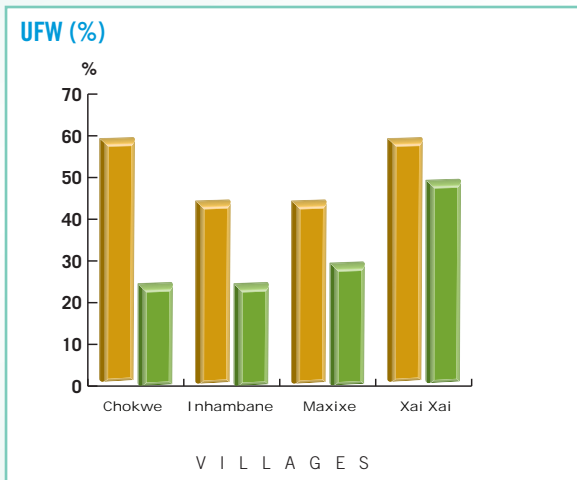


Table 4: Funding arrangements in Mozambique (*1 excluding provision of additional investment budgets from external sources)⁸

WOP	Budget (million €)*1	Financial contribution (in software and hardware components)			Population served by the recipient utilities	Project period	City
		VEI	Donor	Partner			
Mozambique1	2.6	45%	45%	10%	500,000	2004-2008	4 southern towns

Given that the partnership has been already in place for four years together with the fact that additional funding was allocated by AfDB for investments, it is possible to see the achievements in the form of quantitative results. Some performance indicators are presented in the following graphs.

Diagram 3: Evolution of performance indicators in water operators in the Mozambique project from VEI (Source: VEI)⁹



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8. Data from Vitens-Evides International

9. The operational cash flow of the water companies was negative. The companies were run on a monthly basis. The monthly revenues were not sufficient to cover the operational costs and therefore in many occasions they could not pay the electricity bill or even the full salaries of their staff.

Lessons learned from examples 7 and 8

- **Mentor operators can generate multiplier or cascading effects**

The WOPs initiative is based on mutual support between water operators and the belief that a well performing operator can act as template for other public operators to improve their performance.

Peer support has been the catalyst for transforming water operators from underperformers to champions.

As shown in example 8, operators, having received partner assistance, are able to pass on their new knowledge to other partners, thereby generating a strong multiplier effect of the WOPs initiative.

- **Commitment by the partners and political support is needed**

Evidence of the willingness to work of both parties has to be strong. It is advisable that the partnership is part of a comprehensive programme of water sector reforms where political commitment at all levels of government should be ensured

- **An introductory phase can be essential for success**

An introductory phase of at least 3, but possibly up to 12 months, is necessary to assess the chemistry between partners, the willingness for change and the presence of good governance (integrity, transparency and accountability). During this phase the partners get to know each other and develop working plans for the future. In this phase it is advisable to embark on a limited number of assignments together to see how the partnership could work.

- **Start simple and show success**

Within the introductory phase, one or more quick wins can create momentum, enthusiasm, trust and support to the partnership.

- **Develop human resources**

Before a tailor-made training and education programme can be made, it is necessary to review the institutional environment. Capacity building of individual employees has very limited impact unless there is an appropriate environment, with suitable incentives, for the employees to apply the acquired skills

- **Make use of performance indicators**

Clearly identify the need for performance indicators and select the most appropriate ones based on the shared sense of urgency. Performance indicators help focus the project partners when directing their efforts and help make the WOP 'smarter'.

- **The contract should allow for changed circumstances**

The context in which a water operator operates is often not very stable and information availability can be scarce. Therefore, in terms of performance indicators achievement and budget allocations, it is necessary to allow a certain degree of flexibility for the partnership to adapt to sudden changes of priorities that may require a change of direction in work.

3 The Way forward

3.1 Supporting WOPs worldwide

The Global WOPs Alliance aims to embrace the diversity of WOPs efforts worldwide and support them by promoting Hashimoto guiding principles. The Alliance helps establishing regional WOPs platforms and suitable institutional and financial frameworks, links WOPs networks and programmes, brokers partnerships and assists in knowledge transfer inside and between regions.

This present WOPs review is part of that effort, showing that there is a WOP for every need – big, small, formal and informal.

At the regional level, professional water associations like IWA, NGOs and others, supported by regional development banks and various financial institutions, are working actively within the Alliance to assist operators in their endeavour to establish partnerships. In Annex 2, a number of such organisations being involved in WOPs worldwide are listed with their acronyms.

3.2 Knowledge development and dissemination

Water operators – whether mentoring or receiving - should benefit from past experiences and lessons learned. As such it is important that the necessary information is

collected, analyzed and disseminated via one or more easily accessible knowledge hubs.

The Global WOPs Alliance will set up a main website portal for the initiative towards the end of 2009. The portal will link to other relevant WOPs web pages. In Asia, a specific web page for the WOPs programme - WaterLinks – has been established, and another page is under development for the WOPs programme in Latin America and the Caribbean. Other regional web pages are expected to follow.

3.3 Connecting mentoring and recipient water operators

Whilst it is recognized that WOPs should be demand driven, many potential partners cannot easily find one another. Therefore, a brokering or match-making process is needed, providing partnership facilitation, match-making workshops and other activities. Members of the Global WOPs Alliance are establishing such a mechanism that will help the parties to prepare, negotiate, fund and implement WOPs. For ready reference, an oversight of current WOPs worldwide is given in Annex 1, region by region, with project listings and contact details. Relevant links to web pages are further highlighted in Annex 3.





3.4 Capacity building

The rationale behind the WOPs initiative is that the most capacity for improving water and sanitation operators rests with the operators themselves. Such simple activities as classroom and on-the-job training are therefore complementary tools to more structured and comprehensive partnerships that will strengthen the skills of the operators.

Presently, the Global WOPs Alliance secretariat, Cap-Net (UNDP), IWA and other parties are collaboratively working to produce capacity development material and deliver training courses on Integrated Water Resource Management, IWRM, for water operators. Material on Water Demand Management and Water Safety Planning has been developed for that purpose, and training courses will be organized later during 2009 and 2010 in various regions. Some mentoring operators are establishing regional training centers; others are producing training manuals as part of their partnership arrangements. Relevant capacity building material and manuals will be available at the respective WOPs website pages.

3.5 Funding WOPs

WOPs are funded by a diversity of sources, supported by international finance institutions, bilateral aid programmes, or directly through the contribution of the partnering operators themselves. The Global WOPs Alliance will assist extending financial support for

WOPs by elaborating financing and cost sharing options, identifying funding sources, encouraging the replication of successful legal and funding models, establishing a donor-supported funding pool and providing direct funding to inter-regional exchange.

The regional WOPs programmes will through their secretariats assist the operators to establish partnerships supported by feasible financing mechanisms.

As WOPs may develop after a demand driven match-making process - and maybe through an introductory phase with simple partnership arrangements -, there is a need to develop funding models that support the continuation of these partnerships in more structured forms. Naturally, the partnerships must be well defined and demand driven, not-for-profit based, and with clearly agreed upon objectives and inputs and outputs.

Consequently, governmental development agencies, international finance institutions, mentoring water operators, recipient water operators, as well as donors from civil society and others are called upon to develop new feasible funding arrangements to cover the various types of WOPs illustrated in this document.

ANNEX 1 - WOPs worldwide

The Global WOPs Alliance Secretariat and IWA are working together in the following main regions: Africa, Asia, The Arab Region, Europe, Latin America and the Caribbean, North America and Oceania.

A number of regional banks and implementing agencies, such as ADB, USAID, IDB, AfDB and others are supporting WOPs and WOPs programmes financially and technically as illustrated in the following sections.

1 The role of facilitating partners in the Global WOPs Alliance

In March, 2006, the United Nations Secretary General's Advisory Board on Water and Sanitation (UNSGAB) presented the Hashimoto Action Plan (HAP) launching the new concept Water Operators Partnerships (WOPs).

Upon request by the former UN Secretary General, UN-HABITAT has taken the lead in supporting this UNSGAB initiative to reinforce Water Operators Partnerships at the global level. In this capacity, UN-HABITAT is hosting the Global WOPs Alliance Secretariat at its headquarters. The Alliance brings together pertinent partners to increase the scope and impact of WOPs worldwide. The Global WOPs Alliance acts by building awareness and political and financial support for WOPs, collecting and sharing knowledge and experience, encouraging intra and inter-regional exchange, and supporting a diversity of WOPs efforts worldwide.

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Following contact from UNSGAB, UN-DESA, and UN-HABITAT, IWA was invited by UN-HABITAT to develop and initiate WOPs-related activities internationally. A fundamental part of IWA's mission is to provide opportunities for members to learn

from each other across the different subject areas and geographies.

IWA has strengthened its brokering and supporting efforts by establishing a Water Operators Partnerships programme headed by a WOPs Coordinator. Furthermore, regional offices and representations have been set up in Beijing, Singapore, Lima and Nairobi to support IWA activities in general and WOPs activities in particular. A WOPs strategy and pertinent workplans have been developed.

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In January 2009 UN-HABITAT established the Global Water Operators' Partnerships Alliance. The Alliance's Steering Committee is chaired by UN-HABITAT and has a representative from UNSGAB as observer. Members have been elected from Public operators and Regional WOPs programmes, Private Sector Operators, Labor Unions and NGO/Civil Society. Being financial and substantive partners, the Asian Development Bank (ADB), the Inter-American Development Bank (IDB), the United States Agency for International Development (USAID) and IWA are included as permanent members of the Steering committee as long as they are active within the Alliance. In its second meeting in Stockholm, August 2009, the Steering Committee agreed upon the Global WOPs Alliance's charter and workplan.

2 The role of current financial and substantive partners in the Global WOPs Alliance

In Asia:

ADB, USAID and IWA have established a network called WaterLinks, which is a long-term collaborative partnership that supports and promotes WOPS between water and wastewater operators in Asia. See further under section 5.2.

ADB is a broad-based development institution for the Asia and Pacific region, committed



to reduce poverty through lending and non-lending activities to support pro-poor sustainable economic growth, good governance and inclusive social development. Under a Regional Technical Assistance program funded by the Japan Special Fund, ADB is implementing the WOPs Program in Asia which includes the establishment of water utilities networks in South Asia (SAWUN), Central Asia (CASCWUA) and support the existing network in Southeast Asia (SEAWUN).

See more at www.adb.org/water

USAID is the United States Government agency responsible for providing U.S. economic and humanitarian assistance worldwide. Through its Regional Development Mission in Asia (RDMA), USAID works throughout Asia to sustain and replicate environmental improvements through regional cooperation. Environmental Cooperation-Asia (ECO-Asia), an RDMA program, promotes improved access to clean water and sanitation in support of the U.S. Government's Paul Simon Water for the Poor Act and the Millennium Development Goals (MDG).

See more at www.usaid.gov

IWA is a non-profit, self-governing global network of water professionals, spanning the continuum between research and practise and covering all phases of the water cycle with over 10,000 members across 120 countries globally. Through IWA, members collaborate to lead the development and implementation of innovative and effective approaches to water management.

See more at: www.iwahq.org

In Latin America and the Caribbean

IDB and UN-HABITAT has established a WOP-LAC programme with support from IWA and the Inter-American Sanitary and Environmental Engineering Association (AIDIS). See section 5.5.

IDB is a regional development bank with its headquarters in Washington D.C.

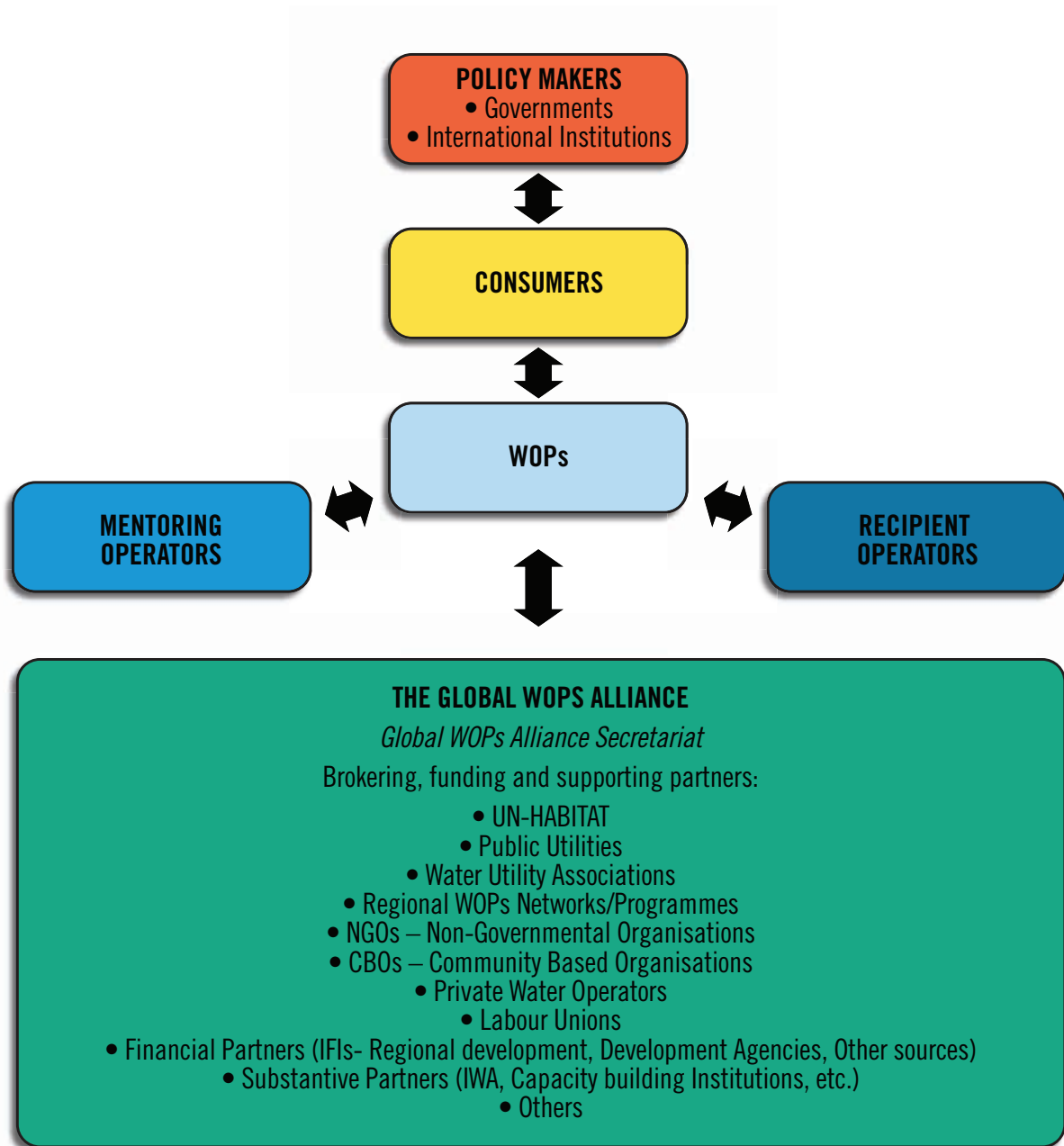
The bank supports the process of economic and social development in Latin America and the Caribbean and is the main source of multilateral financing in the region. The IDB Group provides solutions to development challenges by partnering with governments, companies and civil society organizations, thus reaching its clients ranging from central governments to city authorities and businesses

AIDIS is a non-profitable scientific civil society with its headquarters located in Sao Paulo, Brazil. It holds the main student and professional institutions of the Americas that are dedicated to environmental, sanitary and health preservation. The association reaches 32 countries in the American continent and the Caribbean. It currently has 10 thousand associates in its 24 national sections. The coordination of these activities takes place through 20 technical divisions.

3 The enabling stakeholder environment

Many parties in the international context in which WOPs are evolving have a role to play in the promotion of this new approach: policy makers, brokering parties, funding parties, water operators and civil society. All are part of the enabling stakeholders' network for WOPs:

Diagram 4: Enabling stakeholder network for WOPs



4 Inter-Regional WOPs

Inter-regional WOPs involve partners from different regions of the world, including North-South and South-South partnerships. Inter-Regional WOPs are often comprehensive WOPs that last for several years and the scope of the support is broad. The travelling and subsistence expenses together with the task of overcoming social, cultural, and language barriers becomes sustainable only when the scope of the project is broad and the expected outputs are of a certain dimension.

However, with the right type of funding support it shall be possible also to develop inter-regional WOPs in more simple forms. The Global WOPs Alliance is working to provide the framework for such inter-regional WOPs. Two inter-regional WOPs are ongoing between South Africa and Norway. Some other ongoing and past inter-regional WOPs are listed in the following:

Table 5: Vitens-Evides International; inter-regional WOPs¹⁰

WOP	Budget (million €)*1	Financial contribution (in software and hardware components)			Population	Project period	City
		VEI	Donor	Partner			
Mozambique1	2.6	45%	45%	10%	500.000	2005-2008	4 southern towns
Mozambique2	6,5*2	10%	75%	15%	700.000	2006-2009	4 central towns
Yemen	1.7	30%	60%	10%	800.000	2006-2009	Ta'iz
Mongolia	1.4	30%	65%	5%	1,300.000	2007-2010	Ulaanbaatar
Vietnam 1	2,4	15%	60%	25%	1,000.000	2008-2011	Da Nang
Vietnam 2	4,2	20%	65%	15%	6,000.000	2008-2011	Ho Chi Min

5 Regional WOPs

Regional WOPs occur when the water operators in the partnership are from the same region. Regional WOPs benefit from the cultural, language and geographical proximity of the partners and the associated cost for travel and accommodation may be rather low. Most partnerships in the past have been regional partnerships.

The Global WOPs Alliance Secretariat is financially and substantively supporting regional WOPs, and IWA is working as a WOPs broker and supporting regional and sub-regional structures, associations and water operators. Several regional WOPs Programmes have been established or are under development. In the following, a short presentation is given on ongoing regional activities:

5.1 Africa

Supporting network

The WOP-Africa programme is managed jointly by AfWA (the African Water Association) and ESAR-IWA (the East and Southern African Region-IWA) according to a three year business plan with major support from the Global WOPs Alliance and the Water and Sanitation Programme (WSP) of the World Bank. The programme is building on the work of the former Water Utilities Partnership (WUP) in Africa. Utility-to-utility partnerships are at the core of the WOP activities.

A WOP-Africa secretariat has been established in Johannesburg, hosted by Rand Water. The WOP-Africa secretariat shall work closely together with the GWOPA Secretariat in Nairobi.

10. Data from Vitens-Evides International



USAID has committed approximately 1.5 million USD to the functioning of the secretariat and to financing activities within the business plan during 2009 - 2011. UNHABITAT has confirmed its intention to provide support to the secretariat covering the first year of establishment and initial salary related costs. A website will be established for the WOP-Africa programme in 2010.

WOPs in the Region

In Africa as a whole, some 60-70% of all water operators have been involved in some kind of partnership under e.g. the earlier WUP programme, the Water Utility Partnership for Capacity Building or by own initiative.

During 2008, three sub-regional workshops were arranged under the WOP-Africa programme; all aimed at establishing partnerships through match-making activities. Some 200 utility managers and staff as well as university people participated in these events. A great number of potential partnerships were identified as a result of these workshops and are seeking funding to be initiated.

An extensive Self-assessment/Benchmarking exercise was carried out before the match-making workshops comprising input from 134 operators in 35 countries. A study tour for 20 staff members from seven operators in Uganda was made to the Ugandan National Water and Sewerage Corporation (NWSC) in late 2008.

A first WOP is under preparation between NWSC in Uganda and Kisumu Water and Sanitation Company (KIWASCO) in Kenya, covering a number of performance improvement plans (PIP). The partnership will gain financial support by UN-HABITAT through AfWA. The broader aim of the WOP-Africa programme is to establish five partnerships per year.

Finally, the Global WOPs Alliance, Cap-Net (UNDP, United Nations Development Programme), and IWA are collaboratively working to produce capacity development material and deliver training courses on Integrated Water Resource Management (IWRM) for water operators. Material on water demand management and Water Safety Planning has been developed for that purpose, and training courses will be organized during 2009 and 2010, the first taking place in Johannesburg in September 2009.

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5.2 Asia

Supporting network

USAID, ADB and IWA signed an agreement during the Stockholm World Water Week in 2008 to establish an Asia-wide regional partnership network called WaterLinks.

The WaterLinks partners are coordinating, developing and implementing three principal capacity building activities:

- **establishing and facilitating water operator twinning partnerships**
- **strengthen operator capacity through regional training and toolkits, and**
- **WOPs knowledge dissemination.**

Through WaterLinks, the three development partners collaborate on a common platform that leverages each partner's comparative advantages in developing and facilitating WOPs in Asia. WaterLinks is operated out of **IWA's East Asia & Pacific office in Singapore**, using an annual capacity building workplan comprising workshops and training to pursue long term aims.

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WaterLinks is coordinating its activities with the three sub-regional associations: SEAWUN for South-East Asia, SAWUN for South Asia and CASCWUA for Central Asia and the South Caucasus.

SEAWUN was established in 2002 with support from ADB. Since then, the association has become a strong regional, non-profit,

and self-sustaining organisation. It helps its members to improve service delivery, attain operational and management efficiency, achieve financial viability and advocate sector reforms for improved policy environment. The association currently has more than 80 members

SAWUN is a new organization of water utilities in South Asia whose vision is to measurably improve its members' performance in the delivery of water supply and sanitation services. With ADB's support, the association was established in April 2007 and is committed to becoming a self-sustaining organization that proactively responds to its members' needs and demonstrates excellence in delivering its programs and practices.

CASCWUA is a new organization of water utilities committed to improving its members' performance in the delivery of water services. By forming this association, water utilities from Central Asia and South Caucasus are taking progressive action to tackle the region's widespread problems of inadequate drinking water and lack of improved sanitation. The association was established in November 2007 with assistance from ADB.

These associations are – apart from supporting the WOPs – running a number of training activities related to Non-Revenue-Water, Water Demand Management, Assets Management, etc. They also perform benchmarking activities.

WOPs in the region

Presently, 17 partnerships are under implementation and four has been concluded. See the table below. Detailed information can be found at the WaterLinks website: www.waterlinks.org. The aim is to establish 10 partnerships per year.

Table 6: WOPs in Asia

Recipient	Country	Focus	Focus Area	Year
PDAM Tirtanadi Medan (Indonesia)	Indonesia	Maynilad Water Services, Inc. (Philippines)	Connecting the Urban Poor	2010
Hai Phong Water Supply Enterprise	Vietnam	Yarra Valley Water (Australia)	Asset Management	2010
Danang Water Supply Company	Vietnam	Manila Water International Solutions (Philippines)	Water Quality	2009
Wastewater Management Authority and Municipality of Krabi	Thailand	King County Wastewater Treatment Department (US)	Treatment Plant O&M	2009
Surabaya Water Supply Enterprise/PDAM Kota Surabaya	Indonesia	Ranhill Utilities Berhad (Malaysia)	Continuous Water Supply	2009
Provincial Waterworks Authority	Thailand	Ranhill Utilities Berhad (Malaysia)	Water Quality	2009
Maharashtra Jeevan Pradikharan	India	Ranhill Utilities Berhad (Malaysia)	Continuous Water Supply	2009
Yancheng China Water Company	China, People's Republic	Metropolitan Waterworks and Sewerage System (Philippines)	Customer Service	2009
PDAM Tirtanadi Medan	Indonesia	Indah Water Konsortium (Malaysia)	Urban Sanitation	2009
Davao City Water District	Philippines	Ranhill Utilities Berhad (Malaysia)	Non-Revenue Water	2009
Metro Cebu Water District	Philippines	City West Water District (Australia)	Non-Revenue Water	2009
Karachi Water and Sewerage Board	Pakistan	Puncak Niaga (M) Sdn Bhd (Malaysia)	Treatment Plant O&M	2009
National Water Supply and Drainage Board	Sri Lanka	Jamshedpur Utilities and Services Company Ltd. (India)	Non-Revenue Water	2009
Dhaka Water Supply and Sewerage Authority	Bangladesh	Korea Water Resources Corporation (Korea)	Water Quality	2009
Da Nang Water Supply Company	Vietnam	Haiphong Water Supply One Member Company, Ltd. (Vietnam)	Non-Revenue Water	2009
Binh Duong Water Supply Sewerage Environment Company	Vietnam	Phnom Penh Water Supply Authority (Cambodia)	Non-Revenue Water	2009
Thimphu City Corporation	Bhutan	Malé Water and Sewerage Company Pvt. Ltd. (Maldives)	Non-Revenue Water	2009
Ha Long Urban Environmental Management	Vietnam	Indah Water Konsortium (Malaysia)	Treatment Plant O&M	2008
Bac Ninh Water Supply and Sewerage Company	Vietnam	Ranhill Utilities Berhad (Malaysia)	Non-Revenue Water	2008
Provincial Waterworks Authority	Thailand	Ranhill Utilities Berhad (Malaysia)	Non-Revenue Water	2008
City of Phnom Penh	Cambodia	City of Iloilo (Philippines)	Hygiene Promotion	2008

The 2009 WaterLinks Forum will be held in Bangkok on September 28-30, promoting partnerships, including match-making activities.

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5.3 The Arab Region (MENA)

Supporting network

The Arab Countries Water Utilities Association (ACWUA) was established in 2007 with the support of the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) and the United Nations Economic and Social Commission for West Asia (UN ESCWA). The ACWUA Secretariat is hosted in Amman, Jordan since the start of 2009.

Working groups have been created within ACWUA on:

- **Utility Management (O&M)**
- **Capacity Building and Training**
- **Benchmarking**
- **Water Resources Management**
- **Utility Reform and**
- **Water & Health.**

WOPs in the region

A WOPs action plan – including benchmarking and matchmaking – has been agreed between ACWUA, GTZ, USAID/ABRI, IWA, and the Global WOPs Alliance Secretariat. A 5 year business plan is under development.

IWA, UN-HABITAT and Cap-Net have agreed with the Office Nationale d'Eau Potable du Maroc (ONEP) and its training unit that it will translate existing capacity training materials into French, provide local input and host training in Morocco. UN ESCWA and the German Federal Institute for Geosciences and Natural Resources (BGR) will support translation into Arabic of the same material and launch a training programme in the region.

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5.4 Europe

WOPs in the region

Three workshops were held by IWA in Europe during 2007-2008 with the aim to:

- **Increase awareness of the urgent needs for collaboration between water and sanitation operators regionally and nationally**
- **Create the understanding of the possibilities and benefits of the IWA programme for brokering and supporting Water Operators Partnerships globally.**
- **Pave the way for regional and cross-regional collaboration facilitated by IWA**
- **Cascade experiences and results from successful partnerships to other water operators.**

Following up on these activities, this review has been produced to highlight the benefits and possibilities of WOPs in order:

- **to encourage water operators, particular in Europe, to take part in the WOP program and**
- **to bring WOPs under the attention of the international donor and finance community**

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The Global WOPs Alliance Secretariat, in collaboration with UNU, UN-Water Decade Programme on Capacity Development (UNW-DPC) and the Bulgarian Water Association (BWA), is planning to initiate the establishment process of a South-East European WOPs platform, WOP-SEE, during a training workshop on NRW that will be held in Sofia, Bulgaria, November 2009.

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5.5 Latin America and the Caribbean (LAC) Supporting network

A collaboration network between water and sanitation operators in Latin America and the Caribbean, called WOP-LAC, has been established with the support of IDB, UN-HABITAT, AIDIS (the Inter-American Association of Sanitary and Environmental Engineering) and IWA. The mission of the network is to promote and implement

collaboration arrangements on a not-for-profit basis between water and sanitation operators in the region. The objective is to improve the management and operational capacity of the operators and accelerate their contribution to fulfilling the Millennium Development goals and to achieve universal access to safe drinking water and sanitation. The steering committee for the WOP-LAC region is composed by eight operators, IDB, UN-HABITAT, AIDIS and IWA.

IDB took the main operational lead in the WOP-LAC programme and in late 2008 it was agreed that IWA should provide support to IDB's process of water operator engagement. Subsequently, IWA has assisted IDB and AIDIS in the development of an appropriate strategy and workplan for the WOP-LAC programme.

Today, the WOP-LAC secretariat, situated in Washington D.C., is run jointly by IDB, UN-HABITAT and IWA.

An **IWA** office was set up in **Lima** to support IWA's Water Safety Plan (WSP) efforts in Latin America as well as the WOP-LAC programme:

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WOPs in the Region

The following WOPs are ongoing in the LAC Region, all with a cost of less than USD 12,000.

Table 7: WOPs in LAC

Partnership	Focus
Sabesp (Brazil)-SEDAPAL (Peru):	Electronic procurement
Aguas Andinas (Chile)- Sedapar (Peru):	General efficiency of a private operator
Empresas de Medellin (Colombia)- Enacal (Nicaragua):	Information systems
Acueductos y alcantariados de Monterrey (Mexico)- EMAAPQ (Ecuador):	Reduction of water consumption
Sabesp (Brazil)- AyA (Costa Rica):	General framework agreement to address institutional strengthening, NRW and reduction of water consumption

More information can be found at www.iadb.org. The aim of the WOP-LAC programme is to establish 10 partnerships per year.

A special website for the WOP-LAC region is under development and will be ready by end of 2009. The website shall facilitate the search for information on WOPs in the region. Further, three workshops on Energy efficiency and three on Non-Revenue-Water has been or will be carried out during 2009.

A WOPs match-making workshop was held in Medellin, Colombia in June 2009, during the annual Training Workshop of the Water and Sanitation division of the Inter-American Development Bank. The workshop was organized jointly by IDB, UN-Habitat and IWA and included some 40 managers from water operators in the region and some 60 employees of the bank.

A key objective of the workshop was for the operators present to share and exchange their experiences relating to critical aspects of the provision of water and sanitation services. In addition, exercises were carried out to connect suitable mentoring and recipient partners to each other through match-making initiatives.

Beforehand, a questionnaire was distributed among the operators to identify the areas in which a company had strengths and the areas in which a company needed to improve or for which it would like to receive training. The questionnaire, which is also available on-line at IWA's web page: www.iwahq.org, constitutes

an important tool in enabling the identification of potential twinning arrangements among operators. 20 questionnaires were received, filled out with valuable information

As a result of the WOPs workshop some 30 possible partnerships were identified as well as a number of joint training opportunities. Subsequently, a great number of WOPs will be established over the next year in the LAC region.

A sub-regional WOPs network for the Caribbean region was discussed at a conference in May 2009 in Georgetown, Guyana, organised by the Global WOPs Alliance. The details on its form and governance are under discussion but it's expected that it will remain part of the WOP-LAC network

The Georgetown workshop will be followed-up in another workshop in St Tomas, US Virgin Islands, in October 2009. The Medellin workshop will be followed-up by further events in 2010

IWA is working with the World Health Organisation (WHO), the Pan-American Health Organisation (PAHO), the United States Centers for Disease Control and Prevention (CDC), the United States Environment Protection Agency (USEPA), AIDIS and the United States Department of State to scale up training in Water Safety Planning (WSP) in the Region. To support this effort the above mentioned organisations established a Network of regional experts to share experiences and promote WSP



implementation. The WOP-LAC provides an attractive mechanism for mobilising knowledge and expertise within the WSP Network to up-scale WSP implementation.

Further, IDB and IWA are developing a rating system to assess and score water and sanitation utilities' efficiency levels, based on objective and standardised criteria, reflecting the sector specificities; and to recognize good performance.

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5.6 North America

Under the umbrella of the IWA WOPs programme, operators identified by the American Water Works Association (AWWA) and the Association of Metropolitan Water Agencies (AMWA) seek to partner with water operators in developing countries in efforts to improve operations at these developing operators.

The proposed programme is for up to 10 water operators in the US to provide training partnerships with up to 10 water operators in developing countries. The US operators will provide on-site training, skills development, and best practices exchange. The programme is proposed to be offered annually.

5.7 Oceania

WOPs in the region

The Australian Water Association (AWA) has shown significant interest in organizing the Australian water utility community to support WOPs abroad.

The Global WOPs Alliance Secretariat recently initiated contacts with the Pacific Water and Wastewater Association (PWWA), the Pacific Islands Applied Geo-science Commission (SOPAC), ADB, and IWA to establish a regional WOP-Pacific platform.

IWA is working with a concept of establishing a SIDS (Small Island Development States)-WOPs platform for the Pacific Islands, with Non-Revenue-Water (NRW), Water Safety Planning (WSP) and Disaster Preparedness / Response being some of the core themes for activities. The concept is being discussed with the PWWA, ADB and UN-HABITAT.

The SIDS programme might be coordinated with the WOP-LAC programme for the Caribbean Islands.

Two of the partnerships mentioned in Table 6 in section 5.2 Asia are taking place between operators in Australia and the Philippines respectively Viet Nam, facilitated by ADB:

Table 8: WOPs in Oceania

Recipient	Country	Mentor	Focus Area	Year
Hai Phong Water Supply Enterprise	Viet Nam	Yarra Valley Water (Australia)	Asset Management	2010
Metro Cebu Water District	Philippines	City West Water District (Australia)	Non-Revenue Water	2009

ANNEX 2 - Abbreviations and acronyms

ABRI	Advancing the Blue Revolution Initiative (USAID)
ACWUA	Arab Countries Water Utilities Association
ADB	Asian Development Bank
AfDB	African Development Bank
AfWA	African Water Association
AIDIS	Inter-American Sanitary and Environmental Engineering Association
AWF	African Water Facility
BGR	German Federal Institute for Geosciences and Natural Resources
BWA	Bulgarian Water Association
CASCWUA	Central Asia and South Caucasus Water Utilities Association
CDC	United States Centers for Disease Control and Prevention
CWW	City West Water, Australia
EBRD	European Bank for Reconstruction and Development
ECO-Asia	Environmental Cooperation-Asia (regional program of USAID)
EIB	European Investment Bank
ESAR-IWA	East and Southern Africa Region of International Water Association
FIPAG	Fundo de Investimento e Património do Abastecimento de Água, Mozambique
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit, Germany
GWOPA	Global Water Operators' Partnerships Alliance
HAP	Hashimoto Action Plan
IDB	Inter-American Development Bank
IFI	International Finance Institution
IWA	International Water Association
IWWA	India Water Works Association
JUSCO	Jamshedpur Utilities and Services Company Ltd. , India
MCWD	Metro Cebu Water District, Philippines
MENA	Middle East and North Africa
MDGs	Millennium Development Goals
MGD7	MDG No 7: Ensure Environmental Stability
MoU	Memorandum of Understanding
NEFCO	Nordic Environment Finance Corporation
NGO	Non Governmental Organization
NRW	Non-Revenue-Water (reduction)
NWSC	National Water and Sewerage Corporation, Uganda
NWSDB	National Water Supply and Drainage Board, Sri Lanka
ONEA	Office Nationale de l'Eau et de l'Assainissement, Burkina Faso
ONEP	Office Nationale d'Eau Potable, Morocco
PAHO	Pan-American Health Organisation
PIP	Performance Improvement Programmes
PPP	Private-Public Partnership
RDMA	Regional Development Mission in Asia (from USAID)
SAAWU	South African Association of Water Utilities
SABESP	Companhia de Saneamento Basico do Estado de São Paulo
SAWUN	South Asian Water Utilities Network
SEAWUN	South East Asian Water Utilities Network
SEDAPAL	Servicio de Agua Potable y Alcantarillado de Lima
SIAAP	Syndicat d'Assainissement de l'Agglomération Parisienne, France
SIDA	Swedish International Development Cooperation Agency
SNDE	Société Nationale des Eaux Mauritanie
SWC	Stockholm Water Company, Sweden

SWDE	La Société wallonne des eaux, Belgium
TA	Technical Assistance
UN	United Nations
UNU	United Nations University
UNDP	United Nations Development Programme
UN ESCWA	United Nations Economic and Social Commission for West Asia
UN-HABITAT	United Nations Human Settlements Programme
UNSGAB	United Nations Secretary General's Advisory Board on Water and Sanitation
UNW-DPS	UN-Water Decade Programme on Capacity Development
USAID	United States Agency for International Development
USEPA	United States Environment Protection Agency
WATSAN	Water and Sanitation
VEI	Vitens-Evides International, the Netherlands
WHO	World Health Organization
WOP	Water Operators Partnership
WSP	Water and Sanitation Program of World Bank
WSP	Water Safety Planning
WUP	Water Utilities Partnership

ANNEX 3 - Useful links

www.unsgab.org

www.unhabitat.org

www.iwahq.org

www.waterlinks.org

www.cascwua.org

www.seawun.org

www.sawun.org

www.afwa-hq.org

www.saawu.co.za

www.dwaf.gov.za

www.acwua.org

www.aidis.org.br

www.usaid.gov

www.adb.org

www.iadb.org

www.afdb.org

www.vitens.nl

www.nwsc.co.ug



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