



PROMOTION OF WATER OPERATORS' PARTNERSHIPS IN AFRICA AND ASIA-PACIFIC

**The Global Water Operators' Partnerships Alliance
UN-Habitat**



First Progress Report to OFID

November 2019

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I. Background of the initiative

GWOPA and OFID first collaborated in 2013 to implement a set of 9 WOPs in Africa in the areas of Non-Revenue Water Reduction, Service to the Poor, and Sanitation. These 1-year-long South-South partnerships led to a number of improvements within the beneficiary water utilities and, applying the approach described above, to the development of Performance Improvement Plans for the beneficiary operators to carry out in the subsequent 3-5 year period.

This initial collaboration between OFID and GWOPA led to good results but also offered useful experience that has informed this current, improved initiative. Learnings from the first OFID WOPs programme have led to the following adaptations in this new concept:

- Extend the WOP duration – Even in a short WOP, more time is required for implementation, including for careful partner selection, thematic priority setting and the formulation of agreements, in accordance with best practice. The total duration now proposed is 3 years, with 2 years of WOP implementation, 6 months of preparation and 6 months of documentation and dissemination activities.
- From Performance to Sustainability – the Performance Improvement Plan approach applied in the earlier WOPs is replaced with a Sustainability Improvement Plan (SIP) framework. This more comprehensive improvement framework is being introduced to help the beneficiary water and sanitation operators to recognize and maximize their contribution to the inter-related social, environmental and financial aspects of the Sustainable Development Goals at local level.
- Financial Impact – To increase the likelihood that the Sustainability Improvement plans will meet with financing following the WOPs, GWOPA will intent to get the involvement of International Financial Institutions in the review of SIPs.
- Best practices disseminated through inter-regional exchanges to boost the efficiency of the knowledge transfer happening during the projects through online Communities of Practice including also workshops and training for the 5 mentee utilities involved.
- Raising the bar for more efficient WOPs: from beginning to end, all WOPs in this collaboration will benefit from WOP Guidance material and tools, developed on the basis of GWOPA's global research, especially an online WOP project management tool including a monitoring module.
- Foster Mentee ownership - Not only mentors, but mentees shall take part in an initial training on WOPs approach and process. Mentors' and mentees' ownerships are an important factor in any WOP's success, and the initiation workshops provide an opportunity to build their commitment and leadership.
- Small investments in hardware can greatly increase the impact of short-term WOPs and improve diagnostic capacity for more fitting mid-term plans. Each mentee will have access to small funds in order support small investments in small infrastructure, renovations or

equipment (software, mapping or billing devices, lab equipment, etc.) as part of the Short-Term Action Plan implementation.

Taking into account these lessons learned from the 1st initiative, GWOPA had proposed OFID a new programme with the following components and features:

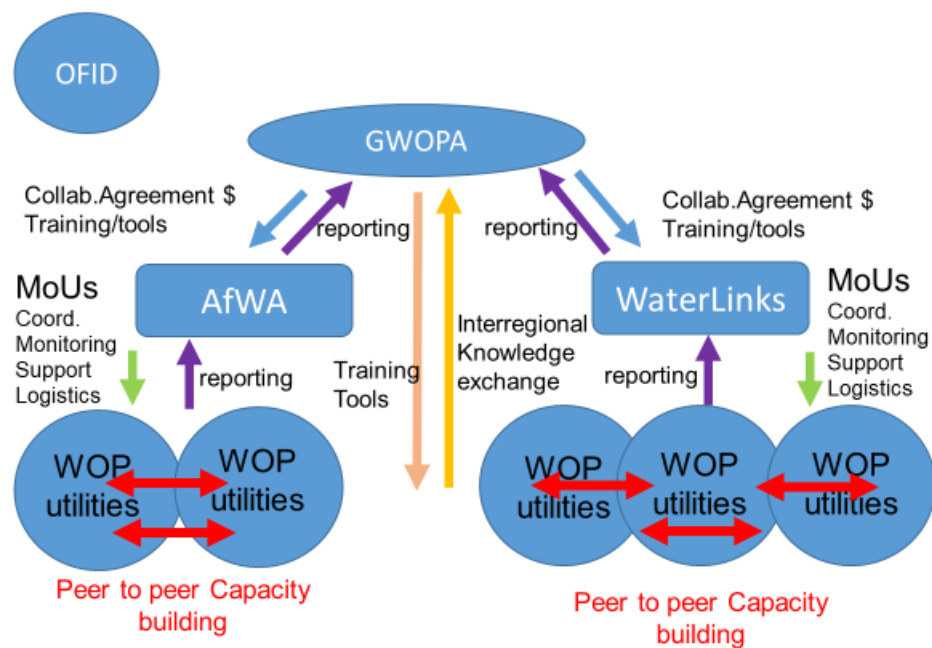
During the 2-year long partnerships between the 5 pairs of utilities, “mentor” operators will support “mentees” with capacity development and change implementation in high-priority areas, ranging from improving billing and collection to energy efficiency¹, assembled in Short Term Action Plans (STAPs). The STAPs will include a small investment component, such as a pilot project, to ignite long term changes towards sustainability.

Towards the end of the STAP implementation, the WOP partners will be supported to conduct a more thorough joint analysis of the causes and potential solutions to their performance shortcomings, and to develop Medium Term Sustainability Improvement Plans (MTSIPs) which would lay out a suite of longer-term improvement steps, combined with an investment component, to be implemented during a subsequent phase of improvement (lasting 3-5 years). To maximize potential for uptake, the MTSIPs will be developed, if possible, with the involvement of relevant banks or donors (including those who have already shown interest in investing in the beneficiary countries’ utilities).

Throughout the process, the WOPs partners are supported by GWOPA who coordinates the partnering processes, on WOPs approaches and best WOPs practice and who introduced the Sustainability Improvement Planning process, with relevant technical training on themes requiring deeper learning. Key staff from participating operators will share their learning and showcase their experience through online **Communities of Practice (CoPs)** under the **Collaborative Platform**. GWOPA has also put in place a **WOP Planning and Monitoring Platform (PMP)** which data will also be used for benchmarking the WOP projects.

To recapitulate, the new features are that the WOPs themselves are longer (twice as long, 2 years), there has been a preparation and a wrap-up phase added, as well as a small grant for each mentee and guiding services by GWOPA through online tools and direct guidance and the programme is co-implemented with GWOPA’s regional partners AfWA and Waterlinks.

¹ The OFID WOP Programme I themes included: Human Resources Development, Institutional Strengthening and Governance, Policy and Legal Support, Master Planning and Business Planning, Financial Management, Communication and Customer Relations, Billing and Revenue Collection, Non-Revenue Water (NRW) Management, Operation and Maintenance (O&M), Asset Management, Information and Communication Technology (IT), Extension of Water Supply Services, Extension of Sanitation Services, Expanding Services to Poor Households, Wastewater Treatment and Reuse, Sustainable Water Resources and IWRM, Water Quality Management and Water Safety, Water Demand Management, Energy Efficiency and Climate Change Resilience

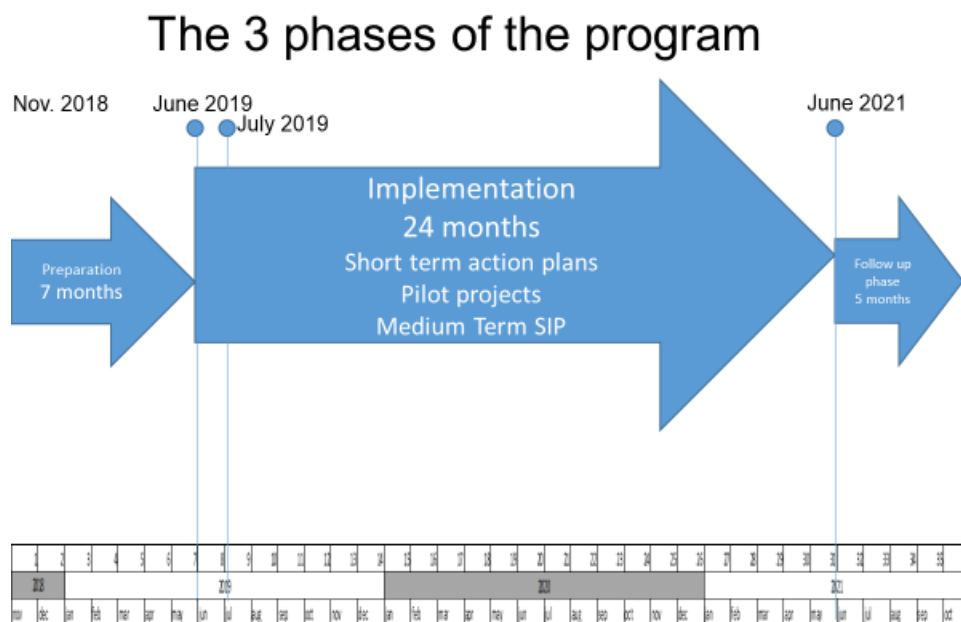
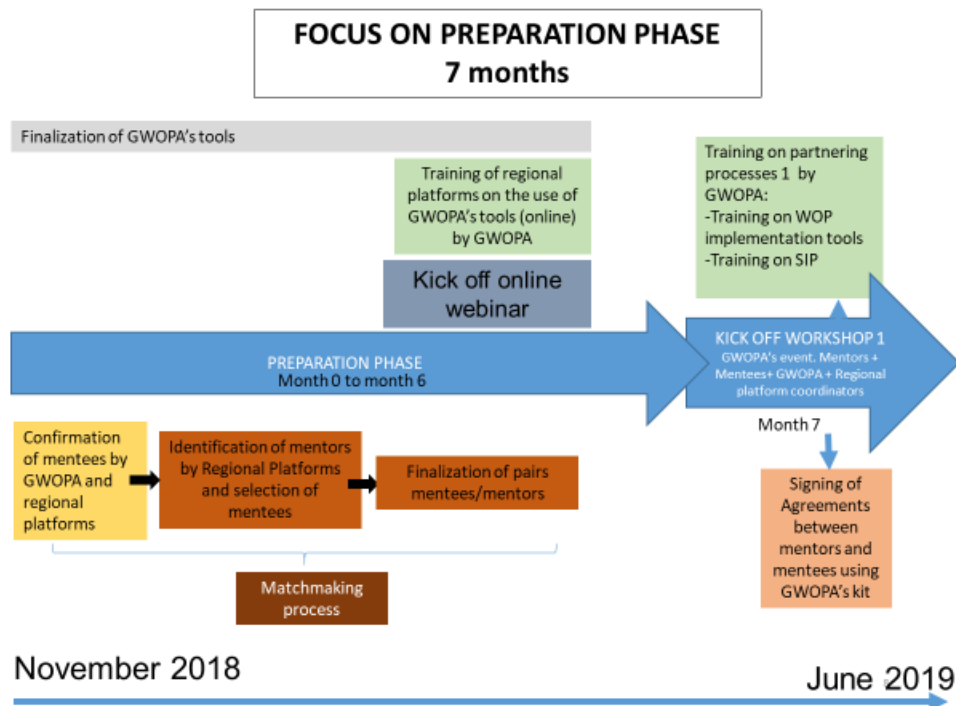


The programme can be described in three phases:

1. Preparation phase (6 months)
2. WOP Implementation phase (24 months)
3. Capitalization & Dissemination phase (6 months)

II. Preparation phase of the SIP WOP programme

OFID and UN-Habitat have signed the Contribution Agreement for the implementation of the program on the 6th September 2018, the first instalment of the funding was released on the 25 October 2018 and was available for GWOPA from the 21 November 2018.



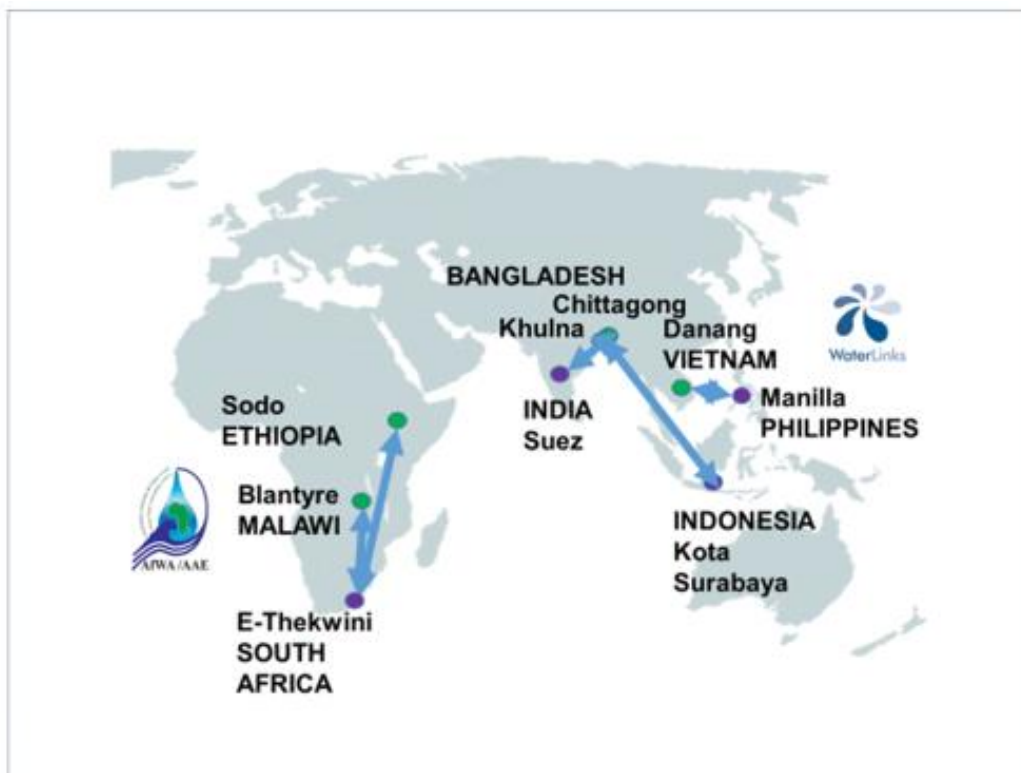
1. Finalization of the matchmaking process

In the first 7 months, GWOPA was busy with its co-implementing partners to confirm the pairs of utilities involved in the program, and to have them agreeing on the deliverables and results expected, as well as on the methodology followed. Once the pairs were finalized, GWOPA designed the planning of the projects, through agreements with the co-implementing partners, which included a work plan and time lines of activities, detailed budgets, monitoring framework and deliverables.

In Africa, the mentor finally identified is **eThekweni Metropolitan Municipality (eTMM), Water Unit, Durban, South Africa** which has already been engaged in previous successful WOPs funded by OFID and also in other WOP programs implemented by AfWA. eTMM has agreed to mentor the 2 mentees and has the capacity to do so. Regarding the mentees, **Blantyre Water Board**, Malawi, had confirmed its interest in benefiting from a WOP and renewed its commitment as planned. In Ethiopia, the mentee originally envisaged was Gondar Town Water Utility, but there were some internal discussions at ministerial level in Ethiopia to nominate **Welayita Sodo Town Water Utility** as the beneficiary utility of the WOP (see email to OFID dated 29/04/2019). Once the matchmaking was finalized, GWOPA signed an agreement with AfWA (date 20/05/2019) for the implementation of the program, in which AfWA is responsible for management of direct costs such as purchase of flying tickets for the utility staff involved from both mentor and mentee sides. AfWA is also responsible for the daily coordination and monitoring of the capacity building activities, under the guidance and supervision of GWOPA.

In Asia-Pacific, the programme has undergone some delay due to some difficulties in the matchmaking process (both for the mentees and the mentors). As GWOPA informed OFID (emails dated 29/04/2019, 30/04/2019) the mentee contacted in the Pacific, Samoa, through the Pacific Water and Wastewater Association, didn't confirm its interest for the program, since in the meantime the utility engaged in another partnership program. Another mentee utility was approached in another country in the Pacific, Marshall Islands, but OFID indicated that the beneficiary countries couldn't be modified. Therefore, GWOPA and WaterLinks explored the possibility of another mentee utility within Bangladesh and **Khulna Water Supply and Sewerage Authority** expressed its interest for the program (GWOPA informed OFID on the 06/05/2019 and on the 11/06/2019 by email).

Regarding the mentors for the program in Asia, the mentors originally contacted unfortunately withdrew, due to some institutional and managerial changes which had taken place in the meantime. WaterLinks mobilized its regional network of utilities and eventually identified **Suez India, Kota Surabaya- Indonesia** and **Manilla Water- the Philippines**. The mentor for the 2d utility from Bangladesh, Khulna, was only confirmed in August 2019. The pairs are as shown in the table below:



MENTEE OPERATORS			MENTOR OPERATORS		
COUNTRY	CITY	OPERATOR	COUNTRY	CITY	OPERATOR
AFRICA					
MALAWI	Blantyre	Blantyre Water Board	SOUTH AFRICA	Durban	eThekwini Metropolitan Municipality (eTMM), Water Unit
ETHIOPIA	Sodo Town	Welayita Sodo Town Water Utility	SOUTH AFRICA	Durban	eThekwini Metropolitan Municipality (eTMM), Water Unit
MENTEE OPERATORS			MENTOR OPERATORS		
COUNTRY	CITY	OPERATOR	COUNTRY	CITY	OPERATOR
ASIA					
BANGLADESH	Chittagong	Chittagong Water Supply and Sewerage Authority (CWASA)	INDIA	Delhi and other locations	SUEZ India
BANGLADESH	Khulna	Khulna Water Supply and Sewerage Authority (KWASA)	INDONESIA	Surabaya	Kota-Surabaya
VIETNAM	Da Nang	Da Nang Water Supply Company (DAWASCO)	THE PHILIPPINES	Manilla	Manilla Water Company

In addition to the finalization of the matchmaking process, GWOPA was also finalizing the development of the guidance tools which are to be used during the whole implementation phase of the programme.

2. Design of methodological guidance tools

In the first initiative implemented in collaboration with OFID in 2013-2015, GWOPA had developed some guidance material on Performance Improvement Plans (PIP).

On the basis of the lessons learned during this first initiative, the concept of PIP was reviewed and modified to reflect the priorities expressed through the Sustainable Development Goals and the Agenda 2030, which resulted in the adoption of a new concept: The Sustainability Improvement Plan (SIP), captured in the Sustainability Improvement Roadmap (a Guidebook). The themes included for the self-assessment diagnosis, which guides the development of the short-term action plans, have been reviewed and aligned with the rest of the guidance material, with significant additions in the good practice section (SIP manual attached), as well as in the monitoring section and the guidelines for the development of the SIP itself.

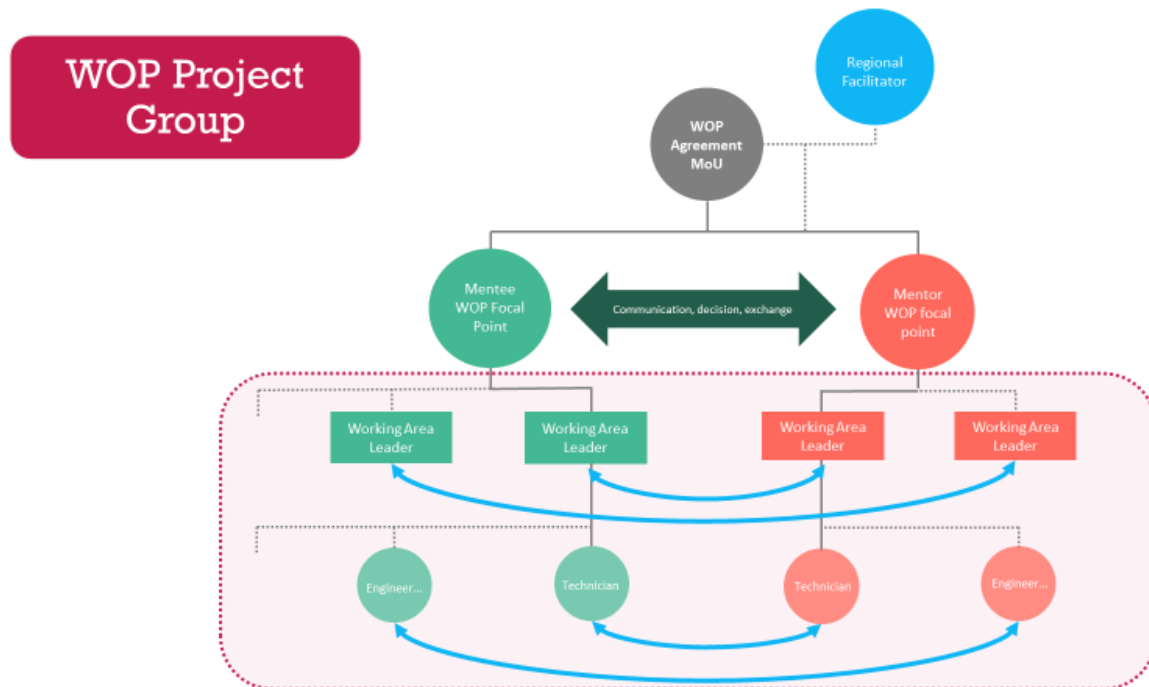
GWOPA also developed some training modules on partnering processes, under the BEWOP program in collaboration with IHE, which were used in training provided during the launching workshop held in Barcelona in June 2019, and in other subsequent online training events.

3. Development of the PMP tool

GWOPA has been developing a new tool to help the utilities during their WOPs: the **Partnership Management Platform**, which is a web-based platform that aims at supporting partners to plan, monitor, visualize the progress and easy report on their projects. The methodology applied to plan and monitor capacity, among others, allows a more visible tracking of the invisible but relevant changes that happen and organizational level as a result of the capacity development activities undertaking in the WOP. This aspect is very relevant and demanded by operators to be able to show that progress is happening despite maybe at times not yet visible in standard KPIs.



GWOPA has put in place the following set up for monitoring and reporting purposes for the WOP projects: the Short-Term Action Plans are composed of several Working Areas. Each Working Area has a Leader (or focal point), and each mentee team has a WOP focal point.



The Working Area Leaders have joined the WOP group on Workplace (see next section). They are the ones who collect the data for each Working Area, to be centralized by the WOP focal point who will enter it on the PMP. Here below a few screen shots showing the different phases of entering the data on the PMP and its functionalities.

PROJECT DESIGN

WOP project in Kabwe

Description and main objectives
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Project Dates
 Start: 2017-09-01 End: 2020-09-01

Association to platforms or programs
 WOP-Africa

Main organizations and their contributions

	In-cash	In-kind
Partner Water Operators		
Kabwe water operator	25000 \$	20000 \$
National Water and Sewerage Company Uganda	0 \$	70000 \$
Donors		
European Commission -Water Facility	300000 \$	0 \$
Other Organizations		

Working Areas
 Commercial & Physical Losses - NRW
 Customer Service

Members
 Test User1 53
 Test User10 53
 Test User12 53
 Test User14 53

Monitoring frequency
 Annually

PROJECT PLANNING

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Partnership Management Platform

Home Project Planning Monitoring Dashboard Working Areas Performance

Planning - WOP project in Kabwe

Project year 1 goes from June 01, 2017 to June 01, 2018

Project Outcomes

Commercial & Physical Losses - NRW

Activity	Starting date	Completion date	Target value	Responsible
Design a NRW plan	2017-07-31	2017-09-30	---	Test User1
Output: Draft NRW work plan complete for area 1	---	2017-08-30	1 others	-
Output: Introductory workshop for data collection and shared understanding organized	---	2017-08-18	1 others	Test User1
Output: Validation workshop for the plan organized	---	2017-09-30	1 others	Test User1
Activity: Training of staff in NRW reduction approaches	2017-08-28	2017-09-01	---	Test User10
Output: Trained staff	---	2017-09-01	30 people	Test User10
Activity: Update inventory of distribution network assets - Area 1	2017-09-30	2018-01-26	---	Test User10
Output: Full inventory of assets completed	---	2018-01-26	1 others	Test User10

Customer Service

Activity	Starting date	Completion date	Target value	Responsible
Create a procedure for registering, monitoring and follow up of customer complains	2017-08-31	2017-09-05	---	Test User12
Output: Procedure created and disseminated	---	2017-09-05	1 others	-

OUTCOMES PLANNING

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Partnership Management Platform

Home Project Planning Monitoring Dashboard Working Areas Performance

Planning - WOP project in Kabwe

Project year 1 goes from June 01, 2017 to June 01, 2018

Project Outcomes

Performance

Zone	Baseline date	Baseline value	Target value	Responsible
Area 1	2017-08	30	26 others	Test User1

Capacity

- Improved capacity in for Customer Service
- Improved capacity in for Commercial & Physical Losses - NRW

GWOPA UN HABITAT FOR A BETTER URBAN FUTURE

PROJECT MONITORING

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Monitoring - WOP project in Kabwe

Project year 1 goes from June 01, 2017 to June 01, 2018

Project year 1 Project year 2 Project year 3 Project year 4

Project Outcomes

Commercial & Physical Losses - NRW

Starting date Completion date Achieved/Target Next update

2017-07 2017-08 60 / 100 % 2018-06

Degree (%) Explanation Progress Main Obstacles Main Contributing factors

60 Search... Search...

Consideration for further planning Explain contributed and limiting factors

Update

Activity	Output	Starting date	Completion date	Achieved/Target	Next update
Design a NRW plan	Introductory workshop for data collection and shared understanding organized	2017-07	2017-08	1 / 1 others	2018-06
	Draft NRW work plan complete for area 1	2017-07	2017-08	1 / 1 others	2018-06
	Validation workshop for the plan organized	2017-07	2017-08	1 / 1 others	2018-06
Training of staff in NRW reduction approaches	Trained staff	2017-08	2017-09	100 / 100 %	2018-06
Update inventory of distribution network assets - Area 1	Full inventory of assets completed	2017-09	2018-01	99 / 100 %	2018-06

OUTCOME MONITORING

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Monitoring - WOP project in Kabwe

Project year 1 goes from June 01, 2017 to June 01, 2018

Project year 1 Project year 2 Project year 3 Project year 4

Project Outcomes

Utility Performance

Zone Baseline date Achieved/Target Next update

Area 1 2017-06 1 / 30 / 28 others 2018-06

Capacity

Improved capacity initial Customer Service

What is the change consolidation stage of this working area?

Stage 1 Stage 2 Stage 3 Stage 4

What are the specific changes perceived in this working area?

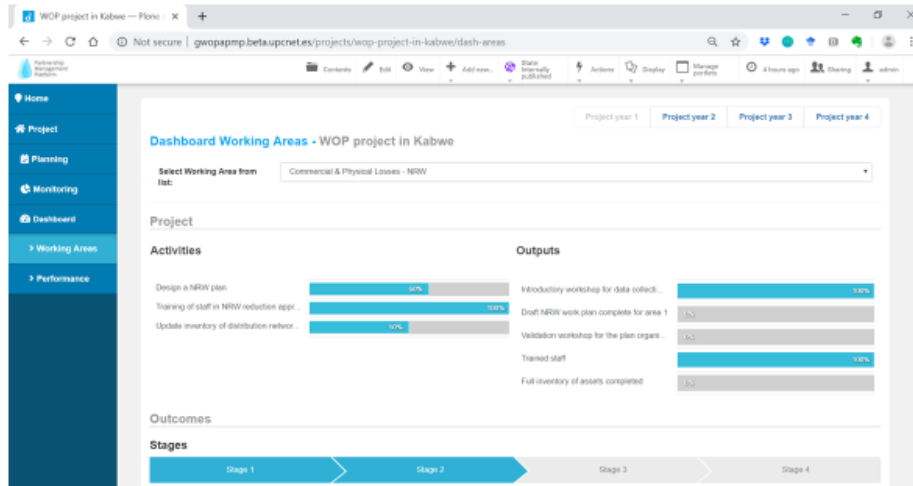
Mission & Strategy Leadership Organizational culture External resources Network / External relations

Systems Structure Management Information Infrastructure / Equipment Working methods

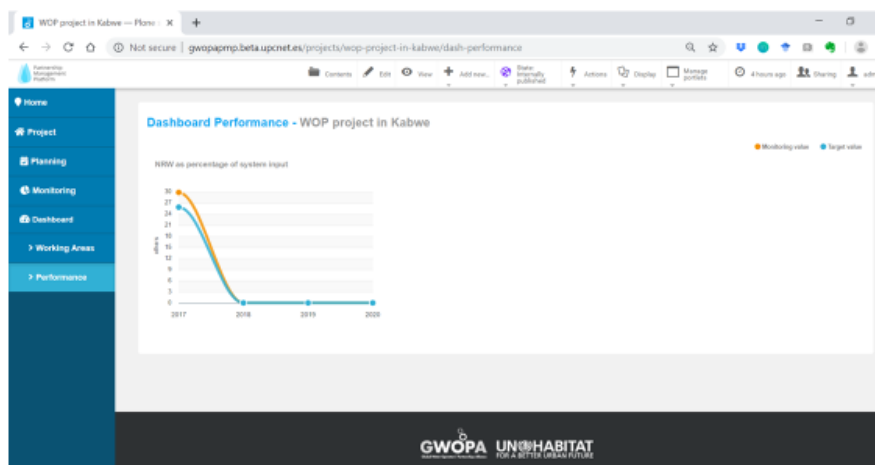
Knowledge & Skills Motivation Applied knowledge skills

Add other

WORKING AREAS DASHBOARD



UTILITY PERFORMANCE DASHBOARD



4. The online Collaborative Platform

For this new initiative, GWOPA wanted to create a Community of Practice, defined as “a gathering of individuals motivated by the desire to cross organizational (unit) boundaries, to relate to one another, and to build a body of action and knowledge through coordination and collaboration.”

GWOPA noticed that in the previous WOP projects, the practitioners were missing a convenient communications channel and platform, where they could post information, photos, programmes of the mission, daily short reports on their activities, interactions between mentors and mentees etc related to their own WOP project. The same channel was also missing for the whole programme community, meaning interregional exchanges between the WOP teams from Africa and Asia. For GWOPA, having such a platform is also a great asset since it allows us to get live feed from the teams while they are on mission in the field, and it is a source of information from which we can easily extract (and later on share) good practice documentation, pieces of news for our communication channels like our Newsletter and social media. The software is designed to foster secure communication and connection across desktop and mobile, using familiar features such as groups, chats, and video calls.

The collaborative platform will also host one or two interregional technical themed groups, which will be moderated by the mentors involved in the WOPs, GWOPA and the co-implementing partners AfWA and WaterLinks. The themes will be determined later during the implementation phase, on the basis of the priorities expressed by the mentees. GWOPA will hold an online poll through the Collaborative Platform to collect the ‘votes’ of the utilities.

Concretely, GWOPA opened a Workplace account and created 6 groups:

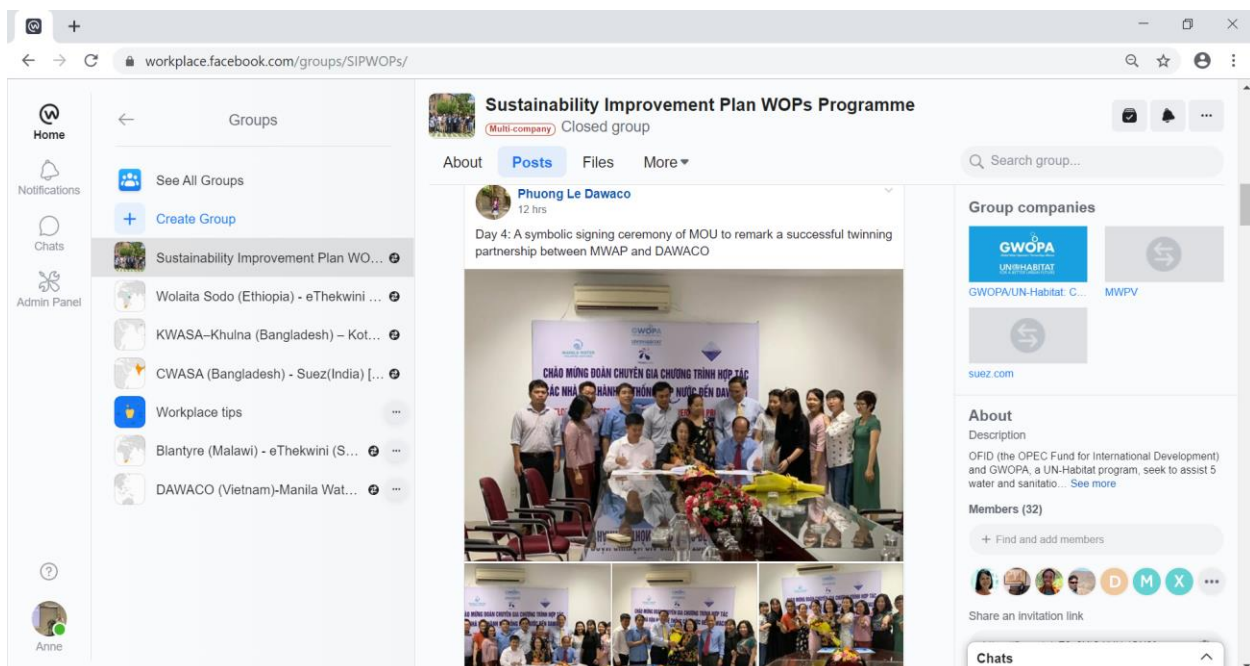
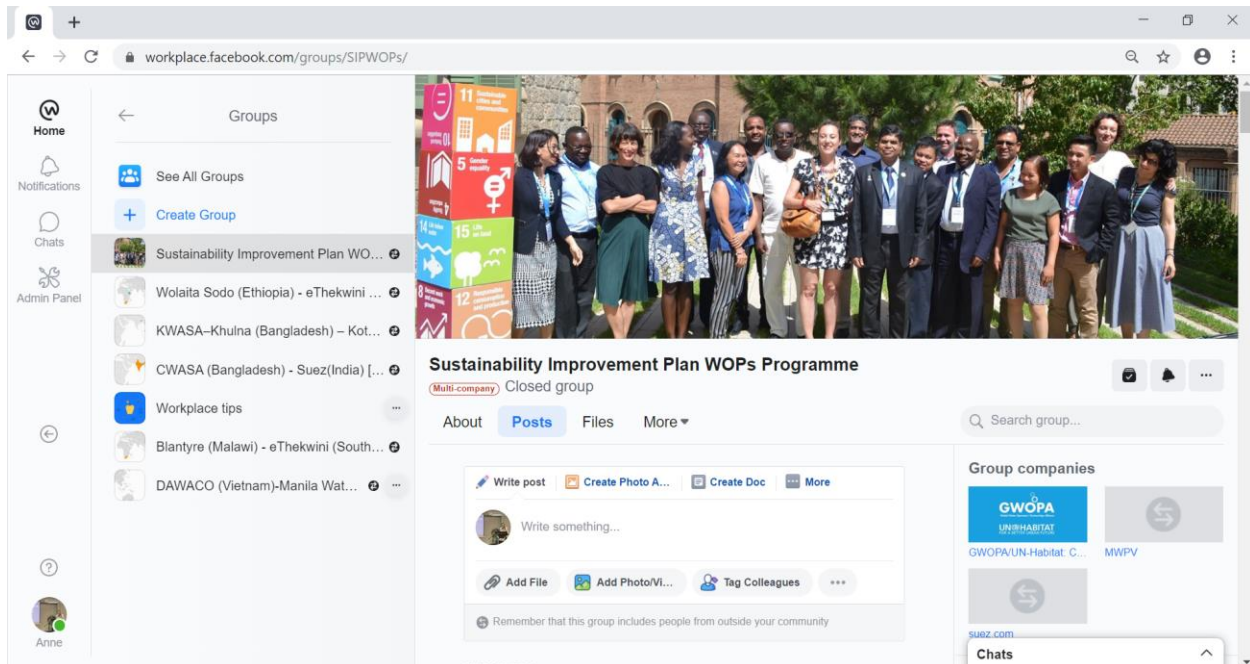
- One interregional group entitled SIP WOPs Program.
- One closed group for each WOP team (5 in total)



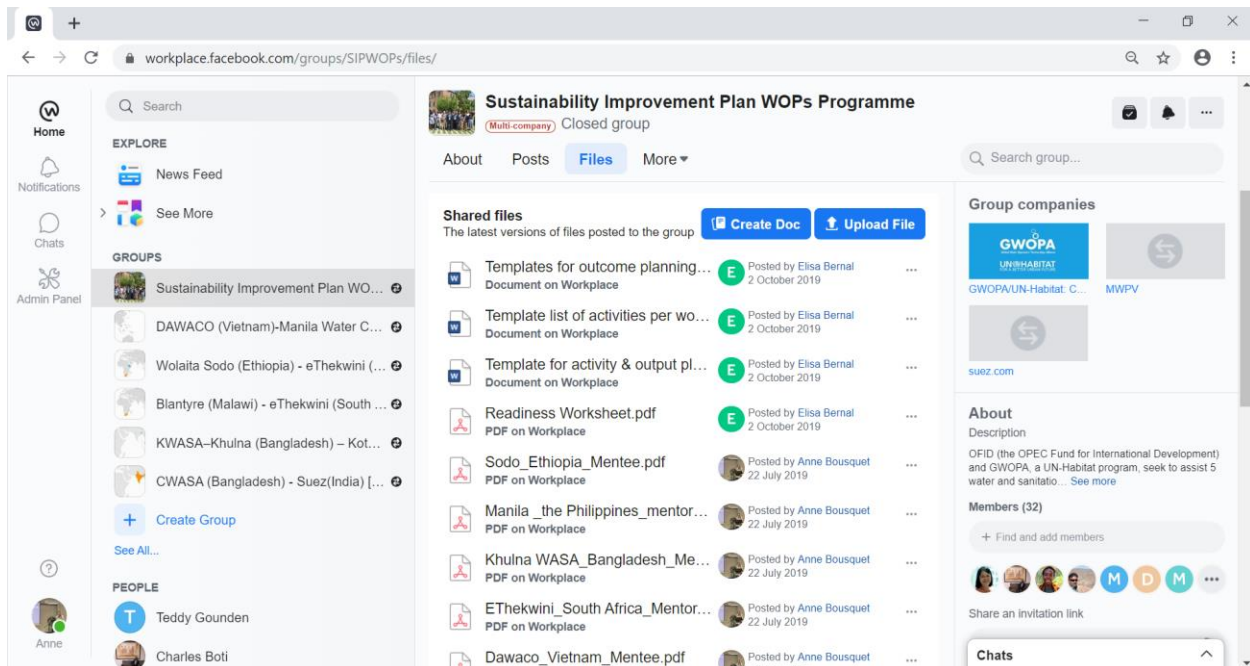
GWOPA invited all the utility staff involved in the WOP project as focal points to create an account and join their respective groups. A code-of-conduct, explaining the purpose of the Workplace groups, the type of posts and information expected etc. was shared with the participants. Instructions were also sent to the regional coordinators from the co-implementing partners in order to broaden the basis of users from the mentee utilities. As of now, GWOPA’s

Workplace has 38 users and the number is expected to increase when more working area Leaders from the mentee utilities will join.

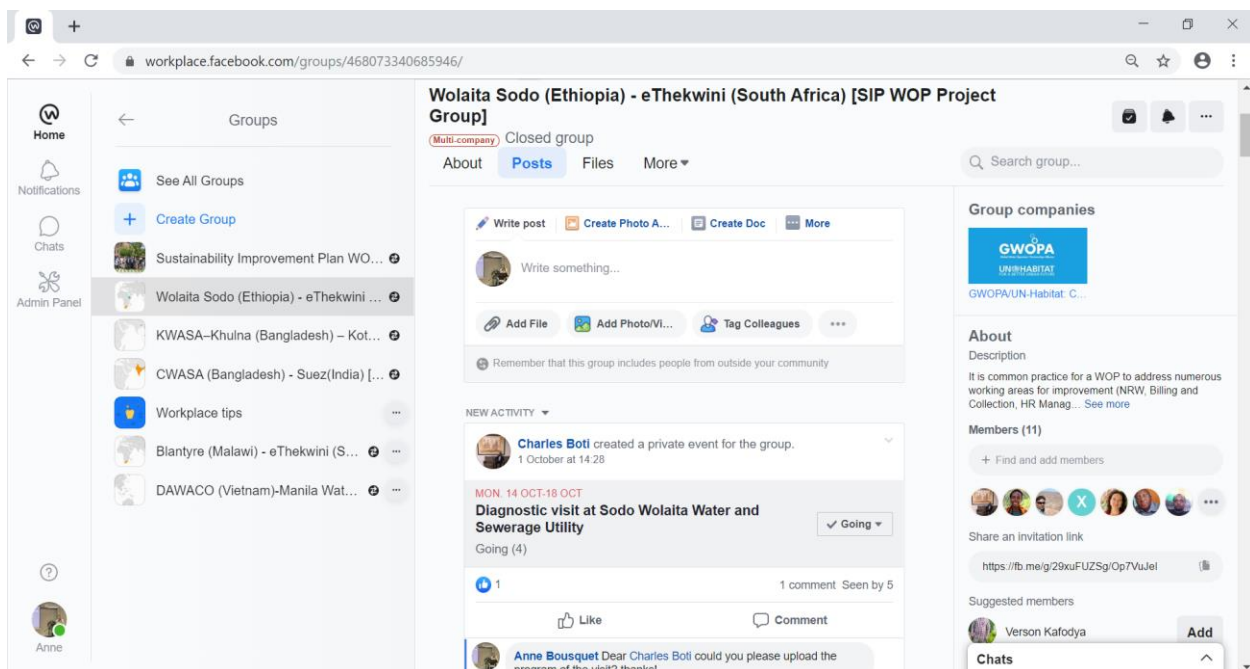
Screen shots of the main interregional group:

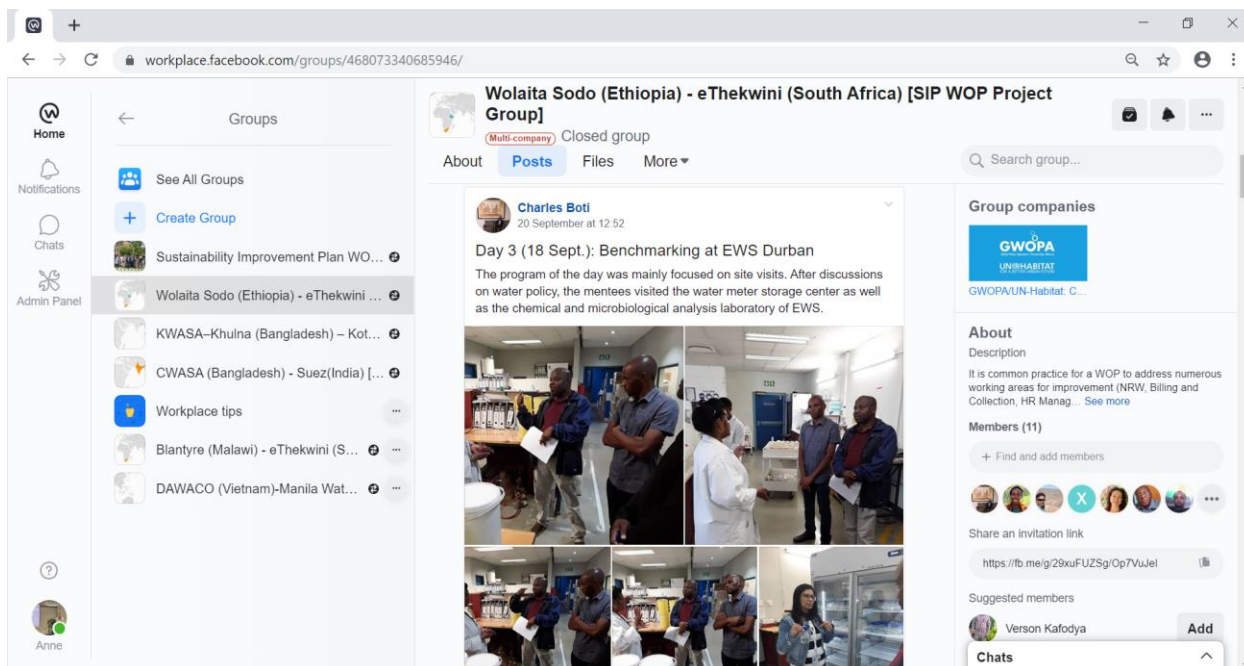


GWOPA is using Workplace to share all the important documentation with the utilities.



Screen shot of a closed WOP project group. WOP Wolaita Sodo (Ethiopia) – e-Thekwini (South Africa)





All those new tools and guidance material were developed by GWOPA through the BEWOP program, which is co-implemented with IHE Delft with funding from the Dutch Cooperation Agency DGIS. This important contribution to the program was included in the budget under ‘counterpart contribution’ presented in the proposal to OFID. This work mobilizes 50% of one of the professional staff of GWOPA, and 30% of the time of long term consultant, all funded through BEWOP.

5. Training of the co-implementing partners on the PMP and CP– May 2019

Early June, GWOPA gathered the co-implementing partners, AfWA and WaterLinks, for an online training on the use of the PMP and the CP; GWOPA also invited the other WOP platforms, WOP LAC (Latin America), CariWOP (Caribbean) and Perpamsi (Indonesia) to join the training, in order to maximise the feedback from the future users and to start streamlining the use of those new tools across the Alliance; The session lasted 2 hours online, specific training material was developed and the feedback included in adjustments of the tools and material. This training mobilized two GWOPA Professional staff and one consultant.

III. Launching of the implementation phase of the WOP program

1. Kick-off online workshop, May 2019

The initiation of the program was conducted in a series of 2 events; It was important to have a virtual introduction of the mentors and the mentees before the actual beginning of the project; as well as a workshop in presence with all the participants from both regions;

The online kick-off workshop served as an introduction to the objectives and methodology of the programme; First a general presentation on GWOPA was done, highlighting the mandate and the principles of WOPs, especially the spirit of solidarity of the Alliance, and the main elements of the GWOPA Code-of-Conduct for the mentors and the mentees: capacity building programs based on solidarity, peer-to-peer and participatory activities; The two co-implementing partners also introduced their own organizations

The participants were introduced to the various phases of the WOPs, the tools and methodology and the allocation of roles between the partners;

They were also explained the practical modalities of the projects: number of missions, logistics costs covered, reporting etc.

There was a session of Q&A for each item.

The online workshop mobilized 2 professional staff and 1 consultant of GWOPA, as well as the 2 regional coordinators of the co-implementing partners. It lasted 2 hours.

See the program and the presentations attached.

The video of the webinar is accessible [here](#).

2. Launching workshop and training in Barcelona, June 2019

Staff utilities from the two African mentees, Sodo Town, Ethiopia and Blantyre, Malawi; as well as the mentor team from e-Thekwini and the AfWA regional coordinator attended the 2 day workshop in Barcelona. From Asia, since the matchmaking process was not yet finalized, only the teams from Khulna Bangladesh; Da Nang Vietnam and Manilla Philippines, along with WaterLinks regional coordinator, could attend; the team from Chittagong was invited but couldn't make it due to the rejection of their visa request, in spite of GWOPA's efforts and communications with the Spanish Embassy in Bangladesh.

The workshop begun with an introduction to the WOP approach and participants were taken through group exercises, using the training material 'Readiness check list'. These exercises were meant to align the expectations of the different stakeholders and to agree upon the main objectives of the project and the means to achieve them.

GWOPA provided in depth training on the SIP process: how to prepare and lead a participative diagnosis of the mentee utilities, identify the priority working areas of the short-term Action Plans (STAP), how to develop those STAP and the Medium-Term Sustainability Improvement Plan;

On the second day, GWOPA trained the participants on the use of the tools; the participants were taught on the planning of the projects and on the monitoring tool; this training was done through group exercise and direct online manipulation of the tool;

The last training was dedicated on communications and reporting of the projects, with group and direct hands-on exercises on the Workplace Collaborative Platform.

All the participants also presented on their own utility so that mentors and mentees could start getting to know each other better.

The training material used; as well as the program and the list of participants is attached.

GWOPA repeated the training in September 2019 for the benefits of the Bangladeshi mentee staff, Chittagong, and the team from the mentor Suez India, who were not able to join the June workshop, as well as for additional participants from e-Thekwini and AfWA upon their request. This training was condensed into a 2 hour online session.

Tuesday 25th - day 1	
	Subject
8h30-9h00	Arrival at Saint Pau, welcome coffee
9h00-9h15	Welcome words, presentation of the agenda
9h15-9h35	Overview of the initiative
9h15-9h40	Round of introduction of participants including GWOPA's team
	Ice- breaker: Expectations exercise (15mins)
9h40-10h20	Group reporting and discussion (15mins)
10h20-10h50	Presentations of Blantyre and Sodo Town
11h50-11h10	Coffee break
11h10-12h30	Are you ready for the WOP? Sensitization on the conditions necessary for a good WOP
12h30-12h50	Presentations of the mentors, Durban and Manila Water
12h50-13h00	Q&A
13h00-14h15	Lunch break
14h15-15h15	Presentation on SIP
15h15-16h15	Group work on development of the Action Plans
16h15-16h30	Coffee break
16h30-16h45	Presentation on Da Nang, Vietnam
16h45-16h50	Wrap-up

Wednesday 26th - day 2	
9h-11h	Presentations of draft Short Term Action Plans by utilities and discussion
11h-11h30	Presentations Chittagong and Khulna (Bangladesh)
11h30-11h50	Coffee break
11h50-12h30	Collaborative platform training
12h30-13h15	Training on the PMP - part 1
13h15-14h30	Lunch break
14h30-15h30	Training on the PMP
15h30-15h45	Coffee-break
15h45-16h30	Training on the PMP
16h30-16h45	Wrap up and way forward - signing of MoUs if possible

3. Activities implemented on the field

AfWA and the African WOPs have started earlier than the Asian ones, since the matchmaking was finalized as soon as May 2019. In Asia, the diagnosis visits have only started in October 2019 and will progressively take place between October and December 2019. In Africa, the diagnosis process has been split into 2 phases, with the benchmarking visit in between.

Under GWOPA's guidance, the WOP teams in Africa and Asia have adopted the same diagnosis approach that is also described in the SIP guidebook. Templates of diagnosis visit program were shared by GWOPA, as well as check list of documentation to gather in advance. During the diagnosis visit, GWOPA requested the teams to lead a participatory assessment through workshops and side visits over 5 days. The workshops have allowed the teams to decide on the working area priorities to be included in their Short-Term Action Plan. GWOPA also guided the teams on how to develop those STAPs and to design the planning and monitoring framework for those through the PMP.

Africa

Launching visits in Blantyre and Sodo Town

A detailed report of the two launching visits is available. Those visits were mostly dedicated to introducing the teams to each other and to get buy-in from the staff and from different categories of stakeholders, in order to gather political support (local governments and ministries).

1st to 5th August: first part of the diagnosis visit in Sodo Town (WSWSSSE) Ethiopia



6th to 8th August: first part of the diagnosis visit in Blantyre, Malawi



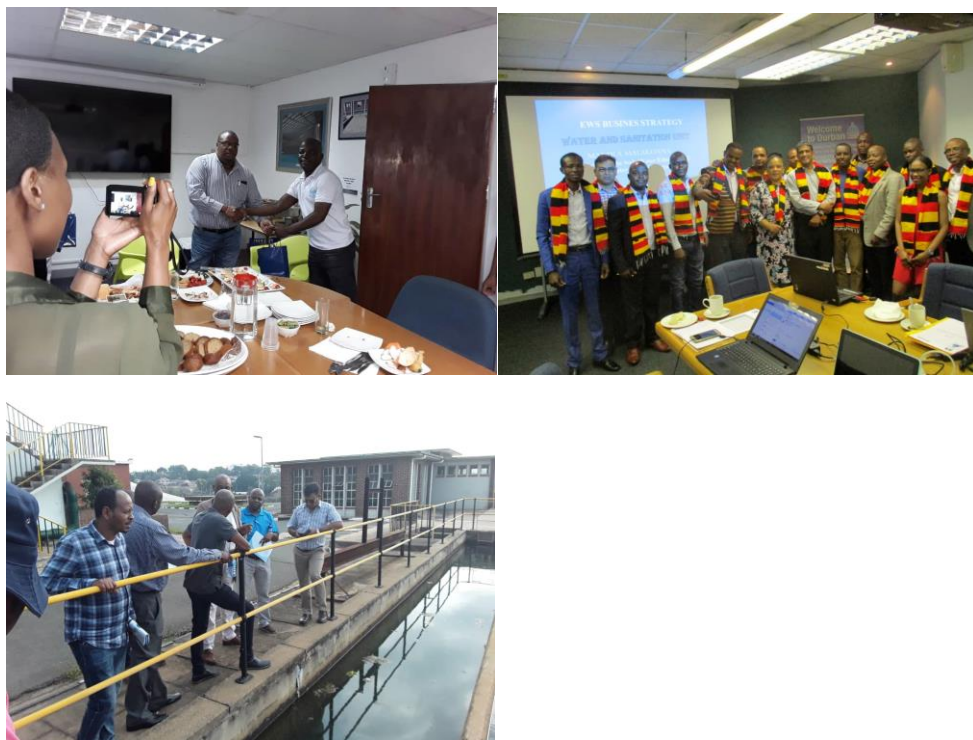
MoU ceremony between EWS and Blantyre Water Board representatives and site visit

Benchmarking visit from mentees Blantyre and Sodo Town to Durban, South Africa
16th to 20th September 2019

The Benchmarking mission aimed at conducting a good practice exposure visit at the eThekweni water and sanitation unit in Durban, South Africa. This mission focused first on presentations on the best practices developed by EWS which were completed by field visits. After that, EWS accompanied both groups of mentees and facilitated other specific visits.

On Day 1, there were presentations to mentees of EWS departments (EWS communication Strategy, Community outreach and education, call center, contact center set up) and visit to the call center and room control. On Day 2, the mentor focused on modeling and the use of Geographical Information Systems (GIS) in planning, on Non-Revenue Water and asset management system. The teams visited the drinking water treatment plant of Umgeni. At the treatment plant, the visitors were offered small token of appreciation, materializing the solidarity and friendship spirit between the operators involved. On Day 3, the program of the day was mainly focused on site visits. After discussions on water policy, the mentees visited the water meter storage center as well as the chemical and microbiological analysis laboratory of EWS.

The rest of the visit was dedicated to classroom training on monitoring and planning for the WOP projects.



After the visit, the participants filled out an [online questionnaire](#) to give their feedback. The main working areas that caught the mentees' attention are the following:

	Wolaita Sodo Water Supply and Sewerage Services Enterprise (WSWSSSE)	Blantyre Water Board (BWB)
Points of interest	<ul style="list-style-type: none"> - Call Center / Control Center - Non- Revenue Water - Modelling and using GIS for planning - Pumping station operations / Energy Efficiency - Billing Collection Efficiency - Energy saving technics 	<ul style="list-style-type: none"> - Call Center / Control Center - Billing Collection Efficiency

These areas could be the ones selected for the Short-Term Action Plans and the Medium-Term Sustainability Improvement Plan. This will be confirmed at the end of the diagnosis process.

Diagnosis visits in Blantyre and Sodo Town

14th October to 18th October: 2d part of the diagnosis visit in Sodo Town

The visit started in Addis Ababa at the Water Development Commission office of the Ministry of Water and Irrigation where a detailed presentation of the SIP WOP project was made by

WWSSSE. After that, the team of EWS moved at Wolaita Sodo where they started field visits on Tuesday 15th to Thursday 17th morning.

The last 2 days (Thursday afternoon and Friday) focused on discussions on the importance of each of working area (WA) and their selection for the Short-Term Action Plan. The WA selected are the following:

1. Operation & Maintenance (OM)
2. Commercial & Physical Losses (NRW)
3. Expanding Services to poor Households (PH)

For each of those 3 working areas, a SWOT analysis was conducted, and a Short-Term Action Plan was drafted. The final action plan has not been shared yet with GWOPA. As soon as the final version is received, GWOPA will send OFID an update on the contents of the action plans.



21st October to 25th October 2019: 2d part of the diagnosis visit in Blantyre

The diagnostic visit at Blantyre Water Board (BWB) started with a detailed presentation by BWB (mentee) and the mentee team took the EWS team from Durban started for field visits. It was important that the mentor could experience the reality of the operational context of the mentee, from a pumping station to a zone center to a customer office. These are the sites which were visited:

- 1-Chileka Pumping station
- 2-Kudya Service Centre
- 3-Limbe Zone Office

The last two days focused on discussions on the importance of each of working area (WA) and their selection for the Short-Term Action Plan. The WA selected are the following:

1. NRW
2. Water Demand Management
3. Customer Service

For each of those 3 working areas, a SWOT analysis was conducted and a Short-Term Action Plan was drafted. The final action plan has not been shared yet with GWOPA. As soon as the final version is received, GWOPA will send OFID an update on the contents of the action plans.



Asia

In Asia, only the first diagnosis visit of the mentor from Manilla (MWAP, Philippines) took place in Danang (DAWACO, mentee, Vietnam) from the 8th to the 11th October 2019, with the coordination of two staff members of GWOPA's co-implementing partner WaterLinks.

Diagnosis visit in Danang, Vietnam

There were four (4) Working Areas (WA) identified to be the focus of the partnership between MWAP and DAWACO as follows:

1. Non-Revenue Water (NRW)

Under this WA, there are 2 major activities to be implemented: calculation of water balance and DMA Management Program. While the overall NRW level of DAWACO is an impressive 14%, several DMAs or district management zones reflect higher NRW levels. As such, NRW management activities will be implemented in Hai Chau Branch of DAWACO with the objective of reducing NRW by 3-4% in 2 pilot DMAs from 29.87 % and 29.71%, respectively including the training of at least 25 staff in various aspects of NRW management. Moreover, it was observed that knowledge of DAWACO staff of internationally accepted best practices in NRW management

is not strong i.e. calculating the water balance under IWA-approved process, hence, there is a need to improve staff capacity on this for better management of NRW in future.

2. Asset Management (AM)

For this WA, the objective is to develop an Asset Register for Cau Do Water Treatment Plant as this supplies 82% of DAWACO's requirement and is therefore deemed a critical asset. There is currently no asset management program but an excel file of all assets exist which was developed with the assistance of Vitens Evides 10 years ago. The excel-based program, FMECA, developed by Vitens Evides was not updated and is no longer in use. There is also a listing of assets for the Cau Do treatment plant which was turned over by the developer. Implementation of an asset management program in Cau Do Water Treatment Plant along with an asset replacement program and the training of 15 staff on this will help DAWACO better manage their system, prevent breakdowns and anticipate failures of assets. For the medium-term, DAWACO aims to develop an asset replacement program for all their critical assets.

3. Customer Service (CS)

For this WA, the objective is to establish a Call Center, develop a customer complaints database and customer service standards and protocols. DAWACO also wants to conduct a customer service satisfaction survey which will be piloted at Hai Chau branch (same area as NRW WA). Currently, customer complaints are logged manually in notebooks but there is no system of analyzing these complaints. Information from these complaints could help DAWACO's operational teams better manage the system but the information is currently not used as such. The customer complaints database will enable DAWACO to analyse this data, feed into the operational departments to better understand failures in the system, burst frequencies in the pipeline, pressure fluctuations in the network, among others. There is also no dedicated hotline for customer complaints and customers call various numbers to lodge complaints making tracking of complaints difficult. The training of 10 staff on customer service standards and protocols will be included. It bears noting that DAWACO has passed the decision to establish the call center even before the WOP. It is the intent of partners to improve on this decision with the assistance of the mentor. For the medium-term, DAWACO will conduct regular customer satisfaction surveys for all customers in their franchise area.

4. Human Resources Development (HR)

DAWACO currently does not have a system for human resources development i.e. performance-based incentives and regular staff skills enhancement. As such, they wish assistance in the development of four (4) activities that will be implemented under this WA: i) development of KPIs for DAWACO as an organization; ii) development of guidelines for annual staff evaluation; iii) implementation of annual staff evaluation for mid-managers; and iv) development of a training plan for DAWACO staff. For the medium-term, they wish to develop annual KPIs for each staff linked to the overall KPI of DAWACO as an organization.

The benchmarking visit of DAWACO to Manilla is planned for early next year, 6-10 January 2020.



4. Next steps for the WOP programme

On the field, both in Asia and in Africa, the teams have to finalize the design of their Short-Term Action Plans - which are still to be shared with GWOPA- and start their implementation;

In Africa, the teams have to plan for the next visits; which will be a mix of specific training activities on the priorities selected and monitoring of the first activities included in the STAP. They will also enter this data on the PMP and report to GWOPA.

In Asia, by the end of the year 2019, two other diagnosis visits will take place, in Chittagong (November 18 -22) and in Khulna (December 1 to 5) in Bangladesh. As for the African teams, the teams from Asia will finalize their action plans and share them with GWOPA, as well as enter the data in the PMP.

GWOPA will review all the action plans and will provide technical assistance on the contents, as well as further guidance on the planning and monitoring aspects through the PMP.

GWOPA will also share with all the teams the 1st benchmarking report which will present the various action plans and will provide comparison between the various activities and approaches proposed.

On that basis, early 2020, GWOPA will organise an interregional webinar for all the teams.