

## MENTEE

**Water Authority of Fiji**  
(WAF) Fiji

National water and sanitation utility of the Republic of Fiji

## MENTOR

**Hunter Water Australia**  
(HWA) Australia

Technical and operational consulting company of Hunter Water Corporation

### GENERAL DATA

**144,000**

**WATER CONNECTIONS**

(98% urban, 58% rural)



**227,695**

**WATER CONNECTIONS**

96% (Hunter Water Corporation)

**927**

**SANITATION CONNECTIONS**

(27% coverage)



**215,748**

**SANITATION CONNECTIONS**

92% (Hunter Water Corporation)

### MOTIVATIONS

Strengthen human resource capacity  
Become autonomous from external support  
Motivate staff  
Improve service delivery

Raise staff motivation  
Develop soft skills  
Reality check  
Improve image

### SUPPORTING THIRD PARTY

Partners were brought together through the Pacific Water and Wastes Association (PWAA). The Asian Development Bank (ADB) accepted a proposal made by PWAA to fund the WOP and actively participated in the diagnosis visit.

**GWOPA**  
Global Water Operators' Partnerships Alliance

**UN HABITAT**  
FOR A BETTER URBAN FUTURE

**UNESCO-IHE**  
Institute for Water Education

## WATER OPERATORS' PARTNERSHIPS

WOPs are peer-support arrangements between two or more water and sanitation operators, carried out on a not-for-profit basis with the objective of strengthening operator capacity.

## BEWOP

Boosting the Effectiveness of Water Operators' Partnerships (BEWOP) is a 5-year research, operational support and outreach initiative aimed at boosting the effectiveness of Water Operators' Partnerships around the world.

Launched in September 2013, BEWOP is a collaboration between leading water sector capacity development institute, UNESCO-IHE, and UN-Habitat's Global Water Operators' Partnership Alliance, the organization leading the global WOPs movement.

This project has been made possible by the support of the Dutch Ministry of Foreign Affairs (DGIS).

This fact sheet is part of a series summarizing WOPs cases being studied in order to draw lessons and guide better practice.

## FIND OUT MORE

[BEWOP.org](http://BEWOP.org) | [#BEWOP](https://twitter.com/BEWOP)

[GWOPA.org](http://GWOPA.org)

### WOP FACTSHEET

## BEWOP



WATER OPERATORS' PARTNERSHIP BETWEEN

**Water Authority of Fiji**  
(WAF) Fiji

**Hunter Water Australia**  
(HWA) Australia

TARGETED IMPROVEMENTS ON

Non-revenue Water | Water System Modeling | Business Case Planning  
Energy Efficiency | Waste Water Treatment

# TIMELINE



**October**  
CEOs of both utilities met in New Zealand during a conference organized by the PWWA.

**February**  
Diagnosis visit in Fiji with experts from HWA and ADB. Formulation of work plan for six improvement tracks.



**March**  
Signature of the Memorandum of Understanding.



Implementation of all activities with quick results.



**February**  
HWA assessment visit to Fiji.



Extension of the WOP and renewed commitment from the ADB.



## COST

2015 renewed support by ADB

ASIAN DEVELOPMENT BANK	WAF	HWA
WOP ACTIVITIES US\$ 50,000	STAFF TIME	STAFF TIME
— US\$ 50,000 —		

## APPROACH

Partners focused on six priority areas following a dynamic and participatory diagnosis, which resulted in an ambitious one-year work plan. The management of the WOP was informal however followed the initial plan. Classroom and on-the-job training, frequent remote exchanges and operational assistance visits allowed for the expected objectives to be achieved. This inclusive and novel approach was conducive to rapid change and progress.

## IMPROVEMENT TRACKS

**Non-revenue water:** reduce non-revenue water in an economically rational way and increase WAF financial sustainability.

Greater focus on water-flow monitoring with an intensive meter installation plan through investments. NRW reduced from 51% to 49% between 2013 and 2014.

**Water system modeling:** develop a hydraulic pilot model system and train WAF staff to be autonomous in building and using such models.

Two staff are now able to build models and six others trained internally. All new works are now tested through the model before implementation.

**Business case planning:** train key WAF staff to better understand service standards and business case development to support the strategic planning unit.

Enhancement of strategic management. Increased capital funding. Business cases now prepared for all new expenditures over FJ\$2000.

**Energy efficiency:** train WAF staff to undertake energy efficiency audits, potentially reduce energy bills.

Staff trained on energy-saving measures. Reduction in electricity usage of around FJ\$2.7 million.

**Waste water treatment:** analyze and report issues on a pilot plant and implement feasible recommendations.

A number of corrective actions completed and funds available to further implement the work plan. Staff skill development.

**Laboratories review:** review working procedures and support the laboratories development activities.

Actions promoting improved laboratory processes and efficient investments in new equipment. Integration of new working methods.

## CHALLENGES

**Time:** strengthening individual staff capacity and organizational structure in such short period was challenging.

**Capacity assessment:** no methods established to effectively and impartially assess capacity or capacity built through the WOP.

**Attribution:** identifying which success factors are linked to the WOP and which are linked to other factors.

## SUCCESS FACTORS

**Diagnosis of needs:** an open and participatory diagnosis enabled identification of the priority issues. Appropriate sequencing between analysis and formalization.

**Strong relational capital:** the trust between CEOs impacted positively on levels of the partnership.

**Effective use of distance communication tools:** web-conferencing facilities helped to optimize the use of available resources, prepare visits and follow-up remotely on activities.

**Inclusiveness:** effort was made to include staff from diverse management and technical levels, cultural background, age and gender in all activities.

## WHAT THEY SAID

"The WOP is our baby, and we want it to be a success... If you have the right attitude, you can learn anything."

**Opeteia Ravai, CEO at WAF**

"There is nothing like getting a tap on the shoulder at the end of the conference from a big former front rower from a Pacific nation saying 'how about we twin'."

**Jim Keary, CEO at HWA**

"The management has been very supportive in our learning process. We also had an awesome teacher... We are now in an autonomous learning phase and desire to learn more by ourselves."

**Seru Soderberg, Acting manager, trained in water modeling, WAF**

"WOPs are an excellent way of whetting the appetite of recipient utilities, to see that things can be done differently."

**Niels van Dijk, ADB consultant**