





Tools

Tool 1. WOPs Readiness Scan

Bewop Tool Series | Process Tool

 <p>30-60 mins</p>	 <p>Mentee</p>	 <p>Mentor</p>	 <p>Facilitators</p>
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What and Why?

The WOP Readiness Scan is an organizational awareness tool that can help prospective mentor and mentee utilities identify areas that need special attention before the project advances.

This exercise will help mentor or mentee utilities to:

- Understand pre-existing factors that support WOP success
- Identify readiness challenges that need to be addressed
- Identify readiness opportunities that can be seized
- Begin preparing for the partnership

The scan does not generate a “yes/no” answer about whether a utility is ready for a WOP, rather it is meant to help partners understand what pre-existing factors make a WOP work well and what factors can be addressed before the WOP begins. Most aspects of ‘readiness’ can be actively developed. Where a utility sees that it is unprepared in any area, it can generally act to overcome it, or mitigate its risk to the WOP. The scan also helps utilities pay attention to existing opportunities that they can harness for the benefit of the WOP.



How to use the tool?


Ideally, the prospective mentor or mentee utility should carry out this exercise before establishing the partnership. If you are already in the early stages of a WOP, this tool is still applicable, but each utility should do the exercise individually. The checklist can be done internally by the Utility General Manager, together with other relevant managers or pre-identified WOP Focal points.

After Indicating to what extent each statement describes your organization - **Yes**, **Somewhat**, **No** or **Not Applicable (N/A)**, users should spend time discussing and noting down their reflections on how the utility could build on the organizational conditions they consider to be challenges, and how they would choose to maintain current strengths.

We encourage you to answer honestly, even if you do not like the answer. The idea is not to present the utility as problem free before deciding to engage in a WOP, but rather to be prepared and self-aware.

Facilitators using this tool can guide potential WOP participants through the checklist in a question and answer format and assist utilities to articulate and priorities their actions before they advance to the matching phase.

AREA	STATEMENTS	DO THESE STATEMENTS DESCRIBE YOUR ORGANIZATION?				REFLECTIONS
		YES	SOMEWHAT	NO	N/A	
 BUY-IN						
AWARENESS/ MOTIVATION	The utility and its staff have a clear understanding of what a WOP is and how it can help improve capacity and performance.					
	The utility and its staff see benefits to engaging in the WOP.					
TOP MANAGEMENT	Top management is likely to back the WOP and align resources in support of its objectives.					E.g. If 'YES': Discuss ways that the utility can ensure on-going Management support that will boost the effectiveness of the WOP in terms of access to finance, staff's capacity to engage and the quality of the project design and implementation.
MIDDLE MANAGEMENT SUPPORT	Middle management are willing and able to actively engage in and support the WOP.					
OPERATIONAL LEVEL SUPPORT	The relevant technical staff are willing and able to actively engage in the WOP.					
UNIONS	The utility can count on the support of workers unions to engage in a WOP.					
EXTERNAL ACTORS	The utility is engaging as relevant, and able to address concerns from, external stakeholders such as customers, regulators or local institutions from a related sector.					E.g. If 'SOMEWHAT': Identify those stakeholders whose opposition to the WOP would greatly affect the project's success. Identify measures to initiate and strengthen key relations.
 SUPPORTING STRUCTURES/PROCESSES						
BUDGETING	The utility can access budgets for WOP activities or equipment as needed.					
INVESTMENT (RELEVANT FOR MENTEES ONLY)	The utility has an investment plan in place. Opportunities to connect the WOP with investment activities have been explored. There is a list of ongoing and upcoming investment activities.					E.g. If 'YES': The partnership will be linked directly to an on-going water and sanitation infrastructure investment program.

AREA	STATEMENTS	DO THESE STATEMENTS DESCRIBE YOUR ORGANIZATION?				REFLECTIONS
		YES	SOMEWHAT	NO	N/A	
STAFF MOBILIZATION	It is possible to identify and avail the right staff for the WOP without compromising their current functions.					If yes, how can you make the most of this in your WOP? If no, how can you overcome or reduce this challenge? Note any other consideration
LOGISTIC AND OR FACILITATION SUPPORT	Support is available to help organize WOP logistics such as travel and itineraries for visits. Space is available for meetings and training as well as the facilitation of ground transportation, and the guidance of WOP counterparts in the hosting country.					
MANAGEMENT STABILITY	The management direction is unlikely to change radically. The management of the utility is driven by strategies rather than individuals.					E.g. If 'NO': A WOP that begins in the middle of a major restructuring might be a waste of energy, since new knowledge and processes might not have the time to take root before utility staff are moved elsewhere. It may be worth postponing the WOP just a few months, allowing management to take advantage of the process.
WORKING CULTURE	Staff are willing to collaborate and co-develop together with their peers. The organization supports transparent information sharing and open communication exchange.					
 BEYOND THE UTILITY						
STABILITY	There is little risk of major political or other external disruptions that would slow down or block the WOP.					
ENABLING ENVIRONMENT	The utility is legally permitted to do WOPs.					
LAWS AND FRAMEWORKS	There are no legal or regulatory barriers preventing the utility from engaging in a WOP.					
RELATED INITIATIVES	The utility has scanned for opportunities and threats from related initiatives/reforms/policies.					