



WATER OPERATORS PARTNERSHIPS



PWON National WOPs Program



FACILITATION GUIDLINES



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I INTRODUCTION

1.1. ABOUT GLOBAL WOP MOVEMENT

The Global Water Operators' Partnership Alliance (GWOPA) is a key element of the Hashimoto Action Plan (also designated as the Compendium of Actions (COA)) that were announced by the United Nations Secretary-General's Advisory Board on Water and Sanitation (UNSGAB) during the 4th World Water Forum held in Mexico (2003). The Hashimoto Action Plan proposed Water Operators Partnerships (WOPs) as a tool for building the capacity and improving the performance of water operators in order to step up progress toward the MDGs targets for water and sanitation services.

The WOP initiative arose from the need to improve the performance of water service operators which are responsible for providing water and sanitation services to more than 90% of urban households (HH). The WOP basic strategy is to seek accelerated improvements through more intense and systematic knowledge sharing including WOP or peer support partnerships between operators.

The WOP movement was endorsed by UN-DESA in 2005 and the Global Water Operators' Partnerships Alliance was established in January 2009 and hosted by UN-Habitat. UN Habitat was tasked with the responsibility to operationalize it through distinct regional initiatives linked and coordinated by GWOPA's Secretariat based in Barcelona, Spain.

The regional WOPs are being supported by existing key partners including regional financial institutions, and by regional and/or sub-regional associations of water utilities as well as networks/partnerships, and regional governmental bodies.

1.2. ABOUT PWON

Pakistan Water Operators Network (PWON) was launched by Water and Sanitation Program-South Asia (WSP-SA) in March 2011 during Pakistan Urban Forum held in Lahore with the support of UN-HABITAT.

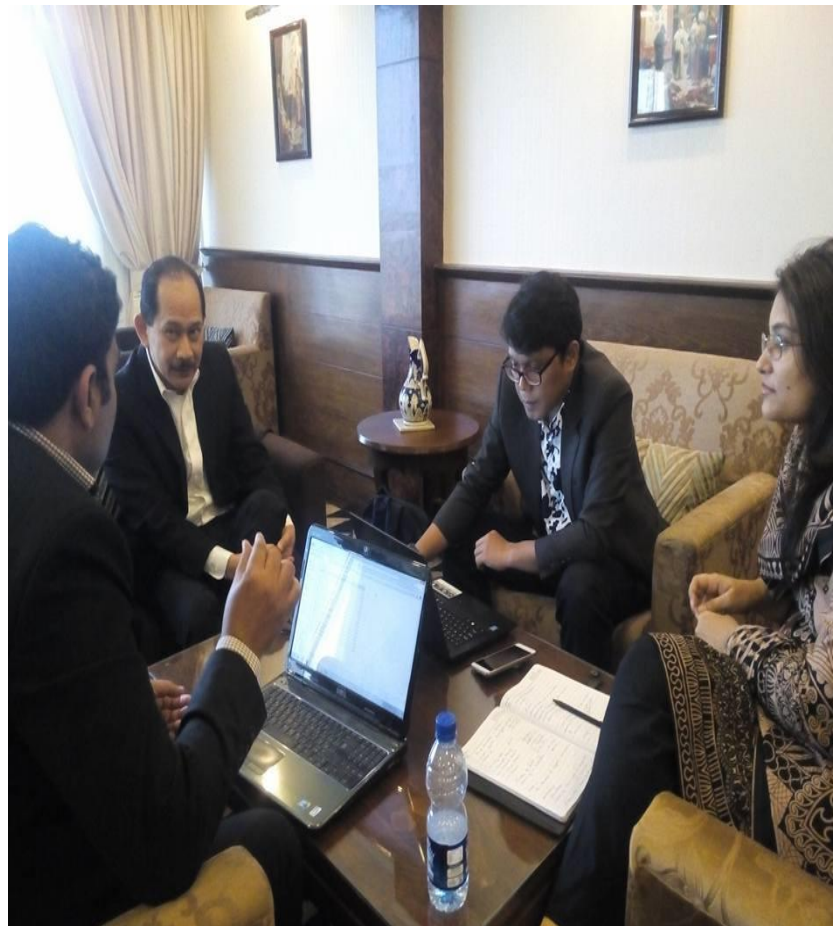
PWON objectives are:

- Provide a platform to W&S member Operators for collective thinking, raising voice on policy issues, efficiency gains, research and actions.
- Promote lateral learning amongst W&S Operators and capacity building through twinning & other programs.
- Coordinate and link the P-WON members with regional and global networks.
- Networking on best practices and knowledge sharing to improve member's performance.
- Facilitating the W&S operators to become socially accountable and transparent in their processes.

Initially it was launched under the name of Pakistan Water Operators Partnerships (PWOPs) later its name changed to Pakistan Water Operators' Network (PWON). PWOP was established to promote Water Operators Partnership (WOPs) culture between Water and Sanitation Operators in Pakistan. As W&S utilities start connecting with PWOP, it amplifies importance to be connected with other utilities and finally it turned to PWON.

Being a W&S Network, PWON is connecting utilities from all over Pakistan. At the start PWOPs kept its membership stick to major urban utilities of Pakistan, with the emergence of PWON as network, PWON got popularity among W&S utilities and many utilities showed their interest to join the network, in 2017 PWON responded to demand and start accepting membership requests of emerging W&S utilities.

Water Operator Partnership (WOPs) is the main objective of PWON. PWON members share information and help one another through PWON facilitated platform, still there was need to standardize these partnerships to identify all these efforts as WOPs.



1.3. PWON – PERPAMSI PARTNERSHIP

Indonesian Water Supply Association PERPAMSI signed an agreement with GWOPA (UN-HABITAT) on 11th August, 2014 to organize international WOP with PWON. As a part of this International WOP, PWON – PERPAMSI workshop was organized in Karachi, Pakistan in December, 2016. The major objective of the workshop was that PERPAMSI will share their best practices of development of national WOPs facilitation guideline and tools in order to inspire PWON to develop their own guidelines and tools. During this workshop PERPAMSI encourage and guide PWON on; how WOP process can be standardized through developing and implementing facilitation standards.

1.4. ACKNOWLEDGMENT

Pakistan Water Operators Network (PWON) acknowledges PERPAMSI Indonesia help for the development of PWON National WOPs Facilitation Guidelines with the hope that these guidelines will standardize and boost WOP practice in Pakistan under the PWON facilitation Platform.

II TERM OF REFERENCE

2.1. DEFINITION

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

2.2. THE PRINCIPLES OF WOP

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

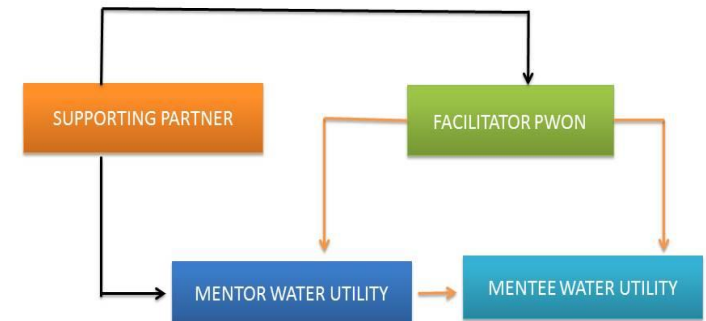
2.3. THE OBJECTIVES

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

2.4. THE APPROACHES AND METHODS

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

The learning process is approached by means of transfer of knowledge, skills, experiences, spirit,



positive values in a friendly professional atmosphere.

The methods of learning are through:

1. Implementing pilot project
2. On the job training
3. Exchange site visits (diagnostic, study, and monitor)
4. Assistance and consultation
5. Formal/informal discussion and workshop
6. Social media networking.

2.5 Output

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

2.6. DURATION OF WOPs

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

2.7. DUTIES AND RESPONSIBILITIES

Mentor

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

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

Mentee

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

Facilitator

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

III

STEP-BY-STEP WOPs PROCESS

3.1 PREPARATION

3.1.1. Pre-conditions

Before participating in PWON national WOPs program, all parties involved are expected to be very well prepared.

A. For Mentee Candidates

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

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

The mentee candidates are requested to do some preparations:

1. Commitment of Management

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

2. Stakeholders' Support

It is suggested that mentee candidates declare their planning to be participating in this program, in order to have supports from the stakeholders, particularly the local government and Supervisory Board. The aims of declaring their planning are to let the local government notice about their intention to have better performance through the partnership

with the well-performing water utilities, and give supports until the end of the program. To have stakeholders' supports, the mentee candidates invite the local government / Supervisory / governing body or board to attend the signing of Letter of Intent (LoI) or Memorandum of Agreement (MoA).

4. Work Plan and Budget

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

5. Priority Subject

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

6. Mentee Team

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

7. Sending Letter of Request

In order to be facilitated by PWON, the management of mentee candidates should write a letter of request to the Chairman of PWON to convey the intention and readiness as a mentee in PWON's National WOPs Program. The letter should mention the specific subject which will be the learning focus, the expected results, and the chosen mentor (if any).

B. For Mentor Candidates

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

The benefits are:

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

Mentor candidates are requested to prepare in terms of:

1. Commitment of Management

Being a mentor in National WOPs Program should be fully understood by management as an important and strategic role. Furthermore, this role is also considered as the presentation of achievement and dedication for the water sector in Pakistan. The commitment for doing the role as mentors consistently and sincerely will be appreciated by the mentees, and make a history in the WOPs documentation.

2. Work Plan and Budget

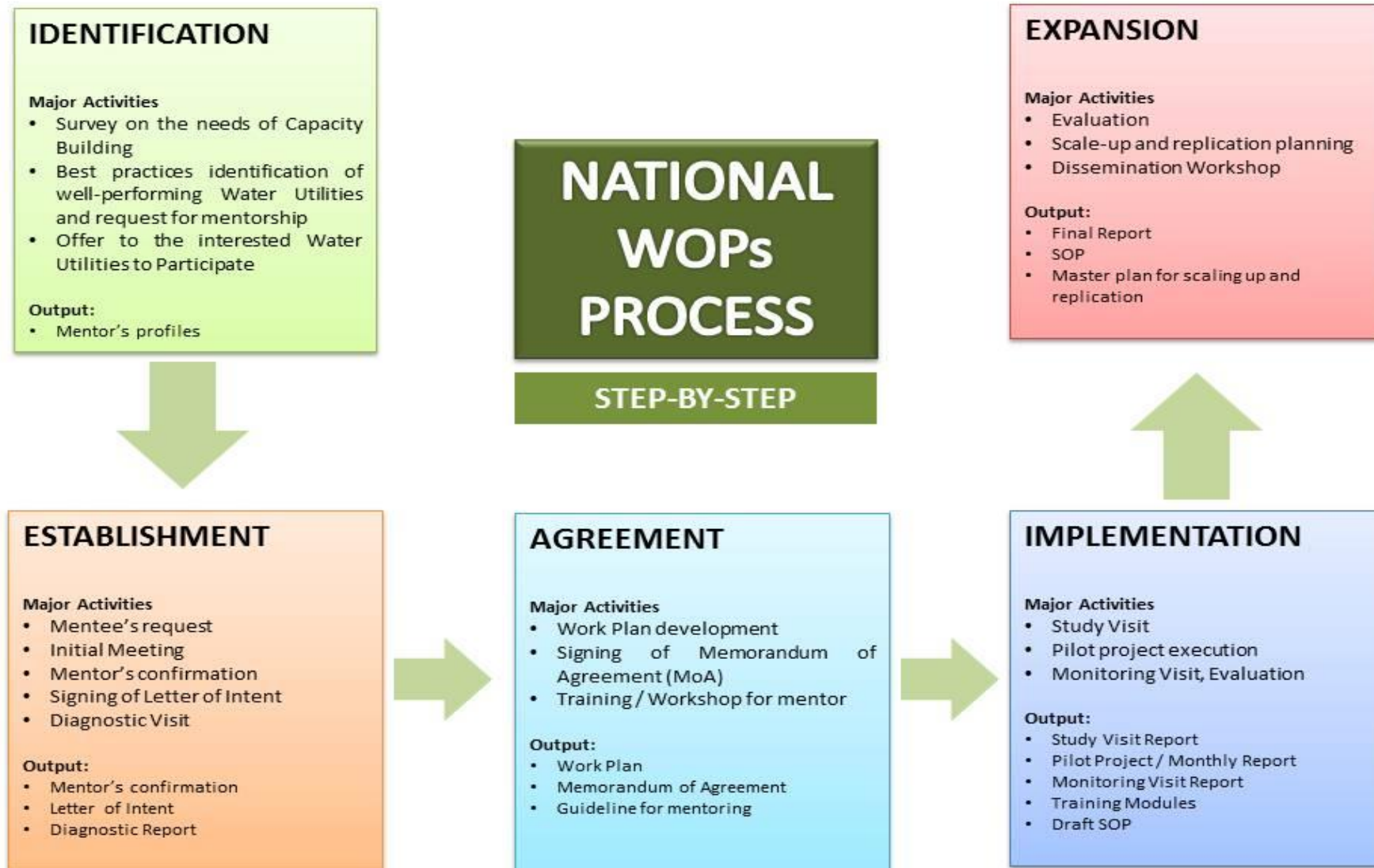
The participation as mentors in this WOPs program is recommended to be part of work plan and the company's on-going-year budget so that the management can take full responsibility.

3. Mentor Team

The mentor utility forms a team which is assigned to be the experts of best practices that mentee would like to learn. The team formation is suggested to be official and signed by the directors.

4. Best Practices Transfer (Knowledge Management)

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



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

3.1.2. Initial Meeting

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

The meeting, at least, to be attended by:

1. National Coordinator PWON
2. Director of mentor utility.
3. Director of mentee utility.

The meeting agenda:

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

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

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

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

Meanwhile, mentor candidates should prepare presentation file containing:

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

4. The expected mentee criteria (if any).

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

3.1.3. Preparation Workshop for Mentor

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

3.1.4. Signing of the Letter of Intent

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

The ceremony is suggested to be held in mentee's site, and be witnessed by the local authority, Supervisory Board, and water utility

employees. The objectives are to communicate the mentee's will and efforts in improving performance, get supports from the local authority, and show the partnership existence.

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

3.1.5. Diagnostic Visit

Mentor visits the mentee to conduct direct survey and observation as well as to learn the current problem the mentee is dealing with. Then, mentor analyzes and recommends the strategies to be applied. The diagnostic report will be the base of work plan preparation.

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

The output document: Diagnostic report (compiled by mentor)



3.1.6. Work Plan Development

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

The output document: Work plan

3.1.7. Signing of the Memorandum of Agreement (MoA)

A formal ceremony is held to accommodate agreement on the work plan between mentee, mentor and facilitator. By this signing, the implementation of pilot project should begin. The MoA is signed by mentee and mentor MDs / CEOs and the Chairman of PWON.

The output document: Memorandum of Agreement.

3.2. IMPLEMENTATION

3.2.1. Study Visit

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

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

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

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

3.2.2. Work plan implementation

This is the step where mentee with the assistance of mentor

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

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

Monthly report contains:

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

3.2.3. Monitoring visit

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

The document to be submitted: Monitoring report

3.3. EXPANSION

3.3.1. Evaluation and Recommendation

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

The document to be submitted: Final reports

The final report is discussed in Evaluation and Recommendation meeting which are attended by mentor, mentee and facilitator.

Mentor and mentee work together to deliver a presentation in the meeting on describing the partnership process, pilot project implementation and the achievement.

3.3.2. Dissemination Workshop

Workshops held by PWON are to disseminate the participants' learning experiences and National WOPs Program results, not only to

the stakeholders but also the PWON's other members.

The resulting document: Road map of National WOPs Program.

3.3.3. Official Letter of Recommendation and Finalization

PWON sends official letter of recommendation to mentees, copy to mentees' stakeholders, to follow up the results of the National WOPs Program.

By this, the WOP is officially finished.

3.3.4. Partnership Continuation

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



IV

FINANCE

4.1. FINANCIAL PRINCIPLES

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

These arrangements are applied:

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



4.2. PWON Budget

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

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

The budget for the National WOPs Program is proposed, discussed and decided in PWON Steering Committee meeting or by the Chairman PWON.

4.3. Development Partners

PWON always makes effort to involve the supporting partners to give benefits and additional value to every party involved in National WOPs Program.

The assistances which development / supporting partners can provide are:

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

V

WOPs PERFORMANCE INDICATOR

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

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

5.1. ASSESMENT OBJECTIVES

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

5.2. Mentors' Performances

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

1. Commitment.

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

2. Reports.

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

3. Know-how transfer.

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

5.2. Mentees' Performances

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

1. Commitment.

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

2. Reports

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

3. Lesson-learned

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



5.4. Assessing the Results of WOPs

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

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



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