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# IMPROVING WATER AND SANITATION SERVICES IN THE MENA REGION (IWSMR)

MASTER TWINNING PLAN AND SCHEDULE

**AUGUST 2015**

This report was produced for review by the United States Agency for International Development. It was prepared by Chemonics International Inc.

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**August 2015**

**Contract No. EPP-I-00-04-00020-00**

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government

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## **ABBREVIATIONS**

ACWUA	Arab Countries Water Utilities Association
CIS	Certification Information System
IWSMR	Improving Water and Sanitation Services in the MENA Region
MEF	Monitor, Evaluate, Follow-up
MENA	Middle East and North Africa
MOU	Memorandum of Understanding
ROCTP	Regional Operators Certification Training Program
TIA	Twinning Impact Assessment
USAID	United States Agency for International Development
AWC	Aqaba Water Company (now “AW- Aqaba Water”)

## **Section 1: Master Twinning Plan Description**

This master twinning plan is a detailed schedule of twinning pilots, planned activities, and, associated replication and scale-up aligned with the process presented in the ACWUA Twinning Program – Manual. The Arab Countries Water Utility Association (ACWUA) will share this plan with USAID and other interested donors to facilitate securing necessary resources for full implementation.

This is a live and dynamic plan which ACWUA will update regularly to reflect realities on the ground. For each twinning activity, ACWUA will issue periodic progress reports as well as a final report that covers performance improvement results and lessons-learned.

ACWUA will post the ACWUA Twinning Program – Manual and the Master Twinning Plan, schedule and progress/final reports on its website to enhance communications and coordination with potential donors.

The ACWUA Twinning Program – Manual and the ACWUA Twinning Program – Plan and Schedule were developed with the assistance of the USAID-funded Improving Water and Sanitation Services in the MENA Region (IWSMR) program that provides ACWUA with technical and capacity building resources. IWSMR began in October 2013 and will conclude in September 2015.

## **Section 2: ACWUA Twinning Program**

ACWUA is planning to conduct an initial set of 15 twinning activities as broken down below:

- Pilot Twinning Activities – Underway during the IWSMR project which ends September 2015
  - 1 in-country activity conducted by IWSMR with ACWUA’s coordination.
  - 1 regional activity conduction by IWSMR with ACWUA’s coordination
  - 3 in-country activities between Aqaba Water and Zarqa, Tafilah, and Karak conducted by ACWUA with IWSMR’s support. Currently in negotiation/discussion phase only.
  
- Future ACWUA Twinning Activities – To be implemented post-IWSMR
  - 10 in-country/multi-country on-site and/or virtual arrangements conducted by ACWUA with donor support if secured.

Based on lessons learned from the initial 2 fully piloted twinning activities, ACWUA has decided to pursue virtual twinning as the most appropriate approach for the foreseeable future. ACWUA believes that overall, virtual activities are more cost-effective and tend to overcome the complicated logistics associated with regional travel.

For planning purposes, ACWUA considers establishing one (1) complete twinning partnership focused on one (1) utility function as the criteria for one (1) twinning activity (regardless of number of exchanges/visits). If the mentor and partner agree to pursue another utility function for improvement, that additional activity will be considered as a separate twinning activity and all steps of the twinning process will be applied. If the mentor enters partnership with another utility, this will be considered a new and separate twinning activity.

As mentioned in ACWUA’s Twinning Program Manual, ACWUA will count a twinning activity as underway when 1) a twinning MOU is signed between the mentor and partner utility and ACWUA, 2) an action/work plan and schedule has been signed and executed and when 3) ACWUA begins issuing periodic twinning progress reports. This package, constituting formal agreement, joint planning and periodic reporting provides ACWUA, mentors, partners and donors with full documentation of the commitment to proceed.

Please see Annex 3 - Master Twinning Plan/Schedule which ACWUA will use to lay out the detailed timing for the 10 planned/post-IWSMR virtual twinning activities once ACWUA has secured adequate resources to proceed.

The ACWUA Twinning Program Manual is a comprehensive complementary manual to the ACWUA Twinning Program – Plan and Schedule. This plan provides a detailed step-by-step description of the methods and processes established by ACWUA to plan and conduct its twinning activities. Users of the twinning plan should consult the twinning manual and implement activities accordingly:

- **Step 1** Identification - Identify and profile mentors and partners;
- **Step 2** Introduction - Match mentors and partners;
- **Step 3** Establishment - Plan the Twinning Activity (Virtual);
- **Step 4** Implementation – Start the Twinning Activity;
- **Step 5** Expansion – Support replication and scale-up.

### Section 3: Twinning Assessment - ACWUA Member Needs and Priorities

**Assessment 1** –In the early stages of the IWSMR project (Oct-Dec 2013), IWSMR conducted Assessment 1 and assisted ACWUA in assessing member interest in twinning, focusing on utilities participating in Regional Operators Certification Training Program (ROCTP) pilots in West Bank, Yemen, and Lebanon.

Assessment 1 Twinning Survey Results (Annex 1) contains the results as documented in the Assessment 1 Report. The table below summaries the potential utility functions and mentors identified at that time.

Utility Function	Good Practices Utility Mentor
NRW/leak detection	Tunisia, Jordan (Aqaba Water)
Energy Efficiency	Egypt (Utility TBD)
Chemical Optimization	Egypt (Utility TBD)
Customer Support/Service	TBD
Billing & Collection	Miyahuna Jordan – Madaba
Asset management	Egypt (Cairo), Morocco (ONEP)
Financial management	TBD
Specific O&M functions & Trouble-shooting	Morocco (ONEP), Jordan Zara

**Assessment 2** – In January 2015, IWSMR and ACWUA initiated the second stage of the assessment process by applying and testing the ACWUA Twinning Program – Manual as described below:

- **Data Collection Method** – Based on the Assessment 1 Survey (Annex 2a) and Twinning Questionnaire (Annex 2b) - IWSMR and ACWUA gathered the data necessary to develop the ACWUA Twinning Program - Plan and Schedule. The Twinning Questionnaire used for the second stage of the assessment was created by merging the Assessment 1 survey with the forms used by WaterLinks/Asia.
- **Data Collection Schedule** – The data collected to create this plan was gathered for selected ACWUA members from February to June, 2015. In addition to utilizing the twinning questionnaire, the ACWUA/IWSMR team had extensive telephone and electronic communications with members to explain the twinning approach, determine interest, collect necessary information and secure a preliminary commitment to participate in twinning activities.

#### Section 4: ACWUA Twinning Program Plan- Summary

It should be noted that for the Planned ACWUA Activities below, ACWUA will explore the use of virtual web-based twinning as this approach may be more appropriate for ACWUA need to control costs and reduce administrative obstacles associated with travel in the region. When ACWUA has secured adequate resources to implement the planned activities (post-IWSMR), ACWUA will develop a detailed twinning schedule as per the ACWUA Twining Program - Manual and the template in Annex 3.

#### ACWUA Twinning Plan Summary

Pilot	Mentor Utility	Partner Utility	Target Utility Function	Initiation Date
Jordan In-Country				
<b>Launched Activities in Stage 4</b>				
1	Aqaba Water	Salt Water Directorate/ Balqa/WAJ	Management Maintenance System (MMS) Call Center	July 2015
2	Aqaba Water	Beirut Mt. Lebanon Water Establishment	Non-Revenue Water and Information Technology	July 2015
<b>Launched Activities in Stage 3</b>				
3	Aqaba Water	Zarqa Management Contract	Non-Revenue Water	June 2015
4	Aqaba Water	Karak	Data management	June 2015
5	Aqaba Water	Tafilah	Data management	June 2015
Planned ACWUA Activities*	Mentor Utility	Partner Utility	Target Utility Function	Planned Initiation Date
1	Aqaba Water	Bekaa/ Water Establishment (Lebanon)	Management Maintenance System	December 2015
2	Aqaba Water	South Lebanon Water Establishment (Lebanon)	Management Maintenance System	February 2016
3	SONEDE/Tunisia	Local Water and Sanitation Corporation/Aden (Yemen)	Non-Revenue Water	May 2016
4	SONEDE/Tunisia	Local Water and Sanitation Corporation/Sana'a (Yemen)	Non-Revenue Water	May 2016
5	Miyahuna/Jordan	Local Water and Sanitation Corporation/Sana'a (Yemen)	Management Maintenance System	October 2016
6	Miyahuna/Jordan	South Lebanon Water Establishment	Management Maintenance System	October 2016
7	El Minya/ HCWW/ Egypt	Yarmouk Water/Jordan	Total Safety Management	December 2016
8	Miyahuna/Jordan	Palestine Water Authority (PWA)/West Bank	Wastewater	December 2016
9	Aqaba Water	Alexandria Water Company/HCWW (Egypt)	IT Cloud	December 2016
10	Aqaba Water	Aswan/ HCWW (Egypt)	IT Cloud	December 2016

\*All activities subject to available funding and resources

## Implementation

In order to jump-start the ACWUA Twinning Program (post-IWSMR), ACWUA will conduct an interactive twinning kick-off webinar for all interested ACWUA members as the vehicle to review the ACWUA Twinning approach; engage interested members to discuss topics/needs for additional high priority twinning activities; and, possibly identify potential mentors.

As described above and in the ACWUA Twinning Program – Manual, the following is required criteria to document the official start of a twinning activity (direct or virtual):

- 1) **MOU** – Signed by ACWUA, Mentor, Partner(s) and IWSMR (IWSMR to sign for pilots only). The ACWUA Twinning Program - Manual includes the MOU template to be used as the basis for refining the content for each twinning agreement.
- 2) **Signed Action/Work Plan** - ACWUA, Mentor, Partner(s) and IWSMR (for pilots only). The action plan should build on the Twinning Plan Template (Annex 3) and include specific details and timings of actions to be taken by the partner at the partner site. Actions should improve performance in the target function by emulating the mentor and implementing a tailored solution to the performance deficiency. The plan will include:
  - Performance Standards - Indicators and targets to assess performance impact;
  - System Development – Processes and procedures to be documented and implemented to achieve targets;
  - Structure – Organization necessary to efficiently adopt new the system;
  - Staff – Expert specialties necessary to fit the improved organization structure and training requirements;
  - Support - Capital improvement budget, equipment, parts, tools and local management backing required to implement the mentor’s model work approach and recommendations;
  - Schedule – Breakdown of all actions with realistic timing taking into account the availability of mentor and partner personnel.
- 3) **Progress Reports** - The ACWUA/IWSMR team will issue periodic reports documenting actions taken, challenges and results. After IWSMR ends in September, 2015 ACWUA will continue to prepare progress reports for the Board, tracking twinning results, challenges, and successes.

*Note:* The 5 in-country twinning pilots listed above (including MOU, Action/Work Plan, and initial progress report) constitute IWSMR’s twinning deliverable to USAID, in accordance with section “2.3.3 Twinning arrangements” of IWSMR’s Task Order No. AID-263-TO-13-00003. As described, the act of “twinning” refers to a long-term relationship established to occur over the course of potentially many months or years between the mentor and partner utility. Understanding this, IWSMR has necessarily interpreted “completed” in the Task Order, to mean “launched.” IWSMR has laid the foundation for long-standing twinning knowledge exchanges that will grow and develop over an extended timeframe, rather than start and end within the brief duration of the project. IWSMR has successfully initiated 5 twinning activities. As defined in the Twinning Manual, two activities are currently in Step 4-Implementation Stage (BMLWE and Salt Directorate have MOUs signed with Aqaba Water and action plans produced). The remaining 3 activities are in the Step 3 Establishment stage where the twinning activity is full planned. The five twinning pilot activities required by the IWSMR contract have been successfully established and are ready to receive continued investment from ACWUA.

### **Cost Sharing (In-Kind Contributions from mentor and utility partners)**

In-kind contributions will vary substantially based on the ability of the mentor/partner to pay, their capacity and the complexity of the twinning arrangement. The range of in-kind contributions will depend on resources including: staff time, targeted capital investments, access to facilities and equipment, travel and other related expenses.

Typical cost sharing options proposed by twinning partners are:

- Providing local transportation at no cost for participants while in the mentor and partner sites;
- Hosting participants lodging at local utility facilities, dormitories and/or homes to reduce the cost of accommodation and food;
- Provision of technical support at no cost for twinning activities in the form of qualified expert staff and use of related local equipment during demonstrations;
- Conducting training and meetings at utility venues and providing printing services at no cost;
- Providing internet access and limited international telephone communications strictly related to the twinning activity.

### **Twinning Budget**

ACWUA will estimate the cost per twinning activity including travel, lodging, and per diem; materials development; communications and logistics; and participant costs taking into account in-kind contributions and the ACWUA twinning coordination fee. ACWUA will share these budgetary results with donors to secure the funding and resources necessary to proceed with implementation.

### **Donor Support**

ACWUA and IWSMR will endeavor to attract USAID and potential donor support for the full implementation of the ACWUA Twinning Program – Master Plan and Schedule. Development partners/donors that already support water and wastewater (W/WW) projects at the mentor and/or partner utilities may pay for selected twinning activities in whole or part. Development partners/donors may choose to directly support ACWUA’s twinning program.

### **Staff Needs**

As per the MOU template and the ACWUA Twinning Program - Manual, the following personnel will be assigned to each of ACWUA’s twinning activities:

- *ACWUA Twinning Facilitators* – Each ACWUA twinning activity has an assigned Twinning Facilitator to help establish the twinning arrangement, and coordinate and monitor activity implementation, including developing twinning partnership agreements, Action/Work Plans, and providing hands-on coordination and logistical support on accordance with the ACWUA twinning process).
- *Mentor and Partner Twinning Coordinators* – Each participating utility will designate and assign a Twinning Coordinator to engage with the ACWUA Twinning facilitator to ensure smooth and timely twinning activities. Twinning Coordinators will typically be from the human resources or training departments of each participating utility. Personnel already assigned to coordinate ACWUA ROCTP activities are qualified for the twinning coordinator role. As part of each ACWUA twinning activity, these twinning coordinators will be trained by the ACWUA twinning facilitators.

## **Section 5: Twinning Impact Assessment (TIA)**

ACWUA already applies a similar “Training Impact Assessment” TIA approach to its Regional Operator Certification and Training Program (ROCTP) and full documentation is available from ACWUA. The “Twinning Impact Assessment” TIA system is also directly appropriate to the ACWUA Twinning Program and will be applied by ACWUA to monitor, evaluate and follow-up as necessary for each twinning activity. TIA uses quantitative and qualitative pre and post training and periodic on-job performance data to assess impact.

## **Section 6: Twinning Reports**

Twinning Activity Progress Reporting – The primary purpose of this reporting is to document progress of the implementation of the joint Twinning Action/Work Plan and to alert all parties when challenges arise.

ACWUA will develop a “Twinning Completion Report” (see Annex 7 of the Twinning Manual) which will include achievements, lessons-learned, and, preliminary replication and scale-up plans and will distribute the report’s findings to interested members.

**Annex 1 - Assessment 1 Results/2013 – Twinning**  
(Excerpt from Assessment Report – Stage 1, January 2014)

<b>Table 9</b>						
<b>Twining Partnerships In the Utilities Included In the Assessment Survey</b>						
Questions	Palestine		Lebanon		Yemen	
	Yes	No	Yes	No	Yes	No
Is there an interest and willingness at your utility to initiate twinning partnerships with other utilities that deliver the same type of service as your utility?	x		x		x	
Does your utility perform a specific function to a high standard that could be shared with other utilities?	Palestine		Lebanon		Yemen	
	Yes	No	Yes	No	Yes	No
	x					
Areas	Palestine		Lebanon		Yemen	
	Yes	No	Yes	No	Yes	No
Water Treatment		x	.....	.....	.....	x
Wastewater Treatment		x	.....	.....	.....	x
Distribution System		x	.....	.....	.....	x
Collection System Operation		x	.....	.....	.....	x
Utility Management		x	.....	.....	.....	x
Operations and maintenance systems			.....	.....	.....	x
Quality assurance	x		.....	.....	.....	x
Financial and accounting		x	.....	.....	.....	x
Human resources		x	.....	.....	.....	x
Customers Service		x	.....	.....	.....	x
Metering, Billing and Collection	x		.....	.....	.....	x
Capital Projects Management		x	.....	.....	.....	x
Is there a function in a specific area at your utility that needs to be enhanced by exploring other utilities' experience in these areas?	Palestine		Lebanon		Yemen	
	Yes	No	Yes	No	Yes	No
	x		x		x	
Areas	Palestine		Lebanon		Yemen	
	Yes	No	Yes	No	Yes	No
Water Treatment	x	.....	.....	.....	x	.....
Wastewater Treatment	x	.....	.....	.....	x	.....
Distribution System	x	.....	.....	.....	x	.....
Collection System Operation	.....	x	.....	.....	x	.....
Utility Management	x	.....	.....	.....	x	.....
Operations and maintenance systems	x	.....	.....	.....	x	.....
Quality assurance	.....	x	.....	.....	x	.....
Financial and accounting	.....	x	.....	.....	x	.....

Human resources	.....	x	.....	.....	x	.....
Customers Service	.....	x	.....	.....	x	.....
Metering, Billing and Collection	.....	x	.....	.....	x	.....
Capital Projects Management	.....	x	.....	.....	x	.....
Does your utility have an existing twinning partnership with other utilities?	<b>Palestine</b>		<b>Lebanon</b>		<b>Yemen</b>	
	Yes	No	Yes	No	Yes	No
	x	.....		x	.....	x
What is the name of your partner utility? Is it in your country or is it a foreign utility?	<b>Palestine</b>		<b>Lebanon</b>		<b>Yemen</b>	
	1. Brussels Municipality 2. Toulouse Municipality/France		.....		.....	
What is the type of experience your utility shares?	Twinning 1 - Started in 2004 and is still ongoing. The fields are cultural, water. During the first three years, participation has been weak. The method includes: mutual visits, students' visits, digging wells, providing water treatment small units, communication through e-mail, discussions and meetings during the visits. The twinning is fully funded by the EU.					
	Twinning 2 – Exchange in the following areas: Water, Wastewater, environmental, cultural, and agricultural.		.....		.....	
	Twinning 3 – Involves a French governorate and Tobas Governorate in the areas of health, environment, agriculture, and culture.					
	All twinning arrangements are through formal agreement.					
How does the exchange of knowledge take place?	Through field visits to/from each country or e-mail		.....		.....	

1. The PWA has three existing twinning partnerships. The partnerships mostly have taken place by country representatives exchanging visits. The virtual method of knowledge sharing is also used through communication by email. The PWA would like to establish twinning partnerships to enhance some functions in specific areas by exploring other utilities' experience. These areas are: Water Treatment, Wastewater Treatment, Distribution Systems, Operations & Maintenance Systems, and Utility Management. On the other hand, PWA has performed specific functions to a high standard that could be shared with other utilities. For example, PWA claims a high standard of performance in metering, billing and quality assurance.
2. The responding Yemen utility does not have existing twinning partnerships, but it has the willingness to participate. It has many areas: Water Treatment, Wastewater Treatment, Distribution System, Collection System Operation, Utility Management, Operations and Maintenance systems, Quality assurance, Finance and Accounting, Human resources, Customers Service, Metering, Billing and Collection, and Capital Projects Management that need for enhancement by exploring other utilities' experiences. The areas are.
3. The contact person in Lebanon has reported that the shortage of the technical employees in Beirut and Mount Lebanon utility is an obstacle preventing participation whether in training courses or twinning partnerships. This result may pose difficulties in implementing a pilot certification training at this utility. This issue will be raised with ACWUA in order to determine an appropriate course of action.

**Annex 2a - ACWUA Twinning Assessment 1 Survey**

Your Utility
Section 5 – Twinning Partnerships
5.1. Is there an interest and willingness at your utility to initiate twinning partnerships with other utilities that deliver the same type of service as your utility?
<input type="checkbox"/> Yes <input type="checkbox"/> No
5.2. Does your utility perform a specific function to high standard that could be shared with other utilities?
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>if the answer is yes, please specify these areas.</i>
<input type="checkbox"/> Water Treatment <input type="checkbox"/> Wastewater Treatment
<input type="checkbox"/> Distribution System <input type="checkbox"/> Operation Collection System Operation
<input type="checkbox"/> Utility Management <input type="checkbox"/> Operations and maintenance systems
<input type="checkbox"/> Quality assurance <input type="checkbox"/> Financial and accounting
<input type="checkbox"/> Human resources <input type="checkbox"/> Customers Service
<input type="checkbox"/> Metering, Billing and Collection <input type="checkbox"/> Capital Projects Management
Other – please specify;
.....
.....
.....
.....
.....
.....

Your Utility

Continue - Section5 – Twinning Partnerships

5.3. Is there a function in a specific area at your utility that needs to be enhanced by exploring other utilities' experience in these areas?

Yes  No  *if the answer is yes, please specify these areas.*

Water Treatment

Wastewater Treatment

Distribution System

Operation Collection System Operation

Utility Management

Operations and maintenance systems

Quality assurance

Financial and accounting

Human resources

Customers Service

Metering, Billing and Collection

Capital Projects Management

Other:

5.4. Does your utility have a existing twinning partnerships with other utilities?

Yes

No

*if the answer is yes, please answer the following questions.*

5.6. What is the name of your partner utility? Is it in your country or is it a foreign utility?

.....  
....  
.....  
.....  
.....  
.....  
.....

5.7. What is the type of experience your utility shares?

.....  
.....  
..... 5.8.How does the exchange of knowledge take place?  
.....  
.....

Thank you for your help.

Main Contact Name: ..... Utility Name:  
.....

Telephone with Country Code: ..... Email Address: .....

## Annex 2b - ACWUA Twinning Questionnaire

### ACWUA Pilot Twinning Questionnaire

Utility Name: \_\_\_\_\_

Twining Partnerships – Please respond to the following questions. Thank you for your cooperation.

1. Is there an interest and willingness at your utility to initiate twinning partnerships with other utilities (in your country and/or other countries) that deliver the same type of service as your utility?

Yes       No

2. Does your utility perform a specific function to high standard that could be shared with other utilities?

Yes     No    *if the answer is yes, please specify these areas.*

- |   |  |
|---|--|
| <input type="checkbox"/> Water Treatment/Desalinization   | <input type="checkbox"/> Wastewater Treatment                    |
| <input type="checkbox"/> Water Distribution System        | <input type="checkbox"/> Wastewater Collection System Operation  |
| <input type="checkbox"/> Utility Management               | <input type="checkbox"/> Operations and maintenance systems      |
| <input type="checkbox"/> Quality assurance                | <input type="checkbox"/> Business planning/Financial management  |
| <input type="checkbox"/> Human resources                  | <input type="checkbox"/> Customers Relations, Service, Awareness |
| <input type="checkbox"/> Nonrevenue Water/Leak Detection  | <input type="checkbox"/> Capital Projects Management             |
| <input type="checkbox"/> Metering, Billing and Collection | <input type="checkbox"/> Asset Management                        |
| <input type="checkbox"/> Energy Efficiency & Savings      | <input type="checkbox"/> Chemical Optimization and Savings       |

MIS/Process Control Systems (SCADA)  Pro-poor services expansion

Other – please specify:

.....  
.....  
.....  
.....

Twinning Partnerships - continued

3. Is there a function in a specific area at your utility that could be improved by familiarization with other utilities' successful experience in these

Yes  No *if the answer is yes, please specify these areas.*

Water Treatment/Desalinization  Wastewater Treatment

Water Distribution System  Wastewater Collection System Operation

Utility Management  Operations and maintenance systems

Quality assurance  Business planning/Financial management

Human resources  Customers Relations, Service, Awareness

Nonrevenue Water/Leak Detection  Capital Projects Management

Metering, Billing and Collection  Asset Management

Energy Efficiency & Savings  Chemical Optimization and Savings

MIS/Process Control Systems (SCADA)  Pro-poor services expansion

Other – please specify:  
.....  
.....  
.....  
.....

4. Does your utility have an existing twinning partnership with other utilities?  
  
\_\_ Yes \_\_ No *if the answer is yes, please answer the following questions.*

5. What is the name of your partner utility? Is it in your country or is it a foreign utility?  
.....  
.....  
.....  
.....  
.....

6. What is the type of experience your utility shares/receives?  
.....  
.....

..... 7. How does the exchange of knowledge take place?  
.....  
.....

8. Does your utility currently receive technical and/or financial assistance from external supporting/donor agencies that may integrate with an ACWUA twinning partnership?  
  
\_\_ Yes \_\_ No *if the answer is yes, please answer the following questions.*

Please provide details of the assistance that your organization is currently receiving:

Name Project:

Description of Assistance:

Development Partner	Timeframe
---------------------	-----------

Thank you for your help.

Main Contact Name: ..... Utility Name:  
.....

Telephone with Country Code: ..... Email Address: .....
---

***Supplementary Questions/Data Collection***

**Brief Utility Profile**

Population served (% of total city/district/province population)

Number of service connections \_\_Households                      \_\_Commercial/Industrial

Water source Surface water    \_\_Groundwater                      \_\_Natural spring water

Water production capacity (m3/day)

Actual water volume produced (m3/day)

Actual water volume consumed (m3/day)

Water availability (hours/day) \_\_24 hours/day                      \_\_< 24 hours/day

Number of staff

Annual operating costs (US\$/m3)

Annual revenue (US\$/m3)

Average water tariff (US\$/m3)

Wastewater treatment capacity (m3/day)

Wastewater volume treated (m3/day)

Annual operating costs for wastewater management (US\$/m3)

Annual revenue for wastewater management (US\$/m3)

Annual wastewater services tariff (US\$/m3)

**Readiness to participate in a Twinning Partnership –**

Partner contributions reflect readiness to participate in an ACWUA Twinning Partnership. In partnerships, both the mentor and partner(s) contribute to achieve their agreed targets to improve services delivery.

Mentors share their know-how by providing expertise in-kind, such as their staff time, facility and training venue.

Recipient partners receive new knowledge and information and typically contribute staff time, training venue, and financing to implement recommendations from the mentor in the jointly prepared Action Plan (such as limited capital investments to improve current systems).

The questions below will identify your organization's willingness and readiness to participate in an ACWUA Twinning Partnership.

Partner seeking a Mentor - If your organization would like to receive twinning assistance from a mentor, please indicate whether your organization is (please check all that apply):

- Able to set aside/request budget to implement recommended actions
- Willing and able to commit time and staff resources to work with mentor organization
- Willing and able to host visits by mentor organization
- Willing and able to send staff to mentor organization for study visits/internships

Utilities seeking to become Mentors - If your organization would like to be a mentor that provides expertise to other utility partners, please indicate whether your organization is (please check all that apply):

- Willing to share best practices for peer water operators through a national or domestic twinning program
- Able to commit time and staff resources to work with and train recipient operator at their site
- Able to accommodate recipient staff visits/study tours at your site
- Able to set aside budget to pay for some of your staff travel and related training expenses

### **Development Partner Support**

Does your organization currently receive technical and/or financial assistance from external supporting/donor agencies that may integrate with an ACWUA twinning partnership?  Yes  No

If yes, please check the focus areas that you currently receive support in:

- Water Treatment/Desalinization
- Wastewater Treatment
- Water Distribution System Operation
- Wastewater Collection System Operation
- Utility Management
- Operations and maintenance systems
- Quality assurance
- Business planning/Financial management
- Human resources
- Customers Relations, Service, Awareness
- Nonrevenue Water/Leak Detection

- Capital Projects Management
- Metering, Billing and Collection
- Asset Management
- Energy Efficiency & Savings
- Chemical Optimization and Savings
- MIS/Process Control Systems (SCADA)
- Pro-poor services expansion
- Others:

Please provide details of the assistance that your organization is currently receiving:

Name/Description of Project

Development Partner

Timeframe

### Annex 3 – Twinning Plan and Schedule Template

ACWUA Twinning Plan & Schedule - Draft Template		Month 1				Month 2				Month 3					
Topic/Function:	Mentor:	Partner:		Week				Week				Week			
Activities	Output/Products													Remarks	
<b>Step 1 Identification - Identify and profile mentors and partners</b>															
1.1 Discuss preliminary needs and priorities in selected country	Twinning Facilitator and Coordinators														
1.2 Identify potential participating in-country utilities – Mentors and Partner(s)	Prioritized list of target utility functions														
1.3 Confirm interest of selected in-country - Mentor and Partner(s)	One-page description of function and mentor program														
1.4 Collect basic mentor and partner(s) utility information	Completed Questionnaire: Mentor and Partner(s)														
1.5 Create mentor and partner(s) utility profiles and upload to CIS	Utility profiles – mentors and partners														
	Preliminary confirmation to enter in-country twinning pilot														
<b>Step 2 Introduction - Match mentors and partners</b>															
2.1 Introduce in-country mentor and partner(s)	Pilot in-country twinning budget estimate														
2.2 Develop proposed scope of in-country twinning pilot	Final signed Twinning Pilot MOU														
2.3 Prepare pilot in-country twinning budget estimate															
2.4 Facilitate review, approval and signing of Twinning Pilot MOU															
<b>Step 3 Establishment - Plan the Twinning Activity</b>															
3.1 Coordinate and implement diagnostic visits	Diagnostic Reports														
• Mentor Site	• Mentor capacity building needs														
• Partner Site	• Partner performance deficiencies														
3.2 Develop joint pilot twinning Action/Work Plan	Final pilot in-country twinning budget														
• Part 1 – Mentor sharing and demonstration	Final joint pilot twinning Action/Work Plan:														
• Part 2 – Partner deficiencies	• Activities														
• Part 3 – Action/Work Planning	• In-country visits														
3.3 Finalize pilot in-country twinning budget	• Milestones														
3.4 Facilitate review, approval and signing of pilot twinning work plan	• In-kind resource contributions														
<b>Step 4 Implementation – Start the Twinning Activity (as per Action/Work Plan)</b>															
4.1 Initiate and support in-country pilot	Pilot twinning methods/materials														
4.2 Develop knowledge exchange methods/materials with mentor	• Training handouts/modules														
• Training handouts/modules	Mentor capable of effective knowledge exchange														
• Mentoring; Coaching	Completed pilot in-country twinning exchange activities														
• Technical Assistance	• Visits: Mentoring, Coaching, Technical Assistance														
4.3 Prepare mentor to exchange knowledge with partner	Progress reports on outcomes and expected impacts														
4.4 Conduct pilot in-country twinning exchange															
• Visits: Mentoring, Coaching, Technical; Assistance															
4.5 Track progress and report results															
4.6 Facilitate regular communication															
4.7 Initiate discussion on replication and scale-up															
<b>Step 5 Expansion – Support replication and scale-up</b>															
5.1 Document and share pilot twinning with ACWUA members	Final twinning methods/materials for replication														
5.2 Revise and refine twinning plan and methods/materials	• Training modules/handouts														
5.3 Develop plans for additional twinning agreements	• Mentoring, Coaching, Technical Assistance														
5.4 Seek technical and financial support	Scale-up and/or replication plans														
	• In-country														
	• Multi-country														
	Pilot twinning report shared with ACWUA members														
	• Achievements														
	• Lessons learned														

