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

ACWUA TWINNING PROGRAM MANUAL

AUGUST 2015

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

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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
GWOPA	Global Water Operators Partnerships
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
WOP	Water Operators Partnership

Section 1 - Purpose

What is twinning? Twinning is the matching of a utility that has a performance deficiency in a particular function with a mentor utility that is further advanced in that function so that an exchange can be established to help remedy the performance deficiency. The mentor need not be an acknowledged model of best practices but must be performing at a measurably better level than the deficient partner utility so that an exchange will be beneficial. The nature of the exchange can be virtual, direct or an integrated combination of both. The twinning activities are highly focused on improving performance of the target utility function.

What does the ACWUA twinning program need? A cost-effective, high-impact and sustainable pilot twinning approach designed to yield regional mentor demonstration sites at mentor utilities for later replication, as necessary, to help numerous ACWUA member utilities to partner and benefit from this knowledge exchange.

For planning purposes, ACWUA considers establishing one (1) complete twinning partnership focused on one (1) utility function as equal to fully conducting 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.

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, constitutes a formal agreement. Joint planning and periodic reporting provides ACWUA, mentors, partners and donors with full documentation of the joint commitment to proceed.

This ACWUA Twinning Program Manual is a set of best practices guidelines presenting an ideal target for capacity building as ACWUA develops expertise in delivery of twinning services to its members. This manual will be periodically revised by ACWUA as the organization gains twinning experience and gains lessons learned from practical application of twinning processes and procedures.

Section 2 - Background

The USAID-funded **Improving Water and Sanitation Services in the MENA Region (IWSMR)** program provides technical and capacity building resources to the Arab Countries Water Utilities Association (ACWUA) to support the development and delivery of regionally recognized water and wastewater operation certifications. IWSMR began in October 2013 and will conclude in September 2015.

The IWSMR program is implemented in close coordination with USAID and with coordination of other donors in the sector that aim to improve water supply and sanitation services in the Middle East and North Africa (MENA) region.

To achieve this objective, the IWSMR program is providing technical expertise and assistance around the following three activities:

- Building the capacity of ACWUA to enable it to achieve its mandate to promote certification of water and wastewater utility professionals and accreditation of associated programs.
- Evaluating the feasibility of, and developing and implementing a mechanism to effectively expand existing water and wastewater operator certification programs in Jordan and/or Egypt to a regional scale.
- Leverage regional USAID-funded improvements in water and wastewater utility management and operation by exploring training opportunities (such as utility twinning “Knowledge Exchange”) to encourage information and best practice exchange in the MENA water and wastewater industry.

In May 2015, IWSMR assisted ACWUA in developing this twinning manual and ACWUA is committed to updating and improving this manual based on experience gained from implementing a set of pilot twinning activities with IWSMR’s support and as ACWUA’s twinning services expand.

Lessons Learned from Experienced Twinning Organizations

ACWUA has established contacts at Global Water Operators Partnerships Alliance (GWOPA; <http://gwopa.org>) and has observed WaterLinks/Asia (www.waterlinks.org) to learn from their extensive experience in conducting Water Operator Partnerships (WOP) that are essentially the same as ACWUA’s twinning activities. In particular, this manual has relied heavily on the WaterLinks publication entitled: Water Operator Partnership Facilitation Guidelines /2011:

<http://www.waterlinks.org/library/good-governance/water-operator-partnership-facilitation-guidelines> as a model process for planning and implementing ACWUA’s twinning pilots.

WaterLinks: Asia's Network for Water Operator Partnerships (WOPs)

Established in 2008, WaterLinks is a USAID-funded regional network of water services operators, practitioners and development partners that supports WOPs in the Asia-Pacific region and catalyzes efficiency improvements to enhance and expand access to urban water and sanitation services. Principal WaterLinks activities are:

- WOPs support and facilitation;
- Regional capacity building program development (e.g. training, toolkits, manuals, studies); and
- Knowledge management and networking.

All WaterLinks activities draw on a range of partner resources and capabilities to achieve tangible results. To date, at least 60 WOPs and several training programs under WaterLinks have led to more than 1 million urban residents having improved access to water and sanitation services; 100,000 low-income individuals with first time water supply and sanitation services; 2,500 operator staff trained; and \$10 million leveraged by participating service providers in capital and capacity investments.

WaterLinks Partnership Principles

Waterlinks implement WOPs/twinning in line with the following principles that ACWUA is considering for adoption and application in its twinning program:

Not-for-Profit - WOPs should operate on a non-profit basis. WOPs operate on a non-commercial, non-profit basis to strengthen operator capabilities to deliver efficient and equitable water services. Mentor operators – whether public or private – share best practices and innovations with their recipient counterparts in the spirit of collegiality. Through WOPs, mentor partners implement corporate social responsibility goals and programs.

Counterpart Exchange - WOPs should engage practitioners in direct exchange to facilitate the sharing of best practices, knowledge and information. Although varying in size and organizational structure, water services operators often face common technical, institutional and financial challenges. Through WOPs, practitioners are able to share information and experience to help counterparts overcome specific challenges. By linking practitioners, WOPs not only ensure the transfer of expertise and practical knowledge, but also leverage the good will and enthusiasm of partners eager to share their lessons learned.

Demand-Driven - WOPs should be responsive to partner needs and interests. Operator partners and partnership facilitators design WOPs to address a specific priority need in line with both partners' needs and interests of both partners. Understanding these priorities and needs and possible solutions is crucial to the success of a WOP. Recipient operator needs typically focus on improvements in operations, management systems, financial arrangements and institutional capacity. Mentor operators may be interested in collaborating with specific countries or cities, or exchanging information and best practices on a particular focus area.

Reciprocal Benefits - WOPs should be mutually beneficial for both operator partners. WOPs offer mutual, though not necessarily equal, benefits for both operators. Recipient operators are better able to improve or expand service delivery by adopting new policies, practices and technologies. Mentor operators can achieve corporate social responsibility goals, provide staff incentives, or identify new commercial opportunities.

Results-Oriented - WOPs should lead to measurable impact in terms of improved or expanded services delivery. WOPs should have clear and realistic outcomes in terms of improved or expanded service delivery specified in a joint work plan with well-defined objectives, activities and expected outcome. Achieving planned results, however, requires partner commitment and effective facilitation and project monitoring.

Replication and Scale Up - WOPs should aim to promote adoption of effective policies, best practices, and proven technologies. By design, WOPs facilitate replication of innovation between operators. WOPs enable the transfer of best practices, policies, and technologies between counterpart water operators within the region. Within a country, national associations and networks can help promote further replication and scale up of WOP results.

Cost-Sharing - Operator partners should contribute resources to the partnership, as appropriate. To ensure ownership of a partnership, operators contribute in-kind and financial resources, as appropriate, to support the implementation of a WOP. Development partners also provide financial support for implementation, results reporting and replication.

WaterLinks Lessons-Learned

In 2013, ACWUA, through IWSMR, requested that WaterLinks provide lessons learned based on their extensive WOP experience, for ACWUA to consider in designing its pilot-twinning program. Although brief, the WaterLinks recommendations below are of significant value to ACWUA's planning and implementation.

- Peer-to-peer sharing is the key to success. Avoid interventions by third party or 'outside' experts. The best results are achieved when mentors and partners work jointly to improve performance.
- Close facilitation/coordination of partnership activities leads to more effective partner engagement. WaterLinks assigns a staff facilitator to each WOP to ensure effective engagement, timely activities and early recognition and solution of problems.
- Define success by carefully specifying partner priorities, contributions and responsibilities in a joint work program endorsed by management.
- Cost-sharing ensures ownership and tangible outcomes. In-kind contributions such as expert time and access to demonstration equipment and facility sites as well as funding of travel, logistics and materials ensure commitment to the joint work plan.
- Short time-frame (12-18 months) is ideal for precise, dedicated, and specific experience/expertise transfer. Timing of WOPs will vary based on factors including the technical complexity of the target function, the capacities of the partners, the severity of the performance deficiency, and, the availability of mentor and partner staff to participate, each WOP is unique.

Section 3 - Features of the ACWUA Twinning Program

Knowledge Exchange Focus – All ACWUA twinning activities target only one (1) specific utility function per twinning activity. In this way, the target receives the full attention and resources dedicated to the twinning thus contributing to favorable outcomes and performance improvement impact. If a new function or target is identified during a particular twinning partnership, ACWUA will consider this function as a separate twinning activity requiring application of all steps of the ACWUA twinning process, especially securing adequate funding.

Participation- As a regional association with approximately 115 member utilities in 18 MENA countries, ACWUA seeks to optimize its use of resources for the greater good of its membership. In this regard, when possible, in addition to traditional bilateral twinning arrangement involving one mentor and one partner, ACWUA will consider establishing multilateral twinning arrangements that involve one mentor and many partners. This approach will not be applied for ACWUA's pilot twinning activities but will be considered for the stage of replication and scale-up. ACWUA envisions that technical assistance for multilateral twinning arrangements will rely on training sessions and workshops that can accommodate participants from multiple partner utilities. It is understood that costs for multilateral twinning arrangements will be significantly greater than the bilateral approach; however the opportunity for broader regional impacts also may be maximized.

In-Country Twinning Partners- It is important to note that twinning partners need not be from different countries. Two or more utilities in one country can be linked as long as one is a legitimate mentor. For a new twinning program, such as envisioned for ACWUA, starting with in-country twinning pilots is a cost-effective and efficient way to leverage the technical expertise of a mentor in a controlled setting while limiting expensive travel and potential logistical or visa related obstacles.

Multi-country Twinning Partners- As discussed above, ACWUA will conduct its initial pilot twinning activities on an in-country basis only. ACWUA will reserve multi-country application to the replication and scale-up that occurs after completion of a bilateral twinning partnership. A key outcome of twinning is that the mentor facility becomes recognized as a 'demonstration site' for future twinning activities. ACWUA will leverage the potential of the mentor demonstration sites by conducting twinning activities for multiple utilities both in-country and regional.

Capacity Building

Developing the Mentor Utility- The fact that a mentor utility excels at a particular function is not an indication that the mentor is capable of effectively transferring knowledge to a partner utility. The mentor may require support and assistance in capacity and program development (plan, materials, schedule, etc.) to transfer technical expertise to the partner(s). The ACWUA twinning approach is a cost-effective way to build training capacity so that the mentor is well prepared to assist utilities locally and regionally. The outcome of a twinning pilot for the target utility function is a 'demonstration site' with qualified twinning staff and knowledge exchange materials to be used by the mentor to help improve the performance of other deficient utilities – in-country and MENA.

Empowered Responsible Participants- To achieve expected performance improvement results, ACWUA requires that all personnel (mentor and partner) who participate in an ACWUA sponsored twinning activity have the authority to make changes back at their site. Therefore, these participants will typically be managers and senior engineers versus junior staff or personnel who are not directly responsible for improvement of the target function being address by the twinning activity.

Twinning Types and Delivery

Virtual Web-based Exchanges – In this approach, the mentor and utility partner(s) are linked in knowledge and information sharing which utilizes the internet in place of traditional direct/real on-site twinning exchange. Through a virtual approach, one or many partner utilities can benefit from the expertise of the mentor. However, the virtual approach does not include the specific and direct/real

on-site cooperation and exchange, and, relationship building over an extended period that typifies traditional twinning.

As virtual twinning tends to reduce and/or replace on-site activities, it has the potential to be a cost-effective option especially in a multilateral context. It should be noted that the preparation of strong virtual presentation is not without complexity or cost as the best sessions tend to make ample use of on-site photos and video to augment slides.

The virtual approach is currently not preferred by ACWUA as a primary exchange mode for twinning pilots but ACWUA may utilize virtual applications when moving to broaden regional impacts during replication and scale-up.

On-Site Twinning Activities – Whether in-country or multi-country, each ACWUA twinning will be designed to have the following parts with associated progress reporting- This approach is currently favored by ACWUA over virtual approaches:

Part 1	Mentor Demonstration of Target Function
Part 2	Sharing and Discussion of Partner(s) Deficiencies in the Target Function
Part 3	Action/Work Planning – A joint strategy and schedule for application of mentor-endorsed solutions back at the partner(s) work site
Part 4	Performance Improvement – Implementation of the action/work plan over a period that will typically range from 9 – 18 months
Part 5	Replication and Scale-up – Preparation of the mentor demonstration site to serve many ACWUA members

Integrated Twinning Approach, Combining Virtual and Traditional Twinning - This virtual approach allows ACWUA to economically offer knowledge exchange benefits to interested member utilities, through a cost effective method. In an integrated twinning approach, these web-based virtual sessions would be followed by an in-country pilot to build the capacity of the mentor and establish a demonstration site.

ACWUA is seeking to broadly offer traditional on-site twinning exchange activities to all interested members. In this proposed approach, ACWUA can build on these in-country pilots and later extend bilateral and/or multilateral twinings to interested utilities throughout MENA.

Regardless of the approaches that ACWUA chooses to explore, all of the above should be attractive to donors who would be asked by ACWUA to fund proven twinning exchanges that have been piloted, refined and utilize mentors that have developed effective knowledge transfer capacity at demonstration sites for regional replication and scale-up.

Section 4 - Revenue Generation for Long-term Twinning Sustainability

Scope of ACWUA's Role – ACWUA will coordinate the planning, facilitation, follow-up and reporting of each twinning activity as detailed in the twinning MOU developed for each twinning activity. Where training materials must be developed, ACWUA will support the mentor in preparing required presentations, handouts and modules as appropriate. Although ACWUA will provide these services on a not-for-profit basis; ACWUA will charge a reasonable twinning coordination and facilitation fee to cover ACWUA's costs in twinning implementation.

Revenue Generation Approaches and Considerations

ACWUA Coordination and Facilitation Fee - ACWUA will charge a twinning coordination and facilitation fee that is a percentage of estimated total twinings cost (versus a flat fee which is charged for ROCTPs). A percentage will account for the high variability of twinning activities. Each twinning is different with regards to location (in-country/multi-country), function, capacity, timeframe, etc. – such factors will all affect the degree of ACWUA's coordination and required support. For example, ACWUA could set a twinning coordination and facilitation fee as a percentage of the total twinning costs if that amount will cover ACWUA's expenses. Please see ACWUA's cost model for further explanation on fee.

Covering Twinning Costs – ACWUA will prepare budget estimates for each twinning activity (see Annex 6- Twinning Budget Worksheet) and communicate financial requirements to the mentor and partner utilities as well as related local governmental entities and concerned development/donors for their consideration.

Payment arrangements should be addressed on a twinning case-by-case basis. Payment might be shared in whole by the mentor and partner utility – or – the partner, as the benefactor, could bear the greater portion or the entire cost.

Development Partners – Donor institutions, international organizations, non-profits, foundations, national water associations and regional water utility networks that provide funding and technical support for ACWUA twinning activities.

Donor Support and Potential Twinning Subsidy -Development partners/donors that already support W/WW projects at the mentor and/or partner utilities may pay for selected twinning activities in whole or part. Development partners/donors might directly support ACWUA's twinning program.

Cost Sharing - In-Kind Contributions from Mentor and Utility Partner(s) - In-kind contributions will vary substantially based on ability of mentor/partner to pay and capacity. 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.

Chief among the cost sharing options typically proposed by twinning partners are:

- Providing local transportation for participants, at no cost, 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 in 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.

It must be emphasized that twinning is a complex performance improvement intervention and financing each intervention will be equally complicated. Each ACWUA twinning activity is tailored

to specific needs and has numerous variables affecting cost, contributions and support. The funding of each twinning activity will require intensive dedicated coordination, communication, and, trial and error to arrive at creative financial solutions.

Twinning Awareness, Promotion and Marketing – The extent to which ACWUA can generate interest in twinning and demonstrate its beneficial results will help increase the revenues that can be generated by this stream; contributing to sustainability of the ACWUA twinning program.

ACWUA will target members, governmental entities and development partners/donors in its marketing efforts utilizing promotional awareness-building brochures, presentations/webinars, e-mailings and web postings for twinning activities and benefits.

ACWUA will continue to seek general member interest in twinning through on-going surveys (see Annex 2 and 3). ACWUA will also market specific mentors with recognized expertise; partner utilities that have expressed their need for assistance; development partners/donors whose stated goals align with twinning interventions.

Like the ACWUA ROCTP Rollout Plan, the ACWUA Twinning Plan lays out the needs for 10 planned in-country and multi-country twinning arrangements to be conducted by ACWUA which can be marketed to development partners and/or donors.

ACWUA's periodic reporting of twinning performance improvement impacts and lessons learned at conferences and on its website will also increase understanding and raise interest which could lead to increased revenues.

Section 5 - ACWUA Twinning Manual - How To Use This Manual

Description – The remainder of this document is a guideline for the step-by-step application of the ACWUA twinning approach. The twinning method is presented in the following steps (associated forms and templates found in the annexes):

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

These steps define a comprehensive method for the planning, design, development, implementation and follow-up of all ACWUA pilot twinning activities to be carried out by the ACWUA twinning facilitator and the mentor and partner twinning coordinators.

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 in accordance with the ACWUA twinning process (see Section 4 – Twinning Activity Implementation).

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 would be excellent choices for twinning coordinators. As part of each ACWUA twinning activity, these twinning coordinators will be trained by the ACWUA twinning facilitators.

Certification Information System (CIS) – The new ACWUA CIS will be used as the central database for all ACWUA twinning activities. For each ACWUA twinning arrangement, the twinning facilitator will be responsible to prepare and enter survey results, mentor and partner profiles, MOUs, action/work plans and progress reports into the CIS. The CIS is designed so that mentors and partners can directly access, post and update their files. As part of each twinning arrangement, mentors and partners twinning coordinators will be trained to use the CIS.

Revising the ACWUA Twinning Program Manual- This ACWUA Twinning Program Manual is a set of best practices guidelines presenting an ideal target for capacity building as ACWUA evolves into an expert in delivery of twinning services to its members. This manual will be periodically revised by ACWUA as the organization gains twinning experience and acquires lessons learned from practical application of twinning processes and procedures.

Section 6 - Twinning Activity Implementation

ACWUA Pilot Twinning Program - Kick-off Session: ACWUA will conduct an interactive twinning kick-off webinar for all of its interested members as the vehicle to introduce the ACWUA twinning approach; engage interested members to discuss topics/needs for additional high priority twinning activities; and, possibly identify potential mentors.

Section 6.1

Step 1 Identification - Identify and Profile Mentors and Partners

Water and wastewater services providers interested in twinning have varying priorities, interests, incentives, capabilities, and needs. To initiate a partnership, the twinning facilitator needs to identify: (1) the capacity building needs and priorities of prospective recipient water utilities; (2) the capabilities, skill sets and incentives of candidate mentor utilities; and (3) the willingness of both recipient and mentor utilities to participate and contribute towards a meaningful and mutually beneficial relationship. In the process, the facilitator consults not only with targeted water utilities, but also with relevant government representatives and development partners. In some cases, the development partner supporting the twinning activity will specify utilities or a target country in line with their development objectives or priorities.

To help identify candidate twinning partners, the facilitator needs to develop and manage information on interested water utilities (recipients and mentors- who are collectively referred to as twinning partners), usually organized via a database. The ACWUA CIS database should consist of operator profiles (e.g. contact information, type and level of service, etc.), priorities, capacity building needs, capabilities, and interest in participating in a twinning (e.g. resource contribution). ACWUA will manage a CIS database to be accessed by the facilitator in the operator identification of process as needed. Each twinning mentor and partner will identify and assign a twinning coordinator to be trained to work with the ACWUA twinning facilitator on all aspects of the twinning activity.

- **Purpose:** To identify candidate mentors and recipients for twinning.
- **Output:** List of candidate twinning mentor and recipient partners including their profiles, priorities, capacity building needs, capabilities, and twinning interests.

Key Activities

- Discuss preliminary needs and priorities of ACWUA member utilities in selected country;
- Identify potential participating in-country utilities – Mentors and Partner(s);
- Confirm interest of selected in-country mentor and partner(s) in twinning pilot;
- Collect basic mentor and partner(s) utility information relevant to the twinning pilot using the ACWUA Twinning Questionnaire;
- Create mentor and partner(s) utility profiles based on the ACWUA Twinning Questionnaire and upload to CIS.

Outputs/Products

- ACWUA twinning facilitator and mentor and partner twinning coordinators assigned and trained;
- Prioritized list of utility functions targeted for performance improvement;
- One-page/thumb-nail descriptions of the target utility function and associated mentor program;
- Completed ACWUA twinning questionnaire by both :mentor and partner(s);
- Utility profiles – mentors and partners basic data specifically related to target function; and, capacity and interest to participate in twinning;
- Preliminary confirmation of interest to enter an in-country twinning pilot from both mentor and partner(s).

Section 6.2

Step 2 Introduction - Match Mentors and Partners

After identification, the facilitator helps to structure the partnership based on the defined recipient needs, mentor capabilities, and the overall partnership interests. The facilitator considers matchmaking factors such as:

- Partner preferences or priorities to link with specific countries or water utilities;
- Justification of key areas to be addressed;
- Ability of recipient to adopt and adapt expertise and systems offered by potential mentors;
- Ability of partners to communicate in English or another common language;
- Ability of the partners to contribute resources (either in kind or direct funding);
- Similar physical conditions – i.e. climate, terrain, etc.;
- Similar scale of operations in terms of customer base, service area, staffing, etc.

The facilitator seeks agreement on the terms of the partnership by both the mentor and recipient. For a partnership to remain focused and impact-oriented, it should be based on the partnership principles. The facilitator then works with the mentor and partner to estimate the budget for the twinning activity (see Annex 5)

Based on the matchmaking factors, the facilitator drafts a MOU (see Annex 7) for consideration by candidate mentor/recipient utilities and potential development partners involved in the twinning activity. The MOU outlines the features of the twinning arrangement including objective, benefits, targets, expected resource contributions and results, and anticipated duration. Candidate utilities and development partners review, agree and sign the MOU. To help reach agreement, the facilitator when necessary organizes partner introductions. The Facilitator also initiates discussions with relevant development partners, government and non-government organizations that may be interested in supporting the partnership, including future replication and scale-up of good practices emerging from the twinning.

Each twinning activity should have the potential for replication/scale-up to expand the impact of improved operational efficiencies or access to services.

Key Activities

- Introduce in-country mentor and partner(s) based on priority development needs, interests and capabilities (at mentor facility);
- Develop proposed scope of in-country twinning pilot clearly documenting mentor and partner roles (all partner participants are responsible and empowered supervisors who can impact change on the job) and in-kind resource contributions;
- Prepare pilot in-country twinning budget estimate;
- Facilitate review, approval and signing of twinning pilot MOU between mentor and partner(s) to participate in in-country twinning pilot.

Outputs/Products

- Pilot in-country twinning budget estimate;
- Final signed twinning pilot MOU with twinning scope, mentor and partner(s) roles, timeframe and in-kind resource contributions.

Section 6.3

Step 3 Establishment - Plan the Twinning Activity

Twinning partners typically require initial assistance to begin the partnership and further understand the priority challenges. To validate the twinning MOU and better detail the twinning scope, the

facilitator organizes a diagnostic visit by the mentor to the recipient. The visit's purpose is to have the mentor observe first-hand the recipient's local conditions and assess overall needs per the identified focus areas. During the visit, twinning partners and the facilitator discuss a joint action/work plan, addresses priority needs, sets realistic targets and milestones, and achieves tangible results in terms of improved operational efficiencies and/or expanded access to services. Twinning partners also verify that the work plan aligns with the recipient's investment plans to ensure availability of adequate technical, financial and human resources to support and reach twinning targets. With support from the facilitator, the partners draft a joint Twinning Action/Work Plan that includes activities related to replication and/or scale-up.

Upon agreement, twinning partners and the facilitator sign a twinning action/work plan that outlines principal activities, expected targets, approximate timeline, partner responsibilities, in-kind contributions and financial support.

Key Activities

- Coordinate and implement diagnostic visits to mentor and partner facilities;
- Develop joint pilot twinning work plan, resource contributions and detailed schedule;
 - Part 1 – Mentor sharing of knowledge and demonstration of target function;
 - Part 2 – Sharing and discussion of partner deficiencies in the target function;
 - Part 3 – Action/Work Planning – A strategy and schedule for application of mentor-endorsed solutions back at the partner facility:
 - Standard/Performance Indicators & Targets;
 - System, Structure, Staff, Support;
 - Schedule.
- Finalize pilot in-country twinning budget including in-kind contributions;
- Facilitate review, approval and signing of pilot twinning work plan and schedule agreement.

Outputs/Products

- Diagnostic report: Mentor capacity building needs such as planning of twinning activities, materials and presentations development and training of trainer skills; partner performance deficiencies.
- Final pilot in-country twinning budget.
- Final joint pilot action/work plan including activities, in-country visits, milestones, in-kind resource contributions.

Step 4 Implementation – Start the Twinning Activity

After agreeing on the joint twinning action/work plan, twinning partners launch their respective activities. Per the plan, the twinning facilitator helps manage activity implementation and monitors activities and results, such as training visits by the mentor, site visit by the recipient to the mentor to observe model practices and systems, correspondence for practical advice and problem solving, technology demonstrations, workshops, and peer review of system improvement plans. Where appropriate, the facilitator assists with materials preparation, activity coordination, logistical support, and progress updates. As necessary, the facilitator also helps evaluate each activity by verifying the effectiveness of knowledge transfer, identifying constraints in activity implementation (e.g. issues in communications, changes in twinning partner staff, etc.), and checking progress.

Near or at the completion of twinning activities, the facilitator supports twinning partners to prepare a report that summarizes each activity, results, lessons learned, and further needs for improvements or scale-up of good practices throughout the recipient's service area (see Annex 8). ACWUA also maintains these twinning reports in support of scale-up plans and overall twinning promotion.

Key Activities

- Initiate and support in-country pilot work plan implementation;
- Develop twinning knowledge exchange methods, materials/training modules with mentor including mentoring, coaching, technical assistance as appropriate, such as:
 - Remote consultation;
 - Classroom training by mentor at mentor/partner site;
 - On-the-job training by mentor at mentor/partner site;
 - Short internships at mentor organization;
 - Study exchanges/visits to mentor/partner sites;
 - Manual, SOP, guidelines development by/with mentor;
 - Virtual coaching by mentor through email/web;
 - Peer review of existing materials by mentor;
 - Systems assessment and recommend improvement plans.
- Prepare mentor to exchange knowledge with partner;
- Conduct pilot in-country twinning exchange activities/visits;
- Track progress and report results;
- Facilitate regular communication;
- Initiate discussion on replication and scale-up.

Outputs/Products

- Pilot twinning methods/materials including training modules (including mentoring, coaching, technical assistance as appropriate);
- Mentor capable of effective knowledge exchange;
- Completed pilot in-country twinning exchange activities/visits;
- Progress reports on outcomes and expected impacts.

Step 5 Expansion – Support replication and scale-up

ACWUA promotes replication of model practices or innovations between member services providers at the regional and national levels, and scale up of good practices within a provider's service area. Based on the twinning final report, twinning partners and the facilitator develop a scale-up action plan to determine activities that will enable the recipient to apply the lessons and innovations introduced by the mentor throughout its service area. To assist with scale-up, the facilitator explores opportunities to extend the twinning, enter into another partnership agreement with a new mentor, or identify additional technical support. For replication, the facilitator and twinning partners document and disseminate achievements and lessons learned during selected ACWUA national and regional workshops to other water services utilities who may be interested in adopting best practices themselves. Both mentors and recipients can serve as mentors for their peers, and will be encouraged to jointly prepare a replication action plan with support from the facilitator.

To seek support for and implement the replication and/or scale-up activities, the facilitator discusses and coordinates with relevant development partners, government and non-government organizations. ACWUA also helps the facilitator and twinning partners in garnering technical and financial support for implementing the scale-up and/or replication plan based on the twinning results.

Key Activities

- Document and share pilot in-country twinning achievements and lessons learned with ACWUA members;
- Revise and refine twinning plan, methods and materials including training modules based on pilot (including mentoring, coaching, technical assistance as appropriate);
- Develop plans for additional in-country and multi-country twinning agreements;
- Seek technical and financial support for scale-up and replication.

Outputs/Products

- Final twinning methods/materials including training modules for in-country and/or multi-country replication (including mentoring, coaching, technical assistance as appropriate)
- Scale-up and/or replication plans;
- Pilot twinning achievements and lessons learned report shared with ACWUA members.

Section 7 - Twinning Products

This section provides brief descriptions of the outputs and products of the ACWUA twinning program and the process described in previous Section 6 – Twinning Activity Implementation.

ACWUA Twinning Promotional and Marketing Materials (Please see Annex 1)

Examples of the materials that ACWUA will use to promote and market its new twinning services include:

- One-page description of each twinning and mentor approach;
- Brochure of services;
- E-mailings announcements;
- Web posting content.

Twinning Survey Questionnaire (Please see Annex 2)

- In the interest of receiving timely responses from potential mentors and partners, ACWUA will distribute a streamlined and simplified questionnaire when making initial contact with interested utilities. This basic data will be expanded with information collected using the supplementary questions. These mentor and partner profiles will be posted to the CIS.

Twinning Request/Proposal Form (Please see Annex 3)

- ACWUA will email this special form to all members to determine interest in twinning and encourage members to begin the process of linking together as mentors and partners. The form will also be posted on the ACWUA website.

Twinning Plan and Schedule Template (Please see Annex 5)

This template provides a standard framework for the typical ACWUA twinning activity as per the 6-step method described in Section 6.

Timing of twinings will vary - especially, Step 4 Implementation - based on factors including the technical complexity of the target function, the capacities of the partners, the severity of the performance deficiency, and, the availability of mentor and partner staff to participate.

Each twinning is unique. However, by using this template, ACWUA will standardize all twinning plans.

Twinning Activity Budget (Please see Annex 6 - to be produced by ACWUA)

This is a spreadsheet designed to estimate the cost per ACWUA twinning activity including: travel, lodging, and per diem; materials development; communications and logistics; participant costs taking into account in-kind contributions and the ACWUA twinning coordination fee.

Pilot Twinning MOU (Please see Annex 7)

This standardized version includes the roles and responsibilities of: IWSMR, ACWUA, mentor and partner. The form serves as a template that will be modified to the unique features of each ACWUA twinning activity. In the post-IWSMR period, ACWUA will revise the MOU to eliminate IWSMR and restructure the roles and responsibilities. Development partners/donors and governmental entities may be added to future MOUs as appropriate.

Joint Twinning Action/Work Plan

The Action/Work Plan (see Annex 5 - ACWUA Twinning Plan & Schedule) contains the specific requirements for smooth implementation with specific details and timings of actions to be taken by

the partner at the partner site to improve performance in the target function by emulating the mentor and implementing a tailored solution to the performance deficiency. The plan will include:

Components	Twinning Action/Work Plan
Performance Standards	Indicators and targets to be tracked 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

Knowledge Exchange Materials – ACWUA will utilize the formats already being applied for ROCTP materials when preparing similar trainer and trainee materials for twinning knowledge exchange activities including:

- 1) One-page Description of Twinning Target and Knowledge Exchange Approach
- 2) Technical Handouts (Training)
- 3) Presentations – Slides, Photos, Video

Twinning Progress and Final Reports

This is a simple progress reporting template to be completed periodically by the ACWUA twinning facilitator and the mentor and partner twinning coordinators. As the overall duration of twinning activities will vary, the frequency of reporting may also be appropriately adjusted. Shorter twinning activities may require monthly reporting while longer activities might have quarterly progress reporting. Summaries of these reports will be used in the development of the final twinning report which will contain achievements and lessons learned to be shared with ACWUA board and members. Progress reports will contain:

- A summary of activities and accomplishments during the reporting period in relation to the agreed upon benchmarks contained in the joint twinning action/work plan. The reports will be directly linked to the indicators and targets, including gender disaggregation of training participants;
- A summary of problems, issues, and means of addressing/correcting them. For each corrective action proposed, the facilitator and coordinators will designate responsible parties and establish a timeframe for completion of the action;
- Financial status of the twinning activity compared with the budget estimate;
- Final Report Only – Overall achievements, lessons learned, and, preliminary replication and scale-up scheme.

Scale-up Action Plan

ACWUA has prepared its first master twinning plan which includes 10 planned twinning activities to be conducted by ACWUA after completion of the IWSMR project. These may be in-country or multi-country pilots, replications or scale-ups. The format used for the current ACWUA master twinning plan will be used by ACWUA to lay out the strategy to replicate the results of each pilot twinning activity making use of the mentor demonstration site, and, to scale up the 10 planned twinning activities.

Section 8 - Twinning Activity Monitoring, Evaluation and Follow-up (MEF)

Monitoring, Evaluation and Follow-up (MEF) – ACWUA is committed to implementing a comprehensive MEF framework that will be applied during and after the formal twinning activities to track and report progress as well as intervene to support partners in achieving targeted performance improvement results. The Twinning facilitator and coordinator will be instrumental in ensuring that the MEF guidelines are applied and acted upon when intervention is dictated. The MEF report is a simple progress report that should track performance indicators set for each twinning as well as planned versus actual progress, obstacles affecting progress such as scheduling conflicts, unavailability of personnel, budget issues, and follow-up actions required.

Modified Twinning Impact Assessment (TIA) – ACWUA already applies its TIA approach to ROCTP. The TIA system is also directly appropriate to the ACWUA Twinning Program and will be modified by ACWUA MEF as necessary for application to each twinning activity. TIA uses quantitative and qualitative pre and post training and periodic on-job performance data to assess impact. TIA is in use by ACWUA; full documentation is available from ACWUA.

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.

Annex 1 - ACWUA Twinning Promotional and Marketing Materials

Note: ACWUA will address this section in the future, after a Communications Specialist is hired to develop such marketing tools.

Annex 2 - ACWUA Twinning Questionnaire

ACWUA Pilot Twinning Questionnaire

Simple Short Form/Draft Feb 2015

Utility Name: _____

Twinning 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 |

- 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:

.....

.....

.....

.....

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 Request/Proposal Form

ACWUA Pilot Twinning Proposal for ACWUA E-mailing and Website Posting

ACWUA BACKGROUND

The Arab Countries Water Utilities Association (ACWUA) located in Amman, Jordan is a registered regional, non-governmental organization (NGO) that partners with water supply and wastewater utilities in the Arab countries to provide best practice service delivery to its members. As one of its member services, ACWUA aims to promote twinning partnerships between water and wastewater operators in MENA to support improved access to safe water and sustainable sanitation. These twinning linkages between two water services providers typically involve focused, technical exchange over a period of 9-18 months, resulting in the expansion or improvement of services, and/or the adoption of improved policies and practices by one or both partner operators.

TWINNING PROPOSAL QUESTIONNAIRE

Current and future ACWUA development partners are interested in facilitating new pilot twinning partnerships. Kindly fill out this brief proposal to communicate your utility's readiness to participate in a twinning arrangement. Both mentor and recipient utilities should review this form before submission to ensure mutual understanding. Completion of this form may lead to a facilitated ACWUA twinning arrangement, but is no guarantee.

REQUIREMENTS

This survey requires basic information on the topic area, time-frame, and available resources for the proposed twinning arrangement, and should take about 20 minutes to complete.

Twining Proposal

1. Please list utilities in the proposed partnership:

Mentor:

Recipient partner:

2. Mentor contact information

Contact person:

Title:

Email Address:

Phone Number:

3. Recipient partner contact information

Contact person:

Title:

Email Address:

Phone Number:

4. Please enter proposed topic areas/utility functions (up to 2)

- ___ 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 specify):

5. Please enter the proposed objective for the twinning arrangement:

EXAMPLE: Mentor to provide training on designing, implementing, and monitoring of a nonrevenue water (NRW) program to decrease water losses and increase revenues through improve billing and collection.

6. Please enter the expected results of the partnership:

EXAMPLE:

- Adoption of mentor operator's standard operating procedures on NRW, reducing water losses by an estimated 25% from current levels.

7. Please enter information on the proposed timing of the project:

EXAMPLE:

Jun 2015 - Rapid assessment of priority problems

Aug 2015 - Training on NRW; select pilot areas

Oct 2015 - Training on usage monitoring and leak detection in a pilot area

Dec 2015 - Development of standard operating procedures

Feb 2015 - Measurable reduction in NRW

8. Please list resources the MENTOR partner can contribute:

EXAMPLE:

- Travel costs for 3 persons round-trip (Airfare, hotel, expenses)
- Loaning equipment
- Waiving costs for conducting NRW training at partner facility

9. Please list resources the RECIPIENT partner can contribute:

EXAMPLE:

- \$_____ (list amount) to setup pilot district metered areas
- Ability to pay for travel costs for 3 staff to mentor facility
- Provision of ground transport for mentor partner
- Arrange hotel reservations for mentor partners

10. Please enter any additional information that would be helpful for facilitators about your proposed water operator partnership:

Annex 4 - Twinning Activity Plan and Schedule

ACWUA Twinning Plan Summary

Pilot				
Jordan	Mentor Utility	Partner Utility	Target Utility Function	Initiation Date
In-Country				
Completed				
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
In Progress				
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

Annex 5 - ACWUA Twinning Plan & Schedule - Template

ACWUA Twinning Plan & Schedule - Draft Template		Month 1	Month 2	Month 3									
Topic/Function:	Mentor:	Partner:	Week	Week	Week	Remarks							
Activities	Output/Products	1	2	3	4	1	2	3	4	1	2	3	4
Step 1 Identification - Identify and profile mentors and partners													
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												
Step 2 Introduction - Match mentors and partners													
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													
Step 3 Establishment - Plan the Twinning Activity													
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												
• Visits: Mentoring, Coaching, Technical Assistance	• Milestones												
3.3 Finalize pilot in-country twinning budget	• In-kind resource contributions												
3.4 Facilitate review, approval and signing of pilot twinning work plan													
Step 4 Implementation – Start the Twinning Activity (as per Action/Work Plan)													
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													
Step 5 Expansion – Support replication and scale-up													
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												

Annex 6 - Twinning Activity Budget Estimation

Note: ACWUA will develop budget specifications separately.

Annex 7 - Twinning MOU Template

MEMORANDUM OF UDERSTANDING (MOU)

MOU-20(Insert year)-(Insert MOU number)-(Insert name of organization MOU is being executed with)

This Memorandum of Understanding is hereby made and entered into by and between **(Name of Organization), under/for (Insert governing body)** (hereinafter referred to as **(Insert organization acronym)**), represented by **(Insert name of representative)**, Title, and **(Insert name of organization MOU is being executed with)** (hereinafter referred to as **(Insert organization acronym)**) represented by **(Insert name and title of representative)**. The terms and conditions herein appearing shall govern the roles, responsibilities, duties and obligations of the respective parties under this MOU; however this MOU shall be considered to be a good faith agreement to pursue the goals and objective described herein, and is non-binding and not legally enforceable on either party hereto.

A. Parties:

Party I – NAME of Organization, for **(Insert governing body)** and located at **(Insert address)** whose representative is **(Insert name of Representative)**, Title. **(Name of Organization)** is **(Insert project organization)**.

And

Party II – (Insert name of organization MOU is being executed with), located in **(Insert address)**, whose representative is **(Insert name of representative)**, **(Insert designation of representative)**. **(Insert name of organization MOU is being executed with)** is a **(briefly state what kind of an organization it is, e.g.non-profit, non-government, etc)** that **(briefly describe what the organization does/purpose, etc)**.

(INSTRUCTIONS: if there are more than 2 parties, add “Party III”, “Party IV”, as necessary.

B. Objective:

Collectively the above Parties have agreed to enter into this MOU to reflect their mutual intention to cooperate and coordinate to **(Describe objective of MOU. Should be technical focus)**.

C. Background

(Insert name of organization MOU is being executed with)

(INSTRUCTIONS: If appropriate, the following details could be added to highlight how this MOU will link to project indicators/contract requirements. Delete if not applicable. Delete these instructions when finalizing the MOU)

Working in partnership, **(Insert project acronym)** and **(Insert name of organization MOU is being executed with)** will help achieve **(Insert project acronym)** contract objectives by **(Briefly explain how the contract objectives will be furthered by the activities under this MOU)**. Specifically, those contract objective(s) is/are:

-
-

As a result of the above, **(Insert organization acronym)** indicators are expected to increase as follows:

-
-
-

D. Responsibilities of the Parties

D.1 (Insert project acronym) will be responsible for the following under this agreement:

- a.
- b.
- c.

(INSTRUCTIONS: Add as many bullets as necessary. Delete these instructions when finalizing the MOU. This section may be adjusted to be descriptive text vs. Bullets if appropriate)

D.2 (Insert name of organization MOU is being executed with) shall be responsible for the following under this agreement:

- a.
- b.
- c.

(INSTRUCTIONS: Add as many bullets as necessary. Delete these instructions when finalizing the MOU. This section may be adjusted to be descriptive text vs. Bullets if appropriate)

D.3 Both Parties acknowledge and agree that **Name of Organization** implements the **(name or project or activity)** under the direction of **(Name DONOR if applicable)**. Any commitments made by **Name of Organization** are subject to change at any time based on direction from **(Name DONOR if applicable)** and/or the availability of funding for the **(Insert organization acronym)**.

E. Term

The Parties shall perform respective agreed upon responsibilities over a period from **(Insert effective date)** through **(Insert completion date)**, unless otherwise terminated in accordance with clause K below.

F. Funding and Expenses

This MOU does not obligate any funds to **(Insert name of organization MOU is being executed with)** or any of **(Insert name of organization MOU is being executed with)** employees working with **(Insert project acronym)**. Unless otherwise mutually and explicitly provided and agreed upon in writing, all expenses and costs incurred by either Party shall be borne by the Party incurring the same and neither shall be obliged to reimburse the other.

G. Communications

Day to day communication with respect to this MOU and any notice, request, document, or other communication related to the implementation of this MOU shall be in writing, in English, and shall be deemed given or sent when delivered to the Parties at the following addresses:

To **(Insert organization acronym)**: **(Insert contact info)**

To **(Insert name of organization MOU is being executed with)**: **(Insert contact info)**

H. Confidentiality

Each Party agrees to maintain in confidence any and all proprietary information received from the other including, but not limited to, data, reports, technical plans, business plans and any financial or fiscal information.

I. Amendments

This MOU may be amended or modified in writing by mutual consent of both parties as may be necessary from time to time. Notwithstanding the above, this MOU may be unilaterally modified by **(Insert organization acronym)** as necessitated by changes in funding or scope of work of **(Insert organization acronym)**.

J. Dispute Resolution

Any doubts or ambiguities or disputes, if any, in the interpretation of the provisions of this MOU or any of its supplements, shall be resolved through mutual consultations and negotiations between the Parties.

K. Termination

Any of the Parties, in writing, may terminate the MOU in whole, or in part, at any time before the date of expiration.

L. Force Majeure

If at any time during the course of this MOU it becomes impossible for the Parties to perform any of their obligations for reasons of force majeure, that Party shall promptly notify the others in writing of

the existence of such force majeure. The Party giving notice is thereby relieved from such obligations as long as force majeure persists.

M. General Provisions

The Parties entering into this MOU maintain their own separate and unique missions and mandates, and their own accountabilities. This MOU shall not supersede or interfere in any way with other agreements or contracts entered into between the parties, either prior to or subsequent to the signing of the MOU, unless otherwise stated herein.

Nothing in this MOU shall be construed as constituting any Party as the agent of the other Party for any purpose whatsoever and neither of the Parties shall have the authority or power to bind the others or to contract in the name of or create a liability against the other Parties in any way.

This MOU and all notices and amendments to it shall be executed in the English language, although they may be translated into **(Insert language)**. The English language version shall be considered binding and shall prevail in any dispute between the Parties.

N. Acceptance and Execution

This Memorandum of Understanding is made on the day and year stated below in two originals in the English language, all texts being equally authentic. Acceptance of the terms of this agreement shall be indicated by both Parties on the lines provided below and by initialing each page of this agreement. The Parties hereby accept the terms of this agreement.

IN WITNESS THEREOF, the Parties hereto have executed this MOU:

For **(Insert project acronym)**:

For **(Insert name of organization MOU is being executed with)**:

Signed: **(Insert name of Signatory)**

Signed: **(Insert name of representative)**

Title

(Insert designation of representative)

Dated:

Dated:

Place: **(Insert location where signed)**

Place: **(Insert location where signed)**

Annex 8. Twinning Completion Report

Note: ACWUA to create a progress report template.