



WATER OPERATORS' PARTNERSHIP BETWEEN

**Fundo de Investimento e Património  
do Abastecimento de Água**

(FIPAG) Mozambique

**Vitens Evides International**

(VEI) Netherlands

TARGETED IMPROVEMENTS ON

Coverage | Non-revenue water | Cost-recovery | Metering |  
Private sector participation

# TIMELINE



2003

MATCHMAKING

2005

Initial talks between Vitens and FIPAG lead to signature of Letter of Intent. DGIS invites proposals for partnerships to help achieve Millennium Development Goal on water.

Partnership agreement among VEI, FIPAG and DGIS. The WOP starts.

FIPAG starts implementing phase 1 of AfDB water infrastructure project. In-country staff training continues, followed by study visits in the Netherlands, South Africa and Tanzania.

FORMATION

2008

IMPLEMENTATION

2006

FIPAG Regional Office created to allow for joint water supply management for the four cities. Phase 2 of AfDB project starts.

Staff performance evaluation introduced and implemented, as well as the "Balanced Scorecard"



WOP assessment shows progress in four cities.

IMPLEMENTATION

2010

EVALUATION

2012

## COST



|                             | FIPAG             | VEI        | DGIS        |
|-----------------------------|-------------------|------------|-------------|
| <b>PHASE 1</b><br>2005–2008 | € 255,350         | € 1,407,68 | € 1,040,000 |
|                             | — € 2.7 MILLION — |            |             |
| <b>PHASE 2</b><br>2008–2012 | — € 5.3 MILLION — |            |             |

# APPROACH



This was a long-term WOP accompanied by significant investments. Capacity development approaches involved exchange visits, study tours, formal and on-the-job training, workshops, coaching and joint planning. VEI placed a full-time resident coordinator in Mozambique, and sent teams of visiting experts.

# IMPROVEMENT TRACKS



**Commercial targets:** improve coverage, lower non-revenue water, achieve full cost-recovery, and open up for private participation

 By 2013, water supply coverage averaged 97.5%, 24 hours per day in all cities. Non-revenue water was reduced to 15%-25% from 60% in 2005 and collection rates ranged in 93%-98%.

**Standardization of operating procedures:** water production, distribution and commercial procedures, strategic business planning.

**Institutional development:** creation a regional operating entity to streamline water supply management across the four cities.

**Human resources:** Build capacity from basic operator training to engineering and management.

 233 people had participated in various training programmes by 2012.

**Coordination of works:** A database was set up and studies conducted to make certain that the water sources were adequate and that planned distribution systems were fit for the AfDB infrastructure project.

## CHALLENGES



**Sustainability:** Some autonomy was achieved but long-term sustainability remains a challenge. Wastewater service improvements are also still needed.

**Poverty:** WOP observers have expressed doubt that cost-recovery is a realistic goal in Mozambique, given affordability considerations, among others.

**Local 'brain drain':** FIPAG has started to transfer trained well-performing staff from the cities to other Mozambican water utilities, thereby weakening capacity within the cities.

## SUCCESS FACTORS



**Parallel investment:** Simultaneous external finance for capacity-building from the Dutch Ministry, and infrastructure investment by the AfDB, helped leverage the benefits of the WOP.

**Country team:** VEI's stationing of a Resident Manager in Mozambique dedicated to the management of the WOP, was key to the success of the missions by visiting short-term experts. He was assisted by a technical team of Mozambican professionals, which helped with local language, culture and adaptation to the new working environment.

**Long-term commitment and trust:** Initial mistrust of local staff towards VEI was overcome, with time. Over time, trust was established to the partnership's benefit.

## WHAT THEY SAID



"In the beginning, it was VEI that told us what we needed and what to do about our problems. Now things have changed; we are telling VEI what the problems are and the sort of help we need."

**FIPAG Employee**

"Some people were used to working by heart and following their guts and not on following procedures."

**FIPAG Employee**

"The FIPAG people now have much more self-esteem, they are proud to be one of the best operators and asset holders in the region and that is a great tribute to VEI."

**Dutch Directorate-General for Development Cooperation**

# MENTEE

Fundo de Investimento  
e Património do  
Abastecimento de Água  
(FIPAG) Mozambique

Management of water supply  
services and investment

# MENTOR

Vitens Evides  
International  
(VEI) Netherlands

International joint venture of the two  
largest public water companies in the  
Netherlands – Vitens and Evides

## COVERAGE

58,805

WATER CONNECTIONS



Data unavailable

WATER CONNECTIONS

97.5%

AVERAGE WATER COVERAGE



AVERAGE WATER COVERAGE

402,431

POPULATION SERVED



POPULATION SERVED

## MOTIVATIONS

Information unavailable

Information unavailable

## SUPPORTING THIRD PARTY

The Netherlands Ministry of Foreign Affairs through the Directorate-General for International Cooperation (DGIS). In preparation for an impending investment project funded by the African Development Bank (AfDB) to improve the access, quality and sustainability of water supply and sanitation services in those cities.



**UNESCO-IHE**  
Institute for Water Education

## WATER OPERATORS' PARTNERSHIPS

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

### BEWOP

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

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

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

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

### FIND OUT MORE

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

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



Ministry of Foreign Affairs of the  
Netherlands