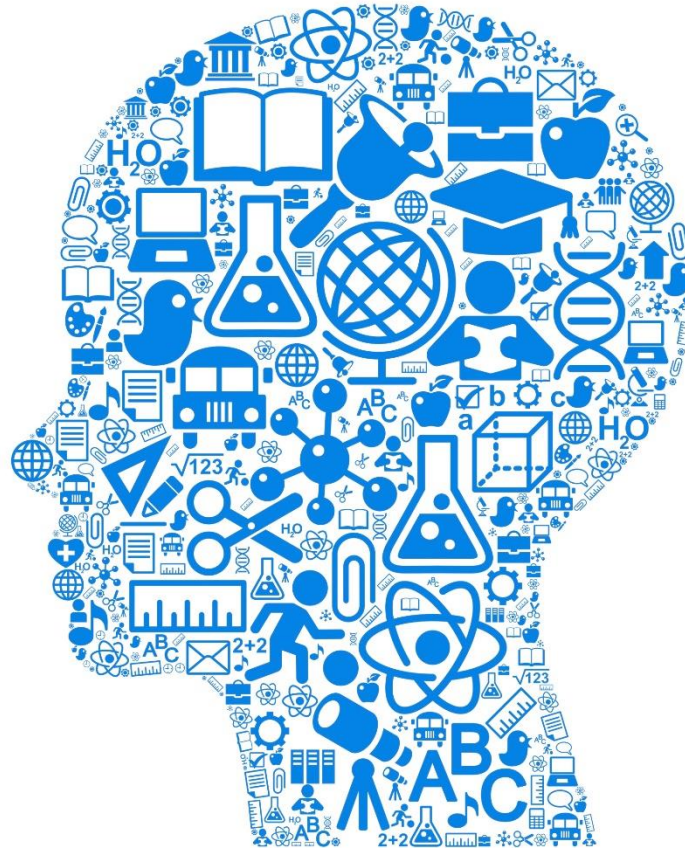


From Knowledge to Change



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The measure of intelligence is the ability to change
Albert Einstein

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Water Operator Partnership (WOP)

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Water Operator Partnership (WOP)– Definition



WHAT?

Water Operators' Partnerships (WOPs) are peer support partnerships between water and sanitation utilities.

WHY?

WOPs work by harnessing the skills, knowledge and goodwill within a 'mentor' utility to **build the capacity of another utility** – the 'mentee' – that needs assistance or guidance.

HOW?

Through **mentorship**, WOPs progressively strengthen and empower the mentee operator on management, financial and technical levels to implement operational and organizational changes that will lead to better and more sustainable services.

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Water Operator Partnership (WOP)– Features



- WOPs focus on **building the resident capacity** of water operator staff, rather than 'doing it for them.'
- WOPs are **peer partnerships**, meaning that the support comes from professional counterparts with hands-on experience within utilities
- Knowledge is not for sale in WOPs. WOPs are carried out on a **solidarity basis** and are not to be used for commercial purposes.

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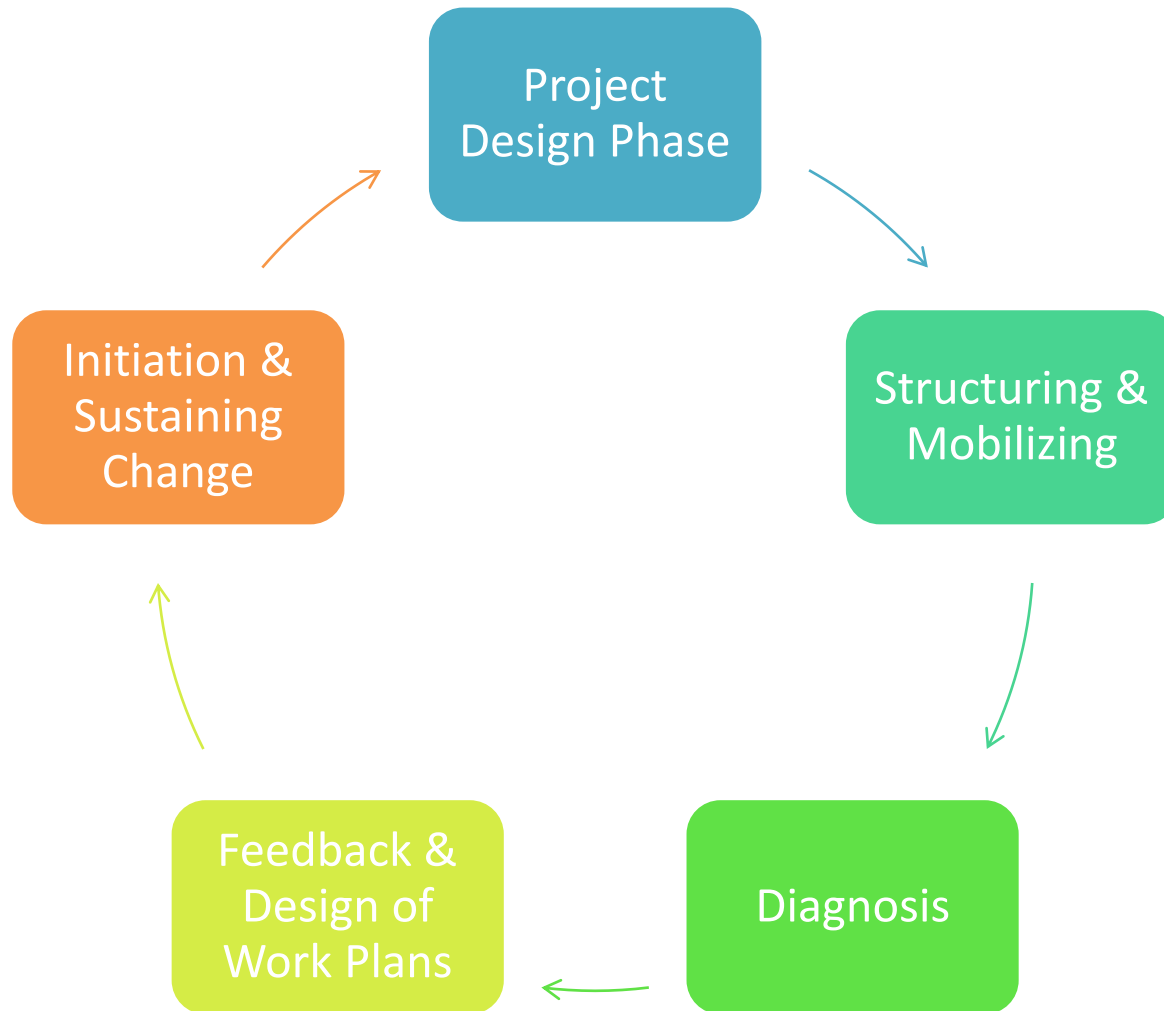
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The WOP Cycle & Change

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The WOP Cycle and Change—

The WOP Cycle



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The WOP Cycle and Change – Project Design Phase



Best Practices:

- WOP is demand driven, and agreed by management;
- Include short mission visits by mentoring experts;
- Build in an expectation of application of learning;
- Ensure that trainees have the resources to apply the learning;
- Have clear criteria for assessment of success.

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The WOP Cycle and Change – Structuring & Mobilizing



Best Practices:

- Ensure simple communication, transparency, clarity of roles, procedures, accessible dispute resolution mechanisms, and efficient M&E systems
- Strong formal leadership needed and all members have to be ready to engage in the change process
- Create vision for change to get buy-in from stakeholders
- Strong (shared) leadership to set project in motion

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The WOP Cycle and Change – Diagnosis



Best Practices:

- Data gathering to further explore causes and consequences of the problem initially described by the supported organization
- Getting the full picture of the problem including organizational and individual short-comings
- Identification of opportunities for transferring knowledge
- Support diagnosis skill transfer through teams composed of members from both parties
- A well-developed diagnosing process will lead to trust building, transfer of skills, better communication and engagement into change

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The WOP Cycle and Change – Feedback & Design of Work Plans



Best Practices:

- Both partners to agree on a diagnosis and feedback strategy
- Support constructive discussion and problem solving and joint design of interventions
- Creating a road map for change with concrete actions and responsibilities
- Work plans should obtain the approval of management, be cost effective and remain adaptable a feedback is received

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The WOP Cycle and Change – Initiation & Sustaining Change



Best Practices:

- Adopt a more advisory role supporting partners throughout the change process
- Timely availability of resources is crucial for executing and sustaining the change process
- To adapt formal structures, procedures and human resources management practices to better suit the new behaviour
- Support learning by doing
- Establish a support system for change agents through building a network of change agents

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The WOP Cycle and Change - Forms of Capacity Development in WOPs

- Formal training courses that offer a mix of theory in the classroom and practice in laboratories or on site;
- On-the-job training;
- Peer-to-peer problem solving;
- Site visits;
- Joint planning and work; and,
- Exposure and study visits to water utilities in other countries.

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Introduction to Mentoring

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Introduction to Mentoring Definition



Mentorship is a relationship in which a *more experienced* or *more knowledgeable* person helps to guide a *less experienced* or *less knowledgeable* person

Wikipedia

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Introduction to Mentoring

Basic Principles

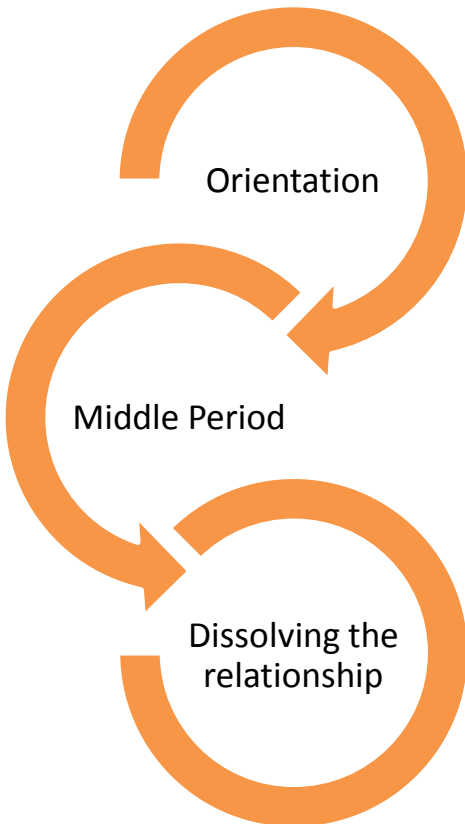


- **Mentoring is a partnership** – not a relationship between employee and manager
- **Partnership is collaborative** – Mentor and Mentee have to work together to determine the WHAT and HOW of partnership
- **Partnership is mutually beneficial** – mentorship works because both parties gain from the relationship

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Introduction to Mentoring

Three Phases



Orientation – Building the Base: During the first weeks, both mentor and mentee are getting to know each other, and building trust. At this time, both the mentee and the mentor are developing expectations of each other.

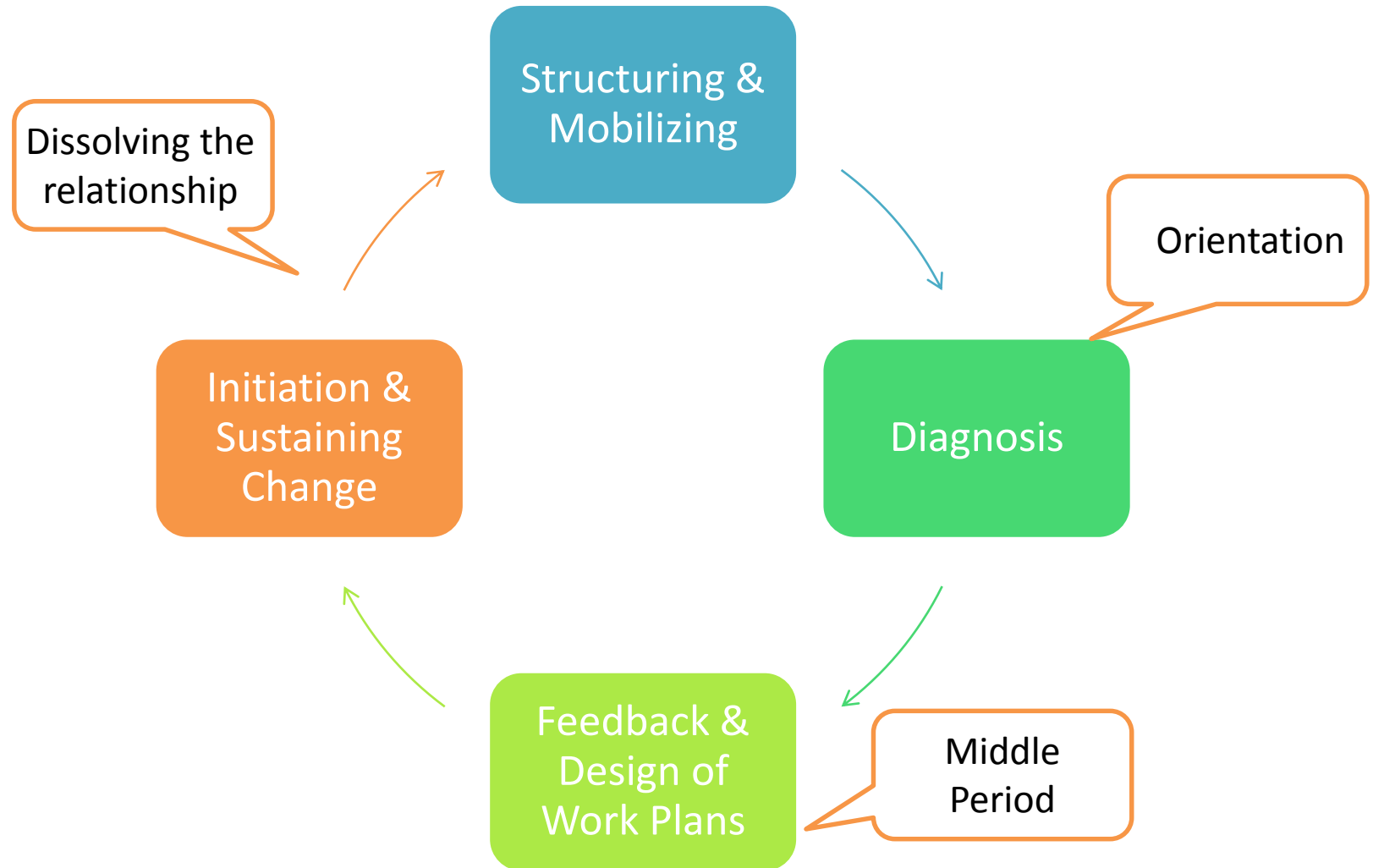
The Middle Period: The middle period is typically the most rewarding time for both mentor and mentee. The mutual trust which has developed between the two can give the mentee the confidence to challenge the ideas of the mentor.

Dissolving the relationship: Typically, the relationship begins to draw apart after a year or two.

Mentoring and WOPs

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Mentoring and WOPs – The WOP Cycle and the Mentoring Phases



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Prepare the individuals technically and managerially through knowledge co-creation that happens from the first contact between mentee and mentor. Knowledge co-creation takes place via

- (1) specific planned activities (e.g. training) and
- (2) unplanned activities through daily interactions.

Foster the engagement of individuals from the mentee towards the needed change

Mentoring and WOPs-

Best Practices for WOP Mentoring



1. Take time to listen intently to others.
2. WOP Mentors support change; they don't implement
3. Commit, communicate and engage from the start
4. Relationship development is important.
5. Be reliable and do what you say you'll do.
7. Respond to e-mails, phone calls, and letters as soon as possible.

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From Knowledge to Change – Activity



Activity:

Draw a plan of activities you are planning to do with your **WOP Mentee** following the peer-supported change and mentoring stages.

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Tell me and I forget, teach me and I may remember,
involve me and I learn

Benjamin Franklin

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