



Latin America & Caribbean

*RED DE EMPRESAS HERMANAS DE
AMERICA LATINA Y EL CARIBE*

Memorandum of Understanding

Name of the WOP

National Water Commission - NWC, Jamaica
Water and Sewerage Authority - WASA, Trinidad & Tobago

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Background of the initiative

The “Millennium Declaration,” adopted by 178 countries, expresses the decision and the commitment of governments and of the United Nations System to eradicate poverty and reduce the inequities still existing in the world. The Millennium Declaration is the result of the United Nations Summit on the new millennium, held September 6-8, 2000. That initiative sets objectives and goals to be met by the signatory countries of the declaration, including goals related to access to potable water and sanitation.

At the World Summit for Sustainable Development, held in Johannesburg August 26-September 4, 2002, the governments reaffirmed their commitments to the Millennium Declaration, deciding to include goals related to integrated management of water resources and other goals related to access to sanitation, which is regarded as a priority.

At the 4th World Water Forum held in Mexico City in 2006, the United Nations Secretary General’s Advisory Board on Water and Sanitation, in consultations and discussions with different segments of society in different countries around the world, proposed the initiative known as the “Hashimoto Plan,” which focuses a “Compendium of Actions,” on six aspects considered critical and vital for meeting the Millennium Development Goals (MDGs). Among them, *“Cooperation between Operators of Potable Water and Sanitation Services”*.

At a regional level, UN-DESA and UN-HABITAT have organized a series of review meetings aimed at promoting and setting up a technical cooperation system between potable water and sanitation operators, namely Water Operator Partnerships (WOPs), in developing countries that would work to expand access and coverage as well as improve the quality and efficiency of service delivery, especially for the poorest communities. With the support of the Interamerican Developing Bank (IDB) and the Asociación Interamericana de Ingeniería Sanitaria y Ambiental (AIDIS), and the participation of the region’s leader



operators, the Water Operator Partnerships – Latin America and Caribbean platform (WOP-LAC) has been established.

Its aim is to catalyze not-for-profit, peer support partnerships between water and sanitation providers, making use of the fact that while many operators lack capacity, others have it in abundance, and are willing to share it on a solidarity basis. With the objective of improving and strengthening the capacity of the utilities to help them achieve better standards of efficiency as well as the Sustainable Development Goals.

WOP-LAC is part of GWOPA, Global Water Operators’ Partnership Alliance, the program that carries on the action plan related to the cooperation between water and sanitation providers, proposed in May 2006 by the United Nations Secretary General’s Advisory Board on Water and Sanitation.

WOP-LAC was set up as the regional platform of the Global Alliance in October 2007. The IDB undertook the Secretariat under the “Water Initiative”, launched to support the achievement of the millennium goals related to potable water and sanitation in Latin America and the Caribbean.

Currently the Secretariat is managed by AySA, as a contribution to the Asociación Latinoamericana de Operadores de Agua y Saneamiento (ALOAS), with the permanent advisory of UN-HABITAT. They work together with the objective of scaling up activities in the region, understanding the WOPs as a high potential mechanism in Latin America and the Caribbean for producing and sharing knowledge and rallying the funds to provide access to water and sanitation services for all.

Background and description of operators

Background of the Water Operators’ Partnership

The Government of the Republic of Trinidad and Tobago (GoRTT) intends to transform the Water and Sewerage Authority of Trinidad and Tobago (WASA) into a high performing water and sanitation utility that delivers exceptional service and is financially sustainable and resilient. To achieve this, the Sub-

Committee of Cabinet Report on the performance of WASA dated December 11th, 2020, recommended four (4) strategic pillars to guide the management of the water sector:

- (i) Pillar 1 to stabilize WASA operations and build public confidence in the operations of the water sector and Government’s strategic intent;
- (ii) Pillar 2 to improve operational efficiency and customer service;
- (iii) Pillar 3 to strengthen financial management; and
- (iv) Pillar 4 to restructure the water sector.

To operationalize the strategic intent for the water sector the GoRTT has obtained from the IDB a Conditional Credit Line for Investment Projects (CCLIP) of \$315 Mn and signed a first loan operation of \$80 Mn - Trinidad and Tobago National Water Sector Transformation Programme. The general objective of the CCLIP and the first operation is to improve the efficiency, quality, sustainability and resilience of water supply service and water security in T&T. While the specific objectives of the first operation are to: (i) improve operational efficiency and reliability of water supply services; (ii) improve quality of water services for underserved communities in T&T; and (iii) develop capacity and provide institutional strengthening to the MPU and WASA to improve governance and sustainable management of water resources.

The Ministry of Public Utilities (MPU) and WASA, recognizing the challenges, have requested the assistance of the Inter-American Development Bank (IDB) for funding a technical exchange/twinning arrangement with the National Water Commission of Jamaica through the WOP-LAC. The NWC has proven itself to be a well performing utility and on this basis was selected by WASA to be the Mentor Operator

Background and description of mentor operator

The NATIONAL WATER COMMISSION OF JAMAICA (“NWC”), is the public utility with perpetual succession established by virtue of the National Water Commission Act with responsibility for all major water and sewage operations and infrastructure, including production of water collection, water treatment and disposal of urban sewage established and existing under the National Water Commission Act. The NWC supplies approximately 190 million gallons of portable water each day to its more than 400,000 registered accounts representing about 2 million persons across Jamaica. NWC is regulated in

different areas and to different degrees by the Water Resources Authority, the Office of Utilities Regulation and the Ministry of Health.

Background and description of recipient operator

WASA is a statutory Authority created by an Act of Parliament; Act 16 of 1965. The Act, thereafter modified by a series of amendments, legally empowers the WASA as the sole provider of water and wastewater services in Trinidad and Tobago: 'The Authority is responsible for maintaining and developing the waterworks and other property relating thereto and for administering the supply of water thereby established and promoting the conservation and proper use of water resources and the provision of water supplies in Trinidad and Tobago.' WASA's operation is regulated with the key regulators being:

- a) The Environmental Management Authority (EMA) – regulator of how operations impact the environment;
- b) The Freedom of Information Unit (FOIU) under the Ministry of Communication – regulator on the level of compliance of Public Authorities with the Freedom of Information Act (FOIA);
- c) The Office of Procurement Regulation - audits and reviews the system of procurement and disposal of public property to ensure compliance with the objectives of the Act;
- d) the Occupational Safety and Health (OSH) Authority and Agency – regulator of work practices;
- e) The Regulated Industries Commission (RIC) – the economic regulator of tariff which is dependent on levels of service; and
- f) The Trinidad and Tobago Securities and Exchange Commission (SEC) – regulator of Reporting Issuers continuous disclosure obligations.

The Water Resources Agency was appended to WASA in March 1976. The Agency has responsibility for both the regulatory and operational activities related to the management of water resources in Trinidad and Tobago. This regulatory framework guides and controls the development and operations of the Water and Wastewater Sector. Over the period under review, the Authority was in compliance with:

- i. CEC requirements for projects implemented over the period;
- ii. OSH Standards;
- iii. Reporting requirements of Security Exchange Commission (SEC);
- iv. Issuance of Sanitary Constructors License & Publication of List;
- v. Publication of FOIA Statement; and

vi. Responding to Freedom of Information Act (FOIA) applications. General objective of the WOP

The objective of this twinning arrangement between the NWC and WASA is to contribute to strengthening the technical, managerial and operational capacity of WASA through engaging in technical discussions around NRW Reduction, contracting and monitoring, network optimization, appropriate technology adoption, climate change and natural disaster resilience and lessons learned; the sharing of experiences in the areas of policy, corporate governance, systems, gender and diversity and human capital development; customer relations and service delivery.

Participant staff

The participants selected who will travel to Kingston, Jamaica for 4 nights/3 days to take part in the technical exchange/twinning arrangement are:

Participants List			
No.	Name	Title	Institution
1.	Mr. Anthony Bartholomew	Advisor to the Minister of Public Utilities	Ministry of Public Utilities
2.	Mr. Alston Fourmillier	Deputy Chairman of the Board of Commissioners	Water and Sewerage Authority
3.	Mr. Kelvin Romain	Chief Executive Officer (Ag.)	Water and Sewerage Authority
4.	Colonel Peter Ganesh	Programme Manager, WASA, Project Executing Unit (PEU)	Water and Sewerage Authority
5.	Mr. Andronicus Williams	Engineer	Water and Sewerage Authority
6.	Ms. Alisha Romano	Management Consultant	Water and Sewerage Authority

The expected participants from the National Water Commission Jamaica are:

Participants List		
No.	Name	Title
1.	Mr. Mark Barnett	President
2.	Mr. Kevin Kerr	V.P. Oerations
3.	Mr. Glaister Cunningham	V.P. Enterprise Development & Performance Monitoring
4.	Dr. Phillipa Campbell-Francis	AVP, Regional Manager - KSAT
5.	Mr. Garwaine Johnson	AVP, Regional Manager – St. Catherine & Clarendon
6.	Mrs. La'Toya Jackson-Morgan	AVP, Project Management Office
7.	Mr. Jermaine G. Jackson	Project Manager – Special Projects

The NWC may include other representatives not listed above as required.

Expected outputs for the WOP

As a result of this WOP the General Coordinator, detailed in the correspondent section of this Memorandum of Understanding, will lead the preparation of the following products:

- A **Results Report** once the visits have finished.
- An **Action Plan** for defining next steps to be carried out by the recipient operator related to the aim of the WOP

which will be sent, once concluded, to the WOP-LAC Secretariat

Activities and Work Plan

The following will constitute the scope/activities included in the exchange visits:

Date	Activity	Venue
	Depart POS to Kingston, Jamaica	
Day 1 (September 12, 2023)	DAY 1	
10:00 - 10:30 am	Register with IDB Country Office Jamaica	CCB/CJA

11:00 – 12:30 Pm	Welcome/Introductory meeting with National Water Commission (NWC) Corporate management.	NWC
12:30 2:00 pm	Lunch	
2:00 – 4:30 pm	Overview of the NRW Reduction Project/ strategy, scope of works; baseline and water balance; network optimization; active leak detection; DMAs/PMAs; energy efficiency, other SWIT; climate resilience; bottle necks and lessons learned. Discussions with NWC on ToRs/RFP, contract modality and tendering process; monitoring; performance measurements and payments; lessons learned	NWC
Day 2 (September 13, 2023)	DAY 2	
10:00 – 12:30 pm	Discussions with NWC on the digitization of their operations. Specifically with respect to their GIS and SCADA Systems inclusive of Telemetric Data Loggers and their integration to facilitate Business Intelligence and Situational Awareness.	NWC
12:30 2:00 pm	Lunch	
2:00 – 4:00 pm	Discussion on water sector policy, legislative and regulatory framework, corporate governance. Strategic planning, organizational systems/ use of technology, human capital development (institutionalization of NRW training), gender and diversity.	NWC
Day 3 (September 14, 2023)	DAY 3	
9:00 – 12:30 pm	Site Visits (NWC to suggest)	KSA
12:30 – 2:00 pm	Lunch	
3:00 – 4:00 pm	Discussions with Office of Utilities Regulations Meeting of the Hon. Marvin Gonzales, MP Minister of Public Utilities with The Honourable Minister Matthew Samuda, Minister without Portfolio in the Ministry of Economic Growth and Job Creation with responsibility for Water, Environment, Climate Change, and the Blue & Green Economies	NWC
Day 4	Return to POS	

General Coordination

The overall coordination of these activities, including responsibility for work products and achievement of expected outputs, will be under the charge of the Chief Executive Officer, WASA.

Responsibilities

NWC will allocate a group of full-time and part-time professionals to carry out the required activities, with enough experience and capabilities to develop the indicated products and to achieve the expected outputs.

WASA will allocate a group of full-time and part-time professionals to carry out required activities, making sure that they have the required experience and skills to achieve the indicated products.

In both cases the participants of this WOP initiative are detailed in the section 'Participant staff'.

Validity of the agreement

The validity of this Memorandum of Understanding is for 12 months.

Budget

See Appendix I

Source of funding

To conduct this WOP, the amount of USD \$18,298.86 to cover the travel, housing and per diem expenses will be provided for both operators by IDB through the Regional TC (TT-T1108) and the WOP-LAC. Details of the Budget are attached in Appendix 1

This document has been developed with the support of AquaFund. AquaFund is an IDB's thematic fund for water and sanitation, and has been the main financing mechanism to support the Bank's investments in the water sector since its creation in 2008. AquaFund has contributed to the achievement of the MDGs

in water and sanitation in LAC, and will play a crucial role in supporting Governments of the region to achieve the new SDGs. This has been done by facilitating the investments to improve the water and sanitation provision, water resource management, solid waste management and wastewater treatment, and contributing to the sustainability and accessibility of low income population to these services. It also supports the Bank's country members to face the new challenges raised by climate change, fresh ecosystems degradation and the recent hydric insecurity. The AquaFund is financed with IDB's own funds, and with donors' funds. Donors are the Government of Austria, the Spanish Agency for International Development Cooperation AECID, PepsiCo Foundation, the Swiss Cooperation by the Swiss Agency For Development and Cooperation (SDC) and the State Secretariat for Economic Affairs (SECO).

Approval and guarantee from the WOP-LAC Secretariat

In case the WOP is financed by WOP-LAC, the approval of the Secretariat will be required.

Feedback to WOP-LAC network through WOP-LAC Secretariat

The Chief Executive Officer, WASA, as the General Coordinator of this WOP Agreement, commits to send to WOP-LAC Network (through its Secretariat), no later than one month after the ending of the WOP, the requested documents in the section titled 'Expected outputs of the WOP' which will allow the generation of lessons learned and best practices for the future, and promote the WOP-LAC Network.

Code of Conduct

This code of conduct lays down the principles or the “rules” for partnerships between utilities and water operators that are undertaken as WOPs under the umbrella of WOP-LAC.

Good Governance

All stakeholders will take all needed measures to conduct their activities within the partnership according to the principles of good governance, including:

- Transparency
- Accountability
- Responsiveness to stakeholders’ concerns and interests
- Consensus-orientation
- Clarity and common understanding of stakeholders’ roles, rights, responsibilities, and expectations
- Compliance with local laws

Integrity

Central to WOPs is the sharing of knowledge in a not-for-profit and unrestrained way and built upon the notion of solidarity between utilities. Its purpose is to enhance the capacity and capability of public utilities within the guiding principle of integrity.

Therefore, the partners agree that no information will be intentionally withheld by any party in anticipation of any commercial gains, and no confidential information of one party will be used by the other party for its commercial advantage.

Social and Cultural Values

All stakeholders will take needed measures to abide by and respect the social and cultural values of the location where they are engaging in WOPs, including:

- Respecting the cultural norms and behaviours relevant to the local context
- Recognising and respecting the influence of gender, age, culture and religion on the different perspectives and values accorded to water and sanitation

Resolution of Conflicts

All stakeholders will form partnerships based on mutual trust and respect, address all issues with full transparency, and collaborate to identify workable solutions.

Results-Orientation

Prior to engagement, partners shall prepare written partnership agreements that outline: a) The objectives of the partnership and expected outputs, b) The roles and responsibilities of each partner, c) The value (in-kind and cash) of the partnership and d) The interests of each party in engaging in partnership.

The agreement should form the basis for professional, results-oriented cooperation, while leaving sufficient room for flexible solutions, as the context and issues are subject to change and evolve.

Cost sharing and Not-for-Profit

Activities carried out by any partner or stakeholder within a WOP shall be done on a not-for-profit basis. WOPs should never be used as a vehicle for commercial activities by any party. Activities within a WOP will incur costs for both partners. The parties have to identify these costs and decide together whether to bear these costs themselves, appeal for external support, or both. The respective contributions of the parties, be they in-cash or in-kind, shall be mutually agreed by the parties themselves.

Shared Incentives

Particular objectives and common interests of all stakeholders will be openly discussed to identify all possible costs and benefits in the arrangement. The respective motivations of both parties shall be explicitly discussed.

WOPs' benefits are mutual, but not necessarily equal. Partners have to respect the bona fide interests of their counterparts and seek actions that advance the goals of the partnership without requiring compromise of a partner's key interests.

In witness whereof, the undersigned have signed on this Memorandum of Understanding on *08 September...2023.*

Name of the representative: Mark Barnett

Position: President

Name of the Company/Organization: National Water Commission



Date (and signature):

Name of the representative: Kelvin Romain

Position: Chief Executive Officer

Name of the Company/Organization: Water And Sewerage Authority

Date (and signature):

Handwritten signature and date: 2023/09/04
Handwritten signature and date: 2023/09/08 CCRSA.

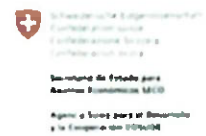
Name of the representative:

Position: Coordinator

Name of the Company/Organization: WOP-LAC 11/09/2023

Date (and signature):

Handwritten signature: VALERIA SUAREZ
Date: 11/09/2023



Appendix 1

WASA visits NWC

Budget for National Water Commission

Activity	# of persons	Rate (JMD)	Total (JMD)	Est. Total (USD)
Meals for Day 1 (Meeting)	15	4.000	60.000	400
Meals for Day 2 (Meeting)	15	4.000	60.000	400
Meals for Day 3 (Site Visit)	16	6.000	96.000	640
TOTAL			216.000	1.440

Budget for Water and Sewerage Authority

Name	Title	Agency	Hotel 4 nights in Jamaica (ROK Hotel) USD	Per Diem 5 days USD	Ground Transportation USD	Accountable Allowance USD	Cost of Airfare USD	Total US\$:
Mr. Anthony Bartholomew	Advisor of the Minister of Public Utilities	MPU	1.057,81	500	100	300	951	2.908,81
Mr. Alston Fourniller	Deputy Chairman of the Board of Commissioners	WASA	1.057,81	500	100	300	951	2.908,81
Mr. Kelvin Romain	Chief Executive Officer (Ag.)	WASA	1.057,81	500	100	300	951	2.908,81
Ms. Alisha Romano	Management Consultant	WASA	1.057,81	500	100	300	951	2.908,81
Mr. Colonel Peter Ganesh	Programme Manager WASA, Project Executing Unit (PEU)	WASA	1.057,81	500	100	---	951	2.608,81
Mr. Andronicus Williams	Engineer	WASA	1.057,81	500	100	---	951	2.608,81
Total US\$:			6.347	3.000	600	1.200	5.706	16.852,86

To conduct this WOP, the amount of USD 18,298,86 .- to cover the travel, housing and per diem expenses will be provided for both operators by IDB :

- Up to the amount of USD 7.792.- through the Technical Cooperation RG-T4044 with WOP-LAC
- The amount of 10.506,86.- through the Regional TC TT-T1108

The utilities participating in this WOP will contribute an estimated amount of USD 7.800.- , as in-kind contributions (staff time, sharing of documentation)