

ANNEX A: Description of Activity of “Water Operators’ Partnership/Twinning Facilitation”

MONGOLIA WATER COMPACT

TWINNING ARRANGEMENT / WATER OPERATORS’ PARTNERSHIP

REQUEST FOR INFORMATION FOR POTENTIAL TWINNING FACILITATOR SERVICES

Background

The United States of America, acting through the Millennium Challenge Corporation (“MCC”) and the Government of Mongolia (the “Government”) have entered into a Millennium Challenge Compact for Millennium Challenge Account assistance to help facilitate poverty reduction through economic growth in Mongolia (the “Compact”) in the amount of 350 million USD (“MCC Funding”). The five-year Compact which entered into force on March 31, 2021 will assist the Government in meeting the projected demand for water supply in Ulaanbaatar for residential consumers and commercial and industrial users. The Millennium Challenge Account-Mongolia (“MCA-Mongolia”), an entity designated by the Government is implementing the Compact with the support of MCC.

The Mongolia Water Compact focuses on the binding constraint of “costly access to water and sanitation,” and is designed to address the problem of limited long-term sustainable supplies of water for the capital city, Ulaanbaatar. The Water Supply Project comprises of three closely related investment activities: a Downstream Wells Activity, a Wastewater Recycling Activity, and a Water Sector Sustainability Activity. The “**Water Sector Sustainability Activity**” supports five interventions that address policy, legal, regulatory, and institutional issues and improve the long-term sustainability of the water sector in Ulaanbaatar. One of these five interventions is the **Utility Operations Sub-Activity**, which is intended to support the strengthening of critical operational capacities within USUG, the Water Supply and Sewerage Authority of Ulaanbaatar city, as identified through the implementation of AquaRating, an international assessment and benchmarking tool for utility operations developed by the International Water Association. The sub-activity includes funding support for a comprehensive partnership between USUG and an experienced water utility from a developed country that operates in similar conditions or deals with similar concerns under a so-called Water Operators’ Partnership (i.e., Twinning arrangement), which is a peer-to-peer knowledge exchange conducted on a not-for-profit basis. The AquaRating assessment has been completed for both USUG and OSNAAUG, the Housing and Public Utilities Authority of Ulaanbaatar city. Now, MCA-Mongolia is interested in designing and implementing the Twinning arrangement for USUG and OSNAAUG, for which it will eventually be seeking to competitively solicit a Twinning Facilitator that has previous experience in enabling such water operators’ partnerships.

It is anticipated that the key parties to a twinning arrangement would be USUG/OSNAAUG and a mentor utility as partners; a Facilitator; and MCA-Mongolia as the funder. The Facilitator would provide administrative and logistical support for the twinning, including helping to identify a mentor, making travel arrangements for the participants, hiring translators, and bringing other resources to the water operators’ partnership, such as training, knowledge products/toolkits, and

communities of practice/networks to facilitate knowledge exchange, etc. The envisioned scope of services would include, but not be limited to, the following:

- 1. Initiation
 - Review results of AquaRating and proposed potential focal areas for twinning
 - Create profile of USUG/OSNAAUG and set up the monitoring and evaluation (M&E) data base for the twinning arrangement
 - Conduct survey of potential mentors
- 2. Introduction of twinning partners
 - Identify and help solicit a mentor utility based on criteria to be established by USUG/OSNAAUG, and based on the potential mentor utility's operational capabilities and interest/experience in knowledge exchange
 - Organize entry meeting/diagnostic visit of mentor to USUG/OSNAAUG
 - Develop the goals and the scope of twinning
 - Obtain agreement on vision, objectives, and focal areas for twinning arrangement
 - Prepare draft Partnership Agreement/MOU to govern the resource commitment and roles/responsibilities of twinning partners and stakeholders
- 3. Design
 - Prepare a work plan, log-frame, and timetable for twinning activities to be set out in a Performance Improvement Action Plan
 - Prepare baseline data, indicators, and the objectives/targets for the Performance Improvement Action Plan
 - Identify participants from mentor/mentees
 - Determine resource requirements of USUG, OSNAAUG, and the mentor, and gain their commitments
 - Formalize Partnership Agreement/MOU between USUG/OSNAAUG/mentor/MCA-Mongolia
- 4. Implementation of twinning knowledge exchanges
 - Support semi-annual technical site visits between mentor and USUG/OSNAAUG for knowledge exchange and on-the-job training, including all administrative, logistical, and language translation matters
 - Facilitate regular communications between twinning partners, including capacity building workshops, training activities, and related materials
 - Facilitate execution of and reporting on progress under the agreed Performance Improvement Action Plan
 - Report on site visits and progress
 - Facilitate final evaluation workshop to assess results/lessons learned
- 5. M&E, Lessons Learned, Dissemination, Replication
 - Update twinning profiles and M&E database
 - Prepare analytical results and fact sheet/case study
 - Present twinning results locally and in international convenings
 - Seek to replicate results and scale-up benefits, e.g., with USUG/OSNAAUG serving as mentors to other utilities in Mongolia.