

Small Group Session Outputs

**Table 1, Facilitator - Shona Fitzgerald
Case Study 3**

<p>Definition of resilience: The capacity of any entity—an individual, a community, an organisation, or a natural system—to prepare for disruptions, to recover from shocks and stresses, and to adapt and grow from a disruptive experience</p>				
<p>Case Study 1 – Maynilad Water, Philippines Case Study 2 – Dhaka WASA, Bangladesh Case Study 3 – CAGECE, Brazil</p> <p>1. What elements of the utility response showed resilience? 2. What actions could be taken to embed these elements in a resilience plan?</p>				
<p>Commercial operations <i>e.g. payment plans</i></p> <p>Sample comment</p> <p>Remote payment</p>	<p>Technical operations <i>e.g. emergency response plans</i></p>	<p>Financial management <i>e.g. contingency funds</i></p> <p>contingency funds</p>	<p>Human resources <i>e.g. remote work readiness</i></p> <p>H&S of staff</p> <p>Teams - to reduce risk transmission</p> <p>Repurpose teams and efforts</p>	<p>Organization & strategy <i>e.g. mission and vision</i></p> <p>learning from other utility sectors</p> <p>resilience to cyber attacks as they become more vulnerable to this</p>
<p>How to embed in your resilience plan?</p>	<p>How to embed in your resilience plan?</p>	<p>How to embed in your resilience plan?</p>	<p>How to embed in your resilience plan?</p>	<p>How to embed in your resilience plan?</p>

Enablers:
- govt recognising essential services

Table 2, Facilitator - Ms Coral Fernandez Illescas
Case Study 2

Definition of resilience: The capacity of any entity—an individual, a community, an organisation, or a natural system—to prepare for disruptions, to recover from shocks and stresses, and to adapt and grow from a disruptive experience				
Case Study 1 – Maynilad Water, Philippines Case Study 2 – Dhaka WASA, Bangladesh Case Study 3 – CAGECE, Brazil 1. What elements of the utility response showed resilience? 2. What actions could be taken to embed these elements in a resilience plan?				
Commercial operations <i>e.g. payment plans</i>	Technical <i>e.g. em</i>	Financial management <i>e.g. contingency funds</i>	Human <i>e.g. ren</i>	Organization & strategy <i>e.g. mission and vision</i>
<p>Sample comment</p> <p>Area name</p> <p>With economic turndown, many utilities had to deal with decreased revenue and increased demand</p>	<p>Using the period of reduced demand to develop infrastructure (lay pipes, establish reticulated systems)</p> <p>Increased emergency responses for residential premises where peak demand increased during the Work From Home (WFH) lock down periods.</p>	<p>Collaborate early with the donors, discuss the pandemic contingency funds for the pandemic</p> <p>Accessed emergency funds frm central government</p>	<p>Increase in need for wastewater sampling and testing for Covid-19 traces</p> <p>Working Remotely</p>	<p>Add emergency and pandemic pre planning in the organization's annual plan and quarterly plan</p>
How to embed in your resilience plan?	How to embed in your resilience plan?	How to embed in your resilience plan?	How to embed in your resilience plan?	How to embed in your resilience plan?

Table 5, Facilitator - Tony Kelly
Case Study 3

Definition of resilience: The capacity of any entity—an individual, a community, an organisation, or a natural system—to prepare for disruptions, to recover from shocks and stresses, and to adapt and grow from a disruptive experience				
Case Study 1 – Maynilad Water, Philippines Case Study 2 – Dhaka WASA, Bangladesh Case Study 3 – CAGECE, Brazil 1. What elements of the utility response showed resilience? 2. What actions could be taken to embed these elements in a resilience plan?				
Commercial operations <i>e.g. payment plans</i>	Technical operations <i>e.g. emergency response plans</i>	Financial management <i>e.g. contingency funds</i>	Human resources <i>e.g. remote work readiness</i>	Organization & strategy <i>e.g. mission and vision</i>
<p>Sample comment</p> <p>Those U that had a strong financial position managed better</p>	<p>strong business continuity plan</p> <p>shifts to digitalisation of processes/ systems</p>	<p>provision of contingency fund for operatin</p>	<p>Having the digital technology to facilitate workinhg from home</p> <p>back up personnel</p>	<p>alternative modalities</p>
<p>How to embed in your resilience plan?</p> <p>Develop a more agile organisational culture to deal with change</p> <p>listen to customers</p> <p>Coordination with regulators/ other key agencies</p>	<p>How to embed in your resilience plan?</p> <p>Review SOPs and operational programs to embed learnig</p>	<p>How to embed in your resilience plan?</p> <p>Having access to funding to sustain the cash fl through the crisi</p> <p>New payment arrangements for customers having difficulty paying</p>	<p>How to embed in your resilience plan?</p> <p>simulation and drills on the strategies identified</p>	<p>How to embed in your resilience plan?</p> <p>updating of national and local polcies on water services</p>

Table 6, Facilitator - Mr Walter Emnance
Case Study 1

Definition of resilience: The capacity of any entity—an individual, a community, an organisation, or a natural system—to prepare for disruptions, to recover from shocks and stresses, and to adapt and grow from a disruptive experience				
Case Study 1 – Maynilad Water, Philippines Case Study 2 – Dhaka WASA, Bangladesh Case Study 3 – CAGECE, Brazil 1. What elements of the utility response showed resilience? 2. What actions could be taken to embed these elements in a resilience plan?				
Commercial operations <i>e.g. payment plans</i>	Technical operations <i>e.g. emergency response plans</i>	Financial management <i>e.g. contingency funds</i>	Human resources <i>e.g. remote work readiness</i>	Organization & strategy <i>e.g. mission and vision</i>
liked the concept users using more water contingency charge smart metering (from BD ppt that we didn't get to see) more online payment lines longer payment terms to avoid disconnectin	central control CMMS Expansion	prudence, efficiency	Prevention / Control Protocols Remote work and comms systems	Split-Work
How to embed in your resilience plan? more online payment lines	How to embed in your resilience plan?	How to embed in your resilience plan?	How to embed in your resilience plan?	How to embed in your resilience plan?



Table 7, Facilitator - Mr. Yang Villa (ISLE)
Case Study 2

Definition of resilience: The capacity of any entity—an individual, a community, an organisation, or a natural system—to prepare for disruptions, to recover from shocks and stresses, and to adapt and grow from a disruptive experience				
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Commercial operations <i>e.g. payment plans</i>	Technical operations <i>e.g. emergency response plans</i>	Financial management <i>e.g. contingency funds</i>	Human resources <i>e.g. remote work readiness</i>	Organization & strategy <i>e.g. mission and vision</i>
Shift to digital solutions Accelerate digital solutions Establish Smart Metering System Self-reading meters Consumers motivation to Online Bill Payee systems	SCADA systems helps to keep running water SCADA for minimizing staff exposure Commitment to maintain functionality of public water points	Streamline debt. Better investment in resilient infrastructure. Introduce Mobile Banking System /bKash Tariff structure balancing residential and commercial customers Low leverage prior to pandemic (CAGECE)	Flexibility in Working Hour Monitoring and coordination done remotely by using social media like WhatsApp and meeting with Zoom apps. Enhance Dependency on Virtual Communication Digital meetings and coordination (WhatsApp, Zoom)	Overcoming cultural barriers.
How to plan?	How to plan?	How to plan?	How to plan?	How to plan?

Table 11, Self-facilitated Case Study 1

Definition of resilience: The capacity of any entity—an individual, a community, an organisation, or a natural system—to prepare for disruptions, to recover from shocks and stresses, and to adapt and grow from a disruptive experience				
Case Study 1 – Maynilad Water, Philippines Case Study 2 – Dhaka WASA, Bangladesh Case Study 3 – CAGECE, Brazil 1. What elements of the utility response showed resilience? 2. What actions could be taken to embed these elements in a resilience plan?				
Commercial operations <i>e.g. payment plans</i> different approaches to receive revenue: - deferral of payments -discounts -cancellations	Technical operations <i>e.g. emergency response plans</i>	Financial management <i>e.g. contingency funds</i>	Human resources <i>e.g. remote work readiness</i> Manual operations suffered more due to difficulties getting into the field but utility staff quickly adjusted to working remotely.	Organization & strategy <i>e.g. mission and vision</i> contingency plans ready
How to embed in your resilience plan? alternative revenue streams	How to embed in your resilience plan? -redundancy of equipment for remote work. -remote cyber security -remote management of assets	How to embed in your resilience plan?	How to embed in your resilience plan? safeguard essential workers	How to embed in your resilience plan? use of remote communications: internet and mobile to communicate with customers