

# Annual Report

**2017**

*DRAFT*



**Global Water Operators' Partnerships Alliance**

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## Reflections on 2017

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### Leaving no operator behind

This was a very important year for GWOPA as the programme navigated a number of challenges to steer its way clear towards a new strategic phase as its 5-year strategy and Spanish funding both came to a close.

The important financial contribution of the Spanish Ministry of Foreign Affairs and Cooperation executed through Spanish Agency for International Cooperation for Development, with which GWOPA has flourished since 2013, ended this year. This support has enabled GWOPA's efforts and activities in scaling up Water Operators' Partnerships (WOPs) on the global level, thus laying the foundation for the achievement of the Sustainable Development Goals, particularly in the area of universal access to water and sanitation by 2030. As we await confirmation of continued Secretariat support funds in Spain or elsewhere, we are actively diversifying our sources of project funding, together with our various partners.

As our 5-year strategy came to an end in 2017, UN-Habitat's Evaluation Unit organized a comprehensive external evaluation of GWOPA's work over the past 5 years. This evaluation identified what worked well and what needs strengthening in a new strategy. The evaluation report and its recommendations will be made public and we hope they will be read by all our partners.

GWOPA also experienced a governance crisis this year that limited our capacity to deliver with typical efficiency. The positive news is that, with the good will showed by our network, we were able to engage in a healthy dialogue with members of the International Steering Committee and UN-Habitat management that has proved to be constructive. We are optimistic that we will address the weaknesses that caused it so we have a stronger GWOPA moving forward.

A participatory process to put in place an ambitious new strategy has begun. The advancement in the implementation of the 2030 Agenda for Sustainable Development" including the relevant Sustainable Development Goals (SDGs) and the adoption of the New Urban Agenda in Quito in November 2016 has challenged us to position GWOPA's work more clearly in support of these new global

frameworks. Water operators' work is at the core of these sustainable development frameworks and they play a central role in localising their implementation. In the spirit of the Agenda 2030 and the New Urban Agenda, GWOPA found a renewed mandate to continue to support water operators in the global South and the necessary impetus to scale up the WOP practice worldwide.

A new Executive Director of UN-Habitat was appointed in January 2018, shortly before this annual report was finalized. Ms. Maimunah Mohd Sharif of Malaysia took over the position from Dr. Joan Clos of Spain. Previously Mayor of the City Council of Penang Island, Ms. Sharif led the Municipal Council to achieve its vision of a "cleaner, greener, safer and healthier place to work, live, invest and play" and is known as a champion of Gender Responsive Participatory Budgeting which integrates gender perspectives into the governance process.

GWOPA said goodbye this year to its long-time Programme Manager, Dr. Faraj El-Awar, who is now acting as a strategic water and sanitation advisor to UN-Habitat in Nairobi. As the face of GWOPA since its foundation in 2009, Faraj led the establishment and consolidation of this multi-stakeholder platform in support of Water Operators' Partnerships for nearly a decade. GWOPA benefitted greatly from his passion for solidarity-based partnerships which, through his steady vision, perseverance, and knack for building alliances, he helped turn into a thriving practice, supported by a wide network. Thank you, Faraj!

Since October 2017, Bert Diphorn, one of the founders of GWOPA in UN-Habitat, has been providing strategic advice to the Secretariat thanks to his experience and historical memory of GWOPA. As a team, we are working together to secure a fertile ground for GWOPA for the coming years as we engage in a deep reflection on our most immediate objectives: the financial stability of the programme, the development of a new strategy and most importantly the scaling-up of an impactful WOPs practice serving the most in need.

During this journey, the sustained support of the Alliance members in these efforts will be crucial to achieve our goals. It is only through working together that GWOPA will be able to ensure we "leave no operator behind".

The GWOPA Team

## Activity Area 1: Guiding Global Growth of WOPs

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Enabling others to take up quality WOPs practice is one of GWOPA's main objectives. In this activity area, GWOPA works to increase awareness, understanding, and support around WOPs, and to avail guidance for effective WOPs practice.

### Knowledge Management

#### BEWOP

The Boosting the Effectiveness of Water Operator Partnerships (BEWOP) project, a DGIS-funded partnership between GWOPA and UNESCO-IHE, continued to document WOPs and develop guidance and tools this year.

### Case Studies

Two more WOPs were documented as part of BEWOP's case study series this year. The first looked at a domestic water operators' partnership in Greece between operators in Athens, Cephalonia and Milos. Domestic or national WOPs are common in several countries but less well known internationally. The research followed the BEWOP Analytical framework and involved reviewing reports, visiting project interventions and interviewing staff members from the various municipal water services and local governments who could share information and insight on these small-scale WOPs.

The 2007-2010 WOP between the utility in Da Nang, Vietnam and Vitens-Evides International, was also documented this year with support from The Technical University of Darmstadt (TUDA). Nearly seven years after the WOP's conclusion, the improvement curve initiated during the WOP continues to rise. The case study aimed to answer questions about how the WOP helped Da Nang to not only generate performance improvements but to set in motion a sustained improvement process.

### **Diagnostic Tools Inventory**

A database of open-source tools allowing utilities to diagnose their strengths and weaknesses relative to a range of social and environmental parameters was initiated. The inventory is meant to avail, describe and analyze assessment tools that could be useful to utilities in understanding their position with respect to emerging challenges such as climate change, equity, resiliency, water resources protection, water safety and integrated urban water management. The collection of tools can help utilities at different points during the initiation and implementation of a WOP, certainly during the diagnosis phase and during knowledge transfer activities.

### **Thematic Study**

Briefs continue to be used as a medium for sharing emerging insights gathered through the BEWOP project. At the time of writing, two Briefs were being finalized on WOPs and the SDGs and the State of WOPs Practice. The first Brief looks at WOPs contribution to the realization of water and partnership related SDG targets at the local level while the second brief provides an overview of where and how WOPs are practiced today, following its evolution since 2006. Both of these briefs were derived from academic publications submitted this year.

### **Process and Thematic Guidance**

Through the BEWOP project, we are producing two types of tools: process tools which support the partnership practice in WOPs and led by GWOPA, and thematic tools which support knowledge transfer and learning in different operational areas, led by IHE Delft. GWOPA has developed, drafted and internally tested numerous tools (checklists, forms, exercises, templates) for several modules of the WOP guidance that support WOP implementation.

WOP's process guidance has progressed considerably this year. The guidance presents practical steps for conducting WOPs based on good practices drawn from all case studies and relevant thematic research conducted through the BEWOP project. Five guidance modules can be distinguished, each containing descriptive guidance, good practice examples and supportive tools for each stage of a typical WOP process. The first two modules are well advanced for completion pending an

additional round of development and the external consultation process. The modules III and IV have been initiated and good progress has been achieved on the good practice component. Module V has not been initiated yet.

IHE Delft finalized or advanced a number of operational tools in 2017. Notably,



role-playing games to support utility learning and decision making ([water safety planning game](#) and [utility simulation game](#)) were tested and finalized, and presented during a dedicated session at the IWA Development Congress in November. A Green Utility tool was in preparation and another on [Asset Management](#) now available for use.

### WOP results monitoring and reporting tool

A prototype and manual for the WOP Results Monitoring and Reporting tool was completed this year. Subsequent to this a specialized IT company (the Technology and Innovation Company of the Polytechnic University of Catalunya,) was hired this year and is working with GWOPA to design a user-friendly software that help partners to monitor and report on results achieved in WOPs. The methodology behind the tool places a strong emphasis on giving visibility to the positive organizational changes that a mentee utility undergoes during a WOP before the standard KPI improvements can be reported. Additionally, the complete tool will support WOP partners in: monitoring and reporting results from early stages of the project, greater accountability (internal and external) and traceability of the progress and obstacles encountered in WOP projects for each improvement track over time from which to learn and adapt if needed.

### WOPs Collaborative Platform

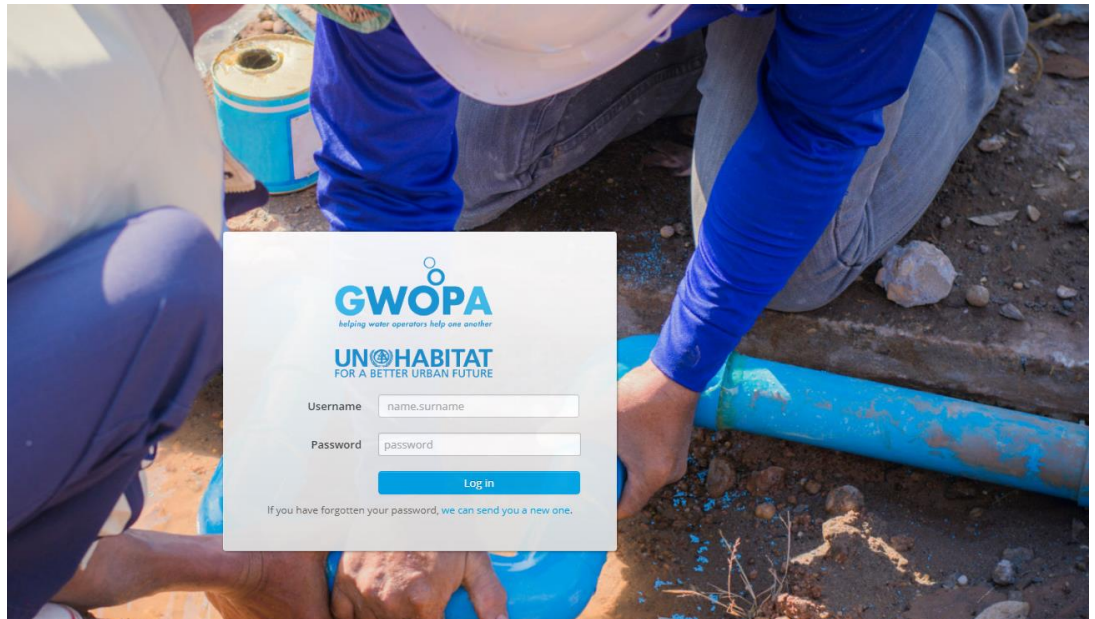
*GWOPA Collaborate* is now active in beta version

(<https://collaborate.gwopa.org>). The standard package is currently being tailored to the specific needs of GWOPA and partners. GWOPA has been working with the Technology and Innovation Company of the Polytechnic University of Catalunya, to offer WOP actors an online collaborative space. The software package is designed to foster knowledge management through Communities of Practice and combines a collaborative platform synchronized with a mobile app. Through this platform GWOPA offers everyone engaged in a WOP the possibility to create their own profile from where they can select the CoPs that they want to be part of and others can be added any time. Once in the collaborative space of a CoP each member will be able to use the following components:

- Activity stream, where all the activity of the CoP is recorded and showed and where members can post comments and start discussions online
- Private chat functionality, where members can start a private conversation with one or many members of the GWOPA Collaborative Platform
- Knowledge repository where all relevant documents in the CoP can be shared, accessed, commented and rated by members of the CoP. In connection to the knowledge repository, there will also be a specific area where demands of new or improved knowledge products needed are expressed.
- Shared agenda, where members can announce relevant dates for the specific CoP (E.g. the date of a webinar offered by a member, the date of a videoconference by several members, deadline for participation in providing inputs to a co-created knowledge product, others)
- Access to contact of all members of the specific CoP
- News updates



The Collaborative Platform is synchronized with a mobile app called UTALK that is a corporate “Whatsaap” function for which users do not need to share their private contact number. Users can log onto the system with their Collaborative Platform username and password. This mobile app will be particularly useful for many water operator employees whose daily work is typically field based.

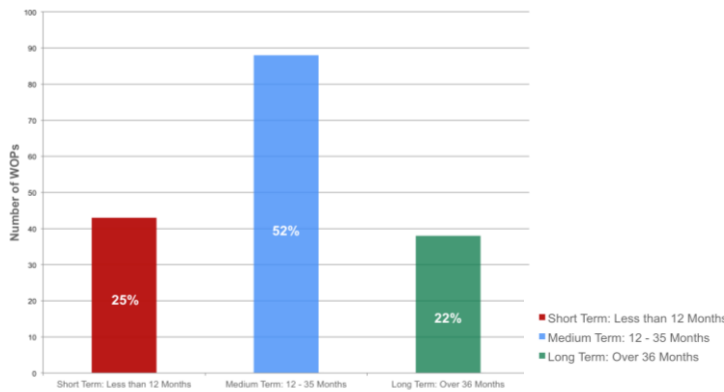


### Database Management

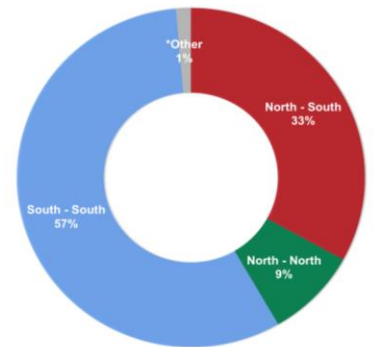
Since 2010, the GWOPA Secretariat has been tracking the evolution of the WOPs practice around the world through its living database of operator and WOPs profiles. All profiles contain basic information on the WOPs such as the partners, improvement areas, duration and financiers, while a subset of these records also containing additional information about such things as motivation, cost and results. As most of the records are contributed voluntarily by Alliance partners and with inconsistent levels of quality and completeness, GWOPA regularly reviews the WOP and Operator profiles in order to clean and where possible complete them, as well as to analyze the data for trends. As part of a wider collaboration with the

Technical University of Darmstadt (TUDA), over 500 operator and 200 WOP records were reviewed completed and/or corrected this year, resulting in a stronger set of data from which new analysis could be conducted. Some of the major trends emerging from this data are below.

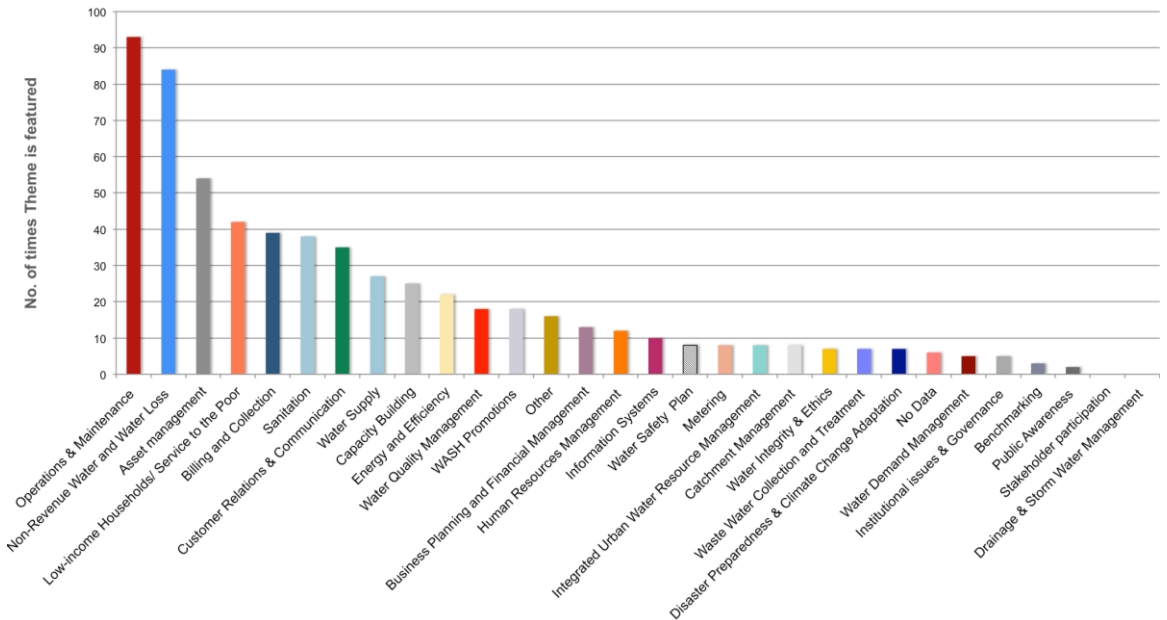
**Duration of WOPs on the GWOPA WOPs Profile Database**  
(of the 169 WOPs with start and completion date)



**South and North match of partners in WOPs**  
(221 WOP Profiles)



**Frequency of Improvement Themes featuring in WOPs Profiles**  
(GWOPA WOP Database – 221 WOPs)



### Dissemination and Uptake

As part of the BEWOP project, several knowledge products are being developed to serve water operators to improve their practice when engaging in Water Operator Partnerships (WOPs). The two partner organisations engaged in BEWOP are currently in the second stage of the project, with a particular focus on consultation and testing of guidance material with water operators as key actors. The cancellation of the 4th Global WOPs Congress limited the opportunity for disseminating new materials in 2017. Nevertheless, we seized a few opportunities to present BEWOP knowledge products throughout the year.

#### *BEWOP Consultation workshop with Dutch water operators*

A workshop with [Dutch operators in March](#), upstream of the WaterWorX project provided opportunities to make a large number of utility staff aware of how the BEWOP products could support them in the implementation of the 40 million dollars-worth of WOPs that they will mentor towards 2030.



*BEWOP Consultation workshop on two training modules with participants of NWSC*

A 2-day workshop was held in August in the premises of NWSC International Resource Centre (NWSC-IREC) center in Uganda. A total of 15 managers from NWSC participated to test and improve two training modules that focus on 'Intercultural competence' and 'Mentor good practice throughout the WOP cycle' (Access the full tool [▶here](#)). GWOPA is very grateful to the willingness of NWSC to contribute to the development and dissemination of WOP supportive products and the very valuable feedback provided during these two days.



*BEWOP Consultation workshop in IWA Development Congress in Buenos Aires*  
GWOPA co-organized a training event with IHE to introduce the tools and provide hands-on experience using a number of them.



## Alliance Building

This area of GWOPA's work involves mobilizing and partnering with institutions that can contribute to, or support, the work the Alliance. Faced with governance and financial challenges that limited activities and caused the postponement of the 4th WOPs Congress, 2017 was a year of decided setback in GWOPA's ongoing development of a strong international WOPs movement. The challenges faced this year nevertheless offered useful insights on where the Alliance approach is working well while exposing weaknesses that GWOPA would need to strengthen in the future.

Ways of working with an alliance going forward include:

- Clarifying and strengthening WOPA's governance structure so that the roles of its respective bodies are aligned
- More strategic collaboration with network organizations in the utility sector
- Building opportunities for engagement by utility partners that are not yet involved in WOPs
- Better articulation of complementary roles and collaboration between GWOPA, as the global WOP body, and the regional and national WOPs platforms, who lead implementation.

### Barcelona's City-to-City FAD partnership

GWOPA was proud to help define the criteria for the City to City Barcelona FAD Award 2018 which this year had Water and City as its theme. This biannual competition led by the City of Barcelona is seeking "projects around the world that spark debate and provide new solutions and points of view regarding the access, use and management of water in cities, at a time in our history where it is more necessary than ever to rethink our relationship with this essential resource."

### Urban WaterS Hub

Since its launching in Quito in October 2015 during the Habitat III Conference, the organizations comprising the nascent Urban Waters Hub initiative, continue to dialogue on a way forward for this collaborative initiative which aims to promote urban integrated approaches, water – wise cities, circular economy, water governance principles and universal access to water and sanitation. During the

## Communication Highlights

2013 – 2017

No. Of Communication Products:

[91](#)

Total Website Hits: [316,669](#)

Registered online users:

[3562](#)

Facebook Likes:

[943](#)

Twitter Followers:

[927](#)

LinkedIn Followers:

[1172](#)

Newsletter Subscriptions:

[2888](#)



UN-Habitat Governing Council in May 2017, UN-Habitat expressed its interest in hosting the Hub if funds can be mobilized for its operations – a message it reiterated at a Coordination Group meeting of the Hub held at the 8th WWF in Brasilia. GWOPA continues to be a committed member of the Hub and, together with GWP who has been spearheading the initiative through 2017, look for funds to eventually host the platform.

## Communication and Advocacy

### Communication

Building on the successes of 2016, GWOPA has continued to grow its online community, which spans a range of social media platforms. A substantial increase in LinkedIn and Twitter followers has enabled the organization to extend its audience and capitalize on advocacy efforts for major water and urban related event such as the 9<sup>th</sup> World Urban Forum and 8<sup>th</sup> World Water Forum.

The launch of the “Connecting Water Utilities for Sustainability” publication brochure acknowledges the key accomplishments of the Alliance since its formal constitution in 2009, and emphasizes avenues where water utilities can achieve equitable access to safe water and sanitation services. [↘Link](#)

### Advocacy

#### Global WOPs Congress

Plans were well underway to prepare the 4th Global WOPs Congress this year when a decision was made to postpone the event following a careful evaluation of its pros and cons. The deciding factor for the cancellation of GWOPA’s flagship event was that without a confirmed renewal of GWOPA Secretariat hosting arrangements beyond December, the cost of the Congress would threaten GWOPA’s sustainability. A rich programme of the 3-day event to be titled “Leave No Operator Behind,” elaborated with the inputs of many WOP partners with a dozen thematic and regional sessions, will be reprogrammed following confirmation of Secretariat hosting arrangements, likely in 2019. The Global WOPs Congresses, normally held every two years in Barcelona, are opportunities for the

growing global community of WOPs practitioners and supporters to come together, share knowledge and develop solidarity-based collaboration.

#### **Stockholm World Water Week**

As has become a tradition, GWOPA again co-convened the Urban Water Seminar of Stockholm World Water Week, this year titled: *Smart solutions in water and waste management for livable cities*. The packed, full-day event, organized together with the International Water Association and the World Bank featured a presentation by GWOPA and showcased partners' examples of integrated and smart approaches to managing water in cities.

#### **The 8th World Water Forum**

The World Water Forum is the largest international water-related event and is organized by the World Water Council (WWC). The event happens every 3 years and brings together over 30,000 participants, including global leaders, opinion makers, experts and professionals with the objective of building political commitment and action on critical water issues. In March 2018, Brasilia was host to the 8th edition in which GWOPA participated in several events. Most notably, GWOPA joined forces one more time with the Local Governments for Sustainability (ICLEI), United Cities and Local Governments (UCLG), the Brazilian Confederation of Municipalities (CNM), Office of Federative Affairs (SAF), and the World Water Council (WWC) to organize the Local and Regional Authorities Conference, a 2-day event that built local political leadership towards water.

#### **“Start with Water” New Urban Agenda Guide**

Numerous inter-related UN-sanctioned global agreements require strong local leadership in water: the Paris Climate Agreement, the New Urban Agenda, the Sendai Framework and the Sustainable Development Goals (SDGs), to name a few. The Start with Water Guide, produced by the World Water Council with support from GWOPA and the partner organizations in the Local and Regional Authorities Conference, shows the significant role of water in all these agendas and seeks to support and inspire local authorities to adopt actions in support of their realization with case studies and concrete tips.



### Seminar on strengthening water operator partnerships in development cooperation Brussels – 2 June 2017

An important DEVCO –EU seminar on strengthening water operator partnerships in development cooperation was held in June. The main purpose was to discuss the findings of the rapid assessment of the EU Water Facility WOP projects and jointly reflect on ways forward. The seminar involved DEVCO, the EU delegations, the IFIs (AFD, EIB, KFW), civil society and academia, water associations, GWOPA and water operators, including both mentors and mentees. The session benefited from a rich discussion about how to scale up current practice and how to associate more frequently WOPs with blended support where both loans and grants are channeled together to a project. GWOPA stood out as a key organization for WOP promotion and support to move WOPs to a greater scale – increased number of projects and impact achieved.





## Activity Area 2: Strategic Operational Support to WOPs

### Strengthening Regional WOP Platforms

#### Asia and the Pacific

##### Perpamsi - PWON

GWOPA's Pakistan WOPs Platform, PWON, received further support from Perpamsi in the exchange between the two national WOP platforms directly supported by GWOPA. PWON has developed its own WOP implementation guidelines and the next step of the collaboration is now being discussed, as PWON has initiated the development of a 5-year strategy with inputs from GWOPA.

##### WOP between Battambang (Cambodia) and Yarra Valley (Melbourne, Australia) with Phnom-Penh as co-mentors

This WOP was directly implemented by WaterLinks with funding from GWOPA. The mentee was selected in collaboration with the Asian Development Bank (ADB) and the WOP focused on developing a medium-term Performance Improvement Plan for Battambang. The scope of activities was narrowed down to two key operational areas: asset management and the development of a meter management action plan with hands-on training provided by the local mentor. The co-mentoring proved to be very efficient in this situation, with very complementary roles of the two mentors. The initiative convinced ADB to scale up the WOP approach at the country level in Cambodia, where more WOPs will be implemented by WaterLinks with funding from ADB. Find out more [▶here](#).



**Support to the Regional WOP platform in Latin America and the Caribbean (WOP-LAC)**

GWOPA supported the WOP-LAC General Assembly and Steering Committee meeting that took place during the 6th Meeting of the Association of Latin American Water Operators (ALOAS) in May 2017 in Panama. The General Assembly of WOP-LAC elected four new members for the Steering Committee and replaced the seat of COPASA (Brazil) who left the Steering Committee and its Presidency.

The 6th ALOAS meeting was held in Panama for the first time after five consecutive years being hosted by AySA in Buenos Aires, Argentina. In this very participatory meeting the operators discussed the future of ALOAS, its relevance for the LAC region and the need for a higher visibility of urban water operators in this forum. A Strategic Plan for the association and a new committee structure was presented and adopted in November 2017. A decision was made for AySA, which has provided strong ongoing support to WOPs in LAC, to continue hosting the WOP-LAC platform, despite ALOAS headquarters shifting to Panama.



GWOPA jointly organized the [“Regional Workshop on Sanitation for Water Operators in Latin America and the Caribbean”](#) together with WOP-LAC, IDB, ALOAS and AECID in June 2017 in Santa Cruz de la Sierra, Bolivia, held at the Training Center of the Spanish Cooperation. 35 staff from water and sanitation utilities in the Latin American region exchanged best practices about sanitation, and presented different methodological approaches to sanitation service provision that also took social and environmental considerations into account. As a main outcome, the workshop identified new WOPs on the topic of sanitation among water operators in the region to be implemented by Bolivia.

#### **Support to the Regional WOP platform in The Caribbean (Cari-WOP)**

GWOPA continued to support the Cari-WOP platform by supporting the participation of water utilities from the Caribbean region in the Conference organized by the Caribbean Water and Sewerage Association (CAWASA) with Water Operators.

The 2017 Water Operators Conference was held in the Commonwealth of Dominica in June 2017 in collaboration with the host Utility, the Dominica Water and Sewerage Company (DOWASCO) under the theme: “Connecting Water Operators: Strengthening Utilities”. CAWASA is confident that WOPs will result in strategic alliances between utilities, which will enhance the delivery of water and sewerage services through professional synergies.

The [5th Steering Committee meeting](#) of Cari-WOP took place in the framework of the 26th CWWA Annual Conference and Exhibition in Georgetown, Guyana in October. GWOPA addressed the 13th High Level Forum of Caribbean Ministers Responsible for Water, emphasizing the model of WOPs for the capacity development of water utilities in the region, and the role of the Cari-WOP platform in the region’s development agendas. These remarks ensured that WOPs were included as a mechanism in the draft White Paper on Governance and Building Climate Resilience developed by the Caribbean countries and supported by development banks (IDB and CDB) and professional water associations (CWWA and CAWASA).

The 5th meeting of the Cari-WOP Steering Committee reviewed the commitments for the implementation of the 2016-2017 Cari-WOP Work Plan and assessed some

of the actions taken by Caribbean water utilities in the framework of the Hurricane Recovery Programme (following the devastating episodes caused by hurricanes Irma and Maria in October 2017).





### Direct Operational Support for WOPs

#### WOPs with UNICEF in Angola

UNICEF Angola was forced to put the WOPs on stand-by as the country has been facing several humanitarian crises during 2017 (floods, cholera, refugees influx) and are now due to start in early 2018. In the meantime, Memoranda of Understanding between Habitat, the donor UNICEF, the Government of Angola, the mentors (Vitens-Evides, FIPAG Mozambique and Agua de Portugal) with the two mentees (Cunene and Cabinda) were finalized. The teams will work on the development of Sustainable Improvement Plans, using the approach developed in the Manual provided by GWOPA.

#### WOPs in Zambia with WaterAid to introduce pro-poor units

The two WOPs funded by WaterAid are going on and the teams have developed short term action plans, mainly on communications and customer relations, including internal sensitization programs but also customer satisfaction surveyed aimed at the low-income areas. Important internal reorganization initiatives are lined up, together with actions on illegal connections, metering, review of tariffs etc., with the perspective of improving the relationship between the utilities and their clients from the low-income areas. Find out more [▶here](#) and [▶here](#).



**WOP between Budapest Waterworks and Subotica Waterworks in coordination with IAWD**

The implementation of this WOP, supported by GWOPA, continued in 2017. With the peer support of Budapest Waterworks, the WOP aims at improving Subotica Waterworks' institutional capacity, strategic and operational management and long-term planning, reform processes and the implementation of large donor investment projects (e.g. World Bank, EU). This WOP will end with a medium-term Performance Improvement Plan (PIP), which will provide a detailed capacity development needs assessment and detailed action plan for all the thematic areas identified as priorities by the mentee.

**WOP between DINEPA Haiti and Caribbean water utilities**

The focus of this WOP, supported and facilitated by GWOPA and Cari-WOP, is to deliver a comprehensive and coordinated program of capacity development to support DINEPA so as to expand access and coverage as well as improve the quality and efficiency of service delivery. It will create an enabling environment for improving the coverage, quality, affordability and thus performance of the selected "Centres Techniques d'Exploitation (CET)" covered by DINEPA. It is expected that the first technical visits under this WOP will take place in 2018 when DINEPA will receive support from the water utilities of Saint Lucia, Miami (USA), Dominica and Bahamas.

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## Mobilizing Finance

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In 2017 GWOPA pursued the following proposals:

**OPEC Fund for International Development (OFID):** Building on the first collaboration with OFID to support nine WOPs in Africa, this proposed second collaboration would enable another nine – this time, two-year long water operators’ partnerships between developing and least developed countries. The WOPs would seek to strengthen utilities’ capacity and prepare them to implement longer term sustainable improvement plans.

**Islamic Development Bank (IsDB):** The Bank has expressed its interest in potentially funding the implementation of the Performance Improvement Plans developed through WOPs for Togo and Chad and using WOPs to develop PIPs in some IsDB member states in Central Asia to develop a pipeline of utilities for one of the Bank’s financing windows. In addition, GWOPA was invited by the Bank to develop a proposal for a water sector capacity mapping exercise of IsDB member states in the Arab region.

**The Caribbean Development Bank (CDB):** Enhancing the capacity of Caribbean Water Utilities through the Caribbean Water Operators’ Partnerships (Cari-WOP). GWOPA presented a draft concept note in September, 2017.

**Dutch Ministry of Foreign Affairs:** GWOPA will play an active role in a multi-year WOP initiative recently approved for funding by the Ministry. The overall initiative, called WaterWorX, will support several long-term WOPs with the ambition of helping achieve water-related SDGs at local level, with 10 million people gaining sustainable access to clean drinking water between 2017 to 2030. GWOPA and Dutch water operators among others will jointly implement the programme; GWOPA secretariat will be involved in three components of the Programme: Knowledge Management, Visibility and Advocacy of 1% initiatives.



**Swedish International Development Cooperation Agency (Sida):** A proposal was submitted in 2017 to the Swedish International Development Agency entitled Strengthening Arab Water Operators' Sustainability through Water Operators' Partnerships. The proposed work would implement nine WOPs and establish a regional WOPs platform to coordinate, build upon and advance WOPs activity in the region over a five-year period.

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## Governance

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### Steering Committee

The GWOPA Steering Committee held its annual meeting on February 1-2nd to present its completed 2016 work and planned programme for 2017, as well as discuss key strategic issues which this year included the outcomes of GWOPA's mid-term evaluation and the urgent need to renew GWOPA's hosting arrangement in Spain. In addition to the annual Steering Committee Meeting, a series of Ad Hoc meetings were held on April 25<sup>th</sup> 2017 (Barcelona, Spain), July 13<sup>th</sup> 2017 (video-conference) and October 25<sup>th</sup> 2017 (Brussels, Belgium) in order to discuss the governance and financial challenges faced this year and to develop concrete steps towards strengthening GWOPA. Accordingly, Mr. Bert Diphooorn, former Director of GWOPA was welcomed back to the GWOPA family in early October 2017 as an independent Senior Advisor to facilitate the discussions around the Alliance's future.

### Evaluation

A final evaluation of the GWOPA 5-year (2013-2017) Strategy was undertaken this year. The independent consultant leading the assignment, engaged by UN-Habitat's evaluation unit, was guided by a reference group that includes UN-Habitat management, external parties, GWOPA SC members, and a GWOPA Secretariat member. The consultant met with a range of GWOPA partners in assessing the achievements and lessons learned through the programme over the past 5 years. The evaluation is expected to come out in early 2018 with a set of constructive recommendations to serve as the basis for the design of the future GWOPA 5-year Strategy (2018-2022).

### Consolidating UN-Habitat presence in Barcelona

In January 2018, the GWOPA Secretariat made a small jump across the Sant Pau Modernist Site Pavillion to move in with the Urban Resiliency Hub, a neighbouring UN-Habitat initiative also located in the famous historical complex. The cohabitation will help consolidate UN-Habitat's presence in Barcelona and

encourage collaboration between the two thematically linked programmes. In addition to collaboration, such as on this year's **Urban October Events**, the move will help GWOPA save on common services and rental-related costs.

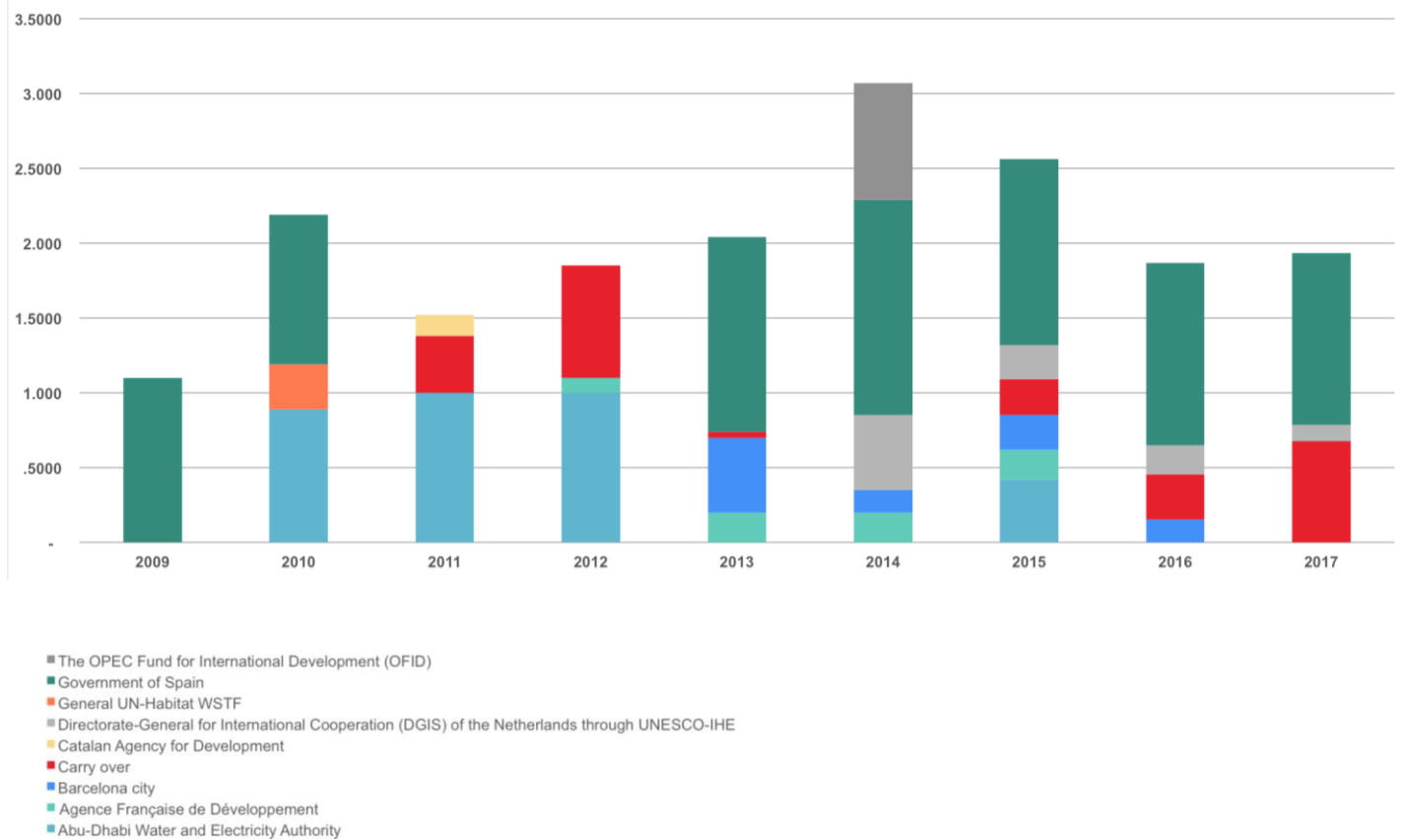


### Leadership

Both GWOPA and UN-Habitat saw a change in leadership at the end of 2017 with Faraj El-Awar leaving GWOPA for UN-Habitat headquarters in Kenya, and Dr. Joan Clos retiring after leading the organization for 7 years. Dr. Jose Luis Martin Bordes has become the acting head of GWOPA since October 2017. In January 2018, Madame Maimunah Mohd Sharif of Malaysia has taken over the leadership of UN-Habitat.

## GWOPA secretariat financial reporting

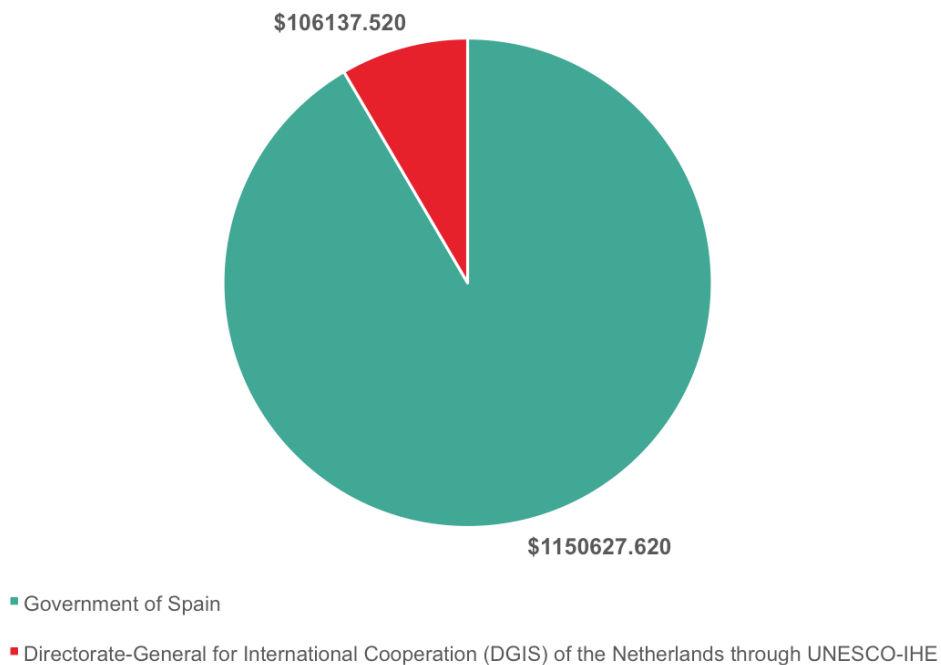
Evolution of Financial Resources  
(Funds Available)



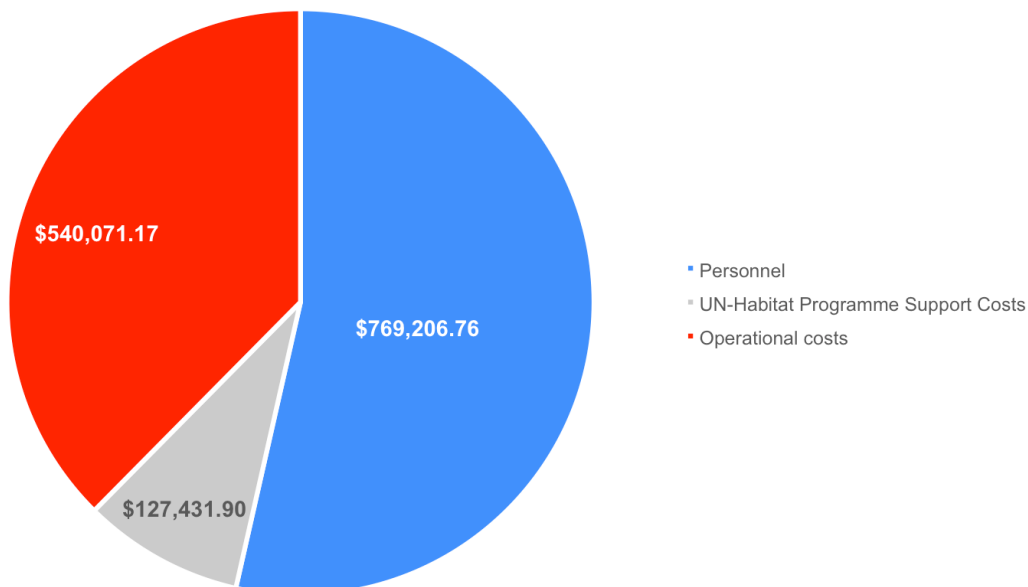
\*Carry over includes, Government of Spain, BEWOP and Barcelona City Council.

\*\* Barcelona City Council unspent funds were returned to donor in March 2018.

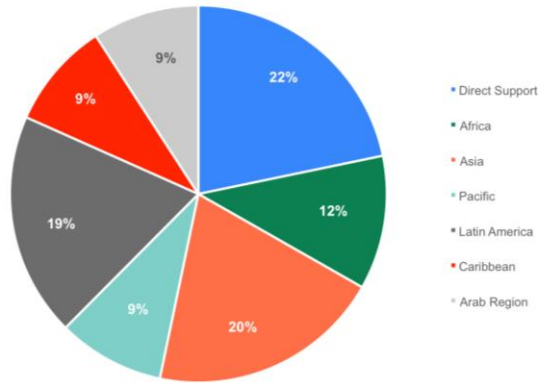
Funds Received 2017



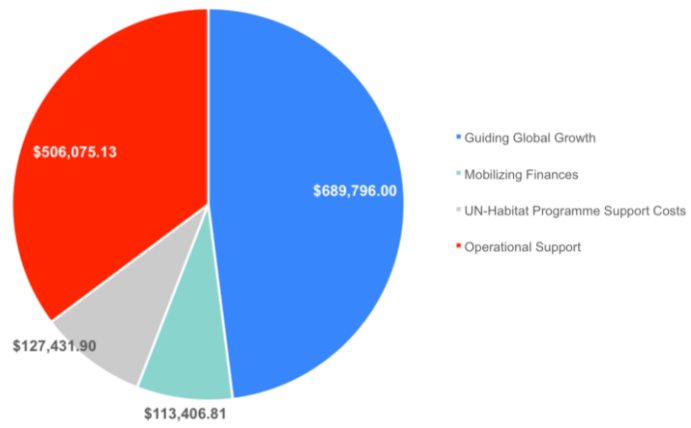
Total Expenditure



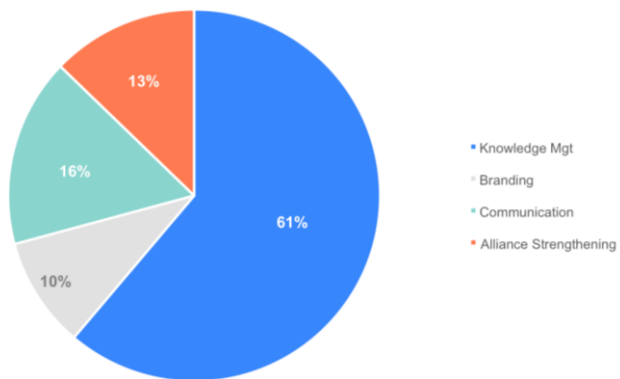
### Operational Support



### Expenditure by Work Area



### Guiding Global Growth



**Global Water Operators' Partnerships Alliance**

