

# Global Water Operators' Partnerships Alliance

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# Annual Report 2021



Global Water Operators'  
Partnerships Alliance

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## Annual Report 2021

### Acknowledgements

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# Abbreviations

BEWOP	Boosting the Effectiveness of Water Operators' Partnerships
BMZ	German Federal Ministry for Economic Development and Cooperation
COP26	UN Climate Change Conference in Glasgow
CWIS	Citywide Inclusive Sanitation
GIZ	Gesellschaft für Internationale Zusammenarbeit
GWOPA	Global Water Operators' Partnerships Alliance
GWP	German Water Partnership
LAC	Latin America and the Caribbean
OFID	OPEC Fund for International Development
OLP	Online Learning Programme
PMP	Partnership Management Platform
SDG	Sustainable Development Goal
SIP	Sustainability Improvement Plan
SWOP	Sanitation-Focused Water Operators' Partnership
VKU	German Association of Local Utilities
WASH	Water Sanitation and Infectious Disease
WOP	Water Operators' Partnership



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# Introduction

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Water and sanitation utilities provide basic services that keep cities and communities around the world healthy, safe and resilient. Rising temperatures and tensions, such as those experienced this year, make the work of local basic service providers ever more crucial, while also making it more challenging.

In 2021, as COVID 19, climate change and financial crises carried on, utilities and utility staff continued to reach out to their peers. Solidarity-driven partnerships responding to well-established needs and guided by good practice, are establishing themselves as not just instinctive, but powerful companions to utility improvement processes.

The heightened interest in WOPs was clear in the massive response to our EU-WOP Programme Call for proposals launched in January 2021. While only 22 of these WOP projects could be supported with the funds available, 90 of the 142 proposals fully met eligibility criteria, and over 50 were judged as high quality, meriting serious consideration for funding. The engagement from both experienced and new partners, the wide geographic diversity of proposals and range of improvement themes being tackled, and the excellent quality of the proposed collaborations, reflected a mature and connected global WOPs network, hungry to help one another.

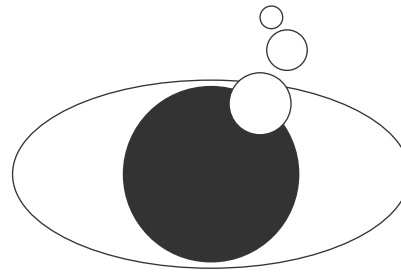
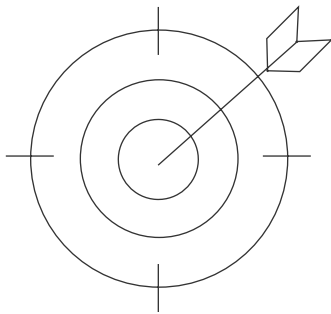
GWOPA's revised governance framework and current membership campaign is helping to rally this growing enthusiasm within a wider and more engaged Global WOPs Alliance. The Global WOPs Community, a new online platform hosted by GWOPA, is creating more opportunities for direct, solidarity-based knowledge sharing and exchange between GWOPA's institutional and individual members. Together, the more robust governance structure and platform augment our means of engaging with one another for stronger water and sanitation operators to achieve the SDGs.

The 4<sup>th</sup> Global WOPs Congress held in October was a huge celebration of the WOP movement, with participation by more than 3000 viewers from 139 countries. Gathered online, this truly global series of substantive events brought together high-level government officials with utility workers, sanitation practitioners with academics, labour unions with policy makers, and financial institutions with civil society organizations, to share and learn with one another, and show their backing for WOPs.

The following annual report presents an overview of GWOPA's activities and results in 2021, along the four Outcome Areas of the [2019-2024 Strategy](#).

# Vision

Water and sanitation service providers, connected in a solidarity-based network, are sharing and helping one another improve services for all, to achieve local and global objectives.



# Mission

To work as an effective global alliance to inspire, mobilize support for, catalyze, guide, monitor and enable Water Operators Partnerships that improve lives.

## Strategic Objectives

- 1 WOPs are scaled up.
- 2 WOPs are contributing to water and sanitation service providers' improved capacity and performance, and local realization of the SDGs, to the benefit of all, particularly the poor.

# Outcome Areas

### ☆ Intermediate Outcomes

#### Enable WOPs

WOPs are wellknown, supported, adopted and adequately funded.

#### Guide with Knowledge

WOP actors make use of the knowledge products and services produced or co-produced by GWOPA.

#### Mobilize Alliance

GWOPA is a strong and fruitful water solidarity network.

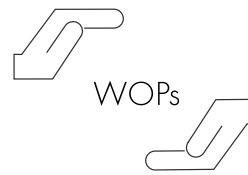
### ☆ Supporting Outcomes

#### Effectively Govern and Manage

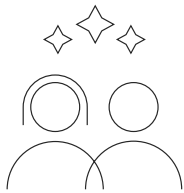
GWOPA is efficiently and effectively operated and governed.

# WOPs Trends Worldwide

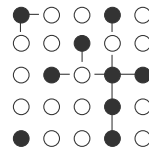
## What the Data Shows



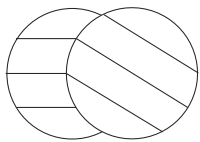
As of February 2022, GWOPA has information on 405 WOPs across the globe.



A total of 658 water operators are involved in peer partnerships; 304 participate as “mentees” and 148 as “mentors,” with 45 having acted in both roles.



Partnerships facilitate knowledge exchange between Developed and Developing countries (e.g., North-South: 38% of WOPs), and between countries of the Global South (e.g., South-South: 52% of WOPs) and the North-South-South Triangular Cooperation (8% of WOPs).



WOPs are versatile and normally cover a range of thematic working areas, but Non-revenue Water continues to be the most addressed topic. Other recurrent partnership themes are Operations and Maintenance, Service to Low Income Areas, and Asset Management.



Operators in the Global South tend to share their skills, knowledge, and expertise with other operators in the region. For example, 71 WOPs in Africa occur at an intra-regional level, 52 WOPs exist between partners in Latin America and the Caribbean, 92 WOPs exist within Asia, and 12 WOPs within Oceania.



Supporting data are provided in the figures below

## WOPs Countries Map

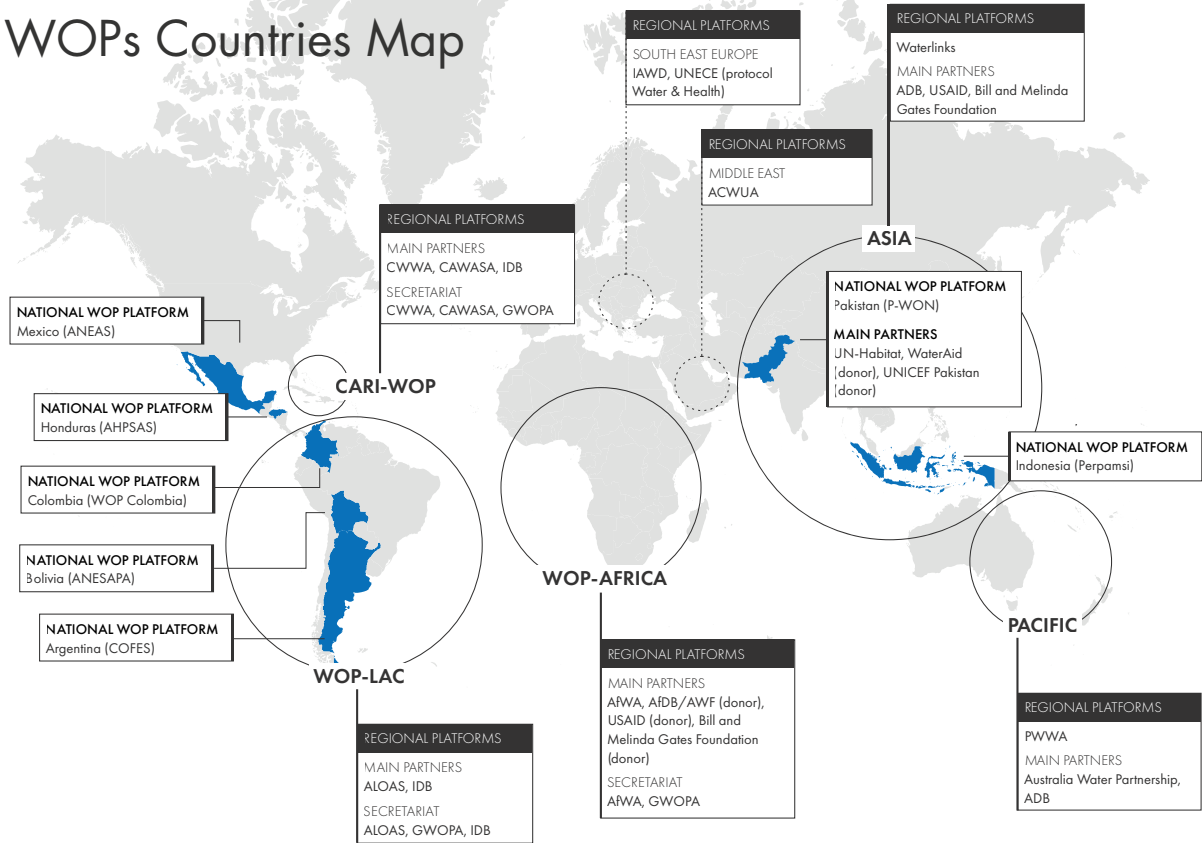


Figure 1: WOPs Countries Map, based on the service area of the mentee/beneficiary operator (WOPs Data Portal, March 2022).<sup>1</sup>

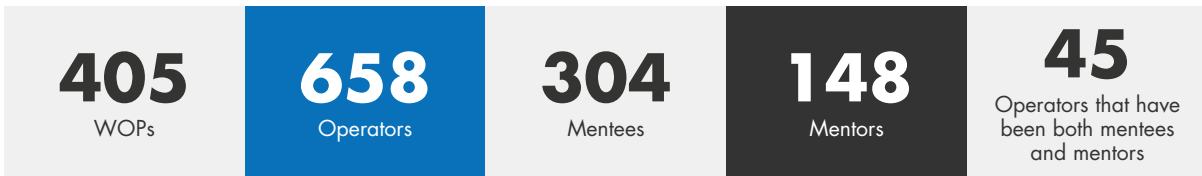
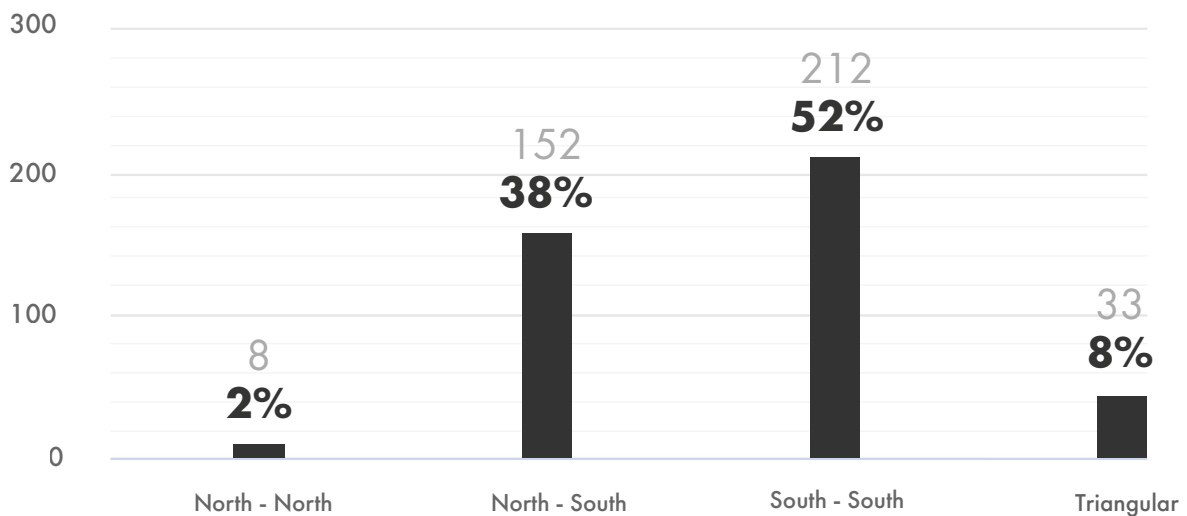


Figure 2: The WOPs Global Context (WOPs Data Portal, March 2022).

## WOPs Global Context



<sup>1</sup> The boundaries, names, and designations used on this map do not imply official endorsement or acceptance by the United Nations.

## WOPs Interaction between and within Regions

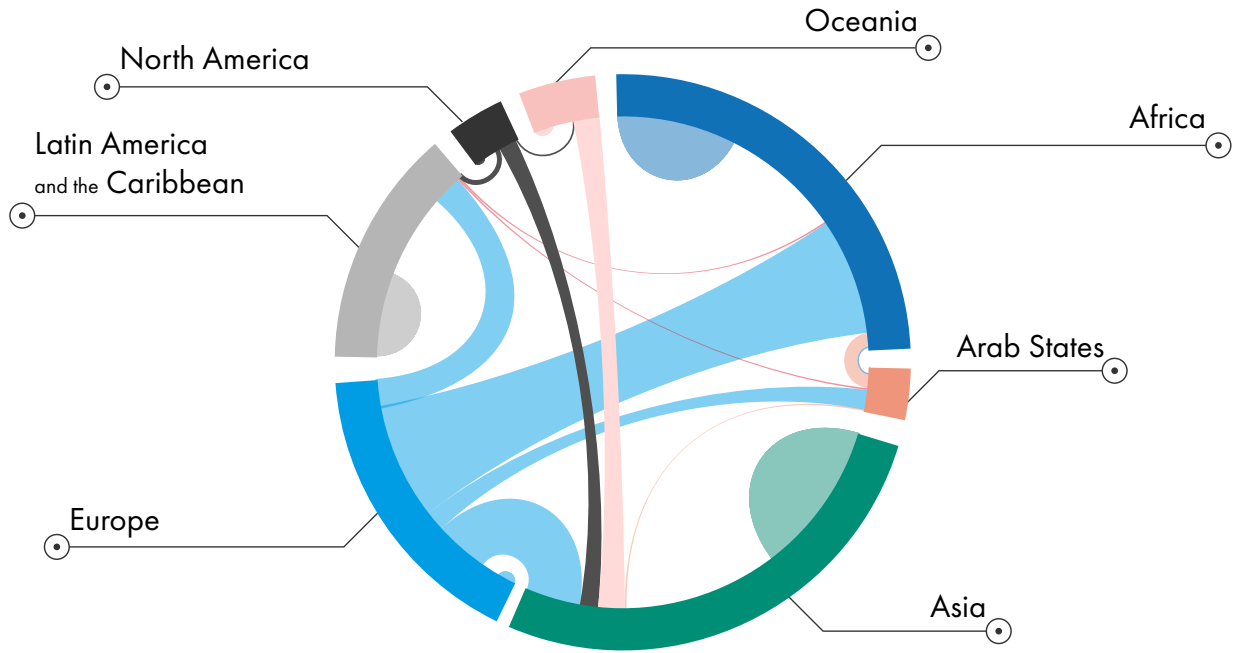


Figure 3: WOPs Interaction between and within Regions (WOPs Data Portal, March 2022).

## WOPs Geographical Relation

	Mentee	Europe	Asia	Arab States	Africa	Oceania	North America	Latin America and the Caribbean	Total
Mentor	Europe	11	28	11	58			18	126
	Asia		93						93
	Arab States		1	2	8				11
	Africa			1	71				72
	Oceania		16			12			28
	North America		11			1	7	3	22
	Latin America and the Caribbean			1	1			51	53
	<b>Total</b>		<b>11</b>	<b>149</b>	<b>15</b>	<b>138</b>	<b>13</b>	<b>7</b>	<b>72</b>

Figure 4: WOPs Geographical Relation (WOPs Data Portal, March 2022).

# WOPs by Thematic Area

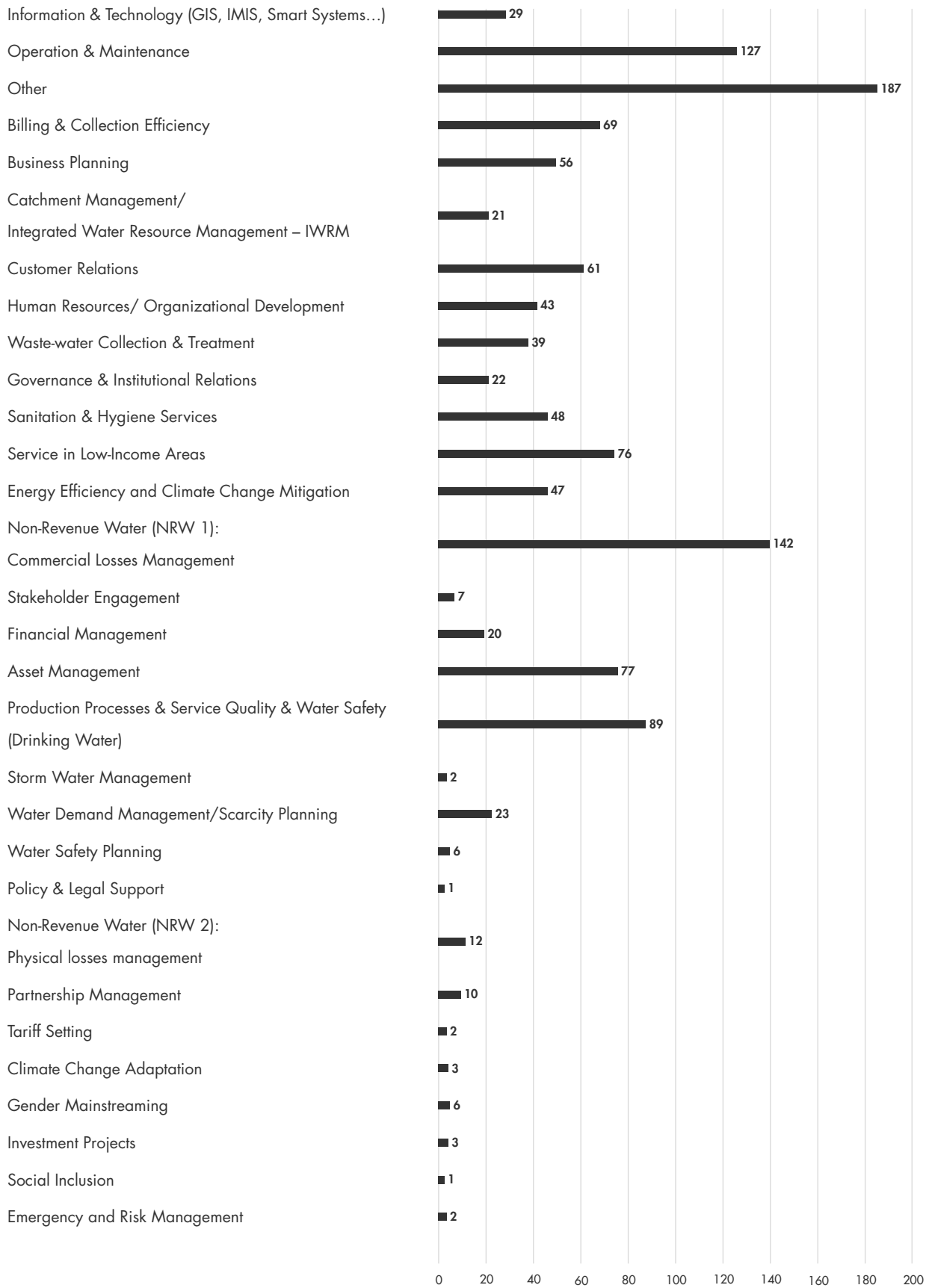


Figure 5: WOPs by Thematic Area, cumulative (WOPs Data Portal, March 2022).

# Outcome 1

## WOPs are Well-known, Supported, Adopted and Adequately Funded

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In 2021, the GWOPA Secretariat worked with the Global Alliance to increase outreach and ensure WOPs are both well-known and supported. The 4<sup>th</sup> Global WOPs Congress brought together 37 organisations, involved as co-conveners in the more than 30 sessions, to achieve that goal. The GWOPA Secretariat also worked with partners to increase the Alliance's participation in regional and international events dedicated to water and sanitation. For example, WOPs were featured at the COP26 Water Pavilion and Stockholm World Water Week. Stories of WOPs were brought to a wider audience with regular features in the Secretariat's website and newsletters. Finally, advocacy efforts focused on the creation of a European Enablers' Group, and the coordination of consultations and discussions to encourage financiers to include WOPs in their agendas and strengthen financial linkages.

### Outreach Improvement

An important outcome of the 4<sup>th</sup> Global WOPs Congress was outreach improvement. Outreach came in many forms, some of which are summarized below:

- The creation of a user-friendly and content-rich, [Congress-dedicated webpage](#)
- Increased and strengthened engagement on social media channels during the Congress (e.g., +126 new followers counting all channels, 10,000+ profile visits on Twitter, +166% mentions on Twitter, +79% reactions and shares on LinkedIn, and 1,176 accounts reached on Facebook)
- The dissemination of information via newsletters: 4 bulletins were sent to over 3,000 contacts (30-40% were opened) and a [communications package](#)
- Engagement with high-visibility partners (e.g., Federal City of Bonn, UN Bonn, German Development Institute, Water Integrity Network, Women in Water and Sanitation Network, AGWA, Sanitation and Water for All, Aqua Publica Europea, Water and Sanitation Hub, VEI, etc.)

Such efforts lead to new collaborations with GWOPA partners and an increase in resource mobilisation by almost 50%, compared to 2020.

# “The Floor is Yours”: Operators and WOPs Come Up on Stage

With over 30 online sessions between the 18th and 29th of October in 2021, [the 4<sup>th</sup> Global WOPs Congress](#) served as the premier global forum to advocate for the creation of more and better-supported WOPs. WOP practitioners and their partners joined to discuss the pressing issues facing water and sanitation service providers (e.g., access for all, climate adaptation, circular development, managing crises, advancing sanitation, etc.), and how WOPs can be made more effective to better address these challenges.



**Image 1:** Thematic tracks addressed at the 4<sup>th</sup> Global WOPs Congress © GWOPA/UN-Habitat.

More than 1,600 people from 139 countries registered as participants in the Congress, of which 32% belonged to public water and sanitation utilities. The Congress leveraged 15 years of WOP experience; providing a comprehensive overview of WOP practices. A total of 32 organisations co-organised sessions during the Congress. Each session emphasized peer-based learning and the sharing of experiences to inspire action within the community and among its partners. Over half of these sessions were entirely focused on WOPs and discussed topics like strengthening financial ties and data collection/management.

During the Congress, continuous efforts were made to ensure balanced geographic and gender representation at each event. Gender diversity requirements set by the Congress allowed for equal representation of women in discussions about WOPs and water and sanitation utilities, both as speakers and attendees.

# Visits to the Congress Virtual Venue by Region

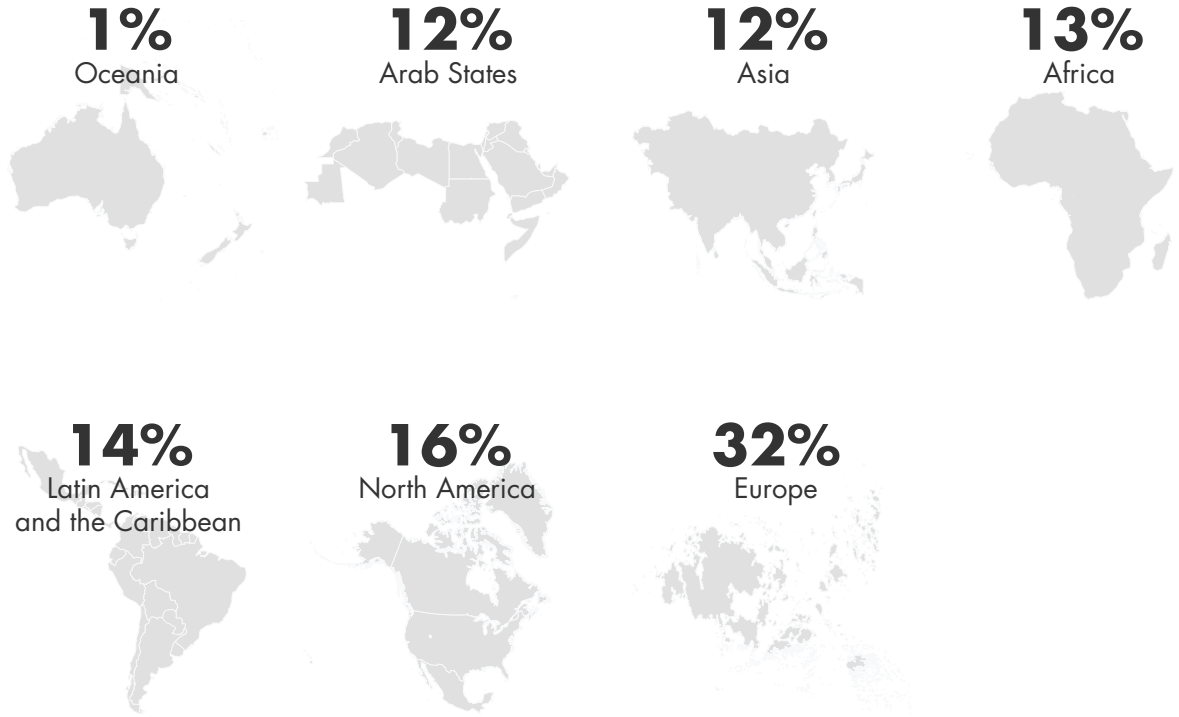


Figure 6: Visits to the Congress Virtual Venue by Region.

# Visits to the Congress Virtual Venue by Gender

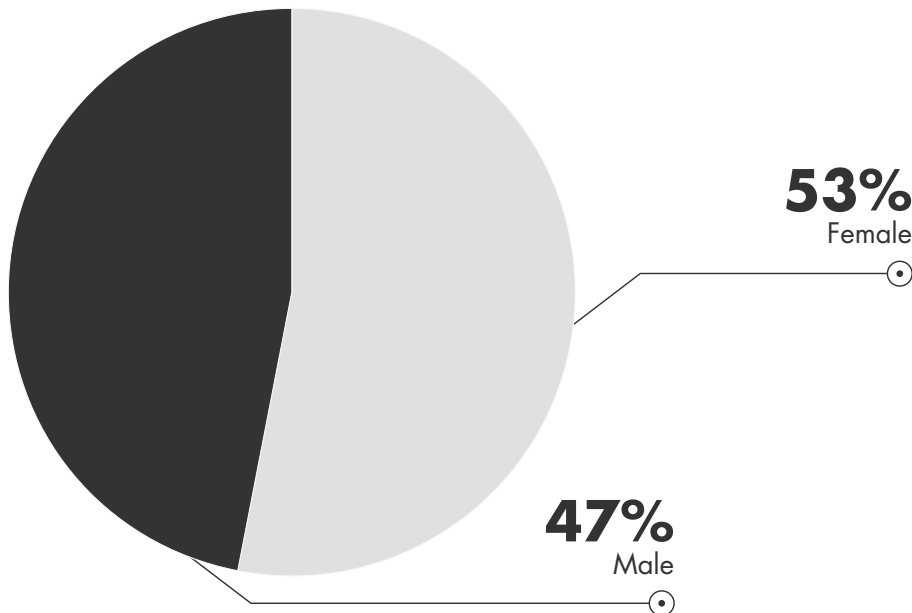


Figure 7: Visits to the Congress Virtual Venue by Gender.



# Diversity of Congress Participants by Type of Organisation

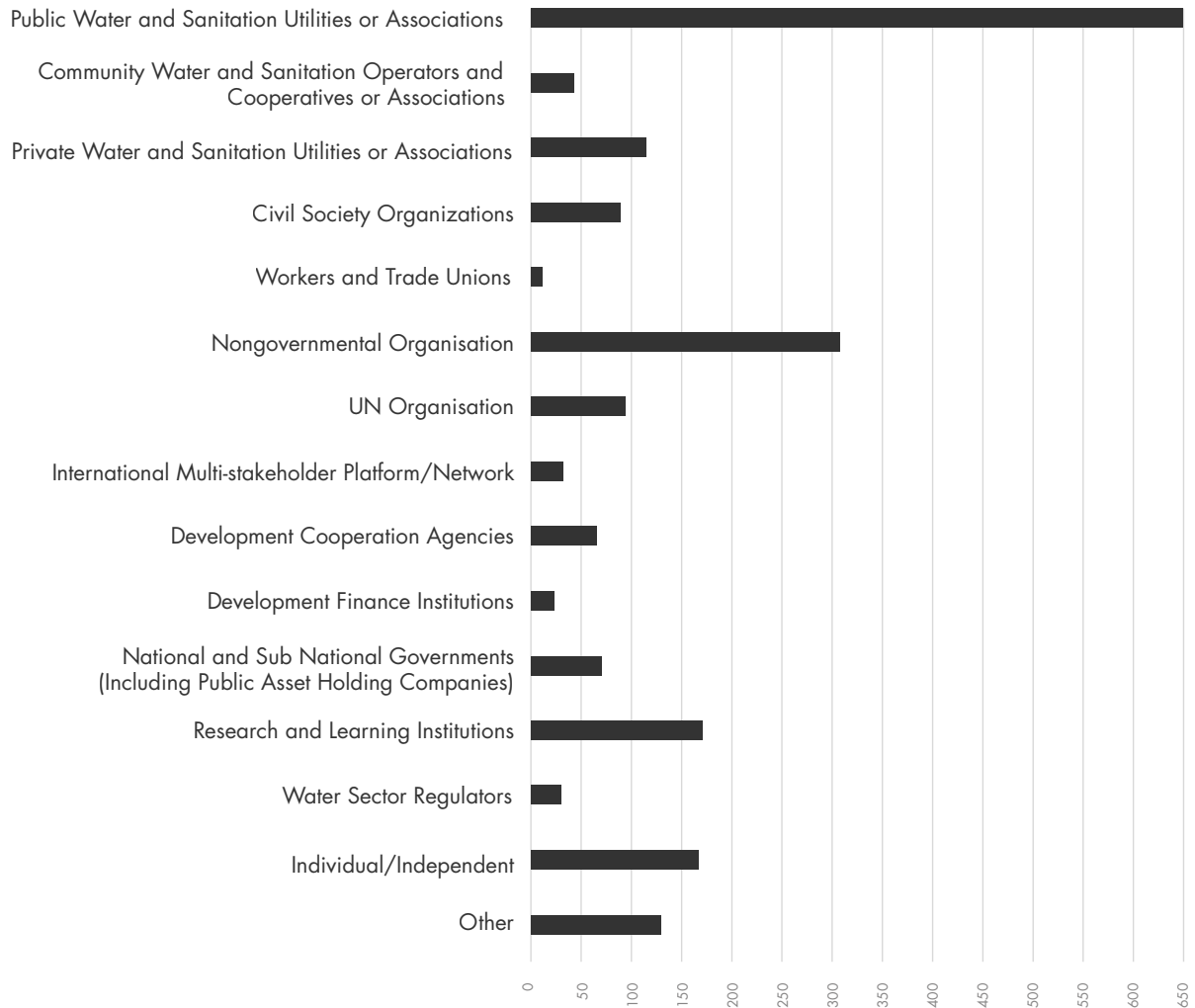


Figure 8: Diversity of Congress participants by type of organisation.

In hosting these sessions, the Congress was able to get a global snapshot of the issues faced by water and sanitation operators. To this end, the Congress was also able to identify opportunities for service providers, and make recommendations on how service providers can work together and overcome external challenges.

The Congress virtual venue can be accessed [here](#). Recorded sessions can be revisited [here](#).

## WOPs Showcased in Numerous Events

WOPs were introduced to various new audiences in 2021 due to more extensive outreach efforts, new partnerships with German institutions, and an increased number of online/hybrid events. Below are some examples:

### GWOPA discusses adaptation and sanitation at the COP26 Water Pavilion

The event, **Adaptation: Building adaptive capacity through climate-resilient water, sanitation and hygiene solutions**, held at the first-ever Water Pavilion at a UN Climate Change Conference, emphasized the importance of building resilient water and sanitation services, with a focus on the most vulnerable and marginalized communities. Session recordings are provided [here](#).

### GWOPA and WaterWorX co-convene a session at the Stockholm World Water Week

The event focused on partnership initiatives, including WOPs, that strengthen and enable utilities to deliver better services. More information is available [here](#).

### Expanding Knowledge: Expert Roundtable at the Water Dialogues for Results

The Expert Roundtable, **“Turning the tide on Capacity Development – How to move from individual interventions to systemic capacity strengthening”**, was co-hosted by GWOPA and Cap-Net UNDP as a part of the Bonn 2021 Water Dialogues for Results, as a contribution to the Mid-Term Review of the Water Action Decade 2018-2028. [Outcome document](#).

### EU-WOP Programme: Partnering to Spread the Word

GWOPA collaborated with partners to expand its communications and encourage applications for the EU-WOP Programme, funded by the European Union. Several regional information sessions were held, including one for the **Latin America and the Caribbean region, which was co-organised by WOP-LAC and the Inter-American Development Bank**. Another informational session was held for **German water and sanitation operators, which was co-organised by the German Water Partnership, SuSanA, and GIZ on behalf of the BMZ**.

# From the Field to You: Sharing Stories of Partnership Progress

In response to increased WOP activities worldwide, the Secretariat has decided to feature more WOP stories from the field. Working in collaboration with partner WOP platforms and programmes, the Secretariat has shared WOP stories – their human dimension, innovations, and successes - to a larger audience with regular features on its website and newsletters.

## Mind the Poop: Citywide Inclusive Sanitation

With support from the Bill & Melinda Gates Foundation, GWOPA is scaling up **Citywide Inclusive Sanitation (CWIS)** through its network of sanitation service providers and promoting sanitation-focused WOPs (SWOPs). Peer support will build knowledge of CWIS principles, approaches, and monitoring methodologies.

In 2021, GWOPA shared sanitation and SWOPs-focused stories during numerous Congress sessions, on World Toilet Day, and in the WOPcast, “Tackling Sanitation from a citywide and inclusive Perspective with SWOPs.” Within the GWOPA-hosted Global WOPs Community’s online platform, a moderated Community of Practice on “Wastewater, Sanitation and Utilities,” over 130 members have been particularly active.



**Image 2:** Picture from the article “[Results-based financing to address the rural water gap](#)”, written by Meleesa Naughton and published.

## Water to Work for 10 Million People: the WaterWorX Programme

At least once a month, **articles** published on GWOPA’s website highlight the processes, challenges and successes of WOP projects that aim to expand access to sustainable water services. In 2021, the 19 articles published by GWOPA had about 19,000 views and were extensively shared on social media. GWOPA also produced WaterWorX-specific newsletters, with an average open rate of 38% for approximately 300 contacts. WaterWorX was also featured at the 4<sup>th</sup> Global WOPs Congress, where it co-hosted four sessions ([Guidelines for Customer Survey and Complaint Management session](#), [Are WOPs reaching the most vulnerable?](#), [How can a WOP boost your career as a water professional?](#), [The transformative journey of knowledge in a WOP](#)) and was involved in another 10 sessions.

## GWOPA Podcast Series

During the 4<sup>th</sup> Global WOPs Congress, GWOPA launched the **WOPcast**, a podcast series where water and sanitation professionals reflect on the sector's challenges and achievements.

The first-ever WOPcast episode focuses on why advancing sanitation is critical and the potential that the WOPs peer-to-peer learning approach has in improving and making sanitation services more sustainable. The second episode aims to raise awareness on why including the gender perspective, both in service provision and organisational structure, is critical to improving utility performance and achieving SDG 6.



Image 3: Podcast Studio © Jonathan Velásquez.

WOPcast Episode 1:  
SWOP it! Sanitation Operators' Partnerships

[Listen here!](#)

WOPcast Episode 2:  
Women in Water and Sanitation Utilities and WOPs

[Listen here!](#)



# Taking Awareness-raising up a Notch: Advocacy for Policy Engagement

In 2021, advocacy efforts expanded beyond raising awareness to secure concrete support for the WOP practice in the form of political and financial commitments.

## Backing WOPs in Europe

The EU-WOP Programme with its parallel EU KnoW initiative are offering an unprecedented opportunity to strengthen frameworks for WOPs in Europe. Guided by the question ‘how can European institutions make WOPs more doable and successful?’ a **European Enablers** series has begun, bringing together utilities, governments, financial institutions and other actors instrumental in determining if and how European utilities can support their peers internationally. The group looks beyond utilities themselves at the ‘enabling’ actors and factors that give utilities the means to help their peers, with policies, programmes, funding or legal mechanisms.

A framing report exploring different components of a WOP-friendly environment and their application in European countries, *Enabling WOPs in Europe*, was released.

In addition to ongoing collaboration with German and Dutch-led WOP environments, how to further enable French Operators to engage in WOPs was a point of focus.



Image 4: The European WOP Enablers' Group  
© GWOPA/UN-Habitat.

# New Insights into WOP Funding and Financial Linkages

In preparation for the Congress session on WOP Funding and Financial Linkages, GWOPA led a multistakeholder consultative process engaging with 16 past and potential future WOP financiers. The interviews focused on the current interest in financing WOP activities and, when applicable, presented financing models for WOPs. In addition, key stakeholders were consulted on future recommendations regarding WOP financing and the strengthening of linkages with investment institutions. A key conclusion that can be drawn from these consultations on WOP funding was that WOPs have a much wider, more convinced, and more committed set of donors and financial partners today than ever before. More importantly, these consultations also revealed that the number of WOP funders and funding modalities is growing and becoming more diverse.

These consultations also included a reflection on the possibility of better integrating WOP activities with investments. Financiers agreed on the exact value in linking WOPs with more significant utility investments. However, when it comes to WOPs being funded alongside investments, despite being recognized as an effective long-term solution for addressing the sustainability of water and sanitation interventions, WOPs are constrained from accessing investment finance due to a variety of reasons. Among these reasons are the hands-on nature of WOPs, the inability of third-party financiers to effectively evaluate WOP impacts, the procurement requirements tied to public entities like tendering processes, and the establishment of clear timeframes and deliverables.

Nevertheless, WOPs have proven to support investment finance, especially in project preparation, and investors welcome and recommend better coordination of WOP and investment finance activities. Some financial institutions have already found ways to support WOPs through dedicated funds. Others appreciate the WOP approach in supporting mentees in preparing investments. For example, pre-feasibility studies, carried out in parallel or as an add-on component to their investments or following their investments, ensure long-lasting impacts. Successful cases of WOPs working alongside investment tend to occur when project partners explore synergies of WOP activities with financiers very early in the process. Findings from these consultations have been developed into Investment Case Studies and a paper on WOP Funding and Financial Linkages. Both of which are currently under review and to be published in 2022.



# Outcome 2

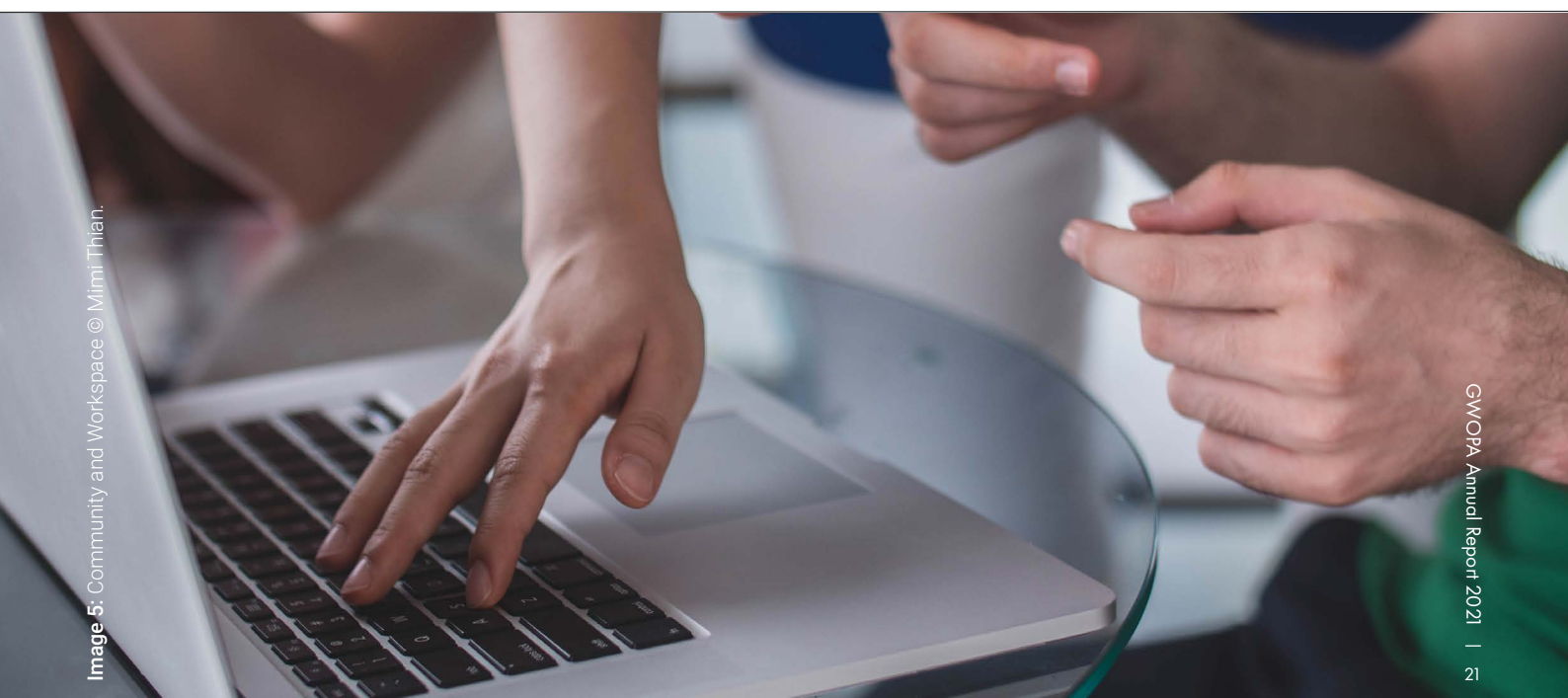
## WOP Actors Use GWOPA (Co-)produced Knowledge Products and Services

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GWOPA continued to collaborate in producing WOP case studies, reports and good practices, especially on the topics of climate action, wastewater monitoring, and gender inclusion. 2021 brought another milestone to knowledge management with the creation and launch of the Global WOPs Community, a dedicated online platform for networking, peer-learning and exchange open to all WOP programmes and water and sanitation professionals. GWOPA continued to lead the global monitoring, documentation, and analysis of the WOPs practice, including the WOP database and the development of a dedicated partnership management platform (PMP).

### The Global WOPs Community

The global WOPs Community aims to unite all WOP Programmes and Platforms in one online environment. This environment will offer all WOP practitioners and water and sanitation professionals a space to connect and communicate with peers across the globe. The platform will consist of expert-moderated Communities of Practice (CoPs), with a focus on themes relevant to the daily operation of utilities. Altogether, the platform will strengthen knowledge exchange and learning within and across individual projects and programmes; empowering individuals engaged in WOPs to learn beyond their immediate partnerships.



# Operators take Action on Climate and Wastewater

In 2020, GWOPA/UN-Habitat and BMZ/GIZ launched a webinar series, “[How Utilities Fight COVID-19](#)”. The webinar series ran through 2021, and showcased best practices and lessons on utility climate action and wastewater management.

In June, nearly 160 people attended 2 volumes of the [#UtilityClimateAction webinars](#). The webinars addressed utility experiences in preparing and implementing emergency response plans and responding to climate hazards such as flood and droughts, and the impacts of natural disasters on water supply, water and wastewater infrastructure, and utility personnel.

In September, a webinar on [wastewater monitoring](#) allowed operators and sanitation experts to discuss challenges, solutions and outlooks related to wastewater-based epidemiology, and the possibilities that peer-to-peer exchange on wastewater monitoring presents.

**Image 6:** Climate-Resilient Infrastructure Built in Water Treatment Facility After Damaged by Typhoon Molave © VEI.



From March to June 2021, water and sanitation operators from [Latin America and the Caribbean](#) shared their experiences and approaches to wastewater management and monitoring in a webinar co-hosted by UN-Habitat, WOP-LAC, the Caribbean Water and Wastewater Association, the Caribbean Water and Sewerage Association, the Caribbean Development Bank and the Inter-American Development Bank.



# Shining Light on Good Practice in Underrepresented Topics

In 2021, GWOPA launched a call to identify, celebrate and encourage the sharing of good practices on gender inclusion, and transparency and integrity, in water and sanitation utilities and WOPs.

Three good practices were selected on the gender inclusion category. The stories shared by the global community exemplified gender-sensitive approaches in service provision, promotion of gender inclusion in the workforce, and ways in which WOPs have helped develop capacity for gender inclusion in the water and sanitation utility sector. The selected good practice on integrity and transparency shows ways in which transparency mechanisms, accountability and integrity tools and processes, participatory governance, and plans to fight against corruption, can be developed and implemented in the water and sanitation utility sector.

The selected good practices were widely disseminated via social media channels, newsletters, and in the framework of the 4<sup>th</sup> Global WOPs Congress. The selected good practices were widely disseminated via social media channels, newsletters, and in the framework of the 4<sup>th</sup> Global WOPs Congress.



**Image 7:** Entornos Verdes y Seguros para las Mujeres © Empresa de Acueducto y Alcantarillado de Bogotá (EAAB).

☆ Champion	<b>Entornos Verdes y Seguros para las Mujeres</b> Empresa de Acueducto y Alcantarillado de Bogotá (EAAB). Colombia
☆ Champion	<b>Integrity Management in Khulna Water and Sewerage Authority</b> The Water Integrity Network (WIN). Bangladesh
☆ Runner up	<b>Escuelas de Lideresas para la Gestión del Agua y Saneamiento” Submitted by Agencia Española de Cooperación Internacional para el Desarrollo (AECID)</b> Agencia Española de Cooperación Internacional para el Desarrollo (AECID). Nicaragua   Panama
☆ Special Mention	<b>Mentoring and Career Development for Women and Young Professionals</b> Société Malienne de Gestion de l’Eau Potable SA (SOMAGEP SA). Mali

# Understanding WOPs with Better Data

As part of the effort to expand the network and exchange information on WOPs in a more harmonised and interactive way, GWOPA developed the WOPs Data Portal in 2021. The tool will enable stakeholders to directly feed WOPs data to our global database. It will also display up-to-date WOPs trends in the Global WOPs Dashboard. Additionally, the tool promotes data transparency and good data governance by serving as a central repository of all information about relevant organisations, WOPs, contacts, and members.

Building the WOPs Data Portal involved a complete scan of data sources, dataflow and all information storage places, to account for operator profile information, WOPs variables, and supporting organisation information. All information was systematised to design a coherent tool to ensure a practical method of gathering information and displaying it in a user-friendly way.



Image 8: WOPs Data Portal © GWOPA/UN-Habitat.

# Outcome 3

## GWOPA is a Strong and Fruitful Water Solidarity Network

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GWOPA continued to carry out its mission as a strong network of actively engaged and coordinated members, partners, and platforms, with a robust governance framework. The GWOPA Secretariat collaborated with partner organisations in a variety of activities and projects to achieve its strategic objectives.

### The Alliance Welcomes You: Call to Existing and New Members

In 2021, GWOPA embarked on a membership mobilisation drive ahead of the 4<sup>th</sup> Global WOPs Congress, contacting existing members to renew their commitment and identifying interested future members through surveys. The [outreach campaign](#) for membership mobilisation is continuing into 2022, leading up to the GWOPA Assembly.

While safeguarding the original principles of WOPs, GWOPA's new charter strengthens the Alliance. Much of this strength comes through the formalisation of membership processes. This includes a detailed Membership Policy with two types of membership (individual and institutional), where membership criteria, constituencies, rights and responsibilities, and functions of the governing bodies of GWOPA are defined. The formal introduction of individual membership occurred in 2021. This type of membership is closely linked with the creation of a personal profile within the Global WOPs Community, which also launched in 2021, and is hosted by GWOPA on the online platform Workplace.

### Ongoing Projects and WOP Activity

#### 22 New International Solidarity Projects: the EU-WOP Programme

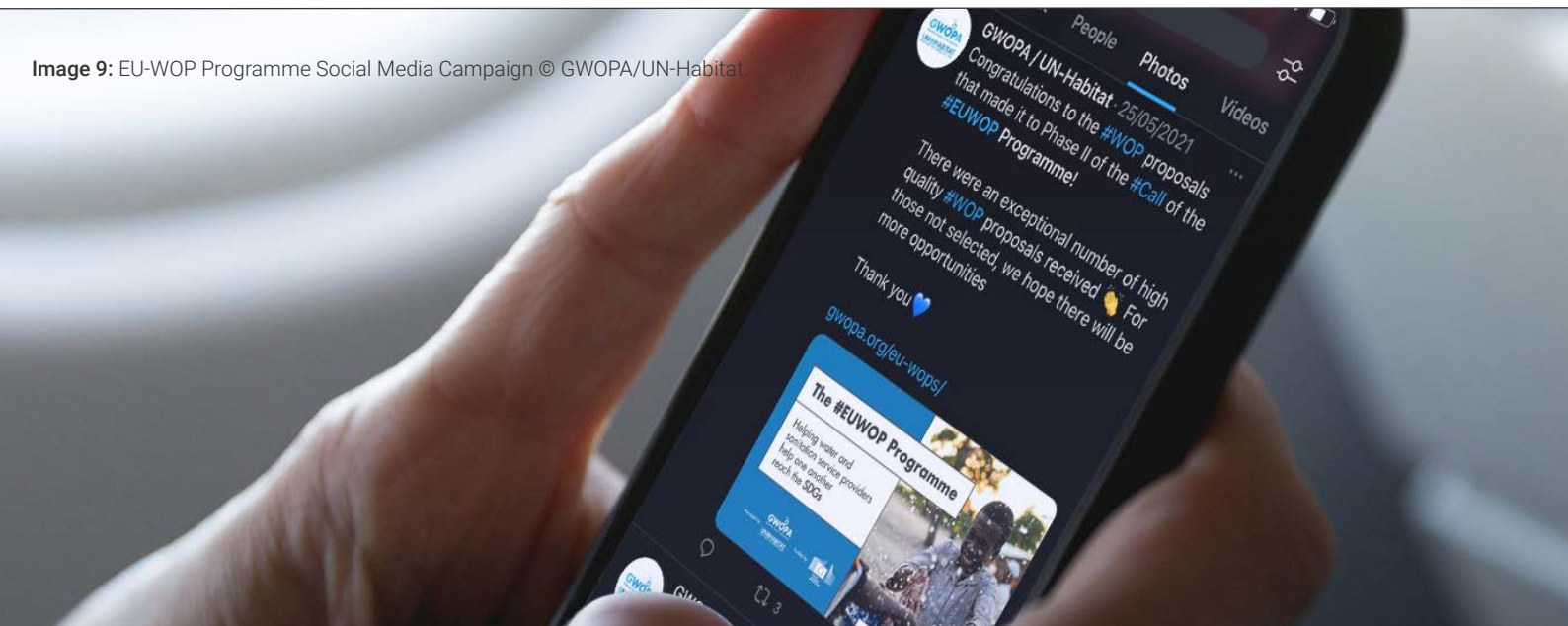
The [EU-WOP Programme](#) funded by the European Union is the biggest dedicated WOPs programme at the global scale to date. The programme aims to strengthen utilities' financial sustainability, facilitate access to finance for service improvements and/or extensions, and strengthen WOP know-how and buy-in. This will allow more operators to continue to effectively support one another beyond the scope of this 4-year programme.



22 WOP projects were selected after a two-stage call that attracted 142 proposals from around the world. Over 40 water and sanitation utilities and their supporting partners will address a wide range of working areas such as water distribution, customer relations and billing, gender mainstreaming, low-income areas management, and sanitation.

The selected projects were launched at the 4<sup>th</sup> Global WOPs Congress during the session [IWOP, EU-WOP, We all WOP - An open launch of the new EU-WOP Programme Partnerships](#). The projects' profiles can be accessed [here](#).

Image 9: EU-WOP Programme Social Media Campaign © GWOPA/UN-Habitat



## From Pilot to Proficient: The German WOPs Platform

Since 2019, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and Engagement Global with its Service Agency Communities in One World have implemented the pilot project **“Utility platform for strengthening partnerships of municipal utilities worldwide”** as a cooperation project on behalf of the German Federal Ministry for Economic Development and Cooperation (BMZ). The utility platform is developed and implemented in cooperation with the German Association of Local Utilities (VKU) and the German Water Partnership (GWP).

The German Utility platform counted 7 WOPs at the end of 2021. With GWOPA's hosting in Bonn, Germany, the collaboration with the German WOPs platform was strengthened and exchanges started to take place.



## Four More Years for WaterWorX WOPs

After successful completion of its first phase, the [WaterWorX Programme](#) is moving forward with over 20 WOPs into its second phase.

The programme's goal is to contribute to improved water and sanitation services in selected cities in Africa and Asia by providing either first-time basic access or improved service levels to 10 million people by 2030. The second phase will build on the partnerships, lessons learned and results of the first phase, and intensify knowledge management and exchange with the objective of reaching an additional 3.5 million people (towards the 10 million people target).



Image 10: [WaterWorX and its over 20 WOPs worldwide move to Phase 2](#)

© WaterWorX.

## Turning Projects' Endings into New Beginnings

### Wrapping Up OFID-funded Sustainability Improvement Plan (SIP) WOPs

In the final months of the SIP WOP projects, the WOP teams from Africa and Asia reviewed the results from their sustainability-focused OPEC Fund for International Development (OFID) (i.e., funded partnerships that started in 2019). To facilitate cooperation, representatives of mentee utilities from Ethiopia, Malawi, Bangladesh and Vietnam with their mentors, the regional coordinators WaterLinks and AfWA, and OFID, gathered in a virtual meeting. In this meeting participants assessed the work done, results obtained, and challenges encountered in each partnership project. Meeting participants also identified success factors, and discussed recommendations for the way forward ([outcomes](#)).

Despite COVID-19 disruptions, partnerships persevered with online activities (except for one WOP, which had to be dropped). This, combined with the fact that the diagnosis visits took place on the ground before the pandemic, helped considerably with moving forward. Good results were achieved for all in terms of non-revenue water, customer care, and billing and collection. OFID has expressed interest in funding some of the resulting SIPs and linking their investment programme more systematically to WOPs on a long-term basis.

## Boosting the Effectiveness of WOPs (BEWOP) Knowledge Programme Moves to Phase Four

The third phase of GWOPA's collaboration with IHE-Delft Water Institute to capture, generate, and facilitate the sharing WOP knowledge, wrapped up this year. **BEWOP III** closely followed the Dutch-led WaterWorX Programme, supporting the WOPs mentored by Dutch utilities. IHE and GWOPA worked in close collaboration with WaterWorX to:

- Manage thematic Communities of Practice where WOP practitioners in the various WaterWorX WOPs could exchange on substantive issues like non-revenue water and low-income community support units.
- Document WOP cases, focusing on WOPs' efforts to link their capacity and performance improvements to investments.
- Generate regular news articles, published on the GWOPA website and newsletters as well as a dedicated WaterWorX site.
- Advocate for more support and funding for WOPs, and mobilise more utilities to get involved.

BEWOP III was instrumental in getting the backing for and informing the design of the EU-WOP programme, the the biggest WOP-dedicated commitment of the European Commission.

Running in parallel and the same duration as the EU WOP programme, BEWOP IV will facilitate knowledge creation and exchange among and beyond the 22 projects of the European funded WOP initiative. A key mechanism are Communities of Practice within the Global WOPS community that will enable interaction between the EU WOP projects as well as with the 39 WOP projects under WaterWorX , on thematic topics and project management. An Online learning programme addressing technical topics like water safety planning as well as partnership focused themes are being prepared for open access courses, in collaboration with IHE. A peer-reviewed Special Issue journal on Water Operators Partnerships in collaboration with IWA's Water Sanitation and Hygiene online journal is also under preparation, aiming to bring academics and WOP practitioners together in developing knowledge on WOPs based on its practice within the EU WOP programme.



# Partnering with UNICEF to Support Newly Established Utilities in Ethiopia

In 2021, GWOPA/UN-Habitat and UNICEF Ethiopia finalised preparations for a new project to improve access to water in 3 small drought-prone urban centres in Ethiopia. The project will start in 2022, run for 2.5 years and, using the WOPs approach, support infrastructure expansion by developing capacity within newly established local utilities. The project also aims at building capacity for replication of this approach in other regional/national service areas through partnership with UNICEF.



Image 11: UNICEF Water Point © UNICEF Ethiopia.

# Supporting Outcome

## GWOPA is Efficiently and Effectively Operated and Governed

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### GWOPA Governance

The GWOPA held its **13<sup>th</sup> annual International Steering Committee** on March 30<sup>th</sup> – 31<sup>st</sup>, 2021, to discuss the Annual Report and Workplan, with special focus on the upcoming Global WOPs Congress and General Assembly, the GWOPA Governance Review, and the EU-WOP programme and regional collaboration.

The new **GWOPA Charter** now presents clearer membership categories, criteria, and processes for membership management, and introduced individual membership (non-voting in the GWOPA Governance). The roles and responsibilities and seat allocation in governance bodies for GWOPA Assembly, Steering Committee, Secretariat and UN-Habitat are better defined and Chair and Vice Chair roles at Steering Committee and General Assembly levels have been introduced. These new clauses are adequate for dispute prevention and resolution mechanisms. UN-Habitat's Executive Director and GWOPA Steering Committee Chair approved the draft GWOPA Charter in April of 2021.

### Secretariat Management and Updates

The Secretariat finalised recruitment for a P3 Programme Management Officer: Human Settlements: Sanitation, for onboarding in the first quarter of 2022. A P5 Head of Office recruitment was also initiated in 2021, with planned onboarding in the first half of 2022. This will bring GWOPA to a total staff of 8. Including international volunteers, consultants, and interns, the team currently numbers 21.

### Resource Mobilisation

The formulation of BEWOP IV – a knowledge management project to accompany the EU-WOP Programme, and UNICEF WOPs – an operational WOP project in Ethiopia that aims to make operational improvements and prepare UNICEF for wider uptake of WOPs as a capacity development modality within its WASH portfolio, were finalised this year, with agreements set to be operational in early 2022.

The office was also successful in mobilising funds from the Federal Ministry of Education and Research of Germany for the development phase of a project that aims to develop a water treatment system to address acid mine drainage in South Africa, where UN-Habitat will support in the areas of governance and capacity development. The project, launched in 2021 in collaboration with the University of Duisburg-Essen, Institut für Wasserbau und Wasserwirtschaft, and local partners in South Africa, will move to approve its main phase in late 2022.

# Financial Reporting

## Expenditure Percentages 2021

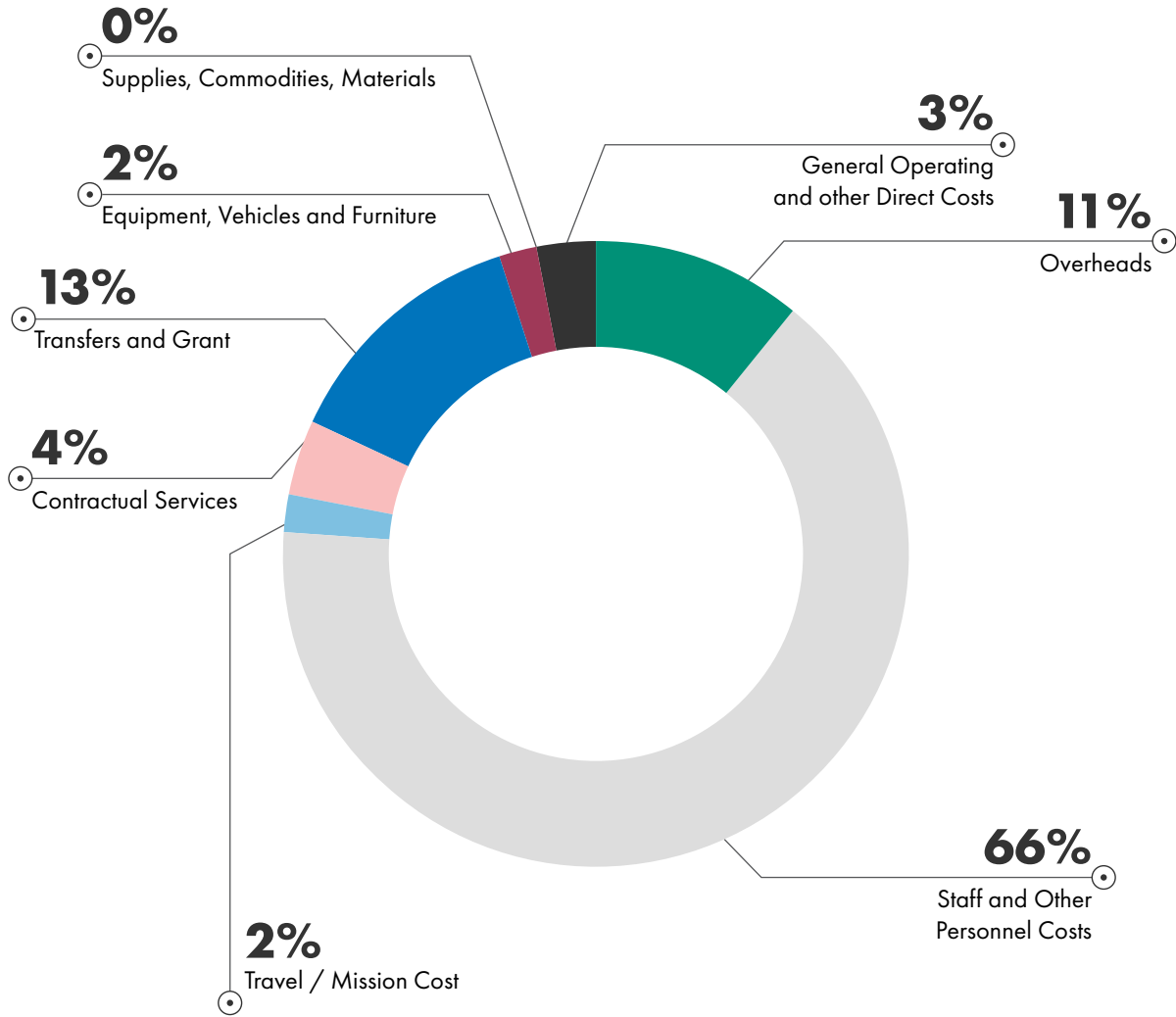


Figure 9: Expenditure Percentages 2021.

# Available Funds 2021

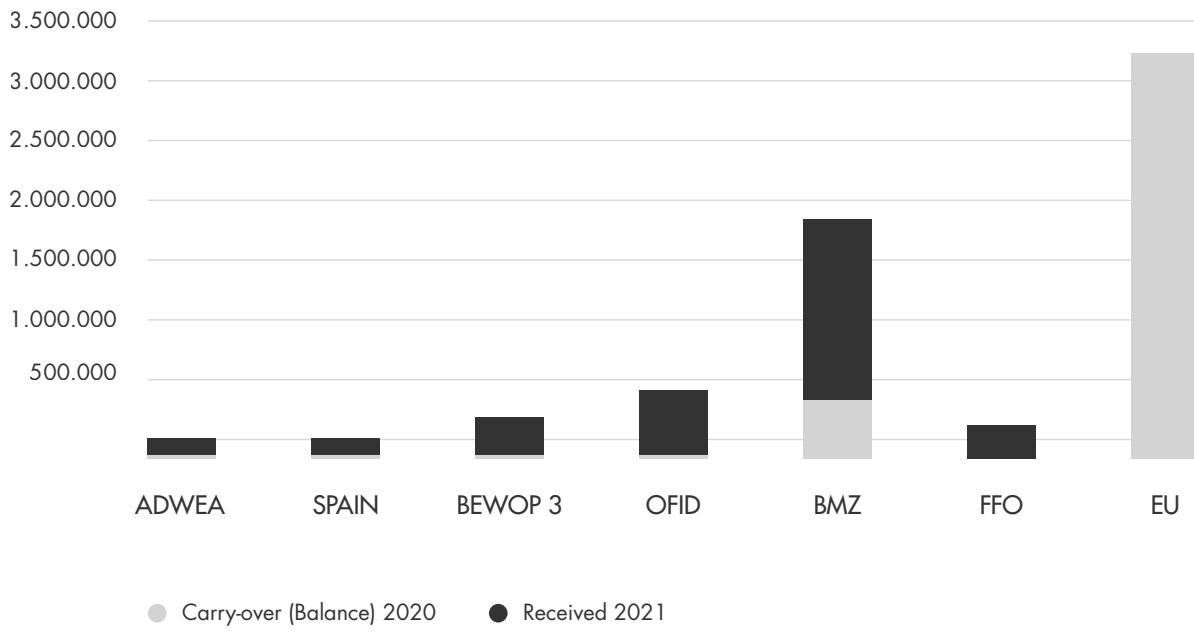
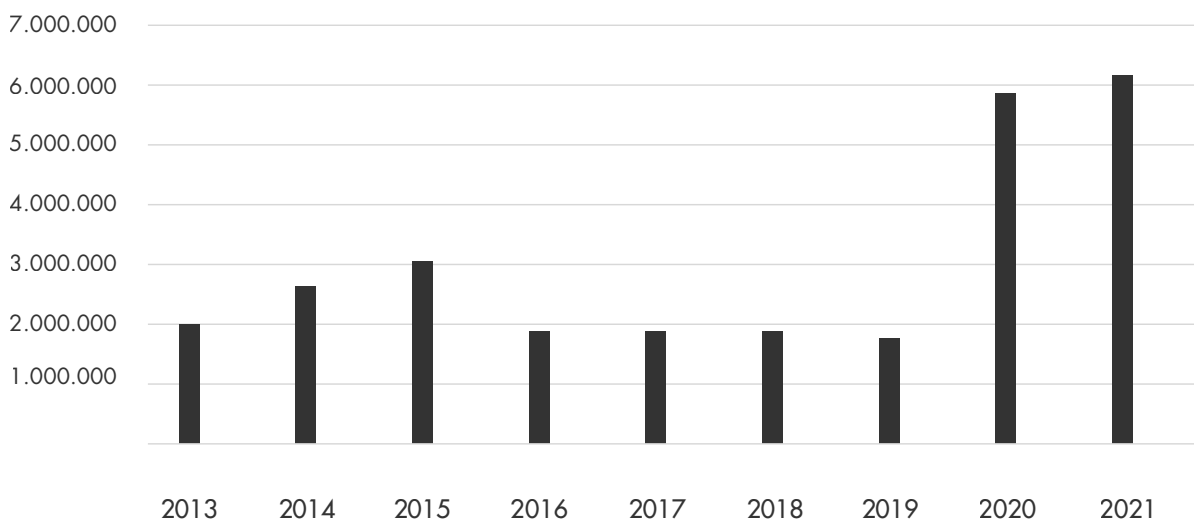


Figure 10: Available Funds 2021.

# GWOPA Available Funds by Year 2013-2020 (in USD)

Figure 11: GWOPA Available Funds by Year 2013-2020 (in USD).





# Monitoring Framework

	Result Statements	Key Performance Indicators	Baseline (2018)	Annual Targets	2019 Results	2020 Results	2021 Results	Notes
	<b>GWOPAs Objectives (2019-2024)</b>	<b>1. To increase the quantity and quality of Water Operators' Partnerships being carried out worldwide in support of the SDGs.</b> <b>2. To Improve Water and sanitation service providers' capacity and performance and realize the SDG 6 targets at local level.</b>						
Expected Accomplishments	<b>EA 1. WOPs are scaled up</b>	1.a. No. of new Water Operators' Partnerships initiated per year	20	26 per year	29	10	8	Annual inputs not yet received from all Regional/National WOP Platforms to global WOPs database; may be higher. EU WOP projects under preparation, to begin implementation in 2022. Pandemic impacted number of new partnerships.
	<b>EA 2. WOPs are contributing to water and sanitation service providers' improved capacity and performance, and local realization of the SDGs, to the benefit of all, particularly the poor.</b>	2.a. No. of mentee utility staff having improved their capacity through a WOP per year	800	1040	3.597	3.280	2.480	Informed estimates based on annual inputs from Regional/National Platforms and average no. of utility staff engaging in a WOP
		2.b. No. of WOP mentee utilities attributing their operational performance improvement to a WOP, per year	10	13	24	34	N/A	N/A
		2.c. Percentage of active WOPs with planned results that contribute to SDG targets, per year	N/A	50%	27%	66%	100%	All WOPs starting in 2021 have planned contributions to localizing the SDGs. The PMP results portal capable of tracking actual SDG-related KPIs is now in use in 20+ WOPs.
		2.d. Number of people benefitting from water and sanitation service improvements generated through WOPs, per year.	5,000,000	3,900,000 people per year	16.241.630	12.300.000	9.300.000	Estimated from number of ongoing WOPs aiming at service improvements and populations served. Figure does not imply numbers of people gaining access, but those expected to benefit from service improvement resulting from the WOP.
Sub. Expected Accomplishments	<b>SUB EA 1. WOPs are well-known, supported, adopted and adequately funded</b>	1.1. Reach of GWOPA (co-) organized events dedicated to lobby, advocacy and resource mobilization per year	458	460 people per year	860 (from 12 events)	2,477	3,687 participants	Main events: 4th Global WOPs Congress: 1631 EU-WOP Programme Session for Applicants: Over 500 Session at the COP26 Water Pavilion: 1548 .....
		1.2. No. of GWOPA (co-) authored advocacy documents used for the promotion of WOPs per year	1	3	2	5	4	Enabling WOPs in Europe Report, EU WOP Call for Proposals
		1.3. No. of new international, national or local frameworks, policies, laws, or mechanisms that supports WOPs-type work (non-for-profit peer partnerships for capacity development in the water sector) per year	N/A	1	3	1	2	EU-WOP Programme (EU and GWOPA/UN-Habitat) Utility platform (BMZ, GIZ, Engagement Global & cooperation partners)
		1.4. Total funds dedicated to the WOPs practice per year in USD	N/A	\$10.000.000	\$14.364.654	\$2.000	\$4.085.121	Reporting from WOP Platforms and programmes. May be higher.

Result Statements	Key Performance Indicators	Baseline (2018)	Annual Targets	2019 Results	2020 Results	2021 Results	Notes	
<b>GWOPAs Objectives (2019-2024)</b>	<b>1. To increase the quantity and quality of Water Operators' Partnerships being carried out worldwide in support of the SDGs.</b> <b>2. To Improve Water and sanitation service providers' capacity and performance and realize the SDG 6 targets at local level.</b>							
<b>Sub. Expected Accomplishments</b>	<b>SUB EA 1. WOPs are well-known, supported, adopted and adequately funded</b>	1.5. Reach of the Global WOPs Congress (by type of audience) per Congress	390	400	N/A	N/A	3,223 visits: 47% Male 52% Female  By age range: 13% 18-24 26% 25-34 22% 35-44 18% 45-54 12% 55-64 9% >65  By region: 32% Europe 15% North America 14% LAC 13% Africa 13% Arab St. 12% Asia 1% Oceania	Data captured in Congress virtual venue report
		1.6. Web and social network engagement per year	74.151	+ 10 % per year	↑ 11% website	↓ 40% website ↑ 30% social media	74% website ↑ 24% social media ↓ 9% newsletter subscription ↑ 132% people on workplace ↑ 64% total	Website unique page views (not cumulative) Web users Facebook likes and followers Twitter followers Newsletter subscribers LinkedIn followers Workplace users
	<b>SUB EA 2. WOP actors make use of the knowledge products and services produced or co-produced by GWOPA.</b>	2.1. Reach of knowledge products per year	8,137 views	+ 5% per year	↓ 5,759 views (29%)	N/A	5,920 (+2.8%)	<a href="#">Online GWOPA Product List</a>
	2.2. Reach of knowledge services per year	63 people	+ 5% per year	160 (↑ 154%)	1,112 (↑ 695%)	1,936 (↑ 75%)	GWOPA #UtilityClimateAction webinars: over 160 participants Webinar Wastewater-based Epidemiology: Poop Never Lies!: 145 4th Global WOPs Congress: 1631 registered participants excluding speakers and organisers	

Result Statements	Key Performance Indicators	Baseline (2018)	Annual Targets	2019 Results	2020 Results	2021 Results	Notes	
<b>GWOPAs Objectives (2019-2024)</b>	<b>1. To increase the quantity and quality of Water Operators' Partnerships being carried out worldwide in support of the SDGs.</b> <b>2. To Improve Water and sanitation service providers' capacity and performance and realize the SDG 6 targets at local level.</b>							
<b>Sub. Expected Accomplishments</b>	<b>SUB EA 2. WOP actors make use of the knowledge products and services produced or co-produced by GWOPA.</b>	2.3. Degree of satisfaction with knowledge products (average per year)	N/A	Higher than 3 out of 5	3.5	4.5	N/A	Knowledge product satisfaction not surveyed in 2021
		2.4. Degree of satisfaction with knowledge services (average per year)	N/A	Higher than 3 out of 5	4.5	4.5	4,4	60% satisfied, 30% very satisfied ,10% neutral
	<b>SUB EA 3. GWOPA is a strong and fruitful water solidarity network.</b>	3.1. No of GWOPA institutional /individual members (following new governance framework)	N/A	1st year: 100 +10% per following year	N/A	N/A	5 insttnl, 86 individual	Membership campaign initiated at end of 2021
		3.2. No of active GWOPA partners	N/A	+3 per year	57	63 (+6)	92 (plus 29)	Additions: Water for Life USAID Bonn Water Network Water Commons RockBlue foundation Viva con Agua HanseWasser Bremen German Association for Water, Wastewater and Waste (DWA) SHUKALB (Water Supply and Sewerage Association of Albania) Water Integrity Network (WIN) Faecal Sludge Management Alliance (FSMA) Operators without Borders (OWB) ALOAS Inter-American Development Bank (IDB) Arab Countries Water Utilities Association (ACWUA) Women in Water and Sanitation (WWSN) Alliance for Global Water Adaptation (AGWA)
	<b>SUB EA 4. GWOPA is efficiently and effectively operated and governed</b>	4.1. Funds managed by GWOPA per year	N/A	+20% after 5 years	1,038,00 USD	6,252,000	\$ 6.181.122	Funds available to GWOPA secretariat in course of year, including carry-over. See financial report for more details.
		4.2. % of workplan achieved	75%	80%	75%	77%	80%	0%
	4.3. Degree of satisfaction with the GWOPA governance structure and functioning for the effective stewardship of the Alliance	N/A	Higher than 3 (on a scale of 0 to 5)	N/A	N/A	N/A	The new GWOPA Charter was accepted by the GWOPA ISC in March 2021 and is proposed for endorsed at the General Assembly in September 2022	

Global Water Operators'  
Partnerships Alliance

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Annual Report 2021

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