

Annual Report 2014



GWOPA Annual Report 2014
Published in Barcelona, February 2015
Copyright © Global Water Operators'
Partnerships Alliance (GWOPA) /
United Nations Human Settlements
Programme (UN-Habitat)
www.gwopa.org
www.unhabitat.org

<UN-Habitat publication number>

DISCLAIMER

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the secretariat of the United Nations concerning the legal status of any county, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries regarding its economic system or degree of development. Excerpts may be reproduced without authorization, on condition that the source is indicated. Views expressed in this publication do not necessarily reflect those of the United Nations Human Settlements Programme, the United Nations and its member states.

ACKNOWLEDGEMENT

Design and layout: Jared Farrell and Anke van Lenteren – www.designi.se

PHOTOS

GWOPA

04

06

22

36

Foreword

Activity Area 1: Guiding the Global Growth of WOPs

Activity Area 2: Strategic Operational Support to WOPs

GWOPA Secretariat Finances

Foreword

2014 has been productive for the Global Water Operators' Partnership Alliance. Following a year of transition in 2013 (new strategy, new home, second major Congress...), this year we put our noses to the grindstone, working hard to make best use of the good fortune of being supported by a growing network of partners and donors who believe in WOPs and who have entrusted us with the task of scaling-up the practice.

In 2014, we have been equally busy promoting WOPs and guiding its effective practice as we have been in supporting WOPs implementation on the ground. These two complementary streams of GWOPA's work, which we call *Guiding Global Growth* and *Strategic Operational Support*, are well exemplified this year by our BEWOP and African WOPs projects. BEWOP, or Boosting the Effectiveness of WOPs, is a collaboration between GWOPA and UNESCO-IHE funded by the Dutch government focused on building GWOPA's capacity to offer ground-truthed guidance to WOPs implementers and supporters everywhere on how to do WOPs effectively. Meanwhile, at the operational end of the spectrum, the African WOPs project, an OPEC Fund for International Development (OFID) funded initiative in which GWOPA is facilitating nine WOPs south of the Sahara, is focused on supporting WOPs activity directly on the ground. As intended by our 2013-2017 Strategy, the two types of activities feed into one another in useful ways: the African WOPs provide research and testing ground for BEWOP, and BEWOP provides guidance and structure for the WOPs facilitation. In addition, four WOPs facilitated by GWOPA are currently under implementation as part of the collaboration between the French Development Agency (AFD) and GWOPA. The experience this year has been an effective trial of the strategy which calls on GWOPA to support WOPs both 'normatively' and 'operationally.'

2014 has also been GWOPA Secretariat's first full year at our new base in Barcelona and it is with much satisfaction that we have been building new partnerships with our hosts and neighbours. At the local level, WOPs have now been initiated with both water and sanitation service providers, BCASA and Agbar. We have also initiated new WOPs this year with utilities throughout Spain and advanced our collaboration with Spanish institutions like Alianza por al Agua. From this strategic location we've also been better positioned to forge links with a number of Mediterranean and European Institutions such as the water associations of various countries, the Union for the Mediterranean (UfM), the OECD, UCLG and ICLEI. The Secretariat office's location among the other dynamic environment,

health, education and research institutions also based within the historic facilities of Sant Pau Modernist Recinte, has allowed us to envisage new collaborations, such as the Bio-Economy Forum held in November and joint work being initiated around SDG implementation.

Meanwhile, outside Spain, GWOPA's regional partners continue to help us connect with more operators who are needing support through WOPs or willing to support others with their mentorship.

We thank our partners for all their support this past year and look forward to working with you in 2015 where we expect to see you at the 3rd Global WOPs Congress in September!

Faraj El-Awar
GWOPA
Programme
Manager



Bert Diphooorn
Director, Donor Relations and
Resource Mobilization Service,
UN-Habitat/ GWOPA
Steering Committee Chair



Activity Area 1:

Guiding the Global Growth of WOPs

Guiding the Global Growth of WOPs is one of GWOPA's two main objectives. Under this objective, GWOPA works to increase awareness, understanding, and support for WOPs, and to avail guidance for effective WOPs practice.

KNOWLEDGE MANAGEMENT

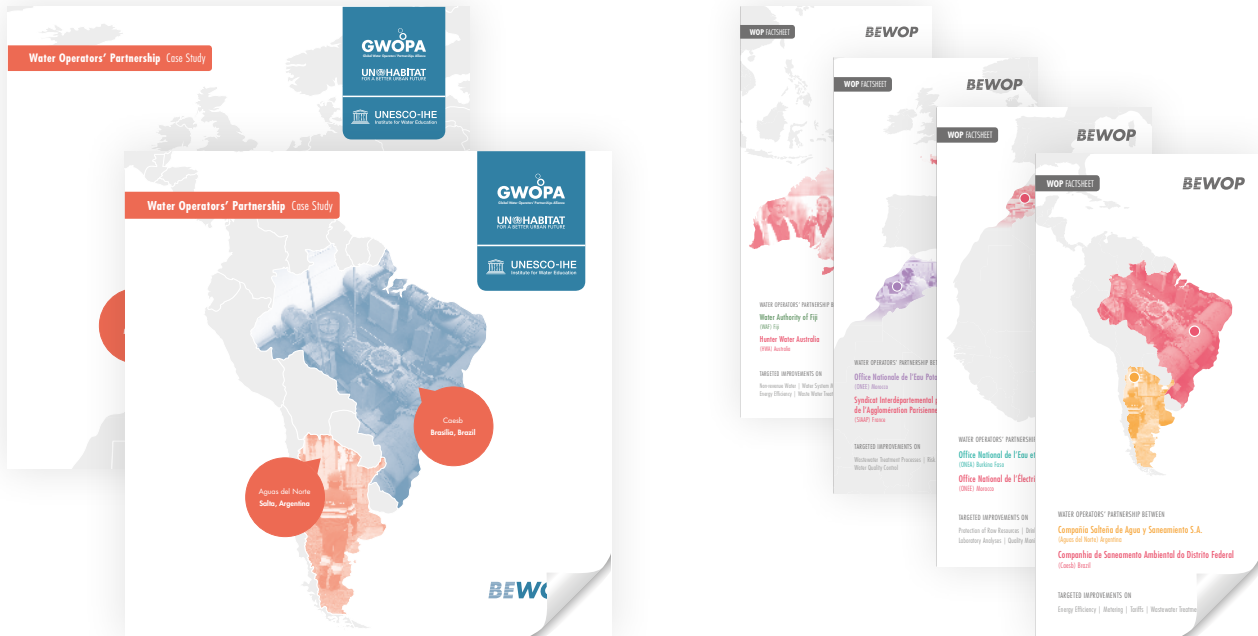
A key component of GWOPA's work is to learn from the WOPs community and disseminate information on good WOPs practice. This year GWOPA advanced in this area of its work more than any previous year owing, in large part, to the Boosting Effectiveness in WOPs (BEWOP) project, a 5-year partnership between GWOPA and UNESCO-IHE, supported by the Dutch Ministry of Foreign Affairs (DGIS), that aims to address the bottlenecks to effective WOPs uptake at scale.

BEWOP

BEWOP activities fall into three streams: Research, Operational Guidance and Outreach. During this first full year of the initiative, the Research stream was most productive. BEWOP's research focuses on two main questions: how do WOPs function? and what are the conditions for their wider adoption?

The research has involved extensively documenting and analyzing the WOPs practice and for this, ten WOP case studies were conducted this year using a common analytical framework developed for that purpose. The framework allows for clearer comparison between cases, and facilitates the identification of factors that set certain WOPs apart. In the Research stream, focused thematic studies were also conducted on topics of research that called for a closer look. The themes developed through papers initiated this year focused on Knowledge Management within Utilities, Knowledge Transfer Processes, Third Party Facilitation, Motivations and Enabling Factors, and WOP financing. In preparing this research, GWOPA and its research partners who in addition to UNESCO-IHE include McGill and Queens Universities and the Overseas Development Institute, conducted desk research, site visits and targeted case studies. All findings from the research stream are intended to feed into practical tools and guidelines that will enable WOPs partners, facilitators and donors to do more and better WOPs.





BEWOP's second activity stream focuses on the development of guidance material. Although research is still being conducted, the preparation of initial guidance materials was started this year in order to respond to operators ongoing requests. Support included the augmentation of a database of open source capacity development materials for water operators, a Learning Approaches Paper, and the upgrading of GWOPA's interactive web functionality to support more online exchange in support of WOPs. The BEWOP team is working vigilantly to ensure that all materials and project outputs will serve the needs of the operators seeking to conduct WOPs, as well as the supporting institutions that enable WOPs. In this respect, the BEWOP Water Operators' Consultative Group, a body that consists of representatives of around 25 utilities

actively involved in WOPs, was held for a second time in June 2014 in Delft. By sharing experience and providing feedback to the team's research and draft products, the consultative group helps steer the project towards practical ends.

GWOPA is leading the third stream of the BEWOP project, concerned with Outreach. Outreach concerns all aspects of BEWOP's work and aims to ensure that the project's products are not only received, but accepted and actively applied in WOPs practice. Part of the work is renewing and upgrading GWOPA's website to host the eventual material and to support greater interactivity. The wide scope of the upgrades required to incorporate new functionalities of upcoming products however obliged the creation of a temporary website dedicated exclusively to BEWOP to be put

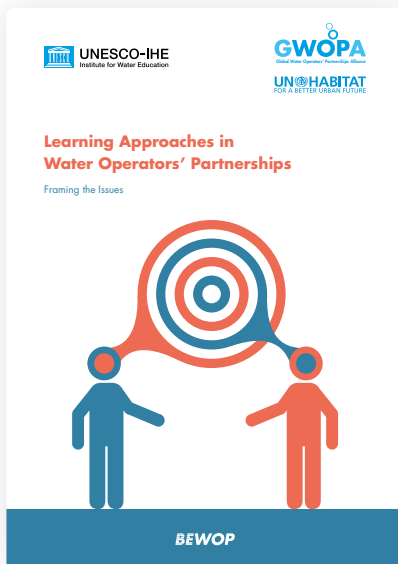
online in December. The site, which will migrate to GWOPA's site upon its upgrade, features project activity updates and showcases the project's emerging products.

All of BEWOP's work has benefitted from the generosity of Alliance partners who have been willing to share their insights and experiences, and open their doors to be studied. Field work was carried at the end of 2013 and in 2014 to document the following cases. In addition to the full case study report produced for each, colourful 2-page Factsheets provide a brief synopsis of each of the WOPs cases. Furthermore, the most inspiring of the cases are being published as narrative reports that tell the WOP story. This year, three narrative reports and four fact sheets were produced.

WOP		Deliverables Status at end of 2014			
Mentee	Mentor	Field Work	Full Case Study Report	Fact Sheet	Narrative Report
COSAYSA, Argentina	CAESB, Brazil	2013	Finalized	Published	Published
ONEE, Morocco	SIAAP, France	2013	Finalized	Published	Published
ONEE, Morocco	SWDE, Belgium	2014	Drafted	Drafted	n/a
ONEA, Burkina Faso	ONEE, Morocco	2014	Finalized	Published	n/a
WSC Naivasha, Kenya	VEI, Netherlands	2014	Drafted	Not started	n/a
WB Nickerie, Suriname	World Waternet, Netherlands	2014	Drafted	Not started	Not started
Pasorapa, Bolivia	CILE, Belgium	2014	Drafted	Not started	Not started
SEDA Cuzco, Peru	OSE, Uruguay	2014	Drafted	Not started	n/a
WAF, Fiji	HWA, Australia	2014	Finalized	Published	Published
Belize Water Services	Guyana Water Incorporated	2014	Drafted	Not started	Not started
PDAM Tirta Raharja	EMASESA, Spain	2014	In Progress	In Progress	Not started
National WOP Indonesia	National WOP Indonesia	2014	In Progress	In Progress	Not started



Learning Approaches in Water Operators' Partnerships



A draft of this paper, initially produced as a framing paper for the “Learning Approaches” thematic session at the 2nd Global WOPs Congress, was polished and published this year, and made available on the website. The paper provides a conceptual basis for understanding capacity development and learning approaches in WOPs that can help operators formulate more appropriate programmes of support, taking into account different scales at which learning happens, appropriate approaches for different types of learners, and the range of subject matter that gets passed along. The paper makes an important initial contribution to the BEWOP project.

UN-WATER Task Force on Capacity Development for Water Operators

GWOPA took the initiative in August 2012 to lead the formation of the UN-Water Task Force on Capacity Development for Water Operators (TF-CDWO) under the umbrella of the UN-Water Thematic Priority Area on Drinking Water and Sanitation. The objective of the Task Force was to strengthen the coordination of UN-Water’s efforts to develop capacity at the water operator level by capitalizing on the work of UN-Water Members and Partners in support of public utilities responsible for water supply and sanitation services.

In 2014, GWOPA gathered and surveyed capacity development resources for water operators in collaboration with UN-Water Decade Programme on Capacity Development (UNW-DPC) and its results were assessed by capacity development experts, water operators, and members of the Task Force at the “Assessment Workshop on Capacity Development Resources for Water and Sanitation Operators” in June in Delft, the Netherlands. The resources have contributed to the further building of a resources database hosted on GWOPA’s website and the results and recommendations of the workshop are being taken on board in the redesign of the site’s functionality.

In addition to the resources, in collaboration with BEWOP, the Task Force initiated the development of a ‘Training-of-Mentors’ kit that will become available in 2015.

Dialogue between Local Authorities and Water and Sanitation Utilities



GWOPA continued to lead a Dialogue between local and regional authorities and water and sanitation utilities this year with the aim of facilitating closer collaboration between these ubiquitous partners in urban water and sanitation service provision. The Dialogue was meant to allow utilities, city planners and other water sector actors to strengthen lines of communication so that cities can more effectively address the pressing urban water management challenges they are facing. The dialogues are in part a response to the observation that there is not enough awareness about the need for, and potential benefits of, Integrated Urban Water Management approaches, and the requirement for service providers to work in closer collaboration with other municipal departments.

The Dialogue has taken the form of a series of events at global water and urban fora. These meetings have brought together urban water managers and local leaders to discuss with one another, share their challenges and accomplishments, and propose solutions to improve collaboration between them. After the 1st

meeting at the 2nd Global WOPs Congress in November 2013 in Barcelona, GWOPA organized two events within this dialogue series in 2014 as part of the process towards the 7th World Water Forum.



The first event was organized in April at the 7th World Urban Forum in Medellin, Colombia. This gathering, which focused on the essential role of local and regional governments in water service provision, was an important step in the promotion and implementation of the Istanbul Water Consensus (IWC).



The second dialogue session took place during the 3rd Istanbul International Water Forum in May. The session entitled "Istanbul Water Consensus: A Global Movement

for Cities, Local and Regional Authorities” highlighted the importance of urban planning to water service provision, especially for the most disadvantaged, and focused on the need for local and regional authority leadership in planning.



These two events led to the preparatory meeting for the Local and Regional Authorities Process of the 7th World Water Forum held at the UCLG World Council in November in Haikou, China. Approximately 50 participants discussed local and regional authorities’ inputs to the 7th World Water Forum and reaffirmed the importance of partnerships and alliances between different stakeholders, including national and local governments, and water and sanitation utilities.

The final session in the series of dialogues will be held during the 4th Local and Regional Authorities Conference for Water at the 7th World Water Forum, where more stakeholders will be invited to discuss how to facilitate better coordination for sustainable water and sanitation service provision, with an Implementation Strategy to be endorsed by the participants as an outcome document.

Sanitation Safety Planning Pilot in Malaysia



GWOPA worked together with the World Health Organization (WHO) this year to implement a Sanitation Safety Plan (SSP) pilot project in Malaysia as a follow-up activity to the WSP training it held in Korea in 2013. SSP focuses on reducing the risk on health of reusing wastewater by conducting, “step-by-step risk management for safe reuse and disposal of wastewater, greywater and excreta”.

The Malaysian pilot draws on the draft SSP manual developed by the WHO. Together with other SSP projects currently being piloted in Vietnam, Peru, Uganda and India, the Malaysian project will help generate experience and lessons that will in turn help refine the draft manual before its finalization and worldwide dissemination.

GWOPA’s objective is also to facilitate SSP-themed WOPs in the region, by supporting the Indah Water Konsortium (IWK) in Malaysia, a champion utility for sanitation in the region, to serve as a mentor for SSP WOPs following project completion.

Mapping Spatial Inequities in Water and Sanitation Services in Morocco

Access to Water in Nairobi

Mapping inequalities beyond the statistics



Preparation got underway this year to replicate in Morocco the spatial inequity mapping methodology that GWOPA carried out in 2012 with the *Institut Française de Recherche en Afrique (IFRA)* entitled *Access to Water in Nairobi: Mapping Inequalities*. The partners for the replication of the project are the International Water and Sanitation Institute (IEA) of Morocco's National Water and Electricity Authority (ONEE), the City of Fez and Morocco's regulatory body (*Direction des Agences et des Services Concédés, DRSC*). GWOPA is currently developing a Memorandum of Understanding with these partners and a Cooperation Agreement with IEA who would serve as implementing partner.

As in Nairobi, the project will disaggregate statistics on access to water and sanitation geographically in the city of Fez at the scale of physically and socio-economically coherent urban neighbourhoods in order to produce a series of maps showing water service coverage, cost and continuity of service, among other indicators, for each. This will allow for a clear visual interpretation of several dimensions of spatial inequity in service provision within the Moroccan city. The results and conclusions of the study will present a valuable source of information that can help government and operators in Morocco, as well as potential donors, to direct their efforts and investments towards neighborhoods where they are most needed.

Closing the Equity Gap

In a related effort that is just getting off the ground, GWOPA is working with the Water Governance Facility at SIWI to develop a proposal for a collaborative project to help remedy urban water and sanitation inequities that would see the mapping methodology further refined and scaled up. The proposed project envisages working with water operators to develop their capacity for equity-sensitive data collection and enhance their link with policy-making and regulatory frameworks for equitable services. The local level of this initiative would support operational piloting of equity-focused processes while the global level would enhance the use of GWOPA's platforms to exchange expertise and experience on good practice in equitable service delivery and facilitate the propagation of such practices through mentorship.

Post-2015 Water Monitoring Initiative

GWOPA's spatial inequalities mapping methodology has also been recognized for its potential use in monitoring progress toward the achievement of the Millennium Development Goals and the proposed post-2015 Sustainable Development Goals, at city level. In this light, GWOPA was asked to take part in the development of a major new initiative to elaborate a monitoring framework for the water targets post-2015. The proposed new Sustainable Development Goals relating to water quality, wastewater treatment and water resources stand to see utilities take on significant additional roles in monitoring. GWOPA has been participating in this burgeoning initiative led by UN-Habitat, WHO and UNEP that aims to identify coherent and feasible ways of tracking the state of water worldwide.

WOPs Financing Study

Making more WOPs happen with the scope and duration required for them to be most effective, requires more money to be directed at the practice. But the way that funding to WOPs is conditioned, allocated and timed can also be important. Within the BEWOP project, GWOPA embarked on a study this year, specifically focused on financing for WOPs. The research, being conducted by the Overseas Development Institute together with UNESCO-IHE and GWOPA, aims to better understand the following questions: 1) how WOPs are currently funded – globally, but also at the scale of individual WOPs? and 2) what are the obstacles to greater uptake to WOPs by financial institutions? The research has the broader goal of understanding how to increase effective funding to WOPs, by tapping into the range of sources available and spending it most effectively.

Performance Improvement Plan Manual

To support the implementation of the 9 WOPs that GWOPA is facilitating in Africa with funding from the OPEC Fund for International Development (OFID), a manual for the development of Performance Improvement Plans for utilities was drafted in early 2014. The manual supports the partner utilities in a WOP to jointly conduct a diagnosis of the mentee utilities performance, in order to identify its main challenges and prioritize efforts to address them, over the short (1 year) and medium (2-3 year) term. Written in the form of a project document, the Medium-term PIP is structured so that GWOPA can connect the partner utilities to further funding to implement the plan, within the supporting context of a WOP. The manual is currently being tested in the nine WOPs in Africa funded by OFID and will be revised in 2015 on the basis of the lessons acquired.

Climate Change Assessment and Adaptation Tool for Small Island Utilities

GWOPA is working with Waterlinks with support from the UN-Habitat's Cities and Climate Change Initiative to finalize a toolkit to support utilities in small island states to anticipate climate change risk and formulate preparedness plans. The toolkit proposes a number of approaches that utilities can take depending on the availability of data at their disposal and the amount of financial and political support available to implement changes. The toolkit will be launched at the 7th World Water Forum and used for training activities in 2015, targeting water utilities in coastal cities and small island states in Asia and the Pacific and the Caribbean, as well as to accompany adaptation-focused WOPs.

Re-examining performance frameworks

In BEWOP's research on knowledge transfer in WOPs, a need was identified to look more critically at the performance improvement frameworks that are applied in and transferred through, WOPs. A piece of research has been initiated with Queen's University to explore the strengths and weaknesses of the most common benchmarking approaches and to suggest ways in which WOP diagnosis can be enhanced by broadening current notions of good performance.

Sanitation WOPs

Following calls by its members for a more explicit focus on Sanitation WOPs, the Secretariat prepared a thematic note on the topic for discussion at its 2014 Steering Committee. Recognizing major failures in urban sanitation in many countries of the world, the paper highlighted the need to build the capacity of operators to provide services and coordination along the

sanitation service chain, focusing on the potential role of WOPs. Having received support for a dedicated effort for SWOPs from the GWOPA Steering Committee, the Secretariat has been exploring potential collaborations with the Water Supply and Sanitation Collaborative Council (WSSCC) and the African Development Bank. Both organizations have shown interest in working with GWOPA and its network of operators to map out excreta flow and institutional roles in sanitation service provision in cities, and potentially using WOPs to address some of the challenges the mapping would bring to light.

COMMUNICATIONS AND ADVOCACY


Participating in global water dialogue to advocate for capacity building of water and sanitation utilities through peer support while promoting greater synergies with partners and supporters to engage in WOPs is an essential part of the GWOPA Secretariat's work. This activity area includes information gathering and dissemination through major water events, as well as through e-tools such as the GWOPA website, newsletters, and social networking services.

MAJOR EVENTS


Having an active and visible role within important gatherings of water and sanitation stakeholders is important for GWOPA's continued promotion of the WOPs practice, particularly towards new audiences. To optimize resources, the Secretariat also aims to take advantage of such gatherings to convene meetings of partners, initiate new partnerships and consolidate ongoing work. The number of global and regional water events where the GWOPA Secretariat participated and presented rose significantly in 2014, increasingly at the request of partner organizations.

Region of Focus	Event	Role at Event			Strategic Outcome for GWOPA		
		Presenting	Chairing	Convening (Co-)	WOPs promoted	Activities Advanced	Networks Built/ Partners Convened
Africa	African Water Association Congress 2014, Ivory Coast, February	X			X		X
	5 th Africa Water Week, Senegal, May	X			X		X
Asia and the Pacific	2 nd Pakistan Urban Forum, Pakistan, January	X			X		X
	WaterLinks Forum 2014, Philippines, August	X			X		X
	7 th Pacific Water Conference and Expo 2014, American Samoa, September	X			X		X
Latin America and the Caribbean	Latin America Water Week, Mexico, June	X			X		X
	ANEAS Annual Convention and Expo 2014, Mexico, October	X			X		X
	4 th ALOAS Meeting 2014, Argentina, November	X		X	X		X
	CWWA 23 rd Annual Conference Exhibition, Bahamas, October	X		X	X		X
Europe	Water for All, France, September		X		X		X
	European Innovation Partnership on Water Conference, Spain, November	X			X		X
	European Symposium on Joint Cooperation for Water and Sanitation, France, November	X			X		X
	Bio Economy Forum, Spain, November	X			X		X
	2 nd Mediterranean Water Forum, Spain, November	X			X		X
Global	International Water Summit 2014, United Arab Emirates, January		X		X		X
	OECD Water Governance Initiative, Spain, April / France, November				X		X
	World Urban Forum 7, Medellin, Columbia, April	X	X	X	X		X
	IFAT2014 and Exhibition, Germany, May	X			X		X
	3 rd Istanbul International Forum, Turkey, May			X	X		X

In addition to physical participation in international events GWOPA also participated online through social networking to World Cities Day, World Habitat Day, World Toilet Day, as well as to a number of online dialogues.




November 2014
Latest news from the GWOPA network: #BEWOP studying WOPs in Indonesia, new resources on Water Safety Planning and the new National WOPs Platform in Honduras!



Water Safety Plans & WOPs


A **Water Safety Plan (WSP)** is the most effective way of ensuring that a water supply is safe for human consumption and that it meets the health based targets and other regulatory requirements. This topic was the focus of a recent WOPs between **Agua del Prat**, Spain and **Agua Santafesina**, Argentina. **Find out more.**

New support resources available to help operators - develop WSP (in English and Russian), **more...**



As part of BEWOP's research and analysis of on-going WOPs, three cases in Indonesia have been studied during a field visit by a BEWOP team member. These cases include one international and two national WOPs, all three will provide valuable examples of good practice and highlight challenges faced in the process.

1. EMASESA (Seville, Spain) - Bandung
2. Bandung - Tinjau Panung
3. Palembang - Jambi



WOP-LAC: New National Platform in Honduras

The WOPs Platform for Latin America and the Caribbean, WOP-LAC, and GWOPA are pleased to announce the creation of a new National Platform in Honduras.

The new Platform will be under the coordination of an association of water and sanitation operators in Honduras AHPASAS (Asociación Hondureña de Prestadores de Servicios de Agua Potable y Saneamiento) and joins other National Platforms in the region including Mexico and Argentina.

E-NETWORKING

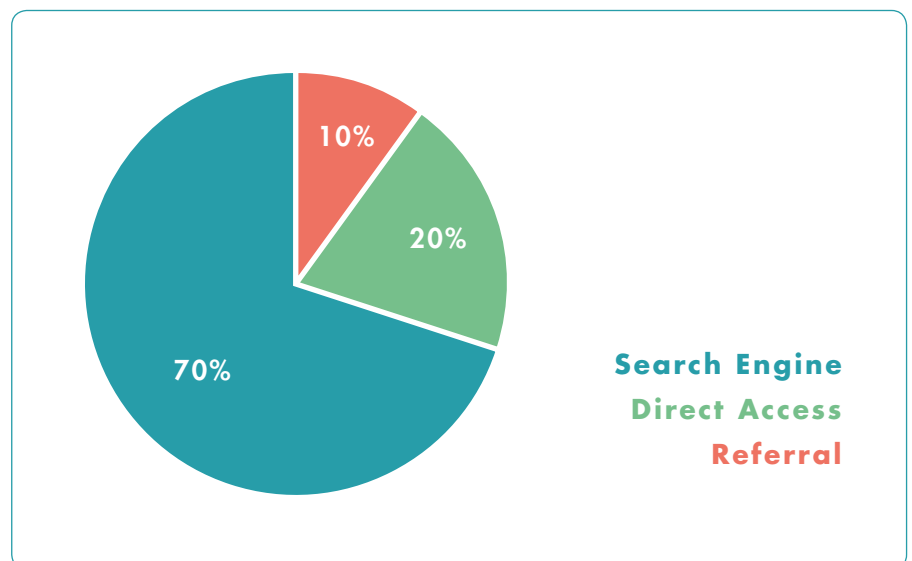
GWOPA reinforced its outreach work over 2014, focussing on the monthly newsletter and social media. Launched mid-2014, the new-look newsletter is more structured and its style has been simplified and harmonized. This monthly output now features regular contributions from regional platforms and items on GWOPA's collaborative projects such as BEWOP and OFID, as well as partner news and coverage of WOPs in practice. The number of subscribers to the newsletter has increased this year to 2,500.

GWOPA's social networking has also been increased and is now a key tool for GWOPA's dissemination efforts. The growing number of followers on Twitter (+50%, now 450), Facebook (+63%, now 270) and LinkedIn over 2014 reveal the strong potential to reach new audiences through these media.

GWOPA WEBSITE

As the principle vehicle for GWOPA's communication and networking activities, work on redesigning the GWOPA website (gwopa.org) has been started in 2014 with support from the BEWOP project, taking into account feedback received from users and suggestions from web experts. A significant consultation was also held with BEWOP's Water Operators' Consultative Group who identified features that should be added or enhanced to the current site to support WOP facilitation and implementation, such as better access to thematic and guidance materials and interactivity to facilitate direct online interaction between professional peers WOPs.

Monthly visitors ranged this year from 1495 (August) to 3478 (October) and after the home page, the Operators Profiles are the main interest area for users. 70% of all users reach the page via search engine, 20% access it directly, with the remaining 10% entering via social media or referral (newsletter).





Improving the online user experience

User feedback on GWOPA's website has revealed a number of bottlenecks and inconsistencies in the site's infrastructure and design. Feedback underlined the need for increased user-friendliness of the GWOPA databases and social network, improved aesthetics, greater inter-linking of content, easier upload procedures, additional language options, and faster upload speeds.

Based on feedback gathered, an in-depth analysis of the website was conducted in collaboration with a Web Designer and a Communications Consultant to lay out steps forward. Work has already started on redesigning the website to facilitate and simplify the user experience. The main improvements will cover: navigation, upload speed, inter-connection between content and easier processes to upload profiles and resources and the introduction of Spanish and French language options. The beta version of the new site is scheduled for early 2015.

ONLINE CONTENT

News & Events

The GWOPA site features a growing number of news items, videos, photos, and event information of general interest to water operators. Throughout 2014, the number and frequency of news items was increased to better inform GWOPA's partners of workshops, training activities, calls for proposals, job offers, and WOPs news. Of all the news items published over 2014, 40 percent were GWOPA's activities, 20 percent were partner activities and 40 percent were regional activities including WOPs, half of which were about Latin American and Caribbean WOPs. The most read regional news item was on the creation of a regional platform for central Asia (900 hits).

WOPs Profiles

GWOPA's WOPs database was created to be the ultimate source for tracking Water Operators' Partnerships activity and trends globally. As a result of a campaign to collect more WOPs profiles, which began in the lead up to the 2nd Global WOPs Congress and continued throughout 2014, the database now contains more than 170 profiles (50 more than the previous year). Bolstering the quality and completeness of existing

profiles in the database, many of which were self-reported and lack information on financial and human resources inputs, continues to be a key priority for the Secretariat. A critical review of the database undertaken within the BEWOP project identified a number of priority improvements that will be taken up in the current website redesign. The most consulted WOP profile on the database for 2014 was National Water and Sewerage Corporation (Uganda) with Ghana Water Company (Ghana) WOP on PiP development, which was read almost 900 times.

Operator Profiles

GWOPA's operator profile database provides water operators who are interested in engaging in WOPs or being part of its global network a space to share information about their services, performance and practices and to support the creation of new WOPs. 435 operators' profiles are now available online and the new profiles (+68) added in 2014 come from operators in all corners of the globe including Algeria, Belgium, Brazil, the Philippines, Portugal and South Africa. In the redesign of the website, work has begun to improve the functionality of the Operator profiles to serve as a more dynamic site for interaction between watsan professionals.

The Pipeline

GWOPA's social networking platform, the Pipeline, enables direct exchange between water utility professionals and information sharing through the Recent Activities page. Since the launching of the Pipeline, more than 750 professionals have registered and participated in thematic/technical discussions and exchanged on preparation for WOPs implementation. The Secretariat is currently working to better integrate this social networking platform into the overall infrastructure and content of the GWOPA website.

Translation

In an effort to make GWOPA's work more accessible to non-English speaking audiences, translation of the website and key documents was initiated this year. GWOPA's 2013–2017 Strategy, BEWOP brochure and congress description are now printed in Spanish and several Case Studies and factsheets in progress. The French language version of these same core documents are also currently being prepared. Translations are planned next year for further case studies, press and media kits, web content, as well as other major new products.





PREPARATION FOR THE 7TH WORLD WATER FORUM

In 2014, GWOPA was actively involved in the preparation of the 7th World Water Forum (WWF) which will be organized by the World Water Council in April 2015 in Korea.

Local and Regional Authorities Process

GWOPA has been leading the *Dialogue between Local Authorities and Water and Sanitation Utilities* as a member of the International Partners co-convening the Local and Regional Authorities Process of the 7th WWF. Together with the other International Partners – Daegu Gyeongbuk Development Institute, ICLEI, National Committee of the 7th World Water Forum, UCLG, and the World Water Council – GWOPA elaborated the 4th Local and Regional Authorities Conference programme for the 7th WWF and drafted the “Daegu-Gyeongbuk Implementation Strategy for Sustainable Water and Sanitation”, which will be proposed for endorsement by Conference participants as the outcome of the Local Authorities process. The proposed strategy, which builds on the Istanbul Water Concensus and emphasizes action to be taken by Local Authorities in realizing the political commitments taken during the past Forums, highlights the huge need to strengthen utility capacity and the potential of WOPs to contribute to this capacity development work.

While the main objective of this involvement is to advocate for WOPs and for GWOPA to gain greater recognition and support within the international water community, the process has been a good opportunity for the Secretariat to establish partnerships with different regions, sectors and stakeholders, such as the Mediterranean region, ICLEI and UCLG.

Thematic Process – Water and Cities

GWOPA is also co-coordinating the Thematic Process on “Water and Cities”, one of the 16 themes in the Thematic Process of the 7th WWF. GWOPA is working with other partners to plan the 7 sessions to be held under this theme, one of which will focus on capacity building of water and sanitation utilities and WOPs.

Regional Processes

GWOPA is currently contributing to the regional processes in Africa, the Americas and the Mediterranean by attending their preparatory meetings and communicating with regional coordinators. The objective of our involvement in these regional processes is to further expand the network in respective regions through the preparatory processes and to introduce WOPs and GWOPA to new potential regional partners through our presence at different sessions in Korea. In addition, GWOPA is organizing an inter-regional session between the Pacific and the Caribbean to discuss how the two regions can help one another address the common challenges facing their water and sanitation utilities, including risk management and climate change adaptation.

Activity Area 2:

Strategic Operational Support to WOPs

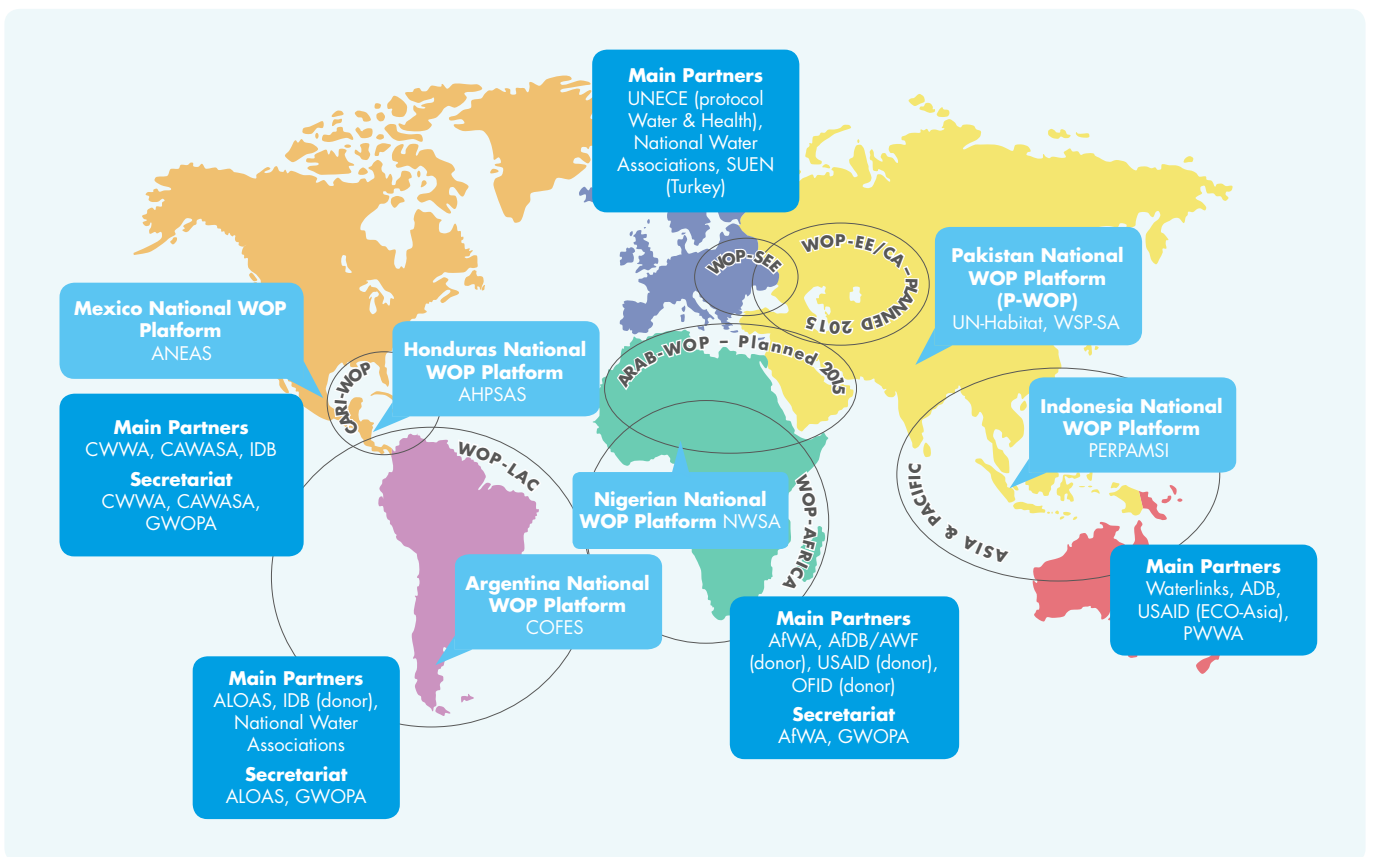
GWOPA's second objective in its 2013–2017 Strategy is to provide operational support to WOPs implementation in the field through its efforts to strengthen regional WOPs platforms and direct support for WOPs.

STRENGTHENING REGIONAL WOP PLATFORMS

GWOPA provides strategic support to regional and, where demand exists, national, platforms. This support includes the development and monitoring of the regional strategies and work plans, advocacy, connection to financial resources and facilitation of inter-regional exchange of knowledge and experience of WOPs. The current status of the regional WOP platforms differ in terms of governance, access to funding and significance of their pipeline of implemented WOPs. Recognizing the regional diversity of the platforms, GWOPA's efforts in 2014 were directed to consolidating well-performing platforms, such as WOP-LAC, and to increase the direct support to strengthen existing and growing platforms such as WOP-Africa and Cari-WOP. Moreover, GWOPA has been setting the foundation for establishing new platforms in the Arab Region and Central Asia focusing mainly on the identification of regional partners and donors, while redefining the strategy for strengthening the less-active platforms such as WOP-SEE. In the case of WOP-Africa, GWOPA played an important role in facilitating WOPs under the OFID project, and it is currently designing a follow-up strategy for the platform after the project's anticipated completion in mid-2015. 2014 also saw the emergence of two new national platforms in Latin America (Honduras and Argentina). Where conditions are met, this approach is fully supported by GWOPA as a way to scale-up and replicate successful WOP experiences at the national level.

Africa

After having supported WOP-Africa for over a year (2012-2013) by directly coordinating the platform's 10-WOPs initiative funded by the African Development Bank in the absence of a platform coordinator, GWOPA handed over direct coordination of the project to the newly-recruited coordinator based within the African Water Association in Ivory Coast in early 2014.



GWOPA contributed to various meetings and events organized by WOP-Africa, including its Program Committee Meetings in which platform orientation and strategy were discussed. GWOPA and WOP-Africa organized joint sessions where the results of the African WOPs were showcased during both the African Water Association Congress in February and the Africa Water Week in May. In 2014, GWOPA supported a short exchange between WOP-Africa and WaterLinks, the regional WOP platform in Asia and the Pacific on the occasion of the WaterLinks Forum 2014 in August.

GWOPA also led the mid-term evaluation of the WOP between Dunea N.V., the Netherlands and Mwanza Urban Water and Sewerage Authority, Tanzania. GWOPA originally contributed to the proposal to the EU Water Facility led by DUNEA and was attributed the monitoring and evaluation role in the project. In addition to the production of the mid-term evaluation, GWOPA produced a dedicated case-study on this WOP in 2013.

The Secretariat is also providing direct support to WOPs in Africa with funding from the OPEC Fund for International Development (OFID). This project is discussed under the section "Direct Operational Support for WOPs."



Latin America

In 2014 the WOP-LAC platform experienced a substantial transformation in terms of improved governance, increase of membership and number of WOPs implemented. The successful performance of WOP-LAC in the past year was possible thanks to the work of its Secretariat and the increase in financial support from GWOPA through the co-funding and seed money to initiate new WOPs and organize regional workshops.

Since June 2013, the Secretariat of WOP-LAC has been hosted by the Latin American Association of Water and Sanitation Operators (ALOAS) in Buenos Aires where a regional technical coordinator works full time to lead the implementation of the platform activities.

More than 12 WOPs were initiated in the region in 2014 in different improvement areas including Water Safety Plans, energy efficiency, metering and tariff setting.

Two main capacity development activities were organized in 2014:

- the Regional Workshop on Water Operators' Social Responsibility was co-organized by WOP-LAC, GWOPA and OSE, Uruguay, with the support of the Spanish Agency for International Development Cooperation (*Agencia Española de Cooperación Internacional para el Desarrollo*, AECID) in Montevideo, Uruguay, in March. This workshop brought together best practices from the region on the implementation of the principles of social responsibility and led to the initiation of follow-up WOPs dedicated to this topic.
- the Regional Conference on Water Operators Strategies for Water Source Protection, co-organized by WOP-LAC and the Inter-American Development Bank.

The WOP-LAC General Assembly and Steering Committee were held during the 4th ALOAS Meeting in Buenos Aires in November. During the General Assembly two new members of the Steering Committee were elected and two members were re-elected. The work plan for 2015 was approved by the Steering Committee, including the initiation of at least 12 new WOPs and the organization of regional capacity development activities.

In 2014, GWOPA endorsed the establishment of two new national WOP platforms in the region that was facilitated by WOP-LAC: the Argentina platform hosted by Consejo Federal de Entidades de Servicios Sanitarios (COFES) and the Honduras platform hosted

by Asociación Hondureña de Prestadores del Servicio Agua Potable y Saneamiento (AHPSAS). In addition, the Mexican platform hosted by the national water and sanitation association, ANEAS, organized a WOPs event during 28th ANEAS Convention in November in Yucatan, where GWOPA presented its joint activities with WOP-LAC.

Cooperation and exchange between WOP-LAC and the Cari-WOP platform in the Caribbean was reinforced through several activities including the preparation of WOPs involving operators from the Latin American continent and the Caribbean islands.

In addition to the continuous direct support from GWOPA, WOP-LAC has increased the number of financial partners supporting the platform's activities. In 2014, a technical cooperation agreement was signed with the Inter-American Development Bank for an amount of 450,000 USD. GWOPA has supported the initiation of new collaborations with regional and international actors such as the World Bank, Spanish Agency for International Development Cooperation (AECID), the Inter-American sanitary and environmental engineering association (AIDIS), and the sanitation authority for the Paris Metropolitan region (SIAAP), Cap-Net, Alianza por el Agua and Avina.





The Caribbean

GWOPA provides ongoing support to the Cari-WOP platform and its Steering Committee in the implementation of their annual work plans and in the identification of mentor water utilities from other regions. The 2nd Meeting of the Steering Committee of the Cari-WOP platform took place in October during the 23rd Caribbean Water and Wastewater Association (CWWA) Annual conference and Exhibition in Bahamas. The Steering Committee approved the work plan of activities for 2015 which includes the organization of a regional workshop at the 24th CWWA Conference in August 2015 in Miami, USA, and the initiation of at least three WOPs in the region. Members renewed their commitment to initiate a multi-partner WOP in support of the water operators of the National Water and Sanitation Directorate (DINEPA) in Haiti. It was decided that a joint mission to Haiti would be fielded at the beginning of 2015 to identify the priorities and prepare the work plan for this WOP. This initiative is receiving direct support from the GWOPA Secretariat both in terms of funding and operational guidance.

As part of GWOPA's support to strengthen the workplan of activities of Cari-WOP, it co-organized with Cari-WOP and WOP-LAC a "Regional Workshop on Risk Management and Natural Disasters" for Caribbean operators during the Annual Conference. This theme had been identified by the operators in the region as a top priority for thematic exchange. More than 60 experts representing water operators from the region participated in the workshop and exchanged challenges and best practices on coping with natural disasters and designing and managing resilient systems.

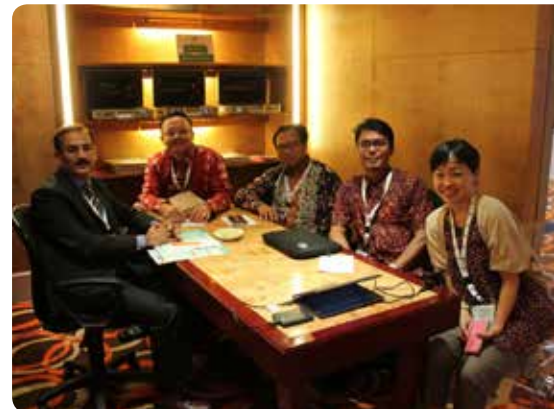
Recognizing the value of exchanging with similar regions, GWOPA proposed strengthening the collaboration between the Cari-WOP and the Pacific Water and Wastes Association (PWWA) to enhance exchange between the two regions and to facilitate the exchange of information and good management practices between operators in priority areas such as adaptation to climate change. For more information about the formalities of this collaboration see the item "Inter-regional cooperation between WOP platforms."

Asia and the Pacific

GWOPA continued its support in 2014 to WaterLinks, the WOPs platform in Asia and the Pacific, notably in the implementation of a climate change-themed WOP between the national utility of Sri Lanka and Yarra Valley in Australia (upon the basis of which the Climate Change Tool, mentioned previously, is being developed). GWOPA is also supporting WaterLinks to conduct a master class on septage management with the Indah Water Konsortium (IWK) of Malaysia with a view to implementing a follow-up WOP with IWK as a mentor.

In Pakistan, GWOPA moved from supporting the Pakistan Water Operators' Network (P-WON, the national WOP platform) by staffing its secretariat, to enabling it to do more operational work out of UN-Habitat's Pakistan office. Three of P-WON's member utilities were supported to attend a GWOPA-convened NRW Workshop held in Dushanbe, Tajikistan. Moreover, GWOPA helped P-WON Secretariat staff to join in the WaterLinks Forum in Manila so that it could extend its network through the region. Also with an eye to supporting regional networking, GWOPA has been cooperating with the Turkish Water Institute (SUEN) to facilitate training of P-WON member utilities in Istanbul, and supporting PERPAMSI (the Indonesia Water Works Association) to help P-WON facilitate international and national WOPs. The 1st visit of a P-WON representative to PERPAMSI will take place early 2015.

In the Pacific region, GWOPA attended the 7th Pacific Water Conference in American Samoa and participated in a reflection with the Pacific Water and Wastes Association (PWWA) on potential collaboration to facilitate more WOPs in the region and to help them strengthen their capacity in WOPs facilitation. The parties agreed to hold a sub-regional workshop in Northern Pacific, meet with New Zealand utilities on the occasion of the PWWA Board Meeting in early 2015 to introduce WOPs, share benchmarking data on GWOPA's database, and to organize a dedicated session on WOPs at the next PWWA conference. GWOPA and PWWA plan to sign a Cooperation Agreement in which GWOPA would support the PWWA Secretariat financially to implement the work. GWOPA also launched discussions with the Pacific Region Infrastructure Facility (PRIF) on possible collaboration in the region, especially focusing on the monitoring and evaluation of WOPs.



South East Europe

Throughout 2014 few significant WOP activities took place in South East Europe. The challenges to establish a solid regional platform have led the GWOPA Secretariat to refocus its strategy for this region and concentrate on the initiation of WOPs and demonstrating the contribution of this approach to improving the capacity of water operators. Renewed efforts will be deployed in 2015 to cooperate closely with national water associations in the region and re-structure the platform to establish a supporting secretariat. So far, GWOPA has backed a WOP between water operators in Romania and the Republic of Moldova, as well as a national WOP between Albanian water operators.

Central Asia and Caucasus

This year GWOPA continued its efforts to initiate WOPs in the Central Asian region by collaborating with active partners there. In July, together with the UN-Water Decade Programme on Capacity Development, the Secretariat convened a workshop in Dushambe, Tajikistan that upon request from the Tajik Authority focused on Non-revenue Water (NRW) Management. The meeting involved important partners in Tajikistan's water sector including the State Unitary Enterprise and Ministry of Energy and Water Resources, and was attended by participants representing water utilities and government agencies from Armenia, Georgia, Kazakhstan, Kyrgyzstan, Iran, Pakistan and Tajikistan. In addition to discussing NRW, this meeting was an opportunity to present WOPs as a path to maximizing the capacities of operators. The discussion will be followed up in 2015 through various regional activities, including the identification of more partners in the region and potential WOPs.



Inter-regional cooperation between WOP platforms

In 2014, GWOPA began to more actively support learning and exchange between WOP platforms from different regions. During GWOPA's 2013 Steering Committee meeting, representatives of the Pacific and the Caribbean platforms identified the opportunity for exchange between these two regions, noting the common challenges facing the operators in the two regions (climate change adaptation and disaster preparedness), as well as the challenges faced by the platforms themselves in WOPs financing and facilitation.

GWOPA helped formalize the collaboration that began this year by convening an Inter-Regional session during the WWF in which a Memorandum of Understanding laying out a framework for exchange between the platforms will be signed, and then by supporting its implementation. GWOPA also continued to support exchange between the Pakistan WOP platform and Indonesia's national platform, PERPAMSI. Also, for the first time, it supported a learning visit by WOP-Africa's coordinator to the WaterLinks Forum, during which he was introduced to the matchmaking and facilitation processes developed by the Asian platform and where the coordinators studied the possibility of inter-regional WOPs between African and Asian utilities.

The value of these interactions so far have highlighted the importance of more systematic exchange between the platforms within the Global WOPs Alliance. In 2015 GWOPA will hold the first workshop dedicated to exchange between the WOP platforms within its network, just prior to the next Steering Committee meeting. The objective of the meeting is for the national and regional platforms to better understand the value of being part of the WOPs Alliance, the opportunities for exchanging with one another, what support they can receive from or contribute to the GWOPA Secretariat.

DIRECT OPERATIONAL SUPPORT FOR WOPS



Nine WOPs in Africa funded by the OPEC Fund for International Development (OFID)

The nine WOPs being directly facilitated by GWOPA in Africa with OFID support were launched in November 2013 and got underway early this year. The set of partners in each WOP – mentors, mentees, and GWOPA as facilitator – signed Cooperation Agreements that reflect their commitment to project implementation and cost sharing.

A harmonized operational framework, fully aligned with that of the WOP-Africa platform, has been applied in all of these WOPs.

Short-term action plans have been developed and are currently being implemented, with strong emphasis on Non-Revenue Water, billing and collection, customer care and GIS. Medium-term Performance Improvement Plans (PIPs, the plans drafted through the course of a short-term WOP to define improvements

needed in the 2-3 year period beyond) are being drafted and will be available at the end of project in April 2015.

These PIPs will serve as project proposals to support funding applications that GWOPA will submit to donors for implementation.

During this first phase, the PIP manual is being tested and the experience gathered from its use will feed into a second version of the manual.

Mentees	Mentors
Société Togolaise des Eaux, Togo	ONEA, Burkina Faso
Société Tchadienne des Eaux, Chad	ONEA, Burkina Faso
Harar Water and Sewerage Authority, Ethiopia	NWSC, Uganda
Nairobi City Water and Sewerage Company, Kenya	NWSC, Uganda
Ghana Water and Sewerage, Ghana	NWSC, Uganda
KUWASA (Kigoma), Tanzania	SwaziWater, Swaziland
Nkana Water and Sewerage Company, Zambia	SwaziWater, Swaziland
NAMWATER (Windhoek), Namibia	RandWater, South Africa
Lilongwe Water Board, Malawi	E-Thekwini (Durban), South Africa

WOP between Office National de l'Electricité et de l'Eau Potable (ONEE), Morocco and the Bethlehem Water Supply and Sewerage Authority (WSSA), Palestine

The Water Safety Planning (WSP) WOP between Morocco's ONEE and Bethlehem's WSSA directly supported by GWOPA was wrapped up in December 2014, with the main components of Bethlehem's Water Safety Plan now in place. This WOP

was a follow-up of the WSP training organized by GWOPA in Lebanon in 2011 with the collaboration of ONEE (through IEA, *Institut International de l'Eau et de l'Assainissement*).

Many elements of the WSP are still to be put in place as they rely heavily on further investment, such as fully equipping the laboratory of WSSA, and GWOPA continues to work with the partners to identify donors to fund the full implementation of the WSP.

GWOPA, meanwhile has connected the two operators to Eau de Paris and the City of Paris to collaborate on multi-partner WOP activities focused on Non-Revenue Water (NRW). The WOP, launched during the Global WOPs Congress in 2013, is financed by the French Development Agency (AFD, *l'Agence Française de Développement*).

Cooperation with the French Development Agency (AFD)

Since July 2012, the AFD and GWOPA have been collaborating closely to facilitate WOPs to develop the capacity of water operators receiving technical and financial assistance from AFD. The approach consists of establishing partnerships between French water operators and local authorities, and water operators in the South, mobilizing the local know-how and expertise of the municipal water and sanitation services in France. Some of these WOPs are being implemented in the framework of decentralized cooperation using mechanisms such as the Law Oudin-Santini.

Four WOPs are now in place, with another four under preparation.

Mentor(s)	Mentee	Additional Partners
Eau de Paris, France and Office National de l'Electricité et de l'Eau Potable (ONEE), Maroc	Water Supply and Sewerage Authority Bethlehem, Beit Jala and Beit Sahour (WSSA), Palestine	AFD, Ville de Paris, GWOPA
Service de l'eau et de l'assainissement d'Amiens Métropole	Serviço Autónomo de Água e Saneamento de Santa Catarina (SAAS-SC), Cape Verde	AFD, Agence de l'Eau Artois-Picardie
Syndicat Interdépartemental pour l'Assainissement de l'Agglomération Parisienne (SIAAP)	Office National de l'Assainissement (ONAS), Tunisie	AFD
Syndicat Intercommunal du Centre et du Sud de la Martinique (SICSM)	Water and Sewerage Company Inc. (WASCO), Saint Lucia	European Union, AFD

This collaboration between AFD and GWOPA will be extended until July 2015 after which the partners will discuss further ways that the French agency can continue to support WOPs. The results of the WOPs under implementation will be published in a compendium to be presented in a special session of the 3rd Global WOPs Congress in September 2015 in Barcelona.

Cooperation with Spanish Stakeholders

Since the establishment of GWOPA's Secretariat in Barcelona in April 2013, efforts have been made to establish a close relationship with water and sanitation actors of the host country, and to develop WOPs that benefit from the capacity of Spanish operators. In addition to the relation with the Government of Spain and Spanish Agency for International Development Cooperation (AECID), concrete collaboration has begun with Spanish operators in 2014 to implement WOPs. Other partnerships are currently being formulated and are scheduled to start in 2015. The exhaustive list is presented in the table below.

Mentor	Mentee	Additional Partners	Initiation
Aigües del Prat S.A.	Aguas Santafesinas S.A. (ASSA), Argentina	WOP-LAC	2014
Oficina del Ciclo Integral del Agua, Departamento de Infraestructuras del Ayuntamiento de Zaragoza	Empresa Municipal "Aguas de Xelajú" (EMAX), Municipalidad de Quetzaltenango, Guatemala	Alianza por el Agua	2014
Barcelona Cicle de l'Aigua, SA (BCASA)	Water Supply and Sewerage Authority Bethlehem, Beit Jala and Beit Sahour (WSSA), Palestine	Ajuntament de Barcelona	2015
Empresa Aguas de Palmira S.A. E.S.p., Colombia	EMQUILICHAO ESP, Santander de Quilichao, Colombia	Aguas de Barcelona (Agbar)	2015
Empresa Metropolitana de Abastecimiento y Saneamiento de Aguas de Sevilla S.A. (EMASESA)	Water operator in Egypt (tbc)		2015

MOBILIZING RESOURCES

Seeking New Resources

Operationally, GWOPA also continues to work to bring bilateral donor funding to the WOPs practice, in some cases building on existing partnerships that are supported with decentralized funding sources by involving the donor countries' mentors. As it has done with Spain and France, GWOPA has been promoting a model in which national development agencies make the most of their domestic funds by combining it with their domestic expertise – through their water utilities. Such efforts were made this year in various European, Asian and North American countries.

With respect to new contacts in Europe, the Secretariat began discussing with the Swiss Development Corporation (SDC) this year to explore how Swiss operators could get more engaged in WOPs. GWOPA also began interacting with the Swedish International Development Agency (SIDA) to explore their interest in supporting the 'Closing the Equity Gap' project proposal it is co-developing with the Stockholm International Water Institute (SIWI). In the Mediterranean region, the Secretariat has developed a proposal to facilitate WOPs as part of the 5+5 Western Mediterranean process that is in discussion.

In the Arab region, a proposal prepared by the GWOPA Secretariat this year has been well received by the Abu Dhabi Environment Agency and is now being considered for funding. If approved, the project would see GWOPA facilitate a set of WOPs in the Arab Region with a bolstered Arab WOP platform.

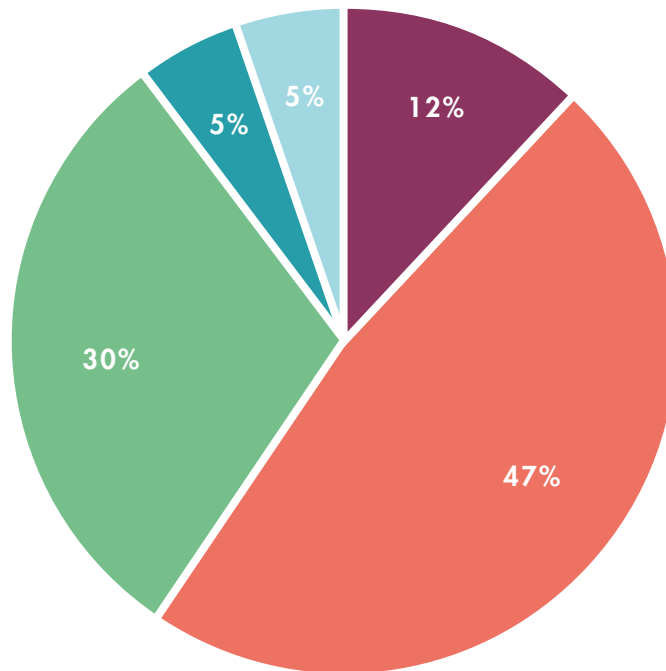
In Latin America and the Caribbean, GWOPA has been in contact with the Latin American Development Bank (CAF) who showed interest in learning more about how WOPs could support their lending activities in the region.

Both the African Development Bank and the Water Supply and Sanitation Collaborative Council have been in discussion with the Secretariat this year to conduct large-scale urban sanitation mapping exercises in Sub-Saharan Africa and other regions. These funding agencies see GWOPA's network of operators and connection to local government as essential to the production of this much needed work.



GWOPA Secretariat Finances

FUNDS AVAILABLE IN 2014



■ Agence Française de Développement (**\$140,506**)

■ Barcelona City (**\$175,564**)

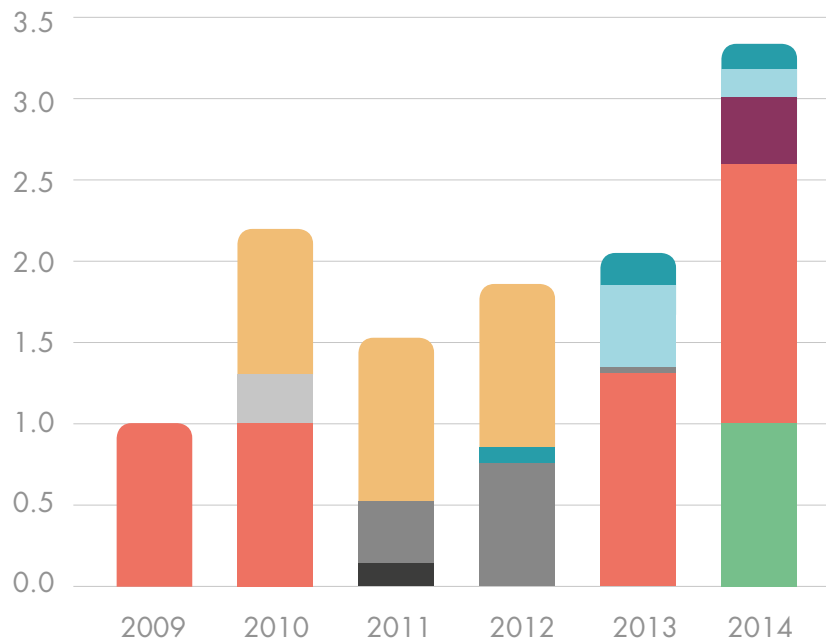
■ Directorate-General for International Cooperation (DGIS) of the Netherlands through UNESCO-IHE (**\$405,593**)

■ Government of Spain (**\$1,580,036**)

■ The OPEC Fund for International Development (OFID) (**\$1,000,000**)

TOTAL \$3,301,699

EVOLUTION OF FINANCIAL RESOURCES



Abu-Dhabi Water and Electricity Authority

Agence Française de Développement

Barcelona City

Carry over

Catalan Agency for Development

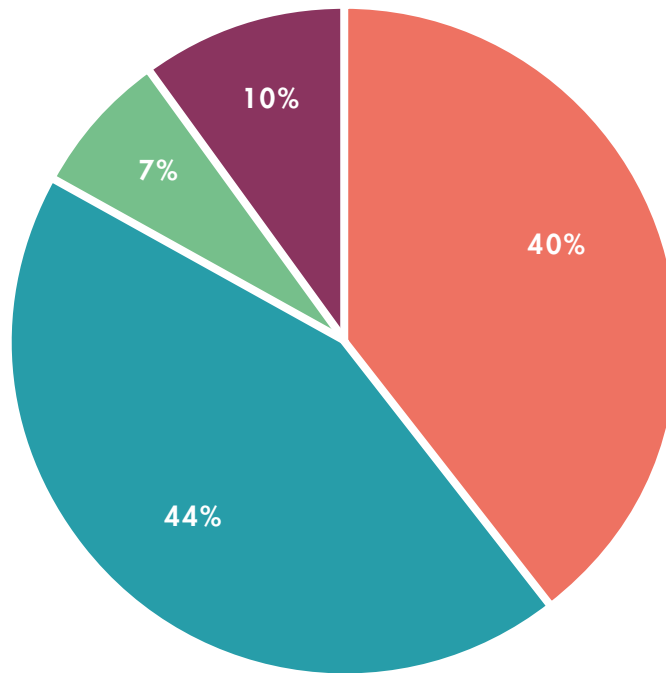
Directorate-General for International Cooperation (DGIS) of the Netherlands through UNESCO-IHE

General UN-Habitat WSTF

Government of Spain

The OPEC Fund for International Development (OFID)

TOTAL EXPENDITURE IN 2014 by Strategic Objective



■ Guiding Global Growth of WOPs
(\$1,073,565)

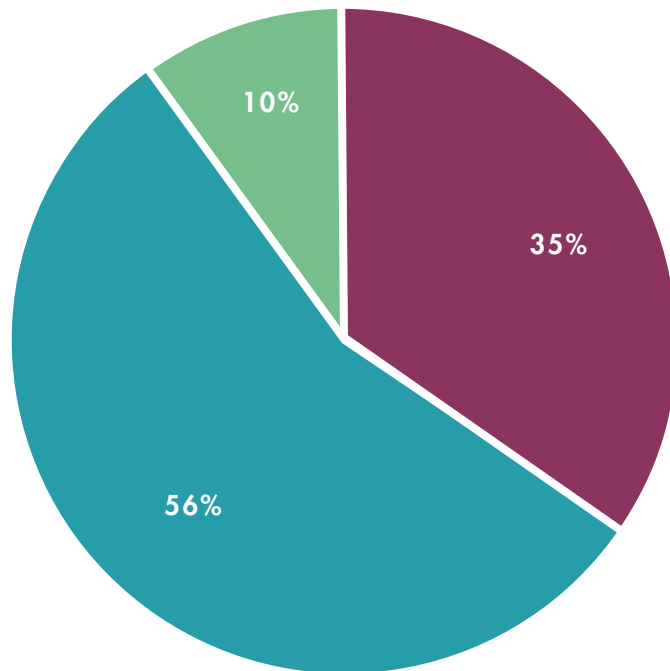
■ Strategic Operational Support to WOPs
(\$1,182,993)

■ Office Maintenance and Support
(\$187,566)

■ UN-Habitat Programme Support Cost
(\$267,655)

TOTAL \$2,711,779

TOTAL EXPENDITURE IN 2014



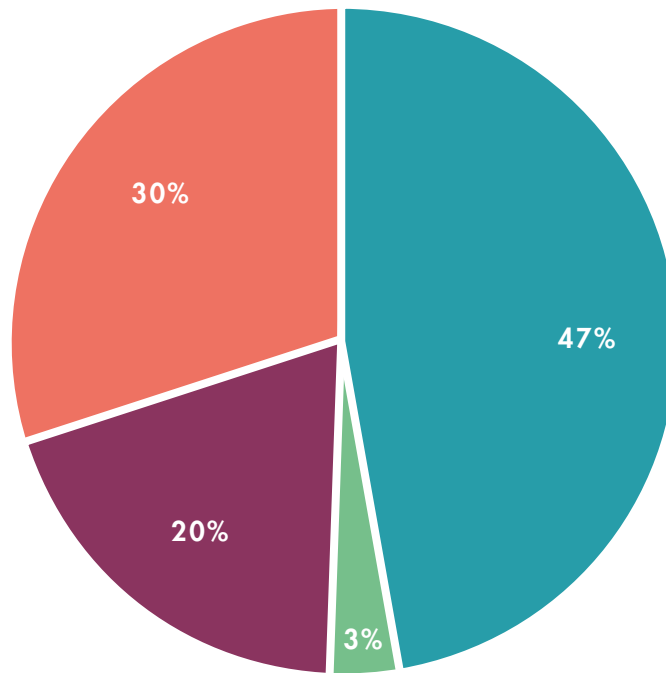
■ Personnel (**\$936,527**)

■ Operational (**\$1,507,597**)

■ UN-Habitat Programme Support Cost (**\$267,655**)

TOTAL \$2,711,779

GUIDING GLOBAL GROWTH OF WOPs



■ Knowledge Management
(\$506,927)

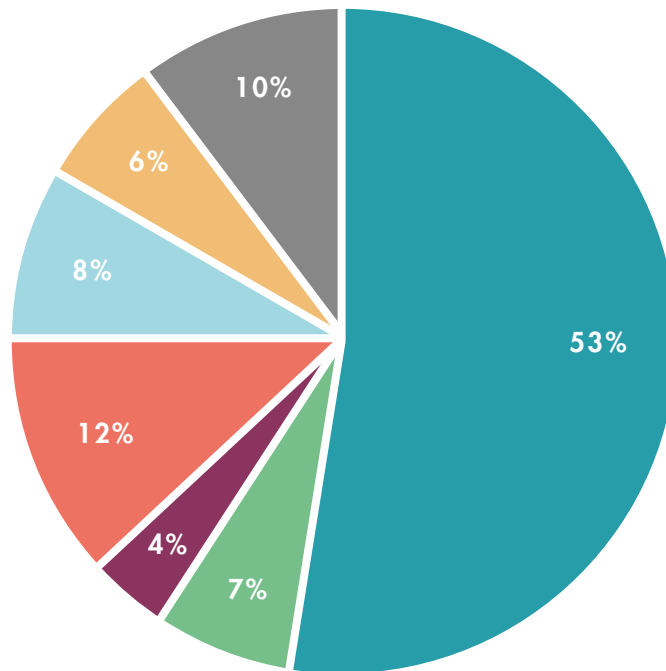
■ Branding of WOPs
(\$36,346)

■ Communications
(\$209,980)

■ Alliance Strengthening
(\$320,312)

TOTAL \$1,073,565

STRATEGIC OPERATIONAL SUPPORT TO WOPs



Regional Support*

■ Africa (**\$625,160**)

■ Asia (**\$78,704**)

■ Pacific (**\$47,510**)

■ Latin America (**\$140,173**)

■ Caribbean (**\$98,244**)

■ Other Regions (**\$76,738**)

■ Mobilizing Finance (\$116,464)

TOTAL \$1,182,993

*Regional Support includes the activities of "Strengthening Regional WOP Platforms" and "Direct Operational Support".

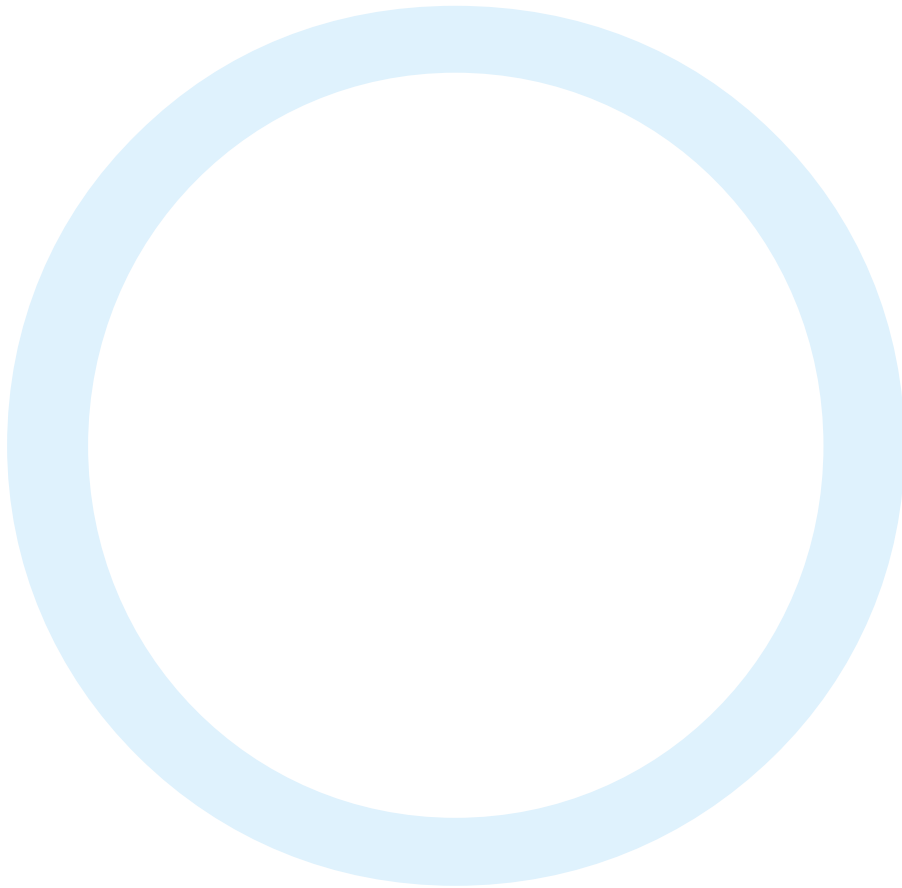




Become our fan on Facebook



@gwopa



www.gwopa.org
www.unhabitat.org