

2015

# ANNUAL REPORT

  
Global Water Operators' Partnerships Alliance

  
FOR A BETTER URBAN FUTURE



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## WORK AREAS



# REFLECTIONS ON THE YEAR

2015 was a year of continued striving for the Global Water Operators' Partnerships Alliance and was marked by some satisfying advances, thanks to the combined efforts of our members and Secretariat. The year also came with greater responsibility, due to the renewed mandate of GWOPA in line with the adoption of the Sustainable Development Goals (SDGs) last September by the UN General Assembly. The goals, which put greater emphasis on the shared responsibility of all countries and all three pillars of sustainability, contain a dedicated water goal which looks beyond access to basic services to also emphasize the health and governance of freshwater resources. For GWOPA, these goals are clearly a step forward, and further validation of our mission to use not-for-profit partnerships to help strengthen the capacity of water operators who have a vital role to play in their achievement.

However, they also command us to ensure that WOPs are clearly and effectively contributing to these much-needed global resolutions for sustainability. WOPs must continue helping operators to improve their performance, but not only for performance's sake: in order to provide sustainable (equitable, affordable, accessible,..) access to safe water and sanitation services to all. Doing so requires GWOPA to advocate for WOPs that embrace both the Hashimoto principles and established fundamentals of good WOPs practice.

Funding, however, still remains the prime obstacle to WOPs scale-up at the global level. Throughout 2015, finance was a recurrent theme: within GWOPA Steering Committee, among our donors, in BEWOP research and knowledge management efforts, and especially in the 3<sup>rd</sup> Global WOPs Congress; and much effort was made by GWOPA to better understand and help breakdown this constraint.

The 3<sup>rd</sup> Global WOPs Congress in September was an uplifting moment in the year, when WOPs practitioners, advocates, supporters, as well as the WOP-curious met for 3 days of exchange and discussion in Barcelona. The Congress turnout was impressive with good numbers and high quality inputs that led to a very positive atmosphere. The event was an opportunity to showcase the great variety of WOPs that have taken place over the past two years.

The Congress was evidence that WOPs are gaining both in recognition and credibility due to the combined efforts of GWOPA Alliance members and its Secretariat. A significant example of gained recognition was the contribution of WOPs to the water and sanitation resolution adopted by the European Parliament. In the resolution, not-for-profit partnerships, aligned with GWOPA's mandate, were identified as having major potential in the implementation of the Human Right to Water.

The feeling that GWOPA is as much a community as it is an initiative has never been stronger, and important partnerships were built and strengthened this year with the goal of making the most of our Alliance network. Examples of such efforts included GWOPA's active involvement in the 7<sup>th</sup> World Water Forum and the Local and Regional Authorities Conference in the Forum, as well as the preparatory work for the establishment of an 'Urban Waters Hub', an initiative with several partners to maximize our respective strengths and collective networking capacities.

At the Secretariat, we know the recognition obtained so far by GWOPA and the momentum gained around global WOPs practice needs to be capitalized upon to ensure the scale-up that all partners and beneficiaries are rightfully calling for. As a way forward, GWOPA is working to sharpen the WOPs 'signature,' inscribing more clearly what is distinct and valuable about this approach and raising the bar on practice. The process currently being introduced by GWOPA to develop credible and universal standards to incentivize and uphold good practice aims to contribute to that.

Thanking you for your ongoing support and engagement,

### **Faraj El-Awar**

Head, GWOPA Secretariat



# ACTIVITY

## AREA 1:

### GUIDING GLOBAL GROWTH

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.**

## BEWOP

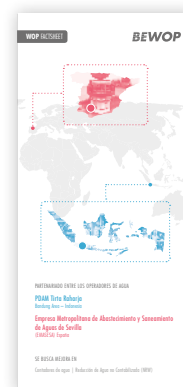
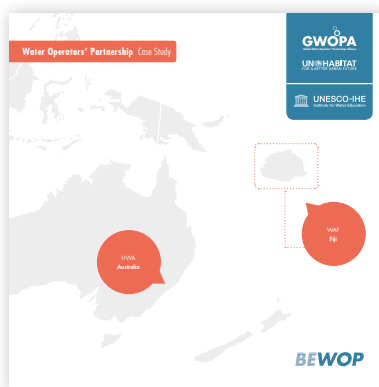
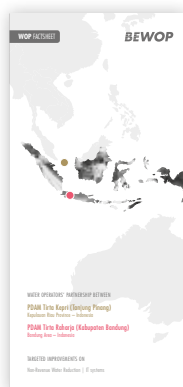
Most of GWOPA’s knowledge management activities this year were planned contributions to the BEWOP initiative, a 5-year partnership between GWOPA and UNESCO-IHE, supported by the Dutch Ministry of Foreign Affairs (DGIS), that aims to address the bottlenecks to effective WOPs uptake at scale, despite the project operating in low gear since December 2014 due to an institutional impasse between the project funder, DGIS, and the manager of the fund, UNESCO-IHE, which blocked the flow of project funds. The issue, which affected a suite of UNESCO-IHE projects and was unrelated to the BEWOP project itself, has recently been resolved and the project will now get fully back up to speed. Despite the delayed funding, many BEWOP activities were able to continue as planned and the partnership with UNESCO-IHE remained strong throughout the year.

## CASE STUDIES

A number of WOP Case Studies that were initiated in 2014 were completed this year, with the most readable cases published as short narrative reports. Other case studies will remain unpublished but used as source material for WOP comparative analysis and thematic papers. All case studies were conducted using the BEWOP Analytical framework.

## NARRATIVE CASE STUDIES

Full WOP Case Studies considered to offer particularly interesting examples of WOPs are shortened published as Narrative Case Studies. In 2015, a Water-Safety Plan focused WOP between EMSAPUNO, Peru and COPASA, in Brazil case was turned into a narrative cases.



FULL CASES COMPLETED THIS YEAR

	WOP		DELIVERABLES			
	Mentee	Mentor	Field Work	Full Case Study Report	Narrative Report	Fact Sheet
1	<b>COSAYSA</b> Argentina	<b>CAESB</b> Brazil	•	•	•	•
2	<b>ONEE</b> Morocco	<b>SIAAP</b> France	•	•	•	•
3	<b>ONEE</b> Morocco	<b>SWDE</b> Belgium	•	•		
4	<b>ONEA</b> Burkina Faso	<b>ONEE</b> Morocco	•	•		•
5	<b>WSC</b> Naivasha, Kenya	<b>VEI</b> Netherlands	•	•		
6	<b>WB</b> Nickerie, Suriname	<b>World Waternet</b> Netherlands	•	•		
7	<b>EPMAPS</b> Ecuador	<b>EPM</b> Columbia	•	•		
8	<b>WAF</b> Fiji	<b>HWA</b> Australia	•	•	•	•
9	<b>PDAM</b> Tirta Raharja, Indonesia	<b>EMASESA</b> Spain	•	•		•
10	<b>PDAM</b> Tirta Kepri, Indonesia	<b>PDAM</b> Tirta Raharja, Indonesia	•	•		•
11	<b>EMSAPUNO</b> Peru	<b>COPASA</b> Brazil	•	•	•	•



## FACTSHEETS

Several of the completed Case Studies were also published as Factsheets: short, easy-to-read accounts of the partnerships. The factsheets distill the WOP themes, activities, results, success factors, challenges and timelines in a pocket-sized format. This year, factsheets were produced on the following cases:

- ONEE, Morocco with SWDE, Belgium
- ONEA, Burkina Faso with ONEE, Morocco
- PDAM Tirta Kepri, Indonesia with PDAM Tirta Raharja, Indonesia
- PDAM Tirta Raharja, Indonesia with EMASESA, Spain

GWOPA now has a set of seven WOP factsheets and which are available online and distributed at major events. The range of case studies and factsheets cover all continents, and a range of WOP approaches and themes. To date, there is material available in English, French and Spanish and the Secretariat is exploring possibilities to translate to other languages.

## BEWOP THEMATIC WORK

Work was completed this year on several BEWOP thematic papers begun in 2014. Each paper focused on an aspect of WOPs practice that was considered worthy of focused attention, and not sufficiently covered by the case studies.

## WOPs AND FINANCING

This internal paper which resulted in a brief entitled “Leveraging Solidarity: Trends & Opportunities for funding WOPs” was produced through the BEWOP project in collaboration with ODI. The objective of the paper was to better understand how WOPs are currently funded and the obstacles to greater uptake to WOPs by financial institutions. The paper concludes with strategic recommendations for mobilizing more funds for the WOPs approach (see box).

## WOPs AND THE HUMAN RIGHT(S) TO WATER AND SANITATION

Human rights activists won a hard-fought victory in the European Parliament this year, where a text committing the parliament to the Human Right to Water was adopted by a narrow margin this September. Several GWOPA members played an instrumental role in gathering support for this text which explicitly mentions WOPs and GWOPA as ways to help enable the realization of the Human Right to Water.

The 3<sup>rd</sup> WOPs Congress was honored by the presence of Mr. Leo Heller, UN Special Rapporteur for the Human Rights to Water and Sanitation, who presented a closing keynote address on the state of progress toward the Right’s achievement at this moment of transition between the Millennium and Sustainable Development Goals. Mr. Heller highlighted the renewed focus on service quality and the need for meaningful indicators to inform us of progress in achieving it. Achieving the Human Right to Water requires a reversal of current investment priorities: dedicating more funds and attention to the most vulnerable populations than to the rich. During the Congress, several speakers called for WOPs to help operators share the expertise and approaches needed for them to play their full role in the achievement of the Human Right to water at local level.

## SOCIAL EFFICIENCY AND WATER OPERATORS’ PARTNERSHIPS

The output of work initiated in 2014, this thematic paper examines how notions of utility effectiveness, embraced and propagated through benchmarking, are being applied in WOPs, and asks how appropriate they are in efforts to improve public utilities. Drawing on WOP cases (between OSE, the National operator in Uruguay and

## HOW TO FUND EFFECTIVE WOPs

(From leveraging solidarity: trends & opportunities for funding WOPs)

### Start small in order to go big

Short-term, focused WOPs are inexpensive, carry little risk and give partners time to develop trust in one another while they develop a better understanding of respective needs and improvement priorities upon which to establish a solid, longer-term WOP. The achievement of a few quick results can raise the motivation of partners to continue the cooperation and support efforts to mobilize funds to take the partnership further. However, short term WOPs should never be the end goal: WOPs value increases with time.

### Encourage ownership of the WOP by its Partners

For a WOP to succeed, both partners need to engage. When both partners contribute financially to the WOP they are demonstrating, and further building, this ownership. These commitments, though, don't need to be direct: in-kind commitments, such as significant allocations of senior management time, can also indicate a utility's ownership of the improvement process.

### Align the WOP with ongoing efforts

Spending time to check that WOP objectives line up with existing political and financial objectives of the mentee utility will give it a better chance of generating a transformational impact. Policy reforms, engagement with regulators, funding, etc. should be considered in designing the best WOP interventions.

### Link the WOP to larger investments

For both WOP funders and WOP partners, it can be easier to justify spending on WOPs if it is linked clearly to a larger, planned investment. WOPs work well when framed around the specific operational challenges

that a new investment may present, and can precede, accompany or follow these larger investments to ensure their success. Donors should consider using WOPs more systematically to meet their technical assistance requirement.

### Consider a wider range of funding mechanisms and sources

WOPs supporters and implementers should consider a range of funding sources. Decentralized solidarity mechanisms for example have been instrumental in French and Dutch WOPs and can be drawn upon in several European countries. More and more mentee countries are in a position to fund their own WOPs and developing countries are in.

### Maintain the Hashimoto principles

More than a pretty accessory, WOP principles are actually instrumental to their effectiveness. The non-profit and demand-led nature of WOPs – as envisioned in the 2006 Hashimoto Action Plan – is what makes them unique from other forms of consultant-led, for profit capacity development. A renewed focus on, and adherence to, these principles, to ensure that WOPs retain their reputation as a safe and honest approach for peer-to-peer learning is recommended.

### Reconsider results frameworks

Continued reliance on maladapted results frameworks for WOPs continues to undermine the important value it carries for capacity development. The BEWOP initiative is working to develop better results frameworks that can help capture improvements both above and below those captured by key performance indicators. More research studies and data on WOPs in action are helping to build the evidence base for their success as capacity development exercises and for their eventual impact on service delivery.

Belo Horizonte in Brazil, as well as one between ONEE of Morocco and ONEA of Burkina Faso) and various WOPs literature, the paper argues that much of the priority setting in these knowledge-sharing agreements has been driven by benchmarking criteria at times to the detriment of social and environmental goals. The research was carried out with the overall aim of understanding how WOPs can better contribute to the international development frameworks like the MDGs, SDGs and Human Right to Water.

### **3<sup>RD</sup> PARTY FACILITATION, RESEARCH ON NATIONAL WOPs AND COST EFFECTIVENESS**

Other research on 3<sup>rd</sup> party facilitation, national WOPs and WOPs cost-effectiveness was also initiated this year by BEWOP partners UNESCO-IHE. This work which draws on WOP activity within the Alliance, is ongoing.

### **BEWOP INGREDIENTS SESSION**

During the 3<sup>rd</sup> Global WOPs Congress, the BEWOP team led an interactive session to share and get feedback on some of the research findings from BEWOP's first phase. Team members from GWOPA and UNESCO-IHE made brief presentations on common features of successful WOPs – Compatibility, Finances, Results, Learning and Ownership – then invited the audience to share their insights and experience on these elements, drawn from their own WOPs. The 1.5 hour-long session, in which dozens of audience members shared comments, was one of the most appreciated of the Congress sessions.

### **RESULTS IN WOPs SESSION**

Many WOPs observers have noted that WOPs benefits are overlooked when Key Performance Indicators (KPIs) – the standard way of assessing WOPs – are used as the sole measure of their effectiveness. This WOPs Congress session presented some alternative frameworks for WOP performance measurement, including an approach being advanced through the BEWOP initiative, and discussed further research needs.

### **CLIMATE CHANGE TOOL**

Out of a GWOPA-supported WOP between Sri Lanka's National Water Supply and Drainage Board, and Yarra Valley Water of Australia, a resource to help operators confront the realities of climate change was developed. GWOPA and Waterlinks, with the support of UN-Habitat's Cities and Climate Change Initiative, released "A tool for coastal and small island state water utilities to assess and manage climate change risk" this year. The tool supports utilities to understand and anticipate changes to their water supply sources that are expected to be brought about by climate change. It offers utilities two complementary approaches to understanding potential impacts: a 'top-down' approach that draws on hydrological records, and a 'bottom-up' approach which is recommended where data is lacking. By supporting utilities to understand the nature and scale of climate-related challenges, various adaptation options, most of which can be addressed through support in WOPs, become apparent. The Manual is already in wide circulation and is being used by Waterlinks in set of climate change-themed WOPs in the Philippines.

### **PIP WORKSHOP FOR OFID – PIP MANUAL II**

A manual for the development of Performance Improvement Plans (PIP) was drafted in early 2014 to support the implementation of the 9 WOPs that GWOPA was facilitating in Africa with support from the OPEC Fund for International Development (OFID). The manual guides the WOP partner utilities to jointly conduct a diagnosis of the mentee utility's 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.

The short-term (1-year long) WOPs resulted in 9 short-term action plans being implemented, and the creation of 7 medium-term PIPs, which propose and cost out a wider set of longer-term improvements that the operators aspire to take on over a 2–3 year period, in conjunction with a WOP. GWOPA is now supporting the mentee utilities to seek funding to implement these plans.

A wealth of experience about the PIP manual and this phased WOP approach was gained through the implementation of these WOPs in Africa between 2014 and 2015. The learnings from facilitators and partners were well documented this year through workshops and reports, and will inform an improved PIP Manual in 2016.

## OFID WOP WORKSHOP

In September, GWOPA organized a closing workshop for the 9 WOPs in Africa. The workshop aimed at sharing experience in WOP implementation and extracting lessons from the operators' process of developing PIPs. In addition to all the utilities involved in the PIP WOPs (5 mentors and 9 mentees), the workshop also gathered representatives

from other utilities across Africa involved in WOPs under the umbrella of the WOP-Africa Platform, in order to introduce them to the PIP development approach.

The workshop showcased results from the implementation of the short-term action plans which were realized during the course of the WOP. Each pair of mentors and mentees presented on the main results of the short term action plan implementation, then discussed on the nuts and bolts of the WOPs such as the capacity building approaches used and their effectiveness in different contexts. The medium term PIPs were presented and the practitioners discussed their experience in developing them, reflecting on challenges and making recommendations to GWOPA for improving on the process. Finally, the stakeholders reflected on strategies for implementing the PIPs they had produced.

## WOPs AND CLIMATE CHANGE: FOLLOWING A TREND?

During the COP-21 Climate conference in December, the water community was busy making noise about the relevance of climate to water, notably with social media campaigns like #CLIMATEISWATER. The linkage is strong and clear: climate change manifests itself mainly through changes to the water cycle, with impacts on the frequency and magnitude of precipitation events and the quantity and quality of freshwater available for all uses. Local water managers like operators will be on the fore of dealing with this, and they need to be duly supported to anticipate these changes and respond.

Climate change is not just an additional challenge for over-burdened public water and sanitation operators however because so many of the efforts operators need to mitigate (reduce their contribution to) or adapt (improve their capacity to respond) to climate change also contribute to improving operators' effectiveness. The vast majority of WOP interventions in some way or another support operators to adapt, be it by helping them understand and plan for any anticipated shortfalls in supply, avoid unsustainable supply-side solutions by making the most of the water resources available, protecting upstream watersheds, supporting awareness campaigns, establishing a range of water efficiency measures, extending water and sanitation networks and working to ensure access by vulnerable groups or introducing wastewater treatment and recycling.

Capacity Development, with WOPs as a strong option for doing it, should be asserted as an essential accompaniment to the major investments that will be made over the coming decades to combat and prepare for climate change. Forging the link between WOPs and climate change is perhaps opportunistic, but one that can be fully coherent. Rather than detract attention from operators' responsibility of providing universal basic services, climate change adaptation efforts should be taken as a chance to reemphasize the need for resilient and universal public water and sanitation services.

### 3<sup>RD</sup> GLOBAL WOPs CONGRESS

Over 400 participants including water operators, development actors, civil society representatives, local governments and other stakeholders from over 85 countries participated in the event. This third edition of the Global WOPs Congress, the second to be held in Barcelona, was themed on the Sustainable Development Goals, and addressed a range of topics related to the work of utilities and how it intersects with the big challenges of our time. Sessions were held on energy efficiency, non-revenue water reduction, sanitation, climate change adaptation, sustainable finance and equity, and many others. Throughout the Congress, the role of WOPs in strengthening operator capacity was demonstrated through the presentation of past and ongoing WOPs.

The parallel thematic session discussed issues related to operators' work and the practice of WOPs, while Regional sessions for Africa, Asia and the Pacific, and Latin America and the Caribbean, showcased the diversity of WOPs practice on the ground, and provided the occasion for regional WOP stakeholders to plan next steps in their respective regional WOPs efforts. In the plenary sessions, high-level experts discussed the consequences for water and sanitation operators of the recently adopted Sustainable Development Goals, rapid global urbanization and current financial challenges, and debated the best approaches for making the most of the opportunities they offer.

Congress proceedings were captured in a final narrative report of the sessions published at the end of the year, and a professional 7-minute video gives an overview of the event, in part as seen by its participants.

#### Outcome as defined in the GWOPA Strategy

Increased number of quality GWOPA knowledge products being produced and used to guide and document the WOPs cycle.

#### Indicators of Progress

9 knowledge products produced over 2015 and 18,288 total views/downloads of all knowledge products on GWOPA's website.

## Alliance Building

### WORLD WATER FORUM

The challenge to participants of the 7<sup>th</sup> World Water Forum that took place last week in South Korea was to propose sustainable solutions to water and sanitation service provision and send a strong message to the global community as it transitioned from the MDG to the Post-2015 Sustainable Development Agenda. To make sure strong operators figure as part of the solution, GWOPA participated in the thematic, regional and political preparatory processes, leading up to and during the Forum.

GWOPA was an active player in the forum design and organization, co-convening four sessions to promote WOPs, support regional cooperation between operator associations in the Pacific and Caribbean, call for inclusive Integrated Urban Water Management and endorse a multi-stakeholder approach to service provision in collaboration with local and regional governments.

GWOPA's biggest contribution was in the Local and Regional Authorities Conference, which it led together with international partners ICLEI, United Cities and Local

Governments (UCLG), the World Water Council (WWC) and the Daegu-Gyeongbuk Development Institute. The 2-day long political programme focused on the essential roles of city governments and institutions in local water management. During the conference, elected officials from municipalities around the world shared strategies and actions for more inclusive and sustainable local level water management. The LRA conference culminated in the endorsement of the Daegu-Gyeongbuk Water Action for Sustainable Cities and Regions (see textbox).

A dedicated session on Peer-to-Peer exchange within this conference showcased a diverse sampling of WOPs practice within the Global WOPs Alliance. Committed WOP mentors such as Eau de Paris and eThekweni from Durban, talked about WOPs in which their local governments played prominent roles. Donors also shared their views on where peer support was working to transfer and adapt local solutions to other locations. The main messages of the session reinforced the Water Action for Sustainable Cities and Regions' call for more exchange between cities to speed up the adoption of innovative practice.

### **EXCHANGE BETWEEN SMALL ISLAND NATION COMMUNITIES**

An Inter-regional session between water associations in the Pacific and Caribbean resulted in the signing of a Memorandum of Understanding to increase collaboration and formalize the exchange of information, good practices and support between the regions. Identifying the many similar challenges faced in sustainably providing water and sanitation services in both Pacific and Caribbean small-island states, GWOPA supported this partnership which provides a framework for the associations and their member operators to exchange tools and approaches.

### **DAEGU-GYEONGBUK WATER ACTION FOR SUSTAINABLE CITIES AND REGIONS**

Since 2006, Local and Regional Authorities have been joining forces at the World Water Forums to promote sustainable practices in water management through dedicated events. In 2009, at the Fifth World Water Forum, Local and Regional Authorities endorsed the Istanbul Water Consensus, expressing their commitment to sustainable urban water management. Since then, over 1,000 Local and Regional Authorities from all around the world have signed the Consensus.

Building on the Istanbul Water Consensus, the Daegu-Gyeongbuk Water Action for Sustainable Cities and Regions which was adopted at the Local Governments Conference in 2016, calls on local governments to spearhead local sustainable water management by hastening the adoption of appropriate local solutions and entering into targeted alliances with local stakeholders. The Action also calls on national governments to embrace local innovation and leadership by creating enabling environments for sound local-level water management. The endorsement, which was backed by the hundreds of local authority representatives present and the consortium of global networks of local authorities and water stakeholders responsible for its drafting, was a major step forward towards more integrated, sustainable and equitable urban water management.

## WATER AND CITIES THEME

Together with the International Water Association, UN-Habitat co-led the Water and Cities Theme, a series of events tackling aspects of water management in an urban era, including the role of urban planning, capacity development, natural infrastructure, recycling, resiliency building and smart technologies. These sessions called for cities to shift tracks from linear, sectorial ways of managing water and resource flows in cities, to circular approaches that employ the '5Rs' of Reducing, Reusing, Recycling, Recovery and Replenishment.

Within this theme, GWOPA organized a session focused on developing institutional capacity to manage water in an urban era. The growing imperative to stop wasting water and resources calls on operators to rethink aspects of traditional service provision and to invite innovation. At the same time, collaboration with other local water institutions is essential for identifying and taking full advantage of the synergies possible in urban water and energy and resource flows, in order to ensure the sustainability of water services. The implication of these trends on operators' capacity needs and the way they are met was discussed. Highlights of this session included the signing of a memorandum of understanding between the public operators of Amiens, France and Santa Caterina, Cabo Verde, officially launching their WOP. The focus of the partnership will be on management of water supply networks, wastewater treatment plants and the improvement of the billing system.

As the world's largest global water and sanitation forum, GWOPA also used the opportunity of the 7<sup>th</sup> World Water Forum to make operators, donors, development agencies and other stakeholders aware of WOPs, and to establish new partnerships with stakeholders in service provision and operator capacity development.

## URBAN WATERS HUB

GWOPA has been contributing ideas and support to the Urban Waters Hub, an emerging initiative that seeks to address the urgent need for new approaches to dealing with waters in our cities. In light of the new SDG framework and an observed need for stepping up the pace

of transition to more sustainable frameworks, a core group of key water sector organizations involved in Integrated aspects of Urban Water Management, led by the Global Water Partnership, have expressed their interest to create a hub which would function as a network of networks, or partnership.

Its main objectives would be to mobilize and to share knowledge, expertise, technologies and financial resources to support the achievement of urban water management related SDG targets with an emphasis on the promotion of integrated approaches, inclusive and resilient cities, water sensitive and green cities. Capitalizing on the multiplier effect of its constituent networks, its role would be to advocate and provide policy support, develop and improve access to knowledge and lobby for funds for urban water management issues.

The Hub concept is still in development, however GWOPA will continue to work with other proponents to support its establishment.

## HABITAT III EGM

At the Habitat III Conference that will take place in Quito, Ecuador from 17–20<sup>th</sup> October 2016, a New Urban Agenda will be set by UN Member states. This Agenda will renew political commitment and define the course for global efforts to guide more sustainable urban development for the next 20 years.

As many stakeholders were expressing interest in having water better reflected in the drafting, GWOPA took up the opportunity to organize a consultation to gather diverse perspectives from the water sector. The consultation, which will be followed, in early 2016, by a "Cross-Cutting Expert Group Meeting", which will result in a set of recommendations to the Habitat III Policy Units on how to better incorporate water related concerns in their respective thematic areas.

While cities are complex and water is only one of many perspectives that need to be taken into account in promoting "inclusive, safe resilient and sustainable" urbanization, the foundation that sound water management

provides for all aspects of sustainable urban development needs to be adequately reflected in the framework that will guide urban development in the coming decades.

## STEERING COMMITTEE ELECTIONS

During the GWOPA General Assembly held following the 3<sup>rd</sup> Global WOPs Congress in September, GWOPA's International Steering Committee was renewed through the election of approximately half of its seats. New members welcomed to the Steering Committee were:

- Contra Costa Water District (Public Operator – North America)
- Kisumu Water and Sewerage Company Limited (Public Operator – Africa)
- North Lebanon Water Establishment (Public Operator – Arab Region)
- Asociación Nacional de Empresas de Agua y Saneamiento (ANEAS) (Public Operator – Latin America)
- FESAN (Public Operator – Latin America)
- Integrated Social Development Center (ISODEC) (Civil Society)
- Kenya County Government Workers Union (Labour Union)
- Aigues de Barcelona (Private sector operator)
- International Water Management Institute (Development Partner)

Outgoing Steering Committee member organizations SIAAP (the wastewater service provider for the Paris region), Nairobi City Water & Sewerage Company (NCWSC), Sénégalaise des Eaux (SdE, of Senegal), CONTAGWAS, USAID, PAPC, EYDAP, OSE, SABESP were thanked for their four years of contribution to the Alliance.

## Outcome as defined in the GWOPA Strategy

Engaged efforts of Partners within GWOPA contributing to the achievement of a more synergetic and coordinated impact of WOPs worldwide.

## Indicators of Progress

18 utilities signed the charter over 2015.



# Communication and Advocacy

Communications and advocacy efforts by the Secretariat continued to advance over 2015, with a substantial focus on the 3<sup>rd</sup> Global WOPs Congress. By linking communication efforts to operational work and knowledge management, the Secretariat's outreach work seeks to: inform Alliance members of ongoing WOPs practice (internal communication); create greater awareness among potential actors on WOPs and the Alliance (external communication); promote engagement with the wider Alliance by harvesting content on WOPs-related work and dissemination of resources developed by Alliance members and partners (community management).

Advocacy is conducted both online and offline by all Secretariat staff with addition efforts focused on providing tools for Alliance members to promote WOPs within their networks.

## CONNECTING WITH STAKEHOLDERS

To raise awareness of WOPs among new audiences, GWOPA was present in over 30 events aimed at utilities, their associations, national and sub-national governments, donors, international and civil society organizations, and academia at global, regional and national levels. These efforts sought to introduce the WOPs practice and establish dialogue with key stakeholder groups in order to galvanize involvement and interest in WOPs. GWOPA's growing range of publications facilitate these outreach efforts by ensuring supporting material for Secretariat staff and partner organizations, including case studies, factsheets and introductory information on WOPs.

### Outcome as defined in the GWOPA Strategy

Enhanced awareness of the WOPs approach, endorsed and actively supported by the water and sanitation sector, governments and the civil society.

### Indicators of Progress

The number of communications products produced in 2015 (news, newsletters, flyers, brochures, press releases) increased to 28 (+7 on 2014).

<b>DATES</b>	<b>TITLE</b>	<b>REGION</b>	<b>PLACE</b>	<b>NAMES OF (CO-) ORGANIZERS</b>
23–24 August	Building A Climate Resilient Water Sector in the Caribbean: Strategies for Water Utilities / 24 <sup>th</sup> Annual CWWA Conference	Caribbean	Miami, USA	Cari-WOP, IDB, CDB, GWOPA
13 April	Portuguese Water Partnership meeting	Europe	Porto, Portugal	Portuguese Water Partnership
15–17 January	UN Water Zaragoza Conference: from vision to action	Global	Zaragoza, Spain	UN-Water
March	Water Strategy in the Western Mediterranean (5+5)	Mediterranean	Madrid, Spain / Murcia, Spain	IME
18–19 March	1 <sup>st</sup> Congress of the Amics del Aigua (Catalan Friends of Water) – Barcelona, Spain	Europe	Barcelona, Spain	Amics del Aigua
23 March	Media Breakfast – Madrid, Spain	Europe	Madrid, Spain	AECID
26 March	Public-Public Partnership in the International struggle to implement the human right for water and sanitation	Global	Berlin, Germany	Aqua Publica Europea
April	Water Safety Planning	Africa/ Arab	Tunis, Tunisia	TAEIEX, SONEDE, ANCSEP
12–17 April	World Water Forum	Global	Korea	UCLG, ICLEI, World Water Council,
21–23 April	Indonesia Water and Wastewater Expo & Forum	Asia	Jakarta, Indonesia	PERPAMSI
28–30 April	XXXIII Jornadas AEAS	Europe	Burgos, Spain	AEAS
7–8 May	Danube Water Conference 2015	Europe	Vienna, Austria	Danube Water Program, IAWD
21–22 May	Conference Water for a Sustainable World	Europe	Venice, Italy	WWAP, UNESCO
25–29 May	XVth IWRA World Water Congress	Global	Edinburgh, UK	International Water Resources Association
9–10 June	Annual workshop Réseau Indien	Indian Ocean	Mayotte, France	PS_Eau
1–3 July	Regional Workshop on Non-Rvenue Water Management and WOPs	Asia	St. Petersburg, Russia	World Bank
27–31 July	38 <sup>th</sup> WEDC International Conference	Global	Dead Sea, Jordan	UNESCO-IHE
23–28 August	Stockholm World Water Week	Global	Stockholm, Sweden	
24–27 September	Best Practices in Urban Water Management: winning by twinning	Europe	Dubrovnik, Croatia	European Commission
10–11 November	Connecting Local Actors for Sustainable Development in the framework of the UN 2030 Agenda	Europe	Barcelona, Spain	Sant Pau Knowledge Centre
18 November	UNSGAB Final Meeting	Global	New York, USA	UNSGAB
12–14 November	World Water Council General Assembly	Global	Marseilles, France	World Water Council
18–20 November	5 <sup>th</sup> Annual Meeting ALOAS	Latin America	Buenos Aires, Argentina	ALOAS
1–4 December	Water, Megacities and Global Change	Global	Paris, France	UNESCO
4–7 December	Reimagining Pakistan's Cities for the 21 <sup>st</sup> Century – Pakistan Urban Forum	Asia	Pakistan	The Urban Unit Pakistan

ROLE OF GWOPA			STRATEGIC RESULT						
PRESENTATION	PRESIDING / CHAIRING	(CO)CONVENING	COMMUNICATION & ADVOCACY	ALLIANCE BUILDING	OPERATIONAL WORK ADVANCED	NUMBER OF PARTICIPANTS	NUMBER OF UTILITIES	LINK TO OUTCOME / WEBSITE	LINK TO GWOPA NEWS ITEM
•	•	•	•	•	•	45	25		
•			•	•					
•			•					➔	
•			•	•	•	60	30		
•			•	•		80	25	➔	
•	•	•	•	•		30	0		➔
•			•	•		+200	10	➔	➔
•					•	60			
•	•	•	•	•	•			➔	➔
•			•	•	•	+100	40		
•			•	•		+100	+100	➔	
•			•	•	•	+50	+25	➔	➔
•			•	•					
•			•	•				➔	
•			•	•	•	40	+20	➔	
•			•	•		+30	15		
•	•	•						➔	
•			•	•		3,350		➔	
•			•	•				➔	
•	•	•	•	•				➔	➔
				•		n/a		➔	
				•		n/a		➔	
•				•	•	+200	+30	➔	
•			•	•				➔	
•			•	•	•	70	20	➔	

## E-NETWORKING AND WEBSITE

The 3<sup>rd</sup> Global WOPs Congress was the biggest WOP event to date, and was the ideal opportunity to launch the new-look GWOPA website. The improvements in the site aim to facilitate the user experience, promote interaction between users and create a more accurate and modern image of the Alliance. New features include:

- WOP profiles now allow partners to upload working documents related to the WOP
- Alliance partners can publish news or WOPs-related content under their name
- All content is now interlinked through a system of tags based on thematic area, language and location.
- The site is better linked to social networks and allows for easy sharing
- Faster upload speeds
- A more secure website protected from hacks
- A more visible site for search engine optimization

Efforts to engage with key stakeholders through social media have also been fruitful as the number of followers and their active engagement increased over 2015.

As part of GWOPA's Knowledge Management efforts under the BEWOP initiative, over 100 new resources were uploaded to the website to support operators in their work. Furthermore, the new 'tagging' system allows for these resources to be connected by theme to other content, including WOP Profiles, and news items.

## PRESS RELATIONS

In the framework of World Water Day, a media breakfast was held jointly by GWOPA and the Spanish Cooperation Agency (AECID). The target audience was mainstream and specialist Spanish journalists working on development issues and/or in the water and sanitation sector. Press

coverage of the event was extensive with over 20 articles published in national newspapers and radio programmes.

Efforts have been made to develop press relations in order to create greater awareness of the role of water utilities in working towards sustainable development and the potential of WOPs to support these efforts.

## Branding

One of the Strategic Objectives in GWOPA's 2013–2017 Strategy was to develop WOPs as a quality brand, establishing WOPs models and a branding strategy that would create incentives for improving performance in WOPs.

This year, GWOPA took the first step in the development of a certification and labelling programme by initiating contact with ISEAL, a non-governmental organisation whose mission is to strengthen sustainability standards systems for the benefit of people and the environment, by helping organizations to define credible, effective and impactful standards, and to increase their uptake. Based on strides made so far in defining WOPs typology and identifying features of effective WOPs practice that will support efforts to develop and implement a labelling programme, GWOPA is now using the support of ISEAL to move forward with the process of developing standards and a system of compliance, in close collaboration with Alliance members. Through the collaboration, ISEAL will support GWOPA to create a sustainability standards system, helping establish practices in standard-setting, assurance, monitoring and evaluation, and governance so that it can promote WOPs with greater impact. The support provided will take the shape of specially designed workshops and webinars focused on building the internal capacity of UN-Habitat to develop a credible and robust sustainability standards system, as well as document reviews and discussions with ISEAL staff on the implementation of the standards system.

## RECOGNITION FROM EUROPEAN PARLIAMENT

As a result of the European citizens' initiative, Right2Water, supported by over 1.9 million people, the European Parliament has adopted a resolution on the right to water and sanitation. The text, approved on the 8<sup>th</sup> September 2015, makes specific mention of GWOPA and WOPs, stating that, "EU development projects should integrate universal access to water and sanitation via the promotion of public-public and public-private partnerships based on solidarity" paragraph 77.

The adoption comes following a report by Irish MEP, Lynn Boylan, who worked with the Right2Water initiative and other stakeholders, including members of GWOPA such as the Transnational Institute and Aqua Publica Europea, in favour of this Europe-wide action.

Recommendations from the report called for three action lines, which were largely reflected in the final text (below):

- all EU inhabitants should enjoy the right to water and sanitation
- water supply and water management should be excluded from liberalisation
- the EU should increase its efforts to achieve universal access to water and sanitation through Public-public partnerships

The resolution came only days prior to the 3<sup>rd</sup> Global WOPs Congress where public operators sent a recurrent message for the need to overcome national legislative barriers that often prevent them from participating in development cooperation actions, such as WOPs, because it does not fall under their mandate. It is hoped that by introducing the legislative measures required to implement the recommendations, more European water utilities will be able to participate in WOPs to support public operators in developing countries.

## Outcome as defined in the GWOPA Strategy

The WOPs brand becomes clearly distinguishable and associated with successful models of WOPs that lead to comprehensive, long-term partnerships and operator performance improvement.

## Indicators of Progress

WOPs were recognized as a model to improve operator performance in the European Parliament's Human Right to Water resolution.

# **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 experiences of WOPs.

## LATIN AMERICA

In 2015, the WOP-LAC platform continued to perform satisfactorily thanks to the coordination work by its Secretariat, hosted by the Latin American Association of Water and Sanitation Operators (ALOAS) in Buenos Aires, and thanks to the sustained financial support provided by a technical cooperation of the Inter-American Development Bank (IDB) and through GWOPA's support in co-funding and seed money to continue on-going WOPs.

7 WOPs were initiated or continued in 2015 in diverse improvement areas including strategic planning, treatment plants, water quality monitoring and algae control, and an exchange took place between two national WOP platforms: ANEAS in Mexico and AHPSAS in Honduras.

The WOP-LAC Steering Committee met twice in 2015. The first meeting took place during the 3<sup>rd</sup> Global WOPs Congress in Barcelona in September and the second one took place during the 5<sup>th</sup> ALOAS Meeting in Buenos Aires in November. The work plan for 2016 was approved by the Steering Committee, including the initiation of at least 8 new WOPs, the continuation of the WOPs initiated in 2015 and the organization of two regional capacity development activities: the workshop on sanitation (initially planned for 2015) re-scheduled for 2016 and a workshop on tariff setting.

Cooperation and exchange between WOP-LAC and the Cari-WOP platform in the Caribbean was continued through the co-organization of a regional workshop in Miami in August and the participation of a Cari-WOP representative in the WOP-LAC Steering Committee meeting in Barcelona.

In addition to the continuous direct support from GWOPA, efforts have been made by WOP-LAC to increase the number of partners and diversify the sources of funding to ensure the financial sustainability of the platform beyond the current support received by the Inter-American Development Bank through a technical cooperation agreement for an amount of 450,000 USD. Partners that have been approached are the World Bank, the Spanish Agency for International Development Cooperation (AECID) and the Latin American Development Bank (CAF).

## THE CARIBBEAN

GWOPA provides permanent support to the Cari-WOP Secretariat (run by the two regional associations CWWA and CAWASA) and its Steering Committee in the preparation of annual workplans, the identification of mentor water utilities in other regions, and in 2015, to support inter-regional cooperation with the Pacific platform.

The 3<sup>rd</sup> Meeting of the Steering Committee of the Cari-WOP platform took place in August during the 24<sup>th</sup> Caribbean Water and Wastewater Association (CWWA) Annual conference and Exhibition in Miami (USA). The Steering Committee approved the work plan of activities for 2016 which includes the organization of a regional workshop at the CWWA Conference and proposed the initiation of WOPs in the region and the inclusion of new supporting partners in the platform such as the Global Water Partnership Caribbean (GWPC).

As part of GWOPA's support to strengthening the workplan of activities of Cari-WOP, GWOPA co-organized with IDB, CDB, Cari-WOP and WOP-LAC a regional training workshop "Building a Climate Resilient Water Sector in the Caribbean: Strategies for Water Utilities" during the 24<sup>th</sup> CWWA Conference. The water utilities that participated in the workshop prepared individual action plans to advance

the incorporation of resiliency principles in their strategies. It is expected that WOPs will be established in 2016 to follow up the implementation of these action plans.

The first diagnostic mission to initiate a multi-partner WOP in support of the water operators of the National Water and Sanitation Directorate (DINEPA) took place in Haiti on 2–4 February. During this mission, a proposal for the strengthening of four CTEs (Centre Technique d'Exploitation – Technical Operations Centres) was studied, along with working sessions that developed a plan of action and terms of reference for this collaboration. The delegates of this mission included the Cari-WOP Secretariat (CAWASA and CWWA), GWOPA, PAHO/WHO, WASCO (Saint Lucia), Bahamas Water and Sewerage Corporation and the country office representatives of UN-Habitat and PAHO/WHO. The Delegation met with key officials and agencies including DINEPA, the Spanish Agency for International Cooperation for Development (AECID), IDB and the Special Advisor to the Minister for Public Works, Transport and Communications, Government of Haiti. This initiative is receiving direct support from the GWOPA Secretariat both in terms of funding and operational guidance.

GWOPA was instrumental in the formalization of the collaboration between the Cari-WOP and Pacific platforms. An MOU between the Caribbean Water and Sewerage Association (CAWASA), the Caribbean Water and Wastewater Association (CWWA) and the Pacific Water and Wastes Association (PWWA) entitled “Facilitating inter-regional cooperation for better water and sanitation service provision” was signed during an inter-regional session at the 7<sup>th</sup> World Water Forum in Korea in April. For more information about the formalities of this collaboration see the item “Inter-regional cooperation between WOP platforms.”

## AFRICA

WOP-Africa's suite of USAID and African Development Bank funded WOPs came to an end, with the facilitation of 24 WOPs (including 4 on sanitation) involving 14 countries and resulting in the development of 17 Performance Improvement Plans. The platform also prepared a full strategy with corresponding business plan,

composed of 3 main elements: i) Capacity building for watsan operators; ii) Data management, best practices and knowledge sharing; iii) Governance and program development. The platform submitted various successful proposals and USAID West Africa, Bill and Melinda Gates' Foundation, the African Development Bank and the European Union pledged in funding.

GWOPA was invited by French organization, pS-Eau, to participate in a regional workshop organized by the Indian Ocean Network in Mayotte in June to identify opportunities to initiate WOPs in the countries that are members of this network (Comoro Islands, Madagascar, Mayotte and La Reunion (France), Seychelles and Maurice). GWOPA and pS-Eau agreed to strengthen their collaboration in 2016 and cooperate to start a WOP programme in this sub-region which includes two of the poorest countries on the planet.

## ASIA AND THE PACIFIC

This year GWOPA supported financially the collaboration between the Pakistan Water Operators' Network (P-WON) and the WOP platform of Indonesia (PERPAMSI) through a partnership aiming at building the capacity of P-WON to implement national and international WOPs. The first visit of P-WON representatives to Jakarta, Indonesia, took place on 5–9 October.

GWOPA also provided P-WON with further assistance in co-organizing a 6-day good practice exposure visit for 4 utilities (2 delegates per utility) in Turkey, with SUEN (Turkish Cooperation), TYKA (Turkish Water Forum) and ISKI (the operator for Istanbul). P-WON raised the bar in the process of selecting the participating utilities to the training with the introduction of merit-based competitive processes. The 4 utilities that participated are expected to present the lessons learned to other P-WON members during the platform's next Steering Committee Meeting and to report on the implementation of at least one key aspect.

GWOPA contributed to the 3<sup>rd</sup> Pakistani Urban Forum and seized this opportunity to call for a meeting with P-WON members and supporters. WaterAid, WSP Pakistan, UN-Habitat Pakistan Office, the Urban Unit of the Government of Punjab and JICA agreed on some



common terms for supporting P-WON, and agreed on strategies for better sharing information with one another. All partners showed great interest in strengthening P-WON, with some engaging to directly support its WOPs and WaterAid continuing to support the position of the coordinator for at least another year. JICA and the Urban Unit will avail their new training center for P-WON workshops and training events.

The Sanitation Safety Plan (SSP) piloting in Malaysia in collaboration with WHO started with a high level sensitization workshop, which led to the identification of a pilot site. Because of a delay in implementation, the partners agreed to change the pilot location to Port Dickson and involve the Malaysian operator, IWK. The main objective of the project, in addition to developing an SSP for Port Dickson, is to turn IWK into a Sanitation Safety Planning mentor, to further assist mentees in the region to develop and implement SSPs. The kick-off workshop will take place in early 2016.

A Climate-change themed WOP in support of Sri Lanka's National Water Supply and Drainage Board, mentored by Melbourne, Australia's Yarra Valley Water, was concluded this year. The WOP, which was funded by GWOPA and the Cities and Climate Change Initiative, and facilitated by Waterlinks, resulted in a climate change vulnerability assessment and a number of adaptation actions being taken. The utility was introduced to emergency response planning and is currently preparing one in the province of Matara. Initial steps taken towards adaptation include the establishment of a non-revenue water pilot team to do leak detection, the preparation of an Infrastructure Leak Index and water balance, and the implementation of a utility-wide metering policy to ensure timely replacement of meters.

In the Pacific region, GWOPA continued discussion 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. GWOPA and PWWA plan to sign a Cooperation Agreement in 2016 through which GWOPA will support the PWWA secretariat financially to implement their WOP related activities.

For the 3<sup>rd</sup> time, GWOPA co-organized a training programme on Integrated Urban Water Resource Management at the International Urban Training Center in Korea, together with the Urban Basic Services Branch of UN-Habitat. Besides directly contributing content to the curriculum (on Water Safety Planning), GWOPA was able to recommend some partners from the Pacific and from Asia, through the Pacific Water Association and through the regional chapter of UCLG in Asia. Three teams of the recommended candidates were successful in their application.

## **SOUTH EAST EUROPE, CENTRAL ASIA AND CAUCASUS**

In 2015, the GWOPA Secretariat continued to focus on the strategy adopted for the South East Europe and Central Asia and Caucasus regions to concentrate on the initiation of WOPs and demonstrating the contribution of this approach to improving the capacity of water operators. Efforts were deployed in 2015 to cooperate closely with the national water associations and active donors in these regions.

In order to stimulate collaboration in the South East Europe sub-region, GWOPA participated in the Danube Water Conference that took place in May in Vienna, Austria, where the International Association of Water Supply Companies in the Danube River Catchment Area (IAWD) gathered water operators and development partners to present the achievements of the Danube Water Program. As a result of this meeting, a multi-partner collaboration with IAWD, GiZ and NALAS was proposed to initiate WOPs in the region which should materialize in 2016. In addition, GWOPA is supporting the initiation of a WOP between the water utility of Apaserv Satu Mare in Romania and the utilities of Intreprinderea Apa Cahul and Orhei Water Regia in Romania and the Republic of Moldova, which are scheduled to start in the first quarter of 2016.

This year GWOPA continued its efforts to initiate WOPs in the Central Asian region by joining forces with the World Bank. A Regional Workshop on Non-Revenue Water Management and Water Operators' Partnerships was organized in Saint Petersburg, Russian Federation, in May by the World Bank with the participation and contribution

from GWOPA. The discussion will be followed up in 2016 through the identification of more partners in the region and potential WOPs.

## ARAB COUNTRIES

GWOPA was involved in advanced discussions with Tunisian stakeholders the urban community of Doucaïsis, the national water operator, SONEDE, and Tunisia's National environmental safety regulator, ANCSEP, about piloting a Water Safety Plan (WSP) in Tunisia. ANCSEP and SONEDE requested GWOPA's support during a high level WSP sensitization workshop organized in Tunis in January 2015 after which GWOPA identified a potential mentor which it proposed them to the partners involved. The partners agreed on a work plan and are now discussing the funding arrangements. GWOPA will contribute by providing the air tickets to the Tunisian party, while the Tunisian partners agreed upon covering all local costs when ANCSEP is in Tunisia.

During the 3<sup>rd</sup> Global WOPs Congress, an MoU was also signed between SONEDE and Société des Eaux de Marseille (SEM) and the Institut Méditerranéen de l'Eau (IME), with the aim of supporting SONEDE to develop a Medium-Term Performance Improvement Plan for SONEDE. The first diagnosis mission took place in Tunis in November 2015.

## INTER-REGIONAL COOPERATION BETWEEN WOP PLATFORMS

In 2015, GWOPA has facilitated and supported substantially the collaboration and exchange between regional and national WOP platforms following the request from the members of the Steering Committee. With this aim, GWOPA held the first workshop for regional and national WOP platforms dedicated to issues such as platform coordination, communication and the exchange of best practices in terms of facilitation, governance and resource mobilization. The discussions also focused on the opportunities that the BEWOP project can bring to the work of the platforms in order to provide them with tools and guidelines to boost efficiency in the regional/national WOP

practice. The one-day workshop took place prior to the Steering Committee meeting in February and it was agreed to organize a similar one-day workshop for the platforms before the annual GWOPA Steering Committee meeting.

Concrete examples of inter-regional and platforms cooperation in 2015 promoted or facilitated by GWOPA include: i) the organization of a capacity development session between the Pakistan Water Operators' Network (P-WON) and Indonesia (PERPAMSI) in Jakarta; ii) the organization of an inter-regional session Caribbean/Pacific at the 7<sup>th</sup> World Water Forum and the signature of an MOU between Cari-WOP (CAWASA and CWWA) and PWWA in the Pacific; iii) the WOP between the Mexican national WOP platform hosted by ANEAS and the Honduras national WOP platform hosted by AHPSAS.

### Outcome as defined in the GWOPA Strategy

Strengthened regional WOP platforms providing high-performing coordination and support.

### Indicators of Progress

The number of WOPs initiated under regional umbrellas over 2015: Africa: 3 / Asia: 7 / Caribbean: 1 / Latin America: 7 / Pacific: 1

# Direct Operational Support for WOP

## AFRICA

In Africa, the initiative funded by OFID and directly implemented by GWOPA came to an end with the closing workshop held during the 3d Global Congress in Barcelona in September.

9 African mentee utilities, with the assistance of 5 mentors, implemented short term performance improvement action plans and developed medium term performance action plans (PIPs).

Despite the fact that the implementation period of the WOPs had to be reduced in some cases from the originally planned 12 months down to 5 to 10 months, good results were yielded, including as examples:

- Excel-based registers for key assets established in several mentee utilities, as preparatory work for future GIS and MIS; asset management teams or unit established; asset management policies adopted
- Several "Customer Charters" were drafted and adopted by mentee utilities' boards, and requirements for call centers were developed including claim collection and handling mechanisms (hotline, software etc)
- Requirements for new billing systems were developed for procurement
- Development of Terms of Reference for job review and evaluation in several mentee utilities; Organizational structures reviewed; Succession management frameworks developed; and Employees Performance management systems developed and introduced
- Communication strategies were developed
- Non-revenue Water: identification of pilot zones for district metering area (DMA) establishment; some utilities

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

actually established DMAs and went through customer meter mapping in pilot zones; establishment of NRW teams; IWA Water Balance exercise done in several utilities; ongoing procurement of relevant equipment (leak detection kits, flow meters etc.)

- GIS: on-the-job training on GIS mapping devices; capture of domestic meter locations with GIS devices conducted in pilot zones and even beyond; development of ToRs for GIS officers; in some cases GIS officers recruited

GWOPA provided the utilities with a Manual which guided them through a 7 step process (described under Knowledge Management, above).

The development of the PIPs started with a participatory diagnosis of the mentee utilities, which went through a self-assessment of 23 improvement areas, identification of priorities both for the short and the medium terms, and design of short term and medium term action plans. During the implementation of the short term action plans, the mentees were exposed to good practices from the mentors during study tours, and benefited from tailored training according to their needs, during 2 to 3 follow-ups missions led by the mentors at the mentees' premises.

2 consultants were recruited (one for the Francophone countries and one for the English speaking countries) to assist the utilities through the process, and especially to help them writing the MT PIPs in a project proposal format meeting professional standards.

Out of the 9 WOPs, only 7 mentees were able to develop fully-fledged PIPs. GWOPA analyzed the reasons why the project didn't entirely reach its objectives in this case (though the short-term action plans gave some good results), captured the corresponding lessons learned in the 2d version of the PIP manual and will implement them in the new PIP WOP round.

Most mentee utilities decided to focus their MT PIPs on the following themes: Non-Revenue Water (NRW) Management, Operation and Maintenance (O&M), Asset Management and Human Resources. The total budgets of the 7 PIPs range from 1.62 m USD to 25.7 m USD.

GWOPA learned a lot in this pilot initiative and intends to replicate the PIP WOPs in other regions. The lessons learned are captured in a second version of the PIP manual.

GWOPA has started mobilizing the International Financial Institutions for the global or partial funding of the PIPs with already some good leads. In some remarkable cases, the mentors themselves are actively and successfully.

### **Outcome as defined in the GWOPA Strategy**

Increased number of WOPs carried out under the auspices of regional platforms that benefit from GWOPA's facilitation and direct support, and that apply its principles, models and tools.

### **Indicators of Progress**

Number of WOPs fully or partially financially supported by GWOPA as of end of target year – 12.

# Mobilizing Finance

## CONSOLIDATING AND SCALING-UP RESOURCES

GWOPA made continued efforts this year to serve as a broker between IFIs and bilateral donors and the WOPs practice worldwide, both in the form of direct operational support channeled through GWOPA to WOPs happening in the regions, and also in the shape of promotion and advocacy efforts for international financial support to other WOP partners. GWOPA also responded to the call from its Steering Committee to upscale the global practice while increasing and diversifying the sources of funding, paying special attention to the opportunities of decentralized solidarity funding mechanisms and domestic funding for WOPs. As a first step to work strategically and in a coordinated manner with the Alliance's partners on this topic, a "financing paper" was commissioned by GWOPA that identifies and recommends new funding models and opportunities to guide our work.

Operationally, GWOPA has continued to provide support to WOPs in regions like Latin America and the Caribbean, Africa and Asia as well as support to new pilot WOPs in South-East Europe and the Arab regions. The most exciting development in Africa is the interest expressed by IFIs to follow-up financing of PIPs as an outcome of the first phase of WOPs in the region funded by OFID. GWOPA's relationship with our main donor, the Government of Spain, is becoming more active as concrete collaboration activities in Latin America are being implemented. Also the relationship with our host, the City of Barcelona, has been successful this year with their generous support to the organization of the 3<sup>rd</sup> Global WOPs Congress in September and the funding of a WOP with their water utility as a mentor.

With respect to contacts in Europe, the Secretariat made progress in reaching out to 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 new proposal to facilitate WOPs as part of the 5+5 Western Mediterranean process. A second proposal was also prepared to establish a new WOPs platform in the Arab region with operational funds. A major institutional development at the European level was the adoption by European Parliament of a resolution recognizing the UN Human Right to Water and Sanitation and therefore calling for more EU funding for projects aligned with these principles and in line with GWOPA's mandate. This is indeed a very important achievement that will open new opportunities for seeking funds to support WOPs.

### Outcome as defined in the GWOPA Strategy

Increased number of WOPs worldwide adequately financed and/or leading to follow-up investment in water utilities.

### Indicators of Progress

The WOP between Lilongwe Water Board and eThekweni supported the development of a Performance Improvement Plan and this is leading to follow up financing.

# **GWOPA SECRETARIAT**

## GWOPA HUMAN RESOURCES

GWOPA experienced a lot of staff movement this past year. First, its founding father, Bert Diphooorn, went into retirement in March. It was largely thanks to Bert's leadership as Director of the Water and Sanitation Division that UN-Habitat was first asked by Kofi Annan, UN Secretary General at the time, to lead the global WOPs movement, back in 2006. Bert made sure the programme got the support it needed to get off the ground and progressively evolve into a true global initiative. From his retirement desk, Bert continues to be a strong and charismatic WOPs advocate as he travels around the world in his various capacities.

Taeko Yokota, another long-standing GWOPA team member also moved on to a new position in 2015, working as the right hand to the Special Envoy for Disaster Risk Reduction and Water at the UN in New York. Marta Lorenzo, GWOPA's Administrative assistant also went to New York in July to work with the Office of the Director, ECOSOC. Both of these core team members will be missed.

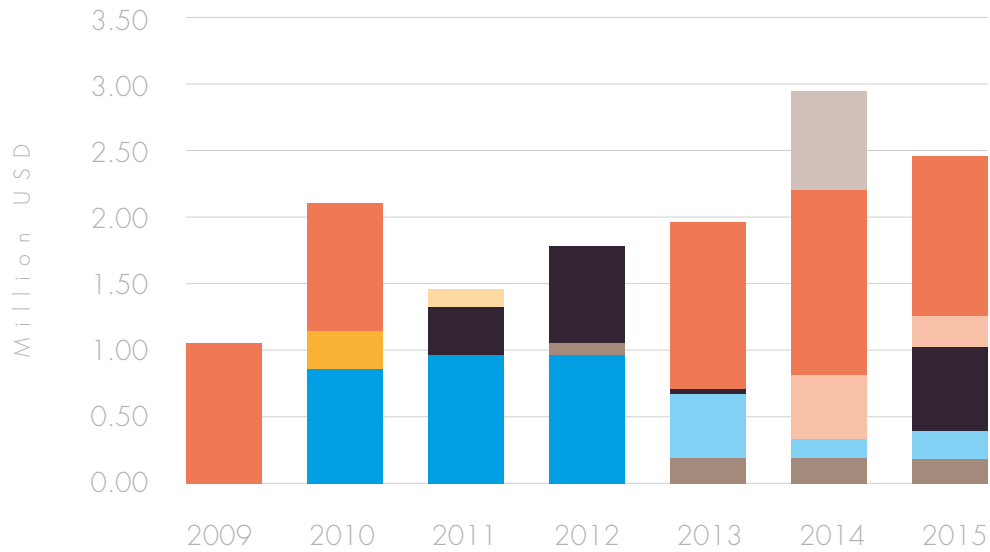
However GWOPA has also gained some strong new personnel this year. We welcomed Ms. Samia Ben Tekaya as our Administrative Assistant in July. GWOPA has also hired a new programme officer, Ms. Maria Pascual, previously working with UNESCO-IHE. Ms. Pascual who has a long history and WOPs and collaborating with GWOPA, will join us in early 2016.



**GWOPA  
SECRETARIAT  
FINANCIAL  
REPORTING**



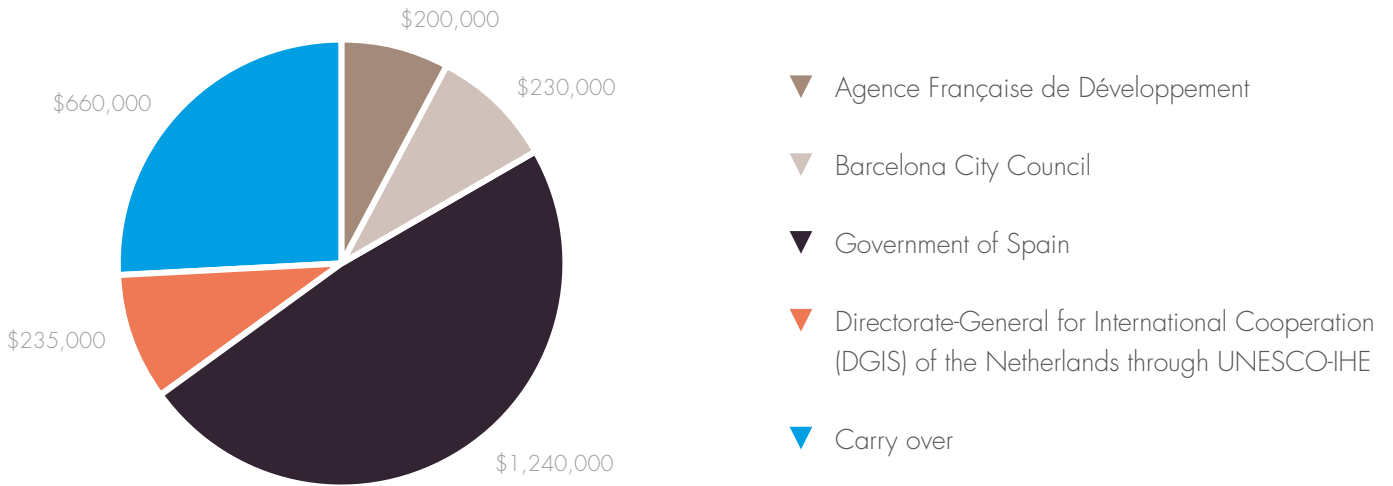
## EVOLUTION OF FINANCIAL RESOURCES



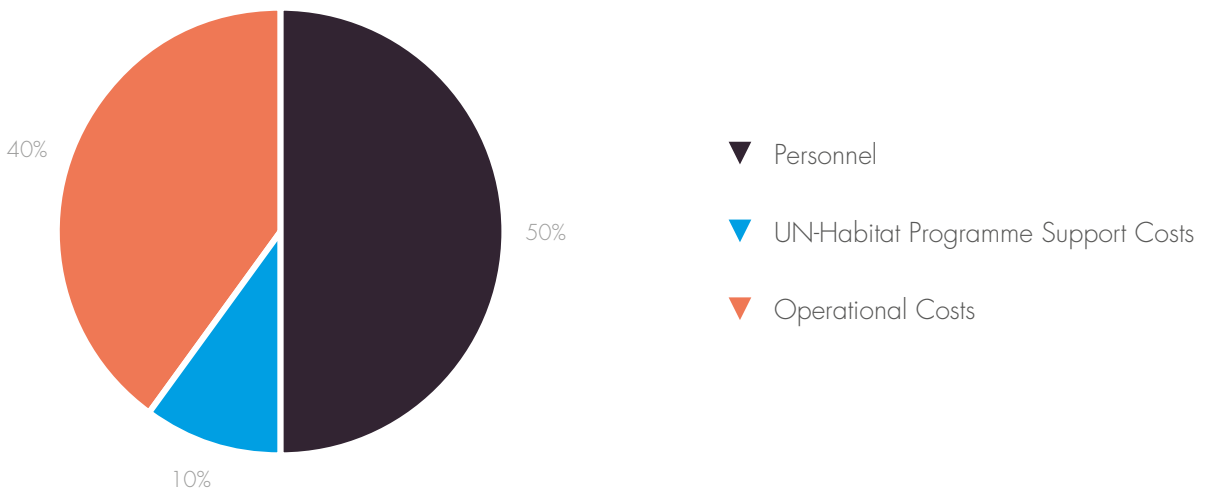
- Abu-Dhabi Water and Electricity Authority
- Agence Française de Développement
- Barcelona city
- Carry over
- Catalan Agency for Development
- Directorate-General for International Cooperation (DGIS) of the Netherlands through UNESCO-IHE
- General UN-Habitat WSTF
- Government of Spain
- The OPEC Fund for International Development (OFID)

\* Carry over from previous year: AFD, Government of Spain, DGIS.

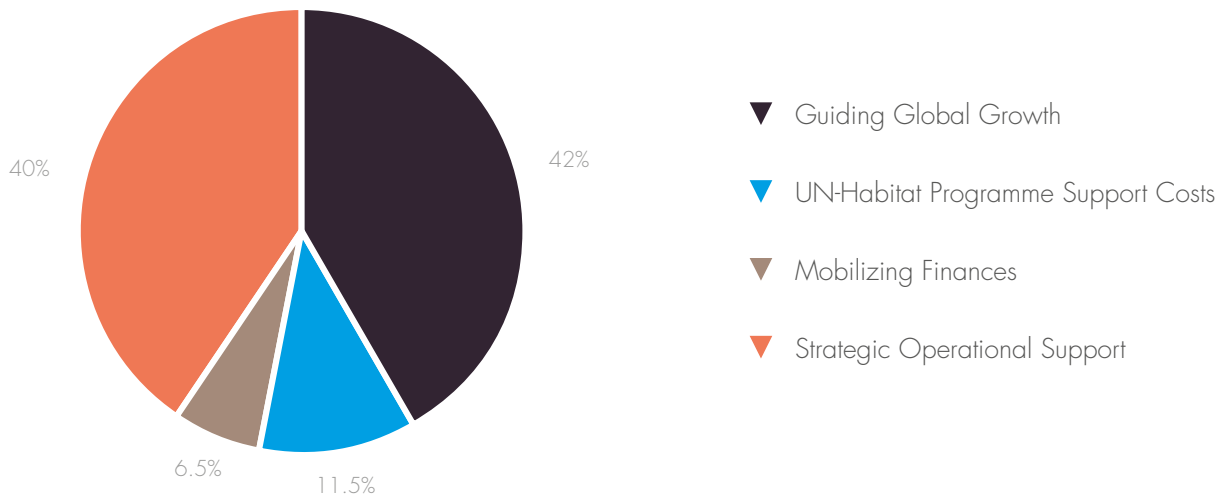
## INCOME



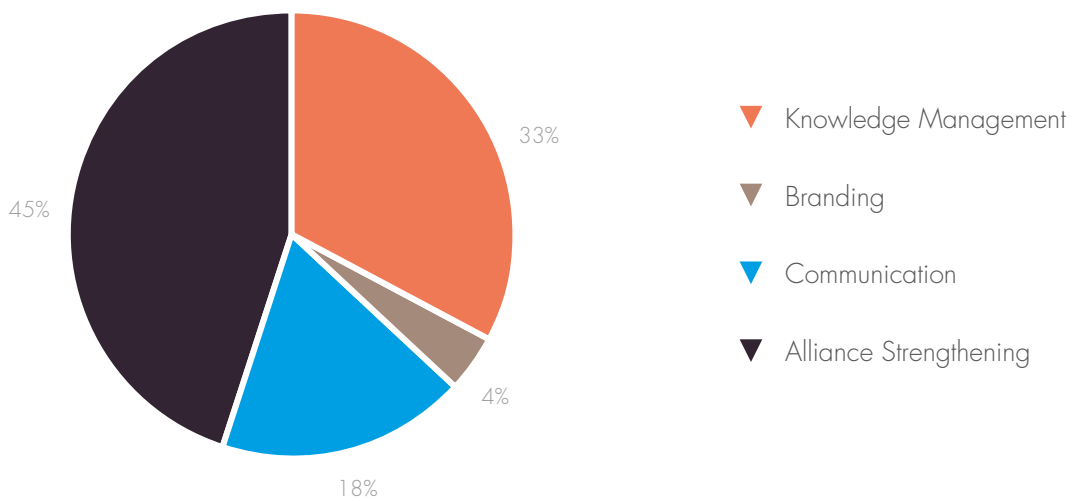
## TOTAL EXPENDITURE



## EXPENDITURE BY WORK AREA



## GUIDING GLOBAL GROWTH



## STRATEGIC OPERATIONAL SUPPORT

