

# Annual Report

## 2016



## **GWOPA Annual Report 2016**

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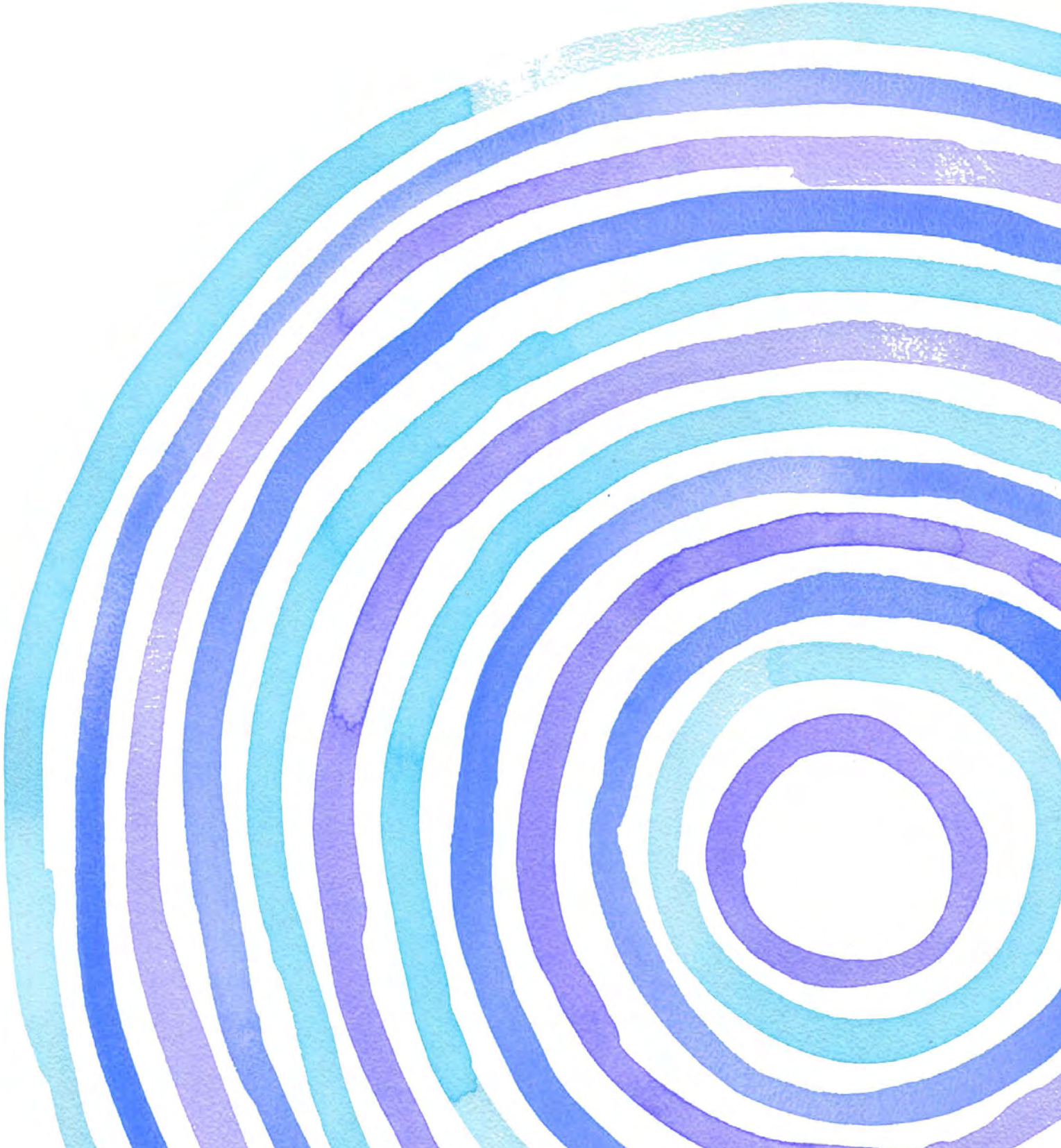
# WORK AREAS







# Reflections on 2016



Never before have strong water utilities been so needed.





Public operators have a key role in meeting every single one of the SDG 6 targets – a goal that itself has bearing on almost every other of the Sustainable Development Goals. We all know that utilities are needed to make environments healthy, societies inclusive and economies vibrant, but we also know that they can contribute to their opposite.

Fortunately, this need is being recognized as never before. A growing number of international frameworks, declarations and initiatives are calling for efforts that improve operator capacity, performance and access to funds as means to pursue our common global sustainability objectives. Such calls are throughout the SDGs, in the New Urban Agenda, the European Parliamentary resolution and in the High Level Panel for Water's Action Plan, to provide an incomplete list. International consensus on the need for dedicated support for operators is strong as never before.

And yet, getting funding to help operators, even using highly cost effective methods like WOPs, is still a big challenge. GWOPA had a great 2016 in every way, except that few new funds for WOPs were mobilized. Good progress was made in the BEWOP project whose second phase was initiated in April, strong new partners and collaborations have come on board, and advocacy efforts have borne their fruit.

The shortage of new funds for WOPs this calendar year might be discouraging were it not for the various projects in the pipeline, and even hints that the practice is on the verge of its 'big break.' An example is the World Bank's Global Water Practice which, for the first time, is talking seriously with GWOPA about using WOPs as an instrument for utility turn-around. The Ministry of Foreign Affairs of the Netherlands is working with Dutch operators to prepare long-term programmatic support for WOPs. This agreement would see hundreds

of millions of Euros allocated to WOPs in recognition of their contribution to the achievement of the SDGs. In addition, the GWOPA secretariat has advanced to the latter stages of significant proposals with a number of bilateral donors and development banks that would see many new WOPs using our guidance and facilitation.

These are definite signs that the message is getting through: WOPs are a great investment! The message in reports like the Addis Ababa Agenda is that as donor funding makes up a smaller portion of funding needed for the sustainability agenda, it needs more than ever to be used strategically, either for the most vulnerable, or as a catalyst for change and leverage of sustainable long-term finance (notably domestic) at the needed scale. Our upcoming WOPs Finance position paper, "Tipping the Scales for WOPs: Inviting Investment in Water Utilities" shows how WOPs can play precisely this pivotal role, making use of modest donor funds to enable more: preparing for, attracting or supporting investment for utilities, or helping them make substantial improvements that enable sustainable revenue generation long term.

GWOPA, meanwhile, has been putting the apparatus in place to facilitate effective WOPs practice at a much greater scale. BEWOP has moved from its research phase to the development of WOPs guidance and tools that will make it much easier – for utilities doing WOPs as much as for the funders, governments and water users supporting them – to dive into WOPs with confidence. At the same time, a standards system, which would incentivize WOP practitioners to embrace both WOP guiding principles and best practice for effectiveness, should be operational within the year. Ensuring that these standards are based not only on global best practice and WOPs principles, but coherent with the wisdom of experienced WOP practitioners, is the reason that the standards will be finalized



only with extensive participation from GWOPA's network partners. A robust monitoring system adapted specifically to WOPs is also en route.

We also got some external views on our progress with GWOPA's mid-term review of its current 5-year strategy that was completed this year. The review was really encouraging about GWOPA's progress on the whole, and offered a number of constructive recommendations on where to place emphasis going forward.

Unsurprising, the bulk of the suggestions center on resource mobilization which, despite strong efforts and supporting activities, has as yet been inadequately

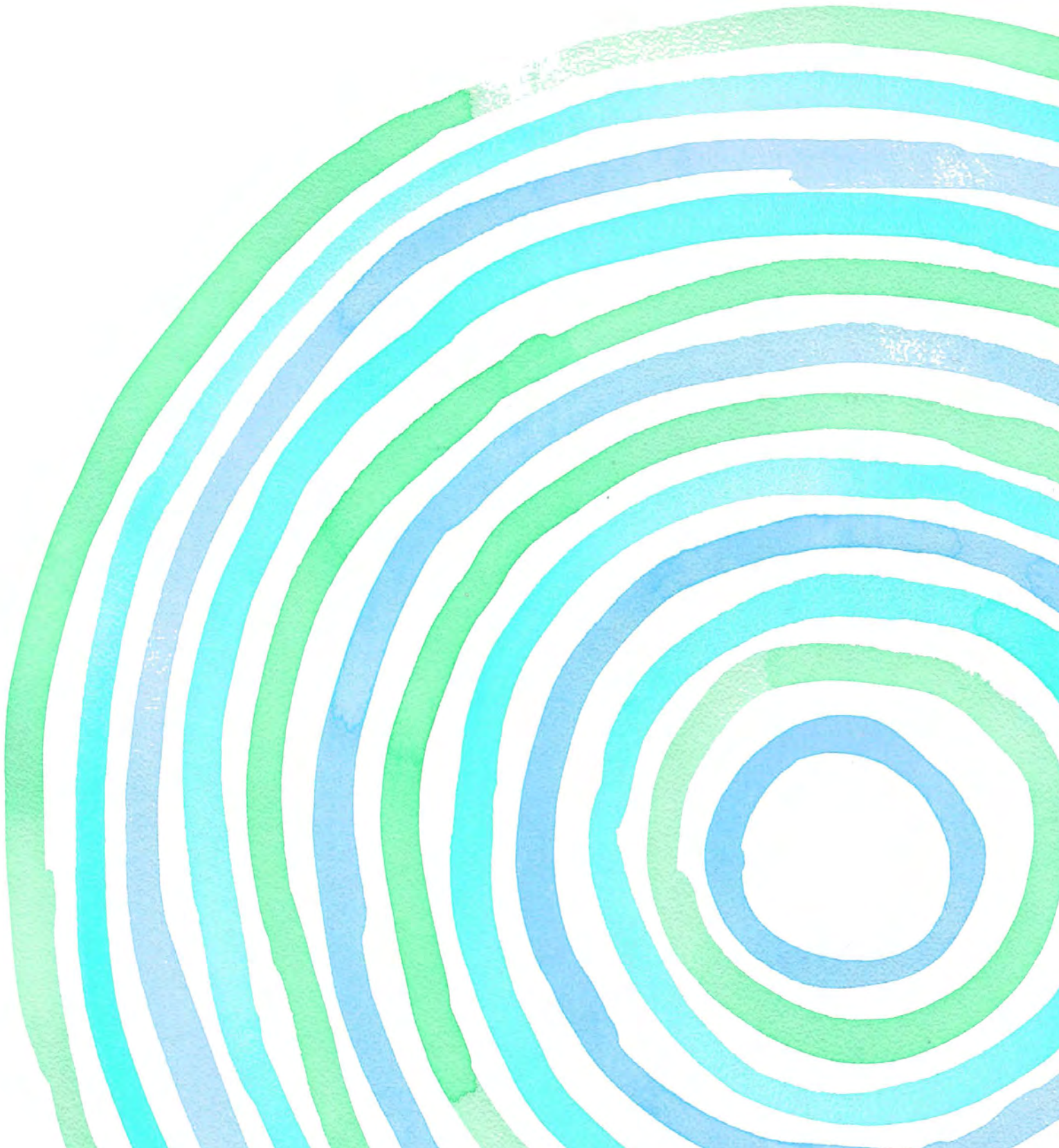
fruitful. Reiterating WOPs proof-of-effectiveness, lobbying financiers for more funds and longer WOPs, as well as positioning WOPs as an important *part* of a broader solution, are among its chief recommendations.

No water operator can be left behind if we are to achieve the SDG's goal of a transformed world, and with this in mind, I look forward to seeing you at our 4th Global WOPs Congress in 2017 where we will join efforts to make this vision a reality.

**Faraj El-Awar**



# Activity area 1: Guiding global growth





With these activities, GWOPA guides the growth of WOPs worldwide by increasing awareness about WOPs and disseminating knowledge on how to do them effectively. It also mobilizes the political, financial and knowledge support for WOPs implementation.





# Knowledge Management

Working with the wider WOPs community, GWOPA studies WOPs, and develops and shares knowledge to guide its implementation. Its guidance material is created to help anyone to engage in WOPs more easily and more effectively, and therefore with greater likelihood of generating significant and sustainable utility improvement.

Most of GWOPA's knowledge management work is being carried out in the framework of the Boosting Effectiveness of WOPs (**BEWOP**) project, a 5-year partnership between GWOPA and **UNESCO-IHE** that is developing evidence-based guidance for WOPs. After a first, research-focused phase (2013–2014), the initiative was put on hold over 2015 while the second phase of funding for the partner organization (IHE) was being secured. In April 2016, phase 2 was confirmed and work resumed.

In this second phase, BEWOP's focus has shifted from case studies and thematic research towards guidance material and tool production. A few final cases were nevertheless produced this year, while existing cases (from 2013) were translated into other languages or produced as factsheets.

## Belize-Contra Costa WOP

Now in its 5th year, this WOP between partnering Caribbean and Californian utilities is bearing many fruits for the mentee, but also for the mentor. Progress in human resource management, worker safety and data acquisition have been the pride of this WOP, documented this year in a BEWOP narrative report, factsheet and accompanying video interviews with employees.

GWOPA Steering Committee member, Jerry Brown, Director of Contra Costa Water District, also shared his reflections on this WOP in "Not Just Another Day at Work: The Case for US Water Agency Involvement in International Operator Partnerships," featured in the **American Water Works Association Journal**, December, 2016, Volume 108, Issue 12.

The story offers insight into the WOP experience other potential utilities, in particular to mentors on the American continent where, despite the significant number of effective public operators, few utilities have yet engaged in WOPs.

The **Inter-American Development Bank**, PPIAF and GWOPA have collaborated in supporting this partnership.

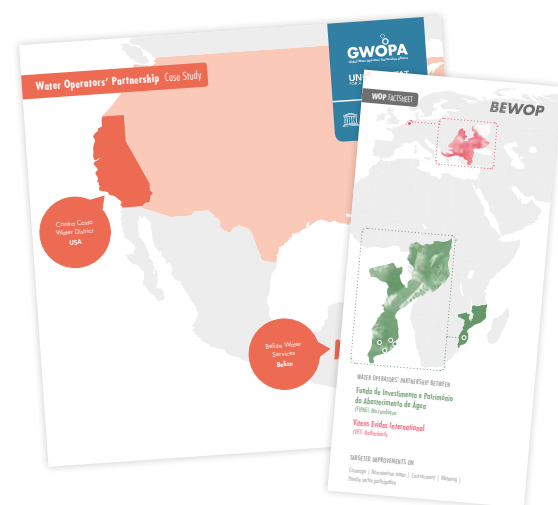
## Documenting WOPs

### WOP case studies produced in 2016

WOP	Narrative report		Factsheet
Belize Water Services – Contra Costa Water District	English	✓	✓
COPASA – EMSAPUNO	English & Spanish	✓	✓
OWMCP (Suriname) – WWN & WRIJ (Netherlands)			✓
Bulawayo – eThekweni	English	✓	✓
FIPAG – Vitens Evites	English	✓	✓
MWAUWASA – Dunea	English	✓	✓
Aguas del Norte (Argentina) – CAESB (Brazil)	English, Spanish and Portuguese	✓	✓

WOPs Case Studies raise awareness and understanding of how these partnerships work in practice. They point to good practices to replicate and also pitfalls to be avoided.

Video interviews of WOP participants were also published in different languages to present WOPs in a visual format ([www.youtube.com/GWOPChannel](http://www.youtube.com/GWOPChannel)).



## Thematic studies

Findings from the suite of documented WOPs are being summarized in user-friendly briefs. These give access to some of the BEWOP project results while guidance material is still under development. All of the BEWOP briefs follow a similar format, using examples of current WOP practice and offering tangible recommendations for implementation.

### National WOPs brief

Domestic or National WOPs are WOPs in which the partnering utilities operate within the boundaries of the same country. Although National WOPs are taking place in several countries, they are generally small and self-funded, and often go under the radar of global WOPs monitoring. While few studies have been conducted on National WOPs, they are assumed to carry many of the advantages of south-south partnerships: easier knowledge sharing owing

to similarities in culture, language, political interests, laws and policies. Drawing on the example of a national WOPs program in Indonesia, initiated and facilitated by PERPAMSI, the brief identifies some additional potential advantages of National WOPs and recommends using these partnerships domestically to strengthen utility capacity in other countries.

### WOPs results brief

This brief makes the case for funding WOPs and gives recommendations for doing so effectively. Building on a 2015 report and brief on Finance, it outlines key issues and opportunities around the financing of WOPs. It is meant for all those interested in improving water and sanitation service providers' performance, including operators themselves, WOP facilitators, donors, academics and policy makers.

### Report on knowledge management in WOPs

This study, led by UNESCO-IHE, aimed to investigate the knowledge management processes of water operators and the factors influencing them. Since knowledge is transferred and built in WOPs, WOPs success depends also on how that knowledge is managed within the utilities at either end. The study makes recommendations on how knowledge generated within water operators in the context of WOPs be integrated, applied and managed to help improve performance. The study used a qualitative case study approach, analysing nine water operators involved in WOPs, in Africa, Europe and Latin America.



## Guidance and tools for doing better WOPs

Tools to support WOPs processes and utility operations are BEWOPs key outputs. BEWOP partners have shared the work of preparing the guidance materials: GWOPA is leading the development of WOP practice guidance and tools for operators and other WOP parties to use to effectively implement WOPs, while UNESCO-IHE is leading the development of relevant operational tools that operators can use to support thematic diagnosis, learning and decision-making within the WOP. The BEWOP partners are taking every opportunity to engage their utility partners in the development, testing and roll-out these tools.

### WOP practice guidance

#### Step-by-step guide and tool package advanced

The preparation of a WOP step-by-step user manual and tool package that will bring together the lessons from the past 3 years of BEWOP's theoretical and empirical research on peer-supported change processes into a usable guidance package substantially advanced this year. The work will provide essential support for any WOP practitioner throughout their process, helping them with steps like seeking a partner, finding resources, increasing preparedness of partners to engage in a WOP, identifying priorities, developing and signing a WOP contract, mobilizing partners after signing the contract, specific in-depth diagnosis and planning for each identified priority, initiating and sustaining change by partners, and monitoring and evaluation, among others. The written guidance, illustrated with practical examples, is being linked with a set of optional tools – from checklists and diagnostic tools to agreement

templates – which partners can adapt and use in their WOPs. Recognizing that there is no size that fits all, its modular format allows it to be used in the order that makes sense for each WOP, and facilitates different depths of reading – for those who want a detailed process manual, as well as for those needing only superficial support with specific stages of their WOP.

The work will be tested and finalized in 2017, and regularly revisited and improved upon thereafter.

#### Planning, monitoring and evaluation tool package

This year, GWOPA made good progress in the design of a WOP performance framework that helps keep measurable objectives in sight and supports monitoring progress towards objectives. The framework enables users to account (internally and externally) for results and adapt interventions when needed in order to maintain effective and relevant WOP projects. See [page 11](#).

#### Training of Mentors

Once a Water Operators' partnership is set up, a common first step is for a team of staff from the mentor utility to visit the utility it is supporting. The mentor team has likely been chosen for its technical competence, but often has little idea what to expect from this new experience in which they are expected to serve as experts. This training was designed for this moment in a WOP. The module, which facilitates learning via participant interaction and story-telling, aims to help WOP participants:

- 1) understand mentoring and the roles of each participant and
- 2) link their mentoring to a change process and the WOP cycle.

## Capturing WOPS value: Better tools for measuring WOPs progress and impact

The type of results frameworks commonly used in WOPs have, to a great extent, suffered from a narrow design that fails to account for the most relevant impacts in the short and medium term that a WOP often attains. Results frameworks tend to record only outputs (number of trainings, workshops, etc.) which do not inform about impact, and standard performance indicators which are only sensitive to WOP impacts over the medium and long term. Accordingly, some of the most meaningful impacts of WOPs in the short term get overlooked.

The research conducted through BEWOP allowed GWOPA get a better understanding of the impact of WOPs. Interestingly, in the majority of analyzed WOP projects, all parties including donors, reported quite positive and relevant outcomes as an overall impression of the WOP but little visibility or ability to report on them quantitatively. The research provided clear evidence of the incomplete, and at times misleading and counterproductive, practice of solely using standard water utility KPIs to inform about the performance of a WOP. It also enabled the identification of complementary indicators that can best inform about outcomes at each stage of the WOP.

GWOPA’s performance framework, which is currently being tested, distinguishes between three types of results: those related to the project design, those to the partnering practice and those to impact on the beneficiaries.

The WOP performance framework will support mentors and mentees in various ways:

- More realistic and coherent planning of WOP projects
- Monitoring and reporting results from early stages of the project
- Greater visibility (internal and external) of results achieved in the short, medium a long term
- Greater accountability (internal and external) not only for results but also for practices from early stages of the project.
- Traceability of the progress and obstacles encountered in WOP projects for each improvement track over time
- Timely identification of needed adjustments to inform decision-making



Figure 1: Timeline for development of monitoring tools

## Communicating about your WOP

This tool was put together to help WOP practitioners and GWOPA members simply and effectively communicate about WOPs to their different stakeholder groups. It provides messages and tips to help a motivated staff member gain the support of directors to get involved in WOPs, help a utility share its WOPs success stories with customers, or help GWOPA Alliance members serve as WOP ambassadors within their respective communities.

## Operational tools for use in WOPs

Any WOP practitioner will tell you: knowing something well does not necessarily make it easy to teach! Staff in utilities serving as WOP mentors do their jobs well, but in order to share their knowledge in a way that allows staff in another utility to apply it, pedagogic tools are of great help. Through the BEWOP initiative, a number of tools – from games to checklists – are being developed that support operators to teach one another on specific themes. This year, this work has just begun.

### Utility Simulation Game

The objective of the Utility Simulation Game is to enable players to experience the challenge of managing a water utility in a safe environment. The game helps players grapple with the competing priorities they face in real life – achieving full service coverage, ensuring quality of water supplied, maintaining affordability of the service or improving wastewater quality. By forcing them to make trade-offs, the game stimulates discussion on how to deal with these challenges on the ground. Drawing from real cases and the practical experience of experts, it has been developed to accompany the processes of strategic planning within utilities or the development of

work-plans at the onset of the WOP. Version 2.0 of game was finalized this year and was packaged by GWOPA into a more user-friendly format for easier dissemination and use. Contact us to find out more about this game.

### Currently in production

IHE is also completing two further tools, a “Processing water utility data from GIS to EPANET” tutorial and ‘Water Safety Planning role play, and further work is planned for 2017. GWOPA is playing a role in their testing, packaging and dissemination

## Evaluating OFID’s performance-improvement planning focused WOPs

From 2014–2015, GWOPA led a set of 9 short-term WOPs in Africa, with the support of OFID funds. This year, an evaluation of the 9 WOPs initiative was conducted with the overall objective of suggesting recommendations for GWOPA in facilitating future WOPs. It found that the WOPs were relevant and that the operators involved benefited from the capacity building, knowledge sharing and development of action plans. The report’s recommendations focused on how to improve the Performance Improvement Plans (PIPs) in order for them to be fully implementable and included careful partner selection, increasing partnership duration wherever possible, creating systems of recognition and reward for mentors, and maximizing compatibility with donor’s objectives and formats.

### Video interview with operator staff involved in the PIP WOPs



## Alliance Building

Alliance Building activities aim at augmenting the size and strength of the active WOPs community by engaging organizations in WOPs or supporting them with their respective sets of financial, political, network and knowledge resources. A strong alliance leverages the work of GWOPA's small secretariat and amplifies the value of WOPs.

### New members and partners



Through initiatives detailed in the Operational Support to WOPs section, GWOPA has established a number of new working partners. In particular, this year saw the first collaboration with UNICEF through the Angola offices. Partnerships with the Diputació de Barcelona and WaterAid have also strengthened relations with these institutions. Various new operators also joined the alliance, including Thesalonika, Promedio, Olesa de

Montserrat, Anta, CILE, EELN, Compagnie Intercommunale Liegeoise des Eaux, Societe Public de la Gestion de l'Eau, to name a few)



GWOPA itself became a member of the multi-stakeholder platform Sanitation and Water for All (SWA), in May. This global partnership, comprised of over 150 country governments, as well as private sector, civil society, external support agencies, research and learning institutions and other development partners, works to, “catalyse political leadership and action, improve accountability and use scarce resources more effectively,” SWA. GWOPA hopes to be an active contributor to the work of SWA, bringing the voices of operators to the table and promoting the potential for the WOPs model in achieving common goals.

## Urban WaterS Hub



GWOPA was one of a small network of international organizations that joined forces to establish the **Urban WaterS Hub** during the Habitat III Conference in Quito in October. This new initiative will promote, at Global and City levels, the innovative water and wastewater approaches needed to achieve the ambitious visions laid out in the New Urban Agenda and targets of the SDGs. The Hub aims to respond to the demand by a range of actors for information and guidance on how to transition to more sustainable ways of dealing with urban water, including integrated, green and resilient approaches that benefit all members of society. By bringing various partners together, the Hub aims to leverage the knowledge, skillsets, networks and efforts of each partner, in order to speed up the needed transitions.

The Hub is envisaged as an open group that could incorporate new members committed to its common cause. In addition to its founding partners, ICLEI, WWC, Wateraid, Capnet and IWA have also expressed interest in potentially joining the Hub once its working modalities are established. For GWOPA, involvement in the Hub is an opportunity to strengthen its network of operators and knowledge partners, while

encouraging the use of WOPs to build the capacity of local institutions to implement sustainable urban water management approaches.

## OECD Water Governance Initiative

Since 2014, GWOPA has been a member of this international multi-stakeholder network composed of a public, private and non-for-profit sector members that gather twice a year to share good practices in support of better governance in the water sector. The platform serves to share experience, advise governments, and as a consultation mechanism. In this current, second, phase, GWOPA is a member of the Best Practices working group and is contributing WOPs as an approach to be used to propagate best practices of water governance. GWOPA has also taken advantage of the initiative's strong and diverse membership to grow the alliance and strengthen its network of partners.

## Stockholm World Water Week thematic coordination

For four of the past five years, GWOPA co-convened a Seminar at the Stockholm World Water Week Seminar on water and cities again in 2016, together with the **Stockholm International Water Institutes (SIWI)**, **Global Water Partnership (GWP)**, **International Water Management Institute (IWMI)**, the **World Bank Group** and others. The seminar, "**Water for sustainable and inclusive cities: how to induce change?**" showcased examples of integrated approaches to managing water in cities, such as repurposing urban landscapes or rethinking urban 'wastewater' to address challenges like floods while creating co-benefits, such as amenity, cost savings and livability.

## World Water Forum

GWOPA agreed this year to again lead important components of the World Water Forum, whose 8th edition is being organized in Brasilia for 2018. Together with the **World Water Council**, **ICLEI**, and **UCLG**, GWOPA will collaborate to lead the Local and Regional Authorities Process for WWF, and, as part of the Urban WaterS Hub, the Water and Cities Theme in 2018. Together with IWA and UN-Habitat, GWOPA continues to champion the Urban Water theme component of the World Water Forum Implementation Roadmap, which stems out of the 2015 World Water Forum in Korea. GWOPA's commitment consists in encouraging knowledge transfer on emerging urban water management approaches through WOPs.

## Spanish actors

With the aim of expanding the WOP practice in Spain and involving new mentor water operators to support utilities in the global South, GWOPA strengthened its collaboration this year with the Spanish associations representing water and sanitation utilities, as well as with the **Spanish Agency for International Cooperation and Development** (AECID). GWOPA co-convened two coordination meetings in Madrid in October with the **Spanish Association of Public Water Operators** (AEOPAS) in Cordoba and with the **Spanish Association of Water Suppliers** (AEAS), as well as with AECID, to present the WOP model and build on existing Spanish experiences such as the WOP between EMASESA in Seville and Indonesian operators (factsheet ). In addition, GWOPA has been dialoguing with the development and water agencies in the Basque Country, Andalusia and Catalonia on the prospect of collaborating with these

regional institutions to mobilize their operators to share experience and water management models with their peers in other regions.



## US mentors

Only a handful of the thousands of high-performing public utilities in the United States have ever engaged in WOPs. Recent partnerships involving California and Floridian utilities are however beginning to catch the interest of other utilities in the U.S. With the intention of interesting more US and Canadian mentors to engage in WOPs, GWOPA developed communication materials to introduce WOPs, targeted at this particular group of mentors. The short brochure helps utility managers imagine what it's like to help another utility overseas, and to see how it could be good for them, too. In this sense, GWOPA has collaborated this year with the U.S. Water Partnership to reach out to US water utilities and make them aware of the WOPs model and to find potential mentors for Caribbean and Latin American utilities. GWOPA teamed up with

the U.S. water Partnership to organize a workshop in Trinidad during the CWWA Annual Conference in October to help identify needs in the region. Contra Costa Water District (CCWD) in California offered to provide support to Belize Water Services (BWS) in the replication of their WOP experience with other utilities in the Caribbean, and Miami-Dade Water and Sewer Department (WASD) in Florida hosted a meeting with DINEPA (Haiti) in Miami to initiate a new partnership.



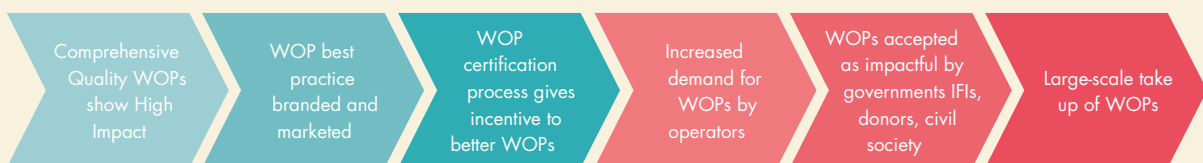
## Branding

Branding is the ongoing work of building identity, recognition and standards around WOPs practice. GWOPA's branding activities are intended to help scale-up effective WOPs by ensuring that these partnerships are carried out according to both essential principles and best practice, thereby strengthening their likelihood of success, building their credibility, and incentivizing their use.

This year GWOPA started developing WOP standards and established a transparent and consultative process for their review and eventual adoption within a system of accreditation. The secretariat held two workshops with standard setting experts this year, to advance the process. While the full establishment of the standards will take another year, the workshops served to help

the Secretariat establish a process to review, test and adopt standards, which has now been laid out in **Terms of Reference**. As was noted in the GWOPA Strategy Mid-term Review, the 'branding' process is not fast, largely because the standards are closely linked with the guidance material being produced through the wider BEWOP project. On the other hand, the workshops held this year helped the Secretariat advance in other ways, notably by better positioning WOPs in relation to the Sustainable Development Goals and other relevant international frameworks, and to develop a Theory of Change. While advancing the eventual labelling system, the work has at the same time allowed GWOPA to engage in useful strategic reflection.

### GWOPA taking WOPs to Scale



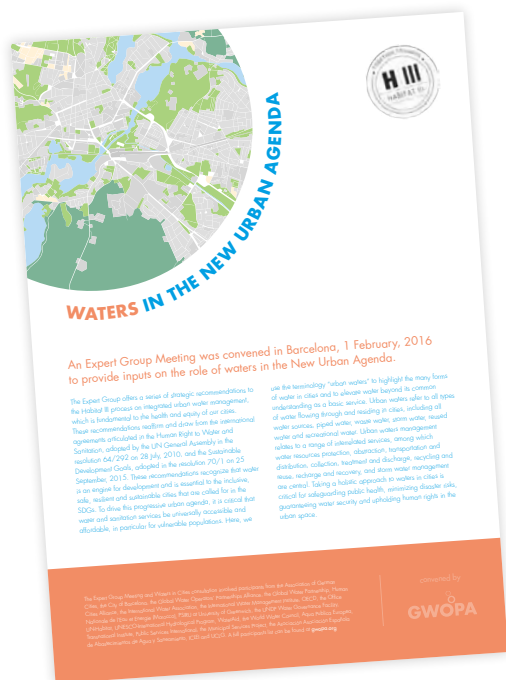


# Communication and Advocacy

Communication activities are important for building awareness about WOPs and GWOPA's work, but Advocacy – that is the effort to build the political and structural support to enable WOPs – has been a particular point of focus this year. While WOPs have become a more commonly-known practice, the GWOPA secretariat has been working to see that they are also backed by major decision makers and funding institutions, and anchored in international frameworks – especially now that the original mandate in which WOPs were positioned – as a contribution to the Millennium Development Goals has now expired and been replaced with the more comprehensive SDGs.

## Advocacy

### Anchoring WOPs in the New Urban Agenda



Every 20 years only, a UN conference on Human Settlements is held in which UN member states adopt a new guiding vision for urbanization in the decades to come. For the third of these conferences, held in Quito, Ecuador this October, the ‘aspirational’ urban vision was described in the New Urban Agenda, the text adopted during the conference. To feed into this important international framework, GWOPA held an online consultation and Expert Group Meeting (EGM) on ‘Waters in the New Urban Agenda’ in the beginning of the year, which made recommendations to an early version of the document. The meeting and consultation were conducted hastily after a review of the initial documents revealed very little attention was being paid to water in this international framework set to define urban priorities for the coming 20 years. A dozen participants from some of the world’s leading water and sanitation organizations attended.

Many of the group's recommendations were eventually included in the final text of the New Urban Agenda (paragraphs 120, 149, 147). The final text, which was adopted in Quito on October 17th this year, makes reference to not-for-profit capacity development, including knowledge sharing and peer-learning partnerships and calls for global, regional, national and local mechanisms to be strengthened financially and operationally. It contributes to GWOPA's mandate by calling to strengthen public water operators' capacity to achieve sustainable urban development, and legitimizes peer support as a tool in achieving this goal.



During the Habitat III Conference, GWOPA, together with UN University, hosted one of the few water-related events of the Conference titled 'Beyond Basic Services', which looked at how cities were realizing more integrated visions of water in cities. Several GWOPA partner organizations, including those who had contributed to the consultation and EGM, featured in the panel of this well-attended session.

## High Level Panel for Water support for WOPs

In September, a High Level Panel for Water (HLPW) was announced by the UN and the World Bank. Comprised of a dozen Heads of State including from the Netherlands, Peru, Senegal, Hungary Mexico, South Africa and Australia, and eminent experts, the panel was seen by many as the post-MDG successor to UNSGAB, given its role of advocating at the highest level for water cooperation to work towards the achievement of the Sustainable Development Goals. The HLPW issued an Action Plan just after its launching, spelling out the major global water and sanitation challenges it would be addressing and highlighting possible priority actions to overcome them. WOPs were singled out in the Plan as a priority action in contribution to Sustainable Cities and Human Settlements.

This informal endorsement of WOPs by the panel was subsequently followed up by a proposal from GWOPA for the panel to spearhead an advocacy initiative. The "Catalyzing Change through Water Operators' Partnerships" initiative was presented as a way of helping the HLPW realize its Action Plan in relation to universal access to safe water and sanitation, climate change and the sustainability of investments in water infrastructure. It called for the HLPW to:

- 1) Advocate for WOPs and the Global WOPs Alliance at high level by officially endorsing WOPs as an approach for exchange of good practices to face the global challenges and GWOPA, as the international body leading the WOPs practice propagation;
- 2) Appeal at all levels for WOPs financing by issuing an appeal to International Finance Institutions and bilateral and multilateral donors to come together to support the WOPs practice, through a WOPs Trust Fund that would be established to help scale-up the practice and

3) Call on Governments to establish enabling frameworks for WOPs by encouraging countries to create enabling legal frameworks and make financial support available so their water and sanitation utilities can engage in WOPs.

The proposal has been met with strong initial support by several Panel members, including the Dutch, Peru and Hungary. The Secretariat continues to follow up in hopes that the Panel adopts the actions.

### 2016 International Year of Water and Work

WOPs contribute to better staff performance, but they can also contribute to better, safer and more rewarding jobs for workers. To highlight the link between WOPs and water jobs and in honour of the International Year of Water and Work, GWOPA launched a campaign in 2016 entitled, '**Water, Work and WOPs**'. This campaign challenged workers in the water sector to reflect on their work, and the testimonies gathered explore how WOPs have helped them in their daily work. The campaign will continue up to the 4th Global WOPs Congress where the testimonies will be on display. Video interviews with operators have also contributed to this campaign.

## Communication

### Social media and new ways of communicating about WOPs

GWOPA's online community continues to grow and the secretariat has made efforts to facilitate this expansion. Taking an active approach to social media sharing of good WOPs practices has meant that GWOPA's profiles are now more frequented than ever. In 2016, the Secretariat has diversified the way it communicates to reflect global trends using short and engaging audio-visual products. A series of video interviews, an animated WOPs video and a podcast on a WOP are some of the ways the Secretariat is diversifying its communication.

### GWOPA articles in major water and sanitation magazines

The **2016 World Water Development Report** was published on World Water Day, and includes a box on WOPs and operator capacity development (page 95). GWOPA was also asked to write articles for the **SIWI Water Report 2016** and to the Spanish language water journal, **IAgua**, both related to water and cities and the New Urban Agenda.



## Promoting WOPs

GWOPA has increased the number and diversity of its promotional materials. New resources include a short video explaining WOPs and five interviews with operators on their experience with WOPs. There are also nine factsheets available highlighting WOPs of different durations, geographical locations and models. Case studies and factsheets have also been made available in English, Spanish, French and Portuguese where relevant to increase the outreach of the content.





## Advocacy and Alliance Strengthening events attended/organized in 2016

Dates	Title	Scope	Place	Names of (co-) organizers
18–21 January	International Water Summit	Global	Abu Dhabi	Masdar
1 February	Cross-cutting Expert Group meeting on waters in the new urban agenda	Global	Barcelona, Spain	
22–25 February	18th AfWA International Congress & Exhibition Keynote speaker – plenary. Session P2.2: Governance and Performance Improvement Tools	Africa	Nairobi, Kenya	African Water Association
	Session F.3.2 (convenor)			
2–4 March	European River Symposium	Europe	Vienna, Austria	International Association of Water Supply Companies in the Dabube River Catchment Area
14–18 March	Barcelona Resilience Week	Global	Barcelona, Spain	City Resilience Profiling Programme / UN-Habitat
15–16 March	High Level Meeting of Ministers of Sanitation and Water	Africa	Addis Ababa, Ethiopia	Sanitation and Water for All
11–12 May	Danube Water Conference	Europe	Vienna, Austria	Danube Water Programme
30 May – 3 June	IFAT: Water & Jobs – No investment without qualified staff	Europe	Munich, Germany	IFAT
30 May – 3 June	6th Africa Water Week	Africa	Dar es Salaam, Tanzania	African Ministers Council on Water
7–10 June	UNESCO-IHE lectures	Global	Netherlands	UNESCO-IHE
7 August	9 <sup>th</sup> Pacific Water and Wastewater Association Conference	Pacific	Tonga	Pacific Water and Wastewater Association
24–27 August	Workshop on Income and Tariffs for Operators	Latin America	Cartagena, Colombia	
27 August – 2 September	World Water Week. Seminar: water for sustainable change	Global	Stockholm, Sweden	SIWI
14–15 September	Annual Conference of Portuguese Association of Sanitary Engineers	Europe	Portugal	Portuguese Water Partnership
19–21 September	Sanitation Safety Planning	Asia	Malaysia	Ministry of Health Malaysia
6–7 October	WaterLinks Forum 2016	Asia and the Pacific	Manila, Philippines	WaterLinks
17–20 October	Habitat III. Event: Beyond Basic Services	Global	Quito, Ecuador	United Nations
24–8 October	25th Silver Anniversary. Annual Caribbean Water and Wastewater Association Conference and Exhibition	Latin America	Trinidad and Tobago	Caribbean Water and Wastewater Association
15–17 November	iWater. International Integrated Water Cycle Show	Global	Barcelona, Spain	
16 November	SUSCO: Water and the City	Europe	Budapest, Hungary	Antall József Knowledge Centre
28–30 November	Budapest Water Summit	Europe	Budapest, Hungary	Government of Hungary, World Water Council

Role of GWOPA			Strategic result			Estimated number of participants	Estimated number of utilities	Outcome / website	GWOPA news item
Presentation	Presiding	(Co) Convening	Communication & Advocacy	Alliance Building	Operational Work & Training				
✓	✓		✓	✓		150	30		
	✓	✓	✓	✓		25	3		
✓	✓		✓	✓	✓				
✓	✓	✓	✓	✓	✓	40	10		
✓			✓	✓	✓	40	10		
✓			✓			30			
			✓	✓		50			
✓			✓	✓	✓	180	12		
✓	✓		✓	✓		40	10		
✓	✓		✓	✓	✓				
✓			✓			40			
✓			✓	✓	✓	192	30		
✓		✓		✓	✓	45	30		
✓	✓	✓	✓	✓		60	15		
✓			✓	✓		50	22		
✓	✓	✓		✓	✓	40	30		
✓			✓	✓	✓	150	40		
✓	✓	✓	✓	✓	✓	40	15		
✓			✓	✓	✓	100	26		
✓			✓						
✓			✓	✓					
✓			✓	✓		60			

# 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.



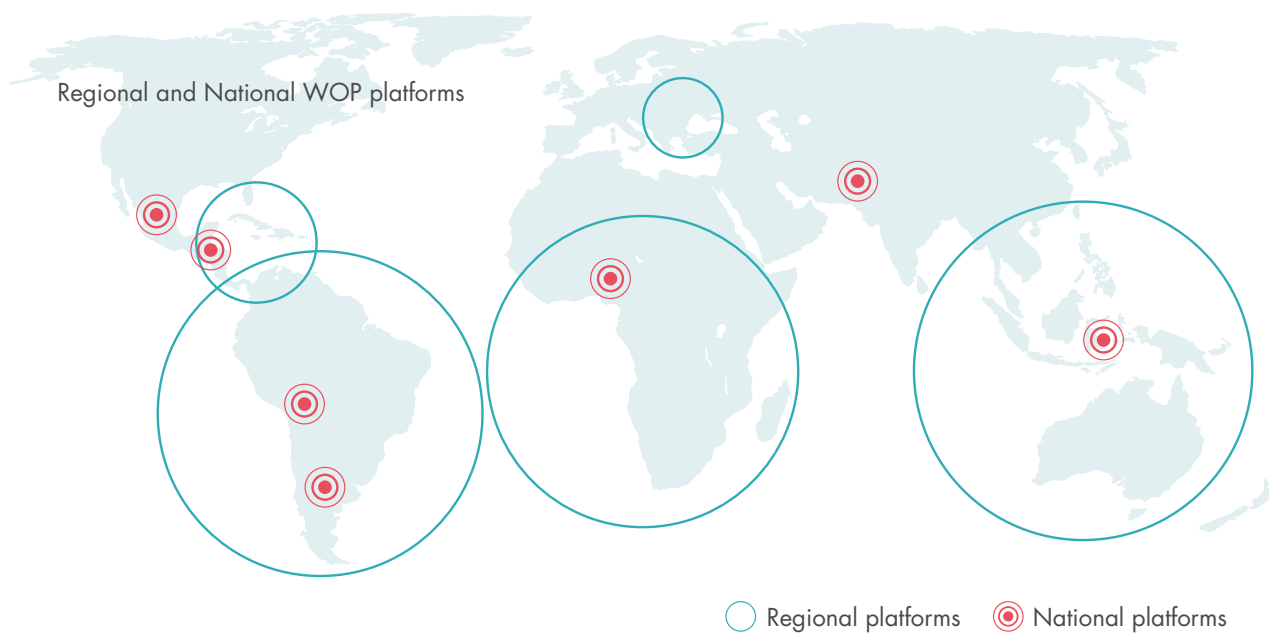


# Strengthening Regional WOP Platforms

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.

## Working more closely with platforms

As agreed with the representatives of the WOP regional platforms that participated in the GWOPA Steering Committee Meeting in January, GWOPA is formalizing its collaboration with the regional platforms through the signing of agreements with the hosting institutions of these platforms. The objective of these agreements is to provide a framework for common understanding of the different roles and responsibilities of the platforms at the regional level and the articulation with GWOPA at the global level. It is expected that through these definitions, GWOPA will be able to provide more efficient support to the platforms, both in terms of guidance and knowledge management as well as direct support when required. On the other hand, regional platforms will be encouraged to share more information and feedback on their WOPs activities in the region and to benefit from exchange with other actors in the Alliance as part of the global platform.



## Latin America

In 2016, the WOP-LAC platform continued to perform satisfactorily thanks to the coordination of 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.



Three WOPs were initiated or continued in 2016 in diverse improvement areas including strategic planning, treatment plants, and Water Safety Plans (WSP). In August 2016, GWOPA co-organized with WOP-LAC and the financial and logistic support of IDB and the AECID training Center in Cartagena de Indias, Colombia, a regional workshop on "**Income and Tariffs for Water and Sanitation Operators**". The workshop gathered representatives from 32 water operators, including regulators and customer associations, from 18 countries in the region, achieving a substantial geographical as well as operator size diversity.



The **National Association of Utilities for Water Supply and Sewage of Bolivia (ANESAPA)** was recognized as a national WOP platform (WOP-Bolivia) by GWOPA. This recognition will open new possibilities for national WOPs in Bolivia and other exchanges with the existing national WOP platforms in Mexico, Honduras and Argentina.

The 6th ALOAS Meeting did not take place this year as expected, but instead was re-scheduled for April 2017 to be held in Buenos Aires. For this reason, the WOP-LAC Steering Committee meeting and General Assembly were also postponed to April 2017 with the agreement of the members of the Steering Committee. Meanwhile, a meeting of the members via video-conference took place in November 2016 that approved a draft work plan for 2017. This new work plan includes 17 proposed new WOPs and a regional workshop on sanitation (initially planned for 2016) which makes it the most ambitious annual plan for the platform so far.

In addition to the continuous direct support from GWOPA, efforts have been made by both WOP-LAC and GWOPA 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 ending in 2017. In 2016, GWOPA has been in discussion with both old and new partners with potential to finance WOPs in the region. Among them are the World Bank, the Spanish Agency for International Development Cooperation (AECID), the Latin American Development Bank (CAF), The Nature Conservancy through the Water Funds and Fonplata. In Spain, GWOPA agreed to initiate collaborations with the Andalusia Agency for International Cooperation and Development (AACID) and the Basque Development Agency.



## The Caribbean



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

The 4rd Meeting of the Steering Committee of the Cari-WOP platform took place in October 2106 during the 25th Caribbean Water and Wastewater Association Annual conference and Exhibition in Port-of-Spain, Trinidad & Tobago. The Steering Committee approved the work plan of activities for 2017 which included the organization of a regional workshop at the CWWA Conference and the initiation of WOPs in the region in collaboration with the **U.S. Water Partnership** and financial institutions such as IDB and **Caribbean Development Bank**. The members of the Steering

Committee agreed that the outmost priority of Cari-WOP activities in 2017 should be the initiation of the **multi-partner WOP** in support of the water operators of the National Water and Sanitation Directorate (DINEPA) in Haiti. The first technical visits were expected to start by the end of 2016.



As part of GWOPA's support to strengthening the workplan of activities of Cari-WOP, GWOPA co-organized with IDB, Cari-WOP and U.S. Water Partnership a pre-Conference Technical Exchange on "**Building Resilient Water Systems for the 21st Century**" during the 25th CWWA Conference. The workshop built on previous regional workshops organized by Cari-WOP and on the individual action plans prepared by the water utilities to advance the incorporation of resiliency principles in their strategies. It is expected that a matrix with potential WOPs mentors, mentees and support organizations will be developed for an implementation in 2017.

A coordination meeting between GWOPA, Cari-WOP secretariat, Belize Water Services (BWS) and Contra Costa Water District (CCWD) took place in Miami

in June 2016 under the hosting of the Miami-Dade Water and Sewer Department (WASD). The objective of this meeting was to draft a framework document to be used in seeking potential donors for a replication phase of the WOP between BWS and the CCWD in which BWS would act as a mentor in the Caribbean region. Following this meeting, the representatives of Cari-WOP and GWOPA met with the Director and the Senior Manager of DINEPA of Haiti to advance in the preparation of the work plan for the multi-partner WOP. A Framework of Cooperation was signed by the partners during the meeting in Miami.

GWOPA and Cari-WOP agreed to combine their efforts to approach donors to fund WOPs in the Caribbean. As a result of this collaboration, GWOPA will prepare a proposal for the Caribbean Development Bank (CDB) with a pipeline of WOPs and a request for financial support, to be submitted early 2017.

## Africa

GWOPA participated in the AfWA Congress in Nairobi, Kenya, in February and co-organized a session with WaterAid in collaboration with WOP-Africa. In this event, a consultation with African operators for GWOPA's mid-term strategy review was initiated and various side meetings were held with key regional players, including donors. This year, GWOPA also started a strategic cooperation with WaterAid to start a pilot WOP on pro-poor units within water utilities.

In addition, GWOPA participated in the African Water Week in Dar es Salaam, Tanzania, in July, and held side meetings with partnering organizations for preparing operational phases of projects and exploring opportunities for future collaborations.





One of the highlights of GWOPA’s activities in Africa was the launching of the strategic collaboration with UNICEF Angola to initiate two WOPs to improve the performance of two water operators in this country.

## Asia and the Pacific

GWOPA has signed a Memorandum of Understanding and Cooperation Agreement with WaterLinks for the implementation of a Performance Improvement Plan (PIP) WOP for the operator of Battambang city, Cambodia. GWOPA is directly funding this WOP. Yarra Valley in Australia and Phnom Penh in Cambodia will collaborate to mentor Battambang. By becoming a mentor, Phnom Penh is an inspiring example of the ripple effect of WOPs, wherein former mentees become champion mentors. The Asian Development Bank helped identify the mentee and will be closely associated to the project.



In the Pacific region, GWOPA continued discussion with the Pacific Water and Wastes Association (PWPA) on potential collaboration to facilitate more WOPs in the region and to help them strengthen their capacity in WOPs facilitation. GWOPA and PWPA had planned to sign a Cooperation Agreement in 2016 through which GWOPA would support the PWPA secretariat to implement their WOP-related activities. However, following recent changes in PWPA’s management team, GWOPA is now waiting for PWPA’s new vision on WOPs for the region and will support accordingly. In the meantime, GWOPA has been developing links with other actors able to support in the Pacific region with their mentorship or financial resources, including the Water Services Association of Australia, Water New Zealand and the Pacific Region Infrastructure Facility Coordination Office (PRIF). GWOPA participated in the Annual Conference of PWPA in Tonga in August.

## South East Europe, Central Asia and Caucasus

In 2016, the GWOPA Secretariat continued to focus on the strategy adopted for the South East Europe sub-region while awaiting new opportunities to initiate activities in Central Asia and Caucasus regions. As planned, efforts were deployed in 2016 to cooperate closely with the national water associations and active donors in these regions. GWOPA started work with the International Association of Water Supply Companies in the Danube River Catchment Area (IAWD) under a Memorandum of Understanding in which a first WOP between Budapest Waterworks in Hungary and Subotica Waterworks in Serbia recently begun.

GWOPA has reached out to more partners in the region to identify new mentors and mentees as well as potential WOPs and donors. The latest addition to the pool of mentors in the South East European region is the Thessaloniki Water Supply & Sewerage (EYATH).

## Inter-regional cooperation between WOP platforms

In the final months of 2016, a new National Coordinator for P-WON – the Pakistani utility association, established with the support of GWOPA – was recruited with the financial support of WaterAid Pakistan. The hiring allowed P-WON's collaboration with Perpamsi, the Indonesian platform for WOPs with whom it collaborates under a Cooperation Agreement supported by GWOPA, to get back on track. A workshop held in Karachi, Pakistan, facilitated by Perpamsi with the financial support of WSP Pakistan,

helped the Pakistani platform to develop a work plan and national WOP facilitation guidelines. The objective of the collaboration is to enable the burgeoning national platform in Pakistan to learn from Perpamsi's experience, and for both to develop stronger working ties with GWOPA.





## Direct Operational Support for WOPs

### International WOPs with UNICEF in Angola

GWOPA is proud to begin collaborating on WOPs with UNICEF. With support from the Angolan Ministry of Water, UNICEF Angola and GWOPA/UN-Habitat are now working together to implement two Water Operators' Partnerships in Angola that will support the operators in the cities of Cunene and Cabinda. As a first for GWOPA, a call for expressions of interest was launched in June to find suitable mentor utilities for the Angolan operators. Vitens-Evides, from the Netherlands, and FIPAG from Mozambique, were selected to serve as co-mentors for Cunene, while Aguas de Portugal will be a mentor for Cabinda. The operational costs of these WOPs will be covered by the

UNICEF Office in Angola, with the coordination and monitoring work under GWOPA's responsibility. It is hoped that this precedent can be repeated following a successful first round of cooperation.

### WOPs to introduce pro-poor units

With funds from UK's Department for International Development, WaterAid approached GWOPA this year to collaborate in introducing WOPs that would support African utilities establish pro-poor units. WaterAid's research and practical experience with pro-poor units (specialized segments within utilities set up within informal settlements to address the specific obstacles to access faced in these settings ) has shown that, although no mode is perfect, pro-poor units can be effective in extending affordable services into the difficult-to-access slum areas where 62% of Africa's urban population now lives. Esteeming that WOPs could be a valuable approach for sharing the needed expertise to set up these units, a call for mentees was launched in July, in collaboration



with WOP-Africa, which resulted in the selection of two Zambian utilities. A dozen utilities submitted applications to be supported through the WOP, demonstrating strong interest by the African utilities in pro-poor services. The funding will be provided by WaterAid while GWOPA and WOP Africa will coordinate implementation and monitoring with the operators. This is a pilot WOP and is expected to be replicated in the near future with WaterAid elsewhere in Africa, as well as in Asia.

## Danube region WOPs

GWOPA/UN-Habitat and the International Association of Water Supply Companies of the Danube River Catchment Area (IAWD) signed a **Memorandum of Understanding** to jointly facilitate regional cooperation for better water and sanitation provision in the Danube region. A first pilot WOP has been initiated under this collaboration with direct support funding provided by GWOPA. The partners in this WOP are Budapest Waterworks in Hungary as the mentor and Waterworks and Sewerage PUC (JKP “Vodovod I Kanalizacija”) Subotica in Serbia. This broad collaboration will provide a comprehensive programme of capacity development to support JKP “Vodovod I Kanalizacija” Subotica with an eye to improving the quality and efficiency of service delivery, eventually enabling increased coverage, quality and affordability of water services in the area. This WOP will also result in the development of a Performance Improvement Plan (PIP) for Subotica.



## Barcelona's expertise supports Bethlehem operator

The implementation of the WOP between Barcelona Cicle de l'Aigua, SA (BCASA) in Spain and the Water Supply and Sewerage Authority Bethlehem-Biet Jala-Biet Sahour (WSSA) in Palestine continued through 2016. A first mission of WSSA experts took place in Barcelona in March and included a number of technical visits to BCASA's water infrastructure and a dedicated programme to the Geographical Information System (GIS) which is the focus of this partnership.

## Multi-partner WOP in Haiti

GWOPA organized two coordination meetings this year to prepare the work plan of the multi-partner WOP between Caribbean water utilities and DINEPA in Haiti to initiate the WOP activities as soon as December 2016. These meetings took place in Miami, Florida in the USA in June and in Port of Spain, Trinidad and Tobago in October. The first technical visits of this



WOP will be between experts of DINEPA and the water utilities of WASCO in Saint Lucia and Miami-Dade Water and Sewer Department (WASD). The initial technical areas to be covered by these two mentor utilities will be the monitoring of pumping stations and electromechanical equipment, water production, and water quality and turbidity control.



## WOPs between small operators from Peru and Spain

A new WOP was initiated this year with GWOPA's direct support between the Water Department of the Municipality of Anta in Cusco, Peru and the Comunitat Minera Olesana in Barcelona, Spain. The special feature of this WOP is that both Anta and Olesa are small municipalities, but are making impressive efforts to provide good quality public services to their populations. The technical experts from Anta visited the water utility Olesa and other water facilities in the province of Barcelona in November/December.



## EU funded WOP between Belgian and Lebanese operators

GWOPA was approached by Etablissement des Eaux du Liban Nord (EELN) to initiate a WOP with a partner from the North. GWOPA selected 3 Belgian operators, la Societe Wallone des Eaux, Compagnie Intercommunale Liegeoise des Eaux and Societe Public de la Gestion de l'Eau (sanitation) as co-mentors. GWOPA identified a new source of funding, TAEIX, an EU funded program aimed at providing Technical Assistance and Information Exchange to neighbouring countries of the EU. TAEIX supports public administrations with the application and enforcement of EU legislation as well as with facilitating the sharing of EU best practices. The first diagnosis mission took place in October in Lebanon. The objective of this WOP is to implement short-term action plans based on the priorities identified during the diagnosis (Non-revenue water, HR and Sanitation) and a medium term Performance Improvement Plan. The objective on the

medium term is to use the PIP as a basis for a proposal for a TWINNING, another EU funding mechanism that could be used for long term WOPs.

## A first WOP for P-WON Pakistan with an Indonesian operator

In addition to supporting the institutional development of P-WON through exchange with Perpamsi, GWOPA is helping set up a WOP between a Pakistan utility and an identified champion operator from Indonesia (PT Adya Tirta Batam – ATB) to be brokered by P-WON. This WOP will provide a first opportunity for P-WON to coordinate and facilitate a WOP. GWOPA has dedicated some funding for this WOP and is now looking for co-funders.

## Crossing continents: Catalan and Pakistani operators cooperate

With the financial support of the Diputació de Barcelona, GWOPA is coordinating exchanges between Catalan operators and Pakistani operators. Aguas del Prat, together with BCASA, and AgBAR together with Escuela del Agua (a Suez training center) are involved on the Catalan side, providing technical training on non-revenue water to a delegation of 6 Pakistani operators in early 2017. P-WON, together with GWOPA support, are coordinating competitive application process to select the Pakistani operators.

## Training of operators by operators: Pakistan and Turkey

GWOPA organized a training for Pakistani operators in Istanbul, Turkey, with the financial support from SUEN (Turkish Water Institute) and TIKA (Turkish Cooperation Agency) and the technical contribution from ISKI, in collaboration with P-WON and WSP Pakistan who ran the competitive selection of the trainees. A delegation of 4 operators was trained on water and waste water management during 5 days. This training was an opportunity to introduce Pakistani operators to ISKI with the objective of resulting in future WOPs between Pakistan and Turkey.



## Water Safety Planning WOP for Tunisia

GWOPA responded to a request from the Tunisian operator SONEDE and the National Sanitary and Environmental Control Agency, ANCSEP, to facilitate

a WOP on Water Safety Planning, helping them identify potential mentor and sources of funding to complement their own. Efforts were done to involve partners from North of France and the project was developed up to an advanced stage but unfortunately didn't get the final approval of the elected council of the French partner. Discussions are now involving another mentor from the region.

## Mobilizing Finance

### European Parliament and European Commission

The European Parliament adopted the resolution on the right to water and sanitation in September 2015, which included a clause stating that EU development projects in water and sanitation should make use of solidarity-based partnerships. The text made specific reference to GWOPA. Following adoption, the Head of the Secretariat travelled to Brussels to meet with representatives from the European Commission on two occasions to advocate for the renewal of the Water Facility, and for the reinstatement of a partnership window that could support WOP activity. In relation to this, GWOPA was invited to participate in the presentation of findings of the Evaluation of EU's 9th and 10th Africa-Caribbean-Pacific Water Facility fund. The Evaluation was overwhelming positive towards the approach, pointing out in particular its cost-effectiveness, however, as of yet, the renewal of the Water Facility has not been confirmed and appears unlikely for the time-being.

### Swedish International Development Cooperation Agency (SIDA)

A proposal was submitted this year to the Swedish International Development Agency entitled Strengthening Arab Water Operators' Sustainability through Water Operators' Partnerships (WOPs). The proposed work would implement nine WOPs and establish a regional WOPs platform to coordinate, capitalize upon and further advance WOPs activity in the region over a 5 year period.

### OPEC Fund for International Development (OFID)

Building on the first collaboration with OFID to support 9 WOPs in Africa, this proposed second collaboration entitled "Building Resident Capacity for Sustainable Water and Sanitation Service Delivery through Water Operators' Partnerships" was submitted to enable another nine – this time, 2-year long water operators partnerships between developing and least developed countries. The WOPs would aim to strengthen the utilities' capacity and prepare them to implement longer-term sustainable improvement plans.

### CBC Mediterranean

A proposal was submitted to the European Commissions' ENI Cross Border Cooperation – Mediterranean 2014–2020 programme that would support five WOPs in the Arab region over a 4 year period.

## Dutch Ministry of Foreign Affairs

GWOPA is positioning itself to lead knowledge management efforts in a major, multi-year WOP Initiative being proposed for funding by the Ministry of Foreign Affairs of the Netherlands. The overall initiative called WOP ++, would support several long-term WOPs with the ambition of helping achieve water-related SDGs at local level, with 10 million people gaining sustainable access to clean drinking water between 2017 to 2030. GWOPA would join forces with Dutch water operators among others to implement the program, and would lead the Knowledge Management for Impact (KMI) component. The objectives of the KMI would be to bolster the capacity of the Dutch mentors to support change processes in WOPs, by preparing them for knowledge transfer, supporting with guidance materials, establishing a community of practice, and broadening the WOP++ programmes outreach and fund leverage capacity, among others.

## World Bank

GWOPA intensified communication with the Water Global Practice of the World Bank Group, working on Water Supply and Sanitation, in particular with the leads of the initiative on two main fronts:

- Identification of targeted cities/countries for water utility investments to link to a prior WOP – an updated list of envisioned investment programs is currently being finalized and will allow GWOPA to strategically select utilities for WOPs.
- Exchange of knowledge / ideas on the shared ambition to explore the potential of WOPs (or professional support) in combination

with investment programs as a way to ensure sustained improvements and ability to leverage additional funds.

- Last December GWOPA was invited to attend a session addressing the potential role of a strong public mentor utility as supporting partner to mentees, and of donors in preparing for implementing and ensuring sustainability of investments.
- A strategic selection of cases worth studying to show the positive effects of WOPs for sustainability of operational improvements was made

## Islamic Development Bank

Following IsDB staff participation at the 3rd Global WOPs Congress, the Bank expressed its interest in potentially funding the implementation of the Performance Improvement Plans developed through WOPs for Togo and Chad. Using WOPs to develop PIPs in some IsDB member states in Central Asia to develop a pipeline of utilities for one of the Bank's financing windows, the Reverse linkage program, is also being discussed. In addition, GWOPA was invited by the Bank to develop a proposal for a water sector capacity mapping exercise of IsDB member states in the Arab region. The exercise, which GWOPA would lead if approved, will identify both capacity needs on the one hand, and sources of sector knowledge on the other, and it will be careful to include utilities in the assessment.



## Basque Country and Andalusia

GWOPA has been in discussion with the Development Agencies in the Basque Country and Andalusia in the prospect of mobilizing their financial resources to enable their region's operators to share experience and water management models with their peers in other regions. GWOPA is developing a proposal for the Andalusian development agency for a suite of WOPs, while it has begun facilitating a pilot WOP with a Basque Operator with the financial backing of the Basque Development Agency.

## Catalan Cooperation

In Catalonia, the GWOPA Secretariat has been in discussion with all levels of Government - the Generalitat at regional level, the Diputacio at the level of Greater Barcelona, and the City Council of Barcelona to request their support to the extension of GWOPA's Hosting Agreement in Barcelona by the Spanish Government, which is up for renewal at the end of 2017. This moral support comes in addition to the ongoing support of these governments in facilitating WOPs, enabling participation in the Global WOPs Congress, and in their financial support to the GWOPA Secretariat since 2013.



## Donor database

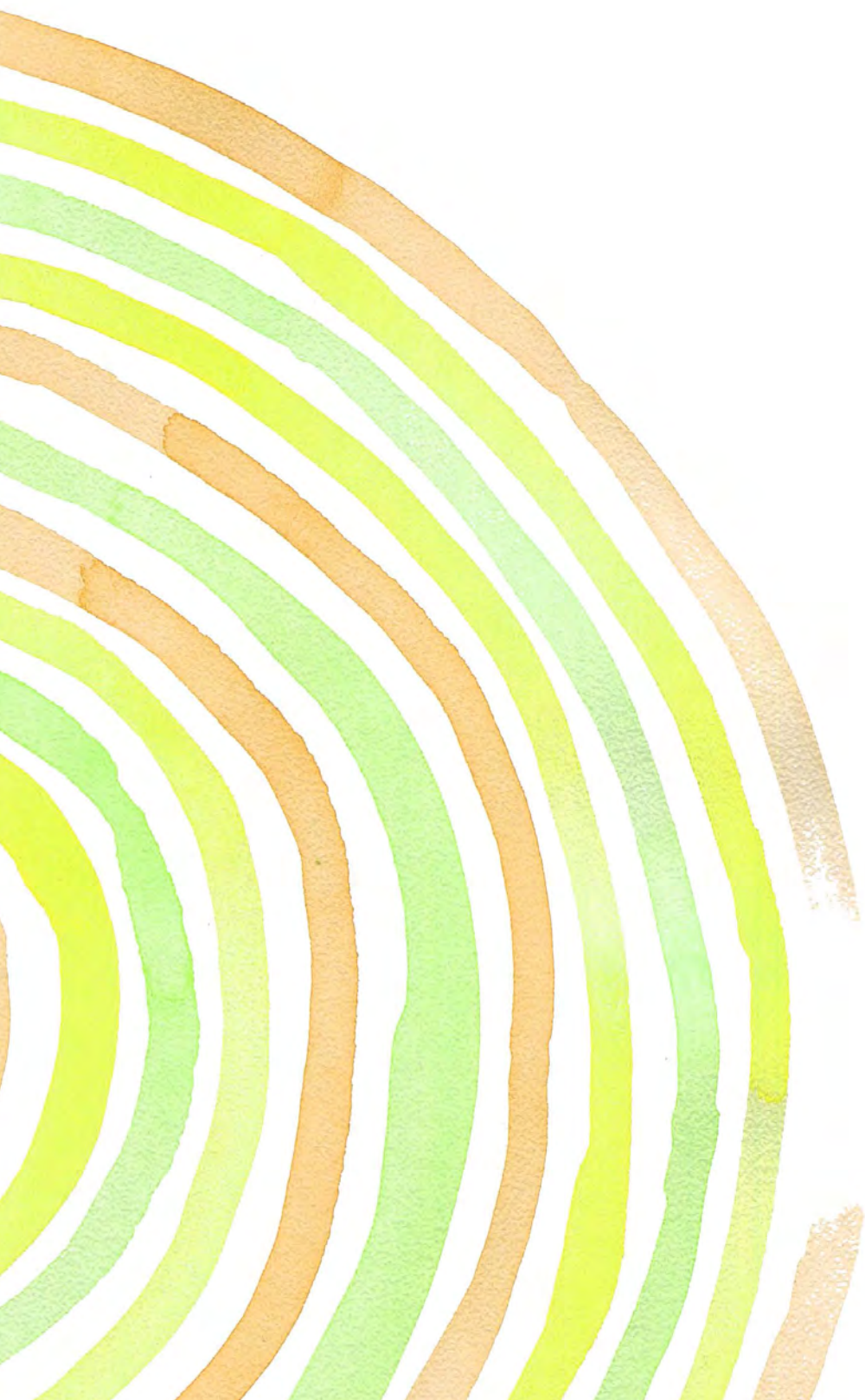
In support of resource mobilization efforts, a more robust GWOPA Donor database was developed to gain a more systematic understanding of the funding opportunities available to the Alliance and to the advancement of WOPs. A standard donor form has been developed to capture current and potential donors and a system established to keep it current. Each form has been translated into an Excel database that presently contains several dozen entries. The database will be used by the secretariat to foster a more proactive approach to identifying and tracking financial support internally and to share information regarding relevant funding prospects with our partnering utilities.



# Governance











## 8th Steering Committee Meeting

GWOPA's International Steering Committee met on the 27th and 29th of January 2016 to review progress made by the Alliance and the Secretariat's work plan. Some key topics for discussion included

- How GWOPA should align itself with the Sustainable Development Goals now that the Millennium Development Goal framework has expired.
- The need for increased advocacy efforts and specifically a new high-level global advocate (individual or institution) to fill the gap following the closure of UNSGAB, the body that initially called for the creation of GWOPA.
- The establishment of a Memorandum of Understanding to be signed between GWOPA and the regional and national platforms to better align work efforts.

Once again, the Committee meeting was an opportunity to take stock of the progress being made in a number of regions, most notably Latin America and Africa to implement effective WOPs. With the aim of increasing interaction between Steering Committee members, Regional Platforms and the wider Alliance, the Secretariat circulated quarterly updates over 2016 to inform the Steering Committee of pertinent activities and invite their participation and support.

## GWOPA Steering Committee Sub-Committees

Beyond its annual Steering Committee Meeting, GWOPA makes use of the wealth of expertise and connections of its Steering Committee members through subcommittees that meet on specific issues during the course of the year. Currently, GWOPA SC has Integrity and Resource Sub-Committees.

### Integrity Sub-Committee

This Committee held one face-to-face meeting during the Steering Committee meeting in January, and two virtual meetings in 2016. Members of the Committee revised a standard procedure to register, review and respond to issues raised on the integrity of WOPs, and looked into a particular WOP case that was flagged for concern about its compatibility with WOP principles. ISC recommendations will be finalized prior to the 9th Steering Committee meeting and presented there for review and adoption.

### Resource Mobilization Sub-Committee

Over the course of 2016, the Resource Mobilization Committee held two virtual meetings. The main focus was to exchange updates and opportunities to access financing for WOPs activities. These exchanges have complemented the various Resource Mobilization efforts made by the Secretariat in 2016.

### GWOPA Chair

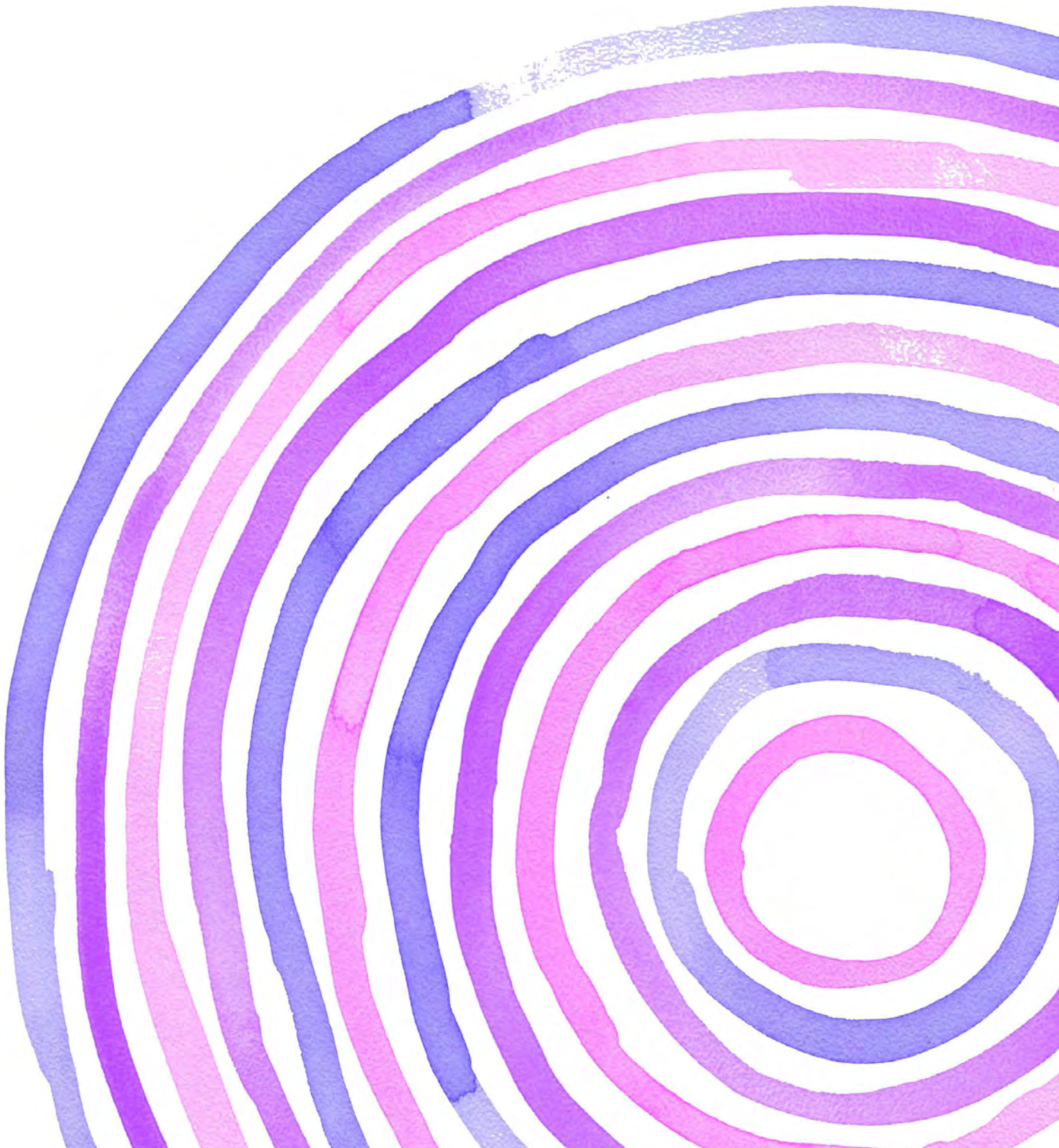
Following discussion at the 2016 Steering Committee Meeting and a recommendation in GWOPA's Mid-Term Review, a proposal was made to establish a rotating Chair for the Steering Committee who could serve as GWOPA Ambassador and Champion and facilitate linkages with donors. In October, a call for nominees

was opened for an interim chair that would serve until a formal process could be put in place to designate an official Chair. In November, the Secretariat circulated potential nominees for consideration by the Steering Committee. Following consultation the Steering Committee selected Mr. Neil Macleod, former Director of the Water Department at Ethekwini Municipality in Durban, South Africa, to assume the role of Interim Chair of the GWOPA Steering Committee, which shall follow formal validation of his selection at the February 2017 Steering Committee Meeting. Mr. Macleod, who has won various awards for his leadership and innovation, is also a long time WOP practitioner and supporter who is well-positioned to advocate on behalf of the practice and the Alliance. Mr. MacLeod will serve as Interim Chair until a Chair will be designated and elected on the basis of a due selection process.





# **GWOPA secretariat financial reporting**

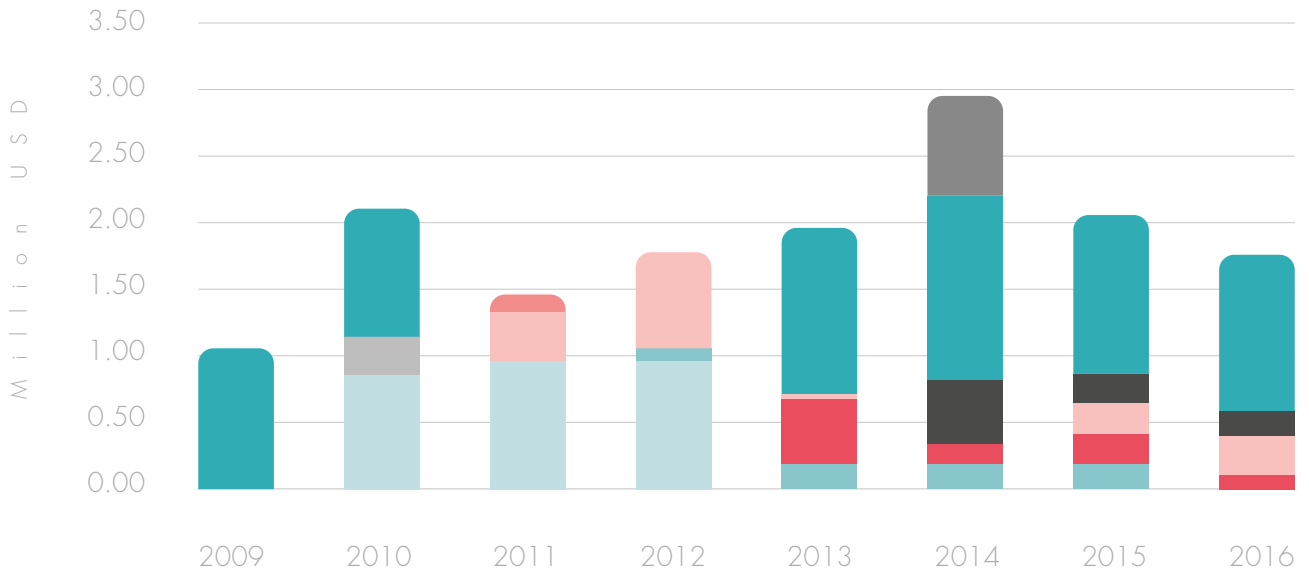


Financial reporting provides a breakdown of the expenditure of the secretariat and allocation of funds to different work areas.





## Evolution of financial resources



 Government of Spain

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

 Carry over


 Barcelona city

 Abu-Dhabi Water and Electricity Authority

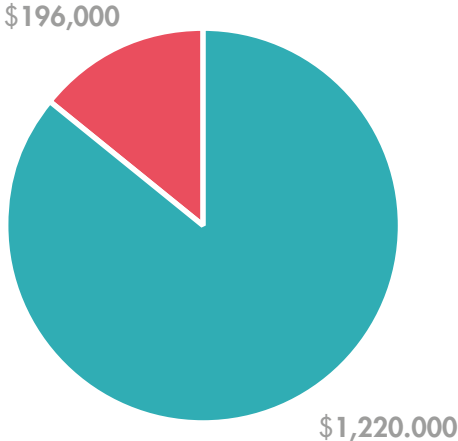
 Agence Française de Développement

 Catalan Agency for Development

 General UN-Habitat WSTF

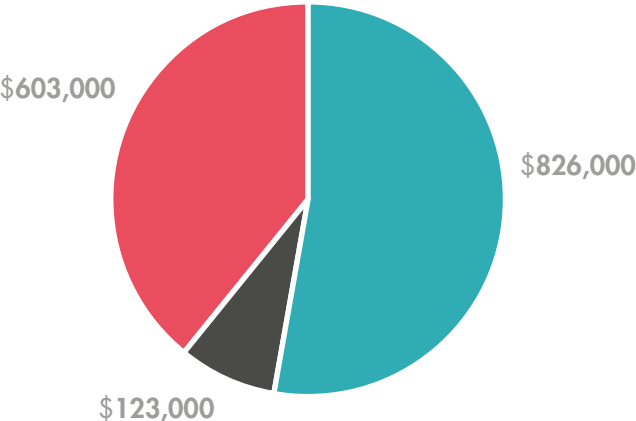
 The OPEC Fund for International Development (OFID)

### Funds received



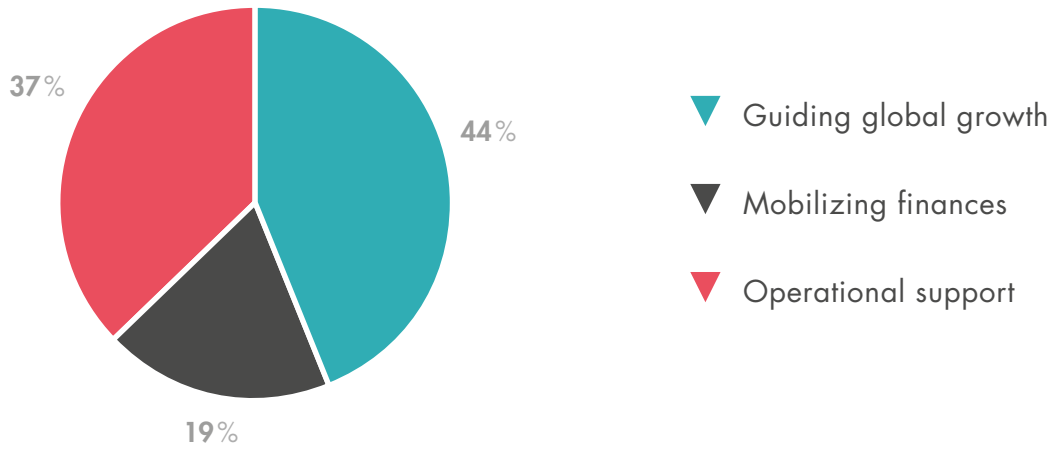
- Government of Spain
- Directorate-General for International Cooperation (DGIS) of the Netherlands through UNESCO-IHE

### Total expenditure

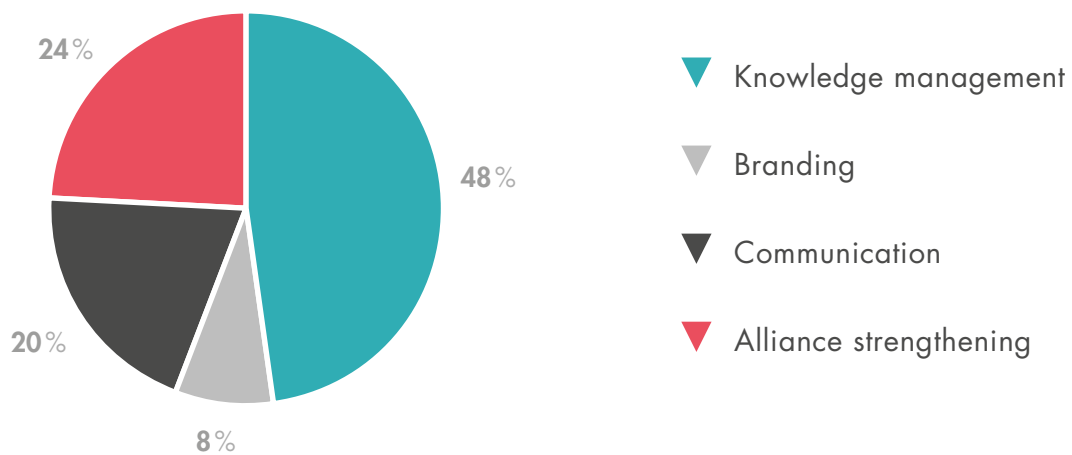


- Personnel
- UN-Habitat programme support costs
- Operational costs

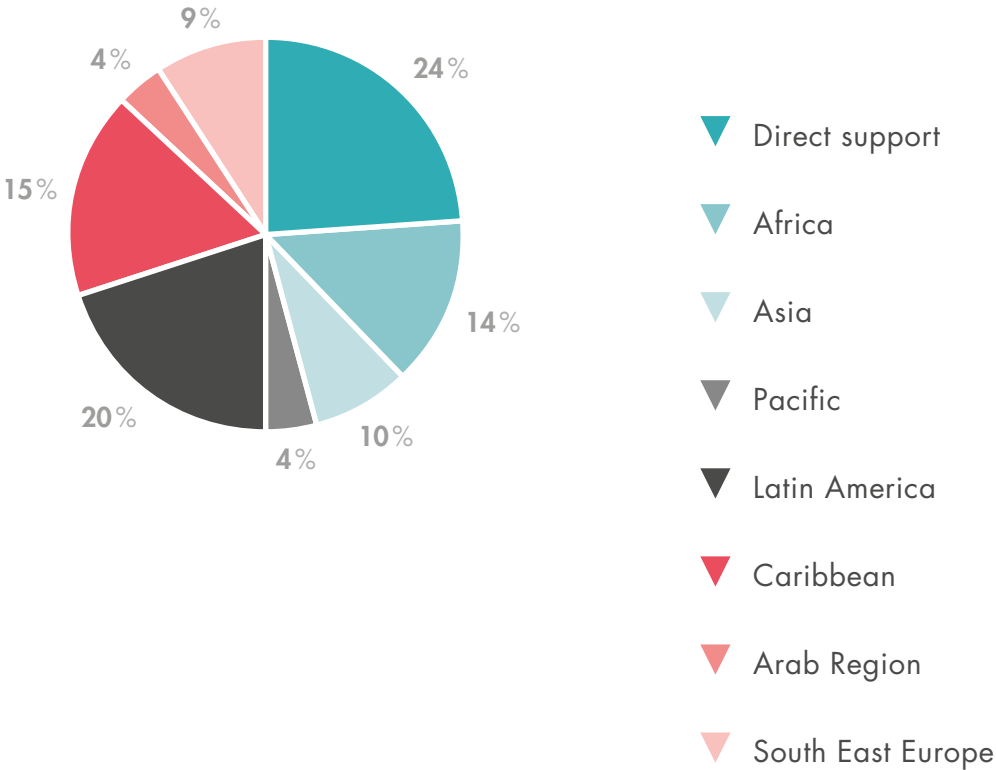
## Expenditure by work area



## Guiding global growth



### Operational support





Global Water Operators' Partnerships Alliance  
UN-Habitat Office  
Nostra Senyora de la Mercè Pavilion  
Sant Pau Art Nouveau Site  
Sant Antoni Maria Claret, 167  
08025 Barcelona, Spain

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