

# Annual Report

2013



GWOPA Annual Report March 2014

Published in Barcelona, March 2014

Copyright © Global Water Operators' Partnerships Alliance (GWOPA) /  
United Nations Human Settlements Programme (UN-Habitat)

[www.gwopa.org](http://www.gwopa.org)

[www.unhabitat.org](http://www.unhabitat.org)

04

06

08

24

32

**Acknowledgement**

Design and layout: Jared Farrell and Anke van Lenteren – [www.designi.se](http://www.designi.se)

**Photos**

Cover, pages 8, 9, 14, 15, 20, 21, 29, 31, 34 © Ivy Mutisya (UN-Habitat)

Pages 5, 11, 24 © Julie Perkins (GWOPA)

page 19 © Mark Charmer, Akvo

Foreword

The Secretariat

Activity Area 1: Guiding the Global Growth of WOPs

Activity Area 2: Strategic Operational Support to WOPs

GWOPA Secretariat Finances



# Foreword

2013 was a big year for the WOPs practice and in many ways marked an important coming-of-age for the Global WOPs Alliance and its Secretariat.

The creation and adoption this year of GWOPA's 2013–2017 Strategy was a landmark event in the Alliance development. The Strategy pulls together and rationalizes the work that GWOPA had been doing in a more organic fashion in the previous period, presenting it in a coherent and results-oriented framework that allows the GWOPA members, partners and Secretariat to work together towards its realization. Having received prior approval from the GWOPA Steering Committee and the UN-Habitat Management Board, the Strategy was launched to a broader meeting of GWOPA donors and partners in Stockholm and greeted with a strongly positive response. The Strategy has begun to reframe GWOPA's work, with this annual report, for example, following its structure.

The biggest indication that WOPs are growing up was the success of the 2<sup>nd</sup> Global WOPs Congress in Barcelona. The strong, diverse, and highly international participation in this event, the number of WOPs showcased and new partnerships launched, and the quality of discussion were all clear signs that the practice has moved past its timid beginnings to become a credible force for the improvement of public water and sanitation utilities globally.

Finalizing the funding agreement with the Government of Spain and hosting agreement with the City of Barcelona, with which the GWOPA Secretariat was able to establish itself at its new host location in Barcelona's Sant Pau Modernist Site was another major step for GWOPA. This hosting agreement better positions the GWOPA Secretariat to stand at the head of this global multi-stakeholder initiative led by UN-Habitat. In addition to this core support, new funding for operational work from the Government of the Netherlands and the OPEC fund for International Development (OFID) put the Secretariat in a strong position to pursue its mission.

GWOPA had an active year on the ground as well. 2013 has seen a record number of WOPs implemented worldwide, and WOP platforms on almost every continent were strengthened, either receiving new funds to do more WOPs, or undergoing structural changes aimed at readying them to implement more WOPs. GWOPA also produced a number of important knowledge products this year including a new series of WOP Case Studies in Africa, a framework for Learning Approaches in WOPs, as well as a Performance Improvement Plan framework for short-term WOPs. A major knowledge partnership was initiated this year with the launching of the 5-year Boosting Effectiveness in WOPs (BEWOP) collaborative project with UNESCO-IHE, funded by Government of the Netherlands ■

**Faraj El-Awar**  
GWOPA  
Programme  
Manager



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



# The Secretariat

## THE GWOPA 2013–2017 STRATEGY

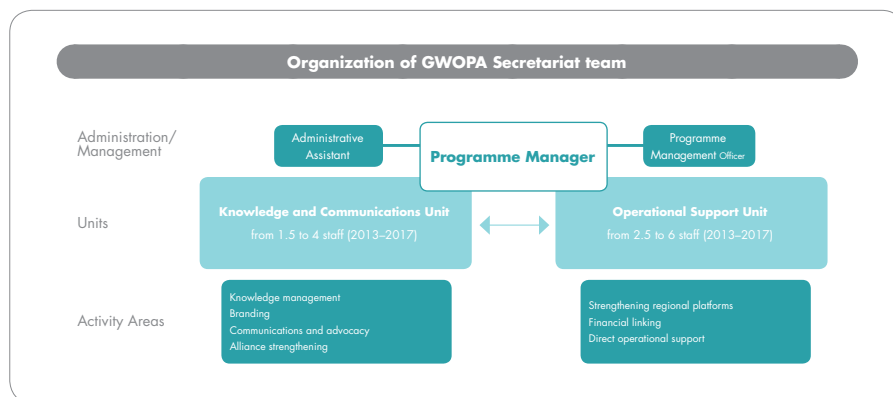
In late 2012, GWOPA initiated the production of a 5-year strategy to guide the Alliance’s work over the period of 2013–2017. The strategy was developed through an inclusive and participatory process, integrating the diverse views, aspirations, and lessons of the many Water Operators’ Partnerships (WOPs) implementers and supporters that have joined the network since its founding in 2009. The resulting Strategy presents two complementary areas of focus: directly supporting WOPs operations and guiding the global growth of WOPs. The two approaches reinforce each other in the common goal of increasing the quality and quantity of not-for-profit partnerships between water operators worldwide.



## RATIONALIZING THE SECRETARIAT ORGANIZATION

The Secretariat is administratively supervised by the Director of the Donor Relations and Resource Mobilization Services of the Office of the Executive Director, UN-Habitat, who also serves as Senior Advisor to the Executive Director on Urban Basic Services and Chair of the GWOPA International Steering Committee. To support the implementation of the Strategy, the GWOPA Secretariat has been restructured into two units under the Program Manager, delineated by the two complementary strategic objectives of the Alliance: the Knowledge and Communications Unit and the Operational Support Unit.

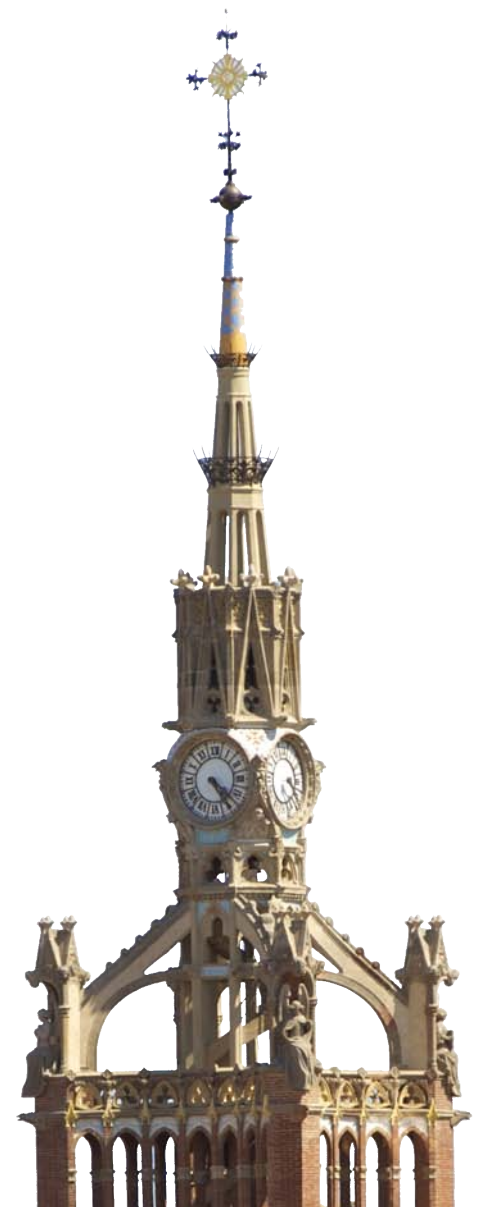
Each of the two inter-linked units will be run by a coordinator and small team of international staff that will grow with need and as funding allows. The team is supported by an Administrative Assistant, as well as a Programme Management Officer and part-time administrative assistant at the UN-Habitat Headquarters in Nairobi. To complement its core staff, the Secretariat has this year made use of interns, and growing use of consultants and Alliance expert partners to expand its scope of expertise.



## ESTABLISHMENT IN BARCELONA

Following the 2012 Call for Expressions of Interest which led to Barcelona winning the bid to host the GWOPA Secretariat, GWOPA staff were relocated in April 2013 from Nairobi to the new Secretariat

host city. After working for six months out of a municipal building of Les Corts district of Barcelona, the Secretariat made its official move to its new space at the Sant Pau Modernist Site in November 2013.





# Activity Area 1:

## Guiding the Global Growth of WOPs

This component of GWOPA's work is about garnering the global financial, political, and technical support and managing knowledge for bringing WOPs to scale. It involves efforts to increase awareness, understanding, and support for WOPs, and availing guidance for effective WOPs practice.

### KNOWLEDGE MANAGEMENT

A key component of the Strategy is to strengthen GWOPA's global knowledge management function to be able to learn more effectively from the WOPs community and disseminate this knowledge to inform better WOPs practice. The main knowledge management activities of the GWOPA Secretariat in 2013 have been the following:

#### 2<sup>nd</sup> Global WOPs Congress

The crowning event of GWOPA's year was the 2<sup>nd</sup> Global Congress and General Assembly, held in the last week of November at Barcelona's Sant Pau Modernist site that now hosts the GWOPA Secretariat. Held to promote WOPs, to advance knowledge on the practice, and to encourage the formation of new partnerships, the Congress offered a range of spaces – including 3 plenary and 9 parallel thematic and regional sessions, an interview space and networking fair, as well as various social activities – to foster different types of discussion and interaction between participants.

An appreciably bigger and more intensive event than the first Congress held in 2011 in Cape Town, the 2<sup>nd</sup> Congress can be seen as a notable success for GWOPA and a strong reflection on the WOPs practice as a whole. The Congress was testament to:

- GWOPA's Convening Power – with 275 participants from 80 countries, the Congress showed both the growing appeal of WOPs and the GWOPA's growing ability to mobilize its enthusiasts in large numbers. The diversity of the remaining participants, from organizations as different and at times divergent as development institutions, academic and learning institutions, civil society organizations and NGOs, labour unions, and private companies lay testament to the ability of the Alliance to unite diverse







actors in constructive discussion on how to improve the performance of public water utilities.

- The Growth of WOPs – between various thematic and regional sessions, more than 30 different WOP cases from every continent, and a diversity of platform types, were presented during the Congress. With efforts to gather profiles in the lead up to the Congress, the number of WOPs profiles in GWOPA's database has surpassed 110 and continues steadily to climb. During the Congress, an additional 10 WOPs agreements were formally entered into, while others were spawned in meetings and through discussion between participating operators.
- The Credibility of WOPs and GWOPA – comments and actions during the sessions made it clear that the WOPs practice has the trust of a broad grouping of stakeholders and is gaining credibility from a diverse set of new parties, including amongst potential financial institutions and new networks of water operators. GWOPA's leadership in mobilizing the WOPs movement seemed to be further confirmed at the Congress, with a boost in membership and healthy competition amongst candidates to become members of GWOPA's International Steering Committee.

### Advancing WOPs Knowledge Through the Global WOPs Congress:

#### Session on Learning Approaches in WOPs Framework

WOPs are based on the assumption that a utility with particular capabilities is also able to transfer these capabilities to another utility through partnership. While WOPs are known to work to greater or lesser extents, the mechanisms for this capacity transfer are little known. Lack of understanding

and guidance on this topic led to the Congress thematic session on Learning Approaches and GWOPA's preparation of the sessions' framing paper. The paper, which surveys current knowledge management practices in WOPs, notes that Capacity Development is almost never an explicit goal of WOPs,

rather capacity development is assumed to be achieved if an operational improvement has been made. The document makes a case for approaching learning more directly in WOPs and presents a draft framework for doing so that will be built upon through the BEWOP project.

- The Need for this Bi-annual Event – the need for global congresses to help build the community of operators working together for better service provision emerged clearly from the Congress participants. The discussion was animated and fresh, and the exchange seemed to respond to a real demand from participants.

The opportunity to share experience, learn from one another, and see one's WOPs as part of a wider effort to improve public water and sanitation services seemed to be a universally appreciated aspect of the event.

## A Sustainable Development Goal for Water

### The Role of Operators in the Post-2015 Sustainable Development Agenda

To ensure water receives the attention it needs in the post-2015 Development Framework, UN-Water has been working to articulate a dedicated Sustainable Development Goal on water. Before the WOPs Congress an online consultation was held, and during the Congress, a special session was organized to seek the inputs of operators on the UN-Water position paper and

their role in the achievement of sustainable development. Operators, professionals working with operators, and Congress participants discussed the proposed goal in relation to water and sanitation service provision. The questions focused around the roles and responsibilities that the proposed goal – with its targets on wastewater, water quality, and resource management,

in addition to the introduction of notions of universality in service provision – would require of operators, and what support operators would need in order to fully contribute to achieving them.

The session produced a formal input from water utilities towards the UN-Water process which was taken up by the UN-Water Working Group in its meeting in January 2014.

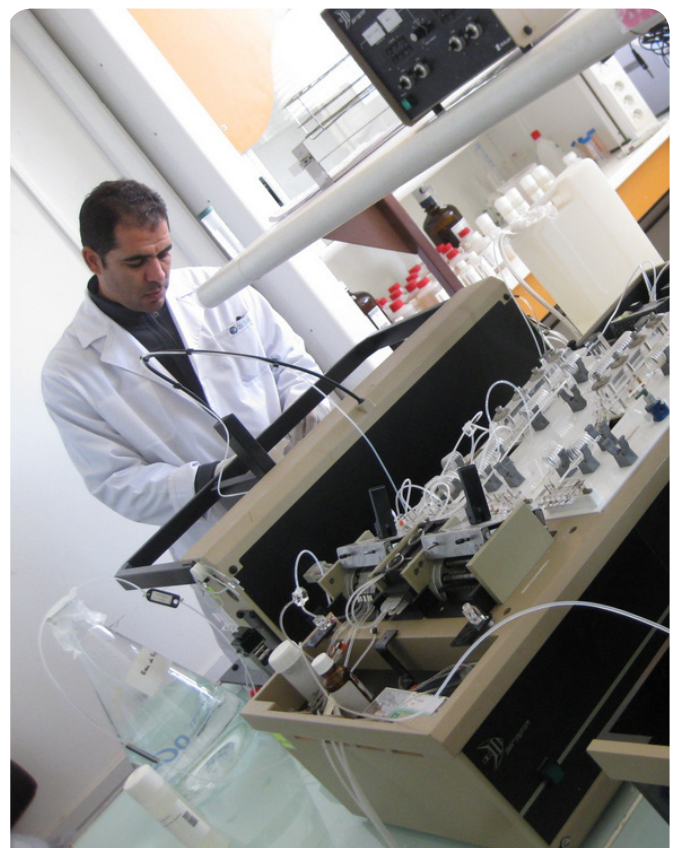
The Congress itself was flanked by complementary events: BEWOP's Water Operators Consultative Group Workshop and a lesson learning workshop for past and future WOPs partners in Africa in the two days leading up to the Congress, as well as the 2<sup>nd</sup> GWOPA General Assembly immediately following it. These events are discussed separately.

### Boosting Effectiveness in Water Operators' Partnerships (BEWOP)

In its bid to host the GWOPA Secretariat in 2012, UNESCO-IHE rallied various Dutch water sector actors to identify their interest in working more closely with GWOPA. Despite their bid being beat out by that of Barcelona, the effort mobilized a consensus amongst the Dutch water sector in the value of collaboration. Riding on this momentum, GWOPA and UNESCO-IHE began working together to formulate a joint project proposal, which was met with Dutch Government approval in mid-2013.

The title of the 5-year research and knowledge management project is Boosting Effectiveness of Water Operators' Partnerships (BEWOP), and its purpose is to better understand and apply effective knowledge transfer and change processes in WOPs in order to optimize resource use and maximize WOPs impact with the ultimate goal of improving their ability to contribute to universal access.

GWOPA and UNESCO-IHE are working together to analyse existing experiences of WOPs and related processes in order to develop frameworks and tools for improving WOPs practice. The initiative will measure its success by the uptake of its products, so is careful to ensure its output respond to the real needs of WOPs implementers and supporters. In this light, the initiative is actively consulting with key stakeholders, notably with group of water operators representing the diversity of WOPs implementers within GWOPA's network. The Water Operators' Consultative Group held its first 2-day workshop just prior to the 2<sup>nd</sup> Global WOPs Congress. Based on the feedback received during the workshop, the BEWOP team will refine its workplan and tailor its deliverables.





### Case Studies in Africa

GWOPA's Case Studies provide brief, readable narratives of WOPs cases to inform about, inspire, and learn from WOPs practice.

Building on a first round of three Case Studies in Asia published in 2012, a series of new case studies on WOPs in Africa have been prepared. The first two of these cases were launched during the 2<sup>nd</sup> Global WOPs Congress in 2013, and the last is forthcoming in early 2014.

The WOPs featured are:

- Vitens-Evides International, Netherlands – FIPAG (Chokwe, Inhambane, Maxixe, and Xai-Xai), Mozambique
- Dunea N.V., Netherlands – Mwanza Urban Water and Sewerage Authority (or MWAUWASA), Tanzania
- eThekweni Water and Sanitation, City of Durban, South Africa – Bulawayo City Council, Zimbabwe

The cases were selected to show diversity in the way that WOPs are conducted on the continent, and to highlight exemplary aspects that may be worthy of replication. In the Mwanza WOP, for example, the labour unions of the two operators involved in the WOPs conducted an employee satisfaction survey that allowed workers a chance to bring their challenges to the attention of management, while contributing to the identification of solutions. In the Mozambique case, funds and human resources were leveraged in a timely manner, resulting in a long-term WOP with an impressive set of operational results. In the Bulawayo case, a WOP catalyzed by a Cholera outbreak, the mobilization of a number of atypical WOP stakeholders and the ability to take advantage of an influx of investment made this a successful WOP with good sustainability outlook.

### UN-Water Task Force on Capacity Development for Water Operators

As an associated programme of UN-Water, the UN's interagency coordination mechanism on water topics, UN-Habitat's GWOPA took the initiative and led the formation of the UN-Water Task Force on Capacity Development for Water Operators (TF-CDWO) in August 2012, and has been coordinating the activities of the Task Force since then.

The work of the Task Force focuses on strengthening coordination of UN-Water's efforts to develop capacity at the water operator level and capitalizes on UN-Water Members' and Partners' work in support of public utilities responsible for water supply and sanitation services. The UN-Water Thematic Priority Area on Drinking Water and Sanitation acts as an overall umbrella to the Task Force.

The activity on "Mapping out existing capacity development activities and resources" has been initiated by GWOPA in collaboration with UN-Water Decade Programme on Capacity Development (UNW-DPC). A baseline survey, hosted in the UN-Water Activity Information System, was prepared and sent to the members of the Task Force and UN-Water Members and Partners for inputs. The results of the survey analysis will be assessed by an international group of water operators and capacity development experts in June 2014.

The objectives of the Task Force have been aligned with the objectives of BEWOP, the collaborative project of GWOPA and UNESCO-IHE. Both initiatives are working synergistically to gather and avail new capacity development resources and knowledge tools for water and sanitation operators.





### Access to Water in Nairobi: Mapping the inequities beyond the statistics

This interactive online report, the outcome of a 2-year research project led by GWOPA in collaboration with the French Research Institute in Africa was launched through a dedicated workshop organized by GWOPA in Nairobi in October 2013, and attended by representatives of local stakeholders, such as the Nairobi City Water and Sewerage Company, Athi Water Board, NGOs and Civil Society groups; and international development agencies and donors, such as the World Bank's Water and Sanitation Program, the African Development Bank, the French Development Agency (AFD), the German Development Cooperation (GIZ), UNESCO-IHE, the French Embassy in Nairobi, as well as several other organizations that are active in supporting the water and sanitation sector in Kenya.

In the workshop, the innovative methodology for delineating the city neighborhoods based on their spatial and socio-economic criteria and detecting the service

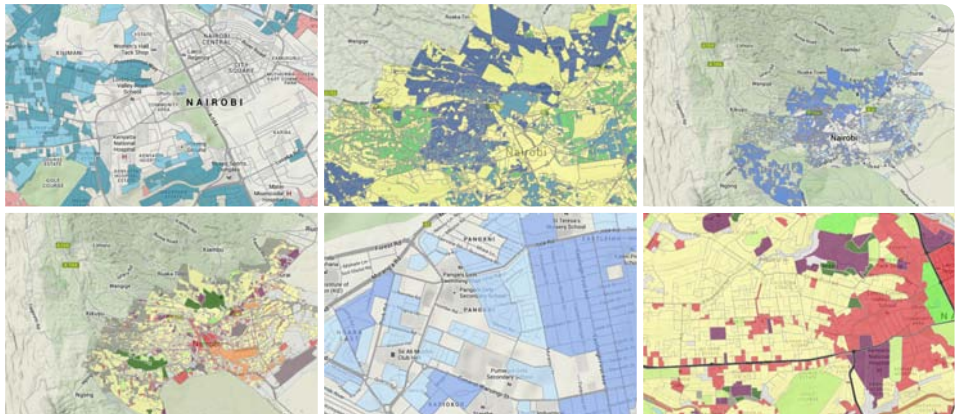
coverage level in each of the delineated neighborhoods using satellite imagery analysis together with household surveys, was presented with a series of detailed maps that resulted from the study.

The maps, which showed service coverage and cost, continuity of services, etc., in each of the delineated neighborhoods, enabled clear visual interpretation of several dimensions of spatial inequity in service provision within Nairobi. The results and conclusions of the study present a valuable source of information that can help both national and local levels of government in Kenya, as well as any potential donors, direct their investment in water infrastructure toward the neediest neighborhoods.

The methodology has been also recognized for its potential use in monitoring progress toward the achievement of the MDGs and potential Sustainable Development Goals beyond 2015, at the city level. During the 2<sup>nd</sup> Global WOPs Congress, various GWOPA partner utilities indicated their interest in applying the tool in their cities. The entire study is accessible online (<http://access-to-water-in-nairobi.gwopa.org/>).

## Access to Water in Nairobi

Mapping inequalities  
beyond the statistics



## COMMUNICATIONS AND ADVOCACY

The promotion of WOPs continues to be a key activity of the GWOPA Secretariat. The Secretariat frequently convenes and participates in global dialogue to advocate for the improvement and strengthening of utilities while seeking to mobilize utilities and their supporters to engage in WOPs. Advocacy activities include information gathering and dissemination, not only through conference and meeting participation, but also through its website ([www.gwopa.org](http://www.gwopa.org)), newsletters, and social networking tools like Facebook and Twitter.

### Presence at Major Events

GWOPA's active presence at global and regional water events continues to be an important means of promoting WOPs and strengthening the existing networks of partners that support or implement them. Major events which the GWOPA Secretariat attended in 2013 are listed in the box overleaf.





Event	Activities
<p>January – Zaragoza, Spain International Annual UN-Water Zaragoza Conference 2013</p>	<p>Delivered a presentation “Water Operators’ Partnerships as a tool for water cooperation” at “Session 3: Techniques and models to further water cooperation to improve water efficiency and water services in cities”</p>
<p>January – Abu Dhabi, UAE International Water Summit 2013</p>	<p>Delivered a keynote speech at the Session on WOPs “Non-Profit Peer Support Partnerships for Capacity building of Water Operators”</p>
<p>May – Daegu, Korea 7<sup>th</sup> World Water Forum Kick-off Meeting</p>	<p>Contributed to the discussion on the preparation of the 7<sup>th</sup> World Water Forum</p>
<p>May – Delft, the Netherlands 5<sup>th</sup> Delft Symposium on ‘Developing Capacity from Rio to Reality – Who’s Taking the Lead?’</p>	<p>Co-organized a Session “Capacity development for Water Cooperation – cases of success” with UNW-DPC</p>
<p>May – Tirana, Albania Regional Utility Management Conference</p>	<p>Organized a Workshop “Water Operators’ Partnerships in South East Europe (WOP-SEE)”</p> <p>Delivered a presentation on WOPs at “Certification and Training Session”</p>
<p>May – Marrakech, Morocco Workshop on Water Operators Partnerships – Experiences and Lessons</p>	<p>Delivered a presentation on GWOPA and its activities in Africa</p>
<p>June – Buenos Aires, Argentina 3<sup>rd</sup> ALOAS Meeting (Latin American Association of Water and Sanitation Operators)</p>	<p>Delivered a presentation on GWOPA and WOP-LAC “Past, Present and Future of the Platform”</p> <p>Organized the Meeting of the Steering Committee of WOP-LAC</p>
<p>August – Dushanbe, Tajikistan High-Level International Conference on Water Cooperation</p>	<p>Organized the Special Focused Event “Water Operators’ Partnerships (WOPs)– peer to peer support between water operators for fostering water cooperation”</p> <p>Networking at the GWOPA/UN-Habitat exhibition booth</p>

Event	Activities
<p>September – Stockholm, Sweden Stockholm World Water Week 2013</p>	<p>Organized the Seminar “Broadening Meaning &amp; Practice of Water Operators Partnership” with German Association for Water, Wastewater and Waste (DWA), Gesellschaft fuer Internationale Zusammenarbeit (GIZ) GmbH and the German Ministry of economic cooperation and development (BMZ)</p> <p>Launched the GWOPA 5-year Strategy for 2013–2017</p> <p>Organized a BEWOP Donor consultation meeting</p> <p>Networking at the GWOPA/UN-Habitat exhibition booth</p>
<p>September – Comillas, Spain Course on Designing and Implementing Successful Utility Reform in Water Supply and Sanitation</p>	<p>Presented a module to introduce the model of Water Operators’ Partnerships to enhance operators capacity through peer-to-peer support</p>
<p>October – St. Michael, Barbados 22<sup>nd</sup> Annual Caribbean Water and Wastewater Conference and Exhibition</p>	<p>Organized the Cari-WOP/GWOPA session during the Water Utilities Forum</p> <p>Attended the 1<sup>st</sup> Meeting of the Cari-WOP Steering Committee</p>
<p>October – Nairobi, Kenya IWA Development Congress 2013</p>	<p>Organized the Session “Water Operators’ Partnerships in Africa, lessons learned and way forward” in cooperation with the African Water Association (AfWA) and International Water Association (IWA)</p>
<p>December – Coimbra, Portugal Encontro Nacional de Entidades Gestoras de Água e Saneamento 2013 (ENEG 2013)</p>	<ul style="list-style-type: none"> <li>• Presented at the WOPs Event organized by the Portuguese Water Partnership</li> <li>• Networking at the Portuguese Water Partnership’s exhibition</li> </ul>

## WOPs Profiles

GWOPA's WOP database was created to be the ultimate source for tracking Water Operators' Partnerships activity and trends globally. Each WOP profile captures key data about the partnerships including mentor, mentee and supporting partner information, key inputs such as time and resources, methods of knowledge transfer, results achieved and perspectives on lessons and future needs. Those submitting profiles are also encouraged to contribute further documentation on the partnerships for those interested in learning more.

As a result of a campaign to collect WOPs profiles leading up to, and throughout, the 2<sup>nd</sup> Global WOPs Congress in November in Barcelona, the database now contains more than 110 profiles online. During this period, GWOPA's partner organizations such as the Spanish Association of Public Water Operators (AEOPAS), Vitens-Evides International (VEI), WOP-LAC, and the Reclaiming Public Water Network (RPWN), actively uploaded a number of new profiles to the database. During the Networking Fair of the Congress, a dedicated table for WOPs profiles was set up to demonstrate the database and show participants how to include their WOPs profiles within it.

The results of an initial analysis of WOPs trend using the data in the database was prepared through collaboration with McGill University and presented during the GWOPA's 5<sup>th</sup> Steering Committee Meeting in March in Paris. It was recommended by the Steering Committee members that GWOPA implement a wider campaign for populating the database. Bolstering the quality and completeness of existing profiles in the

database, many of which were self-reported and lacked information on financial and human resources inputs, was also expressed as a priority.

## Operator Profiles

GWOPA's online operator profiles database provides water operators who are interested in engaging in WOPs, or being part of its global network, a space to share information about their services, performance and practices, and express their interest in WOPs activities. Operators' profiles also exist for all WOPs partners that appear in the WOPs profile database. 382 operators' profiles are available online as of the end of 2013.

## The Pipeline

GWOPA's social networking platform, the Pipeline, enables direct exchange between water utility professionals and information sharing through the Recent Activities page. Since the launching of the Pipeline, more than 550 professionals have registered and 30 groups for thematic/technical discussions, as well as the preparation for WOPs implementation, were created.

## News & Events

The GWOPA site serves up a range of news, media like video and photos, and event information of broad interest to water operators. Workshops, training activities, calls for proposals, job offers, competitions and a range of relevant news items are being shared here. The site also allows partners to share recent news and event announcements.

### WaterCube and Really Simple Reporting Training

During the 2<sup>nd</sup> Global WOPs Congress, GWOPA organized the WaterCube, in collaboration with Akvo. Now in its fifth year, this unique video project aims to bring to life the people and issues behind efforts to improve water and sanitation challenges globally.

Over the two days it was set up in Barcelona, 50 videos were uploaded on-site on [watercube.tv](http://watercube.tv) including more than 40 interviews with WOPs practitioners speaking about their work, the issues they are facing, and the opportunities they see to partner with others around the world.

Akvo also ran a training session for participants on Really Simple Reporting during the Congress Networking Fair. This approach to reporting uses no-nonsense writing, photos, and short videos to describe and update projects in the field and to share them online. GWOPA has begun discussion with Akvo on how to integrate this reporting system into GWOPA's WOPs Profile page in order to provide more visibility and up-to-date coverage of WOPs activities.





## ALLIANCE STRENGTHENING

GWOPA needs a range of partnerships to meet its objectives. The Secretariat is therefore leading a continuous effort to bring on board new partners that would add value to the Alliance and to increase the active involvement of GWOPA members in the Alliance activities, focusing on increasing the stock of water operators who are interested in serving as mentors or mentees in WOPs and mobilizing members who can contribute substantively or financially to WOPs.

### GWOPA 2013–2017 Strategy Launching

The Secretariat launched its 2013–2017 Strategy at a partners meeting organized during Stockholm World Water Week in September. GWOPA Steering Committee Members, donors, and other invited participants packed the small meeting room over lunchtime to talk about the new document that will guide the Secretariat's work over the coming 5 years. The meeting was honored by the presence of Dr. Uschi Eid, Vice-Chair of UN Secretary General's Advisory Board on Water and Sanitation, who made a special address after the presentation of the Strategy, stressing the role of water and sanitation utilities in achieving the MDGs and recalling the history of WOPs and GWOPA. Having been an initial advocate for the WOPs idea in UNSGAB's Hashimoto Action Plan, she expressed satisfaction at the growth of the approach. As challenges, she pointed out the importance of continually expanding the network and increasing the number of WOPs that focused specifically on "still-neglected" sanitation and wastewater services.

In the open discussion that followed, the Secretariat was encouraged to strengthen links between the Strategy and the evolving Post-2015 Sustainable Development

framework, to strengthen connections with regional platforms, tap into domestic WOPs processes, and to keep up its high-level advocacy work, particularly with International Financial Institutions whose buy-in to WOPs could be transformative.

### Meeting with Spanish Partners

After relocating to its new base in Barcelona, the GWOPA Secretariat organized a 2-day coordination meeting to get to know its new Spanish water sector colleagues. The meeting, which was hosted in September by the Union for the Mediterranean in Barcelona, was attended by 30 representatives from water and sanitation utilities, government organizations, and NGOs from across Spain. After the GWOPA Secretariat presented its program and Spanish partners shared their activities relating to international cooperation, the meeting discussed synergies and initial opportunities for collaborating together in support of water operators. While Spanish support currently focuses on the Latin American and Caribbean region, there was also interest to explore collaboration on WOPs elsewhere.

Since the meeting, a number of the meeting participants have shared their WOPs profiles on GWOPA's database, presented at the 2<sup>nd</sup> Global WOPs Congress, joined the GWOPA Alliance, become members of its Steering Committee or relied on GWOPA to help facilitate new partnerships.



### 5<sup>th</sup> Steering Committee Meeting 2013

The GWOPA's 5<sup>th</sup> Steering Committee Meeting was held at the headquarters of SIAAP, Paris's wastewater utility, on the 28<sup>th</sup> of February and the 1<sup>st</sup> of March with a total of 39 participants, including Steering Committee members, invited partner organizations, observers, and the Secretariat. The main topics of discussion were the Annual Report of December 2011–2012, the 5-year Strategy for 2013–2017, and the Work Plan for 2013. For the first time, the Steering Committee was programmed over a 2-day period, allowing time for richer discussion with the members and invited participants. The Steering Committee provided its broad support for GWOPA's planned activities and made specific recommendations.

### 2<sup>nd</sup> GWOPA General Assembly

The General Assembly is the moment for the GWOPA Secretariat to meet with the wider GWOPA membership in order to present and receive broad feedback on its activities, and to renew its Steering Committee. The 2<sup>nd</sup> GWOPA General Assembly was held just following the WOPs Congress in Barcelona, on the 29<sup>th</sup> of November.

Following an introduction by UN-Habitat's Executive Director, GWOPA's 2013–2017 Strategy and the two new collaborative initiatives with UNESCO-IHE and OFID were presented to the members. In the elections that followed eleven new members of the GWOPA Steering Committee were identified, to replace outgoing members who had completed their 4-year term. The list below shows the new composition of the GWOPA Steering Committee.



## List of Steering Committee Members from November 2013

	Organization	GWOPA Steering Committee Category	Continuing or New Member
1	Nairobi City Water & Sewerage Company (NCWSC)	Africa	continuing
2	Rand Water	Africa	new
3	Office National de l'Electricité et de l'Eau Potable (ONEE)	Arab	new
4	Water Supply and Sewerage Authority Bethlehem (WSSA)	Arab	continuing
5	PERPAMSI (Indonesia Water Supply Association)	Asia	new
6	WaterLinks	Asia	continuing
7	Asociación Nacional de Empresas de Agua y Saneamiento (ANEAS)	Latin America	continuing
8	Obras Sanitarias del Estado (OSE)	Latin America	continuing
9	SABESP (Sao Paulo Water and Sanitation Company)	Latin America	new
10	CariWOP	Caribbean	continuing
11	Pacific Water & Wastes Association (PWWA)	Pacific	continuing
12	Athens Water Supply and Sewerage Company (EYDAP S. A.)	SEE	new
13	Aquanet BV	North	new
14	Aqua Publica Europa	North	new
15	Syndicat Interdépartemental pour l'Assainissement de l'Agglomération Parisienne (SIAAP)	North	continuing



	<b>Organization</b>	<b>GWOPA Steering Committee Category</b>	<b>Continuing or New Member</b>
<b>16</b>	AquaFed (The International Federation of Private Water Operators)	Private Operator	continuing
<b>17</b>	Sénégalaise des Eaux	Private Operator	continuing
<b>18</b>	Ingenieria Sin Fronteras	CSO	new
<b>19</b>	Plataforma de Acuerdos Públicos Comunitarios (PAPC)	CSO	continuing
<b>20</b>	CONTAGWAS (Continental Federation of Water and Sanitation Unions in the Americas)	Union	new
<b>21</b>	Public Service International (PSI)	Union	continuing
<b>22</b>	UNESCO-IHE	Alliance Partner	new
<b>23</b>	United States Agency for International Development (USAID)	Alliance Partner	continuing
<b>24</b>	Agence Française de Développement (AFD)	Donor	continuing
<b>25</b>	Agencia Española de Coop. Internacional para el Desarrollo (AECID), Spain	Donor	new
<b>26</b>	OPEC Fund for International Development (OFID)	Donor	new
<b>27</b>	WOP-Africa	Regional Platform	continuing
<b>28</b>	WOP-LAC	Regional Platform	continuing
<b>29</b>	UN-Habitat	Chair	continuing
<b>30</b>	UN Secretary General's Advisory Board on Water and Sanitation (UNSGAB)	Permanent Observer	continuing
<b>31</b>	GWOPA Secretariat	Secretariat	continuing

# Activity Area 2:

## Strategic Operational Support to WOPs

GWOPA's second strategic objective is to provide operational support to WOPs implementation in the field. The work focuses on Strengthening Regional Platforms, Mobilizing Financial Support and providing Direct Operational Support.

### **STRENGTHENING REGIONAL WOP PLATFORMS**

GWOPA supports the development of regional and, where demand exists, national platforms to support WOPs. Regional WOP platforms currently exhibit different levels of organization and require specific types of support from the Global WOPs Alliance, from building a governance structure to engaging support staff to financing WOPs activity. GWOPA continues to assist regional platforms to develop and monitor delivery of regional strategies and work plans and, where appropriate, facilitate inter-regional WOPs.





## Africa

In Africa, GWOPA has been supporting WOP-Africa, the regional WOP platform hosted by the African Water Association (AfWA), since participating in its establishment in 2007. In June 2012, the GWOPA Secretariat devoted one staff member to run the WOP-Africa program in the absence of a WOP-Africa Program Coordinator. A new permanent coordinator has since been recruited in September 2013.

Eight WOPs have been initiated by WOP-Africa since 2012 and are currently at different stages of implementation. Some have shown excellent results and are near full completion, while others, are less advanced. Among the good results yielded, several cases of reduced non-revenue water can be reported, as well as the establishment of customer care call-centers, and the cleaning and updating of customer databases.

A workshop to assess progress on WOP-Africa's WOPs implementation and get feedback on the whole process was organized in Barcelona prior the 2<sup>nd</sup> GWOPA's Global WOPs Congress, on the 24<sup>th</sup> and 25<sup>th</sup> of November. This was the first time that most of the African utilities involved in WOPs gathered to exchange experience in WOP implementation. The workshop proved to be a rich learning exercise and inspirational, for mentors and mentees alike.

Immediately after this first workshop, the same participants took part in a second workshop on developing Performance Improvement Plans (PIPs) within WOPs, an approach GWOPA is testing to help utilities produce fundable outputs for follow-up after WOPs. This PIP approach will be piloted within the 9 OFID-funded WOPs that will be implemented in 2014.



## Latin America

The transfer of WOP-LAC Secretariat hosting from the Inter-American Development Bank (IDB) to the Latin American Association of Water and Sanitation Operators (ALOAS) was made effective in June 2013, and a new technical coordinator for WOP-LAC was recruited by ALOAS. Two WOP-LAC Steering Committee meetings took place in 2013, during the 3<sup>rd</sup> ALOAS Meeting in Buenos Aires in June and the 2<sup>nd</sup> Global WOPs Congress in Barcelona in November. A WOP-LAC work plan for 2014 was presented and approved by the Steering Committee meeting in Barcelona. The activities proposed in the 2014 work plan include the initiation of 8 WOPs in the region, two regional thematic workshops (on Risk Management and Utility Social Responsibility), participation in regional events (e.g. 7<sup>th</sup> World Urban Forum in Medellin) and advocacy and communication activities.

It should be noted that the transition of the WOP-LAC Secretariat to ALOAS presented an opportunity to open the platform up for representation of non-utility actors such as civil society organizations, following GWOPA's guiding principle of inclusiveness. Effort is also being made to ensure coordination and smooth exchange of information with the Cari-WOP platform in the Caribbean, as well as national WOP platforms in the region, such as those led by AESBE in Brazil and ANEAS in Mexico.



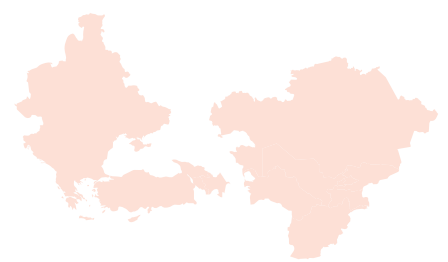
### The Caribbean

The 1st Meeting of the Steering Committee of the Cari-WOP platform took place on the 8<sup>th</sup> and 9<sup>th</sup> of October 2013 during the 22<sup>nd</sup> CWWA Annual Conference and Exhibition in Barbados. The members of the WOP-LAC Steering Committee prepared a work plan of activities for 2014 that includes the organization of thematic training activities leading to the establishment of new WOPs. Priority areas of capacity development support for the

region are Water Safety Planning, Adaptation to Climate Change, Disaster Preparedness, and Risk Reduction. A specific country activity was proposed for Haiti recognizing the importance of addressing the ongoing cholera epidemic.

A Cari-WOP/GWOPA Session was organized as part of the Water Utilities Forum at the 22<sup>nd</sup> CWWA Annual Conference. In this session, examples of WOPs that have been implemented in the Caribbean were presented, and a matchmaking activity was organized with utilities who expressed their interest in giving or receiving support.

A Memorandum of Understanding for the second phase of a GWOPA-supported WOP between Belize Water Services and Contra Costa Water District, in California, USA, was signed. This WOP is expected to start early 2014.



### Eastern Europe / Central Asia

#### Southeast Europe

A workshop on Water Operators' Partnerships in South-East Europe was organized by GWOPA and the WOP-SEE platform during the Regional Utility Management Conference in May in Tirana, Albania. The objective of the workshop was to present some country level perspectives on capacity development, and to discuss the status and future of the WOP-SEE platform. The recommendations made during the workshop emphasized the need to strengthen the role of national water associations in initiating and facilitating WOPs in the region.

During the 2<sup>nd</sup> Global WOPs Congress, a side meeting took place between the members of the WOP-SEE Secretariat (the Romanian Water Association and EYDAP of Athens, Greece) and GWOPA in

order to prepare a concise and feasible work plan for the WOP-SEE platform. Five steps were proposed for the new work plan: 1) Consolidate the Steering Committee of the platform; 2) Map the expertise and capacity development needs in SEE utilities and water associations; 3) Identify three pilot projects (at national, regional and international levels (involving a mentor from outside the region); 4) Replicate the pilot WOPs that have been done in other countries of the region; and 5) Initiate parallel activities, especially for advocacy and awareness with donors. It was proposed that the WOP-SEE Platform eventually be attached to a bigger regional platform covering Eastern Europe and Central Asia, when such a platform is established.

### Central Asia

GWOPA established preliminary contacts in the region with the aim of setting up an Eastern Europe / Central Asia regional WOP platform in 2014, with the active involvement of the countries of the region and some development actors, such as the World Bank, UNW-DPC, UNDP, the Asian Development Bank and Waterlinks.

Discussions were initiated with the Government of the Republic of Tajikistan and the State Unitary Enterprise “Khojagii Manziliyu Kommunalii” to organize a regional workshop in July 2014 with water operators, donors, and other stakeholders on “Capacity Development, WOPs, and Financing for Non-revenue Water Management in Central Asia.” This activity was proposed to identify regional and national needs for capacity development and investments, with the aim of shaping a coordinated regional response.

GWOPA also continues to contribute to the implementation of the Protocol on Water and Health whose Secretariat is hosted jointly by UNECE and the WHO Regional Office for Europe. Coordination has been established with the Working Group on Water and Health, and efforts are still underway to identify appropriate partners for a pilot WOP focussing on Water Safety Planning for small scale utilities. Discussions were initiated between the Water Utility of Oslo (Norway) and the Water Utility of Kulob (Tajikistan) to engage in a WOP to prepare and implement a Water Safety Plan.



### Asia and the Pacific

#### Working with WHO on Water and Sanitation Safety Plans

In May 2013, the GWOPA Secretariat led a training program for Water Safety Planning in Korea, in cooperation with the International Urban Training Center, UN-Habitat/ Capacity Development Unit, WHO’s Asia-Pacific WSP network, and CapNet (UNDP).

Eight water and sanitation utilities from the Asia-Pacific region participated in this one-week training workshop for the purpose of learning how to develop, implement, and follow up a Water Safety Plan. On the last day of the training program, each of the participating utilities

presented its own draft Water Safety Plan. Progress on the implementation of these plans is now being followed up. Some of the trained utilities expressed their interest in playing the role of mentors in potential future WSP-focused WOPs in the region.

Among the most significant long-term outcomes of this activity is the initiative that GWOPA Secretariat took to connect the Malaysian sanitation utilities to Sanitation Safety Plans. Under an inter-agency cooperation between UN-Habitat and the WHO Regional Office for South-East Asia, GWOPA is now supporting the Malaysian Government to pilot the Sanitation Safety Planning Approach being developed by WHO along the lines of its successful Water Safety Planning Guidelines. IWK, the Malaysian utility, will subsequently mentor other sanitation utilities in the Asia-Pacific region to put in place Sanitation Safety Plans.

### WOPs Implementation

Sixty-five WOPs have been facilitated in the region through the combined efforts of the Asian Development Bank (ADB) and U.S. Agency for International Development (USAID) since 2008. Currently, ADB is supporting 14 ongoing WOPs with 21 others under preparation. The Asian Development Bank has initiated many WOPs in the Pacific region with funds by the AusAid and Pacific Region Infrastructure Fund (PRIF). There are also a number of WOPs happening in Asia with support by mentors from countries in Europe, notably France, the Netherlands and Spain, using their own financial resources.

In addition, the GWOPA Secretariat is currently collaborating with WaterLinks to implement a Pilot WOP on Climate Change preparedness in Sri Lanka with Yarra Valley of Australia, in cooperation

with UN-Habitat's Cities and Climate Change Initiative. As an expected concrete outcome of this two-year project, a Climate Change Mainstreaming Guide for Utilities will be prepared.

### Asia-Pacific Utilities in the Congress

At the 2<sup>nd</sup> Global WOPs Congress in November, WaterLinks led a regional session entitled "WOPs in Asia and the Pacific" where cases from Thailand, the Philippines, Malaysia, Indonesia, and the Pacific were presented. The panel that followed focused on the factors for effective WOPs, the role of broader stakeholders in implementing WOPs, and internal and external mechanisms to replicate WOPs in the region.

## DIRECT OPERATIONAL SUPPORT FOR WOPs

### Cooperation with the OPEC Fund for International Development (OFID)

A proposal submitted to OFID in late 2012 was met with its board's approval in June 2013, and GWOPA was granted 1.0 million USD for WOPs in Africa. The 1.0 million will support nine 'first-phase' WOPs lasting for one year. For some partners, this will constitute the second phase of an existing WOP, giving these utilities the opportunity to extend and deepen their partnerships.

The three main thematic focus areas of these WOPs will be management of non-revenue water, extending access to the poor, and extending access to sanitation. The supported utilities will develop Performance Improvement Plans (PIPs) on the basis of the guidance material developed by GWOPA. The learning process and the PIP material will also feed into the BEWOP knowledge management initiative.

The majority of the utilities involved in this initiative launched their WOPs during an official signing ceremony organized within the African regional session at the 2<sup>nd</sup> Global WOPs Congress in November, in Barcelona.





The table below shows a list of partner utilities that are supported in the OFID initiative.

	<b>Mentor</b>	<b>Mentee</b>
<b>1</b>	RandWater (Johannesburg/South Africa)	Harar Water and Sewerage Authority (Ethiopia)
<b>2</b>	RandWater (Johannesburg/South Africa)	Namibia Water Corporation – NamWater (Namibia)
<b>3</b>	Swaziland Water Services Corporation (Swaziland)	Nkana Water and Sewerage Company (Zambia) 2 <sup>nd</sup> phase
<b>4</b>	Swaziland Water Services Corporation (Swaziland)	Kigoma Urban Water and Sewerage Authority KUWASA (Kigoma/Tanzania)
<b>5</b>	National Water and Sewerage Corporation (NWSC Uganda)	Nairobi City Water and Sewerage Company (NCWSC Kenya)
<b>6</b>	NWSC (Uganda)	GWCL (Ghana Water Company Limited) 2 <sup>nd</sup> phase
<b>7</b>	Office National de l’Eau et de l’Assainissement (ONEA Burkina Faso)	Société des Eaux de Guinée SEG (Guinea)
<b>8</b>	Office National de l’Eau et de l’Assainissement (ONEA Burkina Faso)	Société Togolaise des Eaux (TdE Togo)
<b>9</b>	E-Thekwini Water and Sanitation Unit/ E-Thekwini Municipality (Durban/South Africa)	Lilongwe Water Board (Malawi)

## MOBILIZING FINANCE

GWOPA continued working this year to mobilize financial resources both to support transactions needed for WOPs, as well as to help catalyze financial support for follow-up investment.

### Increasing the Pool of Mentors

In 2013, GWOPA's Secretariat was very active trying to engage new mentor water utilities, especially from the northern hemisphere, to share their knowledge and expertise with mentee utilities around the world in need of capacity and skills development. GWOPA approached potential mentor utilities from Denmark, Norway, Spain, Portugal, and the United States, as well as national water operators' associations, water agencies, ministries, and financial institutions in the same countries to advocate for the WOPs model as a tool for international cooperation in the area of water and sanitation.

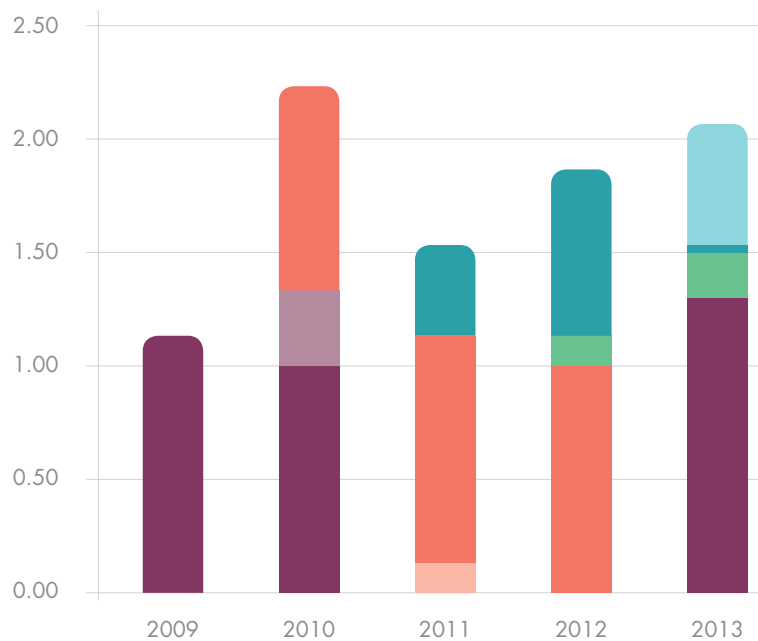
Some examples of the institutions contacted are the Nature Agency of the Danish Ministry of the Environment and the Danish Water and Wastewater Association (DANVA) in Denmark, Alianza por el Agua and AEOPAS in Spain, Portuguese Water Partnership and APDA in Portugal, Norwegian Water Agency (Norsk Vann) in Norway, as well as American Water Works Association (AWWA) and U.S. Water Partnerships in the USA. At the last AWWA's International Council in June 2013, the creation of a WOPs chapter within the Association was approved.

A Memorandum of Understanding was signed between ECODES – the Secretariat of Alianza por el Agua – and UN-Habitat/GWOPA to support the capacity development of water operators in the LAC region through Water Operators' Partnerships. The MoU was signed during the 2<sup>nd</sup> Global WOPs Congress in November 2013.



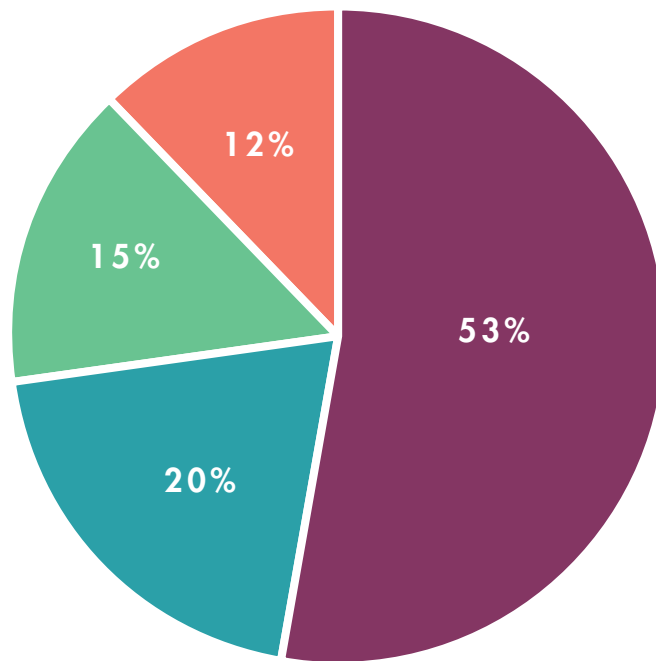
# GWOPA Secretariat Finances

## EVOLUTION OF REVENUE



- City of Barcelona
- Carry Over
- Agence Française de Développement
- Abu-Dhabi Water and Electricity Authority
- Catalan Agency for Development
- General UN-Habitat WSTF
- Government of Spain

### 2013 EXPENDITURE BREAKDOWN



- Personnel
- Guiding Global Growth of WOPs
- Strategic Operational Support to WOPs
- UN-Habitat Programme Support Costs







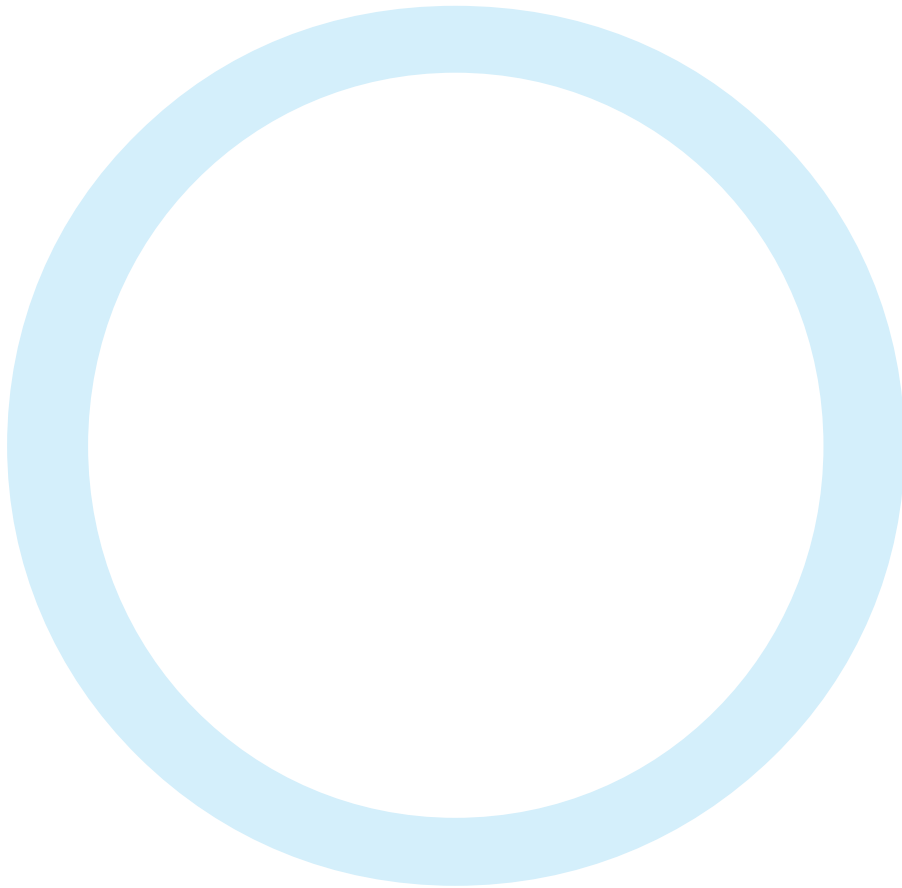




Become our fan on Facebook



@gwopa



[www.gwopa.org](http://www.gwopa.org)  
[www.unhabitat.org](http://www.unhabitat.org)